COURSE CURRICULUM

MBA

Batch:2024-2026
Academic Year: 2024-25
Updated on: July, 2024

GSFC University
School of Management & Liberal arts, Vigyan Bhavan, P. O. Fertilizer Nagar, Vadodara - 391750, Gujarat, India

VISION

- GSFCU strives to be the best compact boutique institution with a futuristic approach, encouraging student centric culture and sharpened focus on developing industry ready & employable students with all-round development.

MISSION

- Establish an institution, which promotes creativity and innovation.
- Develop unique quality standards for academic excellence and pedagogical innovations.
- Remain agile through learning ecosystem with flexible processes & systems.
- Holistic growth for industry readiness.

No.	Programme Outcomes (POs)	Blooms' Taxonomy Domain	Blooms' Taxonomy Sub Domain
PO1	At the end of the MBA programme, the students will possess the ability to articulate, illustrate, analyze, synthesize and apply the knowledge of principles and frameworks of management and allied domains to the solutions of real-world complex business problems.	Cognitive	Understand, Apply
PO2	The students will possess the ability to Identify, formulate and provide innovative solution frameworks to real world complex business and social problems by systematically applying modern quantitative and qualitative problem-solving tools and techniques.	Cognitive	Analyze, Create
PO3	The students will possess the ability to conduct investigation of multidimensional business problems using research-based knowledge and research methods to arrive at data driven decisions	Cognitive	Apply, Evaluate
PO4	The students will be able to effectively communicate in cross-cultural settings, in technology mediated environments, especially in the business context and with society at large	Affective	Apply, Analyze

PO5	The curriculum develops the ability to collaborate in an organizational context and across organizational boundaries and lead themselves and others in the achievement of organizational goals and optimize outcomes for all stakeholders.	Affective	Analyze, Create
PO6	The programme ensures students to approach any relevant business issues from a global perspective and exhibit an appreciation of Cross-Cultural aspects of business and management	Cognitive	Understand, Apply
PO7	The students will be able to identify entrepreneurial opportunities and leverage managerial & leadership skills for founding, leading & managing startups as well as professionalizing and growing family businesses.	Cognitive	Analyze, Create
PO8	The students will be able to operate independently in new environment, acquire new knowledge and skills and assimilate them into the internalized knowledge and skills.	Cognitive	Apply, Analyze

No.	Programme Specific Outcomes (PSOs)	Blooms' Taxonomy Domain	Blooms' Taxonomy Sub Domain
PSO1	Graduates of the MBA program will successfully integrate core, cross-functional and interdisciplinary aspects of management theories, models and frameworks with the real world practices and the sector specific nuances to provide solutions to real world business, policy and social issues in a dynamic and complex world.	Cognitive	Understand, Apply
PSO2	Graduates of the program will possess excellent communication skills, excel in cross functional, multi-disciplinary, multi-cultural teams, and have an appreciation for local, domestic and global contexts so as to manage continuity, change, risk, ambiguity and complexity.	Affective	Apply, Analyze
PSO3	Graduates of the MBA program will be appreciative of the significance of Indian	Affective	Understand, Apply

	ethos and values in managerial decision making and exhibit value centered leadership.		
PSO4	Graduates of the MBA program will be ready to engage in successful career pursuits covering a broad spectrum of areas in corporate, non-profit organizations, public policy, entrepreneurial ventures and engage in life-long learning.	Cognitive	Apply, Analyze
PSO5	Graduates of the MBA program will be recognized in their chosen fields for their managerial competence, creativity & innovation, integrity & sensitivity to local and global issues of social relevance and earn the trust & respect of others as inspiring, effective and ethical leaders.	Affective	Analyze, Create

Mapping of POs & PSOs:

	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**
PSO1	3	3	1	1	3	3	3	1
PSO2	1	1	1	3	3	3	1	1
PSO3	1	1	1	1	1	1	1	1
PSO4	1	1	3	1	1	1	3	3
PSO5	1	1	1	3	1	1	3	1
Avg.								

1: Slight (Low); 2: Moderate (Medium); 3: Substantial (High); 0 None

Definition of Credit:

1 Hour. Lecture (L) per week	1 credit
1 Hour Tutorial (T) per week	1 credit
4 Hours Practical (P) per week	2 credit
2 Hours Practical (P) per week	1 credit

1 Hour Practical (P) per week	0.5 credit
3 Hours Experiential learning	1 credit

Course Code Definitions:

Lecture	L
Tutorial	T
Practical	P
Basic Science Courses	BSC
Engineering Science Courses	ESC
Humanities and Social Sciences including Management courses	HSMC
Professional core courses/Major (Core)	PCC
Professional Elective courses/Minor Stream	PEC
Open Elective courses	OEC
Laboratory course	LC
Mandatory courses	MC
Non-credit courses	NC
Project (Experiential learning)	PROJ
Experiential learning ex. Internship, Industrial Visit, Field visit, etc.	EL
Multidisciplinary courses	MDC
Ability Enhancement Course	AEC
Skill Enhancement Course	SCE
Value Added Courses	VAC

About the Program:

The MBA program at GSFC University (GSFCU) is transforming the landscape of postgraduate education with its innovative approach. The program empowers tomorrow's leaders with the knowledge, skills, and connections to succeed in today's business landscape. Our MBA program is strategically crafted to cultivate exceptional business executives, managers, and entrepreneurs, equipped with a blend of theoretical knowledge and practical expertise to confidently tackle demanding industry tasks and embark on successful entrepreneurial journeys. Furthermore, we prioritize instilling a strong foundation of values, ethics, and a socially responsive attitude, shaping our graduates into responsible global citizens. At GSFCU, we believe in unleashing the full potential of MBA aspirants by challenging them to exceed their limits and cultivate exceptional problem-solving skills. Our program goes beyond traditional business management education, immersing students in advanced concepts and theories that sharpen their managerial prowess and decision-making abilities, taking their professional game to new heights.

With a systematic and well-planned approach to career growth, our postgraduate MBA degree program empowers aspiring minds to pursue their entrepreneurial ambitions with confidence. We understand the ever-evolving nature of today's business landscape, and our curriculum equips graduates with a unique skill set that combines time-tested wisdom with innovative thinking. At GSFCU, we nurture business management graduates who are equipped to tackle critical business challenges head-on and provide optimal solutions. Our students acquire the skills needed to navigate dynamic environments, identify opportunities, and deliver exceptional results. Through a perfect blend of theoretical knowledge and practical application, we shape our students into resourceful problem-solvers who can effectively address the demands of the business world. At the heart of the program lies a commitment to individual growth, learning, and development. The dedicated faculty and staff foster a supportive learning environment that encourages critical thinking, innovation, and collaboration. The program is designed to bridge the gap between academia and the business world, equipping graduates with the practical exposure and real-world insights needed to excel in their chosen careers.

Join us at GSFCU and embark on a transformative journey that will elevate your business acumen, unlock your entrepreneurial spirit, and position you as a sought-after professional capable of making a significant impact in the business landscape.

Semester - I							
Sr. No.	**Course Code**	**Course Title**	**L**	**T**	**P**	**C**	**Marks**
A. Core Subjects							
1.	MBA1001	Accounting for Managers	3	0	0	3	100
2.	MBA1002	Business Environment	3	0	0	3	100
3.	MBA1003	Management Information System	3	0	0	3	100
4.	MBA1004	Managerial Economics	3	0	0	3	100
5.	MBA1005	Quantitative Technique	3	0	0	3	100
6.	MBA1006	Organization Behaviour	3	0	0	3	100
7.	MBA1007	Corporate Law	3	0	0	3	100
8.	ASC01	Managerial Communication	2	0	0	2	100
9.	ASC03	Internship	0	0	2	2	100
Total						**25**	**900**

Semester - II							
Sr. No.	**Course Code**	**Course Title**	**L**	**T**	**P**	**C**	**Marks**
A. Core Subjects							
1.	MBA2001	Business Analytics	3	0	0	3	100
2.	MBA2002	Marketing Management	4	0	0	4	100
3.	MBA2003	Financial Management	4	0	0	4	100
4.	MBA2004	Human resource Management	4	0	0	4	100
5.	MBA2005	Business Research Methods	3	0	0	3	100
6.	MBA2006	Production & Operations Management	4	0	0	4	100
7.	MBA2007	International Business	3	0	0	3	100
8.	MBA2008	Indian Ethos & Business Ethics	2	0	0	2	100
9.	MBA2009	Internship	0	0	2	2	100
Total						**29**	**900**

Semester – III							
Sr. No.	**Course Code**	**Course Title**	**L**	**T**	**P**	**C**	**Marks**
A. Core Subjects							
1.	MBA3001	Supply Chain Management	4	0	0	4	100
2.	MBA3002	Operation Research	4	0	0	4	100
3.	MBA3003	Strategic Management	4	0	0	4	100
4.	MBA3004	Multidisciplinary Action Project (MAP)	0	0	4	4	100
B. Electives (Any one)							
	I.	**Human Resource Management**					
5.	MBAHRM001	HR Planning & Talent Acquisition	4	0	0	4	100
6.	MBAHRM002	Learning & Development	4	0	0	4	100
7.	MBAHRM003	Performance & Compensation Management	4	0	0	4	100
8.	MBAHRM004	HR Analytics	3	1	0	4	100
	II.	**Marketing Management**					
5.	MBAMM001	Consumer Behaviour	4	0	0	4	100
6.	MBAMM002	Integrated Marketing Communication	4	0	0	4	100
7.	MBAMM003	Sales and Distribution Management	4	0	0	4	100
8.	MBAMM004	Marketing Analytics	3	1	0	4	100
	III.	**Financial Management**					
5.	MBAFM001	Security Analysis and Portfolio Management	4	0	0	4	100
6.	MBAFM002	Financial Derivatives	3	1	0	4	100
7.	MBAFM003	Indian Financial System & Financial Market	4	0	0	4	100
8.	MBAFM004	Financial Analytics	3	1	0	4	100
	IV.	**Business Analytics- ELECTIVE IV**					
5.	MBABA001	Big Data Analytics	4	0	0	4	100
6.	MBABA002	AI/ML Basics	4	0	0	4	100
7.	MBABA003	Introduction to Python/ R	3	1	0	4	100
8.	MBABA004	DBMS-SQL	3	1	0	4	100
9.	VAC3001	Communicative English and Employability Skills III	2	0	0	2	100
Total						**32**	**900**

Semester – IV							
Sr. No.	**Course Code**	**Course Title**	**L**	**T**	**P**	**C**	**Marks**
A. Core Subjects							
1.	MBA4001	Project Management	4	0	0	4	100
2.	MBA4002	Comprehensive Project	0	0	4	4	100
B. Electives (Any one)							
	I.	**Human Resource Management**					
3.	MBAHRM005	Industrial Relations & Labour Laws	4	0	0	4	100
4.	MBAHRM006	Organizational Change and Development	4	0	0	4	100
5.	MBAHRM007	International HRM	4	0	0	4	100
	II	**Marketing Management**					
3.	MBAMM005	Brand Management	4	0	0	4	100
4.	MBAMM006	Service Marketing	4	0	0	4	100
5.	MBAMM007	International Marketing	4	0	0	4	100
	III	**Financial Management**					
3.	MBAFM005	Corporate Restructuring and Valuation	3	1	0	4	100
4.	MBAFM006	Taxation	4	0	0	4	100
5.	MBAFM007	International Finance	4	0	0	4	100
	IV	**Business Analytics**					
3.	MBABA005	Data Visualization	3	1	0	4	100
4.	MBABA006	Multivariate Data Analysis	3	1	0	4	100
5.	MBABA007	Time Series Analysis & Forecasting	3	1	0	4	100
6.		Communicative English and Employability Skills IV	2	0	0	2	100
Total						**22**	**600**

COURSECODE	COURSENAME	SEMESTER
MBA1001	Accounting for Managers	I

Teaching Scheme (Hours)				Teaching Credit			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
45	-	-	45	3	-	-	3

Course Pre-requisites	Basic knowledge of Business
Course Category	Compulsory
Course focus	Skills Enhancement
Rationale	The main objective of managerial accounting is to maximize profit and minimize losses. It is concerned with the presentation of data to predict inconsistencies in finances that help managers make important decisions.
Course Revision/ Approval Date:	8th BOS
Course Objectives (As per Blooms' Taxonomy)	1. To understand commonly used financial statements, their components. 2. To Show how information from business transactions flows into these statements 3. To examine the knowledge of generally accepted accounting principles (GAAP) and managerial accounting theories to business organizations, state and local. 4. To Learn how to prepare financial statements 5. To evaluate internal control issues and the effects of the regulatory environment on financial reporting.

Course Content	Weightage	Contact hours
Unit 1: Fundamentals of Accountancy Need for accounting, Functions of Accounting, Objectives of Accounting, Book Keeping and accounting, Users and uses of accounting information	**20%**	**9**
Unit 2: Accounting Process	**20%**	**9**

Recording Business Transactions, Accounting Terminologies, Accounting Equation, Journalising Transactions - Subsidiary Books - Ledger Posting - Trial balance, Final accounts, Case Study problem on Final Accounts		
Unit 3: Accounting Concepts, Conventions & Principles Generally Accepted Accounting Principles, Identification of different Accounting concept applied in various transactions, Financial accounting standards: Concept, benefits, procedure for issuing accounting standards in India, Indian Accounting Standard (Ind-AS), International Financial Reporting Standards (IFRS): - Need and procedures.	**20%**	**9**
Unit 4 Depreciation Meaning objectives and methods of depreciation, examples of depreciation calculation (Straight Line Method and Diminishing Balance Method without retrospective effect), Recognition - Determination of Amount of Expense**,** Capital and Revenue: Classification of Income - Classification of Expenditure - Classification of Receipts	**20%**	**9**
Unit 5: Emerging Issues in Accounting and Computerized Accounting Emerging Issues in Accounting**:** Human Resource Accounting, Forensic Accounting, Sustainability Reporting, Applicability of Ind AS – Indian Accounting Standards. Computerized Accounting Systems- Structuring Database for Accounting- Accounting system Using Database Management systems- Illustration of Accounting Database.	**20%**	**9**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: **Recall** the basic concepts, objectives, and functions of accounting and identify various users of accounting information.	**Remember**
CO2: **Explain** the steps in the accounting cycle including recording, classifying, and summarizing financial transactions.	**Understand**

CO3: **Apply** appropriate accounting principles and standards (Ind-AS and IFRS) to practical business transactions.	**Apply**
CO4: **Analyze** different methods of depreciation and distinguish between capital and revenue items for accurate financial reporting.	**Analyze**
CO5: **Evaluate** emerging trends and technologies in accounting, including sustainability reporting and computerized accounting systems.	**Evaluate**

Learning Resources	
1.	**Textbook:**
2.	**Reference Books:** 1.T. S. Grewal, Introduction of Accounting, Sultan Chand& Co. 2. Maheshwari, S.N. and S. K. Maheshwai: An Introduction to Accountancy, Eighth Edition, Vikas Publishing House 3. Rupam Gupta, Principles of Accounting, Sultan Chang &Co. 4. Hanif and Mukharjee, Modern Accounting, Tata McGraw-Hill 5. Gupta, R.L. and V.K. Gup ta; Financial Accounting: Fundamental, Sultan Chand Publishers
3.	**Journals & Periodicals:** 1. Journal of Accounting Auditing and Finance 2. International Journal of Accounting 3. Journal of Accountancy 4. Journal of Accounting Research.
4.	**Other Electronic Resources:** www.onlinelibrary.wiley.com

Mid Semester Marks	20 marks
End Semester Marks	40 marks
Continuous Evaluation 40 marks	

Class Participation	10 marks
Quiz	5 marks
Skill Enhancement activities/ Case Study/ Research Paper	15 marks
Presentation	10 marks

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	1	1	1
CO2	2	2	1	1	1
CO3	1	1	1	1	1
CO4	2	2	2	2	2
CO5	2	1	1	1	1
Avg.	2.5	1.6	1.2	1.2	1.2

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

Mapping of POs & Cos

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	1	1	1	1	1
CO2	2	2	1	1	1	1	1	1
CO3	1	1	1	1	1	1	1	1
CO4	2	2	2	2	2	1	1	1
CO5	2	1	1	1	1	1	1	1
Avg.	2.5	1.6	1.2	1.2	1.2	1	1	1

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

COURSE CODE	COURSE NAME	SEMESTER
MBA1002	Business Environment	I

Teaching Scheme (Hours)				Teaching Credit			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
45	-	-	45	3	-	-	3

Course Pre-requisites	Basic knowledge of Principles of Management or Introduction to Business
Course Category	Compulsory
Course focus	Skill Enhancement
Rationale	Understanding the business environment is crucial for making informed strategic decisions. By analyzing and interpreting the external factors, businesses can identify emerging trends, assess market opportunities and risks, and develop effective strategies to adapt and thrive in a dynamic business landscape.
Course Revision/ Approval Date:	8th BOS
Course Objectives (As per Blooms' Taxonomy)	1. Understand the importance of scanning environment on continuous basis. 2. Show that there are continuous changes taking place in the environment. 3. Examine the external factors (micro and macro) that can have potential impact on an organization. 4. Learns the impact of business environment on business operations, governance and regulation. 5. Evaluate the changes influencing business decisions.

Course Content	Weightage	Contact hours
Unit 1: Introduction Concepts and Importance of Business Environment, Environmental Analysis- Definition, Uses and Limitation, Process of Environmental Analysis, Types of Environments: Internal Environment, External Environment- Micro, Macro.	**15%**	**9**
Unit 2: Economic Environment Nature & structure of Economic Environment, Economic Systems, Economic policies - Privatization, Monetary Policy, Fiscal Policy, Constituents Financial Market, Economic Planning	**20%**	**12**
Unit 3: Technological Environment Meaning and Features, Impact of Technology on Society, Economy, Organization, Management of Technology, Transfer of Technology.	**15%**	**9**
Unit 4: Legal and Political Environment Three political Institutions-Judiciary, Legislation, Executive, Price and distribution Control: Objectives, Different types of price Controls, Public Distribution System, Competition Policy and law: Nature and Scope, Government policies and distortions to competitions, interface of FDI and competition law, Pre requisites for a competition policy, contours of competition law, Competition Act,2002.	**25%**	**15**
Unit 5: Social Environment Concept and significance of Socio-cultural Environment, Social responsibility concept and stake holder approach, For Social Responsibilities models- Ackerman's Model, Carroll's Four Part model, Arguments for and against social responsibility, Limits of Social Responsibility, Business Ethics, Consumerism, Consumer Protection Act: 1986	**25%**	**15**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: **Recall** the key concepts and types of business environment and describe the process and importance of environmental analysis.	**Remember**
CO2: Interpret the structure of the economic environment and **explain** the implications of various economic systems and policies.	**Understand**
CO3: **Apply** understanding of technological trends to evaluate their impact on business operations and management decisions.	**Apply**
CO4: **Analyze** the role of political institutions and legal frameworks, including the Competition Act, in shaping the business environment.	**Analyze**
CO5: **Evaluate** the relevance of social responsibility, business ethics, and consumer protection in contemporary business practices.	**Evaluate**

Learning Resources	
1.	**Textbook:** 1. Aswathapa K, "Essentials of Business Environment", Himalaya Publishing House
2.	**Reference Books:** 1. A.C. Fernando, Business Environment, Pearson Publication 2. Shaikh Salim, Business Environment, Pearson Publication 3. Francis Cherunillam, Business Environment, Himalaya Publishing House. 4. Ian Worthington & Chris Britton, The Business Environment, Pearson Publication.
3.	**Journals & Periodicals:** 1. International journal of Business Environment, Inderscience Publishers 2. Business Strategy and the Environment, Wiley library 3. International Journal of Business environment, Scimago
4.	**Other Electronic Resources:**

Mid Semester Marks	20 marks
End Semester Marks	40 marks
Continuous Evaluation 40 marks	

Class Participation	10 marks
Quiz	5 marks
Skill Enhancement activities/ Case Study/ Research Paper	15 marks
Presentation	10 marks

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	1	1	3	1
CO2	1	2	2	1	1
CO3	1	1	1	1	1
CO4	2	2	2	2	2
CO5	3	2	0	0	2
Avg.	1.8	1.6	1.2	1.4	1.4

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

Mapping of POs & Cos

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	1	1	1	1	1
CO2	2	2	1	1	1	1	1	1
CO3	1	1	1	1	1	1	1	1
CO4	2	2	2	2	2	1	1	1
CO5	2	1	1	1	1	1	1	1
Avg.	2.5	1.6	1.2	1.2	1.2	1	1	1

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

COURSE CODE	COURSE NAME	SEMESTER
MBA1003	Management Information System	I

Teaching Scheme (Hours)				Teaching Credit			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
45	-	-	45	3	-	-	3

Course Pre-requisites	Basic knowledge of computer applications, fundamental understanding of business processes, familiarity with data management concepts, and introductory skills in statistics or accounting are essential prerequisites for studying Management Information Systems.
Course Category	Compulsory
Course focus	Skill Enhancement
Rationale	Technology plays a critical role in today's business landscape. Information systems refer to the collection, processing, storage, and dissemination of data and information within an organization. They encompass hardware, software, networks, databases, and people who manage and use these resources to support business processes and decision-making. This course will provide valuable data and information that can be used for decision-making at all levels of an organization.
Course Revision/ Approval Date:	8th BOS
Course Objectives (As per Blooms' Taxonomy)	1. Understand the basic principles and working of information technology 2. Show the role of information technology and information systems in business. 3. Examine and compare how internet and other information technologies support business processes. 4. Learns the impact of Business Environment on business

	operations, governance, and regulation 5. Evaluate the overall perspective of the importance of application of internet technologies in business administration.

Course Content	Weightage	Contact hours
Unit 1: Organizations, Management, and the Networked Enterprise Information Systems in Global Business Today, Global E-Business and Collaboration, Information Systems, Organizations, and Strategy, Ethical and Social Issues in Information Systems	**20%**	**9**
Unit 2: Information Technology Infrastructure IT Infrastructure and Emerging Technologies, Telecommunications, the Internet, and Wireless Technology	**20%**	**9**
Unit 3: Database Management Foundations of Business Intelligence: Databases and Information Management, Managing Knowledge Enhancing Decision Making	**20%**	**9**
Unit 4: Information System Applications for the Digital Age Achieving Operational Excellence and Customer Intimacy, Enterprise Applications, Building Information System	**20%**	**9**
Unit 5: Managing Knowledge: The knowledge management landscape, Enterprise-wide knowledge management system, Knowledge work systems, and Intelligent techniques. Enhancing Decision Making: Decision making and information systems, Business intelligence in the enterprise. Business intelligence constituencies.	**20%**	**9**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: **Recall** fundamental concepts of information systems and their role in modern global businesses and organizations.	**Remember**
CO2: **Explain** the components and emerging trends in IT infrastructure, including telecommunications and wireless technologies.	**Understand**
CO3: **Apply** knowledge of database systems to manage and organize business intelligence and decision-making processes**.**	**Apply**
CO4: **Analyze** how enterprise applications enhance customer relationships, operational efficiency, and support system development.	**Analyze**
CO5: **Evaluate** the role of knowledge management and business intelligence systems in supporting strategic decision-making.	**Evaluate**

Learning Resources	
1.	**Textbook:** 1. Kenneth C. Laudon and Jane P. Laudon: Management Information System, Managing the Digital Firm, Pearson Education
2.	**Reference Books:** 1. James A. O' Brien, George M. Marakas: Management Information Systems, Global McGraw Hill 2. Steven Alter: Information Systems: The Foundation of E- Business, Pearson Education. 3. W.S. Jawadekar: Management Information Systems, Tata McGraw Hill
3.	**Journals & Periodicals:** 1. Journal of Information Technology Management 2. Information Technology and Management 3. International Journal of Information Technology and Management
4.	**Other Electronic Resources:**

Mid Semester Marks	20 marks
End Semester Marks	40 marks
Continuous Evaluation 40 marks	

Class Participation	10 marks
Quiz	5 marks
Skill Enhancement activities/ Case Study/ Research Paper	15 marks
Presentation	10 marks

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	1	3	2	1	1
CO2	2	2	1	1	1
CO3	1	1	1	1	1
CO4	2	2	2	2	2
CO5	3	1	0	2	1
Avg.	1.8	1.8	1.2	1.4	1.2

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

Mapping of POs & Cos

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	1	1	1	1	1
CO2	3	2	1	1	1	1	1	1
CO3	1	1	1	1	1	1	1	1
CO4	2	2	2	2	2	1	1	1
CO5	2	1	1	1	1	1	1	1
Avg.	2.5	1.6	1.2	1.2	1.2	1	1	1

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

COURSE CODE	COURSE NAME	SEMESTER
MBA1004	Managerial Economics	I

Teaching Scheme (Hours)				Teaching Credit			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
45	-	-	45	3	-	-	3

Course Pre-requisites	Basic understanding of microeconomics, mathematics, statistics, and business concepts; analytical thinking and decision-making skills are essential prerequisites.
Course Category	Compulsory
Course focus	Skills Enhancement
Rationale	It provides students with a foundational understanding of the behavior of individual economic agents, such as consumers and firms, and their interactions in the market. The course is designed to equip students with the necessary skills and knowledge to understand the microeconomic principles underlying the decision-making of businesses and individuals in the marketplace. The rationale for including the Micro Economics course in the MBA program is to prepare students to make informed and effective business decisions by providing them with a deeper understanding of how markets work.
Course Revision/ Approval Date:	8th BOS
Course Objectives (As per Blooms' Taxonomy)	1. To learn the basic economic principles so that you can examine a variety of social issues from the perspective of economics. 2. Be able to apply the concepts studied in class to the real world, and understand the political and economic jargons in everyday news. 3. To familiarize students with the basic concepts of micro economics. 4. To understand the effect of micro economics principles on the business decisions.

	5. To recognize that even though economic ideas are often abstract and ideologically driven, they are nevertheless a powerful tool for social change.

Course Content	Weightage	Contact hours
Unit 1: Fundamentals of Micro Economics Meaning and concepts: Wants, Desire, Demand, Utility and Satisfaction Indifference Curves	**20%**	**9**
Unit 2: Demand Analysis The demand function Demand curve, Determinants of demand Elasticity of demand Estimation and forecasting of demand	**20%**	**9**
Unit 3: Production and Cost Analysis Basic production and cost concepts, short run and long run estimation of cost, Economics of scope	**20%**	**9**
Unit 4: Revenue Concepts Total Revenue Variable and Fixed Revenue Average and Marginal Revenue	**20%**	**9**
Unit 5: Market conditions Market Structure: Perfect Competition – Monopoly - Imperfect Market Price Output determination under different market conditions	**20%**	**9**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: Define and **recall** basic microeconomic concepts such as wants, demand, utility, and indifference curves.	**Remember**
CO2: **Explain** the demand function, determinants of demand, and the concept of	**Understand**

demand elasticity.	
CO3: **Apply** cost and production concepts to assess short-run and long-run cost structures.	**Apply**
CO4: **Analyze** different types of revenues (total, average, marginal) and their behavior in various business scenarios.	**Analyze**
CO5: **Evaluate** price and output decisions under different market structures like perfect competition, monopoly, and imperfect markets.	**Evaluate**

Learning Resources	
1.	**Textbook:** "Managerial Economics" by Dominick Salvatore
2.	**Reference Books:** 1. Managerial Economics: Analysis, Problems, Cases" by W. Bruce Allen, Keith Weigelt, and Neil A. Doherty 2. "Managerial Economics and Business Strategy" by Michael Baye and Jeff Prince 3. "Managerial Economics" by Christopher R. Thomas and S. Charles Maurice 4. "Managerial Economics: Principles and Worldwide Applications" by Dominick Salvatore and Ravikesh Srivastava
3.	**Journals & Periodicals:** 1. Journal of Economic Perspectives 2. The Economic Journal 3. Managerial and Decision Economics 4. Harvard Business Review 5. MIT Sloan Management Review 6. The Economist (for applied economic insights)
4.	**Other Electronic Resources:** 1. NPTEL Courses on Managerial Economics – nptel.ac.in 2. Khan Academy – Microeconomics and Decision-Making Playlists 3. Coursera/edX – Courses from universities like MIT, Yale, and the University of Illinois 4. Investopedia – For foundational economic and financial concepts 5. YouTube Channels – Like Marginal Revolution University for practical

	economics explanations 6. Statista and World Bank Data Portals – For economic statistics and analysis

Mid Semester Marks	20 marks
End Semester Marks	40 marks
Continuous Evaluation 40 marks	Class Participation: 10 marks Quiz: 5 marks Skill Enhancement activities/ Case Study/ Research Paper: 15 marks Presentation: 10 marks

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	1	1	1	3	2
CO2	2	2	1	1	1
CO3	1	1	1	1	1
CO4	2	2	2	2	2
CO5	3	2	0	0	2
Avg.	1.8	1.6	1	1.4	1.6

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

Mapping of POs & Cos

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	1	1	1	1	1
CO2	2	2	1	1	1	1	1	1
CO3	1	1	1	1	1	1	1	1
CO4	2	2	2	2	2	1	1	1
CO5	2	1	1	1	1	1	1	1
Avg.	2.5	1.6	1.2	1.2	1.2	1	1	1

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

COURSE CODE	COURSE NAME	SEMESTER
MBA1005	Quantitative Technique	I

Teaching Scheme (Hours)				Teaching Credit			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
30	15	-	45	2	15	-	3

Course Pre-requisites	Basic knowledge of Mathematics
Course Category	Compulsory
Course focus	Employability and Skill enhancement
Rationale	Quantitative Technique equips students with analytical tools to solve business problems using mathematical and statistical methods. It enhances decision-making skills by applying models to real-world scenarios, such as forecasting, optimization, and risk analysis. This subject fosters logical thinking essential for effective managerial planning and operational efficiency.
Course Revision/ Approval Date:	8th BOS
Course Objectives (As per Blooms' Taxonomy)	1. To define fundamental concepts of quantitative techniques, including linear programming, probability, and statistical tools used in business decision-making. 2. To understand the application of mathematical models and statistical methods in solving managerial and operational problems. 3. To design appropriate quantitative models for business scenarios such as inventory control, project scheduling, and forecasting. 4. To evaluate the effectiveness of various quantitative methods in enhancing decision-making and improving business processes. 5. To analyze complex business situations using quantitative data and interpret results to support strategic and operational decisions.

