



Faculty of Management Studies

**MBA Student Manual
Batch 2023 - 25**

VISION

Advance and apply Management Education, Research and Entrepreneurial Spirit towards an equitable and prosperous society

MISSION

M1: Offer immersive and globally relevant management education

M2: Foster research culture to enhance management capabilities

M3: Equip human capital with skills relevant for sustainable development

M4: Instill entrepreneurial mindset for value creation

M5: Develop ethical and socially-responsible global citizens

PROGRAM EDUCATIONAL OBJECTIVES

PEO 1: Perform well in a project environment that is competitive and time-constrained

PEO 2: Work effectively in varied teams and work environments as an independent worker, a team member, or a leader

PEO 3: Apply appropriate techniques to organize, analyse, and derive meaningful insights from large and complex data

PEO 4: Apply domain knowledge to analyze and articulate various business situations

PEO 5: Demonstrate an inventive and entrepreneurial perspective while adopting a problem solving approach

PROGRAM OUTCOMES

PO 1 - Apply knowledge of management theories and practices to address and resolve business challenges

PO 2 - Demonstrate analytical and critical thinking abilities for information-based decision making

PO 3 - Analyse global, economic, legal and ethical aspects of business

PO 4 - Apply trans-disciplinary tools and techniques towards effective problem solving

PO 5 - Assist others and self in accomplishing organizational objectives and contribute effectively to a collaborative team setting

PO 6 - Exhibit an entrepreneurial mindset for the establishment of sustainable businesses and societies

PO 7 - Exemplify value-based leadership for excellence

PROGRAM SPECIFIC OUTCOMES

PSO 1 - Demonstrate effective response to industry challenges by applying managerial tools and techniques for a sustainable society

PSO 2 - Appraise the complex specificities of Indian Business to garner global reputation

PSO 3 - Develop a holistic thinking solopreneur for a self-sufficient society

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MASTER OF BUSINESS ADMINISTRATION (MBA)

REGULATIONS

Introduction to MBA Programme

The MBA program at JAIN (Deemed-to-be University) is distinguished by its high quality, global relevance, and stimulating curriculum. The program is designed to equip students with a blend of theoretical knowledge, practical know-how, and understanding that will enable their success in any industry they choose to pursue their careers.

The Faculty of Management Studies (from now on referred to as FMS) offers the MBA Programme in Finance, Marketing, Digital Marketing, Human Resources, Banking, Finance and Allied Services, International Finance and Accounting, Logistics and Supply Chain Management, Systems and Operations Management, Business Analytics, Entrepreneurship and New Venture Creation, Aviation and Aerospace Management, Sports Management, Luxury and Fashion, Digital Business, and Public Policy and Leadership. These programs help the student emerge as a well-rounded professional ready to take up challenges in the industry in diverse areas, from manufacturing to the service sector. The combination of offerings is designed to instill a multidisciplinary approach and thus train them to take up the mantle in global businesses by providing dual functional specializations.

The program will equip the students to develop into top-notch professionals or entrepreneurs in their chosen areas.

1. Scope and Content

- 1.1 These regulations apply to the MBA program provided by FMS.
- 1.2 To properly apply the Regulations, one must consider the scheme of study and syllabus for the specific program.
- 1.3 Please note that the regulations provided here are supplementary to the rules and regulations of the Jain (Deemed-to-be University) already communicated during admission.
- 1.4 The University authorities reserve the right to modify, add, delete, expand, or clarify any part of the regulations and syllabi at any time.

2. Programmes offered

FMS provides various specializations in its MBA program. The Major specializations include: -

1. Finance
2. Banking, Finance and Allied Services
3. International Finance and Accounting
4. Marketing
5. Digital Marketing
6. Human Resources Management
7. Logistics and Supply Chain Management
8. Systems and Operations Management
9. Business Analytics
10. Entrepreneurship and New Venture Creation

11. Aviation and Aerospace Management
12. Public Policy and Leadership
13. Sports Management
14. Luxury and Fashion Management
15. Digital Business

Dual Specialisation: -

1. Marketing & Finance
2. Marketing & Human Resource Management
3. Finance & Human Resource Management
4. Finance & Business Analytics
5. Marketing & Business Analytics
6. Human Resource Management & Business Analytics
7. Marketing & Logistics and Supply Chain Management
8. Marketing & Entrepreneurship and New Venture Creation
9. Finance & Entrepreneurship and New Venture Creation
10. HRM & Entrepreneurship and New Venture Creation
11. Aviation and Aerospace Management & Logistics and Supply Chain Management
12. Aviation and Aerospace Management & Marketing
13. Aviation and Aerospace Management & Human Resource Management

3. Eligibility for admission

- i. To be considered for admission, one must have a minimum of 50% aggregate in a Graduate/Degree examination from a recognized University, with a minimum duration of 3 years.
- ii. The program's selection process typically involves an Essay Writing, PPT Presentation, and Personal Interview (PI). The Institution may include additional tests to choose candidates. The shortlist of candidates invited to the selection process is based on their scores in a State/National Level Entrance Examination, such as MAT/CAT/Karnataka PG CET/XAT. Alternatively, students may opt for the Jain Entrance Test (JET) during admission.

4. Components of the program and learning methodologies

The MBA program will span two years and consist of four semesters, which will cover various topics related to business management.



As an MBA graduate, learning begins with a thoughtfully planned orientation program to get acquainted with the curriculum. This is followed by bridge courses to adapt to the program's requirements. The core courses offer a holistic business management perspective, and the electives provide an opportunity to specialize in a particular area. Additionally, FMS offers Business Practitioners

sessions, industry-oriented workshops, and global certifications to enhance practical knowledge and skills.

FMS utilizes various pedagogical tools to enhance application-based learning and promote learner engagement. This approach aims to optimize the learning experience.

5. Attendance requirement

- i. Attending the MBA program at FMS is a demanding commitment that mandates total attendance. A minimum of 85% attendance is required to be eligible for the University examination. In exceptional cases, the University authorities may condone up to 10% absence if adequately justified.
- ii. Students must follow the University's required attendance criteria to be allowed to sit for the University exam. Such students will have to either repeat the semester in the following academic year or undertake Guided Self-Study Courses (GSSCs) for a fee set by the University.
- iii. As a student, attending and participating in all scheduled class sessions, guest lectures, workshops, outbound learning programs, and academic and non-academic activities is essential.

6. Assessment and Examination

6.1 Credits

- All courses will earn credit points, with one credit equal to 15 synchronous and 15 asynchronous hours of learning for 30 hours. Core courses are worth 2 or 3 credits each, while specialization courses are worth 3 credits.
- Please note that Open Electives consist of 3-credit courses.
- The course "Project Centric Learning" is worth three credits.
- The Summer Internship Project (SIP) will earn three credits, while the Master Thesis will earn five credits.

To obtain their MBA degree, the student must earn 102 credits across the four semesters of study. Currently, there are 102 credits available according to the AICTE guidelines. The breakdown of courses is displayed below:

Type of courses	Number of Courses	Credits			Total Credits
		2 Credits	3 Credits	5 Credits	
Course Courses	8		8		24
Discipline Hard Core	3		3		9
Sector-Specific Hard Core	3		3		9
Discipline Specific Elective	10		10		30
Open Electives	2		2		6
Skill Enhancement	5	5			10
Projects Centric Learning	2		2		6
Summer Internship Project	1		1		3
Master Thesis	1			1	5
Total	35	5	29	1	102

After the second semester, students undertake the Summer Internship Project (SIP), which must be completed before the third semester. This project carries 3 credits. In the fourth semester, students will work on their Master's Thesis, worth 5 credits.

All courses with 2 or 3 credits will require a 3-hour final exam administered by the university at the end of the semester.

6.2 Mode of Delivery

The MBA program at FMS will implement the TAP-R Model for program delivery, which will be modular, focusing on outcome-based learning. Each semester will comprise two blocks, offering three to six courses and Continuous Internal Assessments (CIA).

6.3 Pattern of Assessment for Core and Specialization Courses

To evaluate a student's performance in theory courses, two components will be considered: Continuous Assessment, which is assessed throughout the semester classes, and the End Semester Examination, which is conducted at the end of the semester.

Each course will be assessed through Continuous Internal Assessment (50 marks) and End Semester University Examination (50 marks).

The breakup of Continuous Assessment marks		
Assessment	Marks	Remarks
Class Participation	10 Marks	75% and above based on Rubrics
Internal Assessment <ul style="list-style-type: none"> • Assessment 1: Weightage 10 • Assessment 2: Weightage 10 • Assessment 3: Weightage 10 • Block End Test: Weightage 10 	40 marks	Faculty will specify the assessment components in the session plan. Three evaluations need to be assessed. Some typical assessment components are: Assignments, Presentations, Activities, Projects, Tests, Quizzes, etc.
Total	50 marks	

The rubrics below will be utilized to grade the Class Participation segment and award marks:

Assessment Rubrics for Class Participation

Performance Indicator	Performance Level			
	1 Poor	2 Good	3 Very Good	4 Excellent
Attendance	Below 75%	75 - 80%	81 - 90%	> 90%
Punctuality	Late most of the time	Late many times	Seldom late	Always on time
Frequency and level of interaction	Does not interact	Rarely interacts	Seldom interacts	Frequently interacts
Contribution to the learning process	Hinders the process	Neither disrupts nor contributes	Moderately contributes	Contributes most of the time positively
Marks to be awarded	1 to 4	5 to 6	7 to 8	9 to 10

7. End Semester Examination (ESE)

At the end of each semester, every course will have a 3-hour End Semester Examination.

7.1 Eligibility for an End Semester Examination

A student must meet the following criteria to be eligible for the End Semester Examination.

- i. To meet the requirements outlined in point 5 of the regulation, it is necessary to maintain a minimum attendance rate of 85%.

Notes:

- The regulations set by JU will hold the final exams.
- The JU regulations will be followed for the conduction of Supplementary Exams.

8. Eligibility for Pass

- i. To pass a course, a student must achieve a minimum grade of "P", corresponding to a rate of 4 out of 10. Student is required to secure minimum 35% marks separately in End Semester Examination and 40% in aggregate in a course to secure the pass grade.
- ii. To complete the Summer Internship Project and Master Thesis, a student must attain at least 40% marks in both the Report and Viva Voce assessments and achieve a "P" or higher grade.

9. Make-up policy

- (a) If a student's attendance falls below 75%, they will not be allowed to take the ESE and will be labeled as "Debarred" or "DE" in that particular paper. As a result, they will be considered a failure (F) because of DE in that course. Furthermore, some students may have failed due to poor performance or absence without valid reasons and prior permission, despite not being debarred from taking exams. As a result, they will receive a Fail (F) grade, and the defense will be "Failed or Absent" as applicable.
- (b) If a student has an attendance of 75% or higher but is unable to take the ESE due to valid and unavoidable circumstances, they may be awarded an "Incomplete" or "I" grade with written permission from the Head of the School. However, this grade will not be considered a passing grade and will be treated as a failure once resolved.
- (c) Students who have received a Fail (F) grade due to attendance shortage, failure in a course, absence without a valid reason, or an Incomplete (I) grade must take the examination for that course unit again during the scheduled ESE of that paper. This applies to both summer term-1 and summer term-2 for odd and even semesters, respectively, or with the next batch of students, provided they have completed the GSSC (Guided self-study course) and comply with the University's policies which may be updated periodically.
- (d) Students who have received a Fail (F) grade due to attendance shortage, failure in a course, absence without a valid reason, or an Incomplete (I) grade must take the examination for that course unit again during the scheduled ESE of that paper. This applies to both summer term-1 and summer term-2 for odd and even semesters, respectively, or with the next batch of students, provided they have completed the GSSC (Guided self-study course) and comply with the University's policies which may be updated periodically.
- (e) Students who have received Incomplete (I) grades have the option to apply for re-examination as per the schedule provided in (c) above. They will be required to pay the re-examination fee. These students may choose to participate in a summer term or GSSC, but it is not mandatory. Suppose a student has passed a course but wishes to improve their performance. In that case, they may take the exams at the end of a summer term or during regular ESE conducted for a subsequent batch of students upon payment of the prescribed

re-examination fee. However, this opportunity can only be utilized once.

- (f) If you received a Fail (F) or Incomplete (I) grade during the last two semesters of your program, you have the option to register for summer terms and use this opportunity to complete any backlogs before the end of the year. This applies to all final-year students.
- (g) As a student, you are typically allowed a maximum of three attempts to pass a course in addition to the main examination administered by the University. If you fail to pass after these three tries, you may not be able to complete your degree. However, the Vice Chancellor may grant an additional chance if you pay the prescribed fees in exceptional circumstances.

10. Promotion of Students from Year to Year

- To be eligible for advancement to the next academic year, students must not have been barred from taking any exams due to insufficient attendance or other reasons. Once they have completed the necessary coursework and assessments, they may register for the following year.
- If a student cannot take the End Semester Examinations due to attendance shortage, they must make up the deficiency by repeating the courses immediately following Summer - 1 and Summer - 2 terms as a part of their learning process.
- If a student has been barred from taking the End Semester Examinations due to low attendance or failed the summer term exams, they can still address their backlog by enrolling in Guided Self-study courses (GSSCs).

11. Academic Probation

Suppose a student cannot fulfill the criteria mentioned in clause ten and is promoted to the next academic year through special consideration. In that case, they will be placed on Academic Probation for one year. During this period, they must make up for their deficiencies in the immediately following summer terms. If they fail to do so, they will need to repeat the year with the next batch.

12. Academic Break

- (a) If approved by the Vice Chancellor, MBA students may be granted an Academic Break for up to one year due to the following circumstances:
 - i. Continuous illness
 - ii. Life-changing events, personally or professionally
 - iii. Career advancement or justified personal reasons.
- (b) However, it is essential to note that the maximum time allowed to complete the course will be at most N+2 years as prescribed.
- (c) If a student is granted an academic break, they will not need to pay the academic fee for that year. However, they will still need to pay the price for the batch they join. Any fee already paid will be adjusted against the payable fee.
- (d) If a student chooses to repeat a course during the summer term or with a different batch, they must pay the academic fee applicable to that specific term or batch.

13. Classification of successful students

i. The University has implemented a relative grading system. Suppose the marks received by students in a class are distributed normally. In that case, the marks awarded for a course unit will be transformed into a normal distribution curve using statistical methods to ensure fairness in the spread of scores, regardless of the subject area.

ii. Upon successfully finishing the program, students will be classified as follows:

Grade	O	A+	A	B+	B	C	P	R
Grade Point	10	9	8	7	6	5	4	0
Percentage of Marks	-	-	-	-	-	-	The lower limit of P is 40	<40
Qualitative Description	Out Standing	Excellent	Very Good	Good	Above Average	Average	Pass	Reappear

iii. To Pass a course, students must achieve a minimum grade of "P," equivalent to a grade point of 4 on a 10-point scale.

i. SGPA and CGPA

(a) The Semester performance of a student will be indicated as "**Semester Grade Point Average**" (**SGPA**) is the weighted average of all the grade points earned by a student in all the courses credited and describes their academic performance in a semester. SGPA is computed by dividing the sum of the products of the credits and grade points earned by the total number of credits registered in that semester.

$$SGPA = \frac{U_1G_1 + U_2G_2 + U_3G_3 + \dots}{U_1 + U_2 + U_3 + \dots}$$

Where U_1 , U_2 , and U_3 denotes credit associated with the course taken by the student, G_1 , G_2 , and G_3 are the Grade Point of the letter grades (as in the table above) awarded in the respective course.

(b) The **Cumulative Grade Point Average (CGPA)** indicates the overall academic performance of a student in all the courses up to and including the latest completed semester. CGPA is computed as follows:

$$CGPA = \frac{\text{Cumulative Points secured in all pass courses in Semester I, II,}}{\text{Credit Units associated with courses in Semester I, II,}}$$

14. Ranks

Students who pass all semester examinations on their first attempt will be eligible for rank awards. The top five ranks will be announced and recognized.

15. Award of Degree

The MBA degree will be granted once the criteria below are fulfilled:

- i. To complete each semester of the MBA program, a minimum Semester Grade Point Average (SGPA) of 4.0 out of 10 must be obtained. A minimum Cumulative Grade Point Average (CGPA) of 4.0 at the end of the final year is also required to graduate from the program.

16. Maximum period for the completion of the Programme

The program must be completed within four years from the start date.

17. Project Centric Learning

We aim to cultivate a spirit of entrepreneurship among our students, encouraging them to become successful solopreneurs and entrepreneurs. By doing so, they will not only create employment opportunities for others but also contribute towards the growth of their country's GDP and promote self-reliance. To achieve this, we have implemented a project-centric learning approach, where students must undertake multi-disciplinary projects each semester relevant to all their courses. This approach ensures that our students receive a well-rounded education and can apply their knowledge to real-world situations.

18. Summer Internship Project (SIP)

Upon finishing their Semester II, students must participate in a 10 to 12-week Summer Internship Project (SIP) with the guidance of a designated faculty mentor. During this time, the student will intern within a company, take on assigned projects and tasks, and assist the organization in its daily operations. Upon completing the internship, the student must submit a report and participate in a viva examination. This experience allows students to apply their theoretical knowledge in a practical industry.

19. Master Thesis

The program requires students to complete a research project with the help of a faculty mentor. This project can start during the Summer Internship and run through the 4th Semester. For the project, students can delve into a particular concept or aspect of the industry and present their findings as a Master Thesis. This process helps students gain valuable experience in research methodology, analysis, evaluation, and communication, which they can showcase to potential employers through their thesis.

20. MoUs and Collaborations

There are 5 (Five) functional MoUs as of June 2023 with foreign Universities/ Institutions for academic & research collaborations with provision for students and faculty exchanges and for conducting teaching & research Programs.

- a. Rennes School of Business, Rennes, France
- b. Virginia Commonwealth University, Virginia, USA
- c. FOM University, Essen, Germany
- d. Sheffield Hallam University, Sheffield, UK
- e. Brest Business School, Brest, France

20.1 International Programmes

In collaboration with International Universities and Institutes, CMS Business School, Jain (Deemed-to-be University) offers various Dual Degree programmes combining the benefits of MBA and a Master's program for our students to pursue. Students enrolled in these programmes will gain access to the expertise and influential networks of two prestigious educational institutions.

21. General Guidelines

21.1 Academic Integrity and Ethics

As a student, it is essential to display exemplary conduct and uphold complete academic integrity according to the expectations of the Business School.

- i. If a student engages in academic dishonesty, it will be deemed as a failure to meet the essential standards for satisfactory academic performance. Consequently, apart from disciplinary actions, it also affects the evaluation of a student's progress and level of implementation.
- ii. If there is any academic misconduct or ethical violations, disciplinary actions may be taken at the discretion of the Director, Dean, Board of Examiners, Area Chairs, or Programme Coordinators during the semester. It is essential to maintain academic integrity and uphold ethical standards.
- iii. Academic dishonesty encompasses various actions, which may include but are not restricted to the following:
 - f. Cheating is prohibited, including aiding or abetting another student in such behavior.
 - g. Actions such as unauthorized possession of exam materials, destruction, or concealment of relevant materials are prohibited.
 - h. Act of plagiarism.
 - i. Unauthorized alteration of exam scores or records is strictly prohibited.
- iv. Students must adhere to high discipline throughout their academic work, including lectures, exams, tests, quizzes, and take-home assignments. Any form of unfair or unethical behavior during evaluations will be taken seriously, resulting in strict consequences.

21.2 Adoption of unfair means in Examinations

- a. Jain (Deemed-to-be University) Business School upholds exceptional educational standards and unwavering integrity.
- b. The Business School enforces a strict "zero tolerance" policy towards individuals caught using unfair means during tests or examinations.
- c. It is strictly prohibited to bring electronic gadgets or materials, such as chits, cell phones, iPads, or smartwatches, into the examination hall to gain an unfair advantage. Any student violating these rules will be removed from the exam hall and referred to the University Malpractice Committee. As a result, these students will not be allowed to take the subsequent papers of the examination.

21.3 Working Hours

Business School will adhere to the following working hours:

Monday to Friday	:	8:30 AM to 4:30 PM
Saturday	:	8:30 AM to 2:30 PM

- a. Students cannot enter the Business School premises after 8:40 AM.
- b. It is mandatory for all students to carry their ID Cards at all times. Failure to do so will result in denial of access to the Business School premises.
- c. The timing for lunch breaks will be included in the class timetable.

21.4 Dress Code

Business School requires all male and female students to comply with the dress code on all working days.

Monday	: Business Formals with Blazer
Tuesday to Friday	: Business Formals/ Salwar Suits/ Saree
Saturday	: Smart Casuals

On all working days, boys are expected to wear well-polished shoes, while girls should wear formal types of footwear. However, on Saturdays, it is permissible to wear sports shoes. It is important to note that house slippers are not allowed on the premises of the Business School.

21.5 Attendance at the Business Practitioner's Session is mandatory.

To be eligible for the Block End Test, all students must attend all the Business Practitioners Sessions. In case of any genuine emergency or unavoidable situation, students can request prior approval from the respective Area Chairs/ Programme Coordinators by providing the necessary evidence. Absence without prior authorization may result in disqualification from taking the test.

21.6 Unauthorized Extended Leave

If a student is absent from classes without prior permission for medical or otherwise, for seven working days, their name will be removed from the attendance rolls. This applies even if they have paid their dues.

21.7 Guidelines for withdrawing from a course of study.

Suppose a student discontinues their course, either by their own choice or without applying, for any reason after the statutory authorities' cutoff date for admission to the first year of the course. In that case, they will be required to pay the tuition and other relevant fees for the entire or remaining period of the system. This applies when the seat is occupied with the possibility of being filled by another candidate. Pay the total fees to ensure the student is eligible for any certificate from the college, including transfer certificates and mark sheets. Furthermore, the original certificates deposited with the college during admission will be returned once all fees are paid.

21.8 Anti-Ragging

At CMS Business School, Jain (Deemed-to-be University), we uphold a zero-tolerance policy towards any form of ragging as mandated by UGC/AICTE regulations. Any student found engaging in such activities will be expelled from the school. We urge all students to report any incidents of ragging to the relevant authorities immediately.

To ensure compliance with the Anti-Ragging Regulations set by the statutory authorities, we have uploaded a copy of the regulations on the University Website. All students must read and adhere to these regulations.

Before commencing their semester classes, students must submit an Anti-Ragging affidavit online.

21.9 Addressing Complaints and Grievances

Our top priority is to promptly and effectively address any concerns or complaints, whether individual or group-related, in the best interest of our Business School. The Class Representatives (CRs) have a crucial responsibility in bringing forward and escalating any grievances of their fellow students to the appropriate authorities for resolution. The Dean of Academics and the Student Council will be the official point of contact to facilitate communication and resolve issues between students, faculty, and the institution.

21.10 Drugs & Narcotic substances

The use or possession of any harmful or performance-enhancing drugs or substances by students, in any form, is strictly prohibited. It is the responsibility of all students to report any fellow students who engage in such activities to the Business School authorities. Any student caught in the presence of others using or possessing prohibited substances or allowing their peers to use such substances on Business School premises or elsewhere will be considered equally responsible and subject to the same severe disciplinary actions. These actions may include notifying the nearest police station and expulsion from the Business School or hostel.

21.11 General

- i. As a part of their academic pursuits, the students must devote significant time to research, reading, and practical application.
- ii. As a student, it is expected that you uphold a positive, professional demeanor throughout the duration of the program as well as during any other activities.
- iii. More than simply attending class is required. Students are encouraged to actively participate in class discussions and activities to aid in the learning and understanding of the topics being studied.
- iv. food and drinks are prohibited inside the classroom or conference hall.
- v. It is required for every student to adhere to the dress code and wear their ID cards while on campus.
- vi. Please note that the use of cell phones is strictly prohibited on campus.
- vii. As a student of the Institution, it is essential to abide by the General Security Orders.

Change of Regulations: Any regulation can be modified by the appropriate authorities of the Jain (Deemed-to-be University).

COURSE MATRIX
MAJOR SPECIALISATIONS

MBA MARKETING

Semester-1

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC101	Business Economics	Core Course	50	50	3
2	23MBACC102	Statistics for Managers	Core Course	50	50	3
3	23MBACC103	Universal Values and Sustainability	Core Course	50	50	3
4	23MBACC104	Financial Reporting, Statements and Analysis	Discipline Hard Core	50	50	3
5	23MBACC105	Marketing Management	Discipline Hard Core	50	50	3
6	23MBACC106	Employee Behavior and Human Resource Practices	Discipline Hard Core	50	50	3
7		As per University Recommendations	Open Elective	50	50	3
8	23MBASEC101	Business Communication & Report Writing	Skill Enhancement Course	100	-	2
9	23MBASEC102	Business Research Methods	Skill Enhancement Course	100	-	2
10		Project Centric Learning 1	Project Centric Learning	50	-	-
Total Credits						25

Semester-2

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC201	Operations Research	Core Course	50	50	3
2	23MBADSE201	Consumer Behaviour and Insights	Sector Specific Hard Core	50	50	3
3	23MBADSE202	Customer Relationship Management	Sector Specific Hard Core	50	50	3
4	23MBADSE203	Sales Management	Sector Specific Hard Core	50	50	3
5	23MBADSE204	Digital and Social Media Marketing	Discipline Specific Elective	50	50	3
	23MBADSE205	Marketing of Technology Products and Services				
6	23MBADSE206	Distribution Management	Discipline Specific Elective	50	50	3
	23MBADSE207	Omni Channel Marketing				
7		As per University Recommendations	Open Elective	50	50	3
8	23MBASEC201	Excel Skills for Sales and Marketing	Skill Enhancement Course	100	-	2
9		Project Centric Learning 1	Project Centric Learning	-	50	3
Total Credits						26

Semester-3

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC301	Strategic Management	Core Course	50	50	3
2	23MBACC302	Operations & Project Management	Core Course	50	50	3
3	23MBACC303	Business Law and Corporate Governance	Core Course	50	50	3
4	23MBADSE301	Brand Management	Discipline Specific Elective	50	50	3
	23MBADSE302	Content Marketing and ORM				
5	23MBADSE303	Marketing of Services	Discipline Specific Elective	50	50	3
	23MBADSE304	Tourism Marketing				
6	23MBADSE305	Advertising and Public Relations	Discipline Specific Elective	50	50	3
	23MBADSE306	Sales Promotion Management				
7	23MBADSE307	Analytics for Marketing Decisions	Discipline Specific Elective	50	50	3
	23MBADSE308	Marketing Metrics				
8	23MBASEC301	Marketing Research Tools	Skill Enhancement Course	100	-	2
9	23MBACC304	Summer Internship Project	Project	-	100	3
10	23MBACC402	Master Thesis	Thesis	50	-	0
11		Project Centric Learning 2	Project Centric Learning	50	-	0
Total Credits						26

Semester-4

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC401	Indian Economic Policies and Reforms	Core Course	50	50	3
2	23MBADSE401	Strategic Marketing	Discipline Specific Elective	50	50	3
	23MBADSE402	Global Marketing				
3	23MBADSE403	Marketing to the Bottom of the Pyramid	Discipline Specific Elective	50	50	3
	23MBADSE404	Luxury Marketing				
4	23MBADSE405	Product Management	Discipline Specific Elective	50	50	3
	23MBADSE406	Design Thinking				
	23MBADSE407	Pricing and Revenue Management				
5	23MBADSE408	Business to Business Marketing	Discipline Specific Elective	50	50	3
	23MBADSE409	Retail Management				
6	23MBASEC401	Communicating with Customers	Skill Enhancement Course	100	-	2
7	23MBACC402	Master Thesis	Thesis	-	50	5
8		Project Centric Learning 2	Project Centric Learning	-	50	3
Total Credits						25
Overall Total						102

MBA DIGITAL MARKETING

Semester-1

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC101	Business Economics	Core Course	50	50	3
2	23MBACC102	Statistics for Managers	Core Course	50	50	3
3	23MBACC103	Universal Values and Sustainability	Core Course	50	50	3
4	23MBACC104	Financial Reporting, Statements and Analysis	Discipline Hard Core	50	50	3
5	23MBACC105	Marketing Management	Discipline Hard Core	50	50	3
6	23MBACC106	Employee Behavior and Human Resource Practices	Discipline Hard Core	50	50	3
7		As per University Recommendations	Open Elective	50	50	3
8	23MBASEC101	Business Communication & Report Writing	Skill Enhancement Course	100	-	2
9	23MBASEC102	Business Research Methods	Skill Enhancement Course	100	-	2
10		Project Centric Learning 1	Project Centric Learning	50	-	-
Total Credits						25

Semester-2

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC201	Operations Research	Core Course	50	50	3
2	23MBADSE201	Consumer Behaviour and Insights	Sector Specific Hard Core	50	50	3
3	23MBADSE208	Customer Centricity and CRM	Sector Specific Hard Core	50	50	3
4	23MBADSE203	Sales Management	Sector Specific Hard Core	50	50	3
5	23MBADSE209	Marketing in the Digital World	Discipline Specific Elective	50	50	3
	23MBADSE205	Marketing of Technology Products and Services				
6	23MBADSE210	Email, Mobile and Lead Generation Strategies	Discipline Specific Elective	50	50	3
	23MBADSE207	Omni Channel Marketing				
7		As per University Recommendations	Open Elective	50	50	3
8	23MBASEC202	Digital Marketing for Sales Professionals	Skill Enhancement Course	100	-	2
9		Project Centric Learning 1	Project Centric Learning	-	50	3
Total Credits						26

Semester-3

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC301	Strategic Management	Core Course	50	50	3
2	23MBACC302	Operations & Project Management	Core Course	50	50	3
3	23MBACC303	Business Law and Corporate Governance	Core Course	50	50	3
4	23MBADSE301	Brand Management	Discipline Specific Elective	50	50	3
	23MBADSE302	Content Marketing and ORM				
5	23MBADSE309	Search Marketing : SEO and SEM	Discipline Specific Elective	50	50	3
	23MBADSE310	Digital Privacy, Laws and Ethics				
6	23MBADSE311	Social Media Marketing	Discipline Specific Elective	50	50	3
	23MBADSE312	Affiliate and Influencer Marketing				
7	23MBADSE313	Data Analytics and Reporting	Discipline Specific Elective	50	50	3
	23MBADSE308	Marketing Metrics				
8	23MBASEC302	Search Marketing Skills	Skill Enhancement Course	100	-	2
9	23MBACC304	Summer Internship Project	Project	-	100	3
10	23MBACC402	Master Thesis	Thesis	50	-	0
11		Project Centric Learning 2	Project Centric Learning	50	-	0
Total Credits						26

Semester-4

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC401	Indian Economic Policies and Reforms	Core Course	50	50	3
2	23MBADSE401	Strategic Marketing	Discipline Specific Elective	50	50	3
	23MBADSE410	Strategic Digital Marketing				
3	23MBADSE411	Digital Entrepreneurship	Discipline Specific Elective	50	50	3
	23MBADSE412	Digital Business Models				
4	23MBADSE408	Business to Business Marketing	Discipline Specific Elective	50	50	3
	23MBADSE413	Marketing Automation & Lead Generation				
5	23MBADSE405	Product Management	Discipline Specific Elective	50	50	3
	23MBADSE406	Design Thinking				
	23MBADSE407	Pricing and Revenue Management				
6	23MBASEC402	Social Media Listening and Analytics	Skill Enhancement Course	100	-	2
7	23MBACC402	Master Thesis	Thesis	-	50	5
8		Project Centric Learning 2	Project Centric Learning	-	50	3
Total Credits						25
Overall Total						102

MBA FINANCE

Semester-1

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC101	Business Economics	Core Course	50	50	3
2	23MBACC102	Statistics for Managers	Core Course	50	50	3
3	23MBACC103	Universal Values and Sustainability	Core Course	50	50	3
4	23MBACC104	Financial Reporting, Statements and Analysis	Discipline Hard Core	50	50	3
5	23MBACC105	Marketing Management	Discipline Hard Core	50	50	3
6	23MBACC106	Employee Behavior and Human Resource Practices	Discipline Hard Core	50	50	3
7		As per University Recommendations	Open Elective	50	50	3
8	23MBASEC101	Business Communication & Report Writing	Skill Enhancement Course	100	-	2
9	23MBASEC102	Business Research Methods	Skill Enhancement Course	100	-	2
10		Project Centric Learning 1	Project Centric Learning	50	-	-
Total Credits						25

Semester-2

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC201	Operations Research	Core Course	50	50	3
2	23MBADSE211	Finance for Managers	Sector Specific Hard Core	50	50	3
3	23MBADSE212	Direct Taxes	Sector Specific Hard Core	50	50	3
4	23MBADSE213	Investment Analysis and Portfolio Management	Sector Specific Hard Core	50	50	3
5	23MBADSE214	Banking	Discipline Specific Elective	50	50	3
	23MBADSE215	Indian Financial System and Financial Markets				
6	23MBADSE216	Financial Research	Discipline Specific Elective	50	50	3
	23MBADSE217	Insurance				
7		As per University Recommendations	Open Elective	50	50	3
8	23MBASEC203	Excel for Finance	Skill Enhancement Course	100	-	2
9		Project Centric Learning 1	Project Centric Learning	-	50	3
Total Credits						26

Semester-3

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC301	Strategic Management	Core Course	50	50	3
2	23MBACC302	Operations & Project Management	Core Course	50	50	3
3	23MBACC303	Business Law and Corporate Governance	Core Course	50	50	3
4	23MBADSE313	Project Appraisal and Finance	Discipline Specific Elective	50	50	3
	23MBADSE314	Wealth Management				
5	23MBADSE315	International Finance	Discipline Specific Elective	50	50	3
	23MBADSE316	Equity Research				
6	23MBADSE317	Analytics for Financial Decisions	Discipline Specific Elective	50	50	3
	23MBADSE318	Audit and Assurance				
7	23MBADSE319	Financial Derivatives and Risk Management	Discipline Specific Elective	50	50	3
	23MBADSE320	Strategic Cost Management				
8	23MBASEC303	Basic R for Finance	Skill Enhancement Course	100	-	2
9	23MBACC304	Summer Internship Project	Project	-	100	3
10	23MBACC402	Master Thesis	Thesis	50	-	0
11		Project Centric Learning 2	Project Centric Learning	50	-	0
Total Credits						26

Semester-4

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC401	Indian Economic Policies and Reforms	Core Course	50	50	3
2	23MBADSE414	Indirect Tax	Discipline Specific Elective	50	50	3
	23MBADSE415	Financial Strategy				
3	23MBADSE416	Behavioural Finance	Discipline Specific Elective	50	50	3
	23MBADSE417	Investment Banking				
4	23MBADSE418	Fintech	Discipline Specific Elective	50	50	3
	23MBADSE419	Commodity Markets				
5	23MBADSE420	Financial Modelling	Discipline Specific Elective	50	50	3
	23MBADSE421	Advanced Financial Reporting				
6	23MBASEC403	Python for Finance	Skill Enhancement Course	100	-	2
7	23MBACC402	Master Thesis	Thesis	-	50	5
8		Project Centric Learning 2	Project Centric Learning	-	50	3
Total Credits						25
Overall Total						102

MBA INTERNATIONAL FINANCE AND ACCOUNTING

Semester-1

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC101	Business Economics	Core Course	50	50	3
2	23MBACC102	Statistics for Managers	Core Course	50	50	3
3	23MBACC103	Universal Values and Sustainability	Core Course	50	50	3
4	23MBACC104	Financial Reporting, Statements and Analysis	Discipline Hard Core	50	50	3
5	23MBACC105	Marketing Management	Discipline Hard Core	50	50	3
6	23MBACC106	Employee Behavior and Human Resource Practices	Discipline Hard Core	50	50	3
7		As per University Recommendations	Open Elective	50	50	3
8	23MBASEC101	Business Communication & Report Writing	Skill Enhancement Course	100	-	2
9	23MBASEC102	Business Research Methods	Skill Enhancement Course	100	-	2
10		Project Centric Learning 1	Project Centric Learning	50	-	-
Total Credits						25

Semester-2

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC201	Operations Research	Core Course	50	50	3
2	23MBADSE211	Finance for Managers	Sector Specific Hard Core	50	50	3
3	23MBADSE212	Direct Taxes	Sector Specific Hard Core	50	50	3
4	23MBADSE279	Cost and Management Accounting	Sector Specific Hard Core	50	50	3
5	23MBADSE214	Banking	Discipline Specific Elective	50	50	3
	23MBADSE280	Integrated Financial Analysis & Reporting				
6	23MBADSE281	Corporate law	Discipline Specific Elective	50	50	3
	23MBADSE217	Insurance				
7		As per University Recommendations	Open Elective	50	50	3
8	23MBASEC203	Excel for Finance	Skill Enhancement Course	100	-	2
9		Project Centric Learning 1	Project Centric Learning	-	50	3
Total Credits						26

Semester-3

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC301	Strategic Management	Core Course	50	50	3
2	23MBACC302	Operations & Project Management	Core Course	50	50	3
3	23MBACC303	Business Law and Corporate Governance	Core Course	50	50	3
4	23MBADSE313	Project Appraisal and Finance	Discipline Specific Elective	50	50	3
	23MBADSE315	International Finance				
5	23MBADSE392	Financial Reporting	Discipline Specific Elective	50	50	3
	23MBADSE316	Equity Research				
6	23MBADSE317	Analytics for Financial Decisions	Discipline Specific Elective	50	50	3
	23MBADSE318	Audit and Assurance				
7	23MBADSE393	Corporate Finance	Discipline Specific Elective	50	50	3
	23MBADSE321	Accountant Skills				
8	23MBASEC303	Basic R for Finance	Skill Enhancement Course	100	-	2
9	23MBACC304	Summer Internship Project	Project	-	100	3
10	23MBACC402	Master Thesis	Thesis	50	-	0
11		Project Centric Learning 2	Project Centric Learning	50	-	0
Total Credits						26

Semester-4

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC401	Indian Economic Policies and Reforms	Core Course	50	50	3
2	23MBADSE414	Indirect Tax	Discipline Specific Elective	50	50	3
	23MBADSE415	Financial Strategy				
3	23MBADSE416	Behavioural Finance	Discipline Specific Elective	50	50	3
	23MBADSE493	Advanced Audit & Assurance				
4	23MBADSE418	Fintech	Discipline Specific Elective	50	50	3
	23MBADSE494	Strategic Management Accounting				
5	23MBADSE420	Financial Modelling	Discipline Specific Elective	50	50	3
	23MBADSE495	Strategic Financial Management				
6	23MBASEC403	Python for Finance	Skill Enhancement Course	100	-	2
7	23MBACC402	Master Thesis	Thesis	-	50	5
8		Project Centric Learning 2	Project Centric Learning	-	50	3
Total Credits						25
Overall Total						102

MBA BANKING, FINANCE AND ALLIED SERVICES

Semester-1

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC101	Business Economics	Core Course	50	50	3
2	23MBACC102	Statistics for Managers	Core Course	50	50	3
3	23MBACC103	Universal Values and Sustainability	Core Course	50	50	3
4	23MBACC104	Financial Reporting, Statements and Analysis	Discipline Hard Core	50	50	3
5	23MBACC105	Marketing Management	Discipline Hard Core	50	50	3
6	23MBACC106	Employee Behavior and Human Resource Practices	Discipline Hard Core	50	50	3
7		As per University Recommendations	Open Elective	50	50	3
8	23MBASEC101	Business Communication & Report Writing	Skill Enhancement Course	100	-	2
9	23MBASEC102	Business Research Methods	Skill Enhancement Course	100	-	2
10		Project Centric Learning 1	Project Centric Learning	50	-	-
Total Credits						25

Semester-2

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC201	Operations Research	Core Course	50	50	3
2	23MBADSE211	Finance for Managers	Sector Specific Hard Core	50	50	3
3	23MBADSE218	Digital Banking	Sector Specific Hard Core	50	50	3
4	23MBADSE213	Investment Analysis and Portfolio Management	Sector Specific Hard Core	50	50	3
5	23MBADSE214	Banking	Discipline Specific Elective	50	50	3
	23MBADSE215	Indian Financial System and Financial Markets				
6	23MBADSE216	Financial Research	Discipline Specific Elective	50	50	3
	23MBADSE217	Insurance				
7		As per University Recommendations	Open Elective	50	50	3
8	23MBASEC203	Excel for Finance	Skill Enhancement Course	100	-	2
9		Project Centric Learning 1	Project Centric Learning	-	50	3
Total Credits						26

Semester-3

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC301	Strategic Management	Core Course	50	50	3
2	23MBACC302	Operations & Project Management	Core Course	50	50	3
3	23MBACC303	Business Law and Corporate Governance	Core Course	50	50	3
4	23MBADSE313	Project Appraisal and Finance	Discipline Specific Elective	50	50	3
	23MBADSE314	Wealth Management				
5	23MBADSE315	International Finance	Discipline Specific Elective	50	50	3
	23MBADSE316	Equity Research				
6	23MBADSE317	Analytics for Financial Decisions	Discipline Specific Elective	50	50	3
	23MBADSE322	Retail Banking				
7	23MBADSE319	Financial Derivatives and Risk Management	Discipline Specific Elective	50	50	3
	23MBADSE320	Strategic Cost Management				
8	23MBASEC303	Basic R for Finance	Skill Enhancement Course	100	-	2
9	23MBACC304	Summer Internship Project	Project	-	100	3
10	23MBACC402	Master Thesis	Thesis	50	-	0
11		Project Centric Learning 2	Project Centric Learning	50	-	0
Total Credits						26

Semester-4

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC401	Indian Economic Policies and Reforms	Core Course	50	50	3
2	23MBADSE414	Indirect Tax	Discipline Specific Elective	50	50	3
	23MBADSE422	Corporate Banking				
3	23MBADSE416	Behavioural Finance	Discipline Specific Elective	50	50	3
	23MBADSE417	Investment Banking				
4	23MBADSE418	Fintech	Discipline Specific Elective	50	50	3
	23MBADSE423	Credit Risk Management				
5	23MBADSE420	Financial Modelling	Discipline Specific Elective	50	50	3
	23MBADSE421	Advanced Financial Reporting				
6	23MBASEC403	Python for Finance	Skill Enhancement Course	100	-	2
7	23MBACC402	Master Thesis	Thesis	-	50	5
8		Project Centric Learning 2	Project Centric Learning	-	50	3
Total Credits						25
Overall Total						102

MBA HUMAN RESOURCE MANAGEMENT

Semester-1

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC101	Business Economics	Core Course	50	50	3
2	23MBACC102	Statistics for Managers	Core Course	50	50	3
3	23MBACC103	Universal Values and Sustainability	Core Course	50	50	3
4	23MBACC104	Financial Reporting, Statements and Analysis	Discipline Hard Core	50	50	3
5	23MBACC105	Marketing Management	Discipline Hard Core	50	50	3
6	23MBACC106	Employee Behavior and Human Resource Practices	Discipline Hard Core	50	50	3
7		As per University Recommendations	Open Elective	50	50	3
8	23MBASEC101	Business Communication & Report Writing	Skill Enhancement Course	100	-	2
9	23MBASEC102	Business Research Methods	Skill Enhancement Course	100	-	2
10		Project Centric Learning 1	Project Centric Learning	50	-	-
Total Credits						25

Semester-2

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC201	Operations Research	Core Course	50	50	3
2	23MBADSE219	Talent Acquisition	Sector Specific Hard Core	50	50	3
3	23MBADSE220	Human Resource Professional in Business	Sector Specific Hard Core	50	50	3
4	23MBADSE221	HR Functional Skills	Sector Specific Hard Core	50	50	3
5	23MBADSE222	Professional Human Resource Competencies and Behaviour	Discipline Specific Elective	50	50	3
	23MBADSE223	Digital Human Resource Management				
6	23MBADSE224	Research Methodology in Human Resource Management Practices	Discipline Specific Elective	50	50	3
	23MBADSE225	Labor Economics				
7		As per University Recommendations	Open Elective	50	50	3
8	23MBASEC204	Human Resource Research Skills	Skill Enhancement Course	100	-	2
9		Project Centric Learning 1	Project Centric Learning	-	50	3
Total Credits						26

Semester-3

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC301	Strategic Management	Core Course	50	50	3
2	23MBACC302	Operations & Project Management	Core Course	50	50	3
3	23MBACC303	Business Law and Corporate Governance	Core Course	50	50	3
4	23MBADSE323	Employee Compensation & Benefit Management	Discipline Specific Elective	50	50	3
	23MBADSE324	Organization Change and Development				
5	23MBADSE325	Learning and Development	Discipline Specific Elective	50	50	3
	23MBADSE326	Advanced Organizational Behavior				
6	23MBADSE327	Labor Laws	Discipline Specific Elective	50	50	3
	23MBADSE328	Human Resource Management Practices Across Sectors				
7	23MBADSE329	International Human Resource Management	Discipline Specific Elective	50	50	3
	23MBADSE330	Fundamentals of HR Analytics and Metrics				
8	23MBASEC304	Employee Management Skills	Skill Enhancement Course	100	-	2
9	23MBACC304	Summer Internship Project	Project	-	100	3
10	23MBACC402	Master Thesis	Thesis	50	-	0
11		Project Centric Learning 2	Project Centric Learning	50	-	0
Total Credits						26

Semester-4

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC401	Indian Economic Policies and Reforms	Core Course	50	50	3
2	23MBADSE424	Industrial Relations	Discipline Specific Elective	50	50	3
	23MBADSE425	Future of Work - Redefining Work and Workplaces'				
3	23MBADSE426	Performance Review System and Talent Retention	Discipline Specific Elective	50	50	3
	23MBADSE427	Contemporary Leadership In Practice				
4	23MBADSE428	Advanced Human Resource Management Analytics	Discipline Specific Elective	50	50	3
	23MBADSE429	Strategic Human Capital Development				
5	23MBADSE430	Positive Organizational Behaviour	Discipline Specific Elective	50	50	3
	23MBADSE431	Tools and Techniques in Behavioral Research				
6	23MBASEC404	Managerial Skills for Effectiveness	Skill Enhancement Course	100	-	2
7	23MBACC402	Master Thesis	Thesis	-	50	5
8		Project Centric Learning 2	Project Centric Learning	-	50	3
Total Credits						25
Overall Total						102

MBA BUSINESS ANALYTICS

Semester-1

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC101	Business Economics	Core Course	50	50	3
2	23MBACC102	Statistics for Managers	Core Course	50	50	3
3	23MBACC103	Universal Values and Sustainability	Core Course	50	50	3
4	23MBACC104	Financial Reporting, Statements and Analysis	Discipline Hard Core	50	50	3
5	23MBACC105	Marketing Management	Discipline Hard Core	50	50	3
6	23MBACC106	Employee Behavior and Human Resource Practices	Discipline Hard Core	50	50	3
7		As per University Recommendations	Open Elective	50	50	3
8	23MBASEC101	Business Communication & Report Writing	Skill Enhancement Course	100	-	2
9	23MBASEC102	Business Research Methods	Skill Enhancement Course	100	-	2
10		Project Centric Learning 1	Project Centric Learning	50	-	-
Total Credits						25

Semester-2

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC201	Operations Research	Core Course	50	50	3
2	23MBADSE226	Data Analytics with Python	Sector Specific Hard Core	50	50	3
3	23MBADSE227	Data Visualization using Tableau and Power BI	Sector Specific Hard Core	50	50	3
4	23MBADSE228	Strutured Query Language	Sector Specific Hard Core	50	50	3
5	23MBADSE229	Data Analytics with R	Discipline Specific Elective	50	50	3
	23MBADSE230	Human Resource Analytics				
6	23MBADSE231	Financial Analytics	Discipline Specific Elective	50	50	3
	23MBADSE232	Marketing Analytics				
7		As per University Recommendations	Open Elective	50	50	3
8	23MBASEC205	Spreadsheets for Business Decision Making	Skill Enhancement Course	100	-	2
9		Project Centric Learning 1	Project Centric Learning	-	50	3
Total Credits						26

Semester-3

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC301	Strategic Management	Core Course	50	50	3
2	23MBACC302	Operations & Project Management	Core Course	50	50	3
3	23MBACC303	Business Law and Corporate Governance	Core Course	50	50	3
4	23MBADSE331	Machine Learning for Business Application	Discipline Specific Elective	50	50	3
	23MBADSE332	Predictive Analytics				
5	23MBADSE333	Text and Image Data Analytics	Discipline Specific Elective	50	50	3
	23MBADSE334	Security Analytics and Portfolio Management				
6	23MBADSE335	Supply Chain Analytics	Discipline Specific Elective	50	50	3
	23MBADSE336	Advanced Spreadsheet Modelling with Excel and Google Sheet				
7	23MBADSE337	Programming for Analytics	Discipline Specific Elective	50	50	3
	23MBADSE338	Data Analytics using SPSS				
8	23MBASEC305	Artificial Intelligence for Business	Skill Enhancement Course	100	-	2
9	23MBACC304	Summer Internship Project	Project	-	100	3
10	23MBACC402	Master Thesis	Thesis	50	-	0
11		Project Centric Learning 2	Project Centric Learning	50	-	0
Total Credits						26

Semester-4

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC401	Indian Economic Policies and Reforms	Core Course	50	50	3
2	23MBADSE432	Deep Learning and Trained Models	Discipline Specific Elective	50	50	3
	23MBADSE433	Econometrics				
3	23MBADSE434	Business Intelligence	Discipline Specific Elective	50	50	3
	23MBADSE435	Blockchain Technology				
4	23MBADSE436	Advanced Machine Learning	Discipline Specific Elective	50	50	3
	23MBADSE437	Framework for Business Analytics				
5	23MBADSE438	Business Process Re-engineering	Discipline Specific Elective	50	50	3
	23MBADSE439	Big Data and Web Analytics				
6	23MBASEC405	Statistical Modeling and Social Media Analytics	Skill Enhancement Course	100	-	2
7	23MBACC402	Master Thesis	Thesis	-	50	5
8		Project Centric Learning 2	Project Centric Learning	-	50	3
Total Credits						25
Overall Total						102

MBA LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Semester-1

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC101	Business Economics	Core Course	50	50	3
2	23MBACC102	Statistics for Managers	Core Course	50	50	3
3	23MBACC103	Universal Values and Sustainability	Core Course	50	50	3
4	23MBACC104	Financial Reporting, Statements and Analysis	Discipline Hard Core	50	50	3
5	23MBACC105	Marketing Management	Discipline Hard Core	50	50	3
6	23MBACC106	Employee Behavior and Human Resource Practices	Discipline Hard Core	50	50	3
7		As per University Recommendations	Open Elective	50	50	3
8	23MBASEC101	Business Communication & Report Writing	Skill Enhancement Course	100	-	2
9	23MBASEC102	Business Research Methods	Skill Enhancement Course	100	-	2
10		Project Centric Learning 1	Project Centric Learning	50	-	-
Total Credits						25

Semester-2

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC201	Operations Research	Core Course	50	50	3
2	23MBADSE233	Supply Chain Management	Sector Specific Hard Core	50	50	3
3	23MBADSE234	Logistics Management	Sector Specific Hard Core	50	50	3
4	23MBADSE235	Purchasing and Inventory Management	Sector Specific Hard Core	50	50	3
5	23MBADSE236	Total Quality Management	Discipline Specific Elective	50	50	3
	23MBADSE237	Technology Innovation and Management				
6	23MBADSE238	Warehouse Management	Discipline Specific Elective	50	50	3
	23MBADSE239	Environment Management-Green Operations				
7		As per University Recommendations	Open Elective	50	50	3
8	23MBASEC205	Spreadsheets for Business Decision Making	Skill Enhancement Course	100	-	2
9		Project Centric Learning 1	Project Centric Learning	-	50	3
Total Credits						26

Semester-3

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC301	Strategic Management	Core Course	50	50	3
2	23MBACC302	Operations & Project Management	Core Course	50	50	3
3	23MBACC303	Business Law and Corporate Governance	Core Course	50	50	3
4	23MBADSE339	Channel Management	Discipline Specific Elective	50	50	3
	23MBADSE340	Information System for Logistics				
5	23MBADSE341	IT for Managers	Discipline Specific Elective	50	50	3
	23MBADSE342	Materials Management				
6	23MBADSE343	Logistics Network Analysis	Discipline Specific Elective	50	50	3
	23MBADSE344	Maritime Logistics				
7	23MBADSE345	Strategic Supplychain Management	Discipline Specific Elective	50	50	3
	23MBADSE346	Block Chain in Supply Chain Management				
8	23MBASEC306	EXIM Documentation	Skill Enhancement Course	100	-	2
9	23MBACC304	Summer Internship Project	Project	-	100	3
10	23MBACC402	Master Thesis	Thesis	50	-	0
11		Project Centric Learning 2	Project Centric Learning	50	-	0
Total Credits						26

Semester-4

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC401	Indian Economic Policies and Reforms	Core Course	50	50	3
2	23MBADSE439	International Logistics Management	Discipline Specific Elective	50	50	3
	23MBADSE440	Supply Chain Modelling and Dynamics				
3	23MBADSE441	Rail, Road and Aircargo Logistics	Discipline Specific Elective	50	50	3
	23MBADSE442	Lean Management				
4	23MBADSE443	Global Supplychain Management	Discipline Specific Elective	50	50	3
	23MBADSE444	Business Intelligence and Data Mining				
5	23MBADSE445	Sustainable Supplychain Management	Discipline Specific Elective	50	50	3
	23MBADSE446	Contemporary Issues in Logistics Management				
6	23MBASEC406	Negotiation Skills for Supplychain Operations	Skill Enhancement Course	100	-	2
7	23MBACC402	Master Thesis	Thesis	-	50	5
8		Project Centric Learning 2	Project Centric Learning	-	50	3
Total Credits						25
Overall Total						102

MBA SYSTEMS AND OPERATIONS MANAGEMENT

Semester-1

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC101	Business Economics	Core Course	50	50	3
2	23MBACC102	Statistics for Managers	Core Course	50	50	3
3	23MBACC103	Universal Values and Sustainability	Core Course	50	50	3
4	23MBACC104	Financial Reporting, Statements and Analysis	Discipline Hard Core	50	50	3
5	23MBACC105	Marketing Management	Discipline Hard Core	50	50	3
6	23MBACC106	Employee Behavior and Human Resource Practices	Discipline Hard Core	50	50	3
7		As per University Recommendations	Open Elective	50	50	3
8	23MBASEC101	Business Communication & Report Writing	Skill Enhancement Course	100	-	2
9	23MBASEC102	Business Research Methods	Skill Enhancement Course	100	-	2
10		Project Centric Learning 1	Project Centric Learning	50	-	-
Total Credits						25

Semester-2

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC201	Operations Research	Core Course	50	50	3
2	23MBADSE240	Production, Planning and Control	Sector Specific Hard Core	50	50	3
3	23MBADSE233	Supply Chain Management	Sector Specific Hard Core	50	50	3
4	23MBADSE236	Total Quality Management	Sector Specific Hard Core	50	50	3
5	23MBADSE241	Plant Design and Layout	Discipline Specific Elective	50	50	3
	23MBADSE237	Technology and Innovation Management				
6	23MBADSE243	Analysitcs for Logistics Operations	Discipline Specific Elective	50	50	3
	23MBADSE244	Technology Strategy				
7		As per University Recommendations	Open Elective	50	50	3
8	23MBASEC205	Spreadsheets for Business Decision Making	Skill Enhancement Course	100	-	2
9		Project Centric Learning 1	Project Centric Learning	-	50	3
Total Credits						26

Semester-3

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC301	Strategic Management	Core Course	50	50	3
2	23MBACC302	Operations and Project Management	Core Course	50	50	3
3	23MBACC303	Business Law and Corporate Governance	Core Course	50	50	3
4	23MBADSE347	Data Driven Decision Making	Discipline Specific Elective	50	50	3
	23MBADSE348	ERP Systems				
5	23MBADSE349	Knowledge Management and Information Systems	Discipline Specific Elective	50	50	3
	23MBADSE350	Six Sigma for Operations				
6	23MBADSE342	Materials Management	Discipline Specific Elective	50	50	3
	23MBADSE341	IT for Managers				
7	23MBADSE339	Channel Management	Discipline Specific Elective	50	50	3
	23MBADSE352	Software Management				
8	23MBASEC307	R and Python for Systems and Operations	Skill Enhancement Course	100	-	2
9	23MBACC304	Summer Internship Project	Project	-	100	3
10	23MBACC402	Master Thesis	Thesis	50	-	0
11		Project Centric Learning 2	Project Centric Learning	50	-	0
Total Credits						26

Semester-4

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC401	Indian Economic Policies and Reforms	Core Course	50	50	3
2	23MBADSE440	Supplychain Modelling and Dynamics	Discipline Specific Elective	50	50	3
	23MBADSE442	Lean Management				
3	23MBADSE448	Service Operations Management	Discipline Specific Elective	50	50	3
	23MBADSE449	Information Security Systems				
4	23MBADSE450	Business Intelligence and Data Mining	Discipline Specific Elective	50	50	3
	23MBADSE451	Advanced Statistical Techniques				
5	23MBADSE452	Six Sigma Analytics	Discipline Specific Elective	50	50	3
	23MBADSE453	Statistical Process Control				
6	23MBASEC406	Negotiation Skills for Supplychain Operations	Skill Enhancement Course	100	-	2
7	23MBACC402	Master Thesis	Thesis	-	50	5
8		Project Centric Learning 2	Project Centric Learning	-	50	3
Total Credits						25
Overall Total						102

MBA ENTREPRENEURSHIP AND NEW VENTURE CREATION

Semester-1

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC101	Business Economics	Core Course	50	50	3
2	23MBACC102	Statistics for Managers	Core Course	50	50	3
3	23MBACC103	Universal Values and Sustainability	Core Course	50	50	3
4	23MBACC104	Financial Reporting, Statements and Analysis	Discipline Hard Core	50	50	3
5	23MBACC105	Marketing Management	Discipline Hard Core	50	50	3
6	23MBACC106	Employee Behavior and Human Resource Practices	Discipline Hard Core	50	50	3
7		As per University Recommendations	Open Elective	50	50	3
8	23MBASEC101	Business Communication & Report Writing	Skill Enhancement Course	100	-	2
9	23MBASEC102	Business Research Methods	Skill Enhancement Course	100	-	2
10		Project Centric Learning 1	Project Centric Learning	50	-	-
Total Credits						25

Semester-2

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC201	Operations Research	Core Course	50	50	3
2	23MBADSE245	Innovation and Entrepreneurship Ecosystem	Sector Specific Hard Core	50	50	3
3	23MBADSE246	Sustainable Entrepreneurship	Sector Specific Hard Core	50	50	3
4	23MBADSE247	Social Capital and Networking for Startups	Sector Specific Hard Core	50	50	3
5	23MBADSE248	Entrepreneurship Theory and Practice	Discipline Specific Elective	50	50	3
	23MBADSE249	Launching and Managing an Enterprise				
6	23MBADSE250	Project Formulation and Feasibility Analysis	Discipline Specific Elective	50	50	3
	23MBADSE251	Value Based Leadership In Entrepreneurship				
7		As per University Recommendations	Open Elective	50	50	3
8	23MBASEC206	Design Thinking for Problem Solving	Skill Enhancement Course	100	-	2
9		Project Centric Learning 1	Project Centric Learning	-	50	3
Total Credits						26

Semester-3

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC301	Strategic Management	Core Course	50	50	3
2	23MBACC302	Operations and Project Management	Core Course	50	50	3
3	23MBACC303	Business Law and Corporate Governance	Core Course	50	50	3
4	23MBADSE353	Corporate Entrepreneurship	Discipline Specific Elective	50	50	3
	23MBADSE354	Rural Entrepreneurship				
5	23MBADSE355	Design Thinking for Entrepreneurs	Discipline Specific Elective	50	50	3
	23MBADSE356	Micro Small and Medium Enterprises In India				
6	23MBADSE357	Global Family Business Management	Discipline Specific Elective	50	50	3
	23MBADSE358	Managing Innovation and Technology				
7	23MBADSE359	Opportunity Sensing and Preparing for Launch	Discipline Specific Elective	50	50	3
	23MBADSE360	Business Plan and Project Implementation				
8	23MBASEC308	Pitch Perfect - Learn to Pitch Your Idea Better	Skill Enhancement Course	100	-	2
9	23MBACC304	Summer Internship Project	Project	-	100	3
10	23MBACC402	Master Thesis	Thesis	50	-	0
11		Project Centric Learning 2	Project Centric Learning	50	-	0
Total Credits						26

Semester-4

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC401	Indian Economic Policies and Reforms	Core Course	50	50	3
2	23MBADSE454	Growth Strategies for New Ventures	Discipline Specific Elective	50	50	3
	23MBADSE455	Growth Plan Formulation				
3	23MBADSE456	Entrepreneurial Marketing and Finance	Discipline Specific Elective	50	50	3
	23MBADSE457	Green Innovation and Value Creation				
4	23MBADSE458	Social Venture Creation	Discipline Specific Elective	50	50	3
	23MBADSE459	Buying an Existing Business				
5	23MBADSE460	Strategic Leadership in Family Business	Discipline Specific Elective	50	50	3
	23MBADSE461	Managing Sickness and Turnaround Strategies for Entrepreneurs				
6	23MBASEC407	Storytelling Skills for Ideators	Skill Enhancement Course	100	-	2
7	23MBACC402	Master Thesis	Thesis	-	50	5
8		Project Centric Learning 2	Project Centric Learning	-	50	3
Total Credits						25
Overall Total						102

MBA AVIATION AND AEROSPACE MANAGEMENT

Semester-1

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC101	Business Economics	Core Course	50	50	3
2	23MBACC102	Statistics for Managers	Core Course	50	50	3
3	23MBACC103	Universal Values and Sustainability	Core Course	50	50	3
4	23MBACC104	Financial Reporting, Statements and Analysis	Discipline Hard Core	50	50	3
5	23MBACC105	Marketing Management	Discipline Hard Core	50	50	3
6	23MBACC106	Employee Behavior and Human Resource Practices	Discipline Hard Core	50	50	3
7		As per University Recommendations	Open Elective	50	50	3
8	23MBASEC101	Business Communication & Report Writing	Skill Enhancement Course	100	-	2
9	23MBASEC102	Business Research Methods	Skill Enhancement Course	100	-	2
10		Project Centric Learning 1	Project Centric Learning	50	-	-
Total Credits						25

Semester-2

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC201	Operations Research	Core Course	50	50	3
2	23MBADSE252	Aviation and Aerospace Business Models	Sector Specific Hard Core	50	50	3
3	23MBADSE253	Airport Business Management	Sector Specific Hard Core	50	50	3
4	23MBADSE254	Aviation Law & Regulatory Framework	Sector Specific Hard Core	50	50	3
5	23MBADSE255	Management of Airline Operations	Discipline Specific Elective	50	50	3
	23MBADSE256	Customer Relationship Management in Aviation				
6	23MBADSE257	Airport Ground Handling Operations	Discipline Specific Elective	50	50	3
	23MBADSE258	In-Flight Services				
7		As per University Recommendations	Open Elective	50	50	3
8	23MBASEC207	Human Resource Management in Aviation	Skill Enhancement Course	100	-	2
9		Project Centric Learning 1	Project Centric Learning	-	50	3
Total Credits						26

Semester-3

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC301	Strategic Management	Core Course	50	50	3
2	23MBACC302	Operations & Project Management	Core Course	50	50	3
3	23MBACC303	Business Law and Corporate Governance	Core Course	50	50	3
4	23MBADSE361	Flight Operations and Route Development	Discipline Specific Elective	50	50	3
	23MBADSE362	Air Traffic Management & Navigation				
5	23MBADSE363	Aviation Safety & Security	Discipline Specific Elective	50	50	3
	23MBADSE364	Airline Accounting & Cost Management				
6	23MBADSE365	Aircraft Maintenance Management	Discipline Specific Elective	50	50	3
	23MBADSE366	Artificial Intelligence & Digitization in Aviation				
7	23MBADSE367	Aviation Supply Chain & Defence Logistics	Discipline Specific Elective	50	50	3
	23MBADSE368	Human Factors in Aviation				
8	23MBASEC309	Drone Management	Skill Enhancement Course	100	-	2
9	23MBACC304	Summer Internship Project	Project	-	100	3
10	23MBACC402	Master Thesis	Thesis	50	-	0
11		Project Centric Learning 2	Project Centric Learning	50	-	0
Total Credits						26

Semester-4

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC401	Indian Economic Policies and Reforms	Core Course	50	50	3
2	23MBADSE462	Aircraft Asset and Lease Management	Discipline Specific Elective	50	50	3
	23MBADSE463	Travel and Tourism Management				
3	23MBADSE464	Air Cargo Management	Discipline Specific Elective	50	50	3
	23MBADSE465	Strategic Mergers and Acquisitions in the Aviation Sector				
4	23MBADSE466	Aviation Marketing and Revenue Management	Discipline Specific Elective	50	50	3
	23MBADSE467	Airline Advertising and Sales Promotion				
5	23MBADSE468	Aviation Financial Management	Discipline Specific Elective	50	50	3
	23MBADSE469	Crisis Management in Aviation				
6	23MBASEC408	Aviation Project Management	Skill Enhancement Course	100	-	2
7	23MBACC402	Master Thesis	Thesis	-	50	5
8		Project Centric Learning 2	Project Centric Learning	-	50	3
Total Credits						25
Overall Total						102

COURSE MATRIX
DUAL SPECIALISATIONS

MBA MARKETING & HUMAN RESOURCE MANAGEMENT

Semester-1

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC101	Business Economics	Core Course	50	50	3
2	23MBACC102	Statistics for Managers	Core Course	50	50	3
3	23MBACC103	Universal Values and Sustainability	Core Course	50	50	3
4	23MBACC104	Financial Reporting, Statements and Analysis	Discipline Hard Core	50	50	3
5	23MBACC105	Marketing Management	Discipline Hard Core	50	50	3
6	23MBACC106	Employee Behavior and Human Resource Practices	Discipline Hard Core	50	50	3
7		As per University Recommendations	Open Elective	50	50	3
8	23MBASEC101	Business Communication & Report Writing	Skill Enhancement Course	100	-	2
9	23MBASEC102	Business Research Methods	Skill Enhancement Course	100	-	2
10		Project Centric Learning 1	Project Centric Learning	50	-	-
Total Credits						25

Semester-2

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC201	Operations Research	Core Course	50	50	3
2	23MBADSE201	Consumer Behaviour and Insights	Sector Specific Hard Core	50	50	3
3	23MBADSE219	Talent Acquisition	Sector Specific Hard Core	50	50	3
4	23MBADSE207	Omni Channel Marketing	Sector Specific Hard Core	50	50	3
	23MBADSE221	HR Functional Skills				
5	23MBADSE203	Sales Management	Discipline Specific Elective	50	50	3
6	23MBADSE224	Research Methodology in Human Resource Management Practices	Discipline Specific Elective	50	50	3
7		As per University Recommendations	Open Elective	50	50	3
8	23MBASEC201	Excel Skills for Sales and Marketing	Skill Enhancement Course	100	-	2
	23MBASEC204	Human Resource Research Skills				
9		Project Centric Learning 1	Project Centric Learning	-	50	3
Total Credits						26

Semester-3

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC301	Strategic Management	Core Course	50	50	3
2	23MBACC302	Operations & Project Management	Core Course	50	50	3
3	23MBACC303	Business Law and Corporate Governance	Core Course	50	50	3
4	23MBADSE303	Marketing of Services	Discipline Specific Elective	50	50	3
5	23MBADSE305	Advertising and Public Relations	Discipline Specific Elective	50	50	3
6	23MBADSE323	Employee Compensation & Benefit Management	Discipline Specific Elective	50	50	3
7	23MBADSE325	Learning and Development	Discipline Specific Elective	50	50	3
8	23MBASEC301	Marketing Research Tools	Skill Enhancement Course	100	-	2
	23MBASEC304	Employee Management Skills				
9	23MBACC304	Summer Internship Project	Project	-	100	3
10	23MBACC402	Master Thesis	Thesis	50	-	0
11		Project Centric Learning 2	Project Centric Learning	50	-	0
Total Credits						26

Semester-4

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC401	Indian Economic Policies and Reforms	Core Course	50	50	3
2	23MBADSE402	Global Marketing	Discipline Specific Elective	50	50	3
3	23MBADSE408	Business to Business Marketing	Discipline Specific Elective	50	50	3
4	23MBADSE424	Industrial Relations	Discipline Specific Elective	50	50	3
5	23MBADSE426	Performance Review System and Talent Retention	Discipline Specific Elective	50	50	3
6	23MBASEC401	Communicating with Customers	Skill Enhancement Course	100	-	2
	23MBASEC404	Managerial Skills for Effectiveness				
7	23MBACC402	Master Thesis	Thesis	-	50	5
8		Project Centric Learning 2	Project Centric Learning	-	50	3
Total Credits						25
Overall Total						102

MBA MARKETING & FINANCE

Semester-1

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC101	Business Economics	Core Course	50	50	3
2	23MBACC102	Statistics for Managers	Core Course	50	50	3
3	23MBACC103	Universal Values and Sustainability	Core Course	50	50	3
4	23MBACC104	Financial Reporting, Statements and Analysis	Discipline Hard Core	50	50	3
5	23MBACC105	Marketing Management	Discipline Hard Core	50	50	3
6	23MBACC106	Employee Behavior and Human Resource Practices	Discipline Hard Core	50	50	3
7		As per University Recommendations	Open Elective	50	50	3
8	23MBASEC101	Business Communication & Report Writing	Skill Enhancement Course	100	-	2
9	23MBASEC102	Business Research Methods	Skill Enhancement Course	100	-	2
10		Project Centric Learning 1	Project Centric Learning	50	-	-
Total Credits						25

Semester-2

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC201	Operations Research	Core Course	50	50	3
2	23MBADSE201	Consumer Behaviour and Insights	Sector Specific Hard Core	50	50	3
3	23MBADSE211	Finance for Managers	Sector Specific Hard Core	50	50	3
4	23MBADSE207	Omni Channel Marketing	Sector Specific Hard Core	50	50	3
	23MBADSE213	Investment Analysis and Portfolio Management				
5	23MBADSE203	Sales Management	Discipline Specific Elective	50	50	3
6	23MBADSE215	Indian Financial System and Financial Markets	Discipline Specific Elective	50	50	3
7		As per University Recommendations	Open Elective	50	50	3
8	23MBASEC201	Excel Skills for Sales and Marketing	Skill Enhancement Course	100	-	2
	23MBASEC203	Excel for Finance				
9		Project Centric Learning 1	Project Centric Learning	-	50	3
Total Credits						26

Semester-3

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC301	Strategic Management	Core Course	50	50	3
2	23MBACC302	Operations and Project Management	Core Course	50	50	3
3	23MBACC303	Business Law and Corporate Governance	Core Course	50	50	3
4	23MBADSE303	Marketing of Services	Discipline Specific Elective	50	50	3
5	23MBADSE305	Advertising and Public Relations	Discipline Specific Elective	50	50	3
6	23MBADSE313	Project Appraisal and Finance	Discipline Specific Elective	50	50	3
7	23MBADSE314	Wealth Management	Discipline Specific Elective	50	50	3
8	23MBASEC301	Marketing Research Tools	Skill Enhancement Course	100	-	2
	23MBASEC303	Basic R for Finance				
9	23MBACC304	Summer Internship Project	Project	-	100	3
10	23MBACC402	Master Thesis	Thesis	50	-	0
11		Project Centric Learning 2	Project Centric Learning	50	-	0
Total Credits						26

Semester-4

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC401	Indian Economic Policies and Reforms	Core Course	50	50	3
2	23MBADSE402	Global Marketing	Discipline Specific Elective	50	50	3
3	23MBADSE408	Business to Business Marketing	Discipline Specific Elective	50	50	3
4	23MBADSE416	Behavioural Finance	Discipline Specific Elective	50	50	3
5	23MBADSE418	Fintech	Discipline Specific Elective	50	50	3
6	23MBASEC401	Communicating with Customers	Skill Enhancement Course	100	-	2
	23MBASEC403	Python for Finance				
7	23MBACC402	Master Thesis	Thesis	-	50	5
8		Project Centric Learning 2	Project Centric Learning	-	50	3
Total Credits						25
Overall Total						102

MBA FINANCE & HUMAN RESOURCE MANAGEMENT

Semester-1

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC101	Business Economics	Core Course	50	50	3
2	23MBACC102	Statistics for Managers	Core Course	50	50	3
3	23MBACC103	Universal Values and Sustainability	Core Course	50	50	3
4	23MBACC104	Financial Reporting, Statements and Analysis	Discipline Hard Core	50	50	3
5	23MBACC105	Marketing Management	Discipline Hard Core	50	50	3
6	23MBACC106	Employee Behavior and Human Resource Practices	Discipline Hard Core	50	50	3
7		As per University Recommendations	Open Elective	50	50	3
8	23MBASEC101	Business Communication and Report Writing	Skill Enhancement Course	100	-	2
9	23MBASEC102	Business Research Methods	Skill Enhancement Course	100	-	2
10		Project Centric Learning 1	Project Centric Learning	50	-	-
Total Credits						25

Semester-2

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC201	Operations Research	Core Course	50	50	3
2	23MBADSE211	Finance for Managers	Sector Specific Hard Core	50	50	3
3	23MBADSE219	Talent Acquisition	Sector Specific Hard Core	50	50	3
4	23MBADSE213	Investment Analysis and Portfolio Management	Sector Specific Hard Core	50	50	3
	23MBADSE221	HR Functional Skills				
5	23MBADSE215	Indian Financial System and Financial Markets	Discipline Specific Elective	50	50	3
6	23MBADSE224	Research Methodology in Human Resource Management Practices	Discipline Specific Elective	50	50	3
7		As per University Recommendations	Open Elective	50	50	3
8	23MBASEC203	Excel for Finance	Skill Enhancement Course	100	-	2
	23MBASEC204	Human Resource Research Skills				
9		Project Centric Learning 1	Project Centric Learning	-	50	3
Total Credits						26

Semester-3

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC301	Strategic Management	Core Course	50	50	3
2	23MBACC302	Operations and Project Management	Core Course	50	50	3
3	23MBACC303	Business Law and Corporate Governance	Core Course	50	50	3
4	23MBADSE313	Project Appraisal and Finance	Discipline Specific Elective	50	50	3
5	23MBADSE314	Wealth Management	Discipline Specific Elective	50	50	3
6	23MBADSE323	Employee Compensation and Benefit Management	Discipline Specific Elective	50	50	3
7	23MBADSE325	Learning and Development	Discipline Specific Elective	50	50	3
8	23MBASEC303	Basic R for Finance	Skill Enhancement Course	100	-	2
	23MBASEC304	Employee Management Skills				
9	23MBACC304	Summer Internship Project	Project	-	100	3
10	23MBACC402	Master Thesis	Thesis	50	-	0
11		Project Centric Learning 2	Project Centric Learning	50	-	0
Total Credits						26

Semester-4

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC401	Indian Economic Policies and Reforms	Core Course	50	50	3
2	23MBADSE416	Behavioural Finance	Discipline Specific Elective	50	50	3
3	23MBADSE418	Fintech	Discipline Specific Elective	50	50	3
4	23MBADSE424	Industrial Relations	Discipline Specific Elective	50	50	3
5	23MBADSE426	Performance Review System and Talent Retention	Discipline Specific Elective	50	50	3
6	23MBASEC403	Python for Finance	Skill Enhancement Course	100	-	2
	23MBASEC404	Managerial Skills for Effectiveness				
7	23MBACC402	Master Thesis	Thesis	-	50	5
8		Project Centric Learning 2	Project Centric Learning	-	50	3
Total Credits						25
Overall Total						102

MBA FINANCE & BUSINESS ANALYTICS

Semester-1

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC101	Business Economics	Core Course	50	50	3
2	23MBACC102	Statistics for Managers	Core Course	50	50	3
3	23MBACC103	Universal Values and Sustainability	Core Course	50	50	3
4	23MBACC104	Financial Reporting, Statements and Analysis	Discipline Hard Core	50	50	3
5	23MBACC105	Marketing Management	Discipline Hard Core	50	50	3
6	23MBACC106	Employee Behavior and Human Resource Practices	Discipline Hard Core	50	50	3
7		As per University Recommendations	Open Elective	50	50	3
8	23MBASEC101	Business Communication and Report Writing	Skill Enhancement Course	100	-	2
9	23MBASEC102	Business Research Methods	Skill Enhancement Course	100	-	2
10		Project Centric Learning 1	Project Centric Learning	50	-	-
Total Credits						25

Semester-2

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC201	Operations Research	Core Course	50	50	3
2	23MBADSE226	Data Analytics with Python	Sector Specific Hard Core	50	50	3
3	23MBADSE211	Finance for Managers	Sector Specific Hard Core	50	50	3
4	23MBADSE227	Data Visualization using Tableau and Power BI	Sector Specific Hard Core	50	50	3
	23MBADSE213	Investment Analysis and Portfolio Management				
5	23MBADSE231	Financial Analytics	Discipline Specific Elective	50	50	3
6	23MBADSE215	Indian Financial System and Financial Markets	Discipline Specific Elective	50	50	3
7		As per University Recommendations	Open Elective	50	50	3
8	23MBASEC203	Excel for Finance	Skill Enhancement Course	100	-	2
	23MBASEC205	Spreadsheets for Business Decision Making				
9		Project Centric Learning 1	Project Centric Learning	-	50	3
Total Credits						26

Semester-3

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC301	Strategic Management	Core Course	50	50	3
2	23MBACC302	Operations and Project Management	Core Course	50	50	3
3	23MBACC303	Business Law and Corporate Governance	Core Course	50	50	3
4	23MBADSE336	Advanced Spreadsheet Modelling with Excel and Google Sheet	Discipline Specific Elective	50	50	3
5	23MBADSE338	Data Analytics using SPSS	Discipline Specific Elective	50	50	3
6	23MBADSE313	Project Appraisal and Finance	Discipline Specific Elective	50	50	3
7	23MBADSE314	Wealth Management	Discipline Specific Elective	50	50	3
8	23MBASEC305	Artificial Intelligence for Business	Skill Enhancement Course	100	-	2
	23MBASEC303	Basic R for Finance				
9	23MBACC304	Summer Internship Project	Project	-	100	3
10	23MBACC402	Master Thesis	Thesis	50	-	0
11		Project Centric Learning 2	Project Centric Learning	50	-	0
Total Credits						26

Semester-4

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC401	Indian Economic Policies and Reforms	Core Course	50	50	3
2	23MBADSE436	Advanced Machine Learning	Discipline Specific Elective	50	50	3
3	23MBADSE438	Business Process Re-engineering	Discipline Specific Elective	50	50	3
4	23MBADSE416	Behavioural Finance	Discipline Specific Elective	50	50	3
5	23MBADSE418	Fintech	Discipline Specific Elective	50	50	3
6	23MBASEC405	Statistical Modeling and Social Media Analytics	Skill Enhancement Course	100	-	2
	23MBASEC403	Python for Finance				
7	23MBACC402	Master Thesis	Thesis	-	50	5
8		Project Centric Learning 2	Project Centric Learning	-	50	3
Total Credits						25
Overall Total						102

MBA MARKETING & BUSINESS ANALYTICS

Semester-1

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC101	Business Economics	Core Course	50	50	3
2	23MBACC102	Statistics for Managers	Core Course	50	50	3
3	23MBACC103	Universal Values and Sustainability	Core Course	50	50	3
4	23MBACC104	Financial Reporting, Statements and Analysis	Discipline Hard Core	50	50	3
5	23MBACC105	Marketing Management	Discipline Hard Core	50	50	3
6	23MBACC106	Employee Behavior and Human Resource Practices	Discipline Hard Core	50	50	3
7		As per University Recommendations	Open Elective	50	50	3
8	23MBASEC101	Business Communication and Report Writing	Skill Enhancement Course	100	-	2
9	23MBASEC102	Business Research Methods	Skill Enhancement Course	100	-	2
10		Project Centric Learning 1	Project Centric Learning	50	-	-
Total Credits						25

Semester-2

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC201	Operations Research	Core Course	50	50	3
2	23MBADSE201	Consumer Behaviour and Insights	Sector Specific Hard Core	50	50	3
3	23MBADSE226	Data Analytics with Python	Sector Specific Hard Core	50	50	3
4	23MBADSE207	Omni Channel Marketing	Sector Specific Hard Core	50	50	3
	23MBADSE227	Data Visualization using Tableau and Power BI				
5	23MBADSE203	Sales Management	Discipline Specific Elective	50	50	3
6	23MBADSE232	Marketing Analytics	Discipline Specific Elective	50	50	3
7		As per University Recommendations	Open Elective	50	50	3
8	23MBASEC201	Excel Skills for Sales and Marketing	Skill Enhancement Course	100	-	2
	23MBASEC205	Spreadsheets for Business Decision Making				
9		Project Centric Learning 1	Project Centric Learning	-	50	3
Total Credits						26

Semester-3

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC301	Strategic Management	Core Course	50	50	3
2	23MBACC302	Operations and Project Management	Core Course	50	50	3
3	23MBACC303	Business Law and Corporate Governance	Core Course	50	50	3
4	23MBADSE303	Marketing of Services	Discipline Specific Elective	50	50	3
5	23MBADSE305	Advertising and Public Relations	Discipline Specific Elective	50	50	3
6	23MBADSE336	Advanced Spreadsheet Modelling with Excel and Google Sheet	Discipline Specific Elective	50	50	3
7	23MBADSE338	Data Analytics using SPSS	Discipline Specific Elective	50	50	3
8	23MBASEC301	Marketing Research Tools	Skill Enhancement Course	100	-	2
	23MBASEC305	Artificial Intelligence for Business				
9	23MBACC304	Summer Internship Project	Project	-	100	3
10	23MBACC402	Master Thesis	Thesis	50	-	0
11		Project Centric Learning 2	Project Centric Learning	50	-	0
Total Credits						26

Semester-4

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC401	Indian Economic Policies and Reforms	Core Course	50	50	3
2	23MBADSE402	Global Marketing	Discipline Specific Elective	50	50	3
3	23MBADSE408	Business to Business Marketing	Discipline Specific Elective	50	50	3
4	23MBADSE436	Advanced Machine Learning	Discipline Specific Elective	50	50	3
5	23MBADSE438	Business Process Re-engineering	Discipline Specific Elective	50	50	3
6	23MBASEC401	Communicating with Customers	Skill Enhancement Course	100	-	2
	23MBASEC405	Statistical Modeling and Social Media Analytics				
7	23MBACC402	Master Thesis	Thesis	-	50	5
8		Project Centric Learning 2	Project Centric Learning	-	50	3
Total Credits						25
Overall Total						102

MBA HUMAN RESOURCE MANAGEMENT & BUSINESS ANALYTICS

Semester-1

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC101	Business Economics	Core Course	50	50	3
2	23MBACC102	Statistics for Managers	Core Course	50	50	3
3	23MBACC103	Universal Values and Sustainability	Core Course	50	50	3
4	23MBACC104	Financial Reporting, Statements and Analysis	Discipline Hard Core	50	50	3
5	23MBACC105	Marketing Management	Discipline Hard Core	50	50	3
6	23MBACC106	Employee Behavior and Human Resource Practices	Discipline Hard Core	50	50	3
7		As per University Recommendations	Open Elective	50	50	3
8	23MBASEC101	Business Communication and Report Writing	Skill Enhancement Course	100	-	2
9	23MBASEC102	Business Research Methods	Skill Enhancement Course	100	-	2
10		Project Centric Learning 1	Project Centric Learning	50	-	-
Total Credits						25

Semester-2

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC201	Operations Research	Core Course	50	50	3
2	23MBADSE226	Data Analytics with Python	Sector Specific Hard Core	50	50	3
3	23MBADSE219	Talent Acquisition	Sector Specific Hard Core	50	50	3
4	23MBADSE227	Data Visualization using Tableau and Power BI	Sector Specific Hard Core	50	50	3
	23MBADSE221	HR Functional Skills				
5	23MBADSE230	Human Resource Analytics	Discipline Specific Elective	50	50	3
6	23MBADSE224	Research Methodology in Human Resource Management Practices	Discipline Specific Elective	50	50	3
7		As per University Recommendations	Open Elective	50	50	3
8	23MBASEC205	Spreadsheets for Business Decision Making	Skill Enhancement Course	100	-	2
	23MBASEC204	Human Resource Research Skills				
9		Project Centric Learning 1	Project Centric Learning	-	50	3
Total Credits						26

Semester-3

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC301	Strategic Management	Core Course	50	50	3
2	23MBACC302	Operations and Project Management	Core Course	50	50	3
3	23MBACC303	Business Law and Corporate Governance	Core Course	50	50	3
4	23MBADSE336	Advanced Spreadsheet Modelling with Excel and Google Sheet	Discipline Specific Elective	50	50	3
5	23MBADSE338	Data Analytics using SPSS	Discipline Specific Elective	50	50	3
6	23MBADSE323	Employee Compensation and Benefit Management	Discipline Specific Elective	50	50	3
7	23MBADSE325	Learning and Development	Discipline Specific Elective	50	50	3
8	23MBASEC304	Employee Management Skills	Skill Enhancement Course	100	-	2
	23MBASEC305	Artificial Intelligence for Business				
9	23MBACC304	Summer Internship Project	Project	-	100	3
10	23MBACC402	Master Thesis	Thesis	50	-	0
11		Project Centric Learning 2	Project Centric Learning	50	-	0
Total Credits						26

Semester-4

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC401	Indian Economic Policies and Reforms	Core Course	50	50	3
2	23MBADSE436	Advanced Machine Learning	Discipline Specific Elective	50	50	3
3	23MBADSE438	Business Process Re-engineering	Discipline Specific Elective	50	50	3
4	23MBADSE424	Industrial Relations	Discipline Specific Elective	50	50	3
5	23MBADSE426	Performance Review System and Talent Retention	Discipline Specific Elective	50	50	3
6	23MBASEC405	Statistical Modeling and Social Media Analytics	Skill Enhancement Course	100	-	2
	23MBASEC404	Managerial Skills for Effectiveness				
7	23MBACC402	Master Thesis	Thesis	-	50	5
8		Project Centric Learning 2	Project Centric Learning	-	50	3
Total Credits						25
Overall Total						102

MBA MARKETING & LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Semester-1

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC101	Business Economics	Core Course	50	50	3
2	23MBACC102	Statistics for Managers	Core Course	50	50	3
3	23MBACC103	Universal Values and Sustainability	Core Course	50	50	3
4	23MBACC104	Financial Reporting, Statements and Analysis	Discipline Hard Core	50	50	3
5	23MBACC105	Marketing Management	Discipline Hard Core	50	50	3
6	23MBACC106	Employee Behavior and Human Resource Practices	Discipline Hard Core	50	50	3
7		As per University Recommendations	Open Elective	50	50	3
8	23MBASEC101	Business Communication & Report Writing	Skill Enhancement Course	100	-	2
9	23MBASEC102	Business Research Methods	Skill Enhancement Course	100	-	2
10		Project Centric Learning 1	Project Centric Learning	50	-	-
Total Credits						25

Semester-2

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC201	Operations Research	Core Course	50	50	3
2	23MBADSE201	Consumer Behaviour and Insights	Sector Specific Hard Core	50	50	3
3	23MBADSE233	Supply Chain Management	Sector Specific Hard Core	50	50	3
4	23MBADSE207	Omni Channel Marketing	Sector Specific Hard Core	50	50	3
	23MBADSE234	Logistics Management				
5	23MBADSE203	Sales Management	Discipline Specific Elective	50	50	3
6	23MBADSE236	Total Quality Management	Discipline Specific Elective	50	50	3
7		As per University Recommendations	Open Elective	50	50	3
8	23MBASEC201	Excel Skills for Sales and Marketing	Skill Enhancement Course	100	-	2
	23MBASEC205	Spreadsheets for Business Decision Making				
9		Project Centric Learning 1	Project Centric Learning	-	50	3
Total Credits						26

Semester-3

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC301	Strategic Management	Core Course	50	50	3
2	23MBACC302	Operations and Project Management	Core Course	50	50	3
3	23MBACC303	Business Law and Corporate Governance	Core Course	50	50	3
4	23MBADSE303	Marketing of Services	Discipline Specific Elective	50	50	3
5	23MBADSE305	Advertising and Public Relations	Discipline Specific Elective	50	50	3
6	23MBADSE342	Materials Management	Discipline Specific Elective	50	50	3
7	23MBADSE340	Information System for Logistics	Discipline Specific Elective	50	50	3
8	23MBASEC301	Marketing Research Tools	Skill Enhancement Course	100	-	2
	23MBASEC306	EXIM Documentation				
9	23MBACC304	Summer Internship Project	Project	-	100	3
10	23MBACC402	Master Thesis	Thesis	50	-	0
11		Project Centric Learning 2	Project Centric Learning	50	-	0
Total Credits						26

Semester-4

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC401	Indian Economic Policies and Reforms	Core Course	50	50	3
2	23MBADSE402	Global Marketing	Discipline Specific Elective	50	50	3
3	23MBADSE408	Business to Business Marketing	Discipline Specific Elective	50	50	3
4	23MBADSE445	Sustainable Supplychain Management	Discipline Specific Elective	50	50	3
5	23MBADSE442	Lean Management	Discipline Specific Elective	50	50	3
6	23MBASEC401	Communicating with Customers	Skill Enhancement Course	100	-	2
	23MBASEC406	Negotiation skills for Supplychain Operations				
7	23MBACC402	Master Thesis	Thesis	-	50	5
8		Project Centric Learning 2	Project Centric Learning	-	50	3
Total Credits						25
Overall Total						102

MBA FINANCE & ENTREPRENEURSHIP AND NEW VENTURE CREATION

Semester-1

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC101	Business Economics	Core Course	50	50	3
2	23MBACC102	Statistics for Managers	Core Course	50	50	3
3	23MBACC103	Universal Values and Sustainability	Core Course	50	50	3
4	23MBACC104	Financial Reporting, Statements and Analysis	Discipline Hard Core	50	50	3
5	23MBACC105	Marketing Management	Discipline Hard Core	50	50	3
6	23MBACC106	Employee Behavior and Human Resource Practices	Discipline Hard Core	50	50	3
7		As per University Recommendations	Open Elective	50	50	3
8	23MBASEC101	Business Communication and Report Writing	Skill Enhancement Course	100	-	2
9	23MBASEC102	Business Research Methods	Skill Enhancement Course	100	-	2
10		Project Centric Learning 1	Project Centric Learning	50	-	-
Total Credits						25