Course Content	Weightage	Contact hours
Unit 1: Sets, Functions, and Matrices Function Definition Functions specific to Business and Economics (Cost function, Profit function, Revenue function, Demand function, Average Cost function, Average Revenue function) Introduction to Matrices, Types of Matrices, Matrix Algebra, Determinants, Inverse of a matrix using Adjoint Method and Elementary Row Operations, Solving Homogeneous System of Linear, Equations Using Matrices, Applications of Matrices to Business.	**20%**	**9**
Unit 2: Differentiation Differentiation of simple algebraic functions, Applications of Differentiation to Business and Economics, Maximization of Profit functions, Minimization of Cost functions, Calculation of Marginal Revenue and Marginal Cost, Use of Partial Differentiation for calculating Price and Demand Elasticity	**20%**	**9**
Unit 3: Integration Integration of simple algebraic functions, Definite Integral and its properties, Applications of Integration to Business and Economics Problems - Calculation of Consumer surplus and Producer surplus by using Definite Integration	**20%**	**9**
Unit 4: Probability and Probability Distribution Probability definition, Basic rules of probability (Addition, and Conditional) and their applications, Bayes' rule, Expected value. Probability Distribution: Random experiment, Random discrete and continuous variables, Discrete and continuous probability Distributions, Binomial Distribution, Poisson Distribution, Normal Distribution	**25%**	**9**
Unit 5: Financial Mathematics Interest and interest rates, Simple and compound interest, Present value and Future value, Annuities and Perpetuities, nominal and effective rate of return,	**15%**	**9**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: **Recall** the concepts of functions and matrices, and identify their applications in business scenarios.	**Remember**
CO2: **Explain** the rules of differentiation and apply them to optimize business functions like cost and profit.	**Understand**
CO3: **Apply** integration techniques to calculate business measures such as consumer and producer surplus.	**Apply**
CO4: **Analyze** different probability distributions and use probability rules to solve business-related problems.	**Analyze**
CO5: **Evaluate** financial outcomes using concepts of interest, present value, annuities, and rate of return.	**Evaluate**

Learning Resources	
1.	**Textbook**
2.	**Reference Books:** 1. Business Mathematics: Qazi Zameeruddin, Vijay K Khanna, S K Bhambri, Vikas Publication 2. Business Mathematics: S P Rajgopalan, R Sattanathan 3. Mathematics, 4th Edition, TAXMANN 'S, New Delhi. 4. Business Mathematics, 1st Edition, Himalaya Publishing House 5. Business Mathematics and Statistics, 4th Edition, Nirali Prakashan 6. Fundamentals of Statistics, 6th Edition, Himalaya Publishing House
3.	**Journals & Periodicals:** 1. Mathematics in Business and Management **2.** The Journal of the Indian Mathematical Society
4.	**Other Electronic Resources:** www.onllinelibrary.wiley.com

Mid Semester Marks	20 marks
End Semester Marks	40 marks
Continuous Evaluation 40 marks	

Class Participation	10 marks
Quiz	5 marks
Skill Enhancement activities/ Case Study/ Research Paper	15 marks
Presentation	10 marks

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	1	3	1	2	1
CO2	2	1	2	1	1
CO3	1	1	1	1	1
CO4	2	2	2	2	2
CO5	3	1	0	2	1
Avg.	1.8	1.6	1.2	1.6	1.2

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

Mapping of POs & Cos

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	1	1	1	1	1
CO2	2	2	1	1	1	1	1	1
CO3	1	1	1	1	1	1	1	1
CO4	2	2	2	2	2	1	1	1
CO5	2	1	1	1	1	1	1	1
Avg.	2.5	1.6	1.2	1.2	1.2	1	1	1

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

COURSE CODE	COURSE NAME	SEMESTER
MBA1006	Organization Behaviour	I

Teaching Scheme (Hours)				Teaching Credit			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
45	-	-	45	3	-	-	3

Course Pre-requisites	Basic understanding of psychology, sociology, and management principles; good communication skills and interest in human behavior within organizational settings are essential.
Course Category	Compulsory
Course focus	Managerial skill
Rationale	Understanding OB helps in managing change, motivation, and communication, making it vital for developing competent and adaptive business professionals.
Course Revision/ Approval Date:	8th BOS
Course Objectives (As per Blooms' Taxonomy)	1. To understand the fundamental concepts and theories of organizational behaviour and its impact on individuals, groups, and organizations. 2. To develop analytical and critical thinking skills for diagnosing and solving organizational behaviour issues. 3. To enhance leadership and managerial effectiveness by studying individual and group behavior within organizations. 4. To explore the influence of organizational culture, power dynamics, and ethical considerations on organizational behaviour. 5. To apply organizational behaviour concepts and frameworks to real-world business situations through case studies and practical exercises.

Course Content	Weightage	Contact hours
Unit 1: Introduction to Organizational Behaviour Fundamental concepts of organizational behaviour, Historical perspectives and major theories, Individual differences and personality, Perception and attribution, Motivation and job satisfaction	**20%**	**9**
Unit 2: Group Dynamics and Teamwork Group formation and development, Team roles and dynamics, Conflict resolution and negotiation, Decision-making in groups, Organizational culture and climate	**20%**	**9**
Unit 3: Leadership and Power Leadership theories and styles, Emotional intelligence and leadership Power and influence in organizations, Transformational and ethical leadership	**20%**	**9**
Unit 4: Organizational Change and Development Change management theories and approaches, Organizational development interventions, Resistance to change and overcoming barriers, Organizational learning and knowledge management	**20%**	**9**
Unit 5: Organizational Behaviour and Global Business Cross-cultural differences and diversity, Globalization and its impact on organizational behaviour, International and virtual teams, Ethics and social responsibility in a global context	**20%**	**9**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: **Recall** key concepts, theories, and individual factors influencing organizational behaviour.	**Remember**

CO2: **Explain** group formation, team dynamics, and decision-making processes in organizational settings.	**Understand**
CO3: **Apply** leadership theories and emotional intelligence principles to real-world organizational situations.	**Apply**
CO4: **Analyze** change management approaches and organizational development strategies to address resistance and foster learning.	**Analyze**
CO5: **Evaluate** the impact of cultural diversity, globalization, and ethical considerations on organizational behaviour in a global context.	**Evaluate**

Learning Resources	
1.	**Textbook:** Organizational Behavior: Improving Performance and Commitment in the Workplace" by John R. Schermerhorn Jr. et al.
2.	**Reference Books:** 1. Organizational Behavior: Human Behavior at Work" by John W. Newstrom and Keith Davis 2. Group Dynamics for Teams" by Daniel J. Levi 3. Organizational Culture and Leadership" by Edgar H. Schein "Leadership: Theory and Practice" by Peter G. Northouse 4. Leadership and Self-Deception: Getting Out of the Box" by The Arbinger Institute 5. Cultures and Organizations: Software of the Mind" by Geert Hofstede and Gert Jan Hofstede 6. Managing Across Borders: The Transnational Solution" by Christopher A. Bartlett and Sumantra Ghoshal
3.	**Journals & Periodicals** 1. Journal of Organizational Behavior 2. Academy of Management Journal 3. Human Resource Management Journal 4. Organizational Behavior and Human Decision Processes 5. Harvard Business Review 6. MIT Sloan Management Review 7. The Leadership Quarterly
8.	**Other Electronic Resources**

	1. NPTEL – Lectures on Organizational Behaviour from top Indian institutes (nptel.ac.in) 2. Coursera – Courses on Leadership and Organizational Behavior from universities like Yale, Michigan, and Wharton 3. edX – OB-related courses from MIT, Harvard, etc. 4. Khan Academy – Psychology and management principles basics

Mid Semester Marks	20 marks
End Semester Marks	40 marks
Continuous Evaluation 40 marks	

Class Participation	10 marks
Quiz	5 marks
Skill Enhancement activities/ Case Study/ Research Paper	15 marks
Presentation	10 marks

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	1	1	1
CO2	2	2	1	1	1
CO3	1	1	1	1	1
CO4	2	2	2	2	2
CO5	2	1	1	1	1
Avg.	2.5	1.6	1.2	1.2	1.2

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	1	1	1	1	1
CO2	2	2	1	1	1	1	1	1
CO3	1	1	1	1	1	1	1	1
CO4	2	2	2	2	2	1	1	1
CO5	2	1	1	1	1	1	1	1
Avg.	2.5	1.6	1.2	1.2	1.2	1	1	1

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

COURSE CODE	COURSE NAME	SEMESTER
MBA1007	Corporate Law	I

Teaching Scheme (Hours)				Teaching Credit			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
45	-	-	45	3	-	-	3

Course Pre-requisites	Basic understanding of business, contract law, legal terminology, and company structure; strong analytical, communication, and critical thinking skills.
Course Category	Compulsory
Course focus	Skill enhancement
Rationale	Corporate Law is essential for understanding legal frameworks governing businesses, ensuring compliance, protecting stakeholder rights, and facilitating smooth commercial operations. It equips students with knowledge to navigate corporate governance, contracts, and regulations, fostering ethical decision-making and legal risk management in the corporate world.
Course Revision/ Approval Date:	8th BOS
Course Objectives (As per Blooms' Taxonomy)	1. To define key concepts, terms, and principles related to Corporate Law. 2. To understand the legal framework governing companies, contracts, and corporate governance. 3. To design compliant corporate structures and draft basic legal documents. 4. To evaluate corporate policies and legal decisions for compliance and ethical standards. 5. To analyze case laws, statutes, and corporate disputes to apply legal reasoning effectively advisor in an organization.

Course Content	Weightage	Contact hours
Unit 1 Nature meaning & significance of Law. Society State & Rule of Law, Sources of Business Legislation, Indian Contract Act, 1872, Basic concept of a) Valid Contract b) Void, Voidable and Illegal Agreements c) Offer and Acceptance, Consideration, Capacity of the Parties to Contract, Free Consent- Coercion, Undue Influence, Misrepresentation, Fraud and Mistake, Legality of Object and Consideration (Basic ideas only), Concepts of Contingent Contract, Agency, Bailment and Pledge, Indemnity and Guarantee,	**25%**	**13**
Unit 2 Sale of Goods Act, 1930 Formation of Contracts of Sale- Goods and their Classification Conditions and Warranties – Caveat Emptor- Transfer of Property in Goods- Performance of the Contract of Sales- Unpaid seller and his rights- Remedies for breach of contract of Sale of Goods.	**20%**	**9**
Unit 3 Company Law (2013): Essential features of company; Types of companies. Essential features of company; statutory Company. Registered Company, Private Limited Company, Public Limited Company, One Person Company, Definitions of Memorandum of Association and Articles of Association Steps in formation of a Company, Capital- Shares and Debentures; Equity & Preference shares, Rights and Bonus shares; Shares Certificates; Share Warrant; Reserve Capital; Debenture-Classification. Who are Directors, CSR provisions of Companies	**20%**	**9**
Unit 4 Laws pertaining to Intellectual Property – Brief overview of the important Acts- • The Patent Act 1970 Amended in 1995, 1999, 2002 and 2005, • Trade Marks Act, 1999, • The Designs Act, 2000 • The Geographical Indication of Goods Act, 1999,	**20%**	**9**

• The Copyright Act, 1957: Copyright grants author's lifetime coverage plus 60 years after death for Literary dramatic, musical and artistic works, • The Protection of Plant Varieties and Farmers' Rights Act, 2001, • The Semi-Conductor Integrated Circuits Layout Design Act, 2000, • The Biodiversity Act, 2002		
Unit 5 Negotiable Instrument Act- Promissory Note, Bill of Exchange, Cheques - Salient features only	**15%**	**6**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: **Recall** the fundamental principles of law and explain essential elements of a valid contract including capacity, consent, legality, and related doctrines.	**Remember**
CO2: **Interpret** provisions related to the formation, performance, and breach of sales contracts and the rights of an unpaid seller.	**Understand**
CO3: **Apply** key concepts of company law, including types of companies, company formation, and capital structure in business contexts.	**Apply**
CO4: **Analyze** various intellectual property laws and their relevance to business operations and innovation protection.	**Analyze**
CO5: **Evaluate** the legal framework governing negotiable instruments such as promissory notes, bills of exchange, and cheques.	**Evaluate**

Learning Resources	
1.	**Textbook:**
2.	**Reference Books:**

	1. Elements of Mercantile Law by N.D. Kapoor 2. Kuchhal MC – Business Law (Vikas), 2nd ed 3. Tulsian- Business Law (Tata McGraw-Hill, 2nd edition) 4. Kuchhal- Mercantile Law (Vikas), 1998, 4th ed.
5.	**Journals & Periodicals:** 1. India Business Law Journal 2. Indian Journal of Law & Technology 3. IUP Law Review 4. Journal of Business Law and Corporate Governance 5. The Practical Lawyer
6.	**Other Electronic Resources:** www.onllinelibrary.wiley.com

Mid Semester Marks	20 marks
End Semester Marks	40 marks
Continuous Evaluation 40 marks	Class Participation – 10 marks Quiz – 5 marks Skill Enhancement activities/ Case Study/ Research Paper – 15 marks Presentation – 10 marks

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	1	1	1
CO2	2	2	1	1	1
CO3	1	1	1	1	1
CO4	2	2	2	2	2
CO5	2	1	1	1	1
Avg.	2.5	1.6	1.2	1.2	1.2

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	1	1	1	1	1
CO2	2	2	1	1	1	1	1	1
CO3	1	1	1	1	1	1	1	1
CO4	2	2	2	2	2	1	1	1
CO5	2	1	1	1	1	1	1	1
Avg.	2.5	1.6	1.2	1.2	1.2	1	1	1

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

COURSE CODE	COURSE NAME	SEMESTER
ASC01	Managerial Communication	I

Teaching Scheme (Hours)				Teaching Credit			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
30	-	-	30	2	-	-	2

Course Pre-requisites	Basic English proficiency, understanding of business concepts, interpersonal skills, reading and writing ability, and familiarity with workplace communication.
Course Category	Compulsory
Course focus	Skill Enhancement
Ratio nale	This course is designed to equip students with the communication skills required for success in the corporate world. Students will learn how to communicate effectively in various business contexts, including writing emails and reports, making presentations, negotiating, and networking.
Course Revision/ Approval Date:	8th BOS
Course Objectives (As per Blooms' Taxonomy)	1. To develop effective communication strategies for different stakeholders for business success. 2. To demonstrate effective listening and speaking skills in different business contexts 3. To produce clear, concise, and professional written communication in a variety of business contexts 4. To apply critical thinking and problem-solving skills to business case analysis and solving business cases using structured problem-solving methods 5. To evaluate the use of technology and social media in business communication and apply appropriate social media strategies to build and maintain business relationships

Course Content	Weightage	Contact hours
Unit 1: Concepts of Communications Definition, Forms of Communication, Objectives of Communication, Characteristics Communication, Process of Communication, Communication, Roadblocks, Role of Verbal & Non-verbal Symbols in Communication, Barriers to Effective Communication, Overcoming Communication Barriers	**20%**	**9**
Unit 2: Listening Skills Definition, Anatomy of poor Listening, Features of a good Listener, Types of Listening skills, strategies, Barriers to effective Listening Role Play	**20%**	**9**
Unit 3: Spoken Communication Telephone, Teleconferencing, Challenges and etiquette, Oral Presentation: Planning presentation, delivering presentation, Developing & displaying visual aids, Handling questions from the audience, Audio-visual CD	**20%**	**9**
Unit 4 Group Discussion & Interviews, Meetings: Ways and Means of conducting meeting effectively, Mock Meetings and Interviews Interpersonal Communication: Conflict Management and Negotiation skills, Technological Advancement and Business Communication: Intranet, Internet, Teleconference, Video conference, Blogs, Webinars, Chat rooms, Voice and Text messaging. Social media: Classification of Six types of social media, Choosing the most suitable social media to build business relationships.	**20%**	**9**
Unit 5: Forms of Communication in Written mode Basics Body language of Business Letters & Memos, Tone of writing, inquiries, orders & replying to them, sales letters, Job applications & resume, E-mail: How to make smart e-mail, Writing Business Reports and Proposals, Practice for Writing, Press Releases, Proactive Media Writing and blog writing. Meeting Documentation: Notice, Agenda, and Resolution & Minutes	**20%**	**9**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: **Recall** the fundamental concepts, forms, and barriers of communication, and outline strategies for overcoming them.	**Remember**
CO2: **Explain** the components and importance of effective listening, and identify types and barriers to listening in professional settings.	**Understand**
CO3: **Apply** effective speaking skills in various business contexts, including telephone conversations, oral presentations, and audience interactions.	**Apply**
CO4: **Analyze** group and interpersonal communication scenarios, including meetings and interviews, and evaluate the impact of digital platforms on business communication**.**	**Analyze**
CO5: **Evaluate** the effectiveness of different written communication formats such as business letters, reports, emails, and meeting documents.	**Evaluate**

Learning Resources	
1.	**Textbook:** Effective Business Communication by Herta A. Murphy, Herbert W. Hildebrandt, Jane P. Thomas
2.	**Reference Books:** 1. Managerial Communication by Shirley Taylor 2. Business Communication Today by Courtland L. Bovee and John V. Thill 3. Communicating for Results by Cheryl Hamilton
3.	**Journals & Periodicals:** 1. Journal of Business Communication 2. International Journal of Business Communication 3. Harvard Business Review
4.	**Other Electronic Resources:** 1. TED Talks on Communication Skills 2. Coursera & edX courses on Business Communication 3. Online articles and blogs from Harvard Business Review and Forbes 4. YouTube channels specializing in professional communication skills

Mid Semester Marks	20 marks
End Semester Marks	40 marks
Continuous Evaluation 40 marks	

Class Participation	10 marks
Quiz	5 marks
Skill Enhancement activities/ Case Study/ Research Paper	15 marks
Presentation	10 marks

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	1	1	1
CO2	2	2	1	1	1
CO3	1	1	1	1	1
CO4	2	2	2	2	2
CO5	2	1	1	1	1
Avg.	2.5	1.6	1.2	1.2	1.2

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

Mapping of POs & Cos

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	1	1	1	1	1
CO2	2	2	1	1	1	1	1	1
CO3	1	1	1	1	1	1	1	1
CO4	2	2	2	2	2	1	1	1
CO5	2	1	1	1	1	1	1	1
Avg.	2.5	1.6	1.2	1.2	1.2	1	1	1

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

COURSECODE	COURSENAME	SEMESTER
MBA2001	Business Analytics	II

Teaching Scheme (Hours)				Teaching Credit			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
45	-	-	45	3	-	-	3

Course Pre-requisites	Basic Information & knowledge about Data Science
Course Category	Compulsory
Course focus	Employability & Skills Enhancement
Rationale	This is the age of Big Data. Organizations hold more information about their business environments than ever before. Increasingly, these organizations are recognizing the role of data in gaining insights and out-thinking competitors. As a result, there is a growing demand for employees and managers who have analytical skills and can make informed decisions that can drive organizational success.
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	1. Understanding the Role of Business Analyst and Data Science in business. 2. To understand the basic concept of data management 3. To understand the basic concept of R programming 4. To understand the application of business analysis. 5. To understand the basic concept of the Data Science Project Life Cycle.

Course Content	Weightage	Contact hours
Unit 1: Introduction What is business analytics? Historical Overview of data analysis, Data Scientist vs. Data Engineer vs. Business Analyst, Career in Business Analytics, what is data science, Why Data Science, Applications for data science, Data Scientists Roles and Responsibility.	**20%**	**9**

Unit 2: Data Analysis Data Collection, Data Classification, Data Management, Big Data Management, Organization/sources of data, Importance of data quality, dealing with noisy data, dealing with missing or incomplete data, Outlier Analysis, Methods to deal with outlier, Data Visualization	**20%**	**9**
Unit 3: Data Science Project Life Cycle Business Requirement, Data Acquisition, Data Preparation, Hypothesis and Modelling, Evaluation and Interpretation, Deployment, Operations, Optimization	**20%**	**9**
Unit 4:Introduction to R and Visualization of Data R graphical user interfaces, data import and export, attribute and datatypes, descriptive statistics, exploratory data analysis, visualization before analysis, analytics for unstructured data. Visualization of Categorical Data in R: Bar Chart Simple, Bar Chart with Multiple Response Questions, Column Chart with two-line labelling, Column chart with 45^{o}labelling, Profile Plot, Dot Chart for 3 variables, Pie Chart and Radial Diagram, Chart Tables.	**20%**	**9**
Unit 5: Application of Business Analysis Retail Analytics, Marketing Analytics, Financial Analytics, Healthcare Analytics, Supply Chain Analytics.	**20%**	**9**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: Define and **recall** the core concepts of business analytics, differentiate between data science roles, and describe the evolution and importance of data analytics in various business domains.	**Remember**
CO2: **Explain** data collection methods, classification, data quality issues, and techniques for handling noisy, incomplete, or outlier data, along with the importance of data visualization.	**Understand**
CO3: **Apply** the stages of the data science project life cycle—such as data	**Apply**

acquisition, preparation, modeling, and deployment—to solve real-world business problems.	
CO4: **Analyze** and visualize structured and unstructured data using R tools and graphical techniques for informed business decision-making.	**Analyze**
CO5: **Evaluate** the impact of business analytics in various sectors such as retail, marketing, finance, healthcare, and supply chain to support strategic decision-making.	**Evaluate**

Learning Resources	
1.	**Textbook:** 1. Essentials of Business Analytics: An Introduction to the Methodology and its Application, Bhimasankaram Pochiraju, Sridhar Seshadri, Springer 2. Business Analytics: Albright & Winston, Cengage
2.	**Reference Books:** 1. Business Analytics, Tanushree Banerjee & Arindam Banerjee, SAGE Publishing 2. Introduction to Data Science, Laura Igual Santi Seguí, Springer
3.	**Journals & Periodicals:** 1. Journal of Business Analytics, Volume 6, Issue 2 (2023) 2. International Journal of Business Analytics (IJBAN) INSPEC, SCOPUS, Web of Science Emerging Sources Citation Index (ESCI)
4.	**Other Electronic Resources:** www.onlinelibrary.wiley.com

Mid Semester Marks	20 marks
End Semester Marks	40 marks
Continuous Evaluation 40 marks	

Class Participation	10 marks
Quiz	5 marks
Skill Enhancement activities/ Case Study/ Research Paper	15 marks
Presentation	10 marks

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	1	2	2
CO2	3	2	1	2	2
CO3	3	3	1	3	3
CO4	3	3	1	3	3
CO5	3	3	1	3	3
Avg.	3.0	2.6	1.0	2.6	2.6

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

Mapping of POs & Cos

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	1	1	2	1	2
CO2	3	3	2	1	1	2	1	2
CO3	3	3	3	2	2	2	2	2
CO4	2	3	3	2	2	3	2	2
CO5	3	3	3	2	2	3	2	2
Avg.	2.8	2.8	2.4	1.6	1.6	2.4	1.6	2.0

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

COURSE CODE	COURSE NAME	SEMESTER
MBA2002	Marketing Management	II

Teaching Scheme (Hours)				Teaching Credit			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
60	-	-	60	4	-	-	4

Course Pre-requisites	Basic knowledge about business
Course Category	Compulsory
Course focus	Marketing skills
Rationale	This course introduces students to the fundamental principles of Marketing management. It explores various marketing concepts, strategies, and tactics used by organizations to identify, create, and satisfy customer needs. The course covers essential topics such as market analysis, segmentation, targeting, positioning, productdevelopment, pricing, promotion, and distribution. It also emphasizes the role of marketing in a global and digital business environment.
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	1. To develop an understanding of key marketing concepts, theories, and frameworks. 2. To enhance students' ability to analyze markets, identify, customer needs, and formulate effective marketing strategies. 3. To explore the marketing mix elements and their applicationin product development, pricing, promotion, and distributiondecisions. 4. To foster critical thinking and decision-making skills requiredfor marketing management. 5. To emphasize the ethical and socially responsible aspects ofmarketing.

Course Content	Weightage	Contact hours
Unit 1: Introduction to Marketing Definition & Functions of Marketing- Scope of Marketing, Evolution of Marketing, Core concepts of marketing – Need, Want, Demand, Customer Value, Exchange, Customer Satisfaction, Customer Delight, Customer loyalty, Concepts of Markets, Functions of Marketing Manager. Linkage of Marketing functions with all functions in the organization. Selling versus marketing. Concept of Marketing Myopia. Marketing Process	**10%**	**10**
Unit 2: Marketing Environment Concept of Environment, Macro Environment & Micro Environment – Components and characteristics, Needs & Trends, Major forces impacting the Macro Environment & Micro. Environment, Need for analyzing the Marketing Environment. Analyzing the Political, Economic, Socio-cultural, Technical and Legal Environment. Demographics.	**10%**	**10**
Unit 3: Segmentation, Target Marketing & Positioning Segmentation - Concept, Need & Benefits. Bases for segmentation for Consumer and business markets. Levels of segmentation, Criteria for effective segmentation. Target Market - Concept of Target Markets and criteria for selection. Segment Marketing, Niche & Local Marketing, Mass marketing, Positioning - Concept of differentiation & positioning.	**20%**	**12**
Unit 4: Introduction to consumer and Organizational behaviour Consumer Decision making process, Factors influencing consumer behaviour, Organizational buying, buying centres and buying situation Business buying process	**20%**	**12**
Unit 5: Marketing Mix Origin & Concept of Marketing Mix, 7P's - Product, Price, Place, Promotion, People, Process, Physical evidence. Product Life Cycle: Concept & characteristics of Product Life Cycle (PLC), Relevanceof PLC. Strategies across stages of the PLC. Price Decisions - Pricing objectives - Different pricing method. Nature of Marketing Channels –. Types of Channel flows. Functions of retailers. Promotion Decision - Promotion mix (in brief).	**40%**	**16**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: **Recall** the fundamental concepts, functions, and evolution of marketing.	**Remember**
CO2: **Explain** the components of the micro and macro marketing environment, including the impact of PESTEL factors and demographics on marketing strategies.	**Understand**
CO3: **Apply** segmentation, targeting, and positioning strategies to identify suitable markets and create effective positioning statements.	**Apply**
CO4: **Analyze** consumer and organizational buying behavior and the factors influencing decision-making processes in various buying situations.	**Analyze**
CO5: **Evaluate** and develop appropriate marketing mix strategies (7Ps) in relation to product lifecycle stages, pricing methods, promotion, distribution, and customer experience.	**Evaluate**

Learning Resources	
1.	**Textbook:** 1. "Marketing: An Introduction" by Gary Armstrong and Philip Kotler
2.	**ReferenceBooks:** 2. "Marketing: A Global Perspective" by Svend Hollensen 3. "Strategic Marketing Management: Planning, Implementation, and Control" by Alexander Chernev 4. "Contemporary Marketing" by Louis E. Boone and David L. Kurtz 5. "Marketing Metrics: The Definitive Guide to Measuring Marketing Performance" by Paul W. Farris, Neil T. Bendle, et al. 6. "Marketing Strategy: A Decision-Focused Approach" by Orville C. Walker Jr. and John W. Mullins
3.	**Journals & Periodicals:**

	1. Harvard Business Review 2. Journal of Marketing 3. Journal of Consumer Research 4. Journal of Advertising 5. Journal of Marketing Research 6. Journal of Retailing 7. Journal of International Marketing 8. Marketing Science 9. Journal of Product Innovation Management 10. Journal of Brand Management
4.	**Other Electronic Resources:**

Mid Semester Marks	20 marks
End Semester Marks	40 marks
Continuous Evaluation 40 marks	Class Participation – 10 marks Quiz – 5 marks Skill Enhancement activities/ Case Study/ Research Paper – 15 marks Presentation – 10 marks

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	1	1	1
CO2	3	2	1	2	2
CO3	3	3	1	2	2
CO4	2	3	1	3	3
CO5	3	3	1	3	3
Avg.	2.8	2.6	1.0	2.2	2.2

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

Mapping of POs & Cos

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	1	1	1	1	1
CO2	3	3	2	2	2	3	1	1
CO3	2	3	2	2	2	3	2	1
CO4	2	2	2	3	2	2	2	2
CO5	3	3	3	2	3	3	2	2
Avg.	2.6	2.6	2.0	2.0	2.0	2.6	1.6	1.4

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

COURSE CODE	COURSE NAME	SEMESTER
MBA2003	Financial Management	II

Teaching Scheme (Hours)				Teaching Credit			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
60	-	-	60	4	-	-	4

Course Pre-requisites	This Course introduces corporate finance, with an emphasis on project valuation. We review important ideas from modern finance theory and develop financial tools needed for valuing investment projects. Topics covered include the time value of money, estimating cash flows, accounting for risk, performing sensitivity analysis, developing appropriate selection criteria, and valuing projects as real options.
Course Category	Compulsory
Course focus	Employability &Skills
Rationale	Managerial finance ensures that the revenue generated is used profitably. Financial management professionals need to ensure that the revenue generated flows through operations efficiently and is readily available to buy raw materials, assist sales strategies and fulfill financial commitments.
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	1. The purpose of the course is to offer the students relevant, systematic, efficient, and actual knowledge of financial management that can be applied in practice with making finances. 2. To apply future value and present value concepts to single sums, mixed streams, and annuities. 3. To examine time value, risk, and return concepts. 4. To evaluate valuation techniques for bonds 5. To analysis valuation techniques for stocks.

Course Content	Weightage	Contact hours
Unit 1: Financial Management An Overview-Financial Decisions in a Firm-Goal of Financial Management -The Fundamental Principle of Finance -Building Blocks of Modern Finance- Risk-Return Tradeoff - Agency Problem- Business Ethics and Social Responsibility - Organization of the Finance Function- Relationship of Finance to Economics and Accounting Emerging Role of the Financial Manager in India	**25%**	**12**
Unit 2: The Time Value of Money Rationale-Techniques-Practical Applications of Compounding and Present Value Technique, Risk and Return Risk and Return of a Single Asset - Average rate of return-variability of rates of return- Expected return and risk	**20%**	**12**
Unit 3: Cost of Capital & Financing Decision: Cost of Debt. Preference and Equity capital - Cost of retained earnings-weighted average cost of capital-the marginal cost of capital. Sources of Finance Debt. Preference and Equity capital operating and financial leverage.	**20%**	**12**
Unit 4: Valuation of Bonds and Stocks & Capital Structure Theories Bond Valuation- Bond Yields- Bond Market- Valuation of Preference Stock Equity Valuation: Dividend Discount Model The P/E Ratio Approach -The Relationship between Earnings- Price Ratio -Expected Return, and Growth-Stock Market .Net Income and Net Operating Income Approaches –Optimal Capital structure -factors affecting capital structure - EBIT/EPS and ROI & ROCE Analysis –Capital Structure Policies in Practice	**20%**	**12**
Unit 5: Dividend Policy & Working Capital Policy Overall Considerations - the importance of working capital management –components of working capital-factors influencing the working capital requirement – operating cycle method-percent of sales method - finance managers- role in working capital management. Factors influencing dividend policy-Practical Considerations-Stability-forms of dividend	**15%**	**12**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: **Recall** the goals, principles, and ethical considerations of financial management.	**Remember**
CO2: **Explain** the concepts and practical applications of the time value of money and the relationship between risk and return for individual assets.	**Understand**
CO3: **Apply** techniques for calculating the cost of capital and evaluate financing alternatives using concepts like operating and financial leverage.	**Apply**
CO4: **Analyze** bond and stock valuation models and examine the impact of capital structure decisions on firm value using theories and financial ratios.	**Analyze**
CO5: **Evaluate** working capital and dividend policy decisions considering practical constraints, firm strategy, and financial manager responsibilities.	**Evaluate**

Learning Resources	
1.	**Textbook:** 1. Khan M Y: Indian Financial System, Tata MacGraw Hill, New Delhi 2000 2. Bhole, L M: Financial Institutions and Markets: Structure Growth and Innovations. 2nd edition: New Delhi: Tata McGraw Hill 3. Srivastava, R M: Financial Institutions in Indian Financial Institutions
2.	**Reference Books:**
3.	**Journals & Periodicals:** 1. Journal of Finance. Published by Wiley. The Review of Financial Studies. 2. Journal of Financial Economics. 3. Journal of Accounting and Economics. 4. Journal of Financial and Quantitative Analysis. 5. Journal of Money, Credit and Banking. 6. Journal of International Money and Finance

4.	**Other Electronic Resources:** • www.econmicwatch.com • www.fma.org • www.managementhelp.org • www.finmanagementsource.com • www.worldsourcefinancial.com • www.onesource.com • www.rbi.org

Mid Semester Marks	20 marks
End Semester Marks	40 marks
Continuous Evaluation 40 marks	Class Participation – 10 marks Quiz – 5 marks Skill Enhancement activities/ Case Study/ Research Paper – 15 marks Presentation – 10 marks

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	1	2	2
CO2	3	2	1	2	2
CO3	3	3	1	3	3
CO4	3	3	1	3	3
CO5	3	3	1	3	3
Avg.	3.0	2.6	1.0	2.6	2.6

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

Mapping of POs & Cos

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	1	1	2	1	2
CO2	3	2	2	1	1	2	1	2
CO3	3	3	3	2	2	2	2	2
CO4	3	3	3	2	2	3	2	2
CO5	3	3	3	2	2	3	2	2
Avg.	3.0	2.6	2.6	1.6	1.6	2.4	1.6	2.0

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

COURSE CODE	COURSE NAME	SEMESTER
MBA2004	Human Resource Management	II

Teaching Scheme (Hours)				Teaching Credit			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
60	-	-	60	4	-	-	4

Course Pre-requisites	Basics of HRM
Course Category	Compulsory
Course focus	Skill Enhancement
Rationale	The course provides critical skills, knowledge, and strategic insights that are essential for managing people effectively in modern organizations. It will equip students with the skills and knowledge to effectively lead and contribute to the success of organizations in the dynamic and rapidly evolving workplace of today.
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	• Define the key concepts of HRM and SHRM • Explain the emerging recruitment & selection trends and practices in HRM • Explain various methods of Training and development and its practical implementation in Organization • Gain the knowledge on how to compensate human resource and how to maintain the relationship with employees. • Develop critical thinking skills to assess industrial relations policies and labor-management negotiations

Course Content	Weightage	Contact hours
Unit 1: Introduction to HRM & Framework • Evolution of the concept of HRM, Nature, Scope, Objectives, Importance, Basic HRM functions, HRM Policies and Practices, Role of HR Manager,		

Challenges of HR Manager, Essential skills for an HR manager. • SHRM, Nature of SHRM, SHRM Model • Overview of International HRM	**20%**	**12**
Unit 2: HR Procurement • Human Resource Planning: Meaning and Definition, Need, objectives, importance, process. • Job Analysis: Job Description & Job Specification • Job Design: Meaning, Job Characteristics Model (Hackman and Oldham) • Recruitment: Meaning, Sources of recruitment, Factors affecting recruitment • Selection: Meaning, Purpose, Process • Role of social media in Recruitment and Selection • Career & Succession Planning	**20%**	**12**
Unit 3: • Training & Development : Need, Process, Importance, Methods, Evaluation of training effectiveness: Kirkpatrick model • Development: Meaning, Importance, Methods • Performance Appraisal: Meaning, Importance, Process, Methods.	**20%**	**12**
Unit 4: • Compensation: Concept, Objectives, Importance of Compensation Management, Process, Current Trends in Compensation. Components of salary, Incentives and Benefits – Financial & Nonfinancial Incentive • Employee Separation: Forms of employee separation	**20%**	**12**
Unit 5: • Introduction to Industrial Relations: Concept & Importance, Trade unions role, functions, problems, • Industrial dispute- Concept, Methods of Settling Industrial Dispute, Collective bargaining- concept, types, process, problems, essentials of effective collective bargaining.	**20%**	**12**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: **Recall** the fundamental concepts, functions, and evolution of Human Resource Management	**Remember**
CO2: **Explain** the processes and significance of human resource planning, job analysis, job design, recruitment, selection, and succession planning, including the role of social media in talent acquisition.	**Understand**
CO3: **Apply** various training and development methods and performance appraisal techniques to enhance employee performance and organizational effectiveness.	**Apply**
CO4: **Analyze** the components of compensation management systems and forms of employee separation to design effective compensation and retention strategies.	**Analyze**
CO5: **Evaluate** the role of trade unions and collective bargaining in managing industrial disputes and promoting harmonious industrial relations.	**Evaluate**

Learning Resources	
1.	**Textbook:** • Human Resource Management- Text and Cases by Rao, V.S.P • Human Resource Management" by Gary Dessler
2.	**Reference Books:** • "Human Resource Management: Gaining a Competitive Advantage" by Raymond • Noe, John R. Hollenbeck, Barry Gerhart, and Patrick M. Wright • "Strategic Human Resource Management" by Jeffrey A. Mello • "Managing Human Resources" by Wayne Cascio and John Boudreau • Pravin Durai, Human Resource Management, Pearson Education, Twelfth Edition • Sinha and Shekhar, Industrial Relations, Trade Unions and Labour Legislation, Pearson Education.