Semester-2

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC201	Operations Research	Core Course	50	50	3
2	23MBADSE211	Finance for Managers	Sector Specific Hard Core	50	50	3
3	23MBADSE245	Innovation and Entrepreneurship Ecosystem	Sector Specific Hard Core	50	50	3
4	23MBADSE213	Investment Analysis and Portfolio Management	Sector Specific Hard Core	50	50	3
	23MBADSE246	Sustainable Entrepreneurship				
5	23MBADSE215	Indian Financial System and Financial Markets	Discipline Specific Elective	50	50	3
6	23MBADSE249	Launching and Managing an Enterprise	Discipline Specific Elective	50	50	3
7		As per University Recommendations	Open Elective	50	50	3
8	23MBASEC203	Excel for Finance	Skill Enhancement Course	100	-	2
	23MBASEC206	Design Thinking for Problem Solving				
9		Project Centric Learning 1	Project Centric Learning	-	50	3
Total Credits						26

Semester-3

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC301	Strategic Management	Core Course	50	50	3
2	23MBACC302	Operations and Project Management	Core Course	50	50	3
3	23MBACC303	Business Law and Corporate Governance	Core Course	50	50	3
4	23MBADSE313	Project Appraisal and Finance	Discipline Specific Elective	50	50	3
5	23MBADSE314	Wealth Management	Discipline Specific Elective	50	50	3
6	23MBADSE355	Design Thinking for Entrepreneurs	Discipline Specific Elective	50	50	3
7	23MBADSE353	Corporate Entrepreneurship	Discipline Specific Elective	50	50	3
8	23MBASEC303	Basic R for Finance	Skill Enhancement Course	100	-	2
	23MBASEC308	Pitch Perfect - Learn to Pitch Your Idea Better				
9	23MBACC304	Summer Internship Project	Project	-	100	3
10	23MBACC402	Master Thesis	Thesis	50	-	0
11		Project Centric Learning 2	Project Centric Learning	50	-	0
Total Credits						26

Semester-4

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC401	Indian Economic Policies and Reforms	Core Course	50	50	3
2	23MBADSE416	Behavioural Finance	Discipline Specific Elective	50	50	3
3	23MBADSE418	Fintech	Discipline Specific Elective	50	50	3
4	23MBADSE455	Growth Plan Formulation	Discipline Specific Elective	50	50	3
5	23MBADSE457	Green Innovation and Value Creation	Discipline Specific Elective	50	50	3
6	23MBASEC403	Python for Finance	Skill Enhancement Course	100	-	2
	23MBASEC407	Storytelling Skills for Ideators				
7	23MBACC402	Master Thesis	Thesis	-	50	5
8		Project Centric Learning 2	Project Centric Learning	-	50	3
Total Credits						25
Overall Total						102

MBA MARKETING & ENTREPRENEURSHIP AND NEW VENTURE CREATION

Semester-1

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC101	Business Economics	Core Course	50	50	3
2	23MBACC102	Statistics for Managers	Core Course	50	50	3
3	23MBACC103	Universal Values and Sustainability	Core Course	50	50	3
4	23MBACC104	Financial Reporting, Statements and Analysis	Discipline Hard Core	50	50	3
5	23MBACC105	Marketing Management	Discipline Hard Core	50	50	3
6	23MBACC106	Employee Behavior and Human Resource Practices	Discipline Hard Core	50	50	3
7		As per University Recommendations	Open Elective	50	50	3
8	23MBASEC101	Business Communication and Report Writing	Skill Enhancement Course	100	-	2
9	23MBASEC102	Business Research Methods	Skill Enhancement Course	100	-	2
10		Project Centric Learning 1	Project Centric Learning	50	-	-
Total Credits						25

Semester-2

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC201	Operations Research	Core Course	50	50	3
2	23MBADSE201	Consumer Behaviour and Insights	Sector Specific Hard Core	50	50	3
3	23MBADSE245	Innovation and Entrepreneurship Ecosystem	Sector Specific Hard Core	50	50	3
4	23MBADSE207	Omni Channel Marketing	Sector Specific Hard Core	50	50	3
	23MBADSE246	Sustainable Entrepreneurship				
5	23MBADSE203	Sales Management	Discipline Specific Elective	50	50	3
6	23MBADSE249	Launching and Managing an Enterprise	Discipline Specific Elective	50	50	3
7		As per University Recommendations	Open Elective	50	50	3
8	23MBASEC201	Excel Skills for Sales and Marketing	Skill Enhancement Course	100	-	2
	23MBASEC206	Design Thinking for Problem Solving				
9		Project Centric Learning 1	Project Centric Learning	-	50	3
Total Credits						26

Semester-3

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC301	Strategic Management	Core Course	50	50	3
2	23MBACC302	Operations and Project Management	Core Course	50	50	3
3	23MBACC303	Business Law and Corporate Governance	Core Course	50	50	3
4	23MBADSE303	Marketing of Services	Discipline Specific Elective	50	50	3
5	23MBADSE305	Advertising and Public Relations	Discipline Specific Elective	50	50	3
6	23MBADSE355	Design Thinking for Entrepreneurs	Discipline Specific Elective	50	50	3
7	23MBADSE353	Corporate Entrepreneurship	Discipline Specific Elective	50	50	3
8	23MBASEC301	Marketing Research Tools	Skill Enhancement Course	100	-	2
	23MBASEC308	Pitch Perfect - Learn to Pitch Your Idea Better				
9	23MBACC304	Summer Internship Project	Project	-	100	3
10	23MBACC402	Master Thesis	Thesis	50	-	0
11		Project Centric Learning 2	Project Centric Learning	50	-	0
Total Credits						26

Semester-4

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC401	Indian Economic Policies and Reforms	Core Course	50	50	3
2	23MBADSE402	Global Marketing	Discipline Specific Elective	50	50	3
3	23MBADSE408	Business to Business Marketing	Discipline Specific Elective	50	50	3
4	23MBADSE455	Growth Plan Formulation	Discipline Specific Elective	50	50	3
5	23MBADSE457	Green Innovation and Value Creation	Discipline Specific Elective	50	50	3
6	23MBASEC401	Communicating with Customers	Skill Enhancement Course	100	-	2
	23MBASEC407	Storytelling Skills for Ideators				
7	23MBACC402	Master Thesis	Thesis	-	50	5
8		Project Centric Learning 2	Project Centric Learning	-	50	3
Total Credits						25
Overall Total						102

MBA HUMAN RESOURCE MANAGEMENT & ENTREPRENEURSHIP AND NEW VENTURE CREATION

Semester-1

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC101	Business Economics	Core Course	50	50	3
2	23MBACC102	Statistics for Managers	Core Course	50	50	3
3	23MBACC103	Universal Values and Sustainability	Core Course	50	50	3
4	23MBACC104	Financial Reporting, Statements and Analysis	Discipline Hard Core	50	50	3
5	23MBACC105	Marketing Management	Discipline Hard Core	50	50	3
6	23MBACC106	Employee Behavior and Human Resource Practices	Discipline Hard Core	50	50	3
7		As per University Recommendations	Open Elective	50	50	3
8	23MBASEC101	Business Communication & Report Writing	Skill Enhancement Course	100	-	2
9	23MBASEC102	Business Research Methods	Skill Enhancement Course	100	-	2
10		Project Centric Learning 1	Project Centric Learning	50	-	-
Total Credits						25

Semester-2

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC201	Operations Research	Core Course	50	50	3
2	23MBADSE219	Talent Acquisition	Sector Specific Hard Core	50	50	3
3	23MBADSE245	Innovation & Entrepreneurship Ecosystem	Sector Specific Hard Core	50	50	3
4	23MBADSE221	HR Functional Skills	Sector Specific Hard Core	50	50	3
	23MBADSE246	Sustainable Entrepreneurship				
5	23MBADSE224	Research Methodology in Human Resource Management Practices	Discipline Specific Elective	50	50	3
6	23MBADSE249	Launching and Managing an Enterprise	Discipline Specific Elective	50	50	3
7		As per University Recommendations	Open Elective	50	50	3
8	23MBASEC204	Human Resource Research Skills	Skill Enhancement Course	100	-	2
	23MBASEC206	Design Thinking for Problem Solving				
9		Project Centric Learning 1	Project Centric Learning	-	50	3
Total Credits						26

Semester-3

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC301	Strategic Management	Core Course	50	50	3
2	23MBACC302	Operations & Project Management	Core Course	50	50	3
3	23MBACC303	Business Law and Corporate Governance	Core Course	50	50	3
4	23MBADSE323	Employee Compensation & Benefit Management	Discipline Specific Elective	50	50	3
5	23MBADSE325	Learning and Development	Discipline Specific Elective	50	50	3
6	23MBADSE355	Design Thinking for Entrepreneurs	Discipline Specific Elective	50	50	3
7	23MBADSE353	Corporate Entrepreneurship	Discipline Specific Elective	50	50	3
8	23MBASEC304	Employee Management Skills	Skill Enhancement Course	100	-	2
	23MBASEC308	Pitch Perfect - Learn to Pitch Your Idea Better				
9	23MBACC304	Summer Internship Project	Project	-	100	3
10	23MBACC402	Master Thesis	Thesis	50	-	0
11		Project Centric Learning 2	Project Centric Learning	50	-	0
Total Credits						26

Semester-4

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC401	Indian Economic Policies and Reforms	Core Course	50	50	3
2	23MBADSE424	Industrial Relations	Discipline Specific Elective	50	50	3
3	23MBADSE426	Performance Review System and Talent Retention	Discipline Specific Elective	50	50	3
4	23MBADSE455	Growth Plan Formulation	Discipline Specific Elective	50	50	3
5	23MBADSE457	Green Innovation and Value Creation	Discipline Specific Elective	50	50	3
6	23MBASEC404	Managerial Skills for Effectiveness	Skill Enhancement Course	100	-	2
	23MBASEC407	Storytelling Skills for Ideators				
7	23MBACC402	Master Thesis	Thesis	-	50	5
8		Project Centric Learning 2	Project Centric Learning	-	50	3
Total Credits						25
Overall Total						102

MBA AVIATION AND AEROSPACE MANAGEMENT & LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Semester-1

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC101	Business Economics	Core Course	50	50	3
2	23MBACC102	Statistics for Managers	Core Course	50	50	3
3	23MBACC103	Universal Values and Sustainability	Core Course	50	50	3
4	23MBACC104	Financial Reporting, Statements and Analysis	Discipline Hard Core	50	50	3
5	23MBACC105	Marketing Management	Discipline Hard Core	50	50	3
6	23MBACC106	Employee Behavior and Human Resource Practices	Discipline Hard Core	50	50	3
7		As per University Recommendations	Open Elective	50	50	3
8	23MBASEC101	Business Communication & Report Writing	Skill Enhancement Course	100	-	2
9	23MBASEC102	Business Research Methods	Skill Enhancement Course	100	-	2
10		Project Centric Learning 1	Project Centric Learning	50	-	-
Total Credits						25

Semester-2

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC201	Operations Research	Core Course	50	50	3
2	23MBADSE252	Aviation and Aerospace Business Models	Sector Specific Hard Core	50	50	3
3	23MBADSE233	Supply Chain Management	Sector Specific Hard Core	50	50	3
4	23MBADSE253	Airport Business Management	Sector Specific Hard Core	50	50	3
	23MBADSE234	Logistics Management				
5	23MBADSE255	Management of Airline Operations	Discipline Specific Elective	50	50	3
6	23MBADSE236	Total Quality Management	Discipline Specific Elective	50	50	3
7		As per University Recommendations	Open Elective	50	50	3
8	23MBASEC207	Human Resource Management in Aviation	Skill Enhancement Course	100	-	2
	23MBASEC205	Spreadsheets for Business Decision Making				
9		Project Centric Learning 1	Project Centric Learning	-	50	3
Total Credits						26

Semester-3

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC301	Strategic Management	Core Course	50	50	3
2	23MBACC302	Operations and Project Management	Core Course	50	50	3
3	23MBACC303	Business Law and Corporate Governance	Core Course	50	50	3
4	23MBADSE361	Flight Operations and Route Development	Discipline Specific Elective	50	50	3
5	23MBADSE363	Aviation Safety and Security	Discipline Specific Elective	50	50	3
6	23MBADSE342	Materials Management	Discipline Specific Elective	50	50	3
7	23MBADSE340	Information System for Logistics	Discipline Specific Elective	50	50	3
8	23MBASEC309	Drone Management	Skill Enhancement Course	100	-	2
	23MBASEC306	EXIM Documentation				
9	23MBACC304	Summer Internship Project	Project	-	100	3
10	23MBACC402	Master Thesis	Thesis	50	-	0
11		Project Centric Learning 2	Project Centric Learning	50	-	0
Total Credits						26

Semester-4

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC401	Indian Economic Policies and Reforms	Core Course	50	50	3
2	23MBADSE466	Aviation Marketing and Revenue Management	Discipline Specific Elective	50	50	3
3	23MBADSE464	Air Cargo Management	Discipline Specific Elective	50	50	3
4	23MBADSE445	Sustainable Supplychain Management	Discipline Specific Elective	50	50	3
5	23MBADSE442	Lean Management	Discipline Specific Elective	50	50	3
6	23MBASEC408	Aviation Project Management	Skill Enhancement Course	100	-	2
	23MBASEC406	Negotiation Skills for Supplychain Operations				
7	23MBACC402	Master Thesis	Thesis	-	50	5
8		Project Centric Learning 2	Project Centric Learning	-	50	3
Total Credits						25
Overall Total						102

MBA AVIATION AND AEROSPACE MANAGEMENT & MARKETING

Semester-1

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC101	Business Economics	Core Course	50	50	3
2	23MBACC102	Statistics for Managers	Core Course	50	50	3
3	23MBACC103	Universal Values and Sustainability	Core Course	50	50	3
4	23MBACC104	Financial Reporting, Statements and Analysis	Discipline Hard Core	50	50	3
5	23MBACC105	Marketing Management	Discipline Hard Core	50	50	3
6	23MBACC106	Employee Behavior and Human Resource Practices	Discipline Hard Core	50	50	3
7		As per University Recommendations	Open Elective	50	50	3
8	23MBASEC101	Business Communication and Report Writing	Skill Enhancement Course	100	-	2
9	23MBASEC102	Business Research Methods	Skill Enhancement Course	100	-	2
10		Project Centric Learning 1	Project Centric Learning	50	-	-
Total Credits						25

Semester-2

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC201	Operations Research	Core Course	50	50	3
2	23MBADSE252	Aviation and Aerospace Business Models	Sector Specific Hard Core	50	50	3
3	23MBADSE201	Consumer Behaviour and Insights	Sector Specific Hard Core	50	50	3
4	23MBADSE253	Airport Business Management	Sector Specific Hard Core	50	50	3
	23MBADSE207	Omni Channel Marketing				
5	23MBADSE255	Management of Airline Operations	Discipline Specific Elective	50	50	3
6	23MBADSE203	Sales Management	Discipline Specific Elective	50	50	3
7		As per University Recommendations	Open Elective	50	50	3
8	23MBASEC207	Human Resource Management in Aviation	Skill Enhancement Course	100	-	2
	23MBASEC201	Excel Skills for Sales and Marketing				
9		Project Centric Learning 1	Project Centric Learning	-	50	3
Total Credits						26

Semester-3

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC301	Strategic Management	Core Course	50	50	3
2	23MBACC302	Operations and Project Management	Core Course	50	50	3
3	23MBACC303	Business Law and Corporate Governance	Core Course	50	50	3
4	23MBADSE361	Flight Operations and Route Development	Discipline Specific Elective	50	50	3
5	23MBADSE363	Aviation Safety and Security	Discipline Specific Elective	50	50	3
6	23MBADSE303	Marketing of Services	Discipline Specific Elective	50	50	3
7	23MBADSE305	Advertising and Public Relations	Discipline Specific Elective	50	50	3
8	23MBASEC309	Drone Management	Skill Enhancement Course	100	-	2
	23MBASEC301	Marketing Research Tools				
9	23MBACC304	Summer Internship Project	Project	-	100	3
10	23MBACC402	Master Thesis	Thesis	50	-	0
11		Project Centric Learning 2	Project Centric Learning	50	-	0
Total Credits						26

Semester-4

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC401	Indian Economic Policies and Reforms	Core Course	50	50	3
2	23MBADSE466	Aviation Marketing and Revenue Management	Discipline Specific Elective	50	50	3
3	23MBADSE464	Air Cargo Management	Discipline Specific Elective	50	50	3
4	23MBADSE402	Global Marketing	Discipline Specific Elective	50	50	3
5	23MBADSE408	Business to Business Marketing	Discipline Specific Elective	50	50	3
6	23MBASEC408	Aviation Project Management	Skill Enhancement Course	100	-	2
	23MBASEC401	Communicating with Customers				
7	23MBACC402	Master Thesis	Thesis	-	50	5
8		Project Centric Learning 2	Project Centric Learning	-	50	3
Total Credits						25
Overall Total						102

MBA AVIATION AND AEROSPACE MANAGEMENT & HUMAN RESOURCE MANAGEMENT

Semester-1

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC101	Business Economics	Core Course	50	50	3
2	23MBACC102	Statistics for Managers	Core Course	50	50	3
3	23MBACC103	Universal Values and Sustainability	Core Course	50	50	3
4	23MBACC104	Financial Reporting, Statements and Analysis	Discipline Hard Core	50	50	3
5	23MBACC105	Marketing Management	Discipline Hard Core	50	50	3
6	23MBACC106	Employee Behavior and Human Resource Practices	Discipline Hard Core	50	50	3
7		As per University Recommendations	Open Elective	50	50	3
8	23MBASEC101	Business Communication and Report Writing	Skill Enhancement Course	100	-	2
9	23MBASEC102	Business Research Methods	Skill Enhancement Course	100	-	2
10		Project Centric Learning 1	Project Centric Learning	50	-	-
Total Credits						25

Semester-2

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC201	Operations Research	Core Course	50	50	3
2	23MBADSE252	Aviation and Aerospace Business Models	Sector Specific Hard Core	50	50	3
3	23MBADSE219	Talent Acquisition	Sector Specific Hard Core	50	50	3
4	23MBADSE253	Airport Business Management	Sector Specific Hard Core	50	50	3
	23MBADSE221	HR Functional Skills				
5	23MBADSE255	Management of Airline Operations	Discipline Specific Elective	50	50	3
6	23MBADSE224	Research Methodology in Human Resource Management Practices	Discipline Specific Elective	50	50	3
7		As per University Recommendations	Open Elective	50	50	3
8	23MBASEC207	Human Resource Management in Aviation	Skill Enhancement Course	100	-	2
9		Project Centric Learning 1	Project Centric Learning	-	50	3
Total Credits						26

Semester-3

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC301	Strategic Management	Core Course	50	50	3
2	23MBACC302	Operations and Project Management	Core Course	50	50	3
3	23MBACC303	Business Law and Corporate Governance	Core Course	50	50	3
4	23MBADSE361	Flight Operations and Route Development	Discipline Specific Elective	50	50	3
5	23MBADSE363	Aviation Safety and Security	Discipline Specific Elective	50	50	3
6	23MBADSE323	Employee Compensation and Benefit Management	Discipline Specific Elective	50	50	3
7	23MBADSE325	Learning and Development	Discipline Specific Elective	50	50	3
8	23MBASEC304	Employee Management Skills	Skill Enhancement Course	100	-	2
	23MBASEC309	Drone Management				
9	23MBACC304	Summer Internship Project	Project	-	100	3
10	23MBACC402	Master Thesis	Thesis	50	-	0
11		Project Centric Learning 2	Project Centric Learning	50	-	0
Total Credits						26

Semester-4

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC401	Indian Economic Policies and Reforms	Core Course	50	50	3
2	23MBADSE466	Aviation Marketing and Revenue Management	Discipline Specific Elective	50	50	3
3	23MBADSE464	Air Cargo Management	Discipline Specific Elective	50	50	3
4	23MBADSE424	Industrial Relations	Discipline Specific Elective	50	50	3
5	23MBADSE426	Performance Review System and Talent Retention	Discipline Specific Elective	50	50	3
6	23MBASEC408	Aviation Project Management	Skill Enhancement Course	100	-	2
	23MBASEC404	Managerial Skills for Effectiveness				
7	23MBACC402	Master Thesis	Thesis	-	50	5
8		Project Centric Learning 2	Project Centric Learning	-	50	3
Total Credits						25
Overall Total						102

MBA IN PUBLIC POLICY AND LEADERSHIP

Semester-1

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC107	Micro Economics	Discipline Hard Core	50	50	3
2	23MBACC108	Public Institutions Governance & Management	Discipline Hard Core	50	50	3
3	23MBACC109	Policy Analysis	Discipline Hard Core	50	50	3
4	23MBACC110	Accounting & Financial Statement Analysis	Hard Core	50	50	3
5	23MBACC111	Organisational Design for Public System	Hard Core	50	50	2
6	23MBACC112	Strategic Management	Hard Core	50	50	3
7	23MBASEC103	Business Communication	Skill Enhancement Course	50	50	3
8	23MBASEC104	Economic Law	Skill Enhancement Course	50	50	3
9		As per University Recommendations	Open Elective	50	50	3
10		Project Centric Learning 1	Project Centric Learning	50	-	-
Total Credits						26

Semester-2

Sl. No.	Course Code	Title of the Course	Category of the Course	CA (%)	UE (%)	Credit Units
1	23MBACC202	Quantitative Methods	Core Course	50	50	3
2	23MBACC203	Financial Management	Core Course	50	50	3
3	23MBACC204	Organ Behaviour for Public System	Core Course	50	50	3
4	23MBADSE282	Indian Economic Development	Discipline Hard Core	50	50	3
5	23MBADSE283	Macro Economics & Fiscal Policy	Discipline Hard Core	50	50	3
6	23MBASEC111	Digital Governance: Strategy and Design	Skill Enhancement Course	50	50	3
7	23MBASEC112	Innovation Policy and Management	Skill Enhancement Course	50	50	2
8		As per University Recommendations	Open Elective	50	50	3
9		Project Centric Learning 1 - Field Study	Project Centric Learning	-	50	3
Total Credits						26

CORE COURSES
SEMESTER – I

Course Name: Business Economics

Course Code: 23MBACC101

Semester: 1

Credits: 3

Hours (LTP): 45 hrs

Course Objectives

- To understand and Implement the microeconomic theories of demand and supply for managerial decision-making.
- To examine a firm's production, cost, and revenue function and analyze the break-even point.
- To identify the market structure and firm's pricing strategies for profit maximization.
- To examine the impact of various macro-economic variables on business decisions and future planning.
- To appraise the theories of international trade policies for global business.

Course Outcomes

At the end of the course, learners will be able to:

CO1	Explain the concepts and theories of demand and supply.
CO2	Implement the production, cost, and revenue function in profit making of the business.
CO3	Differentiate competitive market structures for the price-output determination.
CO4	Examine macroeconomic concepts of National income, inflation, exchange rate, and the business cycle.
CO5	Appraise the international trade theories from the global business perspective.

Course Content:

Module 1: Demand & Supply Analysis

10 Hours

Demand Analysis-determinants of demand, Law of demand, Elasticity of demand, types degrees and measures of elasticity (problems), Demand forecasting. Supply analysis- determinants of supply, Law of supply; Market equilibrium. *Consumer and Producer surplus

Skill sets: Analytical skills

Module 2: Theory of Production, Cost & Revenue Analysis

10 Hours

Production function, Law of variable proportions, Isoquant and Isocost, Laws of returns to scale; Cost analysis: Cost and revenue concepts, cost-output and revenue function- Short Run & Long Run; Breakeven analysis- BEP (problems). *Economies & diseconomies of scale

Skill sets: Problem solving

Module 3: Market Equilibrium Analysis

10 Hours

Types and features of markets: Perfect competition, Monopoly, Monopolistic competition and Oligopoly; Short run and Long run equilibrium of firms in different market structures; Collusive and Non-collusive oligopoly, Game theory; Nash equilibrium. *Duopoly, Monopsony

Skill Sets: Create effective data visualisation

Module4: Macro-Economic concepts

7 Hours

National Income, & methods of estimation; Inflation-types & effects; Exchange Rate fixed and flexible, causes and effects of fluctuations. *Business cycle

Skill Sets: Communication skills

Module 5: International economics concepts

8 Hours

Basis of International Trade- Absolute Advantage, Comparative Advantage, and H-O theory. Free trade Vs Protection, Trade policies- Tariff & Customs union ***Business cycle**

Skill Sets: Critical thinking

(* These topics are categorized as 'Self-learning' topics and are subjected to testing)

Basic Texts:

- V.K. Xavier, Begum S., Banu S.C. (2023). Economics for Business, Magi's publications.
- Maheshwari, Y. (2013). Managerial Economics, Third edition, Prentice Hall India Learning Private Limited.

References

- Samuelson, W. F., Marks, S. G., & Zagorsky, J. L. (2021). *Managerial economics*. John Wiley & Sons.
- Carr, C. (2020). *Global oligopoly: A key idea for business and society*. Routledge.
- Alam, G. M., Parvin, M., and Roslan, S. (2020). Growth of private university business following "oligopoly" and "SME" approaches: an impact on the concept of university and on society. *Society and Business Review*.
- Salvatore, D., and Rastogi, S.K. (2020). *Managerial Economics: Principles and Worldwide Applications*. Ninth edition, Oxford University Press;
- Krishna, T. V., Reddy, D. M., and Rajendar, M. (2020, July). A study on exclusion based measure of core inflation for India. In *AIP Conference Proceedings* (Vol. 2246, No. 1, p. 020093). AIP Publishing LLC.
- Samuelson, W. F., & Marks, S. G. (2008). *Managerial economics*. John Wiley & Sons.
- Mithani D. M, (2016). *Managerial Economics*, Himalaya Publishing House, Mumbai.
- Joel Dean. (2016). *Managerial Economics*, Prentice Hall.
- Pindick R.S. and Rubinfeld. (2016). *Managerial Economics*, Prentice hall, New Jersey.
- Samuelson and Nordhaus. (2018). *Microeconomics*, 19th Edition, MacGrawHill.
- Pindick R.S. and Rubinfeld. (2016). *Microeconomics*, Prentice hall, New Jersey.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Statistics for Managers

Course Code: 23MBACC102

Semester: 1

Credit: 3

Hours(TL): 45 hrs

Course Objectives

- To train students to discriminate various data collection & sampling techniques
- To familiarise the students with applying data visualisation and condensation concepts.
- To train the students in applying descriptive statistical techniques.
- To train the students to compare two systems and correlate them.
- To familiarise the students with creating the hypothesis and solving them.

Course Outcomes

At the end of the course, learners will be able to:

CO1	Discriminate various data collection & sampling techniques
CO2	Apply data visualisation and condensation techniques
CO3	Discriminate various measures of central tendencies
CO4	Assess business situations by measuring association between the two systems
CO5	Construct the hypotheses enabling data-driven decisions

Course Contents

Module 1: Data collection & Sampling technique

11 Hours

Need of statistics in Management, Scope, characteristics, limitations and misuse of statistics, Population & sample, Sampling Techniques, Probability & Non-Probability Sampling, sample size. Primary and secondary data, sources of data, advantages and disadvantages, APA's style of references, effective presentation and ethics, scale of measurement, Questionnaire design and survey techniques, Univariate and Bivariate frequency distribution.

Module 2: Data condensation & visualization

8 Hours

Tabulation, Graphical representation of data - stem & leaf display, line graphs, bar chart, Multiple bar chart, Subdivided chart, Sector graph.

Module 3: Descriptive Statistics

13 Hours

Arithmetic mean, Corrected mean, combined mean, missing frequency numerical and miscellaneous numerical, Averages of position: Median, Quartiles, Deciles, Percentiles, Mode, Absolute and relative measures of dispersion, Box and Whisker plots, Skewness, Kurtosis, Range, co-efficient of range, mean absolute deviation, Quartile deviation, co-efficient of quartile deviation, Standard deviation, co-efficient of variation, consistency and stability of a system.

Module 4: Measures of Association

5 Hours

Scatter diagram, Karl Pearson's coefficient of correlation, Spearman's rank correlation (with and without repeated ranks), Business prediction models, simple linear regression. Concepts of multiple regression, Industrial practice of regression models.

Module 5: Hypothesis Testing

8 Hours

Parametric and non-parametric tests, null & alternate hypothesis, level of significance and confidence, type I and type II errors, General procedure of hypothesis testing, framing hypothesis, Z – test, student's t – distribution, Chi – square test, ANOVA.

Basic Texts

- Anderson, Sweeny & Williams (2018) Statistics for Business & Economics, Revised 13th edition, Cengage Learning
- Black Ken, Business Statistics for Contemporary Decision making, 9th edition, Wiley

Reference Books

- Levin & Rubin (1998), Statistics for Management, 7th edition, Pearson
- Zikmund, W. G., Carr, J. C., & Griffin, M. (2013). Business Research Methods (Book Only). Cengage Learning.
- Bell, E., Bryman, A., & Harley, B. (2018). Business research methods. Oxford university press.

Evaluation Pattern:				
Continuous Evaluation			End Semester Examination	Total
Class Participation	: 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1	: 10 Marks			
Assessment 2	: 10 Marks			
Assessment 3	: 10 Marks			
Block End Test	: 10 Marks			

Course Title: Universal Values and Sustainability

Course Code: 23MBACC103

Semester: 1

Credit: 3

Hours(TL): 45 hrs

Course Objectives:

- Explain the cause and effect relationship of individual actions on a business
- Discuss examine ethical dilemmas in order to understand the management practices in the context of Indian Management
- Demonstrate the ethical theories in management decision making and its application for sustainable business practices
- Apprise CSR activities and CSR compliance requirements as per Companies Act 2013
- Propose specialised and localized sustainable development measures.

Course Outcomes:

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

CO 1	Explain how Indian culture contributes to leadership and management and demonstrate the influence of ethos on work culture
CO 2	Examine Ethical Dilemmas and ethical decision-making in organizations
CO 3	Assess a company's degree of social responsibility, its economic value, and its environmental impact
CO4	Apprise Corporate Governance practices of organizations
CO5	Develop projects on rural sustainable development

Course Contents:

Module 1: Indian Ethos, Work Ethos and Culture

9 Hours

Foundational Concepts of Indian Ethos; Differences between Ethics and Ethos; management lessons from Mahabharata, and Kautilya's Arthashastra and its implications in Indian organisations; Work ethos and values for Indian managers; **Personal ethics**; Differences between Indian culture, Western culture and Japanese culture; Management of stress using methods rooted in Indian ethos; leadership changing scenario from karta in a joint family to managers today, contemporary approaches to leadership.

Skill Set: Critical thinking Logic and reasoning

Module 2: Business Ethics in Management

9 Hours

Theories of Ethics, Teleological approach, Deontological Approach, Kohlberg's 6 stages of moral development; Ethics in Finance, HR, Marketing & IT, Definition and nature of business ethics; need and benefit of business ethics; ethical principles in business; Ethical dilemma in organizations; ethical decision making, reasoning, and resolution process; ethical culture in organizations; Code of ethics and conduct, **International theories on business ethics.**

Skill Set: Problem solving and decision making

Module 3: Corporate Social Responsibility

8 Hours

Definition of CSR Globally, nature, scope, objectives, evolution of CSR across the Globe, models of CSR, Concept of Charity, Corporate philanthropy, CSR-an overlapping concept, Difference between CSR and Sustainability, best practices of CSR, challenges and implementation. Triple Bottom Line (TBL), ESG: Application, Sustainability indexes and reporting, *Best practices of CSR**, **Terminology in business ethics – Moonlighting, Insider trading, Glass Ceiling etc.,**

Skill Set: Forward planning and strategic thinking, commercial awareness

Module 4: Corporate Governance

9 Hours

What is Corporate Governance? Principles and advantages of Corporate Governance; **OECD Principles, Corporate Scandals**, Governance Issues, 4 Pillars of Corporate Governance, Board Structure and Functioning CSR-Legislation in India in-depth analysis: Scope for CSR Activities under Schedule VII, Appointment of Independent Directors on the Board, **Building the business case for good Corporate Governance and U.S Governance legal and regulatory framework.**

Skill Set: Problem solving and decision making

Module 5: Foundations and Perspectives of Sustainable Development

10 Hours

Introduction to Sustainable Development: evolution of SD perspectives (MDGs AND SDGs) over the years. Brundtland Commission and outcome; UN summits (Rio summit, etc.) and outcome. Fundamentals of ecology - types of ecosystems & interrelationships, factors influencing sustainability of ecosystems, ecosystem restoration - developmental needs. Introduction to sustainability & its factors, requirements for sustainability. - Sustainability and development indicators and SDGs, UN's outlook of sustainable development and efforts, UN SDGs - structure, governance and partnerships; communities / society: ensuring resilience and primary needs in society. Analytical frameworks in sustainability studies. Metrics for mapping and measuring sustainable development. Sustainability and rural culture & tradition; road to achieving sustainable development goals - bridging conflicts and way forward.

Skill Set: Forward planning and strategic thinking, commercial awareness

Basic Text:

- Gopaldaswamy (2019). A Guide to Corporate Governance, New Age International (P) Ltd.
- Prabhakaran Paleri (2019). Corporate Social Responsibility: Concept, Cases and Trends. Cengage Learning India Pvt. Ltd
- Gosh, B. N (2017). Business Ethics and Corporate Governance,
- Silviu, G. (2017). *Sustainability in Project Management*.
- Fernando, A. C (Latest edition), Business Ethics and Corporate Governance,
- Prasan, P. B (2017), Ethics and the conduct of business,
- Jyotsna, G. B., and Joshi, R. C (2019). Business Ethics and Corporate Governance,
- Cherunilam, F. (2021). Business environment. Himalaya Publishing House Pvt. Ltd.
- Laura Hartman and Abha Chatterjee (2017). Perspectives in Business Ethics. McGraw Hill Education

Reference books:

- Robert A.G. Monks (2011). Corporate governance, John Wiley and Sons
- Mark S. Schwartz (2011). Corporate Social Responsibility: An Ethical Approach. Broadview Press Ltd
- Francis Cherunilam (2017). Business and Government', Himalaya Publications House
- T N Srinivasan (2011). Growth, Sustainability, and India's Economic. Oxford University Press
- Ahmedabad Management Association (AMA), "Ancient Indian Wisdom for Self-Development", Ahmedabad, 1995.
- Céline LouchE (2010). Innovative CSR: From Risk Management to Value Creation. Routledge.
- Sanjay K Agarwal (2008). Corporate Social Responsibility in India. SAGE Publications Pvt. Ltd
- V. Balachandran (2011). Corporate Governance, Ethics and Social Responsibility. PHI; 2nd edition.
- Baxi C. V & Rupamanjari Sinha Ray (2012). 'Corporate Social Responsibility: A Study of CSR Practices in Indian Industry', Vikas Publishing House.
- Jitmananda Swami (1992), Indian Ethos for Modern Management, New Delhi
- S.K. Chakraborty H (2014). Human values and ethics. Himalaya Publishing House

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- https://www.slideshare.net/manjuz_99/ethical-theories-175054251
- <https://www.scribd.com/document/373908653/Business-Ethics-121020060511-Phpapp01>
- <https://educationaltechnology.net/stages-of-moral-development-lawrence-kohlberg/>
- https://www.academia.edu/2535098/Dharma_in_the_Mahabharata_Values_for_Management_and_Leadership1
- <http://jnujprdistance.com/assets/lms/LMS%20JNU/MBA/MBA%20-%20Operation%20Management/Sem%20IV/Indian%20Ethos%20and%20Management/Indian%20Ethos%20and%20Management.pdf>
- <http://www.yourarticlelibrary.com/business/values-business/impact-of-values-on-business/99539>
- <https://ddceutkal.ac.in/Syllabus/BECG-MBA.pdf>

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

DISCIPLINE HARD CORE
SEMESTER – I

Course Title: Financial Reporting, Statements and Analysis

Course Code: 23MBACC104

Semester: 1

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Introducing the learners to understand accounting concepts and conventions
- Equip the learners to comprehend accounting process
- Enabling the learners to construct the accounting statements
- Endowing the learners to Interpret Profit and loss statement and Balance Sheet of Companies
- Enabling the learners to compare the financial position of a company using common size and comparative approaches

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO 1	Discuss the conceptual framework of accounting
CO 2	Demonstrate the Accounting cycle and process
CO 3	Prepare the financial statements as per regulations
CO 4	Appraise the financial statements using ratios
CO 5	Compare and test the financial position of companies using common size and comparative approaches

Course Contents:

Module 1: Introduction to Accounting:

8 Hours

Conceptual framework of Financial Accounting, concept, objectives, advantages and limitations. Users of accounting statements, terminology, **accounting concepts***, assumptions and conventions, Accounting equations (Simple Problems). Introduction to Indian GAAP, Ind AS and IFRS.

Module 2: Accounting Cycle:

10 Hours

Accounting process: Account, Types, Rules, Books of Accounts, Journal, Ledger, **Bank reconciliation statement*** - preparation of trial balance.

Module 3: Financial Statements:

11 Hours

Corporate Accounting, Financial Statements: Preparation of Statement of Profit and Loss and Balance sheet, Treatment of Adjustments: Outstanding expenses, Treatment of closing stock, prepaid expense, tax provision, dividend and reserves, finding EPS, **Reading real company annual reports*** - Schedule III of Companies Act, 2013.

Model 4: Ratio analysis:

9 Hours

Introduction to ratios: concept, advantages, limitations. Types of ratios: liquidity, solvency, activity, profitability and market test ratios. Simple problems with analysis.

Module 5: Financial Statement analysis:

7 Hours

Analysis of Statement of P&L and Balance sheet through common size, trend and comparative statements. **Understanding published Annual reports***

(* These topics are categorized as 'Self-learning' topics and are subjected to testing)

Basic Texts

- Narayanaswamy, R. (2018). Financial Accounting: A Managerial Perspective, PHI Learning Pvt. Ltd.
- Anthony, Robert. (2019), Accounting text and cases. (13th ed.). New Delhi: Tata McGraw-Hill Publications.

Reference Books

- Robert Libby, Patricia Libby, Frank Hodge. (2019), Financial Accounting. (13th ed.). New Delhi:McGraw-Hill India.
- Arora.R.K. (2018), Financial Accounting: Fundamentals, Analysis and Reporting. (1st ed.). New Delhi: Wiley India Pvt Ltd.
- Carl Warren, James M. Reeve, Jonathan Duchac.(2018), Accounting. (5th ed.). New Delhi: Cengage Learning India Pvt. Ltd.
- Bhattacharya, A.B. (2016). Financial accounting for business managers. (4th ed.). New Delhi: Prentice Hall of India.
- Kakani Ramchandran. (2017), How to Analyze Financial Statements. (2nd ed.). Delhi: Tata McGraw-Hill Publications.
- Horngren, Charles.T. (2012), Introduction to Financial Accounting. (9th ed.). India: Pearson's Education
- Maheshwari, S.N, Suneel K Maheshwari, Sharad K Maheshwari. (2018), Financial Accounting. (6th ed.). New Delhi: Vikas Publishing House.
- Krishna G. Palepu , Paul M. Healy (2015), Business Analysis and Valuation: Using Financial Statements, (5th ed.), Cengage Publications.
- Bagavathi, P. R. (2016). Management Accounting (4th ed.).New Delhi: S. Chand Publishing.
- Weugandt, Kimmel, Kieso (2016), Accounting Principles. (12th ed.). New Delhi: Wiley Publishers.

Other reading material

- William .J.Bruns (2004), Introduction to Accounting Records, Harvard Business School Publications, pp. 1- 8.
- V.G. Narayanan & Suraj Srinivasan (2018), Financial Analysis Simulation- Data Detective by from Harvard Business Publishing.
- B.R.Rao(2016), Strategic Analysis – A Case Study on Indian Telecom Industry, Management Accountant, pp.31-36
- Rohit Bansal (2015), A Comparative Analysis of the Financial performances of selected Indian IT Companies, IUP Journal of Accounting Research, Vol.14, No.4, pp.43-60.

Evaluation Pattern:				
Continuous Evaluation			End Semester Examination	Total
Class Participation : 10 Marks		50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks				
Assessment 2 : 10 Marks				
Assessment 3 : 10 Marks				
Block End Test : 10 Marks				

Course Title: Marketing Management

Course Code: 23MBACC105

Semester:2

Credits:3

Hours (LTP): 45 hrs

Course Objectives:

- Enable the students to understand the concepts of marketing
- Help the students to relate the segmentation, targeting and positioning strategies
- Equip the students to appraise the product and pricing strategies
- Equip the students, apprise the promotion and distribution strategy
- Assist the students to Explain the Concepts of Long term customer loyalty management

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Describe the concepts of Marketing
CO2	Relate segmentation , targeting and positioning strategies
CO3	Appraise the product and pricing strategies
CO4	Appraise the promotion and distribution strategy
CO5	Explain the Concepts of Long term customer loyalty management

Course Contents:

Module 1: Understanding Marketing Management

9 Hours

Importance and Scope of Marketing. Defining Marketing for the new realities. Core concepts of marketing (Concepts of Needs, Wants, Demand, Value Proposition, Segmentation, Targeting, Positioning, Brand, Marketing Environment, Marketing Channels). Effective Marketing Process. Marketing Mix Elements. Factors influencing consumer behavior, buying decision process – consumer and business markets.

Module 2: Choosing Value - Segmentation, Targeting and Positioning

9 Hours

Identifying Market Segments and Targets – bases for segmenting consumer markets, – Effective Segmentation Criteria, Targeting strategies. Crafting the positioning, developing a brand positioning, Competitive strategies for market leader, follower, challenger and nicher.

Module -3: Designing Value – product and pricing decisions

9 Hours

Setting product strategy - product and service characteristics, classification, differentiation, Service quality. New product development process. Product life cycle strategies. Understanding pricing – selecting the pricing approach (3Cs of pricing strategy), setting the price – pricing of innovative and imitative products, adapting the price.

Module- 4: Delivering and Communicating Value – distribution and communication decisions

9 Hours

Designing and managing integrated marketing channels - Channel management decisions (VMS HMS, Role of Channel Partner), retailing, E -tailing, wholesaling
Role of Integrated Marketing Communications, developing effective communications (Communication Model). Integrating Promotional Mix elements -advertising, sales promotion, personal selling, direct marketing, events, experiences and public relations. Managing Digital Communications.

Module -5: Long-term loyalty management

9 Hours

Building customer value, satisfaction and loyalty, Kano's model of customer delight, Concept of Customer Lifetime Value, Customer Management - Acquisition, Retention, and developing value, Measuring CRM Success – Net Promoter Score, Customer Satisfaction Score, Customer Effort Score, Share of Wallet

Basic Texts

- Kotler, P., Keller, K, L., Koshy, A. & Jha, M. (2014). Marketing Management – South Asian Perspective. New Delhi, India: Pearson’s Education.
- Kotler, P., Keller, K, L. (2016). Marketing Management. 15 th edition. New Delhi,India: Pearsons Education.
- Buttle, F. (2009). Customer relationship management: Concepts and technology. Sydney: A Butterworth-Heinemann Title, 72.

Reference Books

- Trout, J., & Ries, A. (2017). Positioning: The Battle for Your Mind. New York, USA: McGraw- Hill
- Kotler, P., Kartajaya, H., & Setiawan, I. (2017). Marketing 4.0: Moving from traditional to Digital. New Jersey, USA: Wiley & Sons

Other references

- Goj, C. L. (2009). A review of marketing mix: 4Ps or more. Basic R for Finance Journal of Marketing Studies. Vol 1, No. 1
- Gronroos, C. (1994). From marketing mix to relationship marketing: Towards paradigm shift in marketing. Management decision
- Keller, K. L. (2001). Building customer-based brand equity: A blueprint for creating strong brands (pp. 3-27). Cambridge, MA: Marketing Science Institute.
- Ionescu-Somers, A., Steger, U., & Amann, W. (2006). Hindustan Lever (A): Leaping a Millennium. IMD Case Study.
- Hinterhuber, A., & Liozu, S. (2012). Is it time to rethink your pricing strategy. MIT Sloan management review, 53(4), 69-77.
- Takeuchi, H., & Nonaka, I. (1986). The new new product development game. Harvard business review, 64(1), 137-146.
- Finne, Å., & Grönroos, C. (2009). Rethinking marketing communication: From integrated marketing communication to relationship communication. Journal of marketing Communications, 15(2-3), 179-195.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation	:10 Marks		
Assessment 1	: 10 Marks		
Assessment 2	: 10 Marks	50 Marks	100 Marks
Assessment 3	:10 Marks		
Block End Test	: 10 Marks		

Course Title: Employee Behavior and Human Resource Practices

Course Code: 23MBACC106

Semester: 1

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Describe the foundational concepts of employee behavior and their application on human resource management practices.
- Develop an understanding of various personality types and learning theories and their implications for HR practices
- Demonstrate the employee's work-related attitudes and their implication for organizations.
- Discuss the applications of motivation theories in the workplace.
- Identify the methods to develop positive organizational behavior among employees.

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Identify the application of employee behavior concepts in the context of human resource practices in organizations
CO2	Develop the ability to assess the personalities and learning styles of different individuals in an organization and align them with appropriate HR practices.
CO3	Outline the factors influencing individual perception and attitudes and their implication on employee selection and rewards in the organizational setting
CO4	Appraise the implications of motivational theories in the performance management and rewards
CO5	Summarize the relationship between Positive Organizational Behavior, Psychological Capital and positive workplace behaviors

Course Contents

Module-1–Introduction to Employee Behaviors and basics of HRM Function

9 Hours

Introduction to Organizational Behavior- Historical Background, Meaning and Importance of OB, Basics of HR function, The importance of Interpersonal skills- their application in selection, Diversity in the workplace – HR practices to manage diversity- Application of Diversity in Talent Acquisition and Training, Globalization and its implications on HR practices, Developing a multicultural organization, Modern Organizational designs- The Virtual organization and the changing HR context- the Gig Economy- Implications for HR planning.

Module 2- Personality, Learning and the Human Resource Function

9 Hours

Personality – Meaning, contributing factors to personality, Individual differences arising out of Personality traits that influence Work Behavior, Personality assessment- MBTI, BIG FIVE Model- the use of personality tests in selection- understanding the recruitment and selection process, Person- job- organization fit and its implications on employee retention, engagement and employee careers. Learning- meaning, importance and theories of learning- applications of learning in employee Training and Development- training process, types, evaluation.

Module 3: Perception, Employee Attitudes and their Applications

9 Hours

Perception- Meaning, factors affecting perception, Perceptual Process, Kelly's Attribution theory, Common perceptual errors- their implication in Performance Appraisal- Appraisal Process- Methods of PA, Judgment errors during Selection process and interviews. Employee perceptions of Rewards and Recognition- traditional methods of administering pay and Pay for Performance. Employee Attitudes- Job Satisfaction, Involvement, Organizational Commitment and OCB- implications of employee attitudes on employee turnover, absenteeism, organizational productivity. Improving employee attitudes through work design, benefits and rewards system. Psychological contract its importance for employee - employer relationship.

Module 4: Motivational Needs, Processes and applications in Performance Management and Reward Systems

9 Hours

Motivation- Definition and importance, Content and Process theories of motivation- Application of motivation concepts at workplace settings, Motivation and Performance management, Motivation and the Compensation and Benefit strategy, Benefits as organizational rewards- Employee health and wellbeing- Wellness programs and other benefits. Recognition as an organizational reward- implications of motivation theories, Motivation Application through Job Design- Job Rotation, Enlargement, Enrichment. Motivation application through Goal Setting.

Module 5: Positive organizational Behavior and Psychological Capital

9 Hours

Positive psychology- interaction of health, relationship and work, Self- Concept- Self- efficacy and Self- Esteem, Implications of Efficacy in the workplace and positive organizational behavior- implications in employee selection, training and development, job design. Psychological Capital- definition and meaning, Other positive constructs- Happiness or Subjective Wellbeing-Emotional intelligence- implications for the psychological contract.

Basic Texts

- Luthans, F (2018) *Organizational Behavior*, 12th edition New Delhi: McGraw-Hill Professional
- Robbins,S.P.,Judge. T and Vohra, N (2019). *Organizational Behaviour*, 16th edition, Pearson Education
- Dessler, G. and Varkhey, B. (2016) *Human Resource Management, India: Pearson India*,
- Nelson. A and Quick. K, (2020). *Organizational Behaviour*, India Edition, Cengage learning.

Reference Books

- Greenberg,J and Baron,R (2019) *Behavior in Organisations* New Delhi, India : PHI Learning Private Limited.
- Luthans, F (2018) *Organizational Behavior*, New Delhi: McGraw-Hill Professional
- Hellriegel, D and Slocum, J (2018) *Organizational Behavior*, South Western, CENGAGE Learning
- Sanghi, S. (2017) *Human Resource Management*, Vikas Publishing
- Baker, M. (2010) *Cross Cultural Behavior, The Workbook*
- Armstrong, M. (2014) *Handbook of Human Resource Management* New Delhi, India: Kogan Page.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation :10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

SKILL ENHANCEMENT

Course Name: Business Communication and Report Writing

Course Code: 23MBASEC101

Semester: 1

Credits: 2

Hours (LTP): 30 hrs

Course Objectives:

- Examine the importance of effective communication in business
- Formulate effective conflict management and negotiation skills
- Develop effective reading, writing, speaking and listening and presentation skills to communicate effectively using the LSRW (Listening, Speaking, Reading and Writing) framework of communication
- Assess the significance of managing crisis through effective communication
- Organize and Formulate a report

Course Outcomes:

At the end of the course, learners will be able to:

CO1	Examine and employ the components of communication, major verbal, nonverbal barriers to communication and examine the importance of effective communication in business
CO2	Demonstrate the skills of presentation, conflict management and negotiation
CO3	Prioritize effective reading, listening , writing and speaking skills using the LSRW framework
CO4	Appraise the importance of crisis communication
CO5	Develop varied applications of report writing

Course Content:

Module1: Foundations of Business Communication

5 hours

Role of communication in organization, Components and process of communication, Directions of Communication, Barriers to effective communication, Ethical Communication, *Communication Media Choices, *Social media communication.

Skill sets: Interpersonal Communication-verbal, Problem-solving and decision making

Module 2: Interpersonal Communication and Business Meetings

7 hours

Skills and Speaking Skills

- Reading Skills:** Effective Reading Skills, Types of Reading and their uses
- Listening Skills:** Definition, Types of Listening, Barriers to listening, Causes and Effects of Poor Listening,
- Business Meetings:** Examine the requirements for conducting an effective Business Meeting, Preparation of agenda, recording minutes of meeting and using technology to facilitate professional meetings.
- Oral:** Conflict resolution through effective communication.
- Non- Verbal:** Body Movement, Physical Appearance, Voice Qualities, Time, Touch, Space and Territory. *
Corporate Etiquette

Skill sets: Interpersonal Communication-Oral, Non-Verbal, Business Etiquette, Reading Skills, Listening

Module 3: Report Writing & Presentation skills

9 hours

Introduction to report writing and presentation, structuring the report, structuring presentation & Audience analysis.

Skill sets: Written communication, Report writing skills & Presentation skills

Module 4: Written Communication, Crisis Communication, Negotiation and Media relations **9 hours**

The Process of Writing: An Overview of the Writing Process, Planning, Drafting, Revising, Proofreading, Writing Positive and Neutral Messages, Persuasive Messages, Bad-News Messages, Nuances of application and letter writing * Emails and Memos. Create an original press release.

Negotiation skills: 4 Ps of Communication; Negotiation outcomes, Negotiation styles. Crisis Communication: Compare and Contrast the role of issues management and strategic planning. Demonstrate the difference between business interruption and crisis. Examine the crisis life cycle, Appraise the traits of a crisis spokesperson.

*Compare and contrast the benefits and challenges inherent in using social media as a corporate communication vehicle. *Recommend social media options when considering target audience.

Skill Sets: Reading Skills, Listening Skills, Speaking Skills, Problem solving and decision making Business Writing, Forward planning and Strategic thinking, Commercial awareness

(These topics are categorized as ‘Self-learning’ topics and are subjected to testing)*

Basic Texts

- Ober, S., Newman, A. (2017). Communicating in Business. 8th Edition. Cengage Learning.

Reference Books

- Lesikar, V.R., Flatley, M. (2017). Business Communication- Making connections in the digital world. 11th Edition. Tata McGraw Hill Publications.
- Bovee, L.C., Thill, J. (2018). Business Communication Today. 14th Edition. Pearson Education.
- Dr. Sapna M.S. (2020). CORPORATE COMMUNICATION: Trends and Features. Notion press, Chennai, Tamil Nadu-600004
- Naik, D.S. (2015). Business Communication-A Practical Approach, 1st Edition. Biztantra Publishers.

Other reading material

- MYEnglishPages.Com. (2022). Learn English Online, [Learn English - Grammar, Vocabulary, Speaking, Exercises, Lessons. \(myenglishpages.com\)](https://www.myenglishpages.com), Accessed on 26 April 2022.
- Marcusevans Lingurama.(n/d). [marcus evans Linguarama](https://www.marcusevanslingurama.com), accessed on 26 April 2022
- Harvard Business Review.(n/d). O’Hara, C. (2014). How to Improve Your Business Writing. <http://hbr.org/2014/11/how-to-improve-your-business-writing>, Accessed on 25 March 2022

Evaluation Pattern:

Continuous Evaluation – Skill Enhancement Courses						Total
A1	A2	A3	A4	Internal Test/ Quiz etc	Class Participation	100 Marks
20	20	20	20	10	10	

Course Title: Business Research Methods

Course Code: 23MBASEC102

Semester: 1

Credits: 2

Hours (LTP): 30 hrs

Course Objectives

- Familiarise the students in understanding the need of Research.
- Train the students in formulating the research plan.
- Train the students in creating the questionnaire for different research problems.
- Familiarise the students in applying the hypothesis and solving them.

Course Outcomes

At the end of the course, learners will be able to:

CO1	Demonstrate the ability of Research Design process
CO2	Discriminate the various qualitative research methods
CO3	Assess the Business situation using quantitative research
CO4	Construct the hypotheses enabling data driven decisions

Course Contents

Module 1: Research design and process

4 Hours

An Introduction and need for Business Research, Research Process, Research Design (Exploratory, Descriptive, and Causal); Types: Qualitative and Quantitative

Module 2: Qualitative research methods

6 Hours

Need for Qualitative Research, Qualitative Research Tools: Focus Group Discussions, In-Depth Interviews, Categorical Data, Scaling Techniques, (Levels and Types), Scale Evaluation – Measurement accuracy, Reliability and Validity in measurement, Review of Sampling Methods – Non-Random Sampling Methods (Convenience, Judgement, Quota and Snowball sampling. Sampling and non-sampling errors)

Module 3: Quantitative research methods

8 Hours

Need for Quantitative Research, Primary and Secondary Data, Quantitative Research Tools-Questionnaire Design, Secondary Data Sources, Review of Sampling Methods - Random Sampling Methods (SRS, Stratified, Systematic & Cluster sampling)

Module 4: Hypothesis Testing & Case analysis

12 Hours

Review of Data Presentation – Graphs, Charts and Tables, Testing of Hypothesis-Z Test; Testing of Hypothesis: t-test (Independent and Paired samples), F-Test: One-way and Two-way ANOVA, Chi-Square Test: Non - Parametric tests - Categorical Data (Independence of Attributes), Quantitative Data (Goodness of Fit), Technology usage for Data Analysis and Hypothesis Testing, Review of report writing.

Basic Texts

- Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2013). *Business research methods*. Cengage Learning.
- Bell, E., Bryman, A., & Harley, B. (2022). *Business research methods*. Oxford university press.
- Bajpai, N. (2017). *Business Research Methods*. Pearson Education

Reference Books

- Rubin, D. S., & Levin, R. I. (1998). *Statistics for management*. Pearson.
- Anderson, D. R., Sweeney, D. J., Williams, T. A., Camm, J. D., & Cochran, J. J. (2016). *Statistics for business & economics*. Cengage Learning.
- Black, K. (2019). *Business statistics for contemporary decision making*. John Wiley & Sons.
- David Levine, David Stephan, Kathryn Szabat. (2017). *Statistics for Managers Using Microsoft Excel*. Pearson.

Other reading material

- <https://1lib.in/book/5533517/99d76a>
- <https://www.linkedin.com/learning/excel-economic-analysis-and-data-analytics/welcome?u=92695330>
- Case Radio Mirchi Link:
<https://www.emerald.com/insight/content/doi/10.1108/CASE.IIMA.2020.000095/full/pdf?title=radio-mirchi-marketing-strategy-for-the-bangalore-market>
- Article Link: <https://pharmaceutical-journal.com/article/ld/how-to-write-a-research-article-to-submit-for-publication>
- Convenient Sampling Link: https://www.researchgate.net/publication/340935263_Non-Probability_Sampling_Survey_Methods
- Pilot Study Link:
<https://pilotfeasibilitystudies.biomedcentral.com/articles/10.1186/s40814-019-0411-z>
- Case Link:
https://www.researchgate.net/publication/256108428_Writing_for_publication_Case_studies
- Project Link:
https://www.researchgate.net/publication/349573214_Format_Content_of_Academic_Research_Project_Report
- <https://www.worldometers.info> FOR REALTIME DATA

Evaluation Pattern:

Continuous Evaluation – Skill Enhancement Courses						Total
A1	A2	A3	A4	Internal Test/ Quiz etc	Class Participation	100 Marks
20	20	20	20	10	10	

SEMESTER – II
CORE COURSE

Course Title: Operations Research

Course Code: 23MBACC201

Semester: 2

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- To make the students to understand the Operations research concepts, tools and techniques.
- To train the students to do various quantitative analysis and making accurate and the best suitable decisions in business.
- To nurture, among the students, the quantitative and operations research thinking ability while making any decisions.
- To make the students to apply their operations and research knowledge and skills for making optimum allocation of resources in personal and job life.

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO 1	Explain the role of operations research in making the managerial decisions using the LPP model.
CO 2	Demonstrate the transportation model in business
CO 3	Examining Assignment model in business
CO 4	Recommend waiting line theory in business
CO 5	Propose replacement models in business applications

Course Contents:

Module 1: Linear Programming Problem

9 Hours

Introduction to operations research: Origin of operations research. **Linear programming Problem:** Formulation of LPP, Graphical solution of LPP, Solution by simplex method*, Concepts of duality. Solving problems using MS-Excel* (*Asynchronous)

Module 2: Transportation problem

9 Hours

Transportation model: Definition, Mathematical Models, operations research and optimization models, balanced and unbalanced Transportation model, Initial basic feasible solutions by North West Corner rule (NWC), Least cost Method (LCM) and VOGEL'S approximation method, optimum solution- MODI method (only for non-degeneracy).

Module 3: The Assignment Problem

9 Hours

The Assignment Problem: Definition, Algorithm, Solution of the assignment model, Hungarian method to solve assignment problems, application as a travelling salesman problem.

Module 4: Waiting line theory

9 Hours

Waiting line theory: Input source, queuing process, queue discipline, service process, queue size, queue length, various notations M/M/1 for infinite population and numerical.

Module 5: Replacement policy

9 Hours

Replacement models: Replacement of items that Deteriorate whose maintenance and repair costs increase with time, ignoring changes in the value of money, including changes in value of money. Replacement of items that fail suddenly: individual replacement policy, *group replacement policy (*Asynchronous)

Basic Texts

- Sharma J.K, Operations research: Theory and applications, 2017 Sixth edition, Trinity Press, New Delhi
- Frederick S. Hillier & Gerald J. Lieberman (2017), Introduction to Operations Research. McGraw-Hill, New Delhi, India.

Reference Books

- Hamdy A Taha, (2014). Operations Research: An Introduction, Prentice Hall, New Delhi India.
- Ronald L. Rardin (2018), Optimization in Operations Research. Prentice Hall New Delhi, India.
- Richard Bronson & Govindasami Naadimuthu, Schaum's (1997), Outline of Operations Research, McGraw-Hill New Delhi, India.

Other reading material

- Quantitative Techniques for Management by Dr. Manharlala N. Patel, Gujarat University, Ahamedabad, SWAYAM MOOC.
- <https://in.coursera.org/learn/operations-research-theory>
- <file:///E:/9-Operations-Research-An-Introduction-10th-Ed.-Hamdy-A-Taha.pdf>
- <https://notendur.hi.is/kth93/3.20.pdf>

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation	: 10 Marks	50 Marks	100 Marks
Assessment 1	: 10 Marks		
Assessment 2	: 10 Marks		
Assessment 3	: 10 Marks		
Block End Test	: 10 Marks		

SEMESTER – III
CORE COURSE

Course Title: Strategic Management

Course Code: 23MBACC301

Semester: 3

Credit: 3

Hours(TL): 45 hrs

Course Objectives:

- Define and Illustrate a range of strategic management theories and models.
- Develop an understanding of the industries micro and macro environmental issues and industry factors examine their impact on a business's competitiveness and strategic positioning.
- Appraise the impact of technological advances upon the firm's performance for achieving competitiveness.
- Determine strategic capabilities and gaps; and
- Formulate and implement strategy at the single business unit level.

Course Outcomes (COs)

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

CO1	Understanding a range of strategic management theories to be able to acknowledge and state main ideas;
CO2	Analyse an organisation's strategically relevant internal and external environments by applying appropriate theories and models;
CO3	Construct evidence-based best practice strategy and execution;
CO4	Evaluate critical technological business challenges which impeded strategic decisions in real-world scenarios;
CO5	Construct integrative strategies for global business implementation and be able to measure the performance.

Course Content:

Module 1: Fundamentals of Strategy

6 Hours

Concept of Strategy, Mission, Goals and Objectives, strategic-making process, SWOT, Intended and Emergent Strategies, Industry and Competitive Analysis – Identifying Opportunities and Threats, Industry dynamics and evolution, Disruptive Innovation, Porter's five forces model, Strategic Group analysis.

Skill Set: Critical thinking Logic and reasoning

Module 2: Environment Analysis

8 Hours

Environment Analysis, **Scope of the Firm** – How does the firm build competitive advantage, where does the competitive advantage come from? **Diversification** – Reasons for diversification, Related and Unrelated diversification.

Corporate Development -Mergers and Acquisitions Strategy – Causes & Motives for mergers and acquisitions. Strategy, valuation and Integration.

Strategic Alliances – Types of strategic alliances, reasons for strategic alliances, value creation, and understanding the challenges faced by firms in their strategic alliances.

Skill Set: Problem solving and decision making

Module 3: Business and Functional Strategies

12 Hours

Business and Functional Strategies - Functional Strategies, Building competitive advantage through Innovation, Efficiency, Quality and Customer responsiveness. **Value Creation, Configuration, and Coordination. Three Dimensions of Corporate Strategies – Business Diversification (Horizontal Expansion), Vertical Integration (Forward or Backward Expansion), Geographic Scope (Geographic/ and or Global Expansion).**

Observing the fundamental issues;

1. Can the firm create economic value by changing its scope?
2. Should activities be undertaken inside the corporation, or accessed through contracts, joint ventures, alliances, or other institutional arrangements? How should the corporation grow?
3. How should the corporation be structured and managed to enhance the combined value of its individual business units?

Skill Set: Critical thinking Logic and reasoning

Module 4: Technology Strategy

7 Hours

Technology Strategy - Why is Tech Strategy Development Important?

What is a Technology Strategy?

Selecting the Right Technology Strategy for Your Business, Existing Technology vs. Emerging Ecosystems, implementing an Information Technology Strategy, Benefits of Developing a Technology Strategy and Framework, Reasons for developing technology strategies.

Skill Set: Problem solving and decision making

Module 5: Global Strategy

12 Hours

Global Strategy – Competing in a global world, Global strategy as business model change, Globalising the value chain infrastructure, Global supply chain management, Globalising the management model, transaction cost approach (TCA), competitive advantage of nation (CAN), resource-based view (RBV).

Skill Set: Forward planning and strategic thinking, commercial awareness

Basic Texts

- Hill, C, W, L., & Jones, R, G. (2013), *Strategic Management, An Integrated Approach*. Mason OH, USA: South Western
- Whittington, R., Regner, P., Angwin, D., Johnson, G., & Scholes, K. (2020). *Exploring Strategy* (12th ed.). Pearson.
- Hill, C. W. L., Jones, G. R., & Schilling, M. A. (2019). *Strategic management : an integrated approach : theory et cases* (13th ed.). Boston, Ma Cengage Learning.
- Schilling, M. A. (2020). *Strategic Management of Technological Innovation* (6th ed.). McGraw-Hill Education.
- Dess, G. G., & Sauerwald, S. (2021). *Strategic management : text & cases*. McGraw-Hill Education.

Reference Book

- Bamey, J,B.,& Hesterly, S,W. (2008). *Strategic Management and Competitive Advantage, Concepts and Cases*. New York, USA: Pearson Education Limited.
- Grant, R., Jordan, J. (2012). *Foundations of Strategy*. New York, USA: John Wiley and Sons Limited.

Other reading material

- Barlett, C, A., & Ghoshal, S. (1994), Changing the Role of top management: Beyond Strategy to Purpose. *Harvard Business Review*. 70-78.
- Hambrick, D, C. & Fredrickson, W, J. (2001). Are you sure you have a strategy *Academy of Management Executive*, 15, 48-59.
- Porter, M,E. (1996). What is Strategy? *Harvard Business Review*, 74(6), 61-78.
- Kim, C,W., & Mauborgne, R. (2005). *Blue Ocean Strategy, How to create uncontested market space and make the competition irrelevant*. Boston, USA: Harvard Business Press.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Name: Operations and Project Management

Course Code: 23MBACC302

Semester: 3

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Describe concepts of operations management.
- Identify the processes and techniques in capacity management and layout planning.
- Analyze the role of the concepts of production planning and materials and inventory in operations
- Describe the phases of the process of project management.
- Examine role of risk analysis and project control in project management.

Course Outcomes:

At the end of the course, learners will be able to:

CO 1	Understand the concepts and tools of operations management.
CO 2	Choose appropriate models in forecasting based upon demand and supply of organization.
CO 3	Develop models and frameworks in capacity planning, production planning and facility management
CO 4	Explain the steps and process involved in project management.
CO 5	Develop insights in risk analysis and control processes of projects.

Course Contents:

Module 1 : Introduction to Operations Management

8 Hours

Operations Management: definition-nature and context of operations management, introduction to Operations strategy, productivity & performance measurement in operations, decision making-Tradeoffs and gaining competitive edge in Operations management- Operations as a key functional area in an organization, prioritization, updating the techniques used by competitors, training- Concept of Operations Globally- **Trends in Operations Management***

Module2: Facility, Capacity and Quality Management

10 Hours

Forecasting and types, its use in Operations Management-Process, Different types- Manufacturing Process and Service Process, Product & Process matrix, Introduction to Facility & Capacity planning- Facility location and Facility layout: Designing product and process layouts & types. Capacity Management in Operations, Capacity Planning Concepts, Planning Service Capacity Aggregate Sales and Operations Planning: Overview Of Sales And Operations Planning Activities, The Aggregate Operations Plan-. Concepts of Quality Management-TQM and Six Sigma-***Trends in Quality Management**

Module 3: Production Planning& Control& Material Management

9 Hours

Production Planning Functions –Routing, Scheduling- Production, Control Functions & Benefits of Production Planning and Control-Material Management-Inventory Control-Models of inventory Management-Material requirement Planning-

Integration of materials and other resources with operations strategy*

(*These topics are categorized as 'Self- learning' topics are subjected to testing).

Module 4: Introduction to Project Management

9 Hours

Introduction to Project Management-Project life cycle understanding-Forms of project organization, project planning, project control, human aspects of project management, prerequisites for successful project implementation- **Generation of ideas***, monitoring the environment, corporate appraisal, tools for identifying

investment opportunities, scouting for project ideas, preliminary screening, project rating index, sources of positive NPV

Module 5: Implementation of Project

9 Hours

Financing of Projects, Implementation and Budgetary Control -Estimation of risk and its sensitivity analysis, Scenario analysis, Break even analysis, - managing risk, project selection under risk. **Constraints In Project Management** *- Methods of ranking. Quality definition, Stakeholder identification, analysis and communication planning- Project closure, Project Control

Self-learning topics are subjected to testing

Basic Texts

- F. Robert Jacobs; Richard B. Chase (2015) Operations and Supply Chain Management,15th Edition: McGraw-HillEducation
- Ravi Shankar, F. Robert Jacobs (2018).Operations and Supply Chain Management,15th Edition :McGraw-Hill Education
- Krajewski/Srivastava (2015) .Operations Management,11th Edition: Pearson
- Mahadevan B(2015) Operations Management for Competitive Advantage, 3RD edition, Pearson India
- N. Chary. (2013). Production & Operations Management,5th edition: Mc Graw Hill India Private Limited.

References

- Jay, H., & Barry, R. (2011). Operations management. New Delhi: Pearson Education Publications.
- Bell, Daniel (1973). The coming of the post-industrial society: a venture in social forecasting. New York: BasicBooks. ISBN 978-0465012817.
- L. V. Kantorovich, Mathematical Methods of Organizing and Planning Production, Management Science 1960[English translation from 1939]
- Love, John F. (1986). McDonald's: Behind the Arches. New York: Bantam. ISBN 0-553-34759-4.
- Birla, Madan (2007). FedEx Delivers. New York: Wiley.
- Fishman, Charles (2006). Wal-Mart Effect. New York: Penquin Books.

Other References:

- <https://managementhelp.org/quality/index.htm>
- Goldratt Eliyahu M.(2004). The goal: a process of ongoing improvement.
- Goldratt Eliyahu M.(1999), Theory of Constraints.
- Journal of Operations Management (Elsevier)(for general reading of applications).
- LinkedIn: Forecasting demand
- LinkedIn: Site and facility design
- LinkedIn: Location and site design
- LinkedIn: Inventory management
- LinkedIn: Controlling Inventory
- LinkedIn: Stay Lean with Kanban

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Business Law and Corporate Governance

Course Code: 23MBACC303

Semester: 3

Credits: 3

Hours(TI): 45 hrs

Course Objectives:

- Examine the legal framework and structure prevailing in the Indian Business environment
- Utilize the Mercantile laws in the Indian context which is imperative for successful operations of companies in India
- Outline the fundamentals of Company law in company formation
- Examine the related Business Laws and their applications in Business operations
- Understand corporate governance, its structure, practices and regulation.

Course Outcomes (COs):

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

CO1	Employ the knowledge of law of contracts, Sale of Goods Act in business transactions
CO2	Outline provisions of Company law to ensure compliance with the Companies Act
CO3	Examine the laws pertaining to Competition, Consumer and IPR in Business Operations
CO4	Assess Business strategies to ensure compliance with legal requirements of the laws of Agency and Partnership and Negotiable Instruments Act
CO5	Employ knowledge of Corporate Governance provisions to ensure compliance

Course Content:

Module 1: Mercantile Law

9 Hours

*Origins of law**, object of law, functions and purposes, legislation, Law of Contract, Sale of Goods Act.

Skill set: Problem solving and decision making

Module 2: Company Law

8 Hours

Process of company formation, **Companies Act, 1956***, share capital, loan capital, auditors – powers and duties, Directors' appointment, company meetings and shareholder's rights.

Skill Set: Forward planning and strategic thinking

Module 3: Economic legislation and contemporary Issues

10 Hours

The Competition Act, Intellectual Property Rights Acts, Foreign Exchange Management Act, Consumer Protection Act, Information Technology Act.

Skill Set: Commercial awareness, Problem solving and decision making

Module 4: Laws relating to Business entities in India

10 Hours

Laws of agency: Agency, Contract of Agency; Partnership including LLP-Definition, nature kinds, Rights, duties, liabilities and interrelations between the partners, Registration of partnership, Limited liability partnership, Dissolution of partnership; Negotiable Instruments Act, Types of Nis

Skill Set: Forward planning and strategic thinking, Problem solving and decision making

Module 5: Corporate Governance

8 Hours

Meaning and evolution of corporate governance, governance practices and regulation, structure and development of boards, role of capital market and government, governance ratings, future of governance, innovative practices. **Evolution of Corporate Governance*** and **Role of capital market and government***

Skill Set: Forward planning and strategic thinking

(* These topics are categorized as a 'Self-learning' and are subjected to testing)

Basic Texts:

- N.D., K. N. (2020). *Elements of Mercantile Law, N.D. Kapoor, 38th e, 2020*. Sultan Chand & Sons.
- Shukla, M. (2007). *A Manual of Mercantile Law*. S. Chand Limited.
- Singh, A. (n.d.). *Company Law* (15th Revised edition). Eastern Book Co.
- Kuchhal, M. C. K. V. (2013). *Business Law, 6th Edition*. Vikas.
- Laws, Business. (2023). *The Indian Contract Act, 1872 Sudhir Sachdeva: Business Laws Made Easy. Sudhir Sachdeva*.
- Clarkson, K. W., & Miller, R. L. (2019). *Business Law: Text and Cases (MindTap Course List)* (15th ed.). Cengage Learning.

Reference Books:

- Singh, A. G. &. (2020). *Legal Aspects of Business*. Independently published.
- *Taxmann's Business Laws (CA-Foundation) (Thoroughly Revised 3rd Edition January 2020)*.
- Liuzzo, A., & Hughes, R. C. (2021). *Essentials of Business Law*. McGraw-Hill Education.

Other reading material:

- Economic and Political Weekly www.epw.in

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

SEMESTER – IV
CORE COURSE

Course Title: Indian Economic Policies and Reforms

Course Code: 23MBACC401

Semester: 4

Credits: 3

Hours(TI): 45 hrs

Course Objectives:

1. To understand the indices of economic development and economic growth.
2. To evaluate the economic policy reforms of India.
3. To analyze the role of institutions in India's development.
4. To examine the role of the external sector in India's development
5. To relate the functioning of the International monetary system for India's growth and development.

Course Outcomes: At the end of the course, learners will be able to:

CO1	Identify the trends and patterns of growth and development indicators of Indian economy.
CO2	Appraise the economic policy and reforms revolving India.
CO3	Critique the role of development institutions in India.
CO4	Examine the performance of India's External sectors
CO5	Interpret the significance of the international monetary system in Indian context.

Course Content:

Module 1: Indian Economic Growth and Development **10 Hours**

State of Indian economy - Economic Survey of India, colonialism Economic Transformation from independence to Amrit Kaal, poverty, inequality, and unemployment, Growth Vs Development, quantitative (GDP, Inflation) and qualitative indices (HDI & PQLI) **G20 Presidency*

Skill Sets: Cognitive flexibility skills

Module 2: Economic Policies and Reforms **10 Hours**

New Economic Policy (LPG); Monetary policy, Fiscal policy; Union Budget, Industrial Policy. Economic reforms- Land reforms, Tax reforms, Financial Sector Reforms, FDI, *New Education Policy *Atmanirbhar Bharat,*

Skill Sets: Critical thinking and problem solving skills

Module 3: Role of Institutions in Development **10 Hours**

The planning commission, Finance Commission of India, National Institute of Transforming India (NITI) Aayog, Reserve Bank of India (RBI), Security Exchange Board of India (SEBI), Department of Industrial Policy and Promotion (DIPP), Insurance Regulatory Development Authority (IRDA), National Bank for Agricultural and Rural Development (NABARD) **Five-year planning*

Skill Sets: Leadership and management skills

Module 4: India's External Sector **8 Hours**

Balance of Trade, Balance of Payment, and Foreign Exchange Reserves, EXIM Policy, External debt, ** Foreign Trade Policy: FEMA Act*

Skill Sets: Effective data visualisation skills

Module 5: India and Multilateralism **7 Hours**

IMF, World Bank, World Trade Organization- Scope, Objectives, and outcomes, International Monetary system Exchange rate regime (Currencies standard), Euro currencies, **Collapse of Bretton woods*

Skill Sets: Relationship building

(* These topics are categorized as 'Self-learning' topics and are subjected to testing)

Basic Texts

- V.K.Xavier et al. (2023). Indian Economics-Issues and Policy, Magi's Publications
- Kapila U. (2020). *Indian Economy: Performance and policies*, Academic Foundation; 18th Revised edition.

References

- Krueger, A. O. (Ed.). (2002). Economic policy reforms and the Indian economy. University of Chicago Press.
- Datt R. & Sundharam (2019). 72nd edition, Indian Economy, S. Chand & co.
- Agrawal, A. N., & Agrawal, M. K. (2019). Indian Economy, New Age International Publishers.
- Sarkar J. (2019). The Indian Economy: Policies, Practices and Heresies, Pearson Education India.

Other reading material

- Srinivasan, T. N. (2003). Indian economic reforms: a stocktaking. *Stanford Centre for International Development, Working Paper, 190*. Retrieved from scid.stanford.edu/sites/default/files/publications/190wp.pdf
- Begum, S. (2022). Farm Bill 2020 of India: A Policy Analysis, *Dynamics of Indian Economy: Issues and Prospects*, National Press Associates, 143-146.
- Begum, S., & Selvi, S. (2022). Impact of Fintech on India's Economic growth, *Empirical Economic Letters*, 21(2). <http://www.eel.my100megs.com/volume-21-number-july-2-special-issue.htm>
- Massand, A., Lodi, M. K., & Ambreen, L. (2020). Atmanirbhar Bharat: Economic, Legal, and Social Aspects. *International Journal of Management (IJM)*, 11(6).
- Eichenbaum, M. S., Rebelo, S., & Trabandt, M. (2020). *The macroeconomics of epidemics* (No. w26882). National Bureau of Economic Research.
- Ahluwalia, I. J., & Little, I. M. D. (2012). *India's economic reforms and development: Essays for Manmohan Singh*. Oxford University Press. Retrieved from <https://EconPapers.repec.org/RePEc:oxp:obooks:9780198082231>.
- Massand, A. B., & Gopalakrishna, B. V. (2017). Determinants of Bank Foreign Direct Investment Inflow in India: A Dynamic Panel Data Approach. *IIM Kozhikode Society & Management Review*, 6(1), 13-22. Retrieved from <http://journals.sagepub.com/doi/full/10.1177/2277975216674049>

Websites:

- <https://aatmanirbharbharat.mygov.in/>
- <https://www.rbi.org.in/>
- <http://niti.gov.in/>
- <https://www.worldbank.org/>
- <https://www.imf.org/>
- <https://www.wto.org/>

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

MARKETING SPECIALIZATION

SEMESTER – II

SECTOR SPECIFIC HARD CORE

Course Title: Consumer Behaviour and Insights

Course Code: 23MBADSE201

Semester: 2

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Explain and apply the key terms, definitions, and concepts used in the study of consumer behaviour.
- Identify the major Internal and external influences in consumer behaviour
- Apply consumer behaviour concepts to real world marketing problems and develop effective marketing programs.
- Identify various sources of information for Database marketing
- Understand the qualitative aspects of marketing research; to learn different research methods, and its applications.

Course Outcomes (CO):

At the end of the course, learners will be able to:

CO 1	Analyse the internal factors and its influence on consumer preferences and insight.
CO 2	Understand the external factors which influence consumer preferences
CO 3	Appraise the influence of market research and consumer insight on acquisition and retention of consumers.
CO 4	Apply Database marketing in building customer care and designing advertising campaign
CO 5	Develop consumer insight through market research

Course Contents:

Module 1: Understanding the consumer: Need, Motivation, Emotion

9 Hours

Definition and meaning of Consumer Behaviour, Concept of obtaining, Consuming and Disposing, Need recognition, motivation leading to purchase decision-types of motivation, self and self-image, emotion, Communication and Consumer Behaviour-persuading consumers through advertising, reference group, and WOM*.

Module 2: Understanding the consumer: perception, learning and memory, attitude and personality

9 Hours

Personality traits and CB, product and brand personification, Consumer Perception, Role of Theories of Learning in designing marketing strategies, *Consumer Attitude Formation and Change.

Module 3: Understanding the consumer: external Influencer

9 Hours

Reference Groups and role of referents –types of reference groups and Households, Family: family decision-making and consumption related roles, family life cycle and its influence, The Influence of Culture, Social Class, WOM and Opinion leadership-characteristics of opinion leaders. *strategic application of WOM, and Consumers and social media.

Module 4: Database marketing activities

9 Hours

Channels for managing consumers, database marketing, planning of database marketing, Application of consumer database, Types of information on database, Application Database marketing in customer care and designing advertising campaign. *Using a Database in Practice.

Module 5: Managing Consumer insight and Market Research

9 Hours

Segment using market research, Research Techniques, in-Depth interviews, Projective Techniques, Telephone questionnaires, Observation, Focus groups, case study research, Ethnographic research, Record keeping used in gaining consumer insight, Applying market research tools in customer base analysis. * Applying Market Research to Customer Base Analysis

(*Self learning topics)

Basic Texts

- Schiffman, L.G., Wisenblit, J., & Kumar, R. S. (2015). *Consumer Behavior*. New Delhi, India: Pearson Education.
- Merlin (2012) *Consumer Insight*, Kogan Page Limited, United Kingdom
- David Barr and Robin J Birn (2004) *Market Research in Practice*, Kogan Page Limited, United Kingdom

Reference Books

- Loudon, D. L., & Bitta, D. A. J. (2007). *Consumer Behavior: Concepts and Applications*. New Delhi, India: Tata McGraw-Hill.
- Engel, J.F., Blackwell, R.D. & Miniard, P.W. (2006). *Consumer Behavior*, Chicago, USA: Dryden Press.
- Merlin Stone, Bryan Foss, Alison Bond (2004) *Consumer Insight: How to Use Data and Market Research to Get Closer to Your Customer (Market Research in Practice)*, Kogan Page Ltd, United Kingdom.

Other reading material

- Liao, S. L., & Ma, Y. Y. (2009). Conceptualizing consumer need for product authenticity. *International Journal of Business and Information*, 4(1), 89-114.
- Locke, E. A., & Latham, G. P. (2004). What should we do about motivation theory? Six recommendations for the twenty-first century. *Academy of management review*, 29(3), 388-403.
- Junaid, M., Hou, F., Hussain, K., & Kirmani, A. A. (2019). Brand love: the emotional bridge between experience and engagement, Generation-M perspective. *Journal of Product & Brand Management*.
- Florin, D., Callen, B., Pratzel, M., & Kropp, J. (2007). Harnessing the power of consumer insight. *Journal of Product & Brand Management*.
- Madsen, L. V., & Gram-Hanssen, K. (2017). Understanding comfort and senses in social practice theory: Insights from a Danish field study. *Energy Research & Social Science*, 29, 86-94.
- Agarwal, S., & Dutta, T. (2015). Neuromarketing and consumer neuroscience: current understanding and the way forward. *Decision*, 42(4), 45 hrs7-462.
- Burnasheva, R., & Suh, Y. G. (2020). The influence of social media usage, self-image congruity and self-esteem on conspicuous online consumption among millennials. *Asia Pacific Journal of Marketing and Logistics*.
- Bailey 2nd, J. A. (2003). Self-image, self-concept, and self-identity revisited. *Journal of the National Medical Association*, 95(5), 383.
- Buss, A. H., & Finn, S. E. (1987). Classification of personality traits. *Journal of personality and social psychology*, 52(2), 432.
- Huang, H. H., & Mitchell, V. W. (2014). The role of imagination and brand personification in brand relationships. *Psychology & Marketing*, 31(1), 38-47.
- Chen, S., Wright, M. J., Gao, H., Liu, H., & Mather, D. (2020). The effects of brand origin and country-of-manufacture on consumers' institutional perceptions and purchase decision-making. *International Marketing Review*.

- Braga Junior, S., Martínez, M. P., Correa, C. M., Moura-Leite, R. C., & Da Silva, D. (2019). Greenwashing effect, attitudes, and beliefs in green consumption. *RAUSP Management Journal*, 54(2), 226-241.
- Pasternak, T., & Greenlee, M. W. (2005). Working memory in primate sensory systems. *Nature Reviews Neuroscience*, 6(2), 97-107.
- Liu, W. M., & Iwamoto, D. K. (2007). Conformity to masculine norms, Asian values, coping strategies, peer group influences and substance use among Asian American men. *Psychology of Men & Masculinity*, 8(1), 25.
- Hsu, C. K., & McDonald, D. (2002). An examination on multiple celebrity endorsers in advertising. *Journal of Product & Brand Management*.
- Su, C., Zhou, K. Z., Zhou, N., & Li, J. J. (2008). Harmonizing conflict in husband–wife purchase decision making: Perceived fairness and spousal influence dynamics. *Journal of the Academy of Marketing Science*, 36(3), 378- 394.
- Petrisson, L. A., Blattberg, R. C., & Wang, P. (1997). Database marketing: Past, present, and future. *Journal of Direct Marketing*, 11(4), 109-125.
- Jenkinson, A. (2007). Evolutionary implications for touchpoint planning as a result of neuroscience: A practical fusion of database marketing and advertising. *Journal of Database Marketing & Customer Strategy Management*, 14(3), 164-185.
- Shiftan, Y., Outwater, M. L., & Zhou, Y. (2008). Transit market research using structural equation modelling and attitudinal market segmentation. *Transport Policy*, 15(3), 186-195.
- Rupini, R. V., & Nandagopal, R. (2015). A Study on the Influence of Senses and the Effectiveness of Sensory Branding. *Journal of Psychiatry*, 18(2), 236.
- Fortini-Campbell, L. (1992). The consumer insight workbook: How consumer insights can inspire better marketing and advertising. *Journal of Consumer Marketing*.
- Stone, M., Bond, A., & Foss, B. (2004). *Consumer insight: how to use data and market research to get closer to your customer*. Kogan Page Publishers.
- Maity, M., & Dass, M. (2014). Consumer decision-making across modern and traditional channels: E-commerce, m-commerce, in-store. *Decision Support Systems*, 61, 34-46.
- Zwick, D., & Dholakia, N. (2004). Whose identity is it anyway? Consumer representation in the age of database marketing. *Journal of Macro marketing*, 24(1), 31-43.
- Lo, V. S. (2002). The true lift model: a novel data mining approach to response modeling in database marketing. *ACM SIGKDD Explorations Newsletter*, 4(2), 78-86.
- McKim, B. (2002). The differences between CRM and database marketing. *Journal of Database Marketing & Customer Strategy Management*, 9(4), 371-375.
- Seller, M., & Gray, P. (1999). *A survey of database marketing*.
- Bhatt, G. D., & Grover, V. (2005). Types of information technology capabilities and their role in competitive advantage: An empirical study. *Journal of management information systems*, 22(2), 253-277.
- Schoenbachler, D. D., & Gordon, G. L. (2002). Trust and customer willingness to provide information in database- driven relationship marketing. *Journal of interactive marketing*, 16(3), 2-16.
- Clow, K. E. (2004). *Integrated advertising, promotion, and marketing communications*. Pearson Education India.
- Levy, J. (2010). *Facebook marketing: Designing your next marketing campaign*. Pearson Education.
- Lau, K. N., Chow, H., & Liu, C. (2004). A database approach to cross selling in the banking industry: Practices, strategies and challenges. *Journal of Database Marketing & Customer Strategy Management*, 11(3), 216-234.

- Muther, A. (2012). Customer relationship management: Electronic customer care in the new economy. Springer.
- Boztuğ, Y., & Reutterer, T. (2008). A combined approach for segment-specific market basket analysis. *European Journal of Operational Research*, 187(1), 294-312.
- McCann, J. M. (1974). Market segment response to the marketing decision variables. *Journal of Marketing Research*, 11(4), 399-412.
- Sarabia, F. J. (1996). Model for market segments evaluation and selection. *European journal of Marketing*.
- Metcalf, L., Hess, J. S., Danes, J. E., & Singh, J. (2012). A mixed-methods approach for designing market-driven packaging. *Qualitative Market Research: An International Journal*.
- Spiggle, S. (1994). Analysis and interpretation of qualitative data in consumer research. *Journal of consumer research*, 21(3), 491-503.
- Clifton, K. J., & Handy, S. L. (2001). *Qualitative methods in travel behaviour research*. Davis, California: Institute of Transportation Studies, University of California, Davis.
- Schmittlein, D. C., & Peterson, R. A. (1994). Customer base analysis: An industrial purchase process application. *Marketing Science*, 13(1), 41-67.
- Ngai, E. W., Xiu, L., & Chau, D. C. (2009). Application of data mining techniques in customer relationship management: A literature review and classification. *Expert systems with applications*, 36(2), 2592-2602.
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- Bala, P. K. (2009). Data mining for retail inventory management. In *Advances in electrical engineering and computational science* (pp. 587-598). Springer, Dordrecht.
- Bala, P. K. (2008). Consumer insight mining for retail multi-item inventory modelling. In *Proceedings of the World Congress on Engineering* (Vol. 2).
- Hamilton, R. (2016). Consumer-based strategy: Using multiple methods to generate consumer insights that inform strategy.
- Corciolani, M., & Dalli, D. (2014). Gift-giving, sharing and commodity exchange at Book crossing. com: New insights from a qualitative analysis. *Management Decision*.
- Saha, S., & Waheed, S. (2017). Credit risk of bank customers can be predicted from customer's attribute using neural network. *International Journal of Computer Applications*, 161(3), 39-43.
- Babin, B. J., & Darden, W. R. (1996). Good and bad shopping vibes: spending and patronage satisfaction. *Journal of business research*, 35(3), 201-206.
- Kamakura, W. A. (2008). Cross-selling: Offering the right product to the right customer at the right time. *Journal of Relationship Marketing*, 6(3-4), 41-58

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Customer Relationship Management

Course Code: 23MBADSE202

Semester: 2

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Instilling in a student the understanding of the basics of Customer Relationship Marketing
- Developing a comprehensive understanding of process involved in CRM.
- Creating awareness of various aspects of customer service, experience and relationship.
- Enabling students to calculate lifetime value.
- Enabling students to design and develop appropriate CRM related strategies.

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Compare various models and frameworks involved in customer relationship management
CO2	Distinguish between customer satisfaction, customer service and customer experience
CO3	Compute customer lifetime value for given customer related data
CO4	Build effective customer retention and customer management strategies
CO5	Examine activities involved in implementing customer relationship management plans

Course Content:

Module 1: CRM, its Fundamentals and Customer Relationship

11 Hours

Definition of customer, CRM definition, Types of CRM, **Misunderstandings about CRM***, CRM Constituencies, CRM models – IDIC, QCi, CRM Value Chain, Payne’s five-process CRM Model, Gartner Competency Model, Essentials of Relationship; Dwyer’s Relationship Evolution Model, Why companies want / may not want relationships with customers, Why customers want / may not want relationship with companies, Customer Loyalty and Emotional Bonding, **Loyalty types***, Customer satisfaction, loyalty and business performance, Customer Lifetime Value – Concept and its computation.