3.	**Journals & Periodicals:** 1. Academy of Management Journal 2. Journal of Applied Psychology 3. Human Resource Management Journal 4. Personnel Psychology 5. Journal of Organizational Behavior
4.	**Other Electronic Resources:** • Society for Human Resource Management (SHRM) - shrm.org • HR Dive - hrdive.com • HR Technologist - hrtechnologist.com • Human Resource Executive Online - hrexecutive.com • Harvard Business Review - hbr.org (covers various management topics including HR) • ICFAI Journals

Mid Semester Marks	20 marks
End Semester Marks	40 marks
Continuous Evaluation 40 marks	Class Participation: 10 marks Quiz: 5 marks Skill Enhancement activities/ Case Study/ Research Paper: 15 marks Presentation: 10 marks

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	1	2	2
CO2	3	2	1	2	2
CO3	3	3	1	3	3
CO4	3	3	1	3	3
CO5	3	3	1	3	3
Avg.	3.0	2.6	1.0	2.6	2.6

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

Mapping of POs & Cos

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	1	1	2	1	2
CO2	3	3	2	2	2	2	1	2
CO3	3	3	3	2	2	2	2	2
CO4	3	3	3	2	2	3	2	2
CO5	3	3	3	2	3	3	2	2
Avg.	3.0	2.8	2.4	1.8	2.0	2.4	1.6	2.0

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

COURSE CODE	COURSE NAME	SEMESTER
MBA2005	Business Research Methods	II

Teaching Scheme (Hours)				Teaching Credit			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
45	-	-	45	3	-	-	3

Course Pre-requisites	Basic Knowledge for research problem and statistics
Course Category	Core
Course focus	Employability & Skills
Rationale	Research methodology provides a framework for defining the problem clearly and concisely, which helps to ensure that the research is focused and relevant. This is important because a well-defined problem is essential for obtaining accurate and reliable results.
Course Revision/ Approval Date:	
Course Objectives (As per Blooms 'Taxonomy)	1. To give an overview of the research methodology and explain the technique of defining a research problem. 2. To explain the functions of the literature review in research. 3. To be able to carry out a literature search, its review, develop theoretical and conceptual frameworks, and write a review. 4. To examine various research designs and their characteristics. 5. To explain the details of sampling designs, measurement and scaling techniques and also different methods of data collections.

Course Content	Weightage	Contact hours
Unit1: Business Research Fundamentals Research Methodology: Introduction, Meaning of Research, Objectives of Research, Types of Research, Research Approaches, Significance of Research, Research Methods versus Methodology, Research and Scientific Method, Research Process, Criteria of Good Research, Problems Encountered by	**25%**	**9**

Researchers in India. Defining the Research Problem: Research Problem, Selecting the Problem, Necessity of Defining the Problem, Technique Involved in Defining a Problem		
Unit 2: Reviewing the literature Place of the literature review in research, bringing clarity and focus to research problem, improving research methodology, Broadening knowledge base in research area, enabling contextual findings, Review of the literature, searching the existing literature, reviewing the selected literature, developing a theoretical framework, developing a conceptual framework, writing about the literature reviewed. Research Design: Meaning of Research Design, Need for Research Design, Features of a Good Design, Important Concepts Relating to Research Design, Different Research Designs, Basic Principles of Experimental Designs, Important Experimental Designs	**20%**	**9**
Unit 3: Design of Sample Surveys Design of Sampling: Introduction, Sample Design, Sampling and Non-sampling Errors, Sample Survey versus Census Survey, Types of Sampling Designs. Measurement and Scaling: Qualitative and Quantitative Data, Classifications of Measurement Scales, Goodness of Measurement Scales, Sources of Error in Measurement, Techniques of Developing Measurement Tools, Scaling, Scale Classification Bases, Scaling Techniques, Multidimensional Scaling, Deciding the Scale. Data Collection: Introduction, Experimental and Surveys, Collection of Primary Data, Collection of Secondary Data, Selection of Appropriate Method for Data Collection, Case Study Method.	**20%**	**9**
Unit 4: Testing of Hypotheses Hypothesis, Basic Concepts Concerning Testing of Hypotheses, Testing of Hypothesis, Test Statistics and Critical Region, Critical Value and Decision Rule, Procedure for Hypothesis Testing, Hypothesis Testing for Mean, Proportion, Variance, for Difference of Two Mean, for Difference of Two Proportions, for Difference of Two Variances, P-Value approach, Power of Test, Limitations of the Tests of Hypothesis. Chi-square Test: Test of Difference of more than Two Proportions, Test of Independence of Attributes, Test of Goodness of Fit, and Cautions in Using Chi Square Tests.	**20%**	**9**

Unit 5: Interpretation and Report Writing Meaning of Interpretation, Technique of Interpretation, Precaution in Interpretation, Significance of Report Writing, Different Steps in Writing Report, Layout of the Research Report, Types of Reports, Oral Presentation, and Mechanics of Writing a Research Report, Precautions for Writing Research Reports. Intellectual Property: The Concept, Intellectual Property System in India	**15%**	**9**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: **Recall** the basic concepts, types, and processes involved in research methodology and the techniques for defining a research problem.	**Remember**
CO2: **Understand** the role of literature review and research design in framing research problems and choosing appropriate research methods.	**Understand**
CO3: **Apply** appropriate sampling techniques, scaling methods, and data collection tools to develop a valid research plan.	**Apply**
CO4: **Analyze** different hypothesis testing procedures and interpret statistical outcomes including chi-square tests for drawing research conclusions.	**Analyze**
CO5: **Evaluate** research findings and organize them into a structured research report while adhering to ethical standards and intellectual property guidelines.	**Evaluate**

Learning Resources	
1.	**Textbook**
2.	**Reference Books:** 1. Ken Black; Business Statistics for Contemporary Decision Making, Wiley –

	Student Donald R Cooper and Pamela S Schindler; Business Research Methods, TMG 2. Zikmund Willium; Business Research Methods; Thomson
3.	**Journals & Periodicals:** 1. Journals, Periodicals, Reference 2. International Journal of Research Methodology 3. International Journal of Social Research Methodology Journal of Business Research 4. Journal of Management
4.	**Other Electronic Resources:** • www.onllinelibrary.wiley.com • https://www.intechopen.com/online-first/research-design-and-methodology • https://www.open.edu/openlearn/money-management/understanding-different-research-perspectives/content-section-8 • https://research-methodology.net/research-methodology/

Mid Semester Marks	20 marks
End Semester Marks	40 marks
Continuous Evaluation 40 marks	Class Participation: 10 marks Quiz: 5 marks Skill Enhancement activities/ Case Study/ Research Paper: 15 marks Presentation: 10 marks

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	1	1	2	1
CO2	2	1	1	2	1
CO3	3	2	1	3	2
CO4	3	2	1	3	2
CO5	2	2	1	2	2
Avg.	2.4	1.6	1.0	2.4	1.6

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	1	1	1	1	2
CO2	2	2	2	1	1	1	1	2
CO3	3	3	3	2	2	1	1	2
CO4	3	3	3	2	1	1	1	2
CO5	2	2	2	2	2	1	1	2
Avg.	2.4	2.4	2.4	1.6	1.4	1.0	1.0	2.0

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

COURSE CODE	COURSE NAME	SEMESTER
MBA2006	Production & Operations Management	II

Teaching Scheme (Hours)				Teaching Credit			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
60	-	-	60	4	-	-	4

Course Pre-requisites	Basic knowledge of business and management concepts
Course Category	Core Course
Course focus	Skill Enhancement
Rationale	This course equips students with the knowledge and skills to optimize resources, streamline processes, and make strategic decisions that enhance competitiveness. By understanding production management principles, students can contribute to efficient supply chain management, lean operations and continuous improvement. This field provides a foundation for students to drive organizational success through effective production planning, inventory management, and process optimization.
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	1. To understand and analyze the nature and scope of operations management. 2. To apply different facility location models and techniques for effective decision-making. 3. To evaluate inventory management techniques and determine optimal order quantities. 4. To assess the cost of quality and evaluate different quality management approaches. **5.** To analyze maintenance performance measures and applies maintenance strategies for optimal equipment lifecycle.

Course Content	Weightage	Contact hours
Unit 1: Production Management Integrated Production Management, System Productivity, Capital Productivity, Labor Productivity, Personnel Productivity, Training, Nature and scope of Operations: Functions of Operations Management System 's perspective, Challenges in Operations Management, Competitiveness, Types of Manufacturing and service Systems	**20%**	**12**
Unit2: Facilities Planning, Layout and Material Handling Location, factors affecting size of the firm, factors affecting plant location, economic survey of the site selection, computation of investment and cost of production and distribution, factors and location rating, break even analysis for facility location planning, simple median model, centre of gravity method, Plant layout, material flow system, process layout, product layout, mixed layout, project layout, cellular layout, process charts, flow diagram, travel chart, REL chart	**20%**	**12**
Unit 3: Inventory Management, Production planning and control Continuous Inventory Systems, Periodic Inventory system, Two-bin system, The ABC classification, EOQ methods, Order quantity with variable demand, order quantity for a periodic inventory system, Production planning Hierarchy, Aggregate planning, Level strategy, Chase strategy, Mixed strategy, Disaggregating the aggregate plan, Rough Cut Capacity planning, Material Requirement planning	**20%**	**12**
Unit 4: Quality Management Meaning, cost of quality, contribution of famous quality Guru, TQM, Six Sigma, SQC, Quality certification	**20%**	**12**
Unit 5: Maintenance Management The Maintenance Function, Equipment Life Cycle, Measures of Maintenance Performance, Maintenance Strategies, Total Productive Maintenance	**20%**	**12**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: **Recall** the fundamental concepts, scope, and challenges of operations management across different manufacturing and service systems.	**Remember**
CO2: **Explain** the key factors influencing plant location and layout decisions, and interpret various layout models and material handling charts.	**Understand**
CO3: **Apply** inventory control techniques and production planning strategies such as EOQ, ABC classification, and aggregate planning to real-world scenarios.	**Apply**
CO4: **Analyze** the principles and tools of quality management including TQM, Six Sigma, and Statistical Quality Control to improve organizational performance.	**Analyze**
CO5: **Evaluate** various maintenance strategies and performance metrics to optimize equipment lifecycle and ensure operational efficiency.	**Evaluate**

Learning Resources	
1.	**Textbook:** 1. Heizer, J., & Render, B. (Year). Operations Management Publisher. 2. Nahmias, S. (2019). Production and Operations Analysis. McGraw-Hill Education.
2.	**Reference Books:** 1. Adam Jr Everet l e. R j, production and operations management, Prentice-Hall, 1992, 2000 5th ed. 2. Chary, Production and Operations management, Tata McGraw-Hill, 1997 9th ed. 3. Hill, Operations Management, Palgrave,2000 4. Haleema, Production and Operations Management, Galgotia Publication, 2004 5. Shanker Ravi, Industrial Engineering, Galgotia Publication. 6. Kanishka Bedi, Production & Operations Management, Oxford University Press

3.	**Journals & Periodicals:** 1. Journal of Operations Management 2. Production and Operations Management **3.** International Journal of Operations & Production Management
4.	**Other Electronic Resources:**

Mid Semester Marks	20 marks
End Semester Marks	40 marks
Continuous Evaluation 40 marks	Class Participation: 10 marks Quiz: 5 marks Skill Enhancement activities/ Case Study/ Research Paper: 15 marks Presentation: 10 marks

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	1	2	2
CO2	2	1	1	2	2
CO3	3	2	1	3	3
CO4	3	2	1	3	3
CO5	3	2	1	3	2
Avg.	2.8	1.8	1.0	2.6	2.4

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

Mapping of POs & Cos

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	1	1	2	1	2
CO2	2	2	2	1	2	2	1	1
CO3	3	3	3	2	2	2	2	2
CO4	3	3	3	2	2	2	1	2
CO5	3	3	2	1	2	2	2	2
Avg.	2.8	2.6	2.4	1.4	1.8	2.0	1.4	1.8

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

COURSE CODE	COURSE NAME	SEMESTER
MBA2007	International Business	II

Teaching Scheme (Hours)				Teaching Credit			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
45	-	-	45	3	-	-	3

Course Prerequisites	Basic knowledge of International Business
Course Category	Compulsory
Course focus	Employability/Skills
Rationale	In an increasingly globalized economy, businesses need to understand international markets, trade regulations, foreign investments, and global trade agreements. This course equips students with the necessary knowledge to analyze international business environments and make informed decisions in global markets.
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	• To introduce the fundamental concepts and significance of international business. • To familiarize students with classical and modern theories of international trade. • To provide insights into foreign investments and their implications. • To develop an understanding of balance of payments and regional trade blocs. • To examine the structure, functions, and impact of the World Trade Organization (WTO).

Course Content	Weightage	Contact hours
Unit 1: Concept of International Business: Concept of International Business, scope and importance of international business; Modes of entry into international business: Licensing, Exporting, Joint ventures, etc.	**20%**	**9**
Unit 2: Theories of International Trade: Theories of international trade: Mercantilism, Absolute Advantage, Comparative Advantage, Heckscher-Ohlin Theory. Government intervention in international trade; Tariff and non-tariff barriers.	**20%**	**9**
Unit 3: Foreign Direct Investment (FDI) and Foreign Portfolio Investment (FPI): Foreign direct investment (FDI) and foreign portfolio investment (FPI); Types of FDI, Costs and benefits of FDI to home and host countries; Trends in FDI; India's FDI policy.	**20%**	**9**
Unit 4: Balance of Payments (BOP) and Regional Trade Agreements: Balance of payments (BOP): Importance and components of BOP. Regional Trade Agreements: European Union (EU), ASEAN, SAARC, NAFTA.	**20%**	**9**
Unit 5: **World Trade Organization (WTO):** World Trade Organisation (WTO): Functions and objectives of WTO; Agriculture Agreement; GATS; TRIPS; TRIMS.	**20%**	**9**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: **Recall** the fundamental concepts, scope, and modes of entry in international business operations.	**Remember**
CO2: **Explain** classical and modern theories of international trade and the	**Understand**

rationale behind government interventions through tariffs and non-tariff barriers.	
CO3: **Apply** the concepts of FDI and FPI to assess investment decisions and evaluate their impacts on host and home countries.	**Apply**
CO4: **Analyze** the components of the Balance of Payments and assess the economic impact of regional trade agreements like EU, ASEAN, SAARC, and NAFTA.	**Analyze**
CO5: **Evaluate** the effectiveness of WTO agreements (GATS, TRIPS, TRIMS, Agriculture Agreement) in promoting fair international trade practices.	**Evaluate**

Learning Resources	
1.	**Text Book:** 1. Hill, C. W. L. (2019). International Business: Competing in the Global Marketplace. McGraw-Hill Education. 2. Daniels, J. D., Radebaugh, L. H., & Sullivan, D. P. (2021). International Business: Environments and Operations. Pearson. 3. Krugman, P. R., Obstfeld, M., & Melitz, M. (2018). International Economics: Theory and Policy. Pearson.
2.	**Reference Books:** 1. Journal of International Business Studies (JIBS) 2. Harvard Business Review (HBR) – International Business Section 3. The World Economy Journal 4. Foreign Trade Review
3.	**Journals & Periodicals:** 1. Journal of International Business Studies (JIBS) 2. Harvard Business Review (HBR) – International Business Section 3. The World Economy Journal 4. Foreign Trade Review
4.	**Other Electronic Resources:** 1. World Trade Organization (www.wto.org), United Nations Conference on Trade and Development (UNCTAD) Reports, 2. World Bank Reports on Global Trade and Investment

	3. International Monetary Fund (IMF) Publication

Mid Semester Marks	20 marks
End Semester Marks	40 marks
Continuous Evaluation 40 marks	Class Participation: 10 marks Quiz: 5 marks Skill Enhancement activities/ Case Study/ Research Paper: 15 marks Presentation: 10 marks

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	1	2	1
CO2	3	2	1	2	1
CO3	3	2	1	3	2
CO4	3	3	1	3	2
CO5	3	3	1	3	3
Avg.	3.0	2.4	1.0	2.6	1.8

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

Mapping of POs & Cos

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1	2	1	0	3	1	2
CO2	3	2	2	1	0	3	1	2
CO3	3	3	3	2	1	3	2	2
CO4	3	3	3	2	1	2	1	2
CO5	3	2	3	2	1	3	1	2
Avg.	3.0	2.2	2.6	1.6	0.6	2.8	1.2	2.0

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

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COURSE CODE	COURSE NAME	SEMESTER
MBA2008	Indian Ethos and Business Ethics	II

Teaching Scheme (Hours)				Teaching Credit			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
30	-	-	30	2	-	-	2

Course Pre-requisites	Basic knowledge of Business, Indian culture and history
Course Category	Value added core course
Course focus	Employability/Skills
Rationale	Learning Indian Ethos and Ethics is multifaceted, as it provides essential insights into ethical thinking, leadership, personal growth, and societal well-being, all of which are deeply rooted in India's rich cultural, philosophical, and spiritual traditions.
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	• To recall key concepts, principles, and ethical systems from Indian philosophy • To understand the importance of Ethics and Values at work place • To apply ethical principles and teachings from Indian ethos in solving contemporary ethical issues in professional and personal life. • To analyze and critically assess the relationships between Indian ethical principles and real-world applications. • To evaluate the relevance and impact of ethical teachings in contemporary society and in various professional contexts. • To create ethical solutions or strategies based on Indian ethos to address modern societal issues such as inequality, corruption or environmental degradation.

Course Content	Weightage	Contact hours
Unit 1: Indian Ethos Indian Ethos- Meaning, Features, Need, History, Relevance, Principles Practiced by Indian Companies, Requisites, Elements, Role Of Indian Ethos In Managerial Practices, Work Ethos- Meaning, Levels, Dimension, Steps, Factors Responsible For Poor Work Ethos.	**20%**	**6**
Unit 2: Value System Values- Meaning, Features, Values for Indian Managers, Relevance of Value based Management in global change, impact of values on stakeholders, Customers, government, competitors and society. Values for Managers, Trans-cultural Human Values in management, Importance of Value system in work culture, Indian Management v/s Western Management.	**20%**	**6**
Unit 3: Business Ethics Business Ethics-Concept, characteristics, Importance and need for business ethics, ethics V/s ethos, Indian ethos, ethos, values, sources of ethics, Concept of corporate ethics, code of ethics- guidelines for developing code of ethics, ethics management programme, ethics committee.	**20%**	**6**
Unit 4: Approaches to Business Ethics Various approaches to business ethics- theories of ethics- Friedman's economic theory, Kant's Dentological theory, Mill & Bentham's Utilitarianism theory, Gandhian Approach in Management and Trusteeship, Importance and relevance of trusteeship principle in modern business, Gandhi's Doctrine of Satya and Ahimsa.	**20%**	**6**
Unit 5: Emerging issues Emergence of new values in Indian Industries after Economic Reforms of 1991, Corporate Governance, Ethics in Marketing and Advertising, Human Resource management, A Holistic Management System, Corporate Social Responsibility.	**20%**	**6**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: **Recall** the fundamental concepts, history, and principles of Indian Ethos and their role in shaping managerial practices.	**Remember**
CO2: **Explain t**he importance of value-based management and the impact of values on various stakeholders in the business environment.	**Understand**
CO3: **Apply** the principles of business ethics to develop a code of ethics and implement an ethics management program in a business scenario.	**Apply**
CO4: **Analyze** various ethical theories and approaches, including Gandhian principles, to understand their relevance in modern business practices.	**Analyze**
CO5: **Evaluate** the effectiveness of corporate governance and CSR initiatives in addressing ethical challenges in contemporary Indian industries.	**Evaluate**

Learning Resources	
1.	**Textbook**
2.	**Reference Books:** 1. Dr. Geo Paul Kadavi, Indian Ethos and Business ethics, Fingerprint 2. K. C. Pandey, Reflections on Indian Ethos, Read worthy Publications Pvt Ltd. 2011 edition. 3. R Nandagopal, Ajith Sankar RN: Indian Ethics and Values in Management, Tata McGraw Hill 4. Chakraborty, SK: Management by Values, Oxford University Press 5. Joseph Des Jardins, An Introduction to Business ethics, Tata Mc Graw Hill 6. Khandewal Indian Ethos and Values for Managers, Himalaya Publishing House
3.	**Journals & Periodicals:** 1. International Journal of Business Governance and Ethics 2. Journal of Academic and Business Ethics 3. Journal of Business Ethics

4.	**Other Electronic Resources:** http://www.ethicstrainingguide.com/2009/08/importance-of-values-and-ethics-in.html

Mid Semester Marks	20 marks
End Semester Marks	40 marks
Continuous Evaluation 40 marks	Class Participation: 10 marks Quiz: 5 marks Skill Enhancement activities/ Case Study/ Research Paper: 15 marks Presentation: 10 marks

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	3	2	2
CO2	3	2	3	2	3
CO3	3	3	3	3	3
CO4	3	2	3	2	3
CO5	3	3	3	3	3
Avg.	3.0	2.4	3.0	2.4	2.8

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	1	1	1	1	2	1	2
CO2	2	2	2	2	3	2	2	2
CO3	3	2	3	2	3	2	2	2
CO4	3	2	2	2	2	2	2	2
CO5	3	3	3	2	3	2	2	2
Avg.	2.6	2.0	2.2	1.8	2.4	2.0	1.8	2.0

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

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COURSE CODE	COURSE NAME	SEMESTER
MBA3001	Supply Chain Management	III

Teaching Scheme (Hours)				Teaching Credit			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
60	-	-	60	4	-	-	4

Course Pre-requisites	Domain knowledge in materials management & supply of goods
Course Category	Compulsory
Course focus	Employability
Rationale	Effective SCM can help streamline a company's activities to eliminate waste, maximize customer value, and gain a competitive advantage in the marketplace. Hence it is necessary for student pursuing MBA to understand, evaluate & analyze supply chains.
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	• To define supply chain metrics & its strategic importance. • To understand the importance of information flow in supply chain. • To design models for materials flow in an efficient & effective manner • To evaluate the importance of SCM through simulation /game. • To analyze the innovative supply chain strategies that enhance supply chain performance

Course Content	Weightage	Contact hours
Unit 1: Introduction & Strategic View of Supply Chain. Role of supply chain in economy & organization. Phases of supply chain Key drivers of the supply chain & metrics.	**20%**	**10**
Unit 2: Drivers of Supply Chain Performance Facility, Inventory, Transportation, Information, Sourcing & Pricing, Framework for Structuring Drivers of Supply Chain, Case Study	**20%**	**12**

Unit 3: Planning & Co-ordinating Demand & Supply in a Supply Chain Demand Forecasting, Aggregate Planning, Sales & Operating Planning in Supply Chain, Case Study	**20%**	**12**
Unit 4: Pricing & Revenue Management in Supply Chain Role of pricing & revenue management in supply chain. Types of supply chain model (e.g. Continuous Flow Model, Agile Model, Fast Model, Flexible Model, Custom Model, Efficient Model etc), Case Study	**20%**	**14**
Unit 5: Supply Chain Management Analytics Techniques for evaluating supply chain. Evaluating disaster risk in supply chain, Managing the Bullwhip effect, Information technology in supply chain. Simulation /Game: Beer Game	**20%**	**12**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: Define and **remember** the fundamental concepts and phases of supply chain management, including key drivers and their metrics.	**Remember**
CO2: **Understand** the role and impact of supply chain drivers such as facilities, inventory, transportation, information, sourcing, and pricing, using appropriate frameworks.	**Understand**
CO3: **Apply** demand forecasting techniques and aggregate planning approaches to coordinate supply and demand within a supply chain.	**Apply**
CO4: **Analyze** various supply chain models and assess the role of pricing and revenue management in enhancing supply chain efficiency.	**Analyze**
CO5: **Evaluate** supply chain performance using analytics tools, assess risk, and develop strategies to mitigate issues.	**Evaluate**

Learning Resources	
1.	**Textbook:** Sunil Chopra & Peter Meindl: Supply Chain Management: Global Edition: Pearson
2.	**Reference Books:** 1. Donald J. Bowersox & David J. Closs: Logistical Management: Tata McGraw Hill 2. Satish C. Ailawadi & Rakesh Singh: Logistics Management: Prentice -Hall of India 3. Donald Waters: Logistics: Palgrave Macmillan: New York 4. Janat Shah: Supply Chain management: Text & Cases: Pearson 5. Krishnaveni Muthiah: Logistics Management & World Sea Borne Trade: Himalaya Publishing House 6. David J. Bloomberg, Stephen LeMay & Joe B. Hanna: Logistics: Prentice-Hall of India
3.	**Journals & Periodicals:** 1. Journal of Supply Chain Management 2. Journal of Business Logistics **3.** International Journal of Physical Distribution & Logistics Management
4.	**Other Electronic Resources:** 1. https://scm.ncsu.edu/scm-articles/article/what-supply-chain-management-scm **2.** https://www.cio.com/article/2439493

Evaluation Scheme	**Total Marks: 100**
Mid Semester Marks	20 marks
End Semester Marks	40 marks
Continuous Evaluation 40 marks	Class Participation: 10 marks Quiz: 5 marks Case Study/ Research Paper: 15 marks Presentation on Current Trends: 10 marks

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	1	1	1
CO2	2	2	1	1	1
CO3	1	1	1	1	1
CO4	2	2	2	2	2
CO5	2	1	1	1	1
Avg.	2.5	1.6	1.2	1.2	1.2

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	1	1	1	1	1
CO2	2	2	1	1	1	1	1	1
CO3	1	1	1	1	1	1	1	1
CO4	2	2	2	2	2	1	1	1
CO5	2	1	1	1	1	1	1	1
Avg.	2.5	1.6	1.2	1.2	1.2	1	1	1

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

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COURSE CODE	COURSE NAME	SEMESTER
MBA3002	Operation Research	III

Teaching Scheme (Hours)				Teaching Credit			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
60	-	-	60	4	-	-	4

Course Pre-requisites	Basic knowledge of Operation Research
Course Category	Compulsory
Course focus	Skills
Rationale	Operations Research (OR) is a quantitative approach to decision-making that involves the use of mathematical and analytical methods to optimize business processes and solve complex problems. This course introduces MBA students to the fundamental concepts, techniques, and tools of Operations Research, emphasizing their application in real-world business scenarios.
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	• Understand the basics of Operations Research and its role in business decision-making. • Apply quantitative techniques to analyze and solve business problems. • Formulate and solve linear and integer programming problems. • Analyze and interpret results from operations research models. • Apply operations research techniques to real-world business cases.