Module 2: Managing the customer lifecycle

11 Hours

Managing Customer Lifecycle – Acquisition, retention and developing customer value Customer Acquisition: New customer – what is it?; Portfolio purchasing, Strategic Switching, Customer value estimates – The conversion model, **Prospecting – B2B lead sources, B2C acquisition efforts***, KPIs of customer acquisition programs.

Customer Retention: Customer retention and economics of it, Volume and Value retention, Strategies of customer retention – Positive and negative strategies, KPIs of customer retention programs, Role of research in reducing churn, Strategies for customer value development, Strategies for termination of customer relationships.

Developing customer value: Various sources of customer value.

Module 3: Strategic CRM

9 Hours

Customer Portfolio Management: CPM and basic principles of CPM, CPM in B2B context, Customer portfolio models, **strategically significant customers***, Core customer management strategies.

Delivering and Managing Customer-experienced value: Understanding value, Modelling customer-perceived value, Sources of customer value, Value through marketing mix, Customer experience, managing customer experience, Distinguishing between CRM and Customer experience management, Influence of CRM applications on Customer experience management.

Module 4: Operational, Analytical, Collaborative CRM**9 Hours**

Operational CRM: Sales Force Automation, Marketing Automation – **Benefits and software applications in marketing***, Service Automation – Customer service, Service modelling.

Analytical CRM: Developing and managing customer related data – developing data base, data integration, data mining, data mart, data warehousing, using customer related data - Analytics for CRM strategy, tactics, Analytics throughout customer lifecycle, Generating customer analytical insights.

Collaborative CRM: Managing networks for CRM performance, **SCOPE Mode***, supplier and partner relationship management.

Module 5: Implementing CRM**5 Hours**

CRM planning and implementing process – develop CRM strategy, build CRM project foundations, Needs specification and partner selection, project implementation, **Performance evaluation***.

(* These topics are categorized as ‘Self-learning’ topics and are subjected to testing)

Basic Texts

- Buttle, F., & Maklan, S. (2015). Customer Relationship Management, Concepts and Technologies. New York, USA: Routledge.

Reference Books

- Rai, A.K. (2013). Customer Relationship Management, Concepts and Cases. New Delhi, India: PHI Learning Pvt. Ltd.
- Baran, J, R., Strunk, P, D., & Galka, R, J. (2008). Principles of Customer Relationship. Management. Mason, USA: Thomson South-Western.
- Kumar, A., Sinha, C., & Sharma, R. (2007). Customer Relationship Management, Concepts and Applications. New Delhi, India: Bizmantra.

Other reading material

- Lemon, L, N., and Verhoef, P, C. (2016). Understanding Customer Experience Throughout the Customer journey. Journal of Marketing. 80:6, 69-96
- Morey, T., Forbath, T., and Schoop, A. (2015). Customer Data: Designing for Transparency and Trust. Harvard Business Review, 97-105.
- Smilansky, O. (2017). Tips for Maximizing CRM Investments. Retrieved from www.destinationcrm.com.
- Rowe,S, D. (2016). New Marketing Automation Hits the Mark. Retrieved from www.destinationcrm.com.
- Shaklett, M. (2017). Great Customer Service Takes Empathy. Retrieved from www.destinationcrm.com.
- Oracle Corporation. (2006, August). Ten Critical Success Factors for CRM: Lessons Learned from Successful Implementations. Retrieved from www.oracle.com/us/products/applications/siebel/051291.pdf.

Evaluation Pattern:

Continuous Evaluation			End Semester Examination	Total
Class Participation:	10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1:	10 Marks			
Assessment 2:	10 Marks			
Assessment 3:	10 Marks			
Block End Test:	10 Marks			

Course Title: Sales Management

Course Code: 23MBADSE203

Semester: 2

Credits:3

Hours (LTP): 45 hrs

Course Objectives:

- Creating an understanding of the various stages of sales management process
- Enabling students to develop selling skills.
- Introducing students to professional communication skills
- Enabling students to make sales targets, budgeting, and territory management decisions
- Equipping students with the tools and techniques to effectively recruit, select, train, motivate, and evaluate the salesforce performance

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Outline the significant responsibilities of Sales and Distribution Manager in the industry.
CO2	Examine the strategies to effectively manage Distribution Management in an organisation
CO3	Examine the roles and responsibilities of a Sales and Distribution manager in an organization.
CO4	Appraise decisions involved in selecting, motivating, and controlling the channel members
CO5	Compare competitive Sales and Distribution Management strategies

Course Contents:

Module 1: Introduction to Sales Management

10 Hours

The nature and role of sales management; types of selling; types of personal selling; rewards and responsibilities and problems of sales management; social, ethical and legal responsibilities of sales personnel. Sales Management

Learning Outcomes: Able to get conceptual clarity of Sales Management followed by selling and communication skills

Module 2: Planning the Sales Team Efforts

9 Hours

Market-driven sales organisations; forecasting market demand and sales budgets; Sales Force Management.

Learning Outcomes: Understand the importance of sales leadership to manage the sales team effectively

Module 3: Management of Sales Territory and Quotas

9 Hours

Sales territory, Allocation of sales territories, Design and Size of Sales Territories; Sales objectives and methods of quotas

Learning Outcomes: Examine steps involved in an effective sales management process

Module 4: Staffing and Training

9 Hours

Recruitment; selection and placement; management of sales training and development; contents of the sales training program: sales and the selling process Staffing and Training*

Learning Outcomes: Appreciate the need for effective selling skills and sales leadership in meeting sales targets

Module 5: Directing and Controlling

8 Hours

Motivating sales people and manage High Performance, incentive for High Performance; leading the team; evaluation of salespeople's performance, Analysis of Sales and Marketing Costs; **Sales Force Evaluation***

Learning Outcome: Connect sales management theories to practice and solve real time problems

(* These topics are categorised as ‘Self-learning’ topics and are subjected to testing)

Basic Texts

- Tapan K. Panda, Sunil Sahadev (2019). Sales and Distribution Management. Oxford University Press New Delhi, India:

Reference Books

- Richard R. Still, Edward W. Cundiff, Norman A.P. Govani (2018). Sales Management Decision, Strategy and Cases, Pearson Education, New Delhi, India
- Mallik P. (2018). Sales Management, Oxford University Press. New Delhi, India:
- S.L. Gupta (2018) Sales and Distribution Management, Excel Books, New Delhi, India
- Krishna Havaladar and Vasant M Cavale (2017) Sales and Distribution Management Text and Cases, McGraw-Hill Education, Chennai, India

Reading materials

- Cron, W. L., DeCarlo, T. E., & Dalrymple, D. J. (2010). Sales management: Concepts and cases. Wiley.
- Stanton, W. J., Buskirk, R. H., Spiro, R. L., & Stanton, W. J. (1995). Management of the sales force. Chicago: Irwin.
- Dubinsky, A. J., Yammarino, F. J., Jolson, M. A., & Spangler, W. D. (1995). Transformational leadership: An initial investigation in sales management. Journal of Personal Selling & Sales Management, 15(2), 17-31.
- Anderson, R. E. (1996). Personal selling and sales management in the new millennium. Journal of Personal Selling & Sales Management, 16(4), 17-32. Batt, R. (2002). Managing customer services: Human resource practices, quit rates, and sales growth. Academy of management Journal, 45 hrs(3), 587-597.
- Baldauf, A., Cravens, D. W., & Piercy, N. F. (2001). Examining business strategy, sales management, and salesperson antecedents of sales organization effectiveness. Journal of Personal Selling & Sales Management, 21(2), 109-122.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation:	10 Marks	50 Marks	100 Marks
Assessment 1	: 10 Marks		
Assessment 2	: 10 Marks		
Assessment 3	: 10 Marks		
Block End Test	: 10 Marks		

DISCIPLINE SPECIFIC ELECTIVE

Course Title: Digital & Social Media Marketing

Course Code: 23MBADSE204

Semester: 2

Credits:3

Hours (LTP): 45 hrs

Course Objectives:

- Instilling in a student the understanding of the basics of digital marketing and enabling them to build an effective website
- Developing a comprehensive understanding of Search Engine Optimization and Search Engine Marketing
- Creating awareness of various social media platforms to help them formulate effective social media marketing plans
- Enabling students to design a blue print for effective email marketing campaigns and creating an understanding of the importance of mobile applications and gaming in digital marketing
- Enabling students to design and develop appropriate content, marketing strategies and actions for online reputation management

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Assess the impact of digital technology on consumer purchasing behaviour
CO2	Develop digital marketing strategy and successful marketing campaign with help of frameworks
CO3	Design Search engine optimization road map
CO4	Asses the apt mix of various social media for effective customer engagement
CO5	Outlining the key essentials involved in online reputation management

Course Contents:

Module 1 Digital marketing and developing web owned presence

11 Hours

Digital technology and its impact on consumer behavior, Traditional and Digital Marketing, Digital Marketing mix, Components of Digital Marketing Planning and Strategy, Digital Marketing Channels. Integrated Digital Marketing Communication

Website as Hub of Digital Marketing, building an effective website, enhancing website with additional functionalities and data mark-up, Web Analytics – Understanding website visitor behavior and their traffic source using various tools, Website and Competitor analysis. Off-site and On-site Analytics, Affiliate Marketing*

Module 2 Search Engine Optimization and Search Engine Marketing

11 Hours

Search Engines, their functions and features, Keyword research.

SEO: SEO Process, SEO On-Page optimization – Site Navigation, URL, Meta tags, Image Alt tags, Content optimization, plagiarism and its effect on SEO. SEO Off-Page optimization, Link types and their role in SEO, Role of Social Media for SEO*.

SEM: Keyword Search, Long-tail and Short-tail keywords, Other types of keywords, Keyword match types, Quality score in SEM, Brief to Google AdWords working, Understanding of PPC and bidding processes, CTR and CPA as measurement metrics, **Search ads and display ads***, Integration of SEO and SEM for effective results.

Module 3 Social Media Marketing

9 Hours

Social media and its role in digital marketing, Social media types and benefits they offer to marketers, User generated content, Word-of-Mouth, Social Listening and Engagement, Facebook – features, newsfeed, insights, **FB business page***, analytics, Twitter – features, engagement, LinkedIn- features and Learning, Instagram-

features, YouTube – features, channels and insights. Brief to Social Media Analytics and listening tools, Blogging and other social media*

Module 4 Email and Mobile Marketing

9 Hours

Email Marketing: Key Email marketing concepts, Campaign Process, Online and Offline data capture, Email Design, Email Copy, Email Structure, CTA, Email delivery, Scheduling, metrics for measurement.

Mobile Marketing: Key Mobile marketing concepts, **Trends in Mobile / Mobility***, Mobile Apps – attributes of effective apps; Location based advertising.

Module 5: Content Marketing and Reputation Management

5 Hours

Content Marketing: Use of content for digital marketing process, Developing Content Strategies for customer engagement, Fitment of content strategy in marketing, Production and Promotion of Content, **Native advertising***, Content types.

Online Reputation Management: Understanding issue of reputation, Wider context of PR, Key essentials of ORM. Paid, Owned, Shared and Earned Media.

(* These topics are categorized as ‘Self-learning’ topics and are subjected to testing)

Basic Texts

- Ryan, D. (2017). Understanding Digital Marketing: Marketing strategies for engaging the digital. New Delhi, India: Kogan Page Limited.
- Greenberg, E., and Kates, A. (2014). Strategic Digital Marketing. USA: McGraw Hill.

Reference Books

- Kotler, P., Kartajaya, H., and Setiawan, I. (2017). Marketing 4.0: Moving from traditional to digital. New Jersey, USA: John Wiley and Sons.
- Ryan, D., and Jones, Calvin. (2011). The Best Digital Marketing Campaigns in the World – Mastering the art of Customer Engagement. New Delhi, India: Kogan Page Limited.
- Strauss, J., and Frost, R. (2016). E-marketing. New York, USA: Routledge.
- Digital Marketing: Cases from India Nargundkar, R., & Sainy, R. (2018). Digital Marketing: Cases from India. Notion Press.

Other reading material

- Siegel, E. (2013). Predictive Analytics – The power to predict who will click, buys, lie or die. New Jersey, USA: John Wiley and Sons.
- Abstract of Marketing 4.0. (2017). Retrieved from www.marketingtechnews.net.
- The SMAC Code: Embracing new technologies for future business. Retrieved from www.KPMG.in
- Bullas, J. (2017). 101 tips and tactics to grow your web traffic. Retrieved from www.jeffbullas.com.
- Chaffey, D., and Bosomworth, D. (2013). Digital Marketing

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Marketing of Technology Products and Services

Course Code: 23MBADSE205

Semester: 2

Credits:3

Hours (LTP): 45 hrs

Course Objectives:

- Facilitate the understanding of the nuances of marketing of technology products in current business environment
- Enabling students to analyse the dynamics of the high-technology markets for better decision making
- Enabling students to develop effective marketing mix strategies for effective and efficient marketing activities
- Creating awareness of consumer behaviour models relevant to technology markets
- Preparing students to work effectively and efficiently in high technology marketing environment

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Describe the nature and scope of marketing of the technology products through consumer behaviour, segmentation, targeting and positioning.
CO2	Develop marketing strategies and marketing mix for technology products.
CO3	Examine the process of value co-creation through productive operations and customer experiences.
CO4	Demonstrate the capability to work effectively and efficiently within the technology marketing framework.
CO5	Assess the technology product markets with market research techniques and behavioural models.

Course Contents:

Module 1: Introduction to Technology Marketing

8 Hours

Defining Technology, Common Characteristics of Tech Environments, The Contingency Model for Tech Marketing - Framework for Technology Marketing Decisions, Marketing of Technology in various industries (rewrite – Impact in retail, edtech etc.),

Market Orientation - Dimensions of a Market Orientation, Facilitating Conditions

Module 2: Understanding Tech Customers

10 Hours

Customer Purchase Decisions: Adoption Process - The Chasm, Inside the Tornado.

Segmentation, Targeting and Positioning in High Tech Markets.

Strategies to Avoid Obsolescence, Customer Migration Decisions, Marketers' Migration Options, Consumers' Paradoxical Relationship with Technology.

Customer Relationship Marketing - Identifying High-Potential Customers, Developing a Customer Acquisition Strategy, Managing customers – Face-to-Face, Voice-Based, Remote, Self-Service. Developing the Customer Portfolio Management Strategy.

Module 3: Demystifying Tech Products

8 Hours

Classification of Technology Products – Products, Services. Digital and Hybrid products.

Technology and Product Management - Technology Mapping. Technology Transfer Considerations. Product Architecture: Modularity, Platforms, and Derivatives, Customizing Complex Products. Developing Services as Part of the Technology Product Strategy.

Module 4: Price and Distribution Management of Tech Solutions

12 Hours

The High-Tech Pricing Environment: The 3C’s of Pricing – Costs, Competition, Customers, Consolidating the 3 C’s into a Successful Strategy. Customer-Oriented Pricing - Steps in Customer-Oriented Pricing, Pricing of After-Sales Service. The Technology Paradox – Freemiums, Solutions to the Technology (Pricing) Paradox. Additional Pricing Considerations - Outright Sale of Know-How versus Licensing Agreements, Usage Restrictions, Price Promotion.

Distribution Channels Management in High-Tech Markets: Issues in Distribution Channel Design and Management - Channel Structure, Channel Management, Channel Performance. Managing Hybrid Channels: Effective Multi-Channel Marketing. Channel Relationship Quality, Distribution for “Digital” Goods: The Long Tail, Understanding Grey Markets, Black Markets, Piracy, Restricted Exports.

Module 5: Strategies for Marketing of Tech Products

7 Hours

Introduction to Format Wars, Strategies for Winning the Format Wars.

Marketing Communication Tools for Tech Markets: Technology Marketing through - Media Advertising, Public Relations/Publicity, Direct Mail, Trade Shows, Seminars, and Training, Catalogues and Manuals, Telemarketing, Personal Selling. Digital Promotion - Website, Display Ads, Search Ads, Viral Marketing, Mobile Advertising, Marketing in Virtual Reality Environments, Dealing with Disruption.

Basic Texts

- Sengupta, S., Mohr, J. J., Slater, S. (2013). Marketing of High-Technology Products and Innovations. (n.p.): Pearson Education.

Reference Books

- Dulieu, M., Corsi, P. (2013). The Marketing of Technology Intensive Products and Services: Driving Innovations for Non-Marketers. Germany: Wiley.
- Fotiadis, T. (2018). Strategic Marketing for High Technology Products: An Integrated Approach. United Kingdom: Taylor & Francis.

Other reading material

- Turban, E., Lai, L., Strauss, J. (2015). Social Commerce: Marketing, Technology and Management. Germany: Springer International Publishing.
- Moore, G. A. (2014). Crossing the Chasm, 3rd Edition: Marketing and Selling Disruptive Products to Mainstream Customers. United States: HarperCollins.
- Sandberg, B. (2008). Managing and Marketing Radical Innovations: Marketing New Technology. (n.p.): Taylor & Francis.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation:	10 Marks	50 Marks	100 Marks
Assessment 1	: 10 Marks		
Assessment 2	: 10 Marks		
Assessment 3	: 10 Marks		
Block End Test	: 10 Marks		

Course Title: Distribution Management

Course Code: 23MBADSE206

Semester:2

Credits:3

Hours (LTP): 45 hrs

Course Objectives:

- Introducing the Marketing Channels.
- Enabling students to understand roles and responsibilities of a Distribution Manager.
- Equipping students with effective Distribution management tools and techniques to deliver value to the customers.
- Enabling students to identify and analyse the business problems and provide effective logistics and supply chain management solutions to them.

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Understand the Distribution Management System in the industry.
CO2	Examine the roles and responsibilities of a Distribution manager in an organisation.
CO3	Examine the strategies to effectively manage Distribution Management in an organisation
CO4	Evaluate decisions involved in selecting, motivating, and controlling the channel members
CO5	Compare competitive Sales and Distribution Management strategies

Course Content:

Module 1: Introduction to Marketing Channels

10 Hours

Growing importance of Marketing Channels, The Marketing Channel Defined, Use of the term Channel Manager, The Marketing Channel and Marketing Management Strategy, Flows in Marketing Channels, Distribution through intermediaries, Ancillary Structure.

An Overview of the Channel participants (Wholesaler and Retailer), Producers and Manufacturers. **Types of Intermediaries, Facilitating Agencies***.

Learning Outcomes: Identify the key result areas of a distribution manager

Module 2: Logistics

7 Hours

Logistics and its importance, Functions of Logistics management - Procurement/Purchasing, Inward Transport, Receiving, Warehousing, Stock Control, Order Picking, Materials Handling, Outward Transport, inbound and outbound Physical Distribution Management, Recycling, Returns, and Waste Disposal, Importance of Communication in Logistics, Streamlining the Logistics, Process, Strategic Issues in Logistics Management

Technology in Logistics- Electronic Data interchange (EDI), Artificial Intelligence, Expert Systems, Communication Technology, Bar Coding and Scanning*

Learning Outcomes: Develop the ability to create strategies for the expected results of distribution

Module 3: Managing Channel Member Behaviour

10 Hours

The Marketing Channels as a Social System, Conflict in the marketing Channel, Power in the Marketing Channel, Role in the marketing Channel, and Communication Processes in the Marketing Channel.

Learning Outcomes: Understand the team management of the organization and channel relations

Module 4: Developing the Marketing Channel

8 Hours

What is Channel Design, Who Engages in Channel Design, A Paradigm of the Channel Design Decision, the Phases of Channel Design, Channel Structure, channel Intensity, Types of Channel Intermediaries at each Level.

Channel member Selection and Channel Design, The Selection Process, Finding prospective channel members, Applying Selection criteria, Securing the Channel members.

Learning Outcomes: *Understand the dynamics of the relationships with internal and external contributors to objectives*

Module 5: Pricing and Appraisal of Marketing Channels

10 Hours

Anatomy of Channel Pricing Structure (Markup and Markdown Pricing), Guidelines for Developing Effective Channel Pricing Strategies, Other Issues in Channel Pricing (Free Riding, Countering grey channels).

Vertical Marketing Systems, Types of vertical marketing systems - Corporate VMS, Administered VMS, Contractual VMS, Horizontal Marketing Systems, **Hybrid channel system, Designing and Managing Hybrid Channel Systems***

Factors Affecting scope and frequency of Evaluations, Channel Member Performance Audit

Learning Outcomes: *Understand the application of the concepts of distribution to fulfill the organization’s expectations*

(* These topics are categorized as ‘Self-learning’ topics and are subjected to testing)

Basic Texts

- Rosebloom B, (2014). Marketing Channels – A Management View (8th Edition). Cengage Learning

Reference Books

- Coughlan, A., Anderson, E., Stern, L.W., & El-Ansary. A. Marketing Channels. (7th edition) New Delhi, India: Prentice Hall.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation	: 10 Marks	50 Marks	100 Marks
Assessment 1	:10 Marks		
Assessment 2	:10 Marks		
Assessment 3	:10 Marks		
Block End Test	:10 Marks		

Course Title: Omni Channel Marketing

Course Code: 23MBADSE207

Semester: 2

Credits: 3

Hours (LTP): 45hrs

Course Objectives:

- To introduce participants to the concept of Omni Channel Marketing
- To aid participants in building Channel Relationships using Omni Channel Marketing
- To enable participants, understanding Channel Structures and Strategies
- To assist participants in determining Omni Channel Marketing Strategy
- To help participants in comprehending Digital Transformation and Omni Channel Marketing

Course Outcomes

At the end of the course, learners will be able to:

CO1	Explain the concept of Omni Channel Marketing
CO2	Build Channel Relationships using Omni Channel Marketing
CO3	Appraise Channel Structures and Strategies
CO4	Determine Omni Channel Marketing Strategy
CO5	Articulate the Digital Transformation and Omni Channel Marketing

Course Contents

Module 1: Introduction to Omni Channel Marketing

10 Hours

Concept of Marketing Channel, The Changing Channel Landscape, Marketing Channel Actors, Combinations of Channel Members, Online Channels, From a Multi-Channel to an Omni-Channel World, Distinction Between Multi-Channel and Omni-Channel Marketing Strategies: Trends Driving the Shift, The Importance of Marketing Channel Strategies, Need for Marketing Channels, Benefits for Downstream Channel Members, Benefits to Upstream Channel Members, The Key Functions Marketing Channels Perform, Auditing Marketing Channels, Auditing Omni-Channels, The Nature of Marketing Channels, Omni Channels and Power, Power as a Tool, *The Five Sources of Channel Power**.

Module 2: Managing Channel Relationships using Omni Channel Marketing

10 Hours

Channel Relationships in Omni Channel Marketing, Importance of Relationships in Marketing Channels, Building Channel Commitment, Need for Reciprocation: Mutual Commitment, Strategies for Building Commitment, Building Channel Trust, The Channel Relationship Lifecycle, Concept of Channel Distrust, Overcoming Channel Distrust, Multi-Channel Versus Omni-Channel Relationships, Channel Conflict, The Nature of Channel Conflict, Consequences of Conflict, Major Sources of Conflict in Channels, Unwanted Channels: Gray Markets, Mitigating the Effects of Conflict in Balanced Relationships, **Conflict Resolution Strategies***.

Module 3: Channel Structures and Strategies

9 Hours

Retailing Structure and Strategies: Meaning of Omni Channel Retail, The nature of Retailing, Classification of Retailers, Retail Positioning Strategies, Retail Channels, Benefits of Omni-Channel Retailing, Retailer's Value proposition, Retailing Strategies, Wholesaling Structures and Strategies: Wholesaling, The Wholesaler-Distributor Landscape, Wholesaling Strategies, Wholesaler-Led Initiatives, Adapting to Trends in Wholesaling, Vertical Integration of Manufacturing into Wholesaling, Franchising Structures and Strategies: Franchising

Formats, The Franchising Arrangement, Benefits of Franchising, Competitive Advantages of Franchising, Franchising Strategies, **Franchising and Omni-Channels***.

Module 4: Omni Channel Marketing Strategy

8 Hours

Channel Segmentation: Understanding the Importance of Channel Segmentation, End-User Segmentation Criteria, Targeting End-User Segments, Omni-Channels and End-User Segments, Omni-Channel Strategy: Key Challenges of the Omni-Channel Approach, The Four Pillars of an Omni-Channel Strategy, Marketing Channels and International Markets: Key Middlemen in International Markets, International Distribution Challenges, **Omni-Channels and Global Marketing***.

Module 5: Digital Transformation and Omni Channel Marketing

8 Hours

Introducing Digital Transformation and Omni Channel Marketing, The role of Technology and its applications in Omni Channel Marketing, Artificial Intelligence Driven Marketing, Risks associated with transformation, Implementing Digital Transformation in Omni Channel Marketing, Digital Transformation for Seamless and Omni Channel Customer Experience, Engaging Omni Channel members, **Reviewing Omni Channel Marketing performance***.

(*Self-learning topics are subject to testing)

Basic Text Books

- Palmatier, R. W., Sivadas, E., Stern, L. W., & El-Ansary, A. I. (2019). *Marketing channel strategy: An omni-channel approach*. Routledge.

Reference Books

- Ramadan, S. (2017). *Omnichannel marketing: The roadmap to create and implement omnichannel strategy for your business*. Independently published.
- Myerson, P. (2020). *Omni-Channel Retail and the Supply Chain: Working Together for a Competitive Advantage*. Productivity Press.

Other reading material

- Omnichannel Marketing: A Complete Guide for 2023 and Beyond <https://www.moengage.com/blog/omnichannel-marketing/>
- Digital Transformation for Seamless and Omni Channel Customer Experience <https://www.virtusa.com/success-stories/digital-transformation-for-seamless-and-omni-channel-customer-experience>
- Nguyen, A., McClelland, R., Hoang Thuan, N., & Hoang, T. G. (2022). Omnichannel marketing: structured review, synthesis, and future directions. *The International Review of Retail, Distribution and Consumer Research*, 32(3), 221-265.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation: 10 Marks Assessment 1: 10 Marks Assessment 2: 10 Marks Assessment 3: 10 Marks Block End Test: 10 Marks	50 Marks	50 Marks	100 Marks

SKILL ENHANCEMENT

Course Title: Excel Skills for Sales and Marketing

Course Code: 23MBASEC201

Semester: 2

Credits:2

Hours (LTP): 30 hrs

Course Objectives:

- Understanding usage of spreadsheets in various functional units, decision making
- Examining problem solving techniques
- Using techniques (functions and tools) to determine changing business environment
- Assessing performance of different business functions using data visualization
- Appraising various methods for decision making

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Examine data efficiently using advanced Excel functions and tools
CO2	Solve different problems using add-ons for modelling in Excel
CO3	Infer solutions for complex problems through Qualitative and Quantitative Techniques
CO4	Develop different models for decision making

Course Contents:

Module 1: MS Excel Basics

6 Hours

Introduction, Range, Basic formulae, Cell, Find, Short cut keys

Module 2: Sort and Filter

6 Hours

Sort in ascending and descending order, Filters

Module 3: Mathematical, Statistical, Logical, Lookup Functions

6 Hours

Sum, Min, Max, Sumif, Sumifs, Average, Count, Counta, Countif, countifs, countblank Mean, mode, median, percentile, Frequency IF, Multiple Ifs, AND, OR, NOT, IFerror, Use of IFS Vlookup, Hlookup

Module 4: Formatting

6 Hours

Auto format, Conditional formatting

Module 5: Data Visualisation with Excel

6 Hours

Charts and graphs, Pivot charts, Pivot tables

Other Reference

- How to Do Everything with Microsoft Office Excel 2003 A Beginner's Guide, Guy Hart-Davis, Dream-Tech Press
- Data Analysis using Excel and SQL, Gordon S Linoff, Wileys -
- Management information system, Laudon & laudon, Pearsons
- Microsoft Excel 2019, John Walcanbach, Wiley India, New Delhi

Evaluation Pattern:

Continuous Evaluation – Skill Enhancement Courses						Total
A1	A2	A3	A4	Internal Test/ Quiz etc	Class Participation	100 Marks
20	20	20	20	10	10	

SEMESTER – III
DISCIPLINE SPECIFIC ELECTIVE

Course Title: Brand Management

Course Code: 23MBADSE301

Semester:2

Credits: 3

Hours (LTP): 45hrs

Course Objectives

- Creating an understanding of the importance of products and brands for creating competitive advantage
- Introducing students to cutting-edge frameworks, concepts and tools being used to build successful brands
- Enabling students to understand the levers that can create relationships between the brand and the consumer
- Enabling students to make key product and brand decisions for managing portfolios
- Equipping students with tools and techniques to conduct brand audits and assess brand equity

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Define the concepts and purpose of products and brands from a marketing perspective
CO2	Develop brand strategy through managing Brand Identity, Brand image and Brand elements
CO3	Explain the brand-consumer relationship
CO4	Assess the effectiveness of brand-product architectures in managing multi-brand / multi-product portfolios
CO5	Examine the factors and measures used for Brand Audits and brand equity

Course Content:

Module 1: Brands and Brand Management

10 Hours

Brands and the concept of Brand Elements; what can be branded*; the importance of branding to firms and consumers; Brands v/s Products; Branding Challenges and opportunities in the modern era; brief introduction to the concept of Brand Equity; Strategic Brand Management Process.

Learning Outcomes: Explain the distinction between product and brand and appreciate the importance of branding for business growth

Module 2: Developing Brand Strategy

10 Hours

Customer based Brand Equity; Identifying target market; Developing Positioning strategy; defining a Brand Mantra*; Process of building a strong brand; the brand value-chain.

Learning Outcomes: Explain the concept of brand equity and to choose appropriate positioning after identifying possible positioning strategies.

Module 3: Designing and Implementing Brand Marketing Programs

9 Hours

Learning Outcomes: Implementation of positioning strategies by managing the branding elements and creating appropriate marketing programs

Market segmentation levels – consumer and business market segmentation; Identifying valid bases for segmentation; Targeting – Evaluation and selecting of segments; Crafting brand positioning; Points of difference and points of parity; * Developing Positioning strategies; Leveraging Brand Association for building Brand Equity.

Learning Outcomes: Implementation of positioning strategies by managing the branding elements and creating appropriate marketing programs

Module 4: Growing and Sustaining Brand Equity

10 Hours

The Brand-Product matrix; Brand hierarchy – levels of hierarchy and designing hierarchy; Brand Extensions – advantages and disadvantages; Understanding how Consumers evaluate brand extensions; Evaluation of brand extension opportunities; Managing brands overtime – Reinforcing and revitalizing; Managing brands across Geographic Boundaries and Market Segments- Advantages and disadvantages of Global Marketing Programs*.

Learning Outcomes: Develop brand-portfolio strategies by managing the product-brand architectures

Module 5: Measuring and Interpreting Brand Performance

6 Hours

Conducting brand audit; Designing Brand tracking Studies*; Establishing a brand equity management system; Measuring sources of Brand equity – qualitative and quantitatively; Measuring outcomes of brand equity and capturing market performance.

Learning Outcomes: Understanding the concept of brand equity and analyzing the brand performance

Basic Text

- Aaker, D. A. (2010). Building strong brands, USA: Simon and Schuster.
- Kapferer, J. N. (2012). The new strategic brand management: Advanced insights and strategic thinking, USA: Kogan Page publishers

Other Reference

- Keller, K. L., & Brexendorf, T. O. (2019). Strategic Brand Management Process. In Handbuch Markenführung (pp. 155-175). Springer Reference Wirtschaft.
- Kotler, P. (2009). Marketing management: A South Asian perspective. Pearson Education India.
- Moorthi, Y. L. (2000). Brand management: The Indian context. Vikas Publishing House.

Other reading material

- Levy, S. J. (1959). Symbols for sale. Harvard Business Review
- Park, C. W., Jaworski, B. J., & MacInnis, D. J. (1986). Strategic brand concept-image management. The Journal of Marketing, 135-145 hrs.
- Webster, F. E., and Keller, K. L. (2004). A roadmap for branding in industrial markets. The Journal of Brand Management, 11(5), 388-402.
- Lane Keller, K. (1999). Brand mantras: rationale, criteria and examples. Journal of Marketing Management, 15(1-3), 43-51.
- Levitt, T. (1980). Marketing success through differentiation-of anything (pp. 83-91). Graduate School of Business Administration, Harvard University.
- Carol Matlack, "How Danone Turns Bacteria into Bucks," Business Week, November 15, 2007, pp. 76-77.
- Govindarajan, V., & Trimble, C. (2010). Stop the innovation wars. Harvard Business Review, 88(7/8), 76-83.
- Brooksbank, R. (1994), "The Anatomy of Marketing Positioning Strategy", Marketing Intelligence & Planning, Vol. 12 No. 4, pp. 10-14. https://doi.org/10.1108/026345_hrs09410060695
- <https://hbr.org/2015/06/a-better-way-to-map-brand-strategy>

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 10 Marks			
Block End Test 10 Marks			

Course Title: Content Marketing and ORM

Course Code: 23MBADSE302

Semester: 3

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- To elucidate the importance of content in Digital space
- To understand the concept of Online reputation management
- To be able to apply reputational management principles to manage online issues and crisis
- To build a strong participatory culture to engage your audience
- To build strategies and ways on managing negativity in online space

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Examine and apply the content strategies in digital space
CO2	Demonstrate and manage online reputation
CO3	Illustrate the principles of ORM for managing issues and crisis
CO4	Develop and build participatory culture for effective audience engagement
CO5	Recommend strategies for managing negativity in online space

Course Content:

Module 1: Introduction to Content Marketing

8 Hours

A content marketing business model, Applying the Behavioural Framework within a content marketing context, defining your Content Niche and Strategy - Content Maturity Model, content as an asset, building audience personas, defining the engagement cycle, developing on-brand content, enhanced branding through content marketing

Module 2: Content distribution

8 Hours

Developing and Distributing Content, developing different types of content, aligning content with the audience expectations, Marketing Content and Evaluating Impact - Content Marketing Pyramid, Brief overview analytics and tracking

Module 3: Ethical issues in Content Marketing

6 Hours

Ethics/Diversity in Content Marketing, Ethical issues in the digital age, best practices in content marketing, content as a weapon of marketing

Module 4: Corporate reputation in the digital age

12 Hours

Traditional media cycle v/s the online media cycle, digital intervention and reputation management, issue v/s crisis on online platform, types of reputational risk online, Reputation and participatory culture, online change and its impact on the media cycle, building and managing reputation online, protecting and safeguarding reputation, crisis response and management in ORM, best practices of reputation management

Module 5: Ethics in ORM

11 Hours

Participatory culture and its importance, ways to build strong participatory culture, audience as co-creator in reputation management, ways of building online reputation, reputation in times of adversity, ways to embrace online reputation and negativity, response to a crisis, ethics in ORM, authenticity in ORM

Basic Text Books

- Robert W Bly (2020) The Content Marketing Handbook, Entrepreneur Media, Inc. (P) Gildan Media
- Kevin Lund, Career Press (October 1, 2018), Conversation Marketing: How to Be Relevant and Engage Your Customer by Speaking Human
- Dheeraj Mehrotra (2021), Online Reputation Management, Notion Press; 1st edition (8 June 2021)

Reference Books

- Social Marketing in India 1st Edition (Sameer Deshpande, Philip Kotler, Nancy R. Lee)
- Marketing with Social Media (Linda Coles)
- The Social Media Marketing Book (Dan Zarrella)
- Social Media Marketing 1st Edition (Michael R. Solomon, Tracy Tuten)
- The Art of Social Media: Power Tips for Power Users (Guy Kawasaki, Peg Fitzpatrick)

Other reading material

- Ruffolo, Bob (2017.) What is Content Marketing? <https://www.impactbnd.com/blog/what-is-content-marketing>
- Cespedes, Frank V. and Russ Heddleston (2018.) 4 Ways to Improve Your Content Marketing. Harvard Business Review Digital Articles 2-5.
- Content Marketing Institute (2017.) What is Content Marketing? <http://contentmarketinginstitute.com/what-is-content-marketing/>
- Linn, Michele (2015.) The One Brief Statement That Will Refine Your Content Marketing. <https://contentmarketinginstitute.com/2015/10/statement-content-marketing/>

Tools Required

- SEMrush
- Hootsuite
- rankur

Certificate Programs

- Content Marketing for Social Media from LinkedIn learning
- Content Strategy for Marketers from LinkedIn learning
- Managing your reputation online from LinkedIn learning

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation :10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Marketing of Services

Course Code: 23MBADSE303

Semester: 3

Credits:3

Hours (LTP): 45 hrs

Course Objectives:

- Introducing students to the nature and scope of services marketing, consumer behavior and positioning of services.
- Enabling students to develop marketing strategies and marketing mix for services.
- Explaining the service process through productive operation, customer experiences, value co-creation
- Enabling students to work effectively within a service environment, and to demonstrate integrative knowledge of marketing issues associated with service productivity, and customer loyalty.
- Developing an understanding of the importance of Service Recovery and relationship between customer relationship management and customer profitability

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO 1	Articulate the nature and scope of services marketing, consumer behavior and positioning of services.
CO 2	Develop marketing strategies and marketing mix for services.
CO 3	Demonstrate the knowledge of value co-creation and various service systems to develop service blueprint for various service process through productive operations and customer experiences.
CO 4	Demonstrate the capability to work effectively within the service environment by understanding the marketing issues associated with services and customer loyalty.
CO 5	Illustrate GAPS model of service quality to Investigate service delivery systems for better service quality, service leadership and customer service.

Course Contents:

Module 1: Understanding Service Products, Consumers and Markets

8 Hours

Understanding and Defining Services; Distinguishing Services from Products; Extended marketing mix for Services Marketing (7Ps approach); Understanding & Applying Gaps Model of Services Quality; Market Research for Services Marketing.

Module 2: Customer Driven Services Marketing Program

11 Hours

Consumer Behavior in Services, Types of Services and New Service Development, Analyzing Customer Expectations - Meaning and Types of Customer Expectations, Factors influencing customer expectations and Customer perceptions; Analysing the Zone of Tolerance (ZoT); Factors influencing Customer Satisfaction; E Service Quality dimensions, *Distinguishing between front office and back office in relation to customer service delivery.*

Module 3: Service Processes, Service Encounters and Service Quality

9 Hours

SERVQUAL and SERVPERF Models; Identifying and designing Service Encounters; the moment of truth, Sources of Customer's Pleasure and Displeasure; Strategies for influencing Customer Perceptions; Service quality and customer satisfaction at every service encounter.

Module 4: Service Environment and Design

9 Hours

Service Process and Blueprinting; Managing People for building Service Oriented brands; Physical evidence of Service Promise - the roles played by the Physical evidence of a service, self-service technologies.

Module 5: Service Recovery and Service Leadership**8 Hours**

Consumer Behavior in Services, Types of Services and New Service Development, Analyzing Customer Expectations - Meaning and Types of Customer Expectations, Factors influencing customer expectations and Customer perceptions; Analysing the Zone of Tolerance (ZoT); Factors influencing Customer Satisfaction; Service Quality dimensions, Distinguishing between front office and back office in relation to customer service delivery.

Text Book(s)

- Zeithaml, V.A., Bitner, M.J., Gremler, D.D., Pandit, A. (2013). Services marketing. Integrating customer focus across the firm. New Delhi, India: McGraw Hill.
- Lovelock, C., Wirtz, J. Chatterjee, J. (2011). Services Marketing. People, Technology, Strategy. New Delhi, India: Pearson.

Reference Book

- Skaalsvik, H. (2012). Why service recovery fails: A case study on the Norwegian Coastal Voyage (Hurtigruten). European Journal of Tourism Research, 5(2), 129.

Other references

- Davis, J. C. (2007). A conceptual view of branding for services. Innovative Marketing, 3(1), 7.
- Johnston, R., and Michel, S. (2008). Three outcomes of service recovery: customer recovery, process recovery and employee recovery. International Journal of Operations and Production Management, 28(1), 79-99.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation	: 10 Marks	50 Marks	100 Marks
Assessment 1	10 Marks		
Assessment 2	:10 Marks		
Assessment 3	10 Marks		
Block End Test	10 Marks		

Course Title: Tourism Marketing

Course Code: 23MBADSE304

Semester: 3

Credits:3

Hours (LTP): 45 hrs

Course Objectives

- To sensitize participants with the contemporary issues in the field of tourism marketing.
- To enable participants, develop marketing strategies relevant to travel and tourism business.
- To facilitate participants, identify the factors influencing tourist purchase behaviour.
- To enable participants, appreciate the role of destination marketing organizations in the promotion of tourism.
- To aid participants understand emerging tourism and travel trends.

Course Outcomes

At the end of the course, learners will be able to:

CO1	Explain the fundamentals of Tourism Marketing
CO2	Determine the right strategies for marketing tourism products
CO3	Examine the motivation and purchase behaviour pertaining to the tourism products and services
CO4	Recommend appropriate measures for destination development, management and marketing
CO5	Demonstrate various forms of tourism and its significance in tourism promotion

Course Contents

Module 1 Tourism Marketing Fundamentals

9 Hours

Concepts of Services Marketing, Distinguishing Services from Products, Meaning and Definition of Tourism, Evolution of Tourism and understanding its potential, Tourism Marketing – Fundamentals and Features, 8 P's of Tourism Marketing, Tourism Functions, Challenges in tourism marketing, **Tourism Marketing Environment***.

Module 2 Tourism Marketing Strategies

9 Hours

Tourism Product – Characteristics of Tourism Product, Designing Tourism Product, Tourism Product Development – Product Life Cycle & Its Various Stages, Segmentation, Targeting and Positioning of Tourism Products, Branding Tourism Offerings, Pricing Strategies and Approaches, Channels of Distribution, Digital Transformation in Tourism, **Tourism Promotion Mix***.

Module 3 Motivation for Travel and Purchase Behaviour

8 Hours

Need for Tourism Marketing Information, Tourism Marketing Research, Consumer Behaviour in Tourism, Factors influencing consumer behaviour, Stages involved in consumer decision journey for tourism, Motivations and its sources for travel and tourism, Managing customer relations in tourism, **Building customer loyalty in tourism***.

Module 4 Destination Development and Marketing

10 Hours

Concept of destination marketing, Destination development, management and marketing overview, Various issues involved in destination marketing, Destination marketing planning and principles, Destination marketing objectives (DMO), Destination product development, Destination branding, Sustainable tourism and its impact on community **Popular Tourist Destinations (Domestic & International*)**.

Module 5 Emerging Tourism Trends

9 Hours

Health, Wellness and Medical Tourism, Business Travel and Business Event Market, Adventure and Sports Tourism, Nature based and Eco-tourism, Culture, Heritage and Religious Tourism, Culinary Tourism, Niche-Tourism, Digital Tourism, Impacts of Tourism- Economic, Social and Environmental, ***Ongoing trends in different forms of tourism****.

(* These topics are categorized as 'Self-learning' topics and are subjected to testing)

Prescribed Text:

- Morrison, A. M. (2022). *Tourism Marketing: In the Age of the Consumer*. Routledge.
- Jha, S. M. (2015). *Tourism marketing*. Himalaya Publishing House.
- Swain, S.K. and Mishra, J.M. (2012). *Tourism Principles and Practices*. Oxford Publication.
- Walker, J. R., & Walker, J. T. (2011). *Tourism concepts and practices*. Pearson Education India.
- Philip Kotler, John T. Bowen, James C. Makens (2016). *Marketing for Hospitality and Tourism (7th ed.)*. Pearson.

References

- Morrison, Alastair M. (2013). *Marketing and Managing Tourism Destinations*. New York: Routledge.
- Smith, M. K., MacLeod, N., & Robertson, M. H. (2010). *Key concepts in tourist studies*. SAGE Publications.
- Dasgupta, D. (2010). *Tourism marketing*. Pearson India.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Advertising and Public Relations

Course Code: 23MBADSE305

Semester: 3

Credits:3

Hours (LTP): 45 hrs

Course Objectives

- To provide a comprehensive understanding of agency typology and structure.
- To acquaint learners with specific strategic frameworks, essential to developing brand/marketing communication strategy.
- To understand the diverse range of creative and tactical tools, essential to making communication effective.
- To recognize the process, tools and variables which drives media selection and media measurement.
- To comprehend the use and efficacy of varied public relations tools, available to a marketer.

Course Outcomes

At the end of the course, learners will be able to:

CO1	Construct frameworks for appraising and choosing agencies.
CO2	Recommend a strategic pathway to lay the foundation of an advertising campaign.
CO3	Choose inputs, for development advertising and public relations campaign, to address business challenges.
CO4	Choose media vehicles, based on business realities and medium efficacy.
CO5	Select appropriate public relation tools to boost efficacy of a campaign.

Course Content

Module 1: Agency types and selection framework

4 Hours

The communication framework, Brands and environmental challenges. Meaning of an agency, Agency types, Client–agency relationships, Functional departments in an agency –account planning, account management, creative and media. Agency selection process (including remuneration).

Learning outcomes: Develop ability to identify and select the right advertising agency

Module 2: Campaign Planning

7.5 Hours

JWT’s campaign planning process, defining target person, **Positioning approaches**, Unilever’s key positioning framework, Determining advertising budgets.

Learning outcomes: Use campaign planning and positioning frameworks used in Industry

Module 3: Advertising and media management

11 Hours

Theoretical frameworks in advertising, defining advertising objectives, the creative brief, Advertising design: appeals, message strategies and executional frameworks. Sources and spokespersons. Measuring effectiveness- pre and post exposure research, **Ethical concerns with advertising, Advertising bodies (AAA & ASCI) and their roles.**

Media planning process, Evaluation of mediums, Media objective setting–reach and frequency. **Media measurement – BARC, ADEX, IRS, ABC & RAM.**

Learning outcomes: Initiate campaign development and media planning process

Module 4: PR – Concepts and process

2.5 Hours

Theoretical frameworks in PR, internal and external publics. meaning and type of publics. **The PR process.**

Learning outcomes: Understand theoretical frameworks and infer the role of public relations

Module 5: The practice of PR**5 Hours**

Functions of PR: Corporate reputation, CSR, Community relationships, managing positive / negative stories. Key PR tools. *PR statutory bodies. Global protocol on PR ethics and Code of professional standards.*

Learning outcomes: Choose and apply the right public relation tools, in different business situations

Text Books

- Clow, K. E. (2014). Integrated advertising, promotion, and marketing communications. Pearson Education India.
- Purani, K., Belch, G. E., & Belch, M. A. (2013). Advertising and promotion: An integrated marketing communications perspective. McGraw-Hill.

Reference Books

- Lattimore, D., Baskin, O., Heiman, S. T., Toth, E. L., & Van Leuven, J. K. (2012). Public relations: The profession and the practice. New York, NY, McGraw-Hill.
- Center, A. H., Jackson, P., Smith, S., & Stansberry, F. R. (2016). Public relations practices: Managerial case studies and problems. Pearson Prentice Hall.
- Menon, A. (2010). Media Planning and Buying: Principles and Practice in the Indian Context. Tata McGraw Hill Education.

Other Reading Material

- Gutman, J. (1982). A means-end chain model based on consumer categorization processes. Journal of marketing, 46(2), 60-72.
- Fayrene, C. Y., & Lee, G. C. (2011). Customer-based brand equity: A literature review. Researchers World, 2(1), 33.
- The Creative Brief: A framework for developing and evaluating marketing materials
- The code for self regulation of advertising content in India. Downloaded from: <https://ascionline.org/index.php/ascicodes.html>
- Reynolds, T. J., & Gutman, J. (1988). Laddering theory, method, analysis, and interpretation. Journal of advertising research, 28(1), 11-31.
- JWT Planning Guide
- Hackley, C. (2003). From consumer insight to advertising strategy: the account planner's integrative role in creative advertising development. Marketing intelligence & planning, 21(7), 446-452.
- Jain, V., & Roy, S. (2016). Understanding meaning transfer in celebrity endorsements: a qualitative exploration. Qualitative Market Research: An International Journal, 19(3), 266-286.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Sales Promotion Management

Course Code: 23MBADSE306

Semester: 3

Credits:3

Hours (LTP): 45 hrs

Course Objectives:

- To explain the major sales promotion concepts
- To equip students with tools and frameworks to make effective promotion decisions.
- To impart skills that would help students examine the impact of a sales promotion.
- To equip them with tools and techniques to create sales promotion strategies
- To orient them towards metrics to judge the effectiveness of a sales promotion plan.

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Demonstrate a thorough understanding of the major promotion concepts
CO2	Determine and Infer a framework to make effective promotion decisions
CO3	Adopt the necessary skills and assess the impact of an effective promotion
CO4	Construct a sales promotion plan for the chosen business
CO5	Judge the effectiveness of a sales promotion plan and design the right promotion for a chosen product

Course Content:

Module 1: Understanding the line

9 Hours

Defining the line, Above-the-line (ATL) marketing, Below-the-line marketing (BTL), Through the line marketing, Understanding sales promotion essentials, Reasons for proliferation of sales promotions, **Consumer behavior and promotions***.

Module 2: Promotions design

9 Hours

Characteristics of successful sales promotions*, Setting sales promotion objectives and budgets, Promotion design challenges, Promotion planning guidelines– product, promotion, market choices, Measuring sales promotion campaigns.

Module 3: Promotions spectrum

10 Hours

Consumer promotions: Meaning and importance of consumer promotions, Types of Consumer promotions- Price led promotions: Coupons, Sampling, Price offs and Bonus packs. Non-price led promotions: Premiums, Refunds and rebates, Contests and sweepstakes

Trade promotions: Meaning and importance of trade promotions, Trade promotion framework, Types of trade Promotions-Trade allowances, Cooperative advertising, Trade contests, Trade incentives and Trade shows. Sales force directed promotions: Meaning and importance of sales-force directed promotions, Types of sales-force directed Promotions-Sales contest, Sales conferences, **Company bulletin, Personal correspondence***.

Module 4: Personal selling, events and sponsorships

10 Hours

Personal selling: Personal selling essentials, personal selling process

Event Marketing: Meaning and benefits of internal and external events, event planning strategy – 5W model, funding event marketing programs

Sponsorships: **Sponsorship benefits to brands and sponsors***, developing a sponsorship marketing plan, developing sponsorship value-add packages, measurement of sponsorship programs

Module 5: Direct Marketing

7 Hours

Components of a direct marketing campaign, building a direct marketing strategy, types of direct marketing – Internet, Direct-mail marketing, Catalogue marketing, Telephone marketing, Direct-response television marketing, kiosk marketing.

Word of mouth - **Meaning, importance and impact of opinion leaders*** and word of mouth campaigns.

(* These topics are categorized as ‘Self-learning’ topics and are subjected to testing)

Basic Texts

- Drayton, B. (1995). Commonsense Direct Marketing. Kogan Page.
- Hoyle, L. H. (2002). Event marketing. How to successfully promote events, festivals, conventions, and expositions. Wiley.
- Mullin, R. (1998). Sales promotion: how to create and implement campaigns that really work. Kogan Page.
- Skinner, B. E., & Rukavina, V. (2003). Event sponsorship. Hoboken, NJ: John Wiley & Sons.

Reference Books

- Belch, G. E., & Belch, M. A. Purani. K. (2010), Advertising & promotion. McGraw Hill Education.
- Clow, K. E. (2004). Integrated advertising, promotion, and marketing communications.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Analytics for Marketing Decisions

Course Code: 23MBADSE307

Semester:3

Credits:3

Hours (LTP): 45hrs

Course Objectives:

- Enabling students to identify the importance and need for marketing analytics and data driven decision making.
- Creating exposure to the use of appropriate statistical software for modelling and analysis for marketing related applications.
- Enabling students to apply descriptive, predictive and prescriptive analytics models for solution to marketing problems
- Equipping students with mathematical models to make marketing decisions on STP and 4Ps
- Instilling students with develop the ability to communicate through data.

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Examine data efficiently using advanced Excel functions and tools
CO2	Solve different problems using add-ons for modelling in Excel
CO3	Infer solutions for complex problems through Qualitative and Quantitative Techniques
CO4	Develop different models for decision making

Course Contents:

Module 1: Introduction to Marketing Analytics

7 Hours

Introduction to Marketing Analytics, Evolution and Scope of Analytics, Decision Models – Descriptive, Predictive and Prescriptive Models, Problem Solving and Decision making process–Developing Spread Sheet Models. Application of Resource allocation models. Optimization using Excel solver. Introduction to MS Excel for visualization,-Explore Customer Data; Outliers and Missing Values, Customer Data Visualization using Charts and Dashboards, Excel Dashboard and storytelling, Introduction to SPSS

Module 2: Descriptive Analytics

9 Hours

Parametric and non-parametric tests, Descriptive Analytics using any statistical software package. Summary statistics- Mean, Median, Mode, Maximum, Minimum, Range, Skewness, Kurtosis, Standard Deviation, Variance, Standard Error, 25th Percentile, 50th Percentile, 75th Percentile and Inter Quartile Range, parametric and non-parametric tests for single, two and multiple group comparison. (chi square, t-test, Pearson co-efficient of correlation, ANOVA)

Module 3: Predictive Analytics Methods in Marketing

7 Hours

Regression Modelling – fitting, model fit measures, hypothesis testing, prediction and validating model assumptions by residual analysis. Regression model building – Stepwise, forward selection, backward elimination and optimum sub set methods. Regression models with categorical predictor variables (Dummy Regression). Regression analysis and modelling with any statistical software package. Understanding Pricing, Sales Promotion and advertising, Sales forecasting through Regression analysis. Understanding Dynamic Pricing, Sales Promotion and advertising, Sales forecasting through multiple linear regression, Market Mix Modelling through multiple linear regression and optimization

Module 4: Customer Segmentation and Classification Methods

11 Hours

Steps in Market segmentation process, Analytics for Segmentation – Introduction to Cluster analysis multivariate method, Model performance and validation of cluster analysis results. Assumptions for Cluster

analysis. Analytics methods for Classification – Introduction to Logistic regression and Discriminant analysis models. Assumptions, estimation, model performance and model building for logistic regression and discriminant analysis models.

Module 5: Marketing Models for Positioning & Product Design – Perceptual Maps and Conjoint Analysis

11 Hours

Multidimensional scaling – Objectives, decision framework for MDS. Assumptions of MDS. Deriving the MDS solution and assessment of overall fit. Selecting the dimensionality of the perceptual map. Interpreting the MDS results – Identifying the dimensions. Validating the MDS results. Perceptual maps using Discriminant analysis Conjoint Analysis – objectives of conjoint analysis. Steps in conducting conjoint analysis. Examples of evaluating product design options using results from conjoint analysis. Strengths and limitations of conjoint analysis.

Text Book(s) (As per APA Format)

- Kumar U D (2017) Business Analytics The Science of Data-Driven decision making, Wiley

Reference Book(s) (As per APA Format)

- Evans J, (2017) Business Analytics. Pearson India
- Rao. P. H (2013). *Business Analytics- An Application Focus*. New Delhi. Prentice Hall India.
- Lilien, G. L., Rangaswamy. A., and Bruyn. A. D. (2013). *Principles of Marketing Engineering*. Pearson Education Inc.
- Winston, W.L. (2014). *Marketing Analytics: Data driven techniques with Microsoft. Excel*. John Wiley & Sons.
- Venkatesan, R.K., Farris., P., Wilcox, R.T. (2014). *Cutting edge marketing analytics: Real World cases and datasets for hands on learning*. New Jersey, Pearson Education Inc.

Other references (As per APA Format)

- Davenport, T.H., Mule L.D., Lucker J. (December 2011). *Know what your customers want*. Harvard Business Review.
- Davenport, T. (January 2006). *Competing on Analytics*, Harvard Business Review
- Wilcox, R.T. (2003). *A practical guide to Conjoint Analysis*. Darden Business Publishing
- Oded Netzer et al. (2008). *Beyond Conjoint Analysis: Advances in preference measurement*. Springer
- Pfeiffer, P.E. (2012). *Alumni Giving*. Darden Business Publishing.
- Wilcox, R.T. (2003). *Portland Trailblazers*. Darden Business Publishing
- Joseph, Joy. (2006) Understanding advertising adstock transformation

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Marketing Metrics

Course Code: 23MBADSE308

Semester: 3

Credits:3

Hours (LTP): 45hrs

Course Objectives

- Creating an understanding of the measures and frameworks essential for creating and measuring marketing success.
- Enabling students to assess and analyze the context in which a business competes
- Introducing students to key financial measures of used in a marketing context
- Equipping students with measures for assessing customer costs and life time value
- Enabling students to measure effectiveness of various marketing activities

Course Outcomes

At the end of the course, learners will be able to:

CO1	Choose appropriate factors and metrics to assess size, share, potential and performance
CO2	Select metrics that measure general business performance, brand value that review the organization
CO3	Analyze customers and customer value
CO4	Evaluate marketing programs including marketing communications and retail performance
CO5	Evaluate marketing programs including Sales force management and distribution metrics

Course Content

Module 1: Numbers for Understanding a Market

7 Hours

Market Size, Market Growth, Market Coverage, Market Share, Market Penetration, Market-Share Index, Market Share Potential, Market-Share Development Index

Module 2: Numbers for Understanding a Company

9 Hours

Revenue, Gross Profit, Net Profit, Earnings based Value, Return on Sales, Return on Assets, Return on Equity, Brand Equity (Brand Valuation), Brand Scorecard

Module 3: Numbers for Understanding Customers

7 Hours

Segment Profitability, Customer Profitability, Share of Customer, Customer-Acquisition Costs, Retention Rate, Churn Rate, Lifetime Value of Customer (CLTV)

Module 4: Numbers for Understanding Marketing I

11 Hours

Advertising and Promotion Measures

Share of Voice, Recall, Recognition, Reach, Frequency, Advertising-to-Sales Ratio; Traditional Advertising metrics: Gross Rating Points, Cost per Gross Rating Point; Digital Advertising metrics: Response Rate, Conversion Rate, Click through Rates, Bounce rate, Cost per visitor

Retail Marketing Measures

Turnover, Gross Margin Return on Inventory Investment, Sales Per Square Foot, Sales/ Profit Per Employee, Average Transaction Size, Average Items Per Transaction, Retailer's Margin Percentage

Sales Force Management

Net sales contribution, Absolute Index, Relative Index, turnover rate, Breakdown approach, workload approach, sales performance quotas, sales productivity, Four factor model

Distribution Metrics

Cost per sales dollar, transaction per customer, transaction per hour, average transaction size, average items per transaction

(* These topics are categorized as ‘Self-learning’ topics and are subjected to testing)

Text Book(s)

- Davis, J. (2018). Measuring Marketing (3rd edition).

Reference Book(s)

- Bendle, N. T., Farris, P. W., Pfeifer, P. E., & Reibstein, D. J. (2016). Marketing Metrics - The Definite Guide for Measuring Marketing Performance (3rd ed.). Pearson Education.

Other references

- Mintz Ofer & Currim Imran S (2015) When does metric use matter less European Journal of Marketing
- Srinivasan Shubha and Hansenns Dominique M (June 2009) Marketing and Firm Value Metrics, Methods, Findings and Future Directions Journal of Marketing Research
- Ambler Tim, Roberts John H, (2008) Assessing Marketing Performance: Don't settle for a silver bullet Journal of Marketing Management
- Ambler Tim, Kokkinaki Flora, (1997) Measures of Marketing Success Journal of Marketing Management
- Measuring Marketing Mc Kinsey Global Survey Results

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

SKILL ENHANCEMENT

Course Title: Marketing Research Tools

Course Code: 23MBASEC301

Semester: 3

Credits:2

Hours (LTP): 30hrs

Course Objectives:

- Learn appropriate qualitative and quantitative data collection instruments
- Apply suitable sampling techniques and estimate sample size
- Apply statistical software (SPSS/MS Excel/R/Python/Qualitative software) for analyzing quantitative and qualitative data
- Interpret and critically evaluate the results and findings of the primary and secondary data collected

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Construct appropriate qualitative and quantitative data collection instruments
CO2	Identify suitable sampling technique and estimate sample size
CO3	Use software to analyze quantitative and Qualitative data
CO4	Interpret output to generate marketing insights for use by decision makers

Course Contents:

Module 1: Qualitative Instruments

6 Hours

Preparation of discussion guide for focus group, screening questionnaire for FGD participants

Module 2: Quantitative Instruments

6 Hours

Designing Questionnaires for Market Research, Structured and Unstructured Questionnaires, Reliability and Validity of scales used in a Questionnaire

Module 3: Sampling Techniques

6 Hours

Defining the population and sampling frame, Sampling Techniques, Sample Size Calculation

Module 4: Data Visualization and Inferencing

12 Hours

Introduction to MS Excel/SPSS/R/SAS/Python Any Other software application Data input, coding, recoding and data reshaping in the statistical software packages. Split file, Group, Subset, merge file options, Visualization, exploration and extracting data summary statistics and their interpretation, Frequency distribution and cross tabulation

Charts and graphs - Chart by Show me, Cross Tab; Maps; Heat Maps; Pie chart, Donut chart, Bar Chart; Stacked Bar Chart; Side by side bars; Line Chart, Scatter Plot; Packed Bubble chart; Boxplot, Histogram, Sorting data; Filter data; Advanced Combination Chart: Butterfly Chart, Dual Axis Chart, Area Chart

Word cloud for qualitative research

Hypothesis testing, confidence interval and test of significance etc

Parametric (t test, z test) for single two and multiple group comparison, non-parametric tests (Chi square test), One way ANOVA, F Test

Analysing data output to generate insights

Basic Text

Malhotra, N., Dash, S. (2017). *Marketing Research: An applied orientation* New Delhi, India: Pearson Education

Other Reference

1. Haws, K.L., Bearden, W.O., & Netemeyer R.G. (2009) *Handbook Of Marketing Scales: Multi-Item Measures For Marketing And Consumer Behavior Research*. California, Sage Publications
2. Field, Andy (2011) *Discovering Statistics using IBM SPSS*

Evaluation Pattern:

Continuous Evaluation – Skill Enhancement Courses						Total
A1	A2	A3	A4	Internal Test/ Quiz etc	Class Participation	100 Marks
20	20	20	20	10	10	

SEMESTER – IV
DISCIPLINE SPECIFIC ELECTIVE

Course Title: Strategic Marketing

Course Code: 23MBADSE401

Semester: 4

Credits:3

Hours (LTP): 45 hrs

Course Objectives:

- Providing students with frameworks which would help them examine the development and implementation of marketing strategy
- • Enabling students to examine issues in Strategic Marketing decision making and planning.
- • Enabling students to evaluate key marketing concepts, theory and practice.
- • Introducing students to latest strategic marketing practices in a changing environment.
- • Equipping students with theories on strategic options for product planning, pricing, distribution and promotion activities, to develop marketing plans

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Define the role of Marketing strategy in the context of the overall Corporate Strategy.
CO2	Examine competition and design marketing strategies to create competitive advantage
CO3	Identify market opportunities and design targeting strategies
CO4	Develop broad marketing strategies in the context of the changing business environment.
CO5	Develop marketing programs to implement the marketing strategy.

Course content

Module 1: Fundamentals of Strategic Marketing

12 hours

Compare and contrast between marketing management and strategic marketing, role of Marketing in Corporate Planning Process; the importance of Vision and Mission Statements and use of Abell's framework while developing mission statement, SBU and its characteristics, Tools for managing SBUs (Ansoff's matrix, BCG and GE grids), *Marketing as a function within a SBU**, Corporate appraisal to enable alignment of strategic marketing to overall corporate strategy.

Module 2: Identifying and Analyzing Competition, Building Competitive Advantage

10 hours

Models for identifying competition; Sector, Industry and Business Segment; Porter's 5-Forces Analysis for identifying competition; Product-Market Competition; Level of Demand Being Met; *Strategic Group Analysis**; Analyzing competition, developing general picture of competition; Building overview of competitor's strengths; Developing competitors' response profiles; Competitive equilibrium, Sources of Competitive Advantage

Module 3: Understanding customers, Segmentation and Targeting Strategies

10 hours

Types of Needs and Wants; *External and Internal influences in Consumer Behavior**; Identifying Markets to serve and their potentials; Market emergence dimensions; Size, Growth, Profitability and Market structure, Using the Abel's framework to create Market Boundaries; Possible targeting options; Creating a Value Proposition and positioning basis chosen market boundaries.

Module 4: Broad Marketing Strategies

6 hours

Marketing strategies basis stage in the Product Life-cycle; Marketing Strategies basis the market share; Leadership, Follower, Challenger and Nicher strategies, Market entry (internal development, acquisition, joint venture, strategic alliance) and Exit strategies (spin-off, sell-off, phase-out) Blue Ocean Strategy, *Marketing audit and its importance**

Module 5: Designing, Delivering and Communicating customer value**7 hours**

Classifying products and understanding the strategic implications of such classification*; Strategic decisions to be made in terms of individual product, product line and product mix; Approaches to new product; Brand-Product architectures; 3C approach to pricing, Pricing strategies for new products; Pricing strategies for existing products; Distribution strategies; Promotion mix strategies.

(* These topics are categorized as 'Self-learning' topics and are subjected to testing)

Basic Texts

- Subhash C. Jain. Marketing Planning and strategy, South-Western Educational Publishing.
- Nigel Piercy, David Cravens. Strategic Marketing, Tata McGraw - Hill Education, 8th edition, 2009

Other reading material

- HBR's 10 Must Reads on Strategic Marketing, Harvard Business Review Press,2013
- Graham Hooley. Marketing Strategy and Competitive Positioning, Pearson,4th edition, 2009 3. Marketing Strategies, A contemporary approach by Ranchod & Gurau, Pearson India, 2012.
- Strategic Marketing by Xavier, Response Books, 2010.
- Marketing: Planning, Implementation, Control by Pride and Ferrell, Cengage, 2010.
- Strategic marketing problems: Cases & Comments by Kerin & Peterson, Pearson, 2012.
- GE McKinsey Matrix: How To Apply it To Your Business, (<https://www.cleverism.com/ge-mckinsey-matrix-how-to-apply-it-to-your-business/>)
- Making a strategy: Learning by doing it, HBR Nov-Dec 1997

Research Papers

- Varadarajan, R. (2010). Strategic marketing and marketing strategy: domain, definition, fundamental issues and foundational premises. *Journal of the Academy of Marketing Science*, 38(2), 119-140.
- Brătianu, C., & Bălănescu, G. V. (2008). Vision, mission and corporate values. A comparative analysis of the top 50 US companies. *Management & Marketing*, 3(3), 19-38.
- Sammut-Bonnici, T., & McGee, J. (2014). Strategic business unit.
- Moenaert, R. K., Robben, H. S., & de Gouw, P. (2008). *Marketing strategy & organization: building sustainable business*. Lannoo Campus.
- Porter, M. E., & Advantage, C. (1985). Creating and sustaining superior performance. *Competitive advantage*, 167, 167-206.
- Porter, M. E. (2008). The five competitive forces that shape strategy. *Harvard business review*, 86(1), 78.
- Camilleri, M. A. (2018). Understanding customer needs and wants. In *Travel marketing, tourism economics and the airline product* (pp. 29-50). Springer, Cham.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Global Marketing

Course Code: 23MBADSE402

Semester: 4

Credits:3

Hours (LTP): 45hrs

Course Objectives:

- Enable the student to develop a keen understanding of the global dimensions of marketing and delve into the relevance and application of marketing theory to the global context
- Organize, interpret, and evaluate relevant information about global markets
- Assess the cultural environments of country markets and examine how brands adjust marketing practices based on these factors
- Analyze customers, competitors, and product markets in different countries and apply this analysis to developing global marketing strategies
- Develop product strategies, pricing practices, and distribution approaches globally
- Develop in a student key critical and problem-solving skill and an understanding of the application and practice of the global dimensions of marketing

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Examine the global dimensions of marketing and the relevance and application of marketing theory to the global context.
CO2	Assess the role of culture and its impact on the marketing activities of corporations in global markets
CO3	Apply tools, frameworks, and techniques to conduct market assessments and opportunities
CO4	Evaluate strategies and plans for product and brand related decisions in global markets by using the experiential learning method.
CO5	Develop pricing approaches and channel structures to create value for consumers in global markets.

Course Contents:

Module 1: Scope of and Challenges in Global Marketing

9 Hours

International marketing vs. Global Marketing; International Task Environment; Business orientations towards global opportunities – EPRG framework; Global Awareness*; Stages of International marketing.

Module 2: Assessing Global Marketing Opportunities and Market Entry Strategies

9 Hours

Global Information and information systems and marketing research; **Developing global vision through marketing research***; International marketing process; Market entry through – Direct and indirect exporting; Contractual agreements; Strategic alliances and direct ownership; Market expansion strategies.

Module 3: Global Segmentation, Targeting and Positioning

11 Hours

Global segmentation: universal, regional, and unique; Global targeting: Criteria for targeting; **Global Positioning: Hi-tech and Hi-touch positioning***, Positioning strategies for global markets.

Module 4: Product and Promotion related Decisions

9 Hours

Product related decisions for global markets – Product attributes; **Packaging, Support services, Branding decisions***; Local, National, International, Global products.

Module 5: Pricing and Channel Decisions

7 Hours

Factors influencing Pricing decisions; Pricing objectives; **Parallel import and its influence on pricing on global markets***; Pricing approaches and strategies; Types of channel structures.

(* These topics are categorized as 'Self-learning' topics and are subjected to testing)

Basic Text

- Cateora, P, R., Gilly, M, C., Graham, J, L. and Money, B. (2020). International Marketing. USA: McGraw Hill Education.

Other Reference

- Keegan, W, J., and Green, M, C. (2017). Global Marketing. Essex, England: Pearson Education Limited.
- Masaki, M., and Helsen, C. (2008). Global Marketing Management. USA: John Wiley and Sons Inc.

Other reading material

- HBR's 10 Must Reads on Strategic Marketing, Harvard Business Review Press,2013
- Graham Hooley. Marketing Strategy and Competitive Positioning, Pearson,4th edition, 2009
- 3. Marketing Strategies, Acontemporary approach by Ranchod & Gurau, Pearson India, 2012.
- Strategic Marketing by Xavier, Response Books, 2010.
- Marketing: Planning, Implementation, Control by Pride and Ferrell, Cengage, 2010.
- Strategic marketing problems: Cases & Comments by Kerin & Peterson, Pearson, 2012.
- GE McKinsey Matrix: How To Apply it To Your Business, (<https://www.cleverism.com/ge-mckinsey-matrix-how-to-apply-it-to-your-business/>)
- Making a strategy: Learning by doing it, HBR Nov-Dec 1997

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation :	10 Marks	50 Marks	100 Marks
Assessment 1 :	10 Marks		
Assessment 2 :	10 Marks		
Assessment 3 :	10 Marks		
Block End Test :	10 Marks		

Course Title: Marketing to the Bottom of the Pyramid

Course Code: 23MBADSE403

Semester: 4

Credits:3

Hours (LTP): 45 hrs

Course Objectives:

- Illustrating the need of the "BOP" market.
- Enabling students to determine the factors that impact Segmentation, targeting and positioning in BOP markets.
- Enabling students to analyze the factors impacting consumer behavior among BOP.
- Creating an understanding of the marketing elements for BOP consumers
- Facilitating students to examine and assess the opportunities in the marketing of services to the BOP customers

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Describe the nature of the bottom of the pyramid market and consumers
CO2	Design Segmentation, Targeting and Positioning strategies in the BOP market
CO3	Recommend various factors for price setting, price setting strategies and price decision
CO4	Examine the distribution channels catering to the BOP market with the help of various existing and emerging tools
CO5	Assess the challenges and opportunities in marketing of services and financial products to the BoP segment

Course Content:

Module 1: Marketing to the bottom of the pyramid

6 Hours

Evolution of bottom of the pyramid marketing, marketing to the base of the pyramid consumers, producers, consumers, entrepreneurs, consumption, marketing mix, understanding poverty and the base of the pyramid, structure, informal economy, marketing research.

Learning Outcomes: Understand the nature of the bottom of the pyramid market and consumers

Module 2: Consumer behavior and market segmentation

9 Hours

Understanding the bottom of the pyramid buyers, models and frameworks (Twelve principles of innovation for BOP markets), role of social class and referents, culture, family structure, STP, bases of segmentation, criteria for effective segmentation, targeting and positioning strategies for Bottom Of Pyramid.

Learning Outcomes: Generate STP (Segmentation, Targeting and Positioning) in BOP market

Module 3: Product and Pricing strategies

9 hours

Philosophy for developing products and services for the BOP, duplicate and counterfeit products, factors to be considered for price setting, price setting strategies and pricing decisions for BOP.

Learning Outcomes: • Identify various factors for price setting, price setting strategies and price decision

Module 4: Distribution and Promotion strategies

12 hours

Marketing channels of distribution; distribution models in rural markets: distribution models of FMCG, Emerging Distribution Models, and other channels.

Challenges in rural communication, IMC-concept and management, objectives and frame work of IMC, promotional mix, communication process, developing effective rural communication message, sales promotion and events and experiences, rural centric and non-centric media.

Learning Outcomes: Measure the distribution channels in BOP with the help of various existing and emerging tools

Module 5: Marketing of Services in the Bottom of the Pyramid Markets**9 hours**

Telecommunication, ICT, Banking, and rural health care services.

Challenges in marketing for banking services in rural, opportunities for banking in rural areas, marketing strategies for banking services.

Learning Outcomes : Assess the challenges and opportunities in marketing of insurance and banking products**Text Book(s)**

- Prahlad, C.P. (2014). The Fortune at The Bottom of The Pyramid: Eradicating Poverty Through Profits, New Delhi, India: Pearson Publication.
- Ramedra Singh.(2015). Marketing to the Bottom of the Pyramid: Text and Cases, Business Expert Press
-

Other references

- Base of The Pyramid Definition from Financial Times Lexicon.Retrieved from lexicon.ft.com/Term?term=base-of-the-pyramid
- Reality Check at the Bottom of the Pyramid - Harvard Business Review. Retrieved from <https://hbr.org/2012/06/reality-check-at-the-bottom-of-the-pyramid>
- Serving the world's poor: innovation at the base of the pyramid- Emerald Insight. Retrieved from <https://www.emeraldinsight.com/doi/10.1108/02756660710732611>
- Business models to serve low-income consumers in emerging markets. Retrieved from journals.sagepub.com/doi/10.1177/1470593117704262

Reference Book(s)

- Kashyap, P. (2012). Rural Marketing, New Delhi, India: Pearson Publication.
- Krishnamacharyulu, C.S.G., & Ramakrishnan, L. (2011), Rural Marketing Text and Cases, New Delhi, India: Pearson Publication.
- Balram, D., & Ghuman, K. (2007). Rural Marketing: Concepts and Practices, New Delhi, India: McGraw Hill Publication

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Luxury Marketing

Course Code: 23MBADSE404

Semester: 4

Credits:3

Hours (LTP): 45 hrs

Course Objectives:

- Aid students with an understanding of the fundamentals of luxury.
- Enable to students to identify and understand the distinctive characteristics of luxury by which they would be able to appreciate the specificities involved in marketing of luxury versus marketing of non-luxury.
- Introduce students to principles of luxury branding and luxury business strategies.

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Explain the concept of luxury.
CO2	Examine consumers' value drivers for luxury consumption and segmentation and targeting of the luxury market
CO3	Differentiate between Luxury Marketing and Traditional Marketing for Product and Pricing Strategies
CO4	Compare Luxury Marketing and Traditional Marketing for Promotion and Distribution strategies
CO5	Appraise marketing strategies to create sustainable luxury businesses

Course Content:

Module 1: Understanding the Concept of Luxury

10 Hours

Introduction to the Luxury; Evolution and history of Luxury; Luxury perceptions across cultures; Luxury in the Indian context; Defining Luxury; Distinguishing between Luxury, Premium, Prestige and Masstige; Various types of products and services in Luxury;

Learning Outcomes: Appreciate the concept of Luxury and distinguish it from non-luxury.

Module 2: Consumer Behaviour, Segmentation and Targeting in Luxury

10 Hours

Value drivers of Luxury consumption; Self-driven motivations for Luxury consumption; Societal motivations for Luxury consumption; Trends in wealth ownership across economies; Understanding wealth reports; Identifying bases for segmenting the luxury consumers; Identifying various types of luxury consumers; Targeting in luxury markets.

Learning Outcomes: Identify and understand the consumers' value drivers for luxury consumption and segmentation and targeting of the luxury market

Module 3: The Specificities of Luxury Marketing – Product and Price

9 Hours

Types of luxury products and services; Methods of production for luxury goods and services; Brand and Product Extensions; Combatting counterfeits; "Country of Origin effect" in luxury; Creating exclusivity through supply scarcity; Pricing in luxury; Bases for pricing; Creating exclusivity through unaffordability

Learning Outcomes: Identifying product and price strategies that are specific to luxury marketing. Understand the role of product and pricing in building a luxury brand.

Module 4: The Specificities of Luxury Marketing – Advertising and Distribution

9 Hours

Advertising objectives for luxury brands; Advertising metrics for luxury; Choice of communication channel in luxury; Digital marketing for luxury; Luxury supply chain; luxury retailing; Selling luxury; Creating exclusivity and scarcity through distribution channels

Learning Outcomes: Identifying promotion and place strategies that are specific to luxury marketing. Understand the importance of Promotion and Place strategies for creating a luxury brand.

Module 5: Building Sustainable and profitable Luxury Brands

7 Hours

Economic theories on luxury; Luxury business models; entering and leaving the luxury market; Building ‘affordable’ luxury; Masstige strategies; Luxury and Ethics; Luxury and sustainable development

Learning Outcomes: Understand the levers for profitable and sustainable luxury business. Analyze and compare the marketing strategies of existing luxury brands.

(* These topics are categorized as ‘Self-learning’ topics and are subjected to testing)

Basic Texts

- Kapferer, J. N., & Bastien, V. (2012). The luxury strategy: Break the rules of marketing to build luxury brands. Kogan page publishers.
- Chevalier, M., & Mazzalovo, G. (2008). Luxury brand management: A world of privilege. John Wiley & Sons.

Reference Books

- Som, A., & Blanckaert, C. (2015). The road to luxury. Wiley.
- Chadha, R., & Husband, P. (2010). Cult of the luxury brand: inside Asia's love affair with luxury. Nicholas Brealey International.

Other reading material

- Park, C. W., Jaworski, B. J., & MacInnis, D. J. (1986). Strategic brand concept-image management. The Journal of Marketing, 135-145 hrs.
- Kapferer, J. N., & Bastien, V. (2017). The specificity of luxury management: Turning marketing upside down. In Advances in luxury brand management (pp. 65-84). Palgrave Macmillan, Cham.
- Han, Y. J., Nunes, J. C., & Drèze, X. (2010). Signaling status with luxury goods: The role of brand prominence. Journal of marketing, 74(4), 15-30.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation	: 10 Marks	50 Marks	100 Marks
Assessment 1	: 10 Marks		
Assessment 2	: 10 Marks		
Assessment 3	: 10 Marks		
Block End Test	: 10 Marks		

Course Title: Product Management

Course Code: 23MBADSE405

Semester: 4

Credits:3

Hours (LTP): 45 hrs

Course Objectives:

- Creating an understanding between products and brands and formulating how to ensure its longevity.
- Evaluating the various marketing and positioning strategies involved in New Product Development including the aspects of sales and advertising.
- Interpreting insights from customer feedback and addressing various issues associated with the product resulting in improved user experience.
- Familiarizing students with the various product related strategies - with respect to the stage of the product's life cycle, the buying behavior associated with the product and the nature of the product.
- Applying the established tools for developing and managing the risks involved with new product development.

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Contrast between different types of products
CO2	Appraise the strategies for each product classification
CO3	Develop Marketing strategies basis stage of Product Life Cycl
CO4	Formulate appropriate strategies for developing new products
CO5	Explain the product systems and product mix

Course Contents:

Module 1: Concepts, Product Characteristics & Classification:

10 Hours

Understanding product features and its benefits, five levels of Product, Brand vs Product, Classification of Consumer Products, Understanding the Buying Behavior, Price, Distribution and Promotion of the classified consumer products, factors affecting individual product attributes, branding, packaging, labelling and support services. **Product Characteristics***

Module 2: Product Lifecycle & Marketing Strategies

7 Hours

Product Lifecycle; Alternative lifecycles; Marketing strategies at each stage of PLC; Evidence of the PLC concept; Identifying the stage of lifecycle of a product; **Critique of the PLC concept***.

Module 3: New Product Development Strategies

9 Hours

New product options – invention oriented v/s customer needs based; Types of New products – from new to the world products to new variant launch; Challenges in NPD; **Organizational arrangements for NPD***; Consumer adaptation of Innovation; Innovation and Diffusion strategies; Frugal Innovation (*Jugaad*)

Module 4: Process for NPD

10 Hours

Risks in NPD*; Managing Idea generation; Moving from Concept development to strategy; Managing Development to Commercialization of product.

Module 5: Managing Product Lines & Product Mixes

9 Hours

The Product Hierarchy; Product Systems and mixes; product line analysis; product line and length; Product mix pricing; Factors influencing the product mix decisions; **Packaging, labeling, warranties and guarantees***; Product recalls.

Basic Text

- Majumdar, R. (2007). Product management in India. PHI Learning Pvt. Ltd.
- Kotler, P. (2009). Marketing management: A South Asian perspective. Pearson Education India.

Other Reference

- Eppinger, S., & Ulrich, K. (2015). Product design and development. McGraw-Hill Higher Education.
- Majumdar, R. (2007). Product management in India. PHI Learning Pvt. Ltd.
- Kotler, P. (2009). Marketing management: A South Asian perspective. Pearson Education India.
- Moorthi, Y. L. (2000). Brand management: The Indian context. Vikas Publishing House

Other reading material

- Levitt, T. (1980). Marketing success through differentiation-of anything (pp. 83-91). Graduate School of Business Administration, Harvard University.
- Carol Matlack, "How Danone Turns Bacteria into Bucks," Business Week, November 15, 2007, pp. 76-77.
- Govindarajan, V., & Trimble, C. (2010). Stop the innovation wars. Harvard Business Review, 88(7/8), 76-83.



product-life-cycle-and-marketing-management

- Product Development Strategy With Examples [2021 Guide]

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation	: 10 Marks	50 Marks	100 Marks
Assessment 1	: 10 Marks		
Assessment 2	: 10 Marks		
Assessment 3	: 10 Marks		
Block End Test	: 10 Marks		

Course Title: Design Thinking

Course Code: 23MBADSE406

Semester: 4

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- To assist students for examining the steps involved in human centered design thinking process
- To aid students create a creative team for design thinking process
- To prepare students organise deep user insights and needs
- To help students evaluate feasible solutions for an identified problem
- To help students examine concerns involved in developing prototypes

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Examine steps involved in design thinking methodology
CO2	Organise an effective team for design thinking process
CO3	Organise deep user insights and needs
CO4	Prioritize feasible solutions for an identified problem
CO5	Examine issues involved in developing prototypes

Course Contents:

Module 1: Human centred design and Design thinking

9 Hours

Design thinking; Meaning, Impact and Benefits; Human centred design vs Design thinking; Comparison of rational-analytic and Design thinking approaches; Characteristics of Design Thinking; Design thinking process: Empathy, Define, Ideate, Prototype, Test; Inspiration, Ideation and Implementation spaces of Design Thinking; Convergent and Divergent thinking in human-centred design methodology; *Karmic design thinking**;

Module 2: Leading Design Change

7 Hours

Design thinking applications; Challenges of leading design thinking; Skills of design thinking leader; Aligning the team for design thinking; Managing the creative flow; Setting a shared goal; *Developing design culture**;

Module 3: Empathise

11 Hours

Empathy as means to innovate; Methods and Tools: Observations – Methods to conduct observation, how to conduct observation (POEMS method), Observation preparation; Deep user interviews – How to conduct Pre, During and Post interviews; Needs Finding – How to uncover user insights (SAM and SPICE frameworks), *Sample need statements**, Persona Development – How to develop persona, Sample personas; Team building activity – Marshmallow challenge or other activities; Creating empathy maps, Journey maps

Module 4: Define and Ideate

9 Hours

Defining the problem: Developing POV – Point of View, crafting a meaningful and actionable problem statement, POV Checklist; Ideation: Brainstorming – pre, during and post activities in brainstorming; Ideation by sketching, mind mapping, SCAMPER method, Analogous inspiration, *Deconstruct and reconstruct method**, User Experience (UX) design

Module 5: Prototype and Test

9 Hours

Need for a prototype; How to carry out prototyping - Testing the prototype with teams – time boxed prototype, decisions on selecting prototypes, *use of AI/chatbots in selecting prototype**, Prototype Fidelity, lo-fi Vs hi-fi prototyping; Sketches, wireframes, mockups and prototypes; Testing and Evaluation – self and external criticism, creating an experience blueprint.

(*Self-learning topics are subject to testing)

Basic Text Books

- Brown, T. (2019). Change by design, revised and updated: how design thinking transforms organizations and inspires innovation. HarperCollins.
- Pressman, A. (2018). Design thinking: A guide to creative problem solving for everyone. Routledge.

Reference Books

- Karmic Design Thinking - A Buddhism-Inspired Method to Help Create Human-Centered Products & Services
- Uebernickel, F., Jiang, L., Brenner, W., Pukall, B., Naef, T., & Schindlholzer, B. (2020). Design thinking: The handbook. World Scientific.

Other reading material

- Dorst, K. (2010). The nature of design thinking. In *Design thinking research symposium*. DAB Documents.
- Temkin, B. D. (2010). *Mapping the customer journey*. Forrester Research, 3, 20.
- Glen, R., Suciu, C., & Baughn, C. (2014). The need for design thinking in business schools. *Academy of management learning & education*, 13(4), 653-667.
- William Craig. 2019. A Guide to Prototype Fidelity. Retrieved from <https://www.webfx.com/blog/web-design/design-mockup-fidelity/>
- Rudd, J., Stern, K., & Isensee, S. (1996). Low vs. high-fidelity prototyping debate. *interactions*, 3(1), 76-85.

Tools / Frameworks Required

- SAM
- PESTLE
- POEMS
- SPICE
- SCAMPER

Certificate Programs

- Learning Design Thinking: Lead Change in Your Organization by PMI and LinkedIn Learning

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation	: 10 Marks	50 Marks	100 Marks
Assessment 1	: 10 Marks		
Assessment 2	: 10 Marks		
Assessment 3	: 10 Marks		
Block End Test	: 10 Marks		

Course Title: Pricing and Revenue Management

Course Code: 23MBADSE407

Semester: 4

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Enabling students to assess and evaluate customer's willingness to pay and therefore the demand for a product.
- Introducing students to understand the various cost components, which influence pricing decisions.
- Equipping students with theories and framework to help create pricing models for various types of products and services.
- Enabling students to appreciate the importance of aligning prices to the pricing policy.
- Equipping students with key tools required for making decisions for managing revenues

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO 1	Assess the customer's willingness to pay and demand for a product through different methods.
CO 2	Explain impact of different cost components on cost and price.
CO 3	Develop pricing structures for products and services
CO 4	Integrate pricing mechanism with organizational pricing policies.
CO 5	Examine different tools to manage revenue for a firm

Course Content:

Module 1: Introduction to Pricing and Demand Analysis

9 Hours

The role of value in pricing; Economic value estimation; Price setting process; Macroeconomist's view of consumer purchasing decisions; Assessing willingness to pay; Pricing analytics process; Prospect theory; Price Response Function (Linear, Constant Elasticity, Power and Logit); Measures of price sensitivity (Computing price elasticity's for product categories and brands- Gabor Granger model); substitution and income effects; Price optimization

Module 2: Cost Analysis

6 Hours

Role of costs in pricing; Determining and estimating relevant costs (Fixed and variable cost); Marginal Cost; Opportunity Costs; Incremental Costs; Sunk Costs; Short and Long run cost curves; Activity based costing; Percent contribution margin; Break-even sales analysis and computing break-even with changes in variable cost and incremental fixed costs, Break even sales curves; operating leverage; learning curves

Module 3: Pricing of Products and Services

15 Hours

Pricing approaches: BCG 3C Model – Cost (mark-up); Competition (going rate and auction based) and Customer (Van Westendorp model - pricing a new/radically new product, EDLP and Hi-Lo)
Pricing strategies and business objectives -skimming, penetration, prestige pricing, product-line pricing, nine grid pricing, captive and by-product pricing, product-bundle pricing, subscription pricing; periodic sales pricing; geographical pricing; value pricing; value in use pricing; gain and risk share pricing; two part pricing; price discrimination (segment pricing); Price adjustments – price promotions and estimating price promotion effects (finance options, discount/allowance pricing), Price mark-downs and pricing slow-moving items; Mark-down optimization; stealth price increases

Market Research in Pricing - Brand Price tradeoff (BPTO) using conjoint analysis

Impact of channel intermediaries and customer lifetime value on pricing; Pricing in distribution channels to publish price list; Pricing Trade Schemes and Exchange Offers; E-commerce pricing models*

Module 4: Price Management

8 Hours

Competitive bidding using Monte-Carlo simulation, Pricing warranty plans and AMC; Price optimization for customized pricing; Customer behavior aspects of pricing- psychological pricing, reference pricing, perceived fairness in pricing; Pricing metrics to monetize value

Competition - Understanding the pricing game, competitive advantage in pricing, reacting to competitive moves (Probability Theory, Game Theory); Legal and ethical pitfalls of market-based pricing

Pricing under different market structure- Perfect Competition, Monopoly, Monopolistic competition; Price and capacity competition in an oligopoly

Module 5: Revenue Management

7 Hours

Importance of revenue management; Capacity control - Newsvendor Model, overbooking; Segmentation, Forecasting and budgeting

Dynamic pricing– Deterministic and Stochastic Models; Yield management; Revenue management in hospitality, airlines, ride sharing and e-commerce

Auction types and revenue implications

Basic Text

- Bodea, T., & Ferguson, M. (2014). Segmentation, revenue management and pricing analytics. Routledge.
- Nagle, T. T., & Müller, G. (2017). The strategy and tactics of pricing: A guide to growing more profitably. Routledge.
- Phillips, R. L. (2005). Pricing and revenue optimization. Stanford University Press.

Other Reference

- Raju, J., & Zhang, Z. (2010). Smart Pricing: How Google, Priceline, and Leading Businesses Use Pricing Innovation for Profitability (paperback). Pearson Prentice Hall.
- Talluri, K. T., & Van Ryzin, G. J. (2006). The theory and practice of revenue management (Vol. 68). Springer Science & Business Media.