Course Content	Weightage	Contact hours
Unit 1: Introduction to Operations Research: Definition, scope, and history of Operations Research, Phases of Operations Research, Types of Operations Research models, Applications of Operations Research in business.	**18%**	**10**
Unit 2: Linear Programming:	**26%**	**12**

Introduction to Linear Programming, Formulation of Linear Programming problems, Graphical method for solving Linear Programming problems, Simplex method for solving Linear Programming problems.		
Unit 3: Transportation and Assignment Problems: Introduction to Transportation Problems, Formulation and solution of Transportation Problems, Introduction to Assignment Problems, Formulation and solution of Assignment Problems	**18%**	**10**
Unit 4: Integer and Dynamic Programming: Introduction to Integer Programming, Formulation of Integer Programming problems, Introduction to Dynamic Programming, Formulation and solution of Dynamic Programming problems	**18%**	**10**
Unit 5: Case Studies and Applications: Case studies in Operations Research, Applications of Operations Research in various industries, Group project presentations	**20%**	**8**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: **Remember** the basic concepts, history, scope, and types of models in Operations Research.	**Remember**
CO2: **Understand** the formulation and solution methods for linear programming problems using graphical and simplex techniques.	**Understand**
CO3: **Apply** appropriate methods to formulate and solve transportation and assignment problems in business scenarios.	**Apply**
CO4: **Analyze** and differentiate between integer and dynamic programming models, and solve relevant optimization problems.	**Analyze**
CO5: **Evaluate** real-world problems using case studies and present Operations Research applications across industries through group projects.	**Evaluate**

Learning Resources	
1.	**Textbook:** Operations Research: An Introduction" by Taha: A comprehensive introduction to OR, covering topics like linear programming, dynamic programming, and simulation.
2.	**Reference Books:** • Introduction to Operations Research" by Hillier and Lieberman • Operations Research: A Practical Approach" by Srinivasan
3.	**Journals & Periodicals:** • Operations Research (OR) • Management Science (MS) • Mathematics of Operations Research (MOR)
4.	**Other Electronic Resources:**

Evaluation Scheme	**Total Marks: 100**
Mid Semester Marks	20 marks
End Semester Marks	40 marks
Continuous Evaluation 40 marks	Class Participation: 10 marks Quiz: 5 marks Case Study/ Research Paper: 15 marks Presentation on Current Trends: 10 marks

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	1	1	1
CO2	3	2	1	1	1
CO3	3	2	1	1	1
CO4	3	2	1	1	1
CO5	3	3	1	2	3
Avg.	3	2.2	1	1.2	1.4

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	0	0	2	0	1
CO2	3	3	2	0	0	1	0	1
CO3	3	3	2	0	0	1	0	1
CO4	3	3	3	0	0	1	0	1
CO5	3	3	2	2	3	3	3	2
Avg.	3	2.8	2	0.4	0.6	1.6	0.6	1.2

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

COURSE CODE	COURSE NAME	SEMESTER
MBA3003	Strategic Management	III

Teaching Scheme (Hours)				Teaching Credit			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
60	-	-	60	4	-	-	4

Course Pre-requisites	Fundamentals of Business, Principles of Management
Course Category	Compulsory
Course focus	This course on Strategic Management equips students with the knowledge and skills to understand, analyze, and implement business strategies across organizational levels
Rationale	Strategic management is essential for future managers to align organizational goals with dynamic internal and external environments. It helps students grasp the holistic picture of organizational functioning, the role of leadership and corporate values, and the importance of sustainable competitive advantage. The course fosters analytical thinking and decision-making capabilities critical for long-term business success.
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	• To familiarize the learners with the concept of strategic management and understand the significance of managing the business strategically in the current business environment • To understand the process of strategy implementation and the challenges of managing a change • To understand strategic control system to monitor the strategy implementation process • To get acquainted with various strategies adopted by firms to successfully compete with their rivals

Course Content	Weightage	Contact hours
Unit 1: Definition, nature, scope, and importance of strategy and strategic management (Business policy). Strategic decision-making. Process of strategic management and levels at which strategy operates. Role of strategists. Defining strategic intent: Vision, Mission, Business definition, Goals and Objectives.	**20%**	**12**
Unit 2: Environmental Appraisal—Concept of environment, components of environment (Economic, legal, social, political and technological). Environmental scanning techniques- ETOP, QUEST and SWOT (TOWS).	**20%**	**12**
Unit 3: Internal Appraisal – The internal environment, Organisational capabilities in various functional areas and Strategic Advantage Profile. Methods and techniques used for Organisational appraisal (Value chain analysis, Financial and non-financial analysis, historical analysis, Industry standards and benchmarking, Balanced scorecard and key factor rating). Identification of Critical Success Factors (CSF).	**20%**	**12**
Unit 4: Corporate level strategies-- Stability, Expansion, Retrenchment and Combination strategies. Corporate restructuring. Concept of Synergy. Mergers & Acquisitions., Corporate Restructuring. Business level strategies—Porter's framework of competitive strategies; Conditions, risks and benefits of Cost leadership, Differentiation and Focus strategies.	**20%**	**12**
Unit 5: Strategic Analysis and choice—Corporate level analysis (BCG, GE Nine-cell, Hofer's product market evolution and Shell Directional policy Matrix). Industry level analysis; Porters' five forces model. Qualitative factors in strategic choice. Strategy implementation, Leadership and corporate culture, Values, Ethics and Social responsibility.	**20%**	**12**

Instructional Method and Pedagogy: (Max. 100 words)
The course adopts an experiential and interactive pedagogy, including case studies, projects, group assignments, quizzes, and class participation. Real-time business scenarios, strategic simulations, and analysis tools are integrated to promote critical thinking and application of strategic concepts.

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: Familiarize and **remember** the concept of strategic management and understand the significance of managing the business strategically in the current business environment	**Remember**
CO2: **Understand** the process of strategy implementation and the challenges of managing a change	**Understand**
CO3: Understand and **apply** strategic control system to monitor the strategy implementation process	**Apply**
CO4: To enable learners to **analyze** the internal capabilities and external environmental factors of an organization using strategic tools such as SWOT, Value Chain Analysis, and Porter's Five Forces to support informed decision-making.	**Analyze**
CO5: To develop the ability to **evaluate** and select appropriate strategic alternatives at corporate and business levels using models like the BCG Matrix, GE Nine-Cell, and strategic control frameworks to align with organizational objectives and market conditions.	**Evaluate**

Learning Resources	
1.	**Textbook:** A South-Asian Perspective, Michael Hitt, Robert E. Hoskisson, R. Duane Ireland, S. Manikutty, Cengage Learning
2.	**Reference Books:** **1.** Contemporary Strategic Management, Robert Grant, Wiley India Pvt. Ltd. 2. Strategic Management and Business Policy, Azhar Kazmi, McGraw Hill
3.	**Journals & Periodicals:** 1. Strategic Management Journal 2. Havard Business Review 3. Vikalpa- A Journal for Decision Makers 4. Management Review Business Standard/ Economic Times/ Financial Times/ Financial Ex
4.	**Other Electronic Resources:** Online resources https://strategicmanagementinsight.com

Evaluation Scheme	**Total Marks: 100**
Mid Semester Marks	20 marks
End Semester Marks	40 marks
Continuous Evaluation 40 marks	Class Participation – 10 marks Quiz – 5 marks Case Study/ Research Paper – 15 marks Presentation on Current Trends – 10 marks

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	1	1	1
CO2	2	2	1	1	1
CO3	3	2	1	1	1
CO4	3	2	1	1	1
CO5	3	3	1	2	3
Avg.	2.8	2.2	1	1.2	1.4

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	0	0	2	1	1
CO2	2	2	1	0	0	2	1	1
CO3	3	2	2	0	0	2	0	1
CO4	3	3	3	0	0	2	0	1
CO5	3	3	2	2	2	3	2	2
Avg.	2.0	2.4	1.8	0.4	0.4	2.2	0.8	1.2

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

COURSE CODE	COURSE NAME	SEMESTER
MBAHRM001	HR Planning & Talent Acquisition	III

Teaching Scheme (Hours)				Teaching Credit			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
60	-	-	60	4	-	-	4

Course Pre-requisites	Basic understanding of HRM
Course Category	Elective- HR
Course focus	Developing HR strategies in organizations
Rationale	The subject of HR Planning & Talent Acquisition is fundamental for ensuring organizations attract, develop, and retain the right talent to achieve strategic goals. It emphasizes workforce planning, forecasting, and recruitment strategies, enabling businesses to align human capital with future needs. This subject equips students with skills to optimize talent pipelines, address skill gaps, and build a sustainable workforce in a competitive and evolving job market.
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	• Define key concepts such as workforce planning, job analysis, and talent acquisition strategies. • Understand the underlying principles of HR planning processes and the significance of aligning talent acquisition with organizational goals. • Apply effective HR plans and talent acquisition strategies that address organizational workforce needs and future demands. • Analyse workforce trends, organizational requirements, and recruitment data to identify gaps and optimize talent management strategies. • Evaluate the effectiveness of HR planning tools, recruitment methods, and selection processes in achieving organizational objectives.

Course Content	Weightage	Contact hours
Unit 1: An Introduction to HR Planning Introduction, Practical benefits of HR Planning, Why human resource planning?, Determining the numbers to be employed at a new location, Retaining your highly skilled staff, Managing an effective downsizing programme, Where will the next generation of managers come from?, How can HRP be applied?, Strategic human resource planning, Making the HR Strategy integral to the organization, A strategic human resource planning model, Designing the Human Resource Management System, Planning the total workforce, Generating the required human resources, Investing in human resource development and performance, Assessing and sustaining organizational competence and performance, The HRP Process	**20%**	**12**
Unit 2: Process of HR Planning Introduction, Workforce planning process - within the annual planning and budget review process, Preparation Questions for the Meeting, Developing the Annual Workforce Plan, Changes to the Staffing Profile outside the Planning Process, HR Planning: Tom Casey Model, CEO Compensation, Present Scenario of HR Planning Process, Building Human Resources Strategic Planning, Process and Measurement Capability: Using Six Sigma as a Foundation, Gartner EXP Says a Strategic Workforce Planning Process is Key to Improving an IT Organization's Effectiveness	**20%**	**12**
Unit 3: Talent Acquisition Job analysis-Method of collecting information, developing questionnaires, interviews, developing job description & job specification. Developing HR planning process (using MS Excel and quantitative tools Recruitment Process, Strategic Trends in Talent Acquisition, Talent acquisition management solutions; Preparing recruitment plan, E-recruitment (using various job portals), searching & downloading applicant profile by using job portals, selecting recruitment source, preparing recruitment budget, employer branding, formulating a recruitment strategy (specifically for Managerial/Executive jobs),Selection process, Use of assessment centres, selection errors & minimising selection errors, Reliability & Validity tests, Choosing the types of interviews	**20%**	**12**

Unit 4: Elements of Talent Management The element of Talent Management-The resourcing strategy- Attraction and retention policies and programs – Talent Audit – Role Development – Talent relationship management – Performance management – Total reward - Learning and development - Career management Talent Management Strategy Building the talent pipeline; Employee engagement; Employee engagement strategies; Talent management to drive culture of excellence, Leadership development	**20%**	**12**
Unit 5: Employee Retention Comprehensive approach to Retaining employees, Managing Voluntary Turnover, dealing with Job Withdrawal, Strategic Compensation plan for Talent Engagement, Defining the Elements of Total Rewards, Integrated Rewards Philosophy, Designing Integrated Rewards, Sustainable Talent Management and Reward Model Contemporary Talent Management Issues and challenges	**20%**	**12**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: **Define** key concepts such as workforce planning, job analysis, and talent acquisition strategies.	**Remember**
CO2: **Understand** the underlying principles of HR planning processes and the significance of aligning talent acquisition with organizational goals.	**Understand**
CO3: **Apply** effective HR plans and talent acquisition strategies that address organizational workforce needs and future demands	**Apply**
CO4: **Analyse** workforce trends, organizational requirements, and recruitment data to identify gaps and optimize talent management strategies.	**Analyze**
CO5: **Evaluate** the effectiveness of HR planning tools, recruitment methods, and selection processes in achieving organizational objectives.	**Evaluate**

Learning Resources	
1.	**Textbook:** A Framework for Human Resource Management by Dessler Gary
2.	**Reference Books:** a. Fundamentals of Human Resource Management, by Dessler Gary, Varkkey Biju b. A Handbook of Human Resource Management Practice by Armstrong, Michael
3.	**Journals & Periodicals:** HR Katha Magazine and Peoples Matter
4.	**Other Electronic Resources:** Harvard Business Review Articles and YouTube Tutorials

Evaluation Scheme	**Total Marks: 100**
Mid Semester Marks	20 marks
End Semester Marks	40 marks
Continuous Evaluation 40 marks	Class Participation – 10 marks Quiz – 5 marks Case Study/ Research Paper – 15 marks Presentation on Current Trends – 10 marks

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	1	1	1
CO2	3	2	1	1	1
CO3	3	2	1	1	1
CO4	3	3	1	2	2
CO5	3	3	1	2	2
Avg.	3	2.4	1	1.4	1.4

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	3	2	3	0	2
CO2	3	2	0	1	1	2	1	1
CO3	2	0	3	2	2	1	3	2
CO4	1	1	2	1	0	3	1	1
CO5	0	3	2	2	1	1	0	2
Avg.	1.4	1.6	1.4	1.8	1.2	2	1	1.6

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

COURSE CODE	COURSE NAME	SEMESTER
MBAHRM002	Learning & Development	III

Teaching Scheme (Hours)				Teaching Credit			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
60	-	-	60	4	-	-	4

Course Pre-requisites	Fundamental knowledge of Human Resource Management
Course Category	Elective- HR
Course focus	Employability & Skill development
Rationale	The course equips learners with the essential knowledge, skills, and strategies to design, deliver, and evaluate effective training programs in dynamic organizational settings. It addresses the full training cycle, adult learning principles, instructional design, and emerging technologies such as AI and data analytics. By focusing on competency building, digital learning tools, and practical delivery methods, the course prepares learners to meet evolving workforce needs.
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	• Understand and explain the fundamental concepts of Human Resource Management (HRM), its sub-systems, competencies, and the evolving need for capability building. • Apply the training cycle from needs analysis to evaluation, integrating adult learning principles and instructional design in practical training environments. • Analyze various training methods, techniques, and resources to design effective training sessions tailored to different learner needs. • Evaluate the role and effectiveness of trainers using different delivery modes, handling participant dynamics, and measuring training outcomes. • Design and Create digitally enabled, data-driven learning

	ecosystems leveraging AI, digital tools, and analytics to build future-ready organizations.

Course Content	Weightage	Contact hours
Unit 1 HRM & its various sub-systems, TA>JS>ROLE>activities, Skilling – upgradation – reskilling – new skilling, Competencies: hard skills – behavioural, Capability building: the new normal, meaning, definition, concepts	**20%**	**12**
Unit 2 The Training Cycle / Process: Need Analysis to Evaluation, Adult Learning Principles, Instructional Design, Content Development, Understanding Learning Theories, Types of Training – Class room Teaching, Experiential, Observation, LMS	**20%**	**12**
Unit 3 Training Methods, Techniques & Resources: Lecture, Brain Storming, Buzz Groups, Simulations, Role-Plays, Team Exercises, Case Studies, Ice-Breakers, Energizers, Story Telling, Various Training Resources & Aids	**20%**	**12**
Unit 4 Training delivery, evaluation & effectiveness: Trainer as facilitator, trainer as presentator, trainers' skills, trainer as a coach & mentor, engaging participants, handling difficult participants	**20%**	**12**
Unit 5: AI & digital learning: Technologies, Tools & Platforms, Data analytics: for identifying skill gaps, measuring training effectiveness, benefits to the organisation: create, nurture & promote a learning culture, succession planning, capacity building & future ready organisation	**20%**	**12**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: **Recall** key concepts of Human Resource Management (HRM), its sub-systems, skilling strategies, and competency types (hard and behavioral).	**Remember**
CO2: **Understand** the components of the training cycle, adult learning principles, instructional design, and learning theories.	**Understand**
CO3: **Apply** the various training methods and techniques such as role-plays, simulations, case studies, and team exercises in real or simulated training scenarios.	**Apply**
CO4: **Analyze** the effectiveness of different training delivery styles, trainer roles, participant engagement strategies, and techniques for handling difficult participants.	**Analyze**
CO5: **Evaluate** the impact of AI and digital learning tools, data analytics, and learning platforms in addressing skill gaps and fostering organizational learning and succession planning.	**Evaluate**

Learning Resources	
1.	**Textbook:**
2.	**Reference Books:** 1. David Mankin (2009); Human Resource Development; Oxford University Press. 2. John Werner and Randy Desimone; Human Resources Development; Cengage. 3. Udai Pareekh & T.V. Rao; Designing and Managing Human Resource Systems; Oxford. 4. Noe; Human Resources Development; Tata McGraw-Hill. 5. Biswanath Ghosh; Human Resource Development & Management; Vikas. 6. Mankin; Human Resource Development; Oxford. 7. Richard A. Swanson and Elwood F. Holton; Foundations of Human Resource Development; Berrett-Koehler. 8. Juani Swart, Clare Mann, Steve Brown, and Alan Price; Human Resource Development: Strategy and Tactics; Elsevier. 9. Michael J. Marquardt and Dean W. Engel; Global Human Resource Development; Prentice Hall.

	10. Kalyani, Iyer&Paranjpe (2005); Management and Human Resource Development; Himalaya Publishing House Pvt. Ltd. 11. Bhattacharyya, D.K. (2009); Human Resource Development; Himalaya Publishing House Pvt. Ltd. 12. Lalitha Srividya (2007); Human Resource Development; Himalaya Publishing House Pvt. Ltd. 13. Rashmi, T.K. (2010); Recruitment Management; Himalaya Publishing House Pvt. Ltd. 14. Ratan Reddy, B. (2010); Effective Human Resource Training and Development Strategy; Himalaya Publishing House Pvt. Ltd. 15. Uday Kumar Haldar (2009); Human Resource Development; Oxford University Press.
3.	**Journals & Periodicals:**
4.	**Other Electronic Resources:**

Evaluation Scheme	**Total Marks: 100**
Mid Semester Marks	20 marks
End Semester Marks	40 marks
Continuous Evaluation 40 marks	Class Participation: 10 marks Quiz: 5 marks Case Study/ Research Paper: 15 marks Presentation on Current Trends: 10 marks

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	1	1	1
CO2	3	2	1	1	1
CO3	3	3	1	2	2
CO4	3	3	1	2	2
CO5	3	3	1	2	2
Avg.	3	2.6	1	1.6	1.6

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	0	0	1	0	1
CO2	3	2	1	0	0	2	0	1
CO3	3	3	2	1	1	2	0	1
CO4	3	3	2	1	1	2	0	1
CO5	3	3	2	2	2	3	1	2
Avg.	3	2.6	1.6	0.8	0.8	2	0.2	1.2

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

COURSE CODE	COURSE NAME	SEMESTER
MBAHRM003	Performance & Compensation Management	III

Teaching Scheme (Hours)				Teaching Credit			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
60	-	-	60	4	-	-	4

Course Pre-requisites	Fundamental knowledge of Human Resource Management
Course Category	Elective - HR
Course focus	Employability & Skill development
Rationale	This course covers two important organisational human resource management activities: performance management and compensation management. Students will learn how organisations develop effective performance management and compensation management systems to achieve organisational goals.
Course Revision/ Approval Date:	
Course Objectives (As per Bloom's Taxonomy)	1. To define the concept and various dimensions of performance and compensation management. 2. To understand performance management cycle, performance planning and performance measurement. 3. To apply the knowledge to solve performance and compensation related problems in organization. 4. To analyse the issues related to performance management and different types of compensation systems. 5. To evaluate the ethical issues and role of regulatory bodies in performance and compensation management and create innovative performance management and compensation practice.

Course Content (Theory)	Weightage	Contact hours
Unit 1: Performance Management Meaning and concept of: Performance, Performance Appraisal, Potential Appraisal and Performance Management, Distinction between Performance Appraisal and Performance Management, Objectives, Principles and Challenges of Performance Management System (PMS), Strategies for effective implementation of Performance Management System (PMS), Role of HR professionals in performance management, Ethics in performance management	**20%**	**12**
Unit 2: Performance Management Cycle Performance Management Cycle (Four Phase), Performance Planning: Objectives, Importance, Process, Performance Monitoring: Objectives, Importance, Process, Popular Tools of Performance monitoring, Performance Developing: Performance Coaching and Counselling, Performance Measurement (360 Degree, Assessment Centre, Competency Mapping/Modelling, Balance Scorecard and HR Audit), Linking performance and reward.	**20%**	**12**
Unit 3: Compensation Concept and Definition: Wage, Salary, Compensation, Reward, Objective of Compensation, Job evaluation- Meaning and process, Compensation Determination- Factors and Process, Components of Compensation (Basic, allowances, Benefits, Incentives, Perquisites)	**20%**	**12**
Unit 4: Compensation, Rewards and Incentives Rewards – Meaning, Classification of Rewards (Intrinsic & Extrinsic), Incentives – Definition, Types, Essentials of Effective incentive Plan, Employee Benefits, Compensation as a Retention Strategy, Latest trends in Compensation Management – Cafeteria Compensation Plan, VRS Compensation, Employee Stock Option	**20%**	**12**
Unit 5: Compensation Management and its relevant Laws Payment Of Wages Act,1936, Minimum Wages Act,1948, Payment Of Gratuity Act,1972, Payment of Bonus Act, 1965, Equal Remuneration	**20%**	**12**

Act,1976		

Instructional Method and Pedagogy: (Max. 100 words)
Practical examples and case studies to illustrate the trends in performance and compensation management in corporate world Lecture/cases/Presentation/ Assignment/ role playing

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: Define and **remember** the concept and various dimensions of performance and compensation management.	**Remember**
CO2: **Understand** performance management cycle, performance planning and performance measurement.	**Understand**
CO3: **Apply** the knowledge to solve performance and compensation related problems in organization.	**Apply**
CO4: **Analyse** the issues related to performance management and different types of compensation systems.	**Analyse**
CO5: **Evaluate** the ethical issues and role of regulatory bodies in performance and compensation management and create innovative performance management and compensation practice.	**Evaluate**

Learning Resources	
1.	**Textbook**
2.	**Reference Books:** 1. Rao, T.V. (2005). Performance Management and Appraisal Systems. New Delhi: Sage Publishers. 2. Chadha, P. (2008). Performance Management. New Delhi: Macmillan India Ltd. 3. Michael, A. (2006). A Handbook of Human Resources Management Practice, London: Kogan Page 4. Rao, N.S., (2017). Compensation System and Performance Management. New Delhi: Himalaya Publishing House 5. Goel, D. (2012) Performance Appraisal and Compensation Management: A Modern Approach, Prentice Hall of India Pvt. Ltd.

	6. Richard. I. Henderson, Compensation Management In A Knowledge Based World, Prentice Hall India, New Delhi. 7. Henderson, R.I. (1985) Compensation Management: Rewarding Performance in the Modern Organization, Reston Publishing Co 8. A.M. Sharma-Performance Management Systems" Himalaya Publishing House, New Delhi, 2010.
3.	**Journals & Periodicals:** 1. Academy of Management Journal 2. Journal of Organizational Behaviour 3. Journal of Business and Psychology 4. Performance Improvement Quarterly 5. Journal of Vocational Behaviour 6. Journal of Performance Management
4.	**Other Electronic Resources:** 1. https://www.emerald.com/insight/publication/issn/1740-4722 2. https://performanceforum.org/ 3. https://www.thebalancecareers.com/performance-management-4161661 4. https://hbr.org/ 5. https://www.ideals.illinois.edu/bitstream/handle/2142/29159/onmeasurementofb1135venk.pdf?sequence

Evaluation Scheme	**Total Marks: 100**
Mid Semester Marks	20 marks
End Semester Marks	40 marks
Continuous Evaluation 40 marks	Class Participation — 10 marks Quiz — 5 marks Case Study/ Research Paper — 15 marks Presentation on Current Trends — 10 marks

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	1	1	1
CO2	3	2	1	1	1
CO3	3	3	1	2	2
CO4	3	3	1	2	2
CO5	3	3	1	2	2
Avg.	3	2.6	1	1.6	1.6

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	0	0	1	0	1
CO2	3	2	1	0	0	2	0	1
CO3	3	3	2	1	1	2	0	1
CO4	3	3	2	1	1	2	0	1
CO5	3	3	2	2	2	3	1	2
Avg.	3	2.6	1.6	0.8	0.8	2	0.2	1.2

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

COURSE CODE	COURSE NAME	SEMESTER
MBAHRM004	HR Analytics	III

Teaching Scheme (Hours)				Teaching Credit			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
45	0	15	60	45	0	15	60

Course Pre-requisites	Basic Understanding of HR
Course Category	Elective- HR
Course focus	Employability and Skill enhancement
Rationale	This course prepares students to become proficient in HR analytics, enabling them to make data-driven decisions that contribute to organizational success
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	1. To provide an overview of evolution of HRM and its journey towards Analytics and highlight the need, concepts and scope of HR Analytics linked with business outcomes. 2. To elucidate the methods of capturing, examining & purifying data and to introduce the aspect of HR Metrics in the context of HR Analytics. 3. To impart knowledge of the conduction of HR Analytics for key HR Processes using MS Excel. 4. To provide an overview of various tools and software technologies used for the conduct of Descriptive HR Analytics and Visualisation of HR Data. 5.To provide a futuristic perspective of Predictive and Prescriptive HR Analytics.

Course Content	Weightage	Contact hours
Unit 1: Introduction to HR Analytics History of Different HRM Perspectives. Analytics and Changing Role of HR Professionals. Importance and Scope of HR Analytics. Significance of HR Analytics, Benefits of HR Analytics. Levels of Analysis and Conducting analytics. Key Influencers of HR Analytics Process.	**15%**	**9**
Unit 2: Understanding HR Analytics Conducting HR/Workforce Analytics: Models of HR Analytics, How to Conduct HR Analytics. Understanding HR Data: Importance of Data, Types and Scales of Data; Methods of Capturing Data, Data Examination & Purification. Understanding various HR Metrics from the perspective of HR Analytics.	**15%**	**12**
Unit 3: Analytics for Key HR Processes Using MS Excel HR Analytics for Recruitment & Selection, Training & Development, Performance Appraisal, Talent Management, Employee Engagement, Compensation Management and Expatriate Management.	**20%**	**11**
Unit 4: Descriptive Analytics-Overview of Select Tools for Conduction HR Analytics MS Excel, R, Tableau, Power BI, Python, SPSS & PSPP. Descriptive Analytics in HR: HR Dashboards using MS Excel, Slicing and Dicing of HR Data using MS Excel Pivot Table Applications, Data Visualization for Key HR processes Predictive & Prescriptive HR Analytics: Predictive HR Analytics: Correlation, Linear and Multiple Regression, Factor Analysis and Cluster Analysis, Comparison of Means and Analysis of Variance for Manpower Demographics, Employee Satisfaction, Training Effectiveness etc. Prescriptive HR Analytics, Predictive vs Prescriptive HR Analytics, Future of HR Analytics	**40%**	**18**
Unit 5: **CAPSTONE Project** The capstone project provides an opportunity for participants to apply their knowledge and skills to a real-world scenario. Below is a description of the project. Capstone Project: Application of HR analytics tools and techniques, The capstone project for the HR Analytics course is a	**20%**	**10**

comprehensive assignment that focuses on applying the tools and techniques learned throughout the course to a real challenge in the field of HR. Participants will identify a people management issue which needs to be addressed using the past data, the necessary methodology to analyse the support data, interpreting the results and writing the contextual and actionable recommendations for the organisation's effective HR Management		

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: Define and **recall** the concept of HR analytics, its importance and scope.	**Remember**
CO2: **Understand** the use MS Excel for conducting of HR Analytics for key HR Processes	**Understand**
CO3: **Apply** various tools and software technologies used for conduction of Descriptive HR Analytics and Visualization of HR Data.	**Apply**
CO4: To **analyze** a futuristic perspective of Predictive and Prescriptive HR Analytics	**Analyze**
CO5: **Evaluate** the significance of Predictive and Prescriptive Analytics.	**Evaluate**

Learning Resources	
1.	**Textbook:** Rama Shankar Yadav & Sunil Maheshwari, HR Analytics, Wiley, 2021.
2.	**Reference Books:** ▪ Pratyush Banerjee, Jatin Pandey & Manish Gupta, HR Analytics: Practical Applications of HR Analytics, Sage, 2019. ▪ Dipak Kumar Bhattacharya, HR Analytics, Sage, 2017. ▪ Ramesh Soundrarajan & Kuldeep Singh, Winning on HR Analytics, Sage, 2017. ▪ Nishant Uppal, Human Resource Analytics, Pearson, 2021. ▪ Bharti Motwani, HR Analytics: Practical Approach Using Python, Wiley, 2021.
3.	**Journals & Periodicals:**
4.	**Other Electronic Resources:**

Evaluation Scheme	**Total Marks: 100**
Mid Semester Marks	20 marks
End Semester Marks	40 marks
Continuous Evaluation 40 marks	Class Participation – 10 marks Quiz – 5 marks Case Study/ Research Paper – 15 marks Presentation on Current Trends – 10 marks

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	1	1	3	2	3
CO2	0	1	2	3	2
CO3	3	1	1	2	3
CO4	3	3	2	3	2
CO5	2	2	1	2	3
Avg.	1.8	1.6	1.8	2.4	2.6

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	1	3	2	2	2	2	1
CO2	2	1	2	3	2	2	2	2
CO3	2	1	1	2	3	2	2	1
CO4	3	1	2	3	2	2	2	2
CO5	2	2	1	2	3	1	1	2
Avg.	2	1.2	1.8	2.4	2.4	1.8	1.8	1.6

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

COURSE CODE	COURSE NAME	SEMESTER
MBAMM001	Consumer Behavior	III

Teaching Scheme (Hours)				Teaching Credit			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
60	-	-	60	4	-	-	4

Course Pre-requisites	Basic knowledge of Marketing
Course Category	Elective- Marketing
Course focus	Employability/ Marketing Skills
Rationale	The subject focuses on understanding consumer behaviour and its impact on marketing decisions. It explores various models, group influences, perception, motivation, attitudes, and consumer rights. This knowledge is essential for effective marketing strategies and meeting consumer needs in a dynamic marketplace.
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	1. To understand the nature and relevance of consumer behaviour studies in marketing decisions. (Remembering) 2. To examine the factors influencing consumer behaviour and the consumer buying decision process. (Understanding) 3. To analyze the impact of group influences on consumer behaviour, including reference groups and social class. (Applying) 4. To explore the role of perception, motivation, values, and attitudes in consumer behaviour. (Analyzing) 5. To comprehend the concept of consumer rights, consumer protection, and recent trends in consumer rights protection. (Evaluating)

Course Content	Weightage	Contact hours
Unit 1: Understanding the Consumer Consumer Behavior and the Marketing Concept, Customer Value, Satisfaction, Trust and Retention, The Impact of New Technology on Marketing, The Consumer Research Process, Market Segmentation and Strategic Targeting.	**20%**	**12**
Unit 2: Consumer as an Individual – I Consumer Motivation, Personality and Consumer Behavior, Consumer Perception	**20%**	**12**
Unit 3: Consumer as an Individual – II Consumer Learning, Consumer Attitude Formation and Change, Communication and Consumer Behavior.	**20%**	**12**
Unit 4: Socio-Cultural settings and Consumer Behavior The Family and Social Class, Influence of Culture on Consumer Behavior, Cross-cultural Consumer Behavior.	**20%**	**12**
Unit 5: Consumer Decision Making: Consumers and the Diffusion of Innovation, Consumer Decision Making and Beyond Practical: Students should carry out a primary, qualitative / quantitative research on any dimension related to consumer behavior, Students can identify how marketers are addressing the various components and stages of the decision-making process.	**20%**	**12**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: Students will be able **to define** and **remember** the key concepts of consumer behavior, including customer value, satisfaction, trust, and retention, and understand their significance in marketing strategies.	**Remember**
CO2: Students **will understand** the role of consumer research, technological	**Understand**

advancement, and market segmentation in identifying and strategically targeting different consumer groups.	
CO3: Students **will apply** models representing consumer decision-making processes and evaluate how innovations diffuse through consumer populations.	**Apply**
CO4: Students **will analyze** how consumer motivation, personality, perception, learning, and attitudes influence buying decisions and overall consumer behavior.	**Analyze**
CO5: Students will **evaluate** the role of family, social class, and culture—including cross-cultural factors—in shaping consumer preferences and behaviors.	**Evaluate**

Learning Resources	
1.	**Textbook:** Schiffman, L. G., Kanuk, L. L., & Kumar, R. (Latest edition). Consumer behaviour. Pearson.
2.	**Reference Books:** • Loudon, D. L., & Della Bitta, A. J. (Latest edition). Consumer behaviour. McGraw Hill. • Majumdar, R. (Latest edition). Consumer behavior: Insights from Indian market. PHI Learning. • Hoyer, W. D., MacInnis, D. J., & Dasgupta, P. (Latest edition). Consumer behaviour. Biztantra. • Evans, M. (Latest edition). Consumer behaviour. Wiley. • Solomon, M. R. (2015). Consumer behaviour: Buying, having, and being (11th ed.). Pearson. • Kumar, S. R. (2013). Consumer behaviour: The Indian context (Text & cases) (2nd ed.). Pearson. • Lingquist, J. D. (Latest edition). Consumer behaviour. Cengage Learning. • Blackwell, R. D., & Engel, J. F. (Latest edition). Consumer behaviour. Cengage Learning.
3.	**Journals & Periodicals:** 1. Brand Equity 2. www.afaqs.com 3. Journal of consumer Behavior 4. Indian Journal of Marketing
4.	**Other Electronic Resources:**

Evaluation Scheme	**Total Marks: 100**
Mid Semester Marks	20 marks
End Semester Marks	40 marks
Continuous Evaluation 40 marks	Class Participation – 10 marks Quiz – 5 marks Case Study/ Research Paper – 15 marks Presentation on Current Trends – 10 marks

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	1	1	3	2	3
CO2	0	1	2	3	2
CO3	3	1	1	2	3
CO4	3	3	2	3	2
CO5	2	2	1	2	3
Avg.	1.8	1.6	1.8	2.4	2.6

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	1	3	2	2	2	2	1
CO2	2	1	2	3	2	2	2	2
CO3	2	1	1	2	3	2	2	1
CO4	3	1	2	3	2	2	2	2
CO5	2	2	1	2	3	1	1	2
Avg.	2	1.2	1.8	2.4	2.4	1.8	1.8	1.6

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

COURSE CODE	COURSE NAME	SEMESTER
MBAMM002	Integrated Marketing Communication	III

Teaching Scheme (Hours)				Teaching Credit			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
60	-	-	60	4	-	-	4

Course Pre-requisites	Basic understanding of marketing principles, consumer behavior, and brand management is required. Students should be familiar with marketing mix concepts and communication models to comprehend the integration of promotional tools and strategy alignment effectively.
Course Category	Elective- Marketing
Course focus	This course emphasizes strategic integration of advertising, sales promotion, direct marketing, public relations, and digital media to deliver consistent brand messaging and maximize marketing effectiveness across various platforms.
Rationale	With media fragmentation and digital transformation reshaping consumer engagement, marketers must integrate communication tools cohesively. This course equips students to design unified campaigns, enhancing brand value and consumer response through a strategic, multi-channel approach.
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	• Explain the role and importance of integrated marketing communications. • Identify and evaluate the components of a promotional mix and their synergy. • Design an advertising and media campaign for a given product or brand. • Evaluate the impact of digital media in IMC campaigns. • Examine ethical, legal, and social considerations in communication strategies.

Course Content	Weightage	Contact hours
Unit 1: Introduction to IMC Meaning, evolution, and scope of IMC, Role in marketing strategy, Promotional mix and synergy, Communication process and models, IMC planning and branding	**20%**	**12**
Unit 2: Advertising Management Types of advertising, Advertising planning and objectives, Creative strategy and message design, Media planning and scheduling, Advertising budgeting and ROI	**20%**	**12**
Unit 3: Sales Promotion & Public Relations Consumer and trade promotions, Objectives and tools of sales promotion, Public relations strategy and management, Sponsorship, event, and experiential marketing, Evaluation of promotional effectiveness	**20%**	**12**
Unit 4: Direct Marketing and Personal Selling Role and techniques of direct marketing, Database marketing, Telemarketing, catalog, and email campaigns, Personal selling process, Integration with other IMC tools	**20%**	**12**
Unit 5: Digital and Social Media Communication Digital communication platforms, Social media marketing, Mobile and influencer marketing Online customer engagement, Ethical and regulatory issues in digital marketing	**20%**	**12**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: Define and **recall** key concepts of Integrated Marketing Communication	**Remember**

CO2: **Understand** the components of the promotional mix, communication models, and their integration in IMC planning and branding.	**Understand**
CO3: Design and **apply** an advertising and media campaign for a given product or brand	**Apply**
CO4: **Analyze** ethical, legal, and social considerations in communication strategies. understand their significance in marketing strategies.	**Analyze**
CO5: **Evaluate** the impact of digital media	**Evaluate**

Learning Resources	
1.	**Textbook:** • Belch, G.E., & Belch, M.A. Advertising and Promotion: An IMC Perspective, McGraw-Hill. • Clow, K.E., & Baack, D. Integrated Advertising, Promotion, and Marketing Communications, Pearson.
2.	**Reference Books:** 1. Wells, W., Burnett, J., & Moriarty, S. Advertising: Principles and Practice, Pearson. 2. Shimp, T.A. Advertising, Promotion, and Other Aspects of Integrated Marketing Communications, Cengage Learning. 3. Duncan, T. Principles of Advertising and IMC, McGraw-Hill.
3.	**Journals & Periodicals:**
4.	**Other Electronic Resources:**

Evaluation Scheme	**Total Marks: 100**
Mid Semester Marks	20 marks
End Semester Marks	40 marks
Continuous Evaluation 40 marks	Class Participation — 10 marks Quiz — 5 marks Case Study/ Research Paper — 15 marks Presentation on Current Trends — 10 marks

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	1	1	1
CO2	3	2	1	1	1
CO3	3	3	1	2	2
CO4	3	3	1	2	2
CO5	3	3	1	2	2
Avg.	3	2.6	1	1.6	1.6

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	0	0	1	0	1
CO2	3	2	1	0	0	2	0	1
CO3	3	3	2	1	1	2	1	1
CO4	3	3	2	1	1	2	0	1
CO5	3	3	2	1	1	3	1	2
Avg.	3	2.6	1.6	0.6	0.6	2	0.4	1.2

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

COURSE CODE	COURSE NAME	SEMESTER
MBAMM003	Sales & Distribution Management	III

Teaching Scheme (Hours)				Teaching Credit			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
60	-	-	60	4	-	-	4

Course Pre-requisites	Basic knowledge of business operations, strategic management, and communication skills will be beneficial. Familiarity with organizational structures and market dynamics will aid in comprehending sales planning, distribution strategies, and channel management.
Course Category	Elective- Marketing
Course focus	This course focuses on equipping students with the knowledge and skills required to manage sales operations and distribution networks effectively. Emphasis is placed on understanding the roles and responsibilities of sales personnel, designing sales strategies, managing territories, setting quotas, and evaluating performance.
Rationale	Sales Management and distribution course equips students with essential skills in personal selling, sales planning, organization, sales force management, and distribution, preparing them for dynamic business environments and fostering organizational success.
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	• To define the fundamental concepts, terminologies, and principles related to Sales and Distribution Management, including roles of sales personnel, sales planning, and distribution channels. • To understand the process of managing a sales force, designing effective distribution strategies, and the dynamics of buyer behavior in various market settings • To design sales strategies, territory planning, quota setting, and

	channel management structures to align with organizational goals and customer needs. • To evaluate the effectiveness of sales campaigns, performance of the sales team, and efficiency of distribution channels using appropriate metrics and tools. • To analyze market opportunities, customer segments, and competitive distribution strategies to enhance sales performance and market coverage.

Course Content	Weightage	Contact hours
Unit 1: Introduction to Sales Management Nature and Importance of sales management, emerging trends in sales management, Objectives of personal selling, Personal selling process, Salesmanship, Relationship Marketing	**20%**	**12**
Unit 2 : Sales Planning & Organization Introduction, Levels of Sales management Positions, Roles played by sales managers, Sales forecasting methods, Organizing & Driving Sales Efforts - Sales Organization Structures, Sales Territories & Quotas, Sales Promotions	**20%**	**12**
Unit 3: Sales Force Management Sales Job Analysis, Recruitment & Selection (Briefly – specific to Sales Jobs), Sales Training – Need & Types, Sales Force Compensation Structure & Motivation Tools, Sales Contests Sales Force Supervision: Sales Expenses, Sales Performance Evaluation, Sales Reports, Sales Budgets, Sales Audits, Ethics in Sales	**20%**	**12**
Unit 4: Introduction, need and scope of distribution management, marketing channels strategy, levels of channels, functions of channel partners, channel flows, Channel Intensity, classification of distribution channels, types of channel intermediaries, designing distribution channel strategy, factors affecting the design of marketing channels, Factors affecting selection of channel partners	**20%**	**12**
Unit 5: Definition & scope of logistics, Components of logistics, inventory &	**20%**	**12**

warehouse management, transportation, technology in logistics and SCM, channel information systems, distribution management in international markets		

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: Define and **recall** the fundamental concepts, terminologies, and principles related to Sales and Distribution Management, including roles of sales personnel, sales planning, and distribution channels.	**Remember**
CO2: **Understand** the process of managing a sales force, designing effective distribution strategies, and the dynamics of buyer behavior in various market settings.	**Understand**
CO3: Design and **apply** sales strategies, territory planning, quota setting, and channel management structures to align with organizational goals and customer needs.	**Apply**
CO4: **Analyze** market opportunities, customer segments, and competitive distribution strategies to enhance sales performance and market coverage	**Analyze**
CO5: **Evaluate** the effectiveness of sales campaigns, performance of the sales team, and efficiency of distribution channels using appropriate metrics and tools	**Evaluate**

Learning Resources	
1.	**Textbook:** 1. Sales & Distribution Management (Latest Edition), Panda Tapan K., Sahadev Sunil, Oxford University Press 2. 2. Sales & Distribution Management – Text & Cases (2nd Edition), Krishna K. Havaldar, Vasant M. Cavale, Tata McGraw-Hil

2.	**Reference Books:** 1. Sales Management: Decisions, Strategies & Cases, Richard R. Still, Edward W. Cundiff, Norman 2. A.P. Govoni, Pearson Education, Latest Edition 3. Sales Management: Concepts Practice, and Cases, Johnson F.M., Kurtz D.L., Scheuing E.E., Tata McGraw- Hill, Latest Edition 4. Selling & Sales Management, David Jobber, Geoffrey Lancaster, Pearson Education, Latest Edition 5. Sales Management, Tanner, Honeycutt, Erffmeyer, Pearson Education, Latest Edition 6. Sales Force Management, Mark W. Johnston, Greg W. Marshall, Tata McGraw-Hill, Latest Edition
3.	**Journals & Periodicals:**
4.	**Other Electronic Resources:**

Evaluation Scheme	**Total Marks: 100**
Mid Semester Marks	20 marks
End Semester Marks	40 marks
Continuous Evaluation 40 marks	Class Participation – 10 marks Quiz – 5 marks Case Study/ Research Paper – 15 marks Presentation on Current Trends – 10 marks

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	**3**	2	1	1	1
CO2	**3**	3	1	2	2
CO3	3	3	1	3	3
CO4	3	2	1	2	2
CO5	2	3	1	3	3
Avg.	2.8	2.6	1.0	2.2	2.2

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	1	1	2	1	1
CO2	2	3	2	2	2	2	1	2
CO3	3	3	2	1	3	2	2	2
CO4	3	3	2	1	2	1	1	2
CO5	2	2	3	1	2	1	1	2
Avg.	2.6	2.6	2.0	1.2	2.0	1.6	1.2	1.8

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

COURSE CODE	COURSE NAME	SEMESTER
MBAMM004	Marketing Analytics	III

Teaching Scheme (Hours)				Teaching Credit			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
30	-	15	60	45	-	15	60

Course Prerequisites	Basic knowledge of marketing principles and business management is essential. Familiarity with statistical methods, spreadsheet tools, and data visualization techniques is required. Students should have foundational skills in mathematics and data analysis, with prior exposure to software like Excel, Tableau, or R. Logical thinking and problem-solving abilities are crucial.
Course Category	Elective- Marketing
Course focus	Marketing skills and employability
Rationale	This course emphasizes data-driven decision-making in marketing. Students will learn to analyze customer behavior, measure campaign effectiveness, and optimize marketing strategies using tools like regression, clustering, and predictive analytics. It bridges marketing concepts with quantitative techniques, empowering students to derive actionable insights and create impactful marketing solutions.
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	• Identify the scope, key concepts, tools, and sources of data used in marketing analytics. • Explain the role of analytics in marketing decisions, including customer segmentation, CLV, churn, and campaign targeting. • Use analytical tools and techniques (e.g., RFM, regression, clustering, A/B testing) to solve real-world marketing problems.

	• Analyze customer behavior, marketing mix performance, and digital metrics to derive actionable insights. • Evaluate marketing strategies and predictive models using KPIs, ROI, dashboards, and ethical considerations in data use.

Course Content	Weightage	Contact hours
Unit 1: Introduction to Marketing Analytics • Scope and importance of marketing analytics • Role of analytics in marketing decisions • Types and sources of marketing data • Tools and technologies (Excel, R, Python, Power BI – overview) • Key performance indicators (KPIs) and dashboards • Analytics maturity model in marketing	**20%**	**12**
Unit 2: Customer Analytics • Customer segmentation: demographic, geographic, behavioral • RFM (Recency, Frequency, Monetary) analysis • Customer Lifetime Value (CLV) estimation • Churn analysis and retention models • Market Basket Analysis and Lift • Campaign targeting and response modeling	**20%**	**12**
Unit 3: Marketing Mix Analytics • Product performance analytics • Price sensitivity and pricing models • Promotion analysis: A/B testing, campaign metrics • Channel performance and optimization • Media mix modeling • ROI and budget allocation	**20%**	**12**
Unit 4: Predictive and Descriptive Modeling •Descriptive vs. predictive analytics •Linear regression, logistic regression, clustering, and classification •Forecasting using time series models •Machine learning basics for marketing predictions	**20%**	**12**

•Data visualization of model results		
Unit 5: Digital and Social Media Analytics •Web analytics and Google Analytics overview •SEO, SEM and PPC metrics •Social media metrics (engagement, reach, sentiment) •Text mining and sentiment analysis •Dashboards for digital performance tracking •Privacy, ethics, and data protection	**20%**	**12**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes and projects.

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: **Recall** key marketing analytics concepts, data sources, tools	**Remember**
CO2: **Understand** customer segmentation techniques, CLV estimation, and campaign targeting models	**Understand**
CO3: **Apply** statistical and machine learning models (e.g., regression, clustering, time series) to marketing datasets for prediction and insights.	**Apply**
CO4: **Analyze** marketing mix elements, campaign performance, and digital engagement metrics using dashboards and visualization tools.	**Analyze**
CO5: **Evaluate** the effectiveness of marketing strategies and predictive models based on ROI, customer behavior, and ethical data practices.	**Evaluate**

Learning Resources	
1.	**Textbook:** 1. Wayne L. Winston (2014). Marketing Analytics-Data-Driven Techniques with Microsoft® Excel, John Wiley & Sons, Inc., Indianapolis, Indiana 2. Stephen Sorger (2013), Marketing Analytics: Strategic Models and Metrics, Atlantic Publishers and Distributors. 3. Gary L. Lilien and Arvind Rangaswamy (2005), Marketing Engineering: Computer-Assisted Marketing Analysis and Planning, Pearson Education
2.	**Reference Books:** 1. Hair, Andersen, Black and Tatham, Multivariate Data Analysis, Pearson India Ltd, New Delhi, 2008 (7th edition) 2. Paul W.Farris et al (2010), Marketing Metrics, Pearson Education
3.	**Journals & Periodicals:** 1. www.emeraldinsight.com (A renowned research journal database) 2. www.ficci.com (Official website of Federation of Indian chambers, Commerce and Industry) 3. www.ibef.org(Official website of India Brand Equity foundation, a subsidy of CII) 4. 4. www.ncaer.org (National Council of Applied Economic Research – Govt. of India data resource)
4.	**Other Electronic Resources:** 1. www.stattutorials.com (Statistics tutorials including worked examples using softwares like SPSS) 2. www.analyzemath.com/statistics.html (Statistics tutorials) 3. www.burns-stat.com/pages/tutorials.html (Statistics tutorials) 4. www.spss.com 5. 5. www.search.ebscohost.com

Evaluation Scheme	**Total Marks: 100**
Mid Semester Marks	20 marks
End Semester Marks	40 marks
Continuous Evaluation 40 marks	Class Participation – 10 marks Quiz – 5 marks Case Study/ Research Paper – 15 marks Presentation on Current Trends – 10 marks

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	1	1	1
CO2	3	2	1	2	1
CO3	3	3	1	3	2
CO4	3	3	1	3	2
CO5	3	2	2	2	2
Avg.	3.0	2.4	1.2	2.2	1.6

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	1	1	1	0	2
CO2	2	3	2	1	1	1	0	2
CO3	3	3	3	1	2	1	0	2
CO4	3	2	3	2	2	2	0	2
CO5	2	3	3	1	2	2	1	2
Avg.	2.6	2.6	2.6	1.2	1.6	1.4	0.2	2.0

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

COURSE CODE	COURSE NAME	SEMESTER
MBAFM001	Security Analysis and Portfolio Management	III

Teaching Scheme (Hours)				Teaching Credit			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
60	-	-	60	4	-	-	4

Course Prerequisites	The course enhances the knowledge of financial market operations, key participants, and basic financial instruments like stocks, bonds, and derivatives.
Course Category	Elective- Finance
Course focus	Knowledge and skills to evaluate investment opportunities, analyze financial securities, and construct and manage optimal investment portfolios for risk-adjusted returns.
Rationale	This syllabus equips students with the theoretical and practical tools to evaluate investment opportunities, manage risk, and optimize portfolios. Covering valuation methods, market analysis, derivatives, and portfolio theory, it provides a comprehensive framework to develop strategic decision-making skills essential for financial professionals and investors in dynamic market environments.
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	1. To explain the distinctions between investment, speculation, and gambling, and outline various investment alternatives and evaluation criteria. 2. To calculate historical and expected returns and risks, and apply these measures to evaluate financial investments. 3. To analyze economy-industry-company analysis and technical analysis using tools such as Dow Theory and technical indicators to assess market trends and security performance. 4. To evaluate critically evaluate the pricing and application of derivatives, such as futures and options, and the implications of

	the Capital Asset Pricing Model (CAPM). 5. To construct optimal investment portfolios using diversification principles, portfolio theory, and risk-return analysis to achieve desired financial outcomes.

Course Content	Weightage	Contact hours
Unit 1 Investment: Overview, Investment vs. Speculation vs. Gambling, Investment Alternatives, & Criteria for Evaluation. Risk and Return: Sources of Risk, Types of Risk, Components of Return, Measuring Historical Return and Risk; and Measuring Expected Return and Risk.	**20%**	**12**
Unit 2 Equity Valuation Bond Prices and Yields	**20%**	**12**
Unit 3 Fundamental Analysis (Economy-Industry-Company Analysis) Technical Analysis: Basic Premises, Dow Theory, Charting Techniques, Technical Indicators.	**20%**	**12**
Unit 4 Derivatives: Definition, derivative products, Participants and Functions, Analysis of futures and options, Types of Derivatives-Futures and Options: Features, Differences, How Option works -Call and Put Options, Payoffs Capital Asset Pricing Model (CAPM)	**20%**	**12**
Unit 5 Portfolio Theory: Diversification and Portfolio Risk, Portfolio Return and Risk, Measurement of Co movements in Security Returns, Calculation of Portfolio Risk, Efficient Frontier, Optimal Portfolio.	**20%**	**12**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: **Define** investment concepts	**Remember**
CO2: **Understand** evaluation of equity and fixed income securities	**Understand**
CO3: Design and **apply** optimal portfolios	**Apply**
CO4: **Analyze** derivatives and market efficiency	**Analyze**
CO5: **Evaluate** and perform fundamental and technical analysis	**Evaluate**

Learning Resources	
1.	**Reference Books:** 1. Investment Analysis & Portfolio Management –Prasanna Chandra (TMH) 2. Investment Management -Preeti Singh (Himalaya Publication) 3. Fundamentals of Investments – Alexander, Sharpe &Bailey (PHI) 4. Investment Analysis & Portfolio Management – Frank Reilly & Keith Brown (Thomson) 5. Investments Analysis and Behaviour – Mark Hirschey& John Nofsinger (TMH)(SIE) 6. Portfolio Construction, Management, & Protection – Robert A. Strong (Thomson)
2.	**Journals & Periodicals:** 1. Journal of Portfolio Management (JPM) 2. Journal of Finance (JF) 3. Journal of Investment Management (JOIM) 4. Investor's Business Daily (IBD)
3.	**Other Electronic Resources:** 1. Study Material on Investment Analysis & Portfolio Management Module (NCFM – NSE) 2. The Economic Times (Investing Section) (India)

Evaluation Scheme	**Total Marks: 100**
Mid Semester Marks	20 marks
End Semester Marks	40 marks
Continuous Evaluation 40 marks	Class Participation: 10 marks Quiz: 5 marks Skill Enhancement activities/ Case Study/ Research Paper: 15 marks Presentation: 10 marks

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	1	1	1
CO2	3	2	1	2	2
CO3	3	2	1	3	3
CO4	3	2	1	2	2
CO5	3	2	2	2	2
Avg.	3.0	2.0	1.2	2.0	2.0

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

Mapping of POs & Cos

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	1	1	1	0	2
CO2	3	3	2	1	2	1	0	2
CO3	3	3	3	1	3	2	1	2
CO4	3	3	2	1	2	2	0	2
CO5	3	3	2	1	2	1	0	2
Avg.	3.0	2.8	2.0	1.0	2.0	1.4	0.2	2.0

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

COURSE CODE	COURSE NAME	SEMESTER
MBAFM002	Financial Derivatives	III

Teaching Scheme (Hours)				Teaching Credit			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
45	0	15	60	3	0	1	4

Course Pre-requisites	Basic Information about Finance and Account Terminology
Course Category	Elective – Finance
Course focus	Financial Skills
Rationale	The primary role of derivative contracts is the transfer of risk without the need to trade the underlying to who is willing to accept. This allows for more effective risk management within companies and the broader economy. In addition, the derivatives market plays a role in information discovery and market efficiency. However, despite the benefits, there are criticisms that derivatives are misused and add to market volatility.
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	1. To equip students with the ability to apply stock market basics to the Indian Derivatives market 2. To know that financial derivatives are discussed in terms of their valuation, analysis, and application for hedging, speculation, and arbitrage 3. Students are apprised of the recent innovations in derivatives in India 4. To have learned the mechanics, valuation, and trading strategies of the derivative market 5. To apply option strategies

Course Content	Weightage	Contact hours
Unit 1: Introduction to Cash & Derivative Market- An Overview Basic Market Concepts & Mechanics of the Cash Market, Various Indexes of the world & their computation, Meaning & types of Derivative Instruments, Forward, future, Option & swaps	**20%**	**9**
Unit 2: Market Structure Future Market, Growth of Derivative Markets in India-History & Background, ETM & OTC Markets, Types of Traders- Hedger, Arbitrageur & Speculation, Standardization of Derivative Contracts & other basic concepts Risk Management Lessons from the Global Financial Crisis for Derivative Exchanges", IIMA Working Paper No. 2009-02-06, February 2009. By Varma IIMA **http://www.iimahd.ernet.in/~jrvarma/download.php**	**15%**	**9**
Unit 3: Forward & Future Markets Introduction, Mechanics of Forward & Future Market, Stock Futures & Stock Index Futures in India, Pricing of Forward & Future Markets-how to read quotes, Margins, Open interest positions. Cost of Carry Models & Basis-Cash Price v/s Future price.	**15%**	**7**
Unit 4: Trading Strategies Trading Strategies-Index Arbitrage, hedging using futures, options, and a combination of both, Speculation, spreads, etc & other advanced trading strategies. "Value at Risk Models in the Indian Stock Market", IIMA Working Paper, 99-07-05, July 1999. http://www.iimahd.ernet.in/~jrvarma/download.php Case: **Development of Financial Derivatives Market in India- A Case Study Ashutosh Vashishat** http://www.eurojournals.com/irjfe_37_02.pdf	**30%**	**13**
Unit 5: Practical from Model I and Model II Students assign projects for commodity and follow Cash – Carry Model and Find variations between Spot prices v/s Excise prices	**20%**	**7**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: Define and **recall** fundamental concepts related to cash and derivative markets	**Remember**
CO2: **Understand** and explain the structure and evolution of the derivative markets in India, the roles of different market participants	**Understand**
CO3: **Apply** the mechanics of forward and futures contracts, calculate prices using margin and cost-of-carry models, and interpret open interest positions and basis.	**Apply**
CO4: **Analyze** various trading strategies such as hedging, speculation, and arbitrage using derivative instruments to manage risk and maximize return.	**Analyze**
CO5: **Evaluate** the practical application of models such as the cash-carry arbitrage strategy and assess market efficiency by analyzing variations between spot and excise prices using real data	**Evaluate**

Learning Resources	
1.	**Reference Books:** 1. Rajiv Srivastava "Derivatives & Risk Management" Oxford University Latest Edition 2. Vohra & Bagri "Futures and Options" Tata McGraw hill Latest Edition 3. John C. Hull "Futures and Options Markets" Pearson Education Latest Edition
2.	**List of Journals** 1. Journals, Periodicals, Reference 2. Journals & Periodicals 3. Journal of Finance. Published by Wiley. 4. The Review of Financial Studies. 5. Journal of Financial Economics. 6. Journal of Accounting and Economics. 7. Journal of Financial and Quantitative Analysis.

	8. Journal of Money, Credit and Banking. 9. Journal of International Money and Finance.
3.	**Other Electronic Resources**: • www.onllinelibrary.wiley.com • www.mcxindia.com • www.capitalmarketline.com' • www.bseindia.com • www.nseindia.com • www.goldprice.org

Evaluation Scheme	**Total Marks: 100**
Mid Semester Marks	20 marks
End Semester Marks	40 marks
Continuous Evaluation 40 marks	Class Participation: 10 marks Quiz: 5 marks Case Study/ Research Paper: 15 marks Presentation on Current Trends: 10 marks

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	1	1	1
CO2	3	2	1	2	2
CO3	3	2	1	3	3
CO4	3	2	1	2	2
CO5	3	2	2	2	2
Avg.	3.0	2.0	1.2	2.0	2.0

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	1	1	1	0	2
CO2	3	3	2	1	2	1	0	2
CO3	3	3	3	1	3	2	1	2
CO4	3	3	2	1	2	2	0	2
CO5	3	3	2	1	2	1	0	2
Avg.	3.0	2.8	2.0	1.0	2.0	1.4	0.2	2.0

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

COURSE CODE	COURSE NAME	SEMESTER
MBAFM003	Indian Financial System & Financial Market	III

Teaching Scheme (Hours)				Teaching Credit			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
60	-	-	60	4	-	-	4

Course Pre-requisites	Basic Information about Finance and Account Terminology
Course Category	Elective- Finance
Course focus	Employability
Rationale	Banking, Finance and Insurance is a field in which the opportunities of growth are vast and varied. While this field is one of the safest and most stable in terms of employment, it is the most dynamic at the same time. An individual planning to make a career in Banking, Finance or Insurance can look forward to a very lucrative and rewarding career. From managerial and consulting jobs in Government sector and MNCs, to self-employment as Chartered Accountant, Company Secretary, Finance Consultant, Entrepreneurship, the Banking, Finance and Insurance sectors have employment opportunities for all.
Course Revision/ Approval Date:	
Course Objectives (As per Bloom's Taxonomy)	1. To understand the role and function of the financial system in reference to the macro economy. 2. To demonstrate an awareness of the current structure and regulation of the Indian financial services sector. 3. To create awareness about financial markets 4. To analyze the guidelines of the financial systems regulators. 5. To evaluate the role of financial market operations.

Course Content	Weightage	Contact hours
Unit 1: Financial System 1. The Financial System: An Introduction 2. The Financial System and Economy 3. Reforms in the Financial System 4. Financial Markets- Primary and capital Markets	**20%**	**12**
Unit 2: Financial Services 1. Mutual Fund 2. Investment Banking 3. Housing Finance 4. Credit Rating	**20%**	**12**
Unit 3: Issue Management 1. The Primary Market – SEBI guidelines, types of issue management 2. The Secondary Market - Cash /Equity Markets: The equity segment allows dealing in shares, debentures, Equity Derivatives Market, Debt Market, Corporate Bond Market, Forex Market 3. Depositories - NSDL & CDSL	**20%**	**12**
Unit 4: Insurance: Meaning, Type of Plans, Benefits of Life Insurance, Brief about Public and Private Sector Organizations offering Insurance Products (Practical exposure) Micro Finance & Financial Inclusion	**20%**	**12**
Unit 5: Financial Regulators 1. Securities and Exchange Board of India 2. Reserve Bank of India 3. IRDA 4. AMFI	**20%**	**12**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: Define and **remember** the concept of financial market, financial system.	**Remember**
CO2: **Understand** the current structure and regulation of the Indian financial services sector.	**Understand**
CO3: **Apply** regulatory guidelines and operational procedures.	**Apply**
CO4: **Analyze** the guidelines of the financial systems regulators.	**Analyze**
CO5: **Evaluate** the role of financial market operations.	**Evaluate**

Learning Resources	
1.	**Reference Books:** • Textbook Indian Financial System: Bharti V. Pathak Pearson • Khan M Y: Indian Financial System, Tata Macgraw Hill, New Delhi 2000 • Bhole, L M : Financial Institutions and Markets : Structure Growth and Innovations. 2nd edition: New Delhi : Tata McGraw Hill, • Srivastava, R M: Financial Institutions in Indian Financial Institutions
2.	**Journals & Periodicals:** • Journal of Finance. Published by Wiley. • The Review of Financial Studies. • Journal of Financial Economics. • Journal of Accounting and Economics. • Journal of Financial and Quantitative Analysis. • Journal of Money, Credit and Banking. • Journal of International Money and Finance.
3.	**Other Electronic Resources:** www.onllinelibrary.wiley.com

Evaluation Scheme	**Total Marks: 100**
Mid Semester Marks	20 marks
End Semester Marks	40 marks
Continuous Evaluation 40 marks	Class Participation: 10 marks Quiz: 5 marks Case Study/ Research Paper: 15 marks Presentation on Current Trends: 10 marks

Mapping of PSOs & Cos

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	1	1	1
CO2	3	2	1	2	2
CO3	3	2	1	3	3
CO4	3	2	1	2	2
CO5	3	2	2	2	2
Avg.	3.0	2.0	1.2	2.0	2.0

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

Mapping of POs & Cos

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	1	1	1	0	2
CO2	3	3	2	1	2	1	0	2
CO3	3	3	3	1	3	2	1	2
CO4	3	3	2	1	2	2	0	2
CO5	3	3	2	1	2	1	0	2
Avg.	3.0	2.8	2.0	1.0	2.0	1.4	0.2	2.0

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

COURSE CODE	COURSE NAME	SEMESTER
MBAFM004	Financial Analytics	III

Teaching Scheme (Hours)				Teaching Credit			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
45	-	15	60	3	-	1	4

Course Pre-requisites	Basic knowledge of financial management
Course Category	Elective- Finance
Course focus	Skills and Employability
Rationale	This course aims to demonstrate the applications of data analytics in the finance domain. This includes solving real-life financial market problems with data science.
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	1. Time-Series Analytics: To introduce students to time-series modelling techniques, including stationarity, ARMA/ARIMA models, and autocorrelation analysis. 2. Portfolio Optimization: To teach the principles of portfolio optimization, including the construction of efficient frontiers and market portfolios. 3. Regression Modelling: To provide students with a thorough understanding of regression models, their assumptions, and common issues such as heteroscedasticity and multicollinearity. 4. Risk Analytics: To familiarize students with volatility models and risk assessment techniques like VaR and CVaR in financial applications. 5. Technical Analysis: To equip students with the tools and techniques of technical analysis, including trend analysis, chart patterns, and key indicators for market analysis

Course Content	Weightage	Contact hours
Unit 1: Time-Series Analytics Introduction to Stationarity, ARMA/ARIMA Modelling, ACF/PACF, Model Building and Goodness-of-Fit, Modelling.	**20%**	**12**
Unit 2: Portfolio Optimization Portfolio Optimization with two securities and multiple securities, Construction of efficient frontier and market portfolio, Portfolio performance evaluation and construction of market portfolio, Asset Pricing Models, Implementation in R.	**20%**	**12**
Unit 3: Introduction to regression modelling Simple and Multiple Linear Regression, Assumptions of classical linear regression model and its violations, issues of heteroscedasticity, multicollinearity, autocorrelation, Application with asset pricing models, and implementation with R Risk Analytics: Introduction to Volatility Modelling, Historical volatility models, ARCH/GARCH Models, VaR/CvaR models, Implementation in R.	**20%**	**12**
Unit 4: Markov Regime Switching Regression Introduction to Markov Process, Transient and Recurrent processes, absorption probabilities, Convergence, Finance use case and implementation in R.	**20%**	**12**
Unit 5: Technical Analysis Trend Analysis and Indicators, Bollinger bands, trendlines, candle stick charts, Dow theory, classical patterns, Momentum Indicators, R implementation.	**20%**	**12**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: **Recall** fundamental concepts of time series analysis	**Remember**
CO2: **Understand** the theoretical underpinnings of ARIMA modelling, regression assumptions, asset pricing models, and technical indicators.	**Understand**
CO3: **Apply** financial models such as ARIMA, GARCH, CAPM, and technical indicators using R for real-world data analysis	**Apply**
CO4: **Analyze** time-series behavior, regression diagnostics, portfolio risk-return tradeoffs, and volatility clustering using appropriate statistical tools.	**Analyze**
CO5: **Evaluate** model performance and robustness through goodness-of-fit measures, portfolio performance metrics, and risk assessment techniques like VaR/CVaR.	**Evaluate**

Learning Resources	
1.	**Textbook:** Elton, Gruber, Brown, Goetzmann; Modern Portfolio Theory and Investment Analysis; 9th Edition (and onwards)
2.	**Reference Books:** 1. Advanced Financial Instruments for Sustainable Business and Decentralized Markets 2. Introductory Econometrics for Finance, Chris Brooks, 3rd Edition Basic Econometrics by Gujarati, 5th Edition onwards
3.	**Journals & Periodicals:** 1. Journal of Financial Economics (JFE) 2. Journal of Financial and Quantitative Analysis (JFQA) 3. Financial Analysts Journal (FAJ) 4. Quantitative Finance 5. Journal of Risk and Financial Management (JRFM) 6. Journal of Financial Markets 7. The Journal of Portfolio Management (JPM) **Periodicals and Magazines:**

	1. The Economist 2. Harvard Business Review (HBR) 3. Bloomberg Markets 4. Financial Times (FT)
4.	**Other Electronic Resources:** Data Science and Business analytics: Mu Sigma Analytics, Fractal Analytics, Manthan. Latent View, Tiger Analytics, Absolute data, Convergytics, UST Global; Equity research firms, Credit rating firms, Investment Banks, Corporate Banking sector, Corporate Finance roles across all corporates (ICRA, ICICI, HDFC, Nomura, Lehman Brothers, SBI Capital Markets, Deutsche bank, HSBC Bank,

Evaluation Scheme	**Total Marks: 100**
Mid Semester Marks	20 marks
End Semester Marks	40 marks
Continuous Evaluation 40 marks	Class Participation: 10 marks Quiz: 5 marks Skill Enhancement activities/ Case Study/ Research Paper: 15 marks Presentation: 10 marks

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	1	1	1
CO2	3	2	1	2	2
CO3	3	3	1	3	2
CO4	3	2	1	3	3
CO5	3	2	2	3	3
Avg.	3.0	2.2	1.2	2.4	2.2

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

Mapping of POs & Cos

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	1	1	1	0	2
CO2	3	3	2	1	2	1	0	2
CO3	3	3	3	1	2	2	0	2
CO4	3	3	3	1	3	2	0	2
CO5	3	3	3	1	3	2	1	2
Avg.	3.0	2.8	2.4	1.0	2.2	1.6	0.2	2.0

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

COURSE CODE	COURSE NAME	SEMESTER
MBABA001	Big Data Analytics	III

Teaching Scheme (Hours)				Teaching Credit			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
60	-	-	60	4	-	-	4

Course Prerequisites	Fundamental knowledge of information technology in general and DBMS, data analytics in specific along with understanding of business operations.
Course Category	Elective – Business Analytics
Course focus	Big Data Analysis Skills
Rationale	The subject introduces students to the fundamentals of Big Data Analytics. In the digital era, where the data is taking various forms, with huge volume, velocity, and variety – it is imperative to understand the challenges and opportunities posed by it. Future technology professionals need to understand the Big Data Technology ecosystem, to capitalize the enormous amount of data generated through various channels. The focus is on understanding data analytics concepts, tools, and their real-world application in business decision-making.
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	1.To define the concept of Big Data and Big Data Analytics with its importance in Big Data world. 2.To understand and learn the underlying technology of Big Data. 3. To examine and evaluate the Big Data tools for Data storing, processing and analysis. 4.To design and process the non-relational data for data analysis. 5. To analyze large datasets and apply the concepts of Big Data Analytics in real world business scenario and strategies in various business operations.