Other reading material

- Cressman Jr, G. E., & Nagle, T. T. (2002). How to manage an aggressive competitor? Business Horizons, 45 hrs(2), 23- 30.
- Dhar, S. K., Morrison, D. G., & Raju, J. S. (1996). The effect of package coupons on brand choice: An epilogue on profits. Marketing Science, 15(2), 192-203.
- Economies of Scale: <https://www.youtube.com/watch?v=2E1pAqZ8qCg>
- Everaert, P., Loosveld, S., Van Acker, T., Schollier, M., & Sarens, G. (2006). Characteristics of target costing: theoretical and field study perspectives. Qualitative Research in Accounting & Management.
- Menezes, F. M., Pitchford, R., & Wait, A. (2003). Tendering and bidding for access: A regulator's guide to auctions. Australian Journal of Management, 28(3), 345 hrs-370.
- Pechtl, H. (2004). Profiling intrinsic deal proneness for HILO and EDLP price promotion strategies. Journal of Retailing and Consumer Services, 11(4), 223-233.
- Raju, J. S. (1992). The effect of price promotions on variability in product category sales. Marketing Science, 11(3), 207-220.
- Short run cost and long run costs: https://www.youtube.com/watch?v=z6_ZOcxRU6M

- Spann, M., Fischer, M., & Tellis, G. J. (2015). Skimming or penetration? Strategic dynamic pricing for new products. *Marketing Science*, 34(2), 235-249.
- Boyd, E. A., & Bilegan, I. C. (2003). Revenue management and e-commerce. *Management science*, 49(10), 1363- 1386.
- Wirtz, J., Kimes, S. E., Theng, J. H. P., & Patterson, P. (2003). Revenue management: resolving potential customer conflicts. *Journal of Revenue and Pricing Management*, 2(3), 216-226.
- Weatherford, L. R., & Kimes, S. E. (2003). A comparison of forecasting methods for hotel revenue management. *International journal of forecasting*, 19(3), 401-415.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Business To Business Marketing

Course Code: 23MBADSE408

Semester: 4

Credits:3

Hours (LTP): 45 hrs

Course Objectives:

- Creating an understanding of the basic principles of B2B marketing
- Creating the ability to working with and marketing for business to business companies
- Enabling students to apply marketing theory in the context of Business markets
- Facilitating the ability to develop of marketing plans for B2B products and services.

Course Outcome:

CO 1	Design B2B marketing, terminologies, processes, frameworks and models
CO 2	Theorize organizational buying behavior and factors impacting the behavior
CO 3	Identify segmentation and positioning strategies for B2B markets
CO 4	Assess forecasting techniques for predicting demand in B2B markets
CO 5	Examine strategies and their implementation for B2B markets.

Course Contents:

Module 1: Business Marketing Perspective

4 Hours

Business Market – A Market Driven Firm – Marketing Cross Functional Relationship - Business Market Characteristics – Relationship Marketing - Business Market Customer Commercial Enterprises - Classifying Goods for The Business Market – A Framework for Business Marketing Management – Solution selling in business markets – Ingredient branding*

Learning Outcomes: Infer Meaning of Business Markets and The Types of Goods and Services Purchased

Module 2: The Organizational Buyer and Buying Behavior

12 Hours

Commercial Enterprises, Classification of Commercial Enterprises – Purchasing Functions and Goals – Segmenting Purchase Categories - Government Contracts - Types –Procurement - The Institutional Market – Organizational Buyer Behavior –Buying Situations – Buying Decision Approaches –Forces Influencing Organizational Buyer Behavior –Major Elements of Organizational Buyer Behavior.

Learning Outcomes: Appraise Buying Behavior and Buying Roles in Business Organizations

Module 3: Segmenting and Customer Relationship Management for Business Markets

10 Hours

Relationship Marketing – Types – Strategy guidelines – Segmenting the business market – criteria for evaluating potential segments - Segmentation bases and benefits – Organizational demand analysis - Forecasting Techniques - market driven organizations -strategy formulation process -aligning internal process to the customer strategy.

Learning Outcomes: Understand segmentation and positioning in business markets

Module 4: Managing Innovation and new industrial product development and pricing strategy for business market

11 Hours

Patterns of Strategic behavior – Development projects –three approaches to creating new growth businesses - new product development process – New product strategy -customer value in business markets – value pricing - key components of the price setting decision process –Price objectives –pricing new products – commercial clauses – preparation of quotation to participate in tender.

Learning Outcomes: Explain new product development process and product pricing formats, in business markets

Module 5: Managing business marketing channel and communications**8 Hours**

B2B Marketing Channels – channel design process –Factors limiting choice of Industrial channel –Channel administration – E commerce strategies for business markets –E commerce types –Digital channel advantages - Business Marketing communication –advertising and sales promotion –Personal Selling – sales force management.

Learning Outcomes: Explain channel forms and promotional tools deployed, in business markets

(* These topics are categorized as ‘Self-learning’ topics and are subjected to testing)

Basic Text

- Hutt, M. D., Speh, & Thomas, W. (2014). B2B: Marketing: South Asian perspective. New Delhi Cengage Learning

Reference Books

- Reeder, R.R., Brierty, E. G., & Betty.H. (2007). Industrial marketing, analysis, planning and control, USA: PHI publication.
- Anderson, J. C., Narus, J. A., & Narayandas, D. (2004). Business Market Management: Understanding, Creating, and Delivering Value. New Jersey, USA: Pearson Prentice Hall.

Other reading material

- Characteristics of target costing: theoretical and field study perspectives Patricia Everaert Lessius University College, Antwerp, Belgium, and Stijn Loosveld, Tom Van Acker, Marijke Schollier and Gerrit Sarens Ghent University, Ghent, Belgium
- How to manage an aggressive competitor? George E. Cressman, Jr. Senior Pricer and Director, Strategic Pricing Group, Inc., Waltham, Massachusetts. Thomas T. Nagle Chairman, Strategic Pricing Group, Inc., Waltham, Massachusetts (www.strategicpricinggroup.com)
- Induced versus Autonomous Behaviour in Regional Development – A Process Model for Regional Strategy Formation. Thorsten Wiechmann Leibniz Institute of Ecological and Regional Development, T.Wiechmann@ioer.de
- Skimming or Penetration? Strategic Dynamic Pricing for New Products. Martin Spann 1 Marc Fischer 2 Gerard J. Tellis

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Retail Management

Course Code: 23MBADSE409

Semester: 4

Credits:3

Hours (LTP): 45 hrs

Course Objectives:

- Familiarizing students with working of retail industry
- Instilling in student keen understanding of retail management and application of marketing theory to retail context
- Examining the individual elements of a retail strategy (both controllable and uncontrollable), and to present strategic planning as a series of integrated steps
- Enabling students understand how the role of manager impacts upon the success of a retail business.
- Identifying how retailers can build a competitive advantage through effective operations.

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO 1	Discuss process, planning and implementation of retail management
CO 2	Develop an in-depth knowledge of product, pricing, distribution, promotion and global retail management strategies
CO 3	Identify strategic tools used by companies to measure impact of retail marketing efforts
CO 4	Appraise through cases varied real life issues of retail marketing and decision-making dilemmas faced in retail marketing practice
CO 5	Examine strategic analysis plans based on shopper segmentation, competition and retail environment

Course Content:

Module 1 Introduction to retailing

6 Hours

An introduction to retailing; types of retailers; delivering value through retail formats, e-tailing and multichannel retailing; emerging retail markets; careers in retailing. **Retail industry in India: overview of the retail sector***.

Module 2 Retailing strategy

12 Hours

Shopper buying behavior; market segmentation; retail market strategy; financial strategy; retail locations; retail site locations; human resource management; information systems and supply chain management; customer relationship management. **Understanding India's new breed of shoppers: online shopping behavior in India***.

Module 3 Merchandise management

9 Hours

Retail product planning and management; category management, managing merchandise assortments; merchandise planning systems; buying merchandise. **Merchandise management***.

Module 4 Pricing and Communication

9 Hours

Retail pricing; setting retail prices; pricing strategies; connecting and communicating with shoppers; retail communication mix; planning retail communications. Retail store operations management and financial planning; managing the store. **Pricing in retailing***.

Module 5 Retail store operations and management

9 Hours

Visual Merchandising, elements of visual merchandising; benefits of visual merchandising; visual merchandising in fashion retailing; store design, store layout and store interior; customer experience and customer service; integration of AI into visual merchandising; **Store management and its operations***.

Text Book(s)

- Seshanna, S. & Prasad R (2015). Retail Management. New Delhi, India: McGraw-Hill India Private Limited.
- Michael L., Weitz, B. & Grewal, D. (2014). Retailing Management. New Delhi, India: McGraw-Hill India Private Limited.

Reference Book(s)

- Bajaj, C., Tuli, R., Srivastava, N.V. (2010). Retail Management. New Delhi, India: Oxford University Press.
- Berman, B., Evans, J., & Mathur, M. (2010). Retail Management: A Strategic Approach. New Delhi: Pearson.

Other references

- Top Retail Companies in India. Retrieved from www.ibef.org
- Wal-Mart India. Retrieved from www.wal-martindia.in
- Retail Industry in India: Overview of Retail Sector. Retrieved from www.ibef.org
- Understanding India's New Breed of Shoppers: online shopping behavior in India Retrieved from retail.economicstimes.indiatimes.com
- Merchandise Management, pp 10-16. Retrieved from http://164.100.133.129:81/eCONTENT/Uploads/Merchandise_Management.pdf
- Pricing in Retailing, pp. 129-143. Retrieved from http://164.100.133.129:81/eCONTENT/Uploads/Retail_Strategies.pdf
- Store Management and its Operations, pp 5-19 & 39-46. Retrieved from http://164.100.133.129:81/eCONTENT/Uploads/Store_Operations_&_Management.pdf
- Mall Management in India. Retrieved from elearning.nokomis.in

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

SKILL ENHANCEMENT

Course Title: Communicating with Customers

Course Code: 23MBASEC401

Semester: 4

Credits: 2

Hours (LTP): 30 hrs

Course Objectives:

- To establish and maintain a positive relationship with customers by providing them with timely and relevant information.
- To ensure that customers receive consistent and coordinated messages from all departments and employees of the company.
- To help businesses improve their communication with customers, automate processes, and enhance customer engagement and satisfaction using technology.
- To enable chatbots to become more intelligent, versatile, and effective at interacting with consumers.

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Understand Importance and use of communication with customers
CO2	Coordinate and deliver unified messages from departments to satisfy customers
CO3	Apply communication technology to improve communication through automating processes
CO4	Design Chatbots to help improve customer interaction

Course Content:

Module 1: The fundamentals of customer communication

3 Hours

Significance for business, Communication models in marketing, Types - Linear communication models, Transactional models and Interactive communication model, Communication theory and application, relationship with customers, brand identity, channel, Trust, Convenience, and Millennials: The Collaborative Economy

Module 2: Company-wide customer communication

5 Hours

Customer Communication Management (CCM), Understanding the 5cs of Customer Communication – Consistency, 2. Continuity, 3. Context, 4. Content Rich, 5. Creative. Streamlined message delivery for -Customer satisfaction, retention, conversion rate, problem resolution, Customer communication challenges: Unclear ownership, Non-aligned objectives

Module 3: Customer communication technology

5 Hours

Communicate with customers on different platforms, Popular communication channels- Phone, Email, Live Chats and Social Media, ICT in customer service, IMC PROMOTIONAL TOOLS, Customer Journey Mapping, Developing Customer Service Standards, NPS

Module 4: The Evolution of Conversational AI

5 Hours

Chatbots to Virtual Assistants, The Conversational AI Landscape, The Rise of Conversational AI for the Enterprise, Enhancing Customer Service with Conversational AI, Adding AI Assistants to the Online Customer Experience, Conversational AI in the Enterprise: Success Stories, What's Next for Conversational AI? IBM Watson (Sentiment and advanced analytics), VOC, MS Dynamics 365, Interactive Voice Response (IVR) systems.

Module 5: Field Project/ Assignment**2 Hours**

- Jim Blythe · 2009. Key Concepts in Marketing, SAGE Publications
- "Crucial Conversations: Tools for Talking When Stakes Are High" by Kerry Patterson, Joseph Grenny, Ron McMillan, and Al Switzler. Brilliance Audio; Abridged, Updated edition (1 August 2013)
- "Never Lose a Customer Again: Turn Any Sale into Lifelong Loyalty in 100 Days" by Joey Coleman - Portfolio (25 June 2018)
- "Hug Your Haters: How to Embrace Complaints and Keep Your Customers" by Jay Baer - Portfolio; Illustrated edition (30 May 2016)

Other Reference

- Improving Your Communications With Customers: Insights From Broadridge, The Fintech Industry's 'Back Office'
- 'Communication Breakdown; It's Always The Same': Improving Communication With Customers
- Your Customers Still Want to Talk to a Human Being, STRATEGY & EXECUTION DIGITAL ARTICLE Gregg Johnson

Other reading material:

- <https://www.forbes.com/sites/forbescommunicationscouncil/2022/12/16/15-valuable-tips-to-help-businesses-better-communicate-with-customers/>
- <https://www.forbes.com/sites/forbesbusinesscouncil/2020/11/06/why-most-communications-are-customer-communications/>

Evaluation Pattern:

Continuous Evaluation – Skill Enhancement Courses						Total
A1	A2	A3	A4	Internal Test/ Quiz etc	Class Participation	100 Marks
20	20	20	20	10	10	

DIGITAL MARKETING SPECIALIZATION

SEMESTER II

SECTOR SPECIFIC HARD CORE

Course Title: Customer Centricity and CRM

Course Code: 23MBADSE208

Semester: 2

Credits:3

Hours (LTP): 45 hrs

Course Objectives:

- To assist students for examining the traits of customer-centric organizations
- To aid students compute customer lifetime value for a given set of customer related data
- To prepare students develop consumer retention strategies
- To help students examine process involved in developing customer experience strategy
- To help students understand the methodology of design thinking

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Examine traits of customer-centric organisations
CO2	Compute customer lifetime value for given set of customer related data
CO3	Develop customer retention strategies
CO4	Examine influence of customer experience management on business performance
CO5	Examine steps involved in design thinking for innovating new products or services

Course Content:

Module 1: Customer Centric Organisations

10 Hours

Customer Centricity; Who is a 'customer'?; Customer-centred organisations; Marketing Myopia; Challenges associated with customer centricity; Customer-perceived value; Customer value proposition in consumer and business markets; Measuring customer satisfaction and gathering feedback; Customer Equity Vs Brand Equity; Customer Equity Model; Customer Lifetime Value (CLV); Meaning and Computations of CLV; **Building a Customer-centric culture***.

Module 2: CRM and its Fundamentals

9 Hours

CRM as a strategy; Types of CRM; **Misunderstandings about CRM***; CRM models – IDIC, QCi, CRM Value Chain, Payne's five-process CRM Model, Gartner Competency Model; Essentials of Relationship; Dwyer's Relationship Evolution Model; Value Ladder (staircase) model; Customer Loyalty and Emotional Bonding, Behavioural and Attitudinal Loyalty; Net Promoter Score; Customer Effort Score.

Module 3: Managing the customer lifecycle

8 Hours

Customer Acquisition: Strategic Switching, Customer value estimates – The conversion model; Prospecting – B2B lead sources; KPIs of customer acquisition programs.

Customer Retention: Customer retention and economics of it; Volume and Value retention, Positive and negative strategies; Switching costs and Locking customers; KPIs of customer retention programs, **Strategies for termination of customer relationships***.

Developing customer value: Upselling and Cross Selling; Various sources of customer value.

Module 4: Strategic CRM and Customer Experience Management

8 Hours

Customer Portfolio Management: CPM models, strategically significant customers; **Core customer management strategies***.

Customer experience, managing customer experience, Distinguishing between CRM and Customer experience management, Influence of CRM applications on Customer experience management.

Module 5: Design Thinking and Innovation

10 Hours

Design thinking; Meaning, Impact and Benefits; Design thinking process: Empathy, Define, Ideate, Prototype, Test; Inspiration, Ideation and Implementation phases of Design Thinking; Convergent and Divergent thinking in human-centred design methodology; Customer Journey Maps; Design Thinker's personality profile; **Design thinking for Social Innovation***;

(*Self-learning topics are subject to testing)

Basic Text Books

- Buttle, F., & Maklan, S. (2019). Customer Relationship Management, Concepts and Technologies. T&F INDIA.
- Uebernickel, F., Jiang, L., Brenner, W., Pukall, B., Naef, T., & Schindlholzer, B. (2020). Design thinking: The handbook. World Scientific.
- Pressman, A. (2018). Design thinking: A guide to creative problem solving for everyone. Routledge.

Reference Books

- Gordon, I. (2013). Managing the new customer relationship: Strategies to engage the social customer and build lasting value. John Wiley & Sons.
- Sheth, J, Parvatiyar, A., and Shainesh G. (2017). *Customer Relationship Management: Emerging Concepts, Tools and Applications*. McGraw Hill Education; Standard Edition.
- Brown, T. (2019). Change by design, revised and updated: how design thinking transforms organizations and inspires innovation. HarperCollins.

Other reading material

- Payne, A., & Frow, P. (2005). *A strategic framework for customer relationship management*. Journal of marketing, 69(4), 167-176.
- Deshpande, R. (2012). *The ordinary heroes of the Taj (how a deeply rooted customer-centric culture can motivate employees to place the well-being of their customers before their own)*. Human Resource Management International Digest.
- Dorst, K. (2010). The nature of design thinking. In *Design thinking research symposium*. DAB Documents.
- Temkin, B. D. (2010). *Mapping the customer journey*. Forrester Research, 3, 20.

Certificate Programs

- Learning Design Thinking: Lead Change in Your Organization by PMI and LinkedIn Learning

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation	: 10 Marks	50 Marks	100 Marks
Assessment 1	: 10 Marks		
Assessment 2	: 10 Marks		
Assessment 3	: 10 Marks		
Block End Test	: 10 Marks		

DISCIPLINE SPECIFIC ELECTIVE

Course Title: Marketing in Digital World

Course Code: 23MBADSE209

Semester: 2

Credits:3

Hours (LTP): 45 hrs

Course Objectives:

- To sensitize participants with the fundamentals of digital marketing
- To enable participants to know the essentials of web design
- To assist participants in building effective content strategy and content optimization strategy
- To aid participants designing effective web content
- To help participants in measuring success of web content

Course Outcomes (CO)

At the end of the course, learners will be able to:

CO1	Explain the fundamentals of digital marketing
CO2	Identify the essentials of web design
CO3	Develop effective content strategy and content optimization strategy
CO4	Determine the requisites in designing effective web content
CO5	Examine the success of web content

Course Content:

Module 1: Fundamentals of Digital Marketing

9 Hours

Introduction to Digital Marketing, A shift from classical to digital marketing, Three primary capabilities of Digital Marketing, Digital Marketing Mix, The Digital Environment, Digital Consumer Behaviour, Customer Lifecycle in digital world, Digital Marketing Channels, Integrated Digital Marketing Communication, Digital Marketing Strategy, Elements of digital marketing strategy, Steps for effective digital marketing strategy, **Developing and Nurturing a Digital Culture***.

Module 2: The Web Design Framework

9 Hours

Basics of Web Design, Framework for responsive web design, Types of design frameworks, The web design process, Website as Hub of Digital Marketing, Building an effective website, Functionality of Website, Choosing a right name and structure, Selecting website host, Role of a web designer, Enhancing website with additional functionalities and data mark-up, Visual and Functional Elements of Web Design.

Module 3: Content Strategy & Search Engine Optimization

11 Hours

Understanding meaning of Content Strategy, Creating an appealing content for website, Conducting an Audience Research, Content Planning, Content Governance, Role of Search Engines, their functions and features, Optimizing Content for SEO and SEM

SEO: SEO Process, SEO On-Page optimization – Site Navigation, URL, Meta tags, Image Alt tags, Content optimization, plagiarism and its effect on SEO. SEO Off-Page optimization, Link types and their role in SEO.

SEM: Keyword Search, Long-tail and Short-tail keywords, Other types of keywords, Keyword match types, Quality score in SEM, Brief to Google AdWords working, Understanding of PPC and bidding processes, CTR and CPA as measurement metrics, Integration of SEO and SEM for effective results, **Search ads and display ads***.

Module 4: Designing an effective Web Content

8 Hours

Fundamentals of Web Design, Basic Design Principles, Web Designing Strategy- Designing for content, designing for technology, Designing for usability, Designing for interaction, Designing for visual appeal, Responsive Web Design, Cross-Browser Compatibility, Use of Artificial Intelligence (AI) in Web Content designing

Module 5: Measuring success of Web Content

8 Hours

Measuring website success through analytics, Web Analytics – Analytics basics, Understanding website visitor behaviour and their traffic source, Website and Competitor analysis, Off-site and On-site Analytics, Choosing Performance Metrics, Configuring goals and funnels, Benchmarking Measurement Strategy, **Writing an effective Content***.

(*Self-learning topics are subject to testing)

Basic Text Books

- Ryan, D. (2020). *Understanding digital marketing: A complete guide to engaging customers and implementing successful digital campaigns*. Kogan Page Publishers.
- Frick, T. (2013). *Return on engagement: Content, strategy and design techniques for digital marketing*. Routledge.
- Kingsnorth, S. (2022). *Digital marketing strategy: an integrated approach to online marketing*. Kogan Page Publishers.

Reference Books

- Kotler, M., Cao, T., Wang, S., & Qiao, C. (2020). *Marketing strategy in the digital age: applying kotler's strategies to digital marketing*.
- Ryan, D. (2014). *The best digital marketing campaigns in the World II*. Kogan Page Publishers.

Other reading material

- The Who, What, Why, & How of Digital Marketing <https://blog.hubspot.com/marketing/what-is-digital-marketing>
- 9 Fundamentals of a Great Web Design You Need to Know <https://technerds.com/9-fundamentals-of-a-great-web-design-you-need-to-know/>
- How to Create an SEO Content Strategy <https://ahrefs.com/blog/seo-content-strategy/>

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation	: 10 Marks	50 Marks	100 Marks
Assessment 1	: 10 Marks		
Assessment 2	: 10 Marks		
Assessment 3	: 10 Marks		
Block End Test	: 10 Marks		

Course Title: Email, Mobile and Lead Generation Strategies

Course Code: 23MBADSE210

Semester: 2

Credits:3

Hours (LTP): 45 hrs

Course Objectives:

- To assist students for developing sales lead generation strategies using digital platforms
- To help students examine the importance of mobile devices in marketing
- To help students formulate mobile app marketing strategies
- To assist students for examining the process involved in developing remarketing (retargeting) strategies
- To prepare students develop successful and effective Email marketing campaigns

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Formulate sales lead generation strategies
CO2	Examine process involved in developing remarketing plans
CO3	Examine the role of mobile devices in digital marketing
CO4	Formulate Mobile App marketing strategies
CO5	Formulate successful Email marketing campaigns

Course Contents:

Module 1: Lead Generation

8 Hours

Prospecting Vs Lead Generation; Purpose of lead generation; The lead generation components; Factors in successful lead generation process; Lead campaign planning; Sample templates; Lead generation in Traditional and Digital marketing; Lead generation using digital platforms – Search Engine, Social Media, Content Marketing; Conversational marketing - lead generation using Chatbots;

Module 2: Retargeting and Remarketing

7 Hours

Retargeting and remarketing purposes; Benefits of remarketing; Standard and Dynamic remarketing; Behavioural retargeting; Remarketing / Retargeting strategy and campaign planning – creating funnel based customer segments, using digital platforms to create audience segments, Brand experience through remarketing; Social media and remarketing strategy; Permission marketing.

Module 3: Mobile Marketing – Attracting, Engaging and Monetising customers

10 Hours

Mobile behavioural concepts – Mobile user profile, Mobile users as hypermodern beings, Mobile purchasing behaviour; GAFA (Google, Amazon, Apple, Facebook) oligopoly ecosystem in the mobile market, Mobile marketing campaign planning; Mobile marketing objectives and KPIs; Mobile traffic sources; Mobile ad performance tracking and attribution; Adblockers and Ad intrusiveness, Privacy and consent issues; Mobile Monetization – Monetization strategy and maximizing yield; Mobile Advertising - SMS advertising, mobile website advertising, in-app advertising, mobile search advertising, mobile coupon advertising.

Module 4: Mobile Apps, Video and Games

10 Hours

Mobile Apps – native, web and hybrid apps; Mobile app marketing strategy – targeting, competitive analysis, setting up KPIs, App store optimization, launching campaign, setting up referral system, building a community, cross promotion with other apps, ratings and reviews management; Mobile Video Ecosystem, Content Delivery Networks (CDNs); Current trends in Mobile Video marketing; Mobile video consumption statistics. Mobile

Games and Advergames – Mobile games consumption statistics, Audience analysis of mobile games, gamer personas, In-game advertising.

Module 5: Email Marketing

10 Hours

Benefits of Email marketing; Email and Customer Lifecycle marketing - Acquiring, retention, win back Email marketing; Developing an Email Marketing campaign - Email marketing platforms, designing Templates, legal considerations, avoiding spam flags, creating segmentation and Email lists, Key metrics of measuring Email marketing success; Optimizing Email marketing campaigns through Email tests;

(*Self-learning topics are subject to testing)

Basic Text Books

- Jenkins, S. (2008). *The truth about email marketing*. FT Press.
- Mark Hunter, C. S. P. (2016). *High-Profit Prospecting: Powerful Strategies to Find the Best Leads and Drive Breakthrough Sales Results*. Amacom.
- Genadinik, A. (2014). *Mobile app marketing and monetization*. CreateSpace Independent Publishing.
- Krum, C. (2010). *Mobile marketing: Finding your customers no matter where they are*. Pearson Education.

Reference Books

- Arnold, J. (2011). *E-mail Marketing for Dummies*. John Wiley & Sons.
- Cancel, D., & Gerhardt, D. (2019). *Conversational marketing: How the world's fastest growing companies use chatbots to generate leads 24/7/365 (and how you can too)*. John Wiley & Sons.
- Bly, R. W. (1998). *The lead generation handbook: how to generate all the sales leads you'll ever need-quickly, easily, and inexpensively*. American Management Association
- Gao, Kevin. (xxxx). *The Ultimate Guide to Email Marketing. Everything you need to know about successful Email marketing*. Comm100.
- Becker, M., & Arnold, J. (2010). *Mobile marketing for dummies*. John Wiley & Sons.

Other reading material

- Leppäniemi, M., & Karjaluoto, H. (2008). *Mobile marketing: From marketing strategy to mobile marketing campaign implementation*. *International Journal of Mobile Marketing*, 3(1).
- Barnes, S. J., & Scornavacca, E. (2004). *Mobile marketing: The role of permission and acceptance*. *Int. J. Mob. Commun.*, 2(2), 128-139.
- Artyom Dogtiev. (2013). *App Marketing Strategies*. Retrieved from <https://www.businessofapps.com/marketplace/app-marketing/research/app-marketing-strategies/>
- Hemendra Singh. (2022). *Mobile Game Marketing: Strategies That Work in 2023*. Retrieved from <https://theninehertz.com/blog/game/mobile-game-marketing>

Tools / Frameworks Required

- ZOHO
- Mail Chimp

Certificate Programs

- Email Marketing from HubSpot Academy

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

SKILL ENHANCEMENT

Course Title: Digital Marketing for Sales Professionals

Course Code: 23MBASEC202

Semester: 2

Credits:2

Hours (LTP): 30 hrs

Course Objectives:

- To train students use tools for lead generation and lead management
- To help students leverage the use of tools and software while improving sales productivity
- To aid students utilize the power of CRM tools for improving profitability

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Demonstrate use of tools and software for generating and managing sales leads
CO2	Create plans for improving sales productivity using software and other digital tools
CO3	Examine use of CRM tools for boosting firm's performance

Course Contents:

Module 1: Lead generation and email marketing

7 Hours

Generating leads, improving lead conversions, email marketing (Tool: *HubSpot* CRM for marketers)

Email Address finding tools (Tool: Hunter, Aeroleads), B2B Lead generation (Tools: Datanyze, Lead Forensics)

Module 2: Boosting sales productivity

7 Hours

Boosting sales productivity (Tool: *HubSpot* CRM for Sales people)

Managing sale team and improving the team's sales performance (Tool: *Hubspot* CRM for Sales Leaders)

Module 3: Customer relationship management skills

9 Hours

Build stronger relationships with customers and colleagues (Skill development through *Salesforce Trailhead*:

Boost Productivity with Customer 360)

Managing customer relationships (Tool: *HubSpot* CRM or *Odoo* CRM tool)

Module 4: Customer management tools for business owners

7 Hours

CRM for business owners (Tool: *HubSpot* CRM for business owners)

Other reading / reference material

- Birkett, A. 2022. The 22 Best Lead Generation Tools in 2023. Retrieved from <https://blog.hubspot.com/marketing/lead-generation-tools>
- Taheer, F. (2023). 35 Best Lead Generation Tools & Software in 2023. Retrieved from <https://optinmonster.com/best-lead-generation-tools/>
- Skill up for the future. Retrieved on 09.02.2023 from <https://trailhead.salesforce.com/>
- Tools retrieved from <https://academy.hubspot.com/>
- The real customer centric CRM. Retrieved from https://www.odoo.com/app/crm?utm_source=google&utm_medium=cpc&utm_campaign=IN-EN-CRM&utm_gclid=CjwKCAiA0JKfBhBIEiwAPhZXD6obmm0weU4GgcBbhpx-SaoW16LjWj_-OGPmQFiWHGtL1rhBUFQz8hoCrPYQAvD_BwE&gclid=CjwKCAiA0JKfBhBIEiwAPhZXD6obmm0weU4GgcBbhpx-SaoW16LjWj_-OGPmQFiWHGtL1rhBUFQz8hoCrPYQAvD_BwE

- Zoho's Free CRM Software - rich in features, free of cost. Retrieved on 09.02.2023. from <https://www.zoho.com/crm/free-crm.html>

Other Certificate Programs

- ZOHO, Salesforce Trail Head's badges

Evaluation Pattern:

Continuous Evaluation – Skill Enhancement Courses						Total
A1	A2	A3	A4	Internal Test/ Quiz etc	Class Participation	100 Marks
20	20	20	20	10	10	

Semester III
DISCIPLINE SPECIFIC ELECTIVE

Course Title: Search Marketing: SEO and SEM

Course Code: 23MBADSE309

Semester: 3

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Examine and use key words for optimization
- To understand the process of SEO and SEM
- To apply the concept of on-page and off-page optimization
- To use and set strategies for AdWords management
- To be able to apply the right blend of SEO and SEM optimization strategies

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Evaluate various types of keyword searches
CO2	Demonstrate and use tools for SEO and SEM optimization
CO3	Illustrate and use effectively the on-page and off-page optimization strategies
CO4	To be able to construct strategies for AdWords management
CO5	To be able to combine the SEO and SEM effectively for optimization

Course content:

Module 1: Introduction

6 Hours

Search Engines-Functions and features, keyword research, types of keywords-short tail, long tail, short-term, long-term, product defining, customer defining, geo targeting, Latent Semantic Index (LSI) and intent targeting, SEO and SEM process

Module 2: SEO: On-page optimization

10 Hours

SEO On-Page optimization – Initial site analysis, Site Navigation, key words density analysis and placement, site structure analysis, keyword competition analysis, URL, Title and Meta tags, H1 and H2 tags optimization, Image Alt tags, Content optimization, plagiarism, internal link building, a brief to W3C validator

Module 3: SEO: Off-page Optimization

12 Hours

Directory Submission, Article submission, Classified ads Submissions, Google Map Submissions, Press Release Submission, Blog creation and Postings, Press release news syndication, Search engine submission and indexing, Forum Posting, Registrations and applying Google Ad sense, Video creations and sharing, Image sharing, Document sharing, Social media optimization- Facebook, YouTube, LinkedIn and Twitter

Module 4: SEM- Ad Words

10 Hours

About Google and Google AdWords, AdWords fundamentals, Overview of search ad positions, Ad words account set up and management, Campaign-strategy, set-up and management, language and location based targeting, Overview of ad formats- text ad, image ad, video ad and mobile ad

Module 5: Metrics for SEM and SEO**7 Hours**

Quality score in SEM, Brief to Google AdWords working, Understanding of PPC and bidding processes, CTR and CPA as measurement metrics, Search ads and display ads, Integration of SEO and SEM for effective results

Basic Text Books

- Aravind Shenoy & Anirudh Prabhu (2016)Introducing SEO: Your quick-start guide to effective SEO practices, Apress
- Eric Enge & Stephan Spencer & Jessie Stricchiola (2015), The art of SEO, 3rd edition: Mastering Search Engine Optimization
- Multilingual Marketing by Maria Johnsen

Reference Books

- Art of SEO by Eric Enge, Stephen Spencer and Jessie
- Web Analytics 2.0 – AvinashKaushik
- 50 ways to make Google love your website by Steve Johnston and Liam McGee

Other reading material

- <https://digitalagencynetwork.com/google-rich-results-and-their-impact-on-website-seo/>
- <https://digitalagencynetwork.com/seo-outreach-vs-digital-pr-which-one-is-best/>
- <https://digitalagencynetwork.com/ways-seo-can-boost-your-website-sales/>

Tools Required

- Rankmath
- SEMrush
- Google Analytics

Certificate Programs

- SEO Fundamentals Course by SEMrush
- Google SEO Fundamentals by UC Davis
- SEO Certification Course by Hub Spot
- Google Analytics 4 Course by Googl

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Digital Privacy, Laws and Ethics

Course Code: 23MBADSE310

Semester: 3

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- To familiarise students with the concept of privacy in digital business.
- To aid students ascertain prevailing cybersecurity issues and laws.
- To help students differentiate between data governance and data management
- To prepare students in identifying digital injustice
- To assist students, understand emerging privacy and ethical issues

Course Outcomes

At the end of the course, learners will be able to:

CO1	Explain the concept of digital privacy
CO2	Articulate and discuss cybersecurity issues and laws for the digital landscape
CO3	Appraise data governance concept and role of stakeholders with regard to personal data and privacy
CO4	Critique digital injustice and the role of ethics in a digital society
CO5	Analyse emerging issues linked to digital privacy in light of relevant legal and ethical principles.

Course Contents

Module 1: Digital Privacy: Landscape & Chronology

8 Hours

Introduction to digital privacy, privacy landscape, digital trust, important timelines in digital privacy, data privacy vs data security, digital ethics and society, property and privacy, intersection of Property, Privacy and Cybersecurity law, *digital technology disrupting the ethical basis of society

Module 2: Cybersecurity and Cybercrimes

8 Hours

Categorizing cybercrimes, cybersecurity trends and challenges, examples in Law: UK, USA, Canada, Australia and India, categorizing cybercrimes in the law, national considerations, international considerations, treaties and international agreements.

Module 3: Data Governance and stakeholders

10 Hours

Importance of data governance, data governance challenges, difference between data governance and data management, implementing an effective data governance framework, whistle/ vigil/ grievance redressal mechanism, human rights, communicating with stakeholders, * Trust and the personal data ecosystem

Module 4: Digital Ethics

10 Hours

Introduction, need for digital ethics, digital Injustice, ethics and dimensions of the digital commons, copying and distributing via digital media, specific data privacy risks, issues in digital media privacy- Facebook, Twitter and Instagram, ethical frameworks for digital security and privacy, *towards common norms.

Module 5: Emerging Issues

9 Hours

Privacy challenges with emerging technology, digital marketplaces and the consumer, commercial electronic messages, anonymized DarkNet markets and cryptocurrencies, challenges to law enforcement, digital sovereignty and data governance, cyberterrorism.

(*Self-learning topics are subject to testing)

Basic Text Books

- Lukings, M., & Lashkari, A. H. Understanding Cybersecurity Law and Digital Privacy, Springer
- Digital Enlightenment Forum. Security for the Digital World Within an Ethical Framework (Vol. 1). IOS Press.
- Fuchs, C. Digital Ethics Media, Communication and Society (Vol. 5). Routledge

Reference Books

- Kirtley, J.E., Shally-Jensen, M. Privacy Rights in the Digital Age (Second Edition). Grey House Publishing.
- Venkataramanan, N., & Shriram, A. DATA PRIVACY Principles and Practice. CRC Press

Other reading material

- ETHICS AND VALUES IN DIGITAL SOCIETY. <https://luddy.indiana.edu/research/research-areas/ethics-values-digital-society.html>
- CYBERCRIMES AND CYBER LAWS IN INDIA. <https://probono-india.in/blog-detail.php?id=218>
- Privacy Issues And Monetizing Twitter Harvard Case Solution & Analysis. <https://www.thecasesolutions.com/privacy-issues-and-monetizing-twitter-2-38291>
- The Complete Data Privacy Timeline. <https://get.theappreciationengine.com/2020/02/19/data-privacy-timeline/>

Certificate Programs

- Understanding and Prioritizing Data Privacy- LinkedIn Learning
- Securing the IoT: Privacy- LinkedIn Learning

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation	: 10 Marks	50 Marks	100 Marks
Assessment 1	: 10 Marks		
Assessment 2	: 10 Marks		
Assessment 3	: 10 Marks		
Block End Test	: 10 Marks		

Course Title: Social Media Marketing

Course Code: 23MBADSE311

Semester: 3

Credits:3

Hours (LTP): 45 hrs

Course Objectives:

- To Explain students, the importance and benefits and Social Media Platforms
- To enable students to create business pages in the Social Media Platforms
- To assist in appraising various forms of promotion through Social Media
- To Prepare students to create and manage advertisements in Social Media
- To help students to become well equipped in scheduling Social Media marketing activities

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Understand the importance and benefits and Social Media Platforms
CO2	Develop business pages in the Social Media Platforms
CO3	Appraise various forms of promotion through Social Media
CO4	Create advertisements in Social Media
CO5	Schedule Social Media Marketing activities

Course Contents:

Module 1: Introduction to Social Media Marketing

11 Hours

Fundamentals of Social Media Marketing & its significance – pros and cons, Necessity of Social media, Marketing. Building a Successful social media strategy: Goal Setting, ROI, Establishing KPIs, Implementation, Social Media Marketing channels.

Locating the target online markets, Researching and Segmenting B2C and B2B Markets. Social listening and content distribution tools.

Module 2: Marketing Through Facebook

9 Hours

Facebook for Business, Facebook Insight, Different types of Ad formats, Setting-up Facebook Advertising Account, Facebook audience & types, Designing Facebook Advertising campaigns, Facebook Avatar, Apps, Live, Hashtags

Module 3: Twitter as a Marketing Channel

8 Hours

Basics, Building a content strategy, Twitter usage, Twitter Ads, Twitter ad campaigns, Twitter Analytics, Twitter Tools and tips for managers.

Introduction to Koo, options for marketing through Koo.

Module 4: LinkedIn Marketing

6 Hours

LinkedIn Basics, All-star LinkedIn Profile, LinkedIn Company Page, Leveraging LinkedIn Search for Prospecting LinkedIn Content Creation Best Practices, LinkedIn Advertising, LinkedIn Analytics

Module 5: Marketing through YouTube and Instagram

11 Hours

Introduction to video-based social media, Developing a strategy for business-based content, Determine your brand image, YouTube Marketing – YouTube Ads and Channel Monetization

Introduction to Instagram - The Instagram Ecosystem, Setting up Instagram Profile, Instagram Content Strategy Gaining More Followers, Increasing Engagement on Instagram, Instagram Posting Strategy, Influencer Marketing, Instagram Advertising

Basic Text Books

- Carvill, M. (2019). Get social: Social media strategy and tactics for leaders. Kogan Page.
- Kelsey, T. (2017). Introduction to social media marketing a guide for absolute beginners. Apress.
- Zimmerman, J., & Ng, D. (2021). Social media marketing all-in-one for dummies. For Dummies.

Reference Books

- Butow, E., Herman, J., Liu, S., Robinson, A., & Allton, M. (2020). Ultimate Guide to Social Media Marketing. Entrepreneur Press.
- DAHL, S. T. E. P. H. A. N. (2021). Social Media Marketing: Theories and Applications. SAGE PUBLICATIONS.
- Singh, S., & Diamond, S. (2020). Social Media Marketing. John Wiley & Sons, Inc.

Other reading material

- Trivedi, S., & Malik, R. (2022). Social media marketing as New Marketing Tool. Research Anthology on Social Media Advertising and Building Consumer Relationships, 18–33. <https://doi.org/10.4018/978-1-6684-6287-4.ch002>
- Baker, K. (2022, October 13). Social Media Marketing: The ultimate guide. HubSpot Blog. Retrieved February 3, 2023, from <https://blog.hubspot.com/marketing/social-media-marketing>
- LaFleur, G. (2021, October 22). What is Social Media Marketing (SMM)? WhatIs.com. Retrieved February 3, 2023, from <https://www.techtarget.com/whatis/definition/social-media-marketing-SMM>

Certificate Programs

- Facebook, Instagram – Meta Certification
- YouTube Certification
- LinkedIn Certification

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Affiliate and Influencer Marketing

Course Code: 23MBADSE312

Semester: 3

Credits:3

Hours (LTP): 45 hrs

Course Objectives:

- To understand and apply the concept of affiliate marketing in digital space
- To apply the best practices for advertisers of affiliates
- To understand affiliate marketing programs on various platforms
- To understand and apply influencer campaigns and metrics
- To thoroughly understand the legal aspects of Influencer Marketing

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Employ the concept of affiliate marketing
CO2	construct and develop the content strategy
CO3	Develop and optimize the content for strategizing
CO4	Evaluate and manage reputation online
CO5	Examine ways of handling and manage negativity on online platform

Course Contents

Module 1: Affiliate Marketing: A new Dimension

7 Hours

Understanding Affiliate Marketing, Affiliate Marketing process, Key players and current challenges in Affiliate Marketing, Affiliate types- reward sites, content sites and blogs, comparison websites, e-mail, voucher and deal sites, Retargeting affiliates, PPC affiliate, social affiliates

Module 2: Affiliation to Affiliate Marketing

10 Hours

Affiliate commission model, Affiliate Marketing average income, best practices for advertisers of affiliates, choosing your affiliate network, role of affiliate network in marketing mix, Affiliate marketing trends, Road map for Affiliate Marketing, choosing niche, research and shortlisting of Affiliate programs, create and publish top-notch content, create Ad Account

Module 3: Ways of Affiliate Marketing and various Affiliate Marketing Programs

7 Hours

Ways of Affiliate Marketing-Affiliate marketing on Blogs, paid Ads, YouTube, Face book and Instagram, Understanding Affiliate Programs, Affiliate Marketing Programs-Amazon Associates, Click Bank Affiliate, Rakuten Affiliate, eBay Affiliate, Commission Junction

Module 4: Influencer Marketing fundamentals

12 Hours

Introduction to Influencers Marketing / The Influencer / Micro influencer, Influencers and local ambassadors, characteristics of influencer, choosing the best influencer, circles of influence and personal branding, follower number v/s sales number, power of haters and its impact on influencers, Influencer pay model, Influencer hunters and agencies, identifying right influencer for your brand

Module 5: Influencer Marketing: A way forward

9 Hours

Influencer campaigns and metrics, contacting an influence, legal aspects of Influencer Marketing, Opinion of prominent influencers, Influencer relations, embracing social media for influencer strategy, influencers and PR, Influencer marketing as a tool for external link building, Influencer Marketing and its impact on SEO,

Basic Text Books

- Amanda Russel, The Influencer Code: How to Unlock the Power of Influencer Marketing (2020), Hatherleigh Press (October 13, 2020)
- Mark Smith (2019), Affiliate Marketing: Proven Step by Step Guide to Make Passive Income with Affiliate Marketing, Guy Saloniki

Reference Books

- Ian Pribyl, From Nothing, The Free Internet Marketing Project; 1st edition (12 February 2019)
- Ted Sudol and Paul Mladjenovic (2019), Affiliate Marketing for Dummies, For Dummies 1st edition
- Influencer Marketing for Brands: What YouTube and Instagram Can Teach You About the Future of Digital Advertising (2019), Apress; 1st ed. edition (1 December 2019)

Other reading material

- Ben Edelman, Wesley Brandi, Information and Incentives in online affiliate marketing, March 2014.
- <https://www.livemint.com/Opinion/SiLjv51y8EumSy41nFXkdN/The-march-of-influencer-marketing.html>
- <https://economictimes.indiatimes.com/small-biz/security-tech/technology/influencer-marketing-5-things-to-consider-before-spending-your-money/articleshow/64299115.cms>

Tools Required

- SEMRush
- Ahref
- Grammarly
- Hubspot

Certificate Programs

- Affiliate Marketing Fundamentals from LinkedIn
- Affiliate Marketing course for Beginners from Udemy
- Hubspot content marketing certification
- Influencer Marketing strategy on Coursera

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation	: 10 Marks	50 Marks	100 Marks
Assessment 1	: 10 Marks		
Assessment 2	: 10 Marks		
Assessment 3	: 10 Marks		
Block End Test	: 10 Marks		

Course Title: Data Analytics and Reporting

Course Code: 23MBADSE313

Semester: 3

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- To familiarize students with basics of digital data.
- To Instill in students a keen understanding of digital data sources and its importance in decision making.
- To assist students analyse web data using various techniques web analytics tools.
- To assess the performance of social media campaigns for valuable insights.
- To present information with visual context using tableau.

Course Outcomes

At the end of the course, learners will be able to:

CO1	Examine basic metrics and consumer insights based on digital data
CO2	Structure data into actionable insights
CO3	Evaluate different types of tools, techniques and reports relevant to web analytics
CO4	Appraise the mechanics of analysing social media performance
CO5	Design data driven visualisations for informed decisions

Course Contents

Module 1: Introduction to Data Analytics

6 Hours

Evolution, Concept and Scope, Data, Big Data, Metrics and Data classification, Data Reliability & Validity, Problem Solving with Analytics, Different phases of Analytics in the business.