Course Content	Weightage	Contact hours
Unit 1: Introduction to Big Data & Big Data Analytics Introduction & Concept of Big Data, History of Big Data, Characteristics of Big Data (The Five V's), Differences between traditional data and big data, Types of Big Data (Structured, Un-structured & Semi-Structured), Challenges of Big Data, Importance of data-driven decision-making, Big Data in the business ecosystem, What is Analytics?, Types of Analytics - Descriptive Analytics, Diagnostic Analytics, Predictive Analytics, Prescriptive Analytics, Operationalizing Big Data Analytics, Tools and Techniques of Big Data Analytics, Benefits of using Big Data Analytics, Examples of Big Data-Financial, Web, Healthcare, Internet of Things, Environment, Logistics & Transportation, Industry, Retail, Big Data Applications, Careers	**25%**	**15**
Unit 2: Big Data Technology - Hadoop Framework Introduction & Concept of Hadoop, History of Hadoop, The Hadoop Ecosystem, Hadoop architecture and Components (HDFS, MapReduce, YARN etc.), How Hadoop works? Features of Hadoop, Storing Data with HDFS, Design of HDFS, HDFS Concepts, Hadoop -RDBMS Versus Hadoop -Distributed Computing Challenges, Advantages & Disadvantages of Hadoop, Challenges of Hadoop, Use cases for Hadoop, Overview of Hadoop Tools.	**25%**	**15**
Unit 3: Big Data Tools HDFS-Overview, Concept of HBase, RDBMS v/s HBase, Comparison with Traditional Database, Concept of Hive & Pig – Querying Big Data, Spark – In-Memory Processing, data analysis with spark, ZooKeeper, HiveQL, Applications on Big Data Using Pig and Hive – Data processing operators in Pig – Hive services – HiveQL – Querying Data in Hive - fundamentals of HBase and ZooKeeper - Querying Data, Sorting & Aggregating, Map Reduce,Understanding Queries, Mining Big Data with Hive & HBase., HBase uses Zookeeper and how to Build Applications with Zookeeper.	**20%**	**10**
Unit 4: No-SQL and Big Data Introduction to No-SQL, No-SQL and Big Data, NoSQL databases in Big Data Ecosystem, Comparison of RDBMS (SQL) and NoSQL,	**20%**	**10**

advantages/disadvantages of NoSQL, Use cases of NoSQL Databases, Introduction to MongoDB & Cassandra		
Unit 5: **Case Studies and Applications of Big Data Analytics** Case Studies of Organizations using Big Data Analytics Big Data Applications: Business Specification Examples of Big Data-Financial, Web, Healthcare, Internet of Things, Environment, Logistics & Transportation, Industry, Retail, Big Data Security and Privacy.	**10%**	**10**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: **Define & recall** the concepts of Big Data and Big Data Analytics.	**Remember**
CO2: **Understand** the key issues in big data management and its associated applications in intelligent business working of storing and processing of data through Hadoop technology/framework	**Understand**
CO3: **Apply** an understanding of different types of Big Data tools for storing, processing/data analytics.	**Apply**
CO4: **Analyze** and achieve adequate perspectives of big data analytics in various business applications.	**Analyze**
CO5: **Evaluate** the application of non-relational database and work on NoSQL environment (MongoDB and Cassandra)	**Evaluate**

Learning Resources	
1.	**Textbook:** 1. Analytics in a Big Data World: The Essential Guide to Data Science and its Applications, Bart Baesens, Wiley, 2014 2. "Big Data and Analytics", Seema Acharya and Subhashini Chellappan, Wiley India Pvt. Ltd., 2016.
2.	**Reference Books:** 1. "Hadoop: The Definitive Guide", Tom White, O'Reilly, 4th Edition, 2015

	2. Hadoop for Dummies, Xyz Dirk Deroos et al., Dreamtech Press, 2014. 3. Hadoop in Action, Chuck Lam, December, 2010
3.	**Journals & Periodicals: -**
4.	**Other Electronic Resources:** o https://cloud.google.com/learn/what-is-big-data o https://www.ibm.com/think/topics/big-data-analytics o https://people.cs.kuleuven.be/~joost.vennekens/DN/bigdata.pdf o http://www.diag.uniroma1.it//~rosati/dmds-1516/big-data-intro.pdf

Evaluation Scheme	**Total Marks: 100**
Mid Semester Marks	20 marks
End Semester Marks	40 marks
Continuous Evaluation 40 marks	Class Participation – 10 marks Quiz – 5 marks Case Study/ Research Paper – 15 marks Presentation on Current Trends – 10 marks

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	1	3	1	2	2
CO2	3	1	1	2	1
CO3	3	1	1	3	2
CO4	2	2	1	3	1
CO5	2	2	2	3	2
Avg.	2.2	1.8	1.2	2.6	1.6

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

Mapping of POs & COs:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	2	2	2	3	2	1	2
CO2	2	2	2	2	3	3	2	2
CO3	2	3	3	3	3	3	1	3
CO4	1	2	3	2	3	2	1	2
CO5	2	3	2	3	3	3	2	3
Avg.	1.6	2.4	2.4	2.4	3	2.6	1.4	2.4

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

COURSE CODE	COURSE NAME	SEMESTER
MBABA002	AI/ML Basics	III

Teaching Scheme (Hours)				Teaching Credit			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
60	-	-	60	4	-	-	4

Course Pre-requisites	Basic knowledge about Indian History
Course Category	Elective – Business Analytics
Course focus	Skills and Employability
Rationale	This course will provide students with the necessary knowledge and skills to gain an overview of the AI & ML landscape, its impact on businesses. This course also explores the ethical debate of using AI/ML solutions
Course Revision/ **Approval Date:**	
Course Objectives (As per Blooms' Taxonomy)	1. To recall the basic concepts and terminology related to AI & ML. 2. To explain concept and applications of supervised learning in Business 3. To explain the concepts and applications of unsupervised learning in Business applications 4. To understand the concept of Deep Learning and how business applications use Deep Learning. 5. To understand the importance of ethical considerations in the collection, analysis and use of data.

Course Content	Weightage	Contact hours
Unit 1: Introduction Introduction to AI/ML and Python, Overview of Python for AI/ML. Understand how probabilistic, reasoning is applied to machine learning -Understand key terms and components involved in machine learning approaches, such as: algorithm, model, training, feature, test set, training set, and ground truth dataset -Develop ideas for machine learning and AI use cases for a business -Create before/after storyboards and use them to evaluate the feasibility and impact of an ML/AI use case.	**20%**	**12**
Unit 2: Predictive modeling using supervised learning - Business Scenario / Best Practices Linear regression, Multiple regression, Regularization techniques: L1 and L2 regularization, Hands-on lab: Regression analysis with Python, Classification Analysis, Logistic Regression, Naïve Bayes, Decision Trees, Random Forests, Hands-on Lab: Classification analysis with Python, Predicting Consumer behaviour (Classification model) with less data	**20%**	**12**
Unit 3: Understanding Unsupervised Machine Learning and its application in Business Customer Behaviour using Segmentation, Consumer analysis using Unsupervised learning, Clustering using K-means clustering, Importance of dimensionality reduction and understanding Dimensionality Reduction techniques using PCA	**20%**	**12**
Unit 4: Introduction to Deep Learning Algorithms A walkthrough with Neural Network and Deep Learning, Advanced techniques to get forecast of Business KPIs (estimate of Sales and Demand), Science behind AI for Speech recognition and Processing, How AI companies process Text Data, Understanding how Vision works.	**20%**	**12**
Unit 5: Introduction to Fairness and Ethics Early and modern theories of fairness, Importance of ethics in data science, Differences between ethics, law, compliance, and public relations, Cultural perspectives on ethics, Professional standards in data science, Ethical issues for individuals and groups, Differences between data ownership, privacy, and anonymity, Understanding data	**20%**	**12**

surveillance, Data privacy vs. Data security. Discrimination and Algorithms, Obscure and Unintentional Bias, Ethics of Data Scraping and Storage.		

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: **Recall** the basic concepts and terminology related to AI & ML	**Remember**
CO2: **Understand** the application of supervised and unsupervised learning methods in business contexts, including regression, classification, and clustering techniques.	**Understand**
CO3: **Apply** machine learning algorithms (e.g., linear regression, logistic regression, decision trees, k-means clustering) using Python to solve real-world business problems.	**Apply**
CO4: **Analyze** the impact of ML/AI solutions using storyboard techniques, model performance metrics, and business feasibility analysis.	**Analyze**
CO5: **Evaluate** the importance of ethical considerations in the collection, analysis and use of data	**Evaluate**

Learning Resources	
1.	**Textbook**: 1. Artificial Intelligence and Machine Learning For Business: How modern companies approach AI and ML in their business and how AI and ML are changing their business strategy, scott Chesterton, Success & Power Management Ltd 2. Artificial Intelligence for Business Leaders: artificial intelligence and machine learning book for managers, leaders || zero coding with simple Explanation Intelligence for managers and leaders 3. Enterprise Artificial Intelligence and Machine Learning for Managers: A practical guide to AI and ML for business and government

2.	**Reference books:** 1. Machine Learning for Business Analytics: Concepts, Techniques and Applications with JMP Pro, 2nd Edition, Galit Shmueli, Peter C. Bruce, Mia L. Stephens, Muralidhara Anandamurthy, Nitin R. Patel,ISBN: 978-1-119-90385-7 May 2023 608 Pages 2. Machine Learning for Business by Doug Hudgeon, Richard Nichol, Released January 2020, Publisher(s): Manning Publications, ISBN: 9781617295836 3. Machine Learning for Managers ,by Paul Geertsema , Publisher : Routledge; 1st edition (19 June 2023), ISBN-10 : 103236243X, ISBN-13 : 978-1032362434 4. Machine learning Governance for Managers by Francesca Lazzerri , Alexei Robsky
3.	**Journals, Periodicals, Reference** 1. Journal of Machine Learning Research 2. Machine Learning 3. IEEE Transactions on Pattern Analysis and Machine Intelligence 4. ACM Transactions on Intelligent Systems and Technology
4.	**Other Electronic Resources:** Machine Learning Governance for Managers | SpringerLink Machine Learning for Managers: Buy Machine Learning for Managers by Geertsema

Evaluation Scheme	**Total Marks: 100**
Mid Semester Marks	20 marks
End Semester Marks	40 marks
Continuous Evaluation 40 marks	Class Participation: 10 marks Quiz: 5 marks Case Study/ Research Paper: 15 marks Presentation on Current Trends: 10 marks

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	1	3	1	2	2
CO2	3	1	1	2	1
CO3	3	1	1	3	2
CO4	2	2	1	3	1
CO5	2	2	2	3	2
Avg.	2.2	1.8	1.2	2.6	1.6

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	2	2	2	3	2	1	2
CO2	2	2	2	2	3	3	2	2
CO3	2	3	3	3	3	3	1	3
CO4	1	2	3	2	3	2	1	2
CO5	2	3	2	3	3	3	2	3
Avg.	1.6	2.4	2.4	2.4	3	2.6	1.4	2.4

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

COURSE CODE	COURSE NAME	SEMESTER
MBABA003	Introduction to Python/R	III

Teaching Scheme (Hours)				Teaching Credit			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
45	-	15	60	45	-	15	60

Course Pre-requisites	Simple programming tasks such as writing formulas, using functions, and handling data tables.
Course Category	Elective – Business Analytics
Course focus	Skills and Employability
Rationale	Python is a versatile and widely-used programming language. Understanding its core concepts and advanced features is essential for effective software development and problem-solving. R offers a wide variety of statistics-related libraries and provides a favourable environment for statistical computing and design
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	• Understand the fundamentals of Python programming, including syntax, data types, and control flow. • Develop an understanding of object-oriented programming in Python, including classes, methods, and inheritance. • Gain proficiency in using Python libraries and modules for enhanced programming capabilities. • Apply advanced Python and R concepts such as exceptions, testing, and comprehensions to write efficient and robust code. • Demonstrate the ability to emulate built-in types and use special methods for customized behaviour in Python.

Course Content	Weightage	Contact hours
Unit 1: General Introduction to Python and the class: Using the command interpreter and development environment., Kick-off tutorial, Finding and using the documentation. Getting help. • Python 2/3 differences. Introduction to git and GitHub • Basic data types. • Functions: definition and use, arguments, block structure, scope, recursion • Modules and import Conditionals and Boolean expressions	**20%**	**12**
Unit 2: • Sequences: Strings, Tuples, Lists • Iteration, looping and control flow. • String methods and formatting • Dictionaries, Sets and Mutability. Files and Text Processing • Exceptions • Testing • List and Dict Comprehensions • Advanced Argument passing • Lambda • Functions as Objects	**20%**	**12**
Unit 3: • Class instances • Methods • Multiple inheritances • Properties • Special methods • Emulating built-in type	**20%**	**12**
Unit 4: Introduction to R R interpreter, Introduction to major R data structures like vectors, matrices, arrays, list and data frames, Control Structures, vectorized if and multiple selection, functions.	**20%**	**12**

Installing, loading and using packages: Read/write data from/in files, extracting data from web-sites, Clean data, Transform data by sorting, adding/removing new/existing columns, centring, scaling and normalizing the data values, converting types of values, using string in-built functions, Statistical analysis of data for summarizing and understanding data, Visualizing data using scatter plot, line plot, bar chart, histogram and box plot		
Unit 5: Function definition, Built in functions: R-Strings – Manipulating Text in Data: R Vectors – Sequence vector, rep function, vector access, vector names, vector math, vector recycling, vector element sorting - R List - Creating a List, R Matrices – Accessing Elements of a Matrix, Matrix Computations: Addition, subtraction, Multiplication and Division- R Arrays: R Factors	**20%**	**12**

Instructional Method and Pedagogy: (Max. 100 words)

The course will employ a blended learning approach. It will include interactive lectures, hands-on programming exercises, coding assignments, and collaborative projects. Students will have access to comprehensive documentation and online resources for self-learning. Regular assessments and code reviews will provide feedback on students' understanding and proficiency in Python programming. Practical examples and real-world applications will be incorporated to enhance the learning experience and encourage critical thinking.

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: **Recall** and explain the basic syntax and structure of the Python programming language	**Remember**
CO2: **Understand** and utilize Python libraries and modules effectively to solve programming problems	**Understand**
CO3: Develop and **apply** error-handling mechanisms using exceptions and perform unit testing for code reliability	**Apply**
CO4: **Analyse** and implement object-oriented programming concepts in Python and R, including classes, methods, and inheritance.	**Analyze**
CO5: **Evaluate** and create custom behaviours in Python by emulating built-in types and using special methods	**Evaluate**

Learning Resources	
1.	**Textbook:** Textbook: A Python Book: Beginning Python, Advanced Python, and Python
2.	**Reference Books:** 1. Cotton, R., Learning R: a step-by-step function guide to data analysis. 1st edition. O'reilly Media Inc. 2. Gardener, M. (2017). Beginning R: The statistical programming language, WILEY Lawrence, M., & Verzani, J. (2016). Programming Graphical User Interfaces in R. CRC press. (e book)
3.	**Journals & Periodicals:** • Python Essential Reference (http://www.dabeaz.com/per.html): The definitive reference for both Python and much of the standard library. • Hitchhikers Guide to Python (http://docs.python-guide.org/en/latest): Under active development, and still somewhat incomplete, but there is good stuff. • Writing Idiomatic Python (https://www.jeffknupp.com/writing-idiomatic-python- e book): Focused on not just getting the code to work, but how to write it in a really "Pythonic" way.
4.	**Other Electronic Resources:**

Evaluation Scheme	**Total Marks: 100**
Mid Semester Marks	20 marks
End Semester Marks	40 marks
Continuous Evaluation 40 marks	

Class Participation	10 marks
Quiz	5 marks
Case Study/ Research Paper	15 marks
Presentation on Current Trends	10 marks

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	1	3	1	2	2
CO2	3	1	1	2	1
CO3	3	1	1	3	2
CO4	2	2	1	3	1
CO5	2	2	2	3	2
Avg.	2.2	1.8	1.2	2.6	1.6

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	2	2	2	3	2	1	2
CO2	2	2	2	2	3	3	2	2
CO3	2	3	3	3	3	3	1	3
CO4	1	2	3	2	3	2	1	2
CO5	2	3	2	3	3	3	2	3
Avg.	1.6	2.4	2.4	2.4	3	2.6	1.4	2.4

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

COURSE CODE	COURSE NAME	SEMESTER
MBABA004	DBMS-SQL	III

Teaching Scheme (Hours)				Teaching Credit			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
45	-	15	60	3	-	1	4

Course Prerequisites	Fundamental knowledge of information technology/application software in general and data analytics in specific with the concepts of data & database.
Course Category	Elective – Business Analytics
Course focus	Data Analysis Skills
Rationale	The subject introduces students to the fundamentals of DBMS and SQL-a tool, to interact with the database for data retrieval and manipulation, providing them with essential skills for effective database management and analysis. Understanding SQL is crucial in various industries to extract, manipulate, and analyse data efficiently. The course aims to equip students with knowledge and expertise in writing SQL queries, using clauses & operators, utilizing joins and subqueries, to create and manipulate data, empowering them to make data-driven decisions, forming effective business strategy and excel in data-related roles.
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	1.To Define the meaning of Database, Database Management System (DBMS/RDBMS) and the need and application of it, along with the language of database – SQL & its functions. 2.To Understand the concept and working of Query (SELECT), Clauses, Operators, Wildcards and Aggregate Functions in SQL. 3.To Design & Demonstrate the database and create and manipulate the database objects using various categories of SQL commands. 4. To Demonstrate an understanding of different types of Joins,

	Subqueries to manipulate data from multiple tables. 5. To Analyze and evaluate SQL Data Definition, Data Query, Data Manipulation, Statements in interactive SQL environments and business scenario.

Course Content	Weightage	Contact hours
Unit 1: Introduction to DBMS/RDBMS and Structured Query Language (SQL) • Introduction to DBMS, Need for Database System, Overview of Database Design (Designing) & Database Models (Modeling) – E-R Model, Relational Model, Concept of RDBMS - Tables, Tuples and Attributes, Concept & application of Keys in DBMS (Primary Key, Foreign Key) & Database Constraints, Concept, objectives, and importance of Database Normalization, Database Schema and Database Objects • Introduction to Database Language – Structured Query Language (SQL) History of SQL, Functions of SQL, Categories of SQL Commands (DDL, DML, DQL, DCL, etc.), Data Types in SQL (String, Numeric, Date/Time), Constraints in SQL.	**15%**	**10**
Unit 2: Query, Clauses, Operators and Aggregate Functions • Concept of Query & Introduction to and use of SELECT Statement (DQL), Clauses in SQL – FROM, WHERE, ORDER BY, GROUP BY, HAVING, DISTINCT, LIMIT etc., Sequence of Clauses, Use of Wildcard Characters in SQL statements, Concept, and application of ALIAS in SQL, Introduction and concept of Operators in SQL, Types of Operators in SQL (Comparison, Arithmetic, Logical, etc.), Concept of Aggregate, Functions in SQL, Types of Aggregate Functions used in SQL. • Hands-on (Practical/Tutorials)	**20%**	**15**
Unit 3: SQL Commands/Statements • Use of Data Definition Language (DDL) in SQL & its Commands: Creation of Database Objects – CREATE, Alteration of tables – ALTER,	**25%**	**15**

Dropping of tables – DROP, Difference: TRUNCATE & DROP • Use of Data Manipulation Language (DML) in SQL & its Commands: Insert Data – INSERT, Update Data – UPDATE, Delete Data – DELETE • Use of Data Query Language (DQL) in SQL - SELECT • Use of Data Control Language (DCL) in SQL & its Commands: What are Privileges in Database? Assign Privilege – GRANT, Restrict Privilege – REVOKE • Overview of Transaction Control Language in SQL & its Commands: Saving a Transaction – COMMIT, Undo a Transaction – ROLLBACK • Hands-on (Practical/Tutorials)		
Unit 4: Joins & Subqueries • Introduction and Concept of JOINS in SQL: Types of JOINS (INNER JOIN, RIGHT JOIN, LEFT JOIN, SELF JOIN, FULL JOIN etc. • Introduction and Concept of Subquery in SQL: Rules of Subqueries, Types of Subqueries (Scalar, Multi-Row, Correlated), Use of Subqueries with DML Statements, • Hands-on (Practical/Tutorials)	**30%**	**15**
Unit 5: **Other SQL concepts and Project for Data Analysis** • Other SQL Concepts: Relational Set Operators (UNION, UNION ALL, INTERSECT, etc.), Views (Virtual tables) and Stored Procedures. String, Date & Time Functions, WINDOW Functions, Indexing & Database Optimization, CASE Statement, Common Table Expressions (CTEs) • Project (Application of SQL for Data Analysis)	**10%**	**5**

Instructional Method and Pedagogy: (Max. 100 words)

The course will employ a combination of instructional methods, including lectures, practical/tutorial (on one of the prominent RDBMS), case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: **Define & recall** the concepts of DBMS/RDBMS and functioning of SQL in relational database environment.	**Remember**
CO2: **Understand** working of Query (SELECT), Clauses, Operators, Wildcards and Aggregate Functions in SQL	**Understand**
CO3: **Apply** an understanding of different types of SQL Statements, Joins, Subqueries and write queries to manipulate data effectively using SQL.	**Apply**
CO4: **Analyze** data sets (business case) & create complex SQL queries involving multiple tables, subqueries, clauses, and logical operators for advanced data retrieval and manipulation tasks taking a real-life business case.	**Analyze**
CO5: **Evaluate** SQL data definition, data query & data manipulation, data control statements in interactive SQL environments	**Evaluate**

Learning Resources	
1.	**Textbook:** 1. SQL in 24 Hours, Sams Teach Yourself Book - R. Stephans, R. Plew, Jones, Pearson 2. Database Systems – Design, Implementation & Management – C. Coronel, S. Morris, P. Roe, Cengage Learning
2.	**Reference Books:** 1.SQL Practice Problems: 57 Beginning, Book by Sylvia Moestl Vasilik 2. SQL Queries for Mere Mortals: A Hands-on Guide to Data Manipulation in SQL Book by John Viescas and Michael J. Hernande
3.	**Journals & Periodicals: -**
4.	**Other Electronic Resources:** o https://www.sqlbolt.com o https://sqlzoo.net/wiki/SQL_Tutorial o https://www.sqlcourse.com/beginner-course/what-is-sql/ o https://www.w3resource.com/sql/tutorials.php

Evaluation Scheme	**Total Marks: 100**
Mid Semester Marks	20 marks
End Semester Marks	40 marks
Continuous Evaluation 40 marks	Class Participation – 10 marks Quiz – 5 marks Case Study/ Research Paper – 15 marks Presentation on Current Trends – 10 marks

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	1	3	1	2	2
CO2	3	1	1	2	1
CO3	3	1	1	3	2
CO4	2	2	1	3	1
CO5	2	2	2	3	2
Avg.	2.2	1.8	1.2	2.6	1.6

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

Mapping of POs & COs:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	2	2	2	3	2	1	2
CO2	2	2	2	2	3	3	2	2
CO3	2	3	3	3	3	3	1	3
CO4	1	2	3	2	3	2	1	2
CO5	2	3	2	3	3	3	2	3
Avg.	1.6	2.4	2.4	2.4	3	2.6	1.4	2.4

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

COURSE CODE	COURSE NAME	SEMESTER
MBA4001	Project Management	IV

Teaching Scheme (Hours)				Teaching Credit			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
60	-	-	60	4	-	-	4

Course Pre-requisites	Basic Knowledge of Management of Project
Course Category	Compulsory
Course focus	Employability
Rationale	To impart knowledge and skills in the art of managing projects scientifically, so as to deliver the projects successfully. Exposure to some of technical communication aspects, project documents, tools and introduction to software for project management.
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	• To define the project scope, work breakdown structure and development of project network. Loading, Scheduling and Allocation of Resources. Optimization of cost-time schedule and monitoring the performance of the projects using earned value analysis. • Understand the need of project management and deciding the right organization structure for facilitating the success of a project. • To apply the project audit methods, project closure procedure and retrospectives. To understand the project quality dimensions and methods of improving quality. • To analyze the market and demand, technical and financial analyses for the selection and prioritization of projects • Evaluating project success factors, communication & stakeholder management

Course Content	Weightage	Contact hours
Unit 1: Introduction To Project Management To understand the need of project management and deciding the right organization structure in various industries. To understand the project life cycle, product and process development, validation and support for delivery of successful projects.	**20%**	**12**
Unit 2: Project Time, Cost & Scope Management To define the project scope, work breakdown structure and development of project network. Loading, Scheduling and Allocation of Resources. Estimation, Optimization of Cost-Time schedule and monitoring the performance of the projects using earned value analysis. PERT /CPM Tools	**20%**	**12**
Unit 3: Project Risk Management To identify the project risks, contingency plans and change management system. To understand the risk analysis methods and decision making	**20%**	**12**
Unit 4: Project Audit, Closure and Quality, Stakeholder and Communications Management To understand the project audit methods, project closure procedure and retrospectives. To understand the project quality dimensions and methods of improving quality. Outline on stakeholder and communications management.	**20%**	**12**
Unit 5: Agile Project Management Agile Manifesto, Agile management, various forms of Agile	**20%**	**12**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: **Recall** fundamental concepts and phases of project management	**Remember**
CO2: **Understand** time, cost, and scope management techniques	**Understand**
CO3: **Apply** project management tools	**Apply**
CO4: **Analyze** risks, communication strategies, stakeholder management, and quality assurance in project execution and closure.	**Analyze**
CO5: **Evaluate** Cost-Time schedule and monitoring the performance of the projects using earned value analysis.	**Evaluate**

Learning Resources	
1.	**Textbook:** Clifford F. Grey, Erik W. Larson & Gautam V. Desai; Project Management the Managerial Process; McGraw Hill Education (India) Private Limited, New Delhi, Sixth Edition, 2014.
2.	**Reference Books:** 1. Prasanna Chandra; Projects: Planning, Analysis, Selection, Financing. Implementation & Review; McGraw Hill Education (India) Private Limited, New Delhi, 8th Ed., 2014. 2. Parameshwar P Iyer; Engineering Project Management with Case Studies; Apex Publishing,2007. 3. Kerzner, Harold; Project Management: A Systems Approach to Planning, Scheduling and Controlling; Wiley Student Edition 10th Ed., 2013 4. Adedeji Bodunde Badiru; Project Management in Manufacturing and High Technology Operation; Wliey Interscience, Second Edition 1996 5. Rita Mulchany- PMP certification preparation book
3.	**Journals & Periodicals:**
4.	**Other Electronic Resources: https://onlinecourses.nptel.ac.in/noc24_mg74/preview**

Evaluation Scheme	**Total Marks: 100**
Mid Semester Marks	20 marks
End Semester Marks	40 marks
Continuous Evaluation 40 marks	Class Participation: 10 marks Quiz: 5 marks Case Study/ Research Paper: 15 marks Presentation on Current Trends: 10 marks

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	2	2	2
CO2	3	2	2	2	2
CO3	3	2	2	2	1
CO4	2	2	2	2	2
CO5	2	2	2	1	1
Avg.	2.6	2.2	2.0	1.8	1.6

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	2	2	2	1	1	1
CO2	3	2	2	2	2	1	1	1
CO3	3	2	2	2	1	1	1	1
CO4	2	2	2	2	2	1	1	1
CO5	2	2	2	1	1	1	1	1
Avg.	2.6	2.2	2.0	1.8	1.6	1	1	1

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

COURSE CODE	Course Name	SEMESTER
MBAHRM005	Industrial Relations & Labour Laws	IV

Teaching Scheme (Hours)				Teaching Credit			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
60	-	-	60	4	-	-	4

Course Prerequisites	Fundamental knowledge of Human Resource Management
Course Category	Elective- HR
Course focus	Employability & Skill Enhancement
Rationale	The course has been designed to give critical insight of essential Labour Laws in India. Students pursuing this course will learn about the fundamental principles of labour law, including employment contracts, workplace safety, wages, and social security. The course will equip students with valuable knowledge and skills that are essential for navigating the complex landscape of labour relations, contributing to organizational success, promoting social justice, and shaping policy outcomes.
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	• To provide a historical perspective on the evolution of industrialization in India and the development of labour management and welfare systems. • To introduce the foundational labour laws in India, including the Trade Unions Act, Industrial Disputes Act, and Standing Orders, highlighting their significance and major provisions. • To develop an understanding of key industrial laws such as the Factories Act and Contract Labour Act, focusing on worker rights and employer responsibilities. • To familiarize students with social and welfare legislations like ESI, EPF, Workmen's Compensation, and Minimum Wages, which are crucial for employee well-being and social security. • To build awareness of the evolving role of employee relations

	personnel, including the legal and interpersonal skills required to manage industrial relations in modern organizations.

Course Content	Weightage	Contact hours
Unit 1 • History of Industrialization in India: Progress from Agro-economy to Industrial economy, Early industrialization – late 19th century & early 20th century • Evolution of man-management: Labour, Welfare, Labour Reforms, Social Justice, Social Equity & Social Security • Constitution of India: India – a welfare state, meaning, purpose & rationale • IR – evolution as a function: From 'labour officer' to 'employee relations'	**20%**	**12**
Unit 2 • The Trade Unions Act, 1926: An over view • The Industrial Employment (Standing Orders) Act, 1946: Important provisions • The Industrial Disputes Act, 1947: Major provisions	**20%**	**12**
Unit 3 • The Factories Act: Major provisions • Contract Labour (Regulation & Abolition) Act, 1970: Important provisions	**20%**	**12**
Unit 4: Social & Welfare Legislations: An Over View • Workmen's Compensation Act, 1923 • The Employees' State Insurance Act, 1948 • The EPF&MP Act, 1952 • The Minimum Wages Act, 1948	**20%**	**12**
Unit 5: Social & Welfare Legislations: An Over View (Cont.) • The Payment of Wages Act, 1936 • The Payment of Bonus Act, 1965 • The Apprentice Act, 1961 • Important skills for a 'Employee Relations' personnel.	**20%**	**12**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: **Recall** the historical evolution of industrialization and labour management practices in India.	**Remember**
CO2: **Explain** the key provisions of labour laws	**Understand**
CO3: **Apply** relevant legal provisions from labour and welfare legislations to workplace scenarios	**Apply**
CO4: **Analyze** the evolution of the role of employee relations and assess the impact of social welfare legislation.	**Analyze**
CO5: **Evaluate** emerging labour laws and labour welfare practices in India	**Evaluate**

Learning Resources	
1.	**Textbook:** 1. Kapoor N.D. (2012). Elements of industrial law (11th ed.). New Delhi: Sultan Chand & Sons 2. Venkataratnam C.S. (2011), Industrial relations (1sted.). New Delhi: Oxford University Press. 3. Labour Laws for Managers By: B.D. Singh 2nd edition Excel Books
2.	**Reference Books:** 1. Mamoria CB, Mamoria, Gankar - Dynamics of Industrial Relations (Himalaya Publications, 15 Ed.) 2. Singh B.D; Industrial Relations, Second Edition, Excel Publishers. 3. Sinha; Industrial Relations, Trade Unions and Labour Legislation (Pearson Education, 1 st Ed.) 4. Srivastava SC - Industrial Relations and Labour Laws (Vikas, 2000, 4th Ed.) 5. Venkata Ratnam – Industrial Relations (Oxford, 2006, 2ndEd.) 6. Indian Law Institute, Labour Law and Labour Relations-Cases and Material, Bombay, Tripathi, 7. S.N. Mishra, Labour and Industrial Laws, Allied Publications, New Delhi

3.	**Journals & Periodicals:** 1. Journal of Management of Industrial Relations, Human Capital 2. E-bulletin: Available on ICSI website - www.icsi.edu 3. All India Reporter: All India Reporter Ltd., Congress Nagar, Nagpur D.O. Sethi 4. Commentaries of Industrial Disputes Act, 1947. Vol., 1& 2, Law Publishing House. 5. Journal of Indian Institute of Personal Management
4.	**Other Electronic Resources:** 1. Central Labour Bureau, Simla. Kapoor, T.N.: Personal Management and Industrial Relation in India. 2. Paradigm Shift of Industrial Relations in India by Dr. Anupriyo Malik. 3. Recommended Readings Indian Institute of Personal Management: Personal Management in India. 4. India Industrial of Management: Readers in Personal Management.

Evaluation Scheme	**Total Marks: 100**
Mid Semester Marks	20 marks
End Semester Marks	40 marks
Continuous Evaluation 40 marks	Class Participation: 10 marks Quiz: 5 marks Case Study/ Research Paper: 15 marks Presentation on Current Trends: 10 marks

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	1	2	1	1
CO2	3	2	2	1	1
CO3	3	2	2	2	2
CO4	3	2	2	2	2
CO5	3	2	3	2	3
Avg.	3.0	2	3	2	3

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1	1	1	1	2	1	1
CO2	3	2	2	1	1	1	0	1
CO3	2	3	3	1	2	1	1	2
CO4	2	2	2	2	3	2	1	2
CO5	2	2	2	2	2	2	1	2
Avg.	2.4	2.0	2.0	1.4	1.8	1.6	0.8	1.6

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

COURSE CODE	COURSE NAME	SEMESTER
MBAHRM006	Organizational Change and Development	IV

Teaching Scheme (Hours)				Teaching Credit			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
60	-	-	60	4	-	-	4

Course Pre-requisites	Fundamental knowledge about Human Resource Management
Course Category	Elective- HR
Course focus	Skill Enhancement
Rationale	This course will equip students with the knowledge and skills to manage and navigate organizational change in a dynamic business environment. This course will help students understand the various approaches, models, and interventions used in organization change and development, and enable them to become effective change agents who can lead organizations to success.
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	• To define the term change and change interventions • To understand attitude towards change • To design approaches and strategies for managing organizational change. • To evaluate the effectiveness of OD interventions. • To analyze organizational diagnosis and OD interventions design

Course Content	Weightage	Contact hours
Unit 1: Organizational Change Organizational Change: An Introduction, Importance and Imperative of change, Forces of change, Types of change, Types of planned and unplanned change, Model of change, Change and its impact: Operational effect, psychological effect, social effect, people reactions to change, Resistance to change, methods for dealing with resistance to change.	**20%**	**12**

Unit 2: Organizational development Organizational Development: Meaning & Definition, Characteristics of OD, Historical background of OD. OD Models: General model of planned change, Action Research model of OD, OD practitioner and client relationship, relationship modes and issues.	**20%**	**12**
Unit 3: OD Interventions OD intervention meaning, Human Resources Management**:** Developing and assisting members – career planning and development interventions, resources planning and strategy, workforce diversity interventions, and employee wellness interventions, Strategic Interventions**:** Integrated strategic change, trans organizational development and mergers and acquisitions, Organizational transformation – characteristics of transformational change, culture change, self-designing organization organizational learning and knowledge management	**20%**	**12**
Unit 4: Techno Structural Interventions Restructuring organizations – structural design, group's process structure, downsizing, and reengineering, Employee involvement- Employee involvement practices, parallel structures, high – involvement organizations, and TQM Work design – the engineering approach, the motivational approach, the socio technical approach and designing work for technical and personal needs	**20%**	**12**
Unit 5: Recent Trends in Organization- Development Power, politics and OD, New dimension of OD, Future of OD	**20%**	**12**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: **Recall** the basic concepts of organizational change, including types of change, forces driving change, and models of change.	**Remember**
CO2: **Explain** the meaning, characteristics, and historical background of organizational development, along with its practitioner-client relationships.	**Understand**
CO3: **Apply** OD interventions to develop and assist organizational members in areas like career planning, strategic change, and cultural transformation.	**Apply**
CO4: **Analyze** different approaches to work design and structural interventions in organizations to enhance performance and employee involvement.	**Analyze**
CO5: **Evaluate** the impact of power and politics on OD, and assess the emerging dimensions and future trends of OD.	**Evaluate**

Learning Resources	
1.	**Textbook:** Textbook: Cummings, T G and Worley C G (2013). Organization Development and Change, South-Western College Publishing.
2.	**Reference Books:** 1. French, W L and Bell C H (2007). Organization Development: Behavioural science interventions for organizational improvement, Pearson Education. 2. Harvey D and Brown D R (2004). An Experiential approach to Organization Development. 7/e, Pearson Education. 3. Kotter, J P (1996). Leading Change. Boston: Harvard Business School Press. ISBN # 0-87584- 747-1. 4. Nilakant, V and Ramnarayan S (2006). Change Management: Altering mindsets in a global context. Response Books. 5. Singh, K (2006). Organization Change and Development. Excel Books 6. Ramanarayn, S. and Rao T V (2011). Organization Development: Accelerating Learning and Transformation. SAGE Publications.
3.	**Journals & Periodicals:** 1. Journal of Organizational Change Management 2. The Journal Of applied Behavioral Science 3. Journal of Change Management

	4. Harvard Business Review
4.	**Other Electronic Resources:**

Evaluation Scheme	**Total Marks: 100**
Mid Semester Marks	20 marks
End Semester Marks	40 marks
Continuous Evaluation 40 marks	Class Participation: 10 marks Quiz: 5 marks Case Study/ Research Paper: 15 marks Presentation on Current Trends: 10 marks

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	1	2	1	1
CO2	3	2	2	1	1
CO3	3	2	2	3	2
CO4	3	3	2	3	2
CO5	3	2	3	2	3
Avg.	3.0	2.0	2.2	2.0	1.8

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	1	0	1	0	1
CO2	3	2	1	1	1	1	0	1
CO3	2	3	2	1	2	1	2	2
CO4	2	3	2	2	3	2	2	2
CO5	2	2	2	1	2	2	2	2
Avg.	2.4	2.4	1.6	1.2	1.6	1.4	1.2	1.6

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

COURSE CODE	COURSE NAME	SEMESTER
MBAHRM007	International HRM	IV

Teaching Scheme (Hours)				Teaching Credit			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
60	-	-	60	4	-	-	4

Course Pre-requisites	Basic understanding of HR functions
Course Category	Elective- HR
Course focus	HR Skills and Employability
Rationale	The subject of International Human Resource Management (IHRM) is crucial for understanding how to manage a diverse workforce in a globalized economy. It explores strategies for cross-cultural management, global talent acquisition, expatriate management, and compliance with international labor laws. IHRM equips professionals with the skills to align HR practices with organizational goals while navigating the complexities of cultural and institutional differences.
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	• Define the meaning, nature, or essential characteristics of a concept, term, or phenomenon clearly and accurately. • Understand the meaning of information by interpreting, summarizing, explaining, or classifying it. • Design a plan, structure, or solution by integrating knowledge and concepts innovatively. • Evaluate the value, effectiveness, or significance of something using criteria and standards. • Analyze information into components to understand its structure, relationships, and underlying principles.

Course Content	Weightage	Contact hours
Unit 1: Introduction and Overview Importance to International HRM, Difference between Domestic and International Manager, Global Market Context: Key Perspective in Global Workforce Management, Cultural Foundations of International Human resource Management, Understanding Culture, Cross Culture Differences in Workplace, Major Models of National Culture, Final Caveats on Culture and Global Workforce Management, Changes and Challenges in the Global Labor Market, Globalization, Technological Advancement, Change in Labour Force Demographics and Migration, Emerging on the Contingent Workforce, Offshore Sourcing, Global Workforce Management Challenges	**20%**	**12**
Unit 2: **The Key role of International HRM in Successful MNC Strategy** Knowledge Transfer, Global Leadership Training and Development, Strategic Control Needs, Competitive Strategy of Multinational Corporations, Structuring for Optimal Global Performances, Linking Human Resource Management Practices to Competitive Strategy and Organization Structure, Paradigm Shift of International Human Resource Management from Contingency Model to Process Development.	**20%**	**12**
Unit 3: **Global Human Resource Planning** From Strategy to Decision about Work Demand and Labor Supply, External Environment Scanning, Job Design for Meeting Global Strategy Work Demand, HR Planning for the Long-term. Global Staffing: General Actors Affecting Global Staffing, Global Recruitment of Human Resources, Global Selection of Human Resources.	**20%**	**12**
Unit 4: Global Workforce Training and Development Strategic Role of Training and Development in the Global Market Place, Fundamental Concepts and Principles for Guiding Global Training and Development, Training Imperative for the Global Workforce. Managing International Assignments: Expatriate Preparation, Foreign Assignment and Repatriation, International Assignments Considerations for Special Expatriates, New and Flexible International Assignments.	**20%**	**12**

Unit 5: Global Workforce Performance Management Performing Management Process, Important Consideration for Global Performance Management, Planning and Implementing Global Performance Appraisal. Compensation for a Global workforce: Objectives of International Compensation Management, Complexities in International Compensation Management, Factors that affect International Compensation, Components and Structure of International Compensation Package. Approaches to International Compensation Management Expatriation and Repatriation	**20%**	**12**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: **Define and recall** the meaning, nature, or essential characteristics of a concept, term, or phenomenon clearly and accurately.	**Remember**
CO2: **Understand** the meaning of information by interpreting, summarizing, explaining, or classifying it.	**Understand**
CO3: **Design and apply** a plan, structure, or solution by integrating knowledge and concepts innovatively.	**Design**
CO4: **Evaluate** the value, effectiveness, or significance of something using criteria and standards.	**Evaluate**
CO5: **Analyze** information into components to understand its structure, relationships, and underlying principles.	**Analyze**

Learning Resources	
1.	**Textbook:** International Human Resource Management – Text and Cases P. L. Rao, Excel Books (Latest Edition)
2.	**Reference Books:** 1. International Human Resource Management, Peter Dowling and Denice Welch, Cengage Learning 2. International Human Resource Management, Tony Edwards, Pearson Education 3. Global Human Growth Model, M.N Rudrabasavaraj, Himalaya 4. International Human Resource Management, Monir Tayeb, Oxford
3.	**Journals & Periodicals:** Harvard Business Review
4.	**Other Electronic Resources:** YouTube tutorials

Evaluation Scheme	**Total Marks: 100**
Mid Semester Marks	20 marks
End Semester Marks	40 marks
Continuous Evaluation 40 marks	Class Participation – 10 marks Quiz – 5 marks Case Study/ Research Paper – 15 marks Presentation on Current Trends – 10 marks

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	3	1	3	2
CO2	0	1	2	3	1
CO3	3	0	3	2	2
CO4	1	1	2	1	0
CO5	0	3	1	3	1
Avg.	2	3	1	0	3

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	3	2	3	0	2
CO2	0	2	0	1	1	2	1	1
CO3	3	0	3	2	2	1	3	2
CO4	1	1	2	1	0	3	1	1
CO5	0	3	1	2	1	1	0	2
Avg.	1.4	1.6	1.4	1.8	1.2	2	1	1.6

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

COURSE CODE	COURSE NAME	SEMESTER
MBAMM005	Brand Management	IV

Teaching Scheme (Hours)				Teaching Credit			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
60	-	-	60	4	-	-	4

Course Pre-requisites	Basic knowledge of Marketing subject
Course Category	Marketing- Elective
Course focus	Employability and Brand and Marketing Skills
Rationale	This subject on Brand Management provides students with a comprehensive understanding of the significance of branding in contemporary business environments. It covers topics such as brand equity, brand identity, brand extension, and brand repositioning, equipping students with essential knowledge and skills to manage and enhance brands effectively.
Course Revision/Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	• Understand the key concepts of brand evaluation, including the brand audit process, brand identity, and the financial aspects of brands. • Remember the different types of brand assessment methods, such as reviewing the big idea, evaluating advertising, and assessing brand personality and image. • Analyze brand performance by identifying the relationship between brand identity, position, image, and personality, and assessing their impact on brand revitalization. • Apply brand assessment techniques to evaluate the effectiveness of branding strategies in various sectors, including customer, industrial, retail, and service brands. • Evaluate the success of brand revitalization strategies and assess the need for change based on brand performance data and market research.

Course Content	Weightage	Contact hours
Unit 1: Introduction To Branding and Brand Value Introduction, Basics of Branding, Concept and Definition of Brand, Brands and Products, The 3 Cs of Branding, Understanding of Brand Evolution, Designing Brand Identity.	**20%**	**12**
Unit 2: Brand Management Principles and Growth Strategies The Elements of the Brand Management Process, Branding Philosophies: The Branded House, Sub-Brands, Endorsed Brands, The House of Brands. Brand Growth Strategies: Flanker/Fighting Brands, Line Extensions, Brand Extensions, Successful Brand Extensions. The Concept of Customer-Based Brand Equity, Building Customer- Based Brand Equity, Three Tools to Facilitate Brand Planning: Brand Positioning Model, Brand Resonance Model, Brand Value Chain Model.	**20%**	**12**
Unit 3: Advanced Brand Strategies and Innovation Techniques Use of Storytelling to Promote Your Brand, The Various Types of Brand Innovation, Key Factors for Success in Brand, Brand Extension, Examples of Successful and Unsuccessful Brand Stretching, The Various Types of Brand Architecture.	**20%**	**12**
Unit 4: Brand Positioning Introduction, Brand Positioning Defined, Market Segmentation and Positioning, Developing a Positioning Strategy, Brand Positioning Strategies and How it Works, Introduction of an international Brand – Case Study Brand Re-Positioning**:** Introduction, Successful Repositioning, Nine Types of Repositioning	**20%**	**12**
Unit 5: Brand Assessment Brand Evaluation The Brand Audit, Reviewing the Big Idea, Evaluating Advertising **Brand Assessment Through Research** Brand Identity, Position, Image, Personality, Assessment and Change. Brand Revitalization; Financial Aspects of Brands; Branding in Different Sectors: Customer, Industrial, Retail and Service Brands	**20%**	**12**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: **Remember** key concepts of brand management, growth strategies, and customer-based brand equity models.	**Remember**
CO2: **Understand** the basics of branding, brand evolution, and the principles of designing brand identity.	**Understand**
CO3: **Apply** brand positioning and repositioning strategies through market segmentation, strategy development, and case analysis.	**Apply**
CO4: **Analyze** advanced strategies for brand storytelling, innovation, extensions, and architecture.	**Analyze**
CO5: **Evaluate** brand performance through audits advertising reviews, research, and financial aspects across various sectors.	**Evaluate**

Learning Resources	
1.	**Textbook:** Strategic Brand Management: Building, Measuring, and Managing Brand Equity by Kevin Lane Keller.
2.	**Reference Books:** • Brand Management: Research, Theory and Practice" by Terry J. L. Hodge • Building a Story Brand: Clarify Your Message So Customers Will Listen" by Donald Miller
3.	**Journals & Periodicals:** **Journals** • Journal of Brand Management • Journal of Marketing • Journal of Consumer Research • Marketing Science • International Journal of Research in Marketing **Periodicals** • Harvard Business Review (HBR) • Ad Age • Branding Magazine • Marketing Week • The Economist (Marketing Section)
4.	**Other Electronic Resources:** https://onlinecourses.nptel.ac.in/noc24_mg84/preview

Evaluation Scheme	**Total Marks: 100**
Mid Semester Marks	20 marks
End Semester Marks	40 marks
Continuous Evaluation 40 marks	Class Participation: 10 marks Quiz: 5 marks Case Study/ Research Paper: 15 marks Presentation on Current Trends: 10 marks

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	1	1	1	1
CO2	3	2	2	1	1
CO3	3	2	2	3	2
CO4	3	3	2	3	2
CO5	3	2	3	2	3
Avg.	3.0	2.0	2.0	2.0	1.8

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	1	0	2	0	1
CO2	3	2	1	1	1	2	1	1
CO3	2	3	2	2	2	1	2	2
CO4	2	3	2	2	2	2	2	2
CO5	2	2	3	2	2	2	2	2
Avg.	2.4	2.4	1.8	1.6	1.4	1.8	1.4	1.6

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

COURSE CODE	COURSE NAME	SEMESTER
MBAMM006	Service Marketing	IV

Teaching Scheme (Hours)				Teaching Credit			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
60	-	-	60	4	-	-	4

Course Prerequisites	The prerequisite for the Services Marketing course includes a basic understanding of marketing concepts and business operations. Additionally, students should have analytical and communication skills, with familiarity in digital tools and platforms.
Course Category	Marketing- Elective
Course focus	Employability and Marketing skills
Rationale	This course prepares MBA students to excel in diverse service sectors such as IT, healthcare, tourism, retail, banking, and education, which form the backbone of India's economy. It bridges theory and practice by focusing on customer-centric strategies, service quality, technology integration, and sustainability. Graduates will gain versatile skills to address real-world challenges and drive growth across various industries.
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	● Enable students to comprehend customer behavior in the service sector, focusing on expectations, perceptions, and satisfaction. ● Equip students with skills to design, price, promote, and deliver services efficiently, tailored to the needs of the Indian market. ● Teach frameworks and tools to measure and enhance service quality, emphasizing customer-centric approaches. ● Explore the role of digitalization, AI, and CRM tools in transforming service delivery and customer engagement. ● Foster awareness of ethical and sustainable practices in service marketing.

	• Use case studies, projects, and role-playing exercises to provide practical exposure, ensuring students are industry-ready.

Course Content	Weightage	Contact hours
Unit 1: Introduction to Services Marketing Overview of Services Marketing and the Service Economy, Characteristics of Services (Intangibility, Perishability, etc.), Key Service Sectors in India: IT, Healthcare, Tourism, etc. Consumer Behavior in Services: Expectations and Perceptions, Customer Decision-Making Process for Services, Service Classification: Business vs. Consumer Services, Service Consumption Trends in India, Role of Technology in Services, Case Study – Service Innovation in India (e.g., Zomato, Swiggy) Practical Activity: Analyze consumer behavior and service consumption trends in Indian sectors.	**20%**	**12**
Unit 2: Service Design, Delivery, and Quality Service Design and Blueprinting, Managing Service Encounters and Moments of Truth, Process Management and Service Efficiency, Service Recovery and Handling Failures, Understanding Service Quality (SERVQUAL and other models), Measuring Service Quality and Customer Satisfaction, Improving Service Quality: Best Practices, Case Study – Service Quality in Indian Hospitality Sector, Practical Session – Designing Service Delivery Process for a Local Business. Practical Activity: Create a service blueprint and propose improvements for service quality in an industry (e.g., retail, banking).	**20%**	**12**
Unit 3: Marketing Strategies for Services Developing a Service Brand, Pricing Strategies for Services, Service Positioning and Differentiation Strategies, Integrated Marketing Communications for Services, Using Digital and Social Media in Service Marketing, Service Advertising and Promotions, Ethical Marketing in Services, Case Study – Marketing Strategies in Indian Telecom Sector Practical Session – Develop a Marketing Plan for a Service Startup.	**20%**	**12**

Practical Activity: Create a marketing communication plan for a service business (e.g., educational institution, IT company).		
Unit 4: Technology and Customer Relationship Management (CRM) Role of Technology in Services (Digitalization, AI, IoT), Customer Relationship Management (CRM) Concepts, Tools for Managing Customer Relationships in Services, Using Data Analytics for Service Personalization, Role of Chatbots and AI in Service Delivery, Case Study – CRM in Indian E-commerce Industry (e.g., Flipkart, Amazon), Developing a CRM Strategy for a Service Business, Technology-Driven Innovations in Customer Service (e.g., Fintech, EdTech), Practical Session – Implementing a CRM Solution for an Indian Company. Practical Activity: Develop a CRM strategy for a service-based company (e.g., financial institution, hospitality).	**20%**	**12**
Unit 5: Ethics, Sustainability, and Future Trends Ethical Issues in Services Marketing, Sustainability in Service Delivery, Social Responsibility in Services (CSR Initiatives), Impact of Globalization on Service Marketing, Future Trends in Service Marketing (AI, Automation, etc.), Case Study – Sustainability in Indian Hospitality and Tourism, Role of Innovation in Services (Tech, Business Model Changes) Practical Activity: Develop a sustainable marketing strategy for a service business incorporating ethical and social responsibility practices.	**20%**	**12**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: Define and **remember** the concept of service marketing	**Remember**
CO2: **Understand** the concept of service Design, Delivery, and Quality	**Understand**
CO3: **Apply** concepts of consumer behavior to design customer-centric service	**Apply**

strategies.	
CO4: **Analyze** the structure and trends in the Indian service sector, including key industries like healthcare, IT, and tourism	**Analyze**
CO5: **Evaluate** service blueprints and processes that ensure operational efficiency and customer satisfaction.	**Evaluate**

Learning Resources	
1.	**Textbook:** Srinivasan, R. (2011). Services marketing: The Indian context (3rd ed.). Pearson Education.
2.	**Reference Books:** 1. Lovelock, C., Wirtz, J., & Chatterjee, J. (2018). Services marketing: People, technology, strategy (8th ed.). Pearson Education. 2. Nargundkar, R. (2010). Marketing of services (3rd ed.). Tata McGraw-Hill. 3. Rai, A. K. (2011). Customer relationship management: Concepts and applications. Prentice Hall. 4. Zeithaml, V. A., Bitner, M. J., & Gremler, D. D. (2017). Services marketing (7th ed.). McGraw-Hill.
3.	**Journals & Periodicals:** • Journal of Services Marketing Publisher: Emerald Group Publishing Description: A peer-reviewed journal that explores various aspects of services marketing, including strategy, consumer behavior, and service quality. • Journal of Service Research Publisher: Sage Publications Description: A highly respected journal focused on research in services marketing, with articles on customer satisfaction, service design, and technological impacts. • Indian Journal of Marketing Publisher: The Indian Journal of Marketing Description: Covers trends, case studies, and research in the Indian marketing and services sectors. • Harvard Business Review Publisher: Harvard Business Publishing

	Description: Includes articles, case studies, and interviews on service marketing, customer experience, and emerging industry trends.
4.	**Other Electronic Resources:** • IBEF (India Brand Equity Foundation) Website: https://www.ibef.org/ Description: Provides reports and insights on India's service sectors, including healthcare, IT, banking, and more. Useful for understanding current industry trends. • NASSCOM (National Association of Software and Service Companies) Website: https://www.nasscom.in/ Description: Offers resources and industry reports on India's IT and software services sector. • Google Scholar Website: https://scholar.google.com/ Description: An academic search engine for finding research papers, articles, and theses on topics related to services marketing. • EBSCOhost & JSTOR Website: https://www.ebsco.com/ & https://www.jstor.org/ Description: Digital libraries that offer access to research articles, journals, and periodicals on services marketing, customer behavior, and service management. • Coursera and edX Website: https://www.coursera.org/ & https://www.edx.org/ Description: Online learning platforms offering courses on services marketing, CRM, and service innovation, ideal for students looking to deepen their understanding.

Evaluation Scheme	**Total Marks: 100**
Mid Semester Marks	20 marks
End Semester Marks	40 marks
Continuous Evaluation 40 marks	Class Participation: 10 marks Quiz: 5 marks Case Study/ Research Paper: 15 marks Presentation on Current Trends: 10 marks

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	2	2	2
CO2	3	2	2	2	2
CO3	3	2	2	2	1
CO4	2	2	2	2	2
CO5	2	2	2	1	1
Avg.	2.6	2.2	2.0	1.8	1.6

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	2	2	2	1	1	1
CO2	3	2	2	2	2	1	1	1
CO3	3	2	2	2	1	1	1	1
CO4	2	2	2	2	2	1	1	1
CO5	2	2	2	1	1	1	1	1
Avg.	2.6	2.2	2.0	1.8	1.6	1	1	1

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

COURSE CODE	COURSE NAME	SEMESTER
MBAMM007	International Marketing	IV

Teaching Scheme (Hours)				Teaching Credit			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
60	-	-	60	4	-	-	4

Course Pre-requisites	Basic Marketing Principles, Principles of Microeconomics and Macroeconomics
Course Category	Elective- Marketing
Course focus	This course focuses on the fundamental concepts, strategies, and challenges of marketing products and services across international borders. It emphasizes strategic decision-making and prepares students to analyze and navigate the complexities of the global marketplace.
Rationale	In an increasingly interconnected world, a strong understanding of international marketing is essential for business leaders. This course provides students with the knowledge and skills to identify global opportunities, develop effective international marketing strategies, and address the unique challenges of operating in diverse cultural and economic environments. It aims to develop future-ready managers who can thrive in the global marketplace.
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	• Students will be able to define key terminology and concepts in international marketing, including globalization, PESTEL analysis, cultural dimensions, market entry modes, and global marketing ethics. • Students will be able to understand the core principles of international marketing, the factors that influence international marketing decisions, and the complexities of operating in different cultural and economic contexts.

	• Students will be able to apply frameworks and models to analyze international markets, evaluate market entry strategies, and develop basic international marketing plans. • Students will be able to evaluate the effectiveness of different international marketing strategies and assess the potential impact of future trends and challenges on global marketing practices. • Students will be able to analyze the opportunities and challenges of marketing in a global environment, including cultural differences, ethical considerations, and the impact of globalization.

Course Content	Weightage	Contact hours
Unit 1: Foundations of International Marketing • Globalization and the international marketing environment: defining globalization and its key drivers, PESTEL framework for international market analysis, impact of globalization on firms • Cultural dynamics in international marketing: the influence of culture on consumer behavior, Hofstede's cultural dimensions (focus on practical application) • International market selection: market screening and selection, assessing market attractiveness and risk, key points to learn: deglobalization and digital globalization and social media and cultural trends.	**20%**	**12**
Unit 2: International Marketing Strategy • International Market Entry Strategies: Key entry modes: Exporting, Joint Ventures, FDI, Factors influencing entry mode choice • International Product and Branding: Product adaptation vs. standardization, international branding decisions • Future-Ready Focus: International Pricing, Factors affecting international pricing, Basic international pricing strategies • Case study on: Technology's influence on product strategy, E-commerce and digital entry, International Pricing, Dynamic pricing	**20%**	**12**

Unit 3: International Marketing Communications & Distribution • International Marketing Communications: IMC in the international context, Adapting promotional strategies, Digital marketing in international markets. • International Distribution: International distribution channel structures, Logistics considerations. • Case study on Role of AI in marketing communication, E-commerce and supply chain	**20%**	**12**
Unit 4: International Marketing in a Global Context • International Marketing in Emerging Markets: Characteristics of emerging markets, Marketing to emerging market consumers • Case study on: Key emerging market trends, Global Marketing Ethics and Social Responsibility, Ethical challenges in international marketing, CSR and sustainability considerations • Key area focus: Sustainable marketing practices	**20%**	**12**
Unit 5: Future Trends and Challenges in International Marketing • The Impact of Digital Transformation (AI, Big Data, E-commerce Evolution) • Geopolitical Shifts and International Trade • The Evolving Role of Technology in Global Supply Chains • The Future of Global Consumer Behavior • Adapting to Global Crises and Uncertainty • Case study on: The Transformative Power of Digital Technologies, Geopolitical and Economic Instability, The Urgency of Sustainability Understanding of Global Consumer	**20%**	**12**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: Identify and **recall** the key concepts of globalization, cultural dynamics, and market analysis frameworks in the context of international marketing.	**Remember**
CO2: **Explain** and interpret international market entry strategies, product and branding adaptations, and pricing decisions in global marketing scenarios.	**Understand**
CO3: **Apply** integrated marketing communication strategies and international distribution methods to practical international marketing contexts.	**Apply**
CO4: **Analyze** the characteristics of emerging markets, ethical considerations, and sustainable marketing practices in international marketing.	**Analyze**
CO5: **Evaluate** future trends and challenges in international marketing, including digital transformation, geopolitical shifts, and evolving global consumer behaviors.	**Evaluate**

Learning Resources	
1.	**Textbook:** International Marketing, Philip R. Cateora, Mary C. Gilly, and John L. Graham, McGraw-Hill Education, 18th or latest available
2.	**Reference Books:** • Global Strategy, Pankaj Ghemawat, Harvard Business Review Press, latest edition. • Culture's Consequences: Comparing Values, Behaviors, Institutions, and Organizations Across Nations, Geert Hofstede, Sage Publications
3.	**Journals & Periodicals**: • Journal of International Marketing, SAGE Publications. • International Marketing Review, Emerald Group Publishing • Journal of Marketing, American Marketing Association (AMA)
4.	**Other Electronic Resources:** • Statista, Euromonitor International, World Bank Data, International Monetary Fund (IMF) Data, Hofstede Insights, World Values Survey, • Google Analytics: For tracking website traffic, user behavior, and online campaign performance. • Think with Google: Provides insights and data on digital marketing trends and consumer behavior. • Pew Research Center: Conducts research on global attitudes, trends, and demographics.

	• Central Intelligence Agency (CIA) • World Factbook: Provides basic information on countries, including demographics, geography, and economy. (Use with caution, as some data may have limitations**).**

Evaluation Scheme	**Total Marks: 100**
Mid Semester Marks	20 marks
End Semester Marks	40 marks
Continuous Evaluation 40 marks	Class Participation: 10 marks Quiz: 5 marks Case Study/ Research Paper: 15 marks Presentation on Current Trends: 10 marks

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	2	1	2
CO2	3	2	2	2	3
CO3	3	3	2	2	3
CO4	2	2	3	2	3
CO5	2	2	2	2	3
Avg.	2.6	2.2	2.2	1.8	2.8

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	2	2	3	1	1
CO2	3	3	2	2	2	3	2	2
CO3	3	2	2	3	3	3	2	2
CO4	3	3	3	3	3	3	2	2
CO5	3	2	2	2	2	3	2	2
Avg.	3	2.4	2.2	2.4	2.4	3	1.8	1.8

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

COURSE CODE	COURSE NAME	SEMESTER
MBAFM005	Corporate Restructuring and Valuation	IV

Teaching Scheme (Hours)				Teaching Credit			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
45	-	15	60	3	-	1	4

Course Pre-requisites	Basic Information about Finance and Account Terminology
Course Category	Elective - Finance
Course focus	Skills
Rationale	This course is designed to provide an understanding of the essential elements of Joint Ventures, Mergers and Acquisitions with the basic methods of valuation, post-merger valuation, methods of payment and financing options at global level.
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	• Understand key forms and drivers of corporate restructuring, including mergers, acquisitions, divestitures, and bankruptcies. • Apply financial valuation techniques such as DCF, comparable analysis, and precedent transactions in restructuring contexts. • Evaluate strategic and financial impacts of restructuring decisions on stakeholders and long-term firm value. • Analyze legal, regulatory, and tax considerations relevant to corporate restructuring activities. • Develop practical skills through case studies and financial modelling to assess and recommend restructuring strategies.

Course Content	Weightage	Contact hours
Unit 1: Introduction Mergers-in the nature of acquisitions and amalgamations, types of merger – motives behind mergers – theories of mergers – operating, financial and managerial synergy of mergers – value creation in horizontal, vertical and	**20%**	**14**

conglomerate mergers – internal and external change forces contributing to M&A activities- understanding cross border acquisitions M&A - strategic perspective- industry life cycle and product life cycle analysis in M&A decision, strategic approaches to M&A- SWOT analysis, BCG matrix, Porter's Five forces model- trends in merger activities India and abroad.		
Unit 2: Corporate Restructuring Corporate restructuring – different methods of restructuring – joint ventures –sell off and spin off – divestitures – equity carve out – leveraged buy outs (LBO) – management buy outs – master limited partnerships – employee stock ownership plans /stock option plan (ESOP)- detailed understanding of all types of restructuring. Merger Process: Dynamics of M&A process- identification of targets, negotiation-closing the deal. Five-stage model – due diligence (detailed discussion). Process of merger integration – organizational and human aspects – managerial challenges of M&A	**15%**	**10**
Unit 3: Valuation Valuation – cost of capital, traditional valuation approaches – discounted cash flow valuation asset-based valuation- brand valuation, firm valuation, equity valuation- FCFE and FCFF- relative valuation-adjusted present value- (Including problems) Methods of financing mergers – cash offer, share exchange ratio – (Including problems) - mergers as a capital budgeting decision.	**20%**	**12**
Unit 4: Takeovers Takeovers, types, hostile takeover approaches, Takeover defenses –bid resistance strategies defense strategies-–pre offer defenses-poison pill defense, shark repellents, post-offer defenses greenmail, white knight, financial defensive measures – Coercive offers and defense – anti-takeover amendments – impact of takeover defenses on shareholder value.	**20%**	**12**
Unit 5: Legal, Taxation, And Accounting Aspects Legal and regulatory framework of M & A – provisions of Companies Act 2013, SEBI Takeover Code, Provisions of the Competition Act. Taxation of Mergers, Acquisitions and Amalgamations: Amalgamation, Demerger – Special provisions for computation of cost of acquisition- Conditions for availing loss and depreciation – Tax Neutrality. Accounting aspects of Mergers: Principal methods of Accounting for mergers and acquisitions – Pooling of Interests	**20%**	**12**

Method – Advantages and Disadvantages		

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: **Recall** key concepts of mergers and acquisitions	**Remember**
CO2: **Explain** various corporate restructuring methods, the M&A process, and due diligence practices.	**Understand**
CO3: **Apply** valuation techniques and financing methods to assess M&A decisions.	**Apply**
CO4: **Analyze** takeover strategies and defense mechanisms and their implications for shareholder value.	**Analyze**
CO5: **Evaluate** the legal, taxation, and accounting aspects of M&A in compliance with regulatory frameworks.	**Evaluate**

Learning Resources	
1.	**Textbook:** 1. Sudi Sudarsanam, Value Creation from Mergers and Acquisitions, Pearson Education 2. Fred Weston, Kwang S Chung, Susan E Hoag, Mergers, Restructuring and Corporate Control – Pearson Education, Ravindhar Vadapalli, Mergers acquisitions and Business valuation, Excel books 3. Valuation for mergers Buyouts & Restructuring, Arzak, Wiley India (P) Ltd. 4. Merger Acquisitions & Corporate Restructuring, Chandrashekar Krishna Murthy &Vishwanath. S.R, Sage Publication.
2.	**Reference Books:** 1. Weston, Mitchel and Mulherin, Takeovers, Restructuring and Corporate Governance Pearson Education, Shiv Ramu, Corporate Growth Through Mergers and Acquisitions, Response Books

	2. P Mohan Rao, Mergers and Acquisitions, Deep and Deep Publications 3. Machiraju, Mergers and Acquisitions, New Age Publishers 4. Handbook of International Mergers & Acquisitions, Gerard Picot, Palgrave Publishers Ltd.
3.	**List of Journals** 1. Journals, Periodicals, Reference 2. Journals & Periodicals 3. Journal of Finance. Published by Wiley. 4. The Review of Financial Studies. 5. Journal of Financial Economics. 6. Journal of Accounting and Economics. 7. Journal of Financial and Quantitative Analysis. 8. Journal of Money, Credit and Banking. **9.** Journal of International Money and Finance.
4.	**Other Electronic Resources:** • www.onllinelibrary.wiley.com • *www.mcxindia.com* • *www.capitalmarketline.com'* • *www.bseindia.com* • *www.nseindia.com* • *www.goldprice.org*

Evaluation Scheme	**Total Marks: 100**
Mid Semester Marks	20 marks
End Semester Marks	40 marks
Continuous Evaluation 40 marks	Class Participation: 10 marks Quiz: 5 marks Case Study/ Research Paper: 15 marks Presentation on Current Trends: 10 marks

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	1	1	1	1
CO2	3	2	1	1	1
CO3	3	2	1	3	2
CO4	2	3	1	2	3
CO5	3	2	2	2	3
Avg.	2.8	2.0	1.2	1.8	2.0

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	1	0	2	0	1
CO2	2	3	2	1	1	1	0	1
CO3	3	3	3	1	1	1	1	2
CO4	2	2	2	2	3	1	1	2
CO5	2	2	3	1	1	1	0	2
Avg.	2.4	2.4	2.2	1.2	1.2	2	0.4	1.6

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

COURSE CODE	COURSE NAME	SEMESTER
MBAFM006	Taxation	IV

Teaching Scheme (Hours)				Teaching Credit			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
60	-	-	60	4	-	-	4

Course Prerequisites	Understanding of basic accounting principles and financial statements, Basic knowledge of India's taxation system.
Course Category	Elective- Finance
Course focus	1. To provide comprehensive knowledge and practical skills in direct and indirect taxation in India. 2. To equip them with knowledge of Tax Calculation, Returns Filing of income tax, Goods and Services Tax (GST), and Customs Act. 3. To help students gain knowledge about terminologies, provisions, and computations required for professional tax-related roles.
Rationale	This course equips postgraduate students with a thorough understanding of India's taxation system, covering both direct and indirect taxes like income tax, GST, and customs. It combines theory and practical problem-solving to develop skills in tax computation, filing returns, and compliance. Students learn to analyze tax laws, apply deductions, and compute liabilities, preparing them for careers in accounting, tax consultancy, and financial planning. The course also introduces tax planning strategies and fosters analytical thinking, making it valuable for professional certifications like CA, CMA, or CPA. Overall, it bridges academic knowledge with practical expertise for real-world applications.
Course Revision/ Approval Date:	

Course Objectives **(As per Blooms' Taxonomy)**	● To define and explain key terminologies: Tax, Assessee, Income, Assessment Year, etc. ● To explain the distinction between direct and indirect taxes and describe the residential status of individuals and its implications on tax liability. ● To determine residential status and compute the corresponding tax liability. ● To examine the implications of deductions under various sections such as 80C, 80D, and others. ● To assess tax planning opportunities by understanding the deductions and exemptions available under the Income Tax Act. ● To evaluate GST compliance requirements such as registration, input tax credit, and filing returns.

Course Content	Weightage	Contact hours
Unit 1: Basic Concepts • Important Terminologies**:** Tax, Assessee, Assessment, Person, Income, India, Assessment Year, Previous Year, Income, India; • Define Tax: Direct Tax & Indirect Tax; • Determination of Residential Status of Individual, HUF, Association of Persons or BOI- Scope of Tax Liability; • Income Tax Slabs & Rates in India (Current) and (Problems on Tax Calculation)	**20%**	**12**
Unit 2: Income under the head of Salaries • Provisions, Basis of Charge, Meaning of Salary, Allowances and tax liability-Perquisites and their valuation- Deductions from Salary- Computation of Income under head salary (Problems). • Income from Other Sources. (Theory)	**20%**	**12**
Unit 3: Income from House Property • Provisions, deductions, Computation of income from House Property.	**20%**	**12**

• Basis of chargeability-Annual Value-Self Occupied and let out property- Deductions allowed- Computation of Income from House Property. (Problems) • Income under head Profits and Gains from Business and Profession: Definitions, Deductions expressly allowed and disallowed, Computation of Income under head Profits and Gains from Business and Profession. (Problems)		
Unit 4: Income from Capital Gains • Definitions, Deductions expressly allowed and disallowed. (Theory and Problems) • Computation of Total Taxable Income of an individual. Gross Total Income- deductions u/s 80C, 80D, 80G, 24A, (80CCC,80EE to 80U) (only theory)-Clubbing of Income (Only Theory)	**20%**	**12**
Unit 5: **Indirect Taxation** • Concept and Features of Indirect Taxes • Goods and Services Tax (GST) Laws - Introduction, Levy and Collection of CGST and IGST, Basic concepts of Time, Place and Value of Supply, Input Tax Credit, Computation of GST Tax Liability, Registration, Tax Invoice- Electric Way Bill, Returns and Payment of Taxes. (Theory and Problems) • Customs Act & Rules - Basic Concepts and Definitions, Types of Duties, Valuation Rules, Computation of Assessable Value and Duties.	**20%**	**12**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: **Recall** the current income tax slabs and rates in India.	**Remember**
CO2: **Explain** the distinction between direct and indirect taxes and describe the residential status of individuals and its implications on tax liability.	**Understand**
CO3: **Apply** GST and Customs rules to compute assessable value and tax liabilities.	**Apply**
CO4: **Analyze** the implications of deductions under various sections such as 80C, 80D, and others.	**Analyze**
CO5: **Evaluate** GST compliance requirements such as registration, input tax credit, and filing returns.	**Evaluate**

Learning Resources	
1.	**Textbook:** 1. "Income Tax Law and Practice" by V.K. Singhania and Monica Singhania 2. "Indirect Taxes: GST and Customs Law" by V.S. Datey
2.	**Reference Books:** 1. "Systematic Approach to Income Tax" by Girish Ahuja and Ravi Gupta 2. "Students' Guide to Income Tax" by Dr. Vinod K. Singhania and Dr. Kapil Singhania 3. "GST Ready Reckoner" by V.S. Datey 4. "Professional Guide to Taxes in India" by Taxmann
3.	**Journals & Periodicals:** 1. The Chartered Accountant Journal (ICAI) 2. Income Tax Reports (ITR) 3. GST Law Times 4. The Journal of Indian Taxation
4.	**Other Electronic Resources:** 1. Income Tax Department Website (https://incometaxindia.gov.in/) 2. Goods and Services Tax (GST) Portal (https://www.gst.gov.in/) 3. ICAI Knowledge Portal (https://www.icai.org/) 4. Taxmann Online (https://www.taxmann.com/) 5. National Digital Library of India (NDLI)

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	1	2	1	1
CO2	3	2	2	1	1
CO3	3	2	2	3	2
CO4	3	2	2	2	2
CO5	3	2	3	2	3
Avg.	3.0	1.8	2.2	1.8	1.8

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

Mapping of POs & COs

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1	1	0	0	1	0	1
CO2	3	2	2	1	1	2	0	1
CO3	**2**	3	3	1	2	2	1	2
CO4	2	2	2	1	2	1	1	2
CO5	2	2	3	1	2	2	1	2
Avg.	2.4	2.0	2.2	0.8	1.4	1.6	0.6	1.6

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

COURSE CODE	COURSE NAME	SEMESTER
MBABA005	Data Visualization	IV

Teaching Scheme (Hours)				Teaching Credit			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
45	-	15	60	3	-	1	4

Course Prerequisites	Basic knowledge of operating a computer system and information technology in general.
Course Category	Elective – Business Analytics
Course focus	Business Intelligence/Data Visualization/Storytelling Skills
Rationale	This course introduces to the concepts of Data Visualization and aims to demonstrate the tools of data visualization and prepare the students to develop skills that can be applied across many business disciplines. This will make them understand how to collect, analyze, and visualize data, thereby translating complex data into actionable insights, equipping them with the skills to effectively communicate data insights through visual representations, ultimately improving decision-making and business strategy.
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	• To define the concepts of Business Intelligence (BI) & its importance & applications in the modern-day organizations. • To understand the concepts and importance of Data Visualization. • To examine and evaluate the Business Intelligence (BI) tools for Data Visualization & Analysis. • To analyze data by applying the data visualization tool to build, share & collaborate visualizations on a business scenario/case. • To design and develop professional and interactive reports/dashboards that tell a compelling story (Data Storytelling), highlighting key metrics and trends.

Course Content	Weightage	Contact hours
Unit 1: Introduction to Business Intelligence (BI) Introduction to Business Intelligence (BI) & Definition, How BI works and its methods, Benefits of BI, Advantages and Disadvantages of BI, Business Intelligence Platforms / Tools, Concept of OLAP & Multi-Dimensional Data Model, Data Warehouse, Data Marts & Data Lakes in Business Intelligence, Application of BI: Business Cases	**20%**	**12**
Unit 2: Introduction to Data Visualization and its Tools Definition, Advantages and Disadvantages of Data Visualization, Importance of Data Visualization, Data Storytelling, Reports and Dashboards / KPI Dashboards, Types of Visualizations, Best Practices of Dashboard Design, Evaluating Data Visualization Tools.	**20%**	**9**
Unit 3: Introduction to Power BI: A Business Intelligence Tool ● Overview of Power BI Parts of Power BI, Building Blocks of Power BI ● Introduction and Overview of Power BI Desktop Functions/Uses of Power BI Desktop, Installation of Power BI Desktop, Interface of Power BI Desktop, Views in Power BI Desktop, Concepts of Reports and Dashboard in Power BI, Connect to Data Sources, Transform and Load Data, Overview and Interface of Power Query Editor, Shape & Transform Data in Query Editor, Data Modeling (Semantic Model)/Star Schema, Types of Visuals, Use of Visuals & Filters in Power BI Desktop, Creation of Reports (Visualizations), Formatting Visuals, Drill down-up, Overview of DAX (Measures/Quick measures, Calculated Column etc.),Row Level Security (RLS). ● Introduction and Overview of Power BI Service Creation and Configuration of Dashboard, Publishing and Sharing Reports and Dashboard in Power BI Service	**30%**	**15**
Unit 4: Introduction to MS Excel as DV Tool & Looker Studio: A Business Intelligence Tool ● Data Visualization in MS Excel	**25%**	**15**

Pivot Tables/Pivot Charts, Types of Visualizations in Excel, Building Interactive Dashboard from Data Set ● Data Visualization in Looker Studio Overview & Key Concepts: Reports, Component, Connector/Data Source, Fields (Dimensions and Metrics), Credentials etc. in Looker Studio, Looker Studio Workflow, Looker Studio Environment Setup and Graphical User Interface, Create Report, Connect Data – Data Sources & Connectors, Using Sample Data Templates, Building Reports: Adding Visuals (Charts, Maps, Table, Scorecard etc.) and Controls to Report, Concept of Dimensions and Metrics, Manage Reports and Data Sources, Visualize (Creating, Viewing & Editing a Report in Looker Studio), Transformation (Aggregation, Data Blending, Calculated field), Share and Collaborate: Sharing a dashboard in Looker Studio		
Unit 5: **Project/Case Study: Application of BI Tool for a Business Case** Defining a Problem, Collection of Data, Understanding Data Set, Transformation of Data, Modelling of Data, Data Designing (Visualization), Creating (Build) Reports/Interactive/KPI Dashboard	**5%**	**9**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, practical/tutorial (on prominent Data Visualization/BI Tools), case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: **Define** the concept and importance of Business Intelligence in the business context.	**Remember**
CO2: **Understand** the importance of Data Visualization in gaining business insights for Decision- making.	**Understand**
CO3: Design and **apply** reports/dashboards via hands-on Business Intelligence Tools, to tell impactful, insightful stories with engaging reports and data	**Apply**

visualizations.	
CO4: **Analyze** data to tell a data story and give insights via reports and interactive dashboards on a particular business case/scenario and making informed decisions	**Analyze**
CO5: **Evaluate** and examine different Data Visualization / BI Tools for implementation.	**Evaluate**

Learning Resources	
1.	**Textbook:** 1. Business Intelligence: A Managerial Approach - Ramesh Sharda, Efraim Turban, Dursun Delen, David King, Pearson 2. Storytelling with Data: A Data Visualization Guide for Business Professionals - Cole Nussbaumer Knaflic, Wiley 3.Introducing Microsoft Power BI- Alberto Ferrari, Marco Russo, Microsoft Press, 2016, Microsoft Corporation. 4. Analyzing Data with Microsoft Power BI and Power Pivot for Excel - Ferrari Alberto, Russo Marco, PHI LEARNING PVT. LTD. | MICROSOFT PRESS 5. Data Storytelling with Google Looker Studio - Sireesha Pulipati, First Edition, By Packt Publishing Ltd.
2.	**Reference Books:** 1. Data Visualization Made Simple - Sosulski-Kristen, Routledge 2. Mastering Microsoft Power BI: Expert techniques for effective data analytics and business intelligence, brett powell , Packt Publishing
3.	**Journals & Periodicals:**
4.	**Other Electronic Resources:** • https://powerbi.microsoft.com/en-us/what-is-power-bi/ • https://support.microsoft.com/en-us/office/create-a-chart-from-start-to-finish • https://support.microsoft.com/en-us/office/charts-and-other-visualizations-in-power-view • https://www.datacamp.com/tutorial/visualizing-data-in-excel • https://lookerstudio.google.com/overview

Evaluation Scheme	**Total Marks: 100**
Mid Semester Marks	20 marks
End Semester Marks	40 marks
Continuous Evaluation **40 marks**	Class Participation — 10 marks Quiz — 5 marks Case Study/ Research Paper — 15 marks Presentation on Current Trends — 10 marks

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	1	3	1	2	2
CO2	3	1	1	2	1
CO3	3	1	1	3	2
CO4	2	2	1	3	1
CO5	2	2	2	3	2
Avg.	2.2	1.8	1.2	2.6	1.6

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

Mapping of POs & COs:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	2	2	2	3	2	1	2
CO2	2	2	2	2	3	3	2	2
CO3	2	3	3	3	3	3	1	3
CO4	1	2	3	2	3	2	1	2
CO5	2	3	2	3	3	3	2	3
Avg.	1.6	2.4	2.4	2.4	3	2.6	1.4	2.4

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

COURSE CODE	COURSE NAME	SEMESTER
MBABA006	Multivariate Data Analysis	IV

Teaching Scheme (Hours)				Teaching Credit			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
45	-	15	60	3	-	1	4

Course Pre-requisites	Fundamental knowledge of Multivariate Analysis
Course Category	Business Analytics- Elective
Course focus	The course will cover fundamental aspects and techniques of analyzing large datasets statistically which involve more than one variable. This course provides methods to recognize statistical patterns, applications of multivariate statistical methods and multivariate statistical tests.
Rationale	This course aims to demonstrate the applications of data analytics in the multidisciplinary approach. This includes problem solving of the research gap and applying the right analytical tools for the business.
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	1. Introduction to Multivariate Data: To identify measurement scales, types of variables, and the distinction between exploratory and confirmatory analyses. 2. Understanding Multivariate Data Type: To Interpret reliability and normality testing methods and their relevance in multivariate data models. 3. Non-Parametric Test: To apply non-parametric tests such as Wilcoxon Signed Rank Test to solve business-related data challenges to see the difference of opinion. 4. Exploratory Data Analysis: Evaluate the assumptions and characteristics of Exploratory Factor Analysis models for

	business insights. 5. Correlation and Regression: To appropriateness of regression models (linear or nonlinear) for specific business cases based on underlying assumptions.

Course Content	Weightage	Contact hours
Unit 1: Introduction Basics of multivariate data and its applications in business and management, Measurement scales and types of variables, Exploratory vs. confirmatory analysis, Data preprocessing: Missing data, outliers, and normalization and Introduction to statistical software	**20%**	**12**
Unit 2: Multivariate Data Multivariate Data and models, Reliability Testing, Normality Testing, Parametric Test: Independent Sample t test, ANOVA and Paired Sample t test using Excel	**20%**	**12**
Unit 3: Non-Parametric Test Non-Parametric Test: Mann-Whiteny U Test, Kruskal Wallis Test, Wilcoxon Signed Rank Test	**20%**	**12**
Unit 4: Exploratory Techniques: Eigenvalue and singular decomposition, Singular value decomposition (SVD) of a matrix, Principal component analysis, Factor analysis, Canonical correlation	**20%**	**12**
Unit 5: Correlation and Regression Analysis Correlation: Characteristics of Correlation, Assumptions, Pearson and Spearman Correlation Analysis. Regression Analysis: Characteristics of Regression, Assumptions, Linear and Nonlinear Regression Analysis	**20%**	**12**

Instructional Method and Pedagogy: (Max. 100 words)

The course will employ a combination of instructional methods, including lectures, practical/tutorial, case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: Recognize and **remember** statistical software tools used for multivariate analysis.	**Remember**
CO2: **Comprehend** the role of data preprocessing techniques such as handling missing data, outlier detection, and normalization	**Understand**
CO3: **Apply** appropriate techniques to analyze business data.	**Apply**
CO4: **Analyze** the results to support strategic decision-making.	**Analyze**
CO5: **Evaluate** correlation analysis (Pearson and Spearman) and regression analysis (linear and nonlinear) on business datasets.	**Evaluate**

Learning Resources	
1.	**Textbook:** Using Multivariate Statistics -- Tabachnick, B. and Fidell, L , New York: Allyn& Bacon.
2.	**Reference Books:** 1. Multivariate Analysis – Hair Joseph F., Prentice Hall-Pearson 2. Applied Multivariate Techniques – Sharma, Subhash, John Wiley & Sons 3. Methods of Multivariate Analysis – Alvin Rencher, William Christensen, Wiley
3.	**Journals & Periodicals:** 1. Journal of Multivariate Analysis 2. The American Statistician 3. Journal of Applied Statistics 4. Journal of Statistical Software 5. Decision Sciences 6. Journal of Business Research 7. European Journal of Operational Research **Periodicals and Magazines:** 1. Analytics India Magazine 2. Data Science Central 3. Harvard Business Review (HBR) 4. Forbes Analytics and Data Section

4.	**Other Electronic Resources:** ResearchGate, SpringerLink, JSTOR, ScienceDirect, NPTEL (National Programme on Technology Enhanced Learning), Python Programming, SPSS, Excel, Coursera, SWAYAM

Evaluation Scheme	**Total Marks: 100**
Mid Semester Marks	20 marks
End Semester Marks	40 marks
Continuous Evaluation 40 marks	Class Participation – 10 marks Quiz – 5 marks Case Study/ Research Paper – 15 marks Presentation on Current Trends – 10 marks

Mapping of PSOs & COs

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	1	3	1	2	2
CO2	3	1	1	2	1
CO3	3	1	1	3	2
CO4	2	2	1	3	1
CO5	2	2	2	3	2
Avg.	2.2	1.8	1.2	2.6	1.6

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

Mapping of POs & COs:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	2	2	2	3	2	1	2
CO2	2	2	2	2	3	3	2	2
CO3	2	3	3	3	3	3	1	3
CO4	1	2	3	2	3	2	1	2
CO5	2	3	2	3	3	3	2	3
Avg.	1.6	2.4	2.4	2.4	3	2.6	1.4	2.4

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

COURSE CODE	COURSE NAME	SEMESTER
MBABA007	Time Series Analysis & Forecasting	IV

Teaching Scheme (Hours)				Teaching Credit			
Lecture	**Practical**	**Tutorial**	**Total Hours**	**Lecture**	**Practical**	**Tutorial**	**Total Credit**
45	-	15	60	3	-	1	4

Course Prerequisites	Knowledge of Basic statistical principles and Basic python programming
Course Category	Elective- Business Analytics
Course focus	This course covers the methodology and applications of time series analysis and forecasting, focusing on issues and problems predicting business and economic data. The course is intended to serve as a guide to the principles, assumptions, strengths, limitations, and application of time series models and forecasting methods.
Rationale	This course introduces concepts essential to understanding the rationale of time series analysis to understand the application of time series analysis and forecasting to the problems in various business domains, including marketing, retail sales, human resource management, operations and supply chain management, finance, and general management.
Course Revision/ Approval Date:	
Course Objectives (As per Blooms' Taxonomy)	1. Understand the fundamental concepts of time series analysis, 2. Learn how to decompose time series data into trend, seasonality, and noise. 3. Understand the principles of ARIMA (Autoregressive Integrated Moving Average) models. 4. Understanding the non-stationery time series. 5. Discover advanced forecasting methods using machine learning approaches.

Course Content	Weightage	Contact hours
Unit 1: Introduction to Time Series Analysis Concepts: Introduction to time series, its significance, and applications. Components: Different components of time series data, Understanding trend, seasonality, cyclic patterns, and irregular components. Visualization: Techniques for visualizing time series data using plots and charts.	**20%**	**12**
Unit 2: Time Series Decomposition and Smoothing Decomposition: Breaking down time series into its fundamental components. Smoothing Techniques: Applying moving averages and exponential smoothing to identify patterns. Trend and Seasonality: Detecting and analyzing long-term trends and seasonal effects.	**20%**	**12**
Unit 3: ARIMA and Exponential Smoothing Models ARIMA Models: Building and tuning ARIMA models for effective forecasting, exploring the use of exponential smoothing models for short-term forecasting. Exponential Smoothing: Simple Exponential Smoothing, Holt's linear exponential smoothing, Holt-Winters' exponential smoothing Model Validation: Techniques for validating and optimizing forecasting models.	**20%**	**12**
Unit 4: Non-stationary time series Time series with non-stationary variance. Non-stationary mean. ARIMA (p,d,q) models. The use of Box-Jenkins methodology to determination of order of integration. The unit root problem. Spurious trends and regressions. Unit root tests (Dickey-Fuller). ADF test and the choice of the number of lags. Non-stationary time series, TSP or DSP: methodology of research. Segmented trends and structure changes.	**20%**	**12**

Unit 5: Advanced Forecasting Techniques Machine Learning Approaches: Applying machine learning algorithms to time series data. Model Evaluation: Assessing model performance using metrics like MAE, RMSE, and MAPE. Practical Applications: Real-world case studies and projects to apply advanced forecasting methods. Learn about model evaluation techniques to assess forecast accuracy. Explore real-world applications of time series forecasting in various industries.	**20%**	**12**

Instructional Method and Pedagogy: (Max. 100 words)
The course will employ a combination of instructional methods, including lectures, practical/tutorial (on prominent Data Visualization/BI Tools), case studies, group discussions, role plays, presentations, quizzes, and projects.

Course Outcomes:	**Blooms' Taxonomy Domain**
After successful completion of the above course, students will be able to:	
CO1: Define and **remember** the basic concepts of time series, its components, and significance in real-world applications.	**Remember**
CO2: **Understand** the components of time series data, including trend, seasonality, cyclic, and irregular variations, and interpret time series plots and charts.	**Understand**
CO3: **Apply** techniques such as moving averages, exponential smoothing, and ARIMA modeling for time series forecasting.	**Apply**
CO4: **Analyze** non-stationary time series data using statistical tests	**Analyze**
CO5: **Evaluate** the performance of traditional and machine learning-based forecasting models using error metrics (MAE, RMSE, MAPE)	**Evaluate**

Learning Resources	
1.	**Textbook:** 1. Aileen Nielsen (2019), Practical Time Series Analysis, Publisher(s): O'Reilly Media, Inc. Introduction to Time Series Analysis and Forecasting, 3rd Edition 2. Douglas C. Montgomery, Cheryl L. Jennings, Murat Kulahci (2024), Introduction to Time Series Analysis and Forecasting, 3rd Edition, Wiley Publications 3. Box, G.E.P., Jenkins, G.M. and Reinsel, G.C. (1994) Time Series Analysis, Forecasting and Control, Englewood Cliffs, NJ: Prentice-Hall. 4. Chris Chatfield, and Haipeng Xing (2019) The Analysis of Time Series: An Introduction with R. CRC Press, London. 5. Galit Shmueli and Kenneth C. Lichtendahl Jr (2016). Practical Time Series Forecasting with R: A hands-on Guide, Axelrod Schnall Publishers.
2.	**Reference Books:** 1. The Analysis of Time Series: An Introduction with R (Chapman & Hall/CRC Texts in Statistical Science) 7th Edition by Chris Chatfield (Author), Haipeng Xing (Author) 2. Time Series Analysis 1st Edition by James D. Hamilton (Author) 3. Modern Time Series Forecasting with Python: Explore industry-ready time series forecasting using modern machine learning and deep learning, by Manu Joseph (Author)
3.	**Journals & Periodicals:** 1. Journal of Time Series Analysis , Edited By: Robert Taylor, Online ISSN:1467-9892 Print ISSN:0143-9782 ,© John Wiley & Sons Ltd 2. Time Series Forecasting - Time series forecasting is the process of predicting the future value of a variable (e.g., temperature) based on past historical values that may exhibit a trend and seasonality. From: Data Science (Second Edition), 2019
4.	**Other Electronic Resources:** 1. Journal of Time Series Analysis - Wiley Online Library **2.** Journal reference for time series analysis and forecasting - Cross Validated

Evaluation Scheme	**Total Marks: 100**
Mid Semester Marks	20 marks
End Semester Marks	40 marks
Continuous Evaluation 40 marks	Class Participation – 10 marks Quiz – 5 marks Case Study/ Research Paper – 15 marks Presentation on Current Trends – 10 marks

Mapping of PSOs & Cos

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	1	3	1	2	2
CO2	3	1	1	2	1
CO3	3	1	1	3	2
CO4	2	2	1	3	1
CO5	2	2	2	3	2
Avg.	2.2	1.8	1.2	2.6	1.6

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None

Mapping of POs & COs:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	2	2	2	3	2	1	2
CO2	2	2	2	2	3	3	2	2
CO3	2	3	3	3	3	3	1	3
CO4	1	2	3	2	3	2	1	2
CO5	2	3	2	3	3	3	2	3
Avg.	1.6	2.4	2.4	2.4	3	2.6	1.4	2.4

1: Slight (low); 2: Moderate (Medium); 3: Substantial (High); 0 None