Module 2: Data Basics

6 Hours

Descriptive Analytics, Predictive Analytics and Prescriptive Analytics, Different Applications of Analytics in Business, Text Analytics and Web Analytics, Skills for Business Analytics, Concepts of Data Science, Basic skills required for understanding Data.

Module 3: Web Analytics

11 Hours

Understanding web analytics, common terminologies, web analytics tools, Website Goals, Data collection methods in Web Analytics, Website Optimization, Metrics used in Web analysis, Pyramid Model of Web Analytics, the conversion funnel, understanding KPIs, common KPIs for different site types

Module 4: Social Media Analytics

10 Hours

Basics of social media analytics, Social media data sources, Sentiment analytics, Influencer analytics, Competitive analytics, Performance analytics, Audience analytics.

Module 5: Data Reporting

12 Hours

Dashboarding Fundamentals, Practical data Visualization using Tableau, Tableau Calculations, Formatting Visualizations, Manipulating Data in Tableau.

(*Self-learning topics are subject to testing)

Basic Text Books

- Kumar, U.D.: Business Analytics -The Science of Data -Driven Decision Making, Wiley.

- Gert, H.N., Thorlund, L. and Thorlund, J. :Business Analytics for Managers - Taking Business Intelligence Beyond Reporting, Wiley.

Reference Books

- Larose, D.T. and Larose, C.T.: Data Mining and Predictive Analytics, Wiley
- Web Marketing All-in-one for Dummies by John Arnold, Michael Becker, Marty Dickinson, Ian Lurie, Elizabeth Marsten, Wiley
- Google Analytics Integrations by Daniel Waisberg, Sybex

Other reading material

- Descriptive, predictive and prescriptive: three types of business analytics. shorturl.at/nBNT2
- State of Web Analytics 2020. <https://www.hotjar.com/web-analytics/>
- Social Media Analytics: A Guide To Get Started. <https://www.searchenginejournal.com/social-media-analytics/463340/#close>
- What is Social Media Analytics? Everything You Need to Know. <https://blog.hootsuite.com/what-is-social-media-analytics/>
- Tableau for Beginners Data Visualisation made easy. <https://www.analyticsvidhya.com/blog/2017/07/data-visualisation-made-easy/>

Tools Required

- Tableau
- Hootsuite
- Sproutsocial

Certificate Programs

- Understanding web analytics tracking- LinkedIn Learning
- Introduction to Social Media Analytics- Coursera
- Cleaning, Transforming and Prepping Your Data with Tableau Prep- LinkedIn Learning

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

SKILL ENHANCEMENT

Course Title: Search Marketing Skills

Course Code: 23MBASEC302

Semester: 3

Credits:2

Hours (LTP): 30 hrs

Course Objectives:

- Apply the fundamentals of web designing
- Demonstrate and use tools for onsite optimization on a website
- Illustrate off page optimization techniques
- Analyze and interpret website traffic
- Understand fundamentals of AdWords for effective SEM

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Apply the fundamentals of web designing
CO2	Demonstrate and use tools for onsite optimization on a website
CO3	Illustrate on page and off page optimization techniques
CO4	Analyze and interpret a websites traffic
CO5	Understand the basics of AdWords for SEM

Course Content:

Module 1: Basics of web designing

6 Hours

Basics of Website Designing / Development, Essentials of good website designing, HTML Basics for SEO, enhancing User Experience in Website, Onsite Optimization Basics, Domain Selection, Website Structure and Navigation Menu, Optimization, Title Tag Optimization

Module 2: SEO: On-page optimization

10 Hours

Keyword Density Analysis, Keywords Research in Various Search Engines, Meta Tags Optimization, Headers Optimization, SEO Content Writing, Optimizing SEO content, Page Speed Optimization Tool, Anchor Links Optimization, Internal Link Strategy SEO Header and footer, SEO Header optimization, SEO Footer Optimization

Module 3: SEO: Off-page Optimization

8 Hours

Integration of paid, earned and owned media, Website traffic analysis using Google Analytics (any other tools for website analysis), SEO Audit (Neilpatel/ SEOSitecheckup)

Module 4: SEM- Ad Words

6 Hours

Google AdWords, AdWords fundamentals, search ad positions, Ad words account set up and management, Campaign-strategy, set-up and management, language and location based targeting, Overview of ad formats-text ad, image ad, video ad and mobile ad

Basic Text Books

- Aravind Shenoy & Anirudh Prabhu (2016)Introducing SEO: Your quick-start guide to effective SEO practices, Apress
- Eric Enge & Stephan Spencer & Jessie Stricchiola (2015), The art of SEO, 3rd edition: Mastering Search Engine Optimization
- Multilingual Marketing by Maria Johnsen

Reference Books

- Art of SEO by Eric Enge, Stephen Spencer and Jessie
- Web Analytics 2.0 – AvinashKaushik
- 50 ways to make Google love your website by Steve Johnston and Liam McGee

Other reading material

- <https://digitalagencynetwork.com/google-rich-results-and-their-impact-on-website-seo/>
- <https://digitalagencynetwork.com/seo-outreach-vs-digital-pr-which-one-is-best/>
- <https://digitalagencynetwork.com/ways-seo-can-boost-your-website-sales/>

Tools Required

- Rankmath
- SEMrush
- Google Analytics

Certificate Programs

- SEO Fundamentals Course by SEMrush
- Google SEO Fundamentals by UC Davis
- SEO Certification Course by Hub Spot
- Google Analytics 4 Course by Google

Evaluation Pattern:

Continuous Evaluation – Skill Enhancement Courses						Total
A1	A2	A3	A4	Internal Test/ Quiz etc	Class Participation	100 Marks
20	20	20	20	10	10	

DISCIPLINE SPECIFIC ELECTIVE
SEMESTER IV

Course Title: Strategic Digital Marketing

Course Code: 23MBADSE410

Semester: 4

Credits:3

Hours (LTP): 45 hrs

Course Objectives:

- To assist students for examining the available models for managing strategic business units of a company
- To aid students examine various sources of competitive advantage
- To prepare students develop consumer centric strategies for choosing and creating value
- To make students create a digital strategy document
- To help students understand the importance of digital transformation in an organisation

Course Outcomes

At the end of the course, learners will be able to:

CO1	Examine models for managing strategic business units
CO2	Examine sources of competitive advantage
CO3	Develop customer segmentation and targeting strategies
CO4	Develop digital strategic plans for a firm
CO5	Explain importance of digital transformation for an organisation

Course Contents

Module 1: Fundamentals of Strategic Marketing in Digital World

9 Hours

Compare and contrast between marketing management and strategic marketing; Role of Marketing in Corporate Planning Process; Importance of Vision and Mission Statements; **Use of Abell's framework while developing mission statement***; SBU and its characteristics; Models for managing SBUs (Market Growth Strategy Matrix, BCG, and GE grids) in digital world.

Module 2: Competitive Analysis and Developing Competitive Advantage in Digital World

9 Hours

Models for identifying competition; Sector, Industry and Business Segment; Porter's 5-Forces Analysis for identifying competition; Product-Market Competition; **Strategic Group Analysis***; Analysing competition in physical and digital market spaces; Building overview of competitor's strengths; Developing competitors' response profiles; Competitive equilibrium, Sources of Competitive Advantage; Digital strategy as competitive advantage.

Module 3: Consumer behaviour in digital world, Segmentation and Targeting Strategies

9 Hours

Consumer behavior in digital world; Persona of digital consumer; The new consumer journey; Use of digital tools in segmenting and targeting customers; Size, Growth, Profitability and Market structure, **Using the Abell's framework to create Market Boundaries***; Creating a Value Proposition and positioning basis chosen market boundaries.

Module 4: Digital Marketing Strategies

9 Hours

Branding in digital world; Brand Equity; Consumer based brand Equity Models (Aaker, Keller, BAV, Brandz); Digital market strategy development; SOSTAC, RACE and other frameworks; Developing a digital strategy document; Measuring success of digital strategies; **New roles of marketer in digital world***.

Module 5: Digital Transformation

9 Hours

Importance of forward-leaning process; How to bring transformational change in an organization; Digital Transformation Framework; Leveraging digital transformation for competitiveness; Leading disruptive change in digital economy; **Digital Leadership and its traits; Designing organization for digital transformation***; STAR model of organization design; Digital Culture;
(*Self-learning topics are subject to testing)

Basic Text Books

- Cravens, D. W., & Piercy, N. (2006). *Strategic marketing* (Vol. 6). New York: McGraw-Hill.
- Greenberg, E., & Kates, A. (2013). *Strategic digital marketing: top digital experts share the formula for tangible returns on your marketing investment*. McGraw Hill Professional.
- Chaffey, D., & Ellis-Chadwick, F. (2019). *Digital marketing: strategy, implementation & practice*. Pearson uk.

Reference Books

- Kingsnorth, S. (2022). *Digital marketing strategy: an integrated approach to online marketing*. Kogan Page Publishers.
- Hooley, G. J., Piercy, N., & Nicoulaud, B. (2008). *Marketing strategy and competitive positioning*. Pearson Education.
- Hanlon, A. (2018). Digital marketing: strategic planning & integration. *Digital Marketing*, 1-416.

Other reading material

- GE McKinsey Matrix: How To Apply it To Your Business, (<https://www.cleverism.com/ge-mckinsey-matrix-how-to-apply-it-to-your-business/>)
- Christensen, C. M., Levitt, T., Kotler, P., & Reichheld, F. (2013). *HBR's 10 Must Reads on Strategic Marketing (with featured article "Marketing Myopia," by Theodore Levitt)*. Harvard Business Review Press.
- Christensen, C. M. (1997). Marketing strategy: learning by doing. *Harvard business review*, 75(6), 141-151.
- Edleman, D. (2010). Branding in the digital age: you're spending your money in all the wrong places. *Harvard business review*, 88(12), 62-69.

Tools / Frameworks Required

- BCG Matrix tool
- GE Grid

Certificate Programs

- Building an Integrated Online Marketing Plan by Matt Bailey (LinkedIn): Certification by PMI
- Digital Marketing Certification by HubSpot Academy

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation	: 10 Marks	50 Marks	100 Marks
Assessment 1	: 10 Marks		
Assessment 2	: 10 Marks		
Assessment 3	: 10 Marks		
Block End Test	: 10 Marks		

Course Title: Digital Entrepreneurship

Course Code: 23MBADSE411

Semester: 4

Credits:3

Hours (LTP): 45 hrs

Course Objectives:

- To introduce participants to the concept of Digital Entrepreneurship
- To enable participants in conceptualising Digital Business idea
- To assist participants in building Digital Business Enterprise
- To aid participants develop marketing strategy to commercialize Digital Business
- To sensitize participants with the role of creative thinking in Digital Entrepreneurship

Course Outcomes

At the end of the course, learners will be able to:

CO1	Explain the concept of Digital Entrepreneurship
CO2	Demonstrate a capability to conceptualise the Digital Business idea
CO3	Identify the stages in building Digital Business Enterprise
CO4	Develop the marketing strategy to commercialise Digital Business
CO5	Appraise the role of creative thinking in Digital Entrepreneurship

Course Contents

Module 1: Introduction to Digital Entrepreneurship

9 Hours

Defining Entrepreneurship, understanding meaning of Digital Entrepreneurship, moving from Entrepreneurship to Digital Entrepreneurship, Digital Entrepreneurship- New Opportunities and Challenges, the rise of entrepreneurship in digital age, Benefits offered by Digital Entrepreneurship, changing dynamics of entrepreneurship, Analyzing digital entrepreneurship environment, ***Ongoing trends in Digital Entrepreneurship****.

Module 2: Conceptualising Digital Business Idea

9 Hours

Opportunity Recognition for digital business, Ideation to lay down the foundation of digital entrepreneurship, Identifying sources of Ideas, Techniques for generating ideas, Screening digital business opportunities, Market Research for digital business idea, Feasibility Analysis of Digital Business Idea - Product Feasibility, Market Feasibility, Financial Feasibility, Industry Analysis, Criteria for selecting best digital idea, Analyzing Digital Entrepreneurship Ecosystem, ***Entrepreneurship frameworks for generating digital business ideas****.

Module 3: Building Digital Business Enterprise

9 Hours

Formulating business plan, creating a digital business design, Types of Digital Business Plans, Principles of designing effective business plan, Concept of value proposition in digital entrepreneurship, Digital Business models for new venture development, Business Model Canvas, Design Thinking in Digital Business, creating a digital business prototype, Business prototype functionality, Strategizing digital content for business, Prepare a pitch for investors, ***Reviewing digital business plan****.

Module 4: Commercialising Digital Business

10 Hours

Launching a new digital venture, Preparatory steps for commercialising digital business, Understanding customer expectations, Positioning and Differentiating digital business, Customer Journey Mapping, Market and Customer driven strategies, Go-to-market strategy to launch digital business, Selecting digital marketing tools,

Building web presence, Engaging audience digitally, Challenges in commercialisation, Customer Experience Management in Digital world, Reviewing digital business performance, ***Adopting suitable technology for digital business****.

Module 5: Digital Entrepreneurship, Creative Thinking and Innovation

8 Hours

Meaning of Creativity and Creative thinking, Role of creative thinking in digital entrepreneurship, Characteristics of creative thinking, Types of creative thinking in entrepreneurship, Components of Entrepreneurial Creativity, Creative Thinking and Innovation, Forms of innovation in digital era, Digital Entrepreneurship and Innovation, ***Design thinking in digital entrepreneurship****.

Basic Text Books

- Allen, J. P. (2019). *Digital entrepreneurship*. Routledge.
- Munoz, J. M. (Ed.). (2022). *Digital Entrepreneurship and the Global Economy*. Taylor & Francis.
- Soltanifar, M., Hughes, M., & Göcke, L. (2021). *Digital entrepreneurship: Impact on business and society* (p. 327). Springer Nature.

Reference Books

- Futonge Nzembayie, K., & Buckley, A. (2022). *Digital entrepreneurship: Disruption and new venture creation*. Edward Elgar Publishing.
- Vinogradov, E., Leick, B., & Assadi, D. (Eds.). (2021). *Digital Entrepreneurship and the Sharing Economy*. Routledge.

Other reading material

- Why is digital a must-have for new-age Indian entrepreneurs <https://www.entrepreneur.com/en-in/growth-strategies/why-is-digital-a-must-have-for-new-age-indian-entrepreneurs/397626>
- The rise of digital entrepreneurship: Tips for how to start a business online. <https://www.adobe.com/acrobat/resources/digital-entrepreneurship-starting-a-business-online.html>
- Steininger, D. M., Kathryn Brohman, M., & Block, J. H. (2022). Digital entrepreneurship: What is new if anything?. *Business & Information Systems Engineering*, 64(1), 1-14.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation	: 10 Marks	50 Marks	100 Marks
Assessment 1	: 10 Marks		
Assessment 2	: 10 Marks		
Assessment 3	: 10 Marks		
Block End Test	: 10 Marks		

Course Title: Digital Business Models

Course Code: 23MBADSE412

Semester: 4

Credits:3

Hours (LTP): 45 hrs

Course Objectives:

- To demonstrate students, the importance and benefits of Digital Business Models
- To enable students to Apply Innovative Digital Business Models and Frameworks in fostering business
- To assist in Analyzing various IoT innovations and challenges
- To prepare students to do Digital value creation transformations and value creation
- To help students to become well equipped in Deciding and handling Business transformations

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Understand the importance and benefits of Digital Business Models
CO2	Use Innovative Digital Business Models and Frameworks in fostering business
CO3	Examine various IoT innovations and challenges
CO4	Create Value for Business and Customer through Digital Transformation
CO5	Decide the Business Transformation activities

Course Contents:

Module 1: Introduction to Digital Business Models (DBM)

10 Hours

Introduction, Drivers and Challenges, DBM Frameworks, Business Model Canvas and its benefits in DBM, St. Gallen Business Model, Value Design Model, DNA Model, DBM for IoT, Essentials of Digital/IoT Business Modelling.

Module 2: The IoT as Driver for Digital Business Model Innovation

8 Hours

IoT Basics & the Technology – Devices, Connectivity, Platforms and Challenges. Applications of IoT, Business Model Innovation and IoT, IoT-BMI Canvas, Challenges in IoT-BMI, Ethics and IoT

Module 3: Digitization of Value Creation and Ecosystems

7 Hours

Emerging Value Models and Business Models, Open, Dynamic, Ecosystem-Centric Constructs, Digitization of Supply Chain, Building an Ecosystem.

Module 4: Implications of Digital Business Model Innovation

9 Hours

Exposition of Theory – Digitalization, Servitization, Business Model Transformation, Organization Transformation. Challenges - Holistic Customer Value Approach, Offer Delivery, Platform Versus Speed and Autonomy and Organization.

Module 5: Digital Business Models for Service Markets

11 Hours

Introduction, Geographical Proximity and Locational Advantages as Motives for Offline Presence, Offline Presence as Means to Shorten Psychic Distance on International Markets, OSPs' Spatial Internationalization Paths.

Determinants for International Scalability for Digital Business Models, The Impact of the European General Data Protection Regulation (GDPR) on Future Data Business Models.

Basic Text Book

- Aagaard, A. (2019). Digital Business Models: Driving Transformation and Innovation. Palgrave Macmillan.

Reference Books

- Evans, N. D. (2017). Mastering digital business: How powerful combinations of disruptive technologies are enabling the next wave of Digital Transformation. BCS, the Chartered Institute for IT.
- Ustundag, A., Cevikcan, E. (2018). Industry 4.0: Managing the Digital Transformation. Springer International.
- Wirtz, B. W. (2019). Digital Business Models: Concepts, models, and The alphabet case study. Springer International Publishing.

Other reading material

- Patnaik, S., Yang, X.-S., Tavana, M., Popențiu-Vlădicescu Florin, & Qiao, F. (2019). Digital Business Business Algorithms, cloud computing and Data Engineering. Springer International Publishing.

Certificate Programs

- LinkedIn- Digital Transformation

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation	: 10 Marks	50 Marks	100 Marks
Assessment 1	: 10 Marks		
Assessment 2	: 10 Marks		
Assessment 3	: 10 Marks		
Block End Test	: 10 Marks		

Course Title: Marketing Automation & Lead Generation

Course Code: 23MBADSE413

Semester: 4

Credits:3

Hours (LTP): 45 hrs

Course Objectives:

- To demonstrate students, the importance and benefits of Marketing Automation Tools
- To enable students to learn the use of Marketing Automation Tools in Business
- To assist in comparing various Techniques of Marketing Automation
- To Prepare students to manage Lead Generation through Marketing Automation
- To help students to become well equipped in Developing and handling Automated Lead Generation Campaigns

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Understand the Importance and Benefits of Marketing Automation Tools
CO2	Use the Marketing Automation Tools in Business
CO3	Examine the various Techniques of Marketing Automation
CO4	Appraise the Lead Generation through Marketing Automation
CO5	Develop Automated Lead Generation Campaigns

Course Contents:

Module 1: Introduction & Tools of Marketing Automation

7 Hours

Introduction, Tenets of Modern Marketing, Marketing Automation Platform (MAP), Steps to develop Marketing Automation.

Overview of Marketing Automation Tools, Marketing Automation Tools for Small Businesses,

Module 2: Strategies and techniques of Marketing Automation

11 Hours

Introduction to the Marketing Automation Strategies, “Creeping” in Marketing Automation, Starting the Campaign with Marketing Automation, Identifying and Outperforming the competition.

Content Marketing a Precondition for Marketing Automation, Benefits of Automated Content Marketing, Automating the Content.

Business Development using Automation, Benefits of Automation to the Businesses, CRM Automation, Accomplishments through Marketing Automation, Problems related to Marketing Automation.

Module 3: Impact and Future of Marketing Automation

10 Hours

Influences and Benefits of Automation on Purchasing Decision in B2B Organizations, The Benefits of CRM Automation, Importance of Good Marketing Automation Systems, Key Challenges of Marketing Automation, Future of Marketing Automation.

Module 4: Basics of Lead Generation

9 Hours

Growing the Business, Integrating all tools, Identifying the leads, Defining the Sales Funnel, Setting the Lead Generation Goals, Choosing the Right Technology, Building a Strong Team.

Module 5: Inbound, Outbound Marketing with Lead Generation

8 Hours

Lead Generation through Content Marketing, Website, Humanizing the Brand through a Blog, Creating Lasting Relationships through Social Media, SEO.

Finding leads with SEM, Content Syndication, Email and Direct Mails, Lead Nurturing and Lead Scoring, Developing Lead Generation Metrics.

Basic Text Book

- Pardillo, J. C. (2020). Marketing Automation (2020th ed.). Society Publishing. Retrieved from www.societypublishing.com.
- Rothman, D., & Miller, J. (2014). Lead generation for dummies. Wiley.

Reference Books

- LeSueur, J. (2007). Marketing automation: Practical steps to more effective direct marketing. Wiley.
- Stevens, R. P. (2012). Maximizing lead generation: The complete guide for B2B marketers. Que Publ.

Other reading material

- MEAGHER, T. I. M. O. T. H. Y. J. O. S. E. P. H. (2016). Lead generation made simple: The P.E.R.F.E.C.T. method manual. PICKLE PARTNERS PUBLISHIN.

Certificate Programs

- LinkedIn- Marketing Automation
- LinkedIn- Lead Generation

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

SKILL ENHANCEMENT

Course Title: Social Media Listening and Analytics

Course Code: 23MBASEC402

Semester: 4

Credits: 2

Hours (LTP): 30 hrs

Course Objectives:

- To train students use tools for social media analytics
- To help students leverage the use of tools for social media listening
- To assist students taking decisions by leveraging social media data

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Examining effectiveness of social media campaigns using analytical tools
CO2	Apply appropriate analytic tool to a range of social media data sources
CO3	Devising a compelling argument for investment in social media influencers

Course Contents:

Module 1: Social Media Analytics

9 Hours

Introduction to social media analytics, monitoring customer engagement in social media (Tool: Hubspot *Social Media Management Software*), monitoring customer engagement in social media (Tool: *Sproutsocial*).

Module 2: Social Media Listening

7 Hours

Understanding the audience (Tool: *Hubspot Social Media Management Software* or *Locobuzz*)
Tracking brand sentiments (Tool: *Hootsuite*), managing social customer care (Tool: *Hootsuite*).

Module 3: Managing Social Media Influencers

7 Hours

Influencer marketing for lead generation (Tool: *Buzz Sumo*), defining audiences and segmenting creators (Tool: *Brandwatch Influence*), campaign deliverables and tracking (Tool: *Brandwatch Influence*)

Module 4: Social Media Metrics

7 Hours

Audience growth rate, social media impressions and conversion rate and social share of voice (Tool: *Hubspot*)

Other reading / reference material

- Carmicheal, K. 2022. Which Social Media Metrics Are Marketers Tracking? .Retrieved from <https://blog.hubspot.com/marketing/social-media-metrics-ceos-cares-about>
- Lutkevich, B. 2022. social listening (social media listening). Retrieved from <https://www.techtarget.com/searchcustomerexperience/definition/social-media-listening>
- What is Social Media Analytics in 2022? Retrieved from <https://www.qualtrics.com/au/experience-management/research/social-media-analytics/?rid=ip&prevsite=en&newsite=au&geo=IN&geomatch=au>
- Social Analytics. Retrieved from <https://www.semrush.com/kb/1065-social-analytics>
- Everything you need to know about influencer analytics. Retrieved from <https://adata.pro/everything-you-need-to-know-about-influencer-analytics/>
- The Best Social Media Metrics To Focus On In Your Campaigns. Retrieved from <https://digitalmarketinginstitute.com/blog/the-best-social-media-metrics-to-focus-on-now>

Other Certificate Programs

- Hootsuite Academy, Social ROI and Value Analysis

Evaluation Pattern:

Continuous Evaluation – Skill Enhancement Courses						Total
A1	A2	A3	A4	Internal Test/ Quiz etc	Class Participation	100 Marks
20	20	20	20	10	10	

**FINANCE SPECIALIZATION
SEMESTER - II**

SECTOR SPECIFIC HARD CORE

Course Title: Finance for Managers

Course Code: 23MBADSE211

Semester: 2

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Discuss the theories and practices of corporate finance
- Utilize relevant tools for financial decision making
- Explain the factors determining financing decision
- Identify the appropriate long-term investment decision
- Develop working capital management strategies

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO 1	Examine the theories and practices of contemporary corporate finance
CO 2	Apply Time value concepts in financial decision making
CO 3	Appraise the tools and analytical techniques of long-term investment decision
CO 4	Evaluate the financing decisions based in cost of capital
CO 5	Estimate working capital management requirements and dividend decisions

Course Contents:

Module 1: Introduction to Corporate Finance

7 Hours

Financial decisions in a firm, objectives of financial management- profit maximization and wealth maximization, Finance functions, Role of CFO, Treasurer & Controller*, Simple illustrations on identification of financing, investment and dividend decisions.

Module 2: Time Value of Money

7 Hours

Introduction to time value of money, future and present value of a single sum, future and present value of an annuity, present value of a perpetuity, Intra-year compounding and discounting, deferred Annuity, growing annuity, perpetuity, growing perpetuity. Simple Problems. Application problems using Microsoft Excel*.

Module 3: Long Term Investment Decisions:

11 Hours

Capital Budgeting – importance and process – Techniques of evaluating projects-Traditional and modern methods, Payback period and discounted payback period, Accounting rate of return. Net present value, Internal rate of return, Profitability Index. Qualitative considerations*. Application problems using Microsoft Excel.

Model 4: Financing Decisions:

11 Hours

Financing alternatives – Equity, preferences, Debentures. Capital Structure-Theories of Capital structure*, Cost of capital, Specific cost of capital-Cost of equity, Debt and preference shares, Weighted average cost of capital. Leverages-Operating, Financial and Combined leverage. Problems on Specific costs of capital, WACC and Leverages

Module 5: Working Capital Management and dividend decisions:

9 Hours

Overview of working capital management, factors influencing working capital management, Working capital estimation, operating cycle and cash cycle. Emerging trends in working capital management across industries.

* Dividend decisions, Factors influencing dividend decisions, types of dividends. (Only theory)

(* These topics are categorized as ‘Self-learning’ topics and are subjected to testing)

Basic Texts

- Chandra, P. (2020). Fundamentals of financial management | (7th ed.). McGraw-Hill Education.
- Damodaran. (2007). Corporate finance theory and practice, 2nd ed. John Wiley & Sons.
- I.M., P. (2015). Financial management (11th ed.). Vikas Publishing House.

Reference Books

- Brealey, R. A., Myers, S. C., & Allen, F. (2019). Principles of corporate finance.
- Chandra, P. (2019). Financial management: Theory and practice, 10e. McGraw-Hill Education.
- Khan, M. Y., & Jain, P. K. (2018). Financial management: Text, problems and cases, 8e. McGraw-Hill Education.
- Kishore, R. M. (2009). Financial management - Problems & solutions 2Nd/ ed.
- Pandey, I. M., & Bhatt, R. (2020). A casebook in financial management | (4th ed.). McGraw-Hill Education.

Other reading material

- Capital structure: Meaning, concept, importance and factors | Accounting. (2015, October 26). Your Article Library. <https://www.yourarticlelibrary.com/financial-management/capital-structure/capital-structure-meaning- concept-importance-and-factors-accounting/65150>
- Capital structure: Meaning, concept, importance and factors | Accounting. (2015, October 26). Your Article Library. <https://www.yourarticlelibrary.com/financial-management/capital-structure/capital-structure-meaning- concept-importance-and-factors-accounting/65150>
- Capital structure: Meaning, factors, types, importance. (2020, March 30). BYJUS. <https://byjus.com/commerce/capital-structure/>
- Corporate Finance Institute. (2020, March 25). Cost of capital. <https://corporatefinanceinstitute.com/resources/knowledge/finance/cost-of-capital/>
- Corporate finance. (n.d.). Investopedia. <https://www.investopedia.com/corporate-finance-4689819>
- Dividend policy. (2016, June 13). Business Jargons. <https://businessjargons.com/dividend-policy.html>
- Dividend policy. (2020, March 7). The Investors Book. <https://theinvestorsbook.com/dividend-policy.html>
- Financial intelligence test. (2020, June 11). Finance training balance sheet income & cash flow statements. <https://www.business-literacy.com/bli-products-services/financial-intelligence-assessments/>
- Financial management quiz: Objectives and functions! (2020, December 16). ProProfs. <https://www.proprofs.com/quiz-school/story.php?title=introduction-to-financial-management>
- Time value of money – An overview for MBA students in corporate finance 1o1. (n.d.). Live Online Private Tutoring for MBAs, CPAs & CFAs: Graduate Tutor. <https://www.graduatetutor.com/corporate-finance-tutoring/time-value- of-money/>
- Working capital management | Meaning, goals, strategies, policies, etc. (2018, November 17). eFinanceManagement.com. <https://efinancemanagement.com/working-capital-financing/working-capital- management>

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Direct Taxes

Course Objectives:

- Introducing the learners to the basic concepts, residential status and tax rates
- Understanding the computation of income tax liability
- Facilitating the learners to solve the income from various heads of income
- Enabling the learners to comprehend the TDS, TCS, Advance Tax, total income deductions, set off and carry forward of losses and computing total income
- Endowing the learners with the framework of Tax Management, procedures, compliance and e-filing returns of income and role of Digitisation and Technology

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Recognise the basic principles underlying the provisions of the Income Tax Act
CO2	Illustrate computation of income tax liability, salary income, house property and capital gain
CO3	Solve income from business and Income from other sources applying the relevant tax laws
CO4	Appraise the gross and total income post set-off and carry forward of losses
CO5	Develop the framework for tax compliance, procedures, practice, tax planning and management

Course Contents:**Module 1: Basics Concepts of Income Tax****6 Hours**

Introduction to Tax framework, Basic Concepts and Charge of Tax, Residential Status of Individuals, Income Tax Slabs and Rates of Tax, Comparing New versus Existing Tax Regime Surcharge and Marginal Relief

Module 2: Heads of Income: Part 1**15 Hours**

Heads of Income, Basics of Income from Salary, New Tax Regime Impact on Salary Income, Income from House property (Excluding multiple SOPs) and Income from Capital Gains, Exemption u/s 54 only – Simple problems.

Module 3: Heads of Income: Part 2**12 Hours**

Provisions relating to Profits and Gains of Business, Expenses allowed and disallowed in the computation of income from business and Income from other Sources.

Module 4: Total income deductions and Set-off and Carry forward of losses**6 Hours**

Total income deductions: Sections 80C, 80CCC, 80CCD(1B), 80E, 80, 80G, 80TTA, Set-off and Carry forward of losses, Impact of New Tax Regime.

Module 5: Assessment, Compliances and Tax Planning**6 Hours**

Assessment, types of assessment, TDS, Advance tax payments, Refunds, Filing the Returns, relevant forms and procedures, Tax Planning, + Role of Technology and Emerging Trends in Tax Reforms

Basic Texts

- V.K Singhanian (2021). Direct Taxes. Delhi, Taxmann Publications
- T.N Manoharan (2021). Direct Tax Laws. Snow White Publications

Reference Books

- Dr. Girish Ahuja & Dr. Ravi Gupta (2019), Direct Taxes Ready Reckoner, 2019, Wolters Kluwer India Pvt. LTd.; Twentieth edition
- Dr. BRR (2021) Faculty Study Guide

Other reading material

- Batani Raghavendra Rao (2020). New versus Existing Income Tax Regime: A Tactical Call, CMS Business School Case Centre.
- Nidhi Jain (2021). Key Provisions of Personal and Corporate taxation in Finance Bill, 2021, The Chartered Accountant, March, Volume 69, No. 9, 51-56.
- Aparna Chauhan (2021). Significant Direct Tax Proposals in The Finance Bill, 2021 - Towards Greater Transparency, Efficiency and Tax Certainty, The Chartered Accountant, March, Volume 69, No. 9, 57-64.
- Parkash, O., & Sidhu, A. S. (2011). Direct Tax Reforms in India: A Comparative Study of Preand Post-Liberalization Periods. IUP Journal of Public Finance, 9(1), 54–76.
- Das, D. (2018). Causality between Tax Revenue and Economic Growth in India (1992-2017). International Journal of Business Insights & Transformation, 12(1), 42–47.
- Uppal, R. (2009). Structure and Reform of Capital Gains Taxation in India. ICFAI Journal of Applied Finance, 15(4), 69–77.
- Avinash Rawani (2021). Amendments in TDS/TCS Provisions, The Chartered Accountant, March, Volume 69, No. 9, 65-69.
- Sandeep K. Kamath (2020). India Gears up for Digital Taxation, The Chartered Accountant, Dec, Volume 69, No. 6, 60-62.
- Editorial CMA (2021). Budget Highlights 2021-22. The Management Accountant, Volume 56, No. 02, Feb, 74-75.
- Cleartax (2021). Presumptive Taxation for Business and Profession, <https://cleartax.in/s/freelance-professional-business-income#presumptive>
- ET (2021). New Tax Regime and Other tax Changes w.e.f. 1.4.2020 https://economictimes.indiatimes.com/wealth/tax/new-tax-regime-and-other-tax-changes-that-will-come-into-effect-from-april-1/printarticle/74906145_hrs.cms
- Balwant Jain (2021). 5 key changes in income tax rules you should know, Livemint, 4.4.2021 <https://www.livemint.com/money/personal-finance/5-key-changes-in-income-tax-rules-you-should-know-11617509489886.html>
- Tax Summaries (2021). <https://www.pwc.com/gx/en/services/tax/worldwide-tax-summaries.html>

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Investment Analysis and Portfolio Management

Course Code: 23MBADSE213

Semester 2

Credits 3

Hours (LTP) 45 hrs

Course Objectives:

- Discuss the fundamentals of investments
- Explain valuation of companies using fundamental analysis.
- Discuss key aspects of technical analysis
- Outline the theories associated to portfolio construction
- Compare the strategies followed by successful investors

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO 1	Evaluate investments on risk, return criteria
CO 2	Analyze companies through fundamental analysis
CO 3	Examine the buying and selling strategies using technical tools
CO 4	Examine theories involved in risk analysis and portfolio construction
CO 5	Analyze the strategies followed by successful investors

Course Contents:

Module 1: Overview of Investments

10 Hours

Meaning of investment and securities, investment attributes, understanding concepts and application of risk, return, Beta, Systematic risk and Non-Systematic Risk for investment alternatives, Overview of Indian and world equity markets. Interest rates Real and Nominal. simple and compounding. **Market Indices:** Security market indexes - Foreign Market Indices

Module 2: Fundamental Analysis – Valuation of Companies

12 Hours

Use of Ratios to Understanding performance of Companies. Valuation methods Economic Value Add, Free Cash flow method and Dividend Discounting Techniques. Comparing companies using ROE, PE, EPS and CAPM.

Module 3: Introduction to Technical Analysis

8 Hours

Introduction to Technical analysis of stocks, Dow Theory, charting techniques, trend reversals, chart patterns, Eliot wave theory SMA, EMA, ROC, RSI analysis, Japanese Candlesticks, William %R (Brief). **Modelling using excel for stock valuation using above methods**

Module 4: Portfolio Theory & Management

10 Hour

Capital Market Theory-Portfolio theory, risk and return of portfolio, Markowitz mean-variance model and Efficiency Frontier, CML, SML, Characteristic Line, Alpha and beta, EMH, Construction of portfolios, execution, and revision and performance evaluation, Treynor, Sharpe and Jensen measures, Fama model, strategic asset allocation.

Module 5: Legendary Equity and Commodity Investors' Approaches

5 Hours

Approaches and portfolio of legendary investors like Warren Buffet, Templeton, Peter Lynch, George Soros, Jim Rogers and Benjamin Graham.

Reference Books: (As per APA Format)

- PrasannaChandra, (March 2017), *Investment Analysis and Portfolio Management*, Tata McGraw Hill Education 5th Edition
- ZviBodie, Alex Kane, Alan J Marcus, Pitabas Mohanty (2009), *Investments*, Tata McGraw - Hill Education, 8th edition
- Frank K. Reilly | Keith C. Brown (2012), *Investment Analysis and Portfolio Management* 10th Edition,

Websites

- www.nseindai.com,
- www.bseindia.com
- www.moneycontrol.com
- www.icharts.com

Software's

- 1) NSMART
- 2) MS Excel

Data Base Source

- 1) Capital line data base.
- 2) RBI
- 3) World Bank

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

DISCIPLINE SPECIFIC ELECTIVE

Course Title: Banking

Course Code: 23MBADSE214

Semester: 2

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Creating an understanding of the evolution, growth and present status of banking sector
- Facilitating learners to critically analyse and internalize the banking requirements and regulations
- Enabling the learners to Appraise the Asset Liability Management
- Equipping the learners to Assess the various risks in Banking
- Facilitating the learners to Outline the payment and settlement systems in India and the scope of technology and reforms in Banking

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Describe the evolution, growth and scope of banking sector
CO2	Examine the banking requirements and regulations
CO3	Appraise the asset liability management
CO4	Assess various risks in the banking business
CO5	Discuss the payment and settlement systems in India and the scope of technology and reforms in Banking

Course Contents:

Module 1: Evolution and Growth of Banking sector

6 Hours

Banking structure in India, expanded products, services, offerings across geographic markets and the impact on banking industry.

Module 2: Banking requirements and regulations

6 Hours

Reserve requirements - CRR, SLR, and CRAR, Income Recognition Norms. RBI reforms in the debt market, Provision for NPAs, Prompt Corrective Action (PCA) framework for banks, Strategic Debt Restructuring, Sustainable Structuring of Stressed Assets (S4A). Insolvency and Bankruptcy Code, 2016*.

Module 3: Management of Banking Organization

9 Hours

Management of Loan, Investment, Profit and growth management, Asset Liability Management using traditional Gap and modern techniques. Compliance – AML (Anti money laundering) and KYC (Know your customer)*, Cash and liquidity management - Domestic Treasury, Global treasury operations, Interbank dealing.

Module 4: Risk Management in Banks:

9 Hours

Measuring and managing Risks- Liquidity risk, Operational risk, Interest rate risk, Credit risk, Market risk, sensitivity analysis.

Module 5: Banking services, Payment and Settlement systems, Innovations and Banking sector reforms

15 Hours

Corporate, retail, NRI banking. Payment and Settlement systems – Electronic payment and settlement systems in India. Payment and Settlement System Act 2007, Participants, Policy Guidelines on Issuance and Operation of Pre-paid Payment Instruments in India*.

Digital and Mobile Banking, Cloud computing - Big Data, block chain technology, artificial intelligence (AI), Internet of things (IoT), Crypto currencies, Digital cheques, Banking architectural simplification*. Indhradhanush

framework for PSU Banks, Financial inclusion – PMJDY, Consolidation of public sector banks, New bank licensing policy and other recent reforms*.

(*These topics are categorized as 'Self-learning' topics and are subjected to testing)

Basic Text:

- IIBF. (2021). Principles and practices of banking: (5th ed.). Macmillan.
- IIBF. (2021). Legal and regulatory aspects of Banking:(4th Ed). Macmillan.
- Koch W, Timothy, and S. Scott.(2009). Bank Management. Thomson, New Delhi.

Reference Books:

- Sinha V.C.,(2020). Indian Banking System, SPBD Publishing House, Agra.
- Kaul, V. (2020). Bad money: Inside the NPA mess and how it threatens the Indian banking system. HarperCollins.
- IIBF. (2010). Rural banking.
- Koch, T. W., & MacDonald, S. S. (2009). Bank management. Cengage Learning.

Other Reading Materials:

- 4.10. Banking system liquidity. (n.d.). <https://doi.org/10.1787/650421565362>
- Acharya, V. V., & Kulkarni, N. (2011). What saved the Indian banking system: State ownership or state guarantees?
- The World Economy, 35(1), 19-31. <https://doi.org/10.1111/j.1467-9701.2011.01382.x>
- Anbalagan, D. (2017). New technological changes in Indian banking sector. International Journal of Scientific Research and Management. <https://doi.org/10.18535/ijprm/v5i9.11>
- B., N. (2020). Changing environment in Indian banking sector. International Journal of Psychosocial Rehabilitation, 24(5), 3304-3310. <https://doi.org/10.37200/ijpr/v24i5/pr202038>
- Goyal, A., & Chowhan, S. S. (2011). Indian banking industry- Customer satisfaction. Indian Journal of Applied Research, 3(1), 95-98. <https://doi.org/10.15373/2249555x/jan2013/38>
- The Indian banking sector. (n.d.). Banking Sector Liberalization in India, 17-49. https://doi.org/10.1007/978-3-7908-1982-3_2
- LALITHA.B.S, L. (2012). Shift from anywhere banking to Anybank banking-the next growth of Indian retail banks.
- International Journal of Scientific Research, 3(2), 259-260. <https://doi.org/10.15373/22778179/feb2014/83>
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- Ransariya, S. N., & Ransariya, S. N. (2011). Financial banking is the science of managing money: Indian financial system. Indian Journal of Applied Research, 1(7), 98-100. <https://doi.org/10.15373/2249555x/apr2012/30>
- Singh, A., & Singh, A. (2021). Complaints and their Redressal: A study on the Indian banking system. Indian Journal of Finance, 15(3), 23. <https://doi.org/10.17010/ijf/2021/v15i3/158127>
- Singh, B. (2017). Financial analysis of SBI: A study with special reference to Indian banking industry. International Journal of Contemporary Research and Review. <https://doi.org/10.15520/ijcrr/2017/8/07/281>
- Sophia, S. (2013). Credit risk management in Indian banking system. SSRN Electronic Journal. <https://doi.org/10.2139/ssrn.2253119>

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Indian Financial System & Financial Markets

Course Code: 23MBADSE215

Semester: 2

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Creating an understanding to recognise the initiatives in strengthening the financial infrastructure by regulators
- Enabling students to differentiate between role and functions of Banks and Financial Institutions
- Equipping students with tools and techniques to Demonstrate by embodying the skills and knowledge of Financial Markets and Services
- Enabling students to make financial decisions for managing portfolios
- Introducing students to cutting-edge frameworks, concepts and tools being used to make successful financial decisions

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Understand the role of financial service and assess the impact of financial services
CO2	Examine several processes involved in NSE / BSE markets
CO3	Comparing the role of financial markets in the process of economic development.
CO4	Assessing the structure and growth of Indian Financial system
CO5	Examine the role of Regulatory and Promotional Institutions

Course Contents:

Module 1: Overview of the Indian Financial System

9 Hours

Overview of the Financial System, Financial Institutions, Financial Markets, Financial Instruments and Services, Financial Intermediation Process: Role of Intermediaries - Source of Funds, Application of Funds; Financial Regulatory and Promotional Institutions - RBI, SEBI, IRDA, PFRDA, Board of Financial Supervision*, Financial stability - Ethics and Principles in Financial Markets.

(* These topics are categorized as 'Self-learning' topics)

Learning Outcome: At the end of this module, students will be able to recognise the initiatives in strengthening the financial infrastructure by Regulators

Module 2: Banking and Money Markets

10 Hours

Banking: Concept and Functions of Commercial Banks; Banking Structure in India; Asset-Liability Management (ALM); Basel Norms - 1, 2 & 3; Indradhanush Framework for PSUs*

Money Markets: Interest rates – Nominal and real interest rate, inflation relationship, and computation. Money Market- instruments, utility, eligibility: Call, Notice & Term Money Market, Commercial Bills, Commercial Paper - cost computation, Certificate of Deposits, T-Bills issue & yield-computation, Competitive bidding, Non-Competitive bidding, Repo, the market for financial Guarantees, Discount market, Government (Gilt-edged) Securities Market & design.

(*These topics are categorized as 'Self-learning' topics)

Learning Outcome: At the end of this module, students will be able to list banking functions, various processes, and guidelines pertaining to money market instruments, utility, and eligibility.

Module 3: SEBI and Capital Market Operations

10 Hours

Equities Market-Primary Markets – SEBI norms (ICDR regulations), Angel / VC investing stages, growth of companies, next stage of funding (expansion & flourishing stage thru PE investing), exit routes, intro for public issues, types of issues, appointing Merchant Bankers & other intermediaries, their role & responsibilities, Filing DRHP & types of prospectus, book building mechanism, types of investors, ASBA. Secondary Markets - Purpose & procedures for listing (post-IPO); SEBI framework; the role of stock exchanges - NSE, BSE*, the role of secondary market intermediaries, Depositories. Overview of the Bond market and recent developments.

(*These topics are categorized as 'Self-learning' topics)

Learning Outcome: At the end of this module, the students will be able to appreciate the operations of SEBI and the equity markets.

Module 4: Financial Services

9 Hours

Small Savings - types, growth and economic contribution, Provident Funds, Pension Funds, Mutual Funds - Growth, types and top contributing companies, advantages and disadvantages; and NBFC Non-Bank Financial intermediaries - Leasing & Hire purchase, Credit rating, Factoring - Concept, Types, and Process; Forfeiting, Non-Bank Statutory Financial Organisations*

(*These topics are categorized as 'Self-learning' topics)

Learning Outcome: At the end of this module, students will be able to assess the impact of financial services

Module 5: Insurance

7 Hours

Concept and Growth, Principles of Insurance, Life and General insurance - types and growing trends, Health/Medical Insurance; Advantages and Disadvantages, Impact on economic growth of the country*, Underinsured and uninsured sectors - challenges; Top players in the industry

(*These topics are categorized as 'Self-learning' topics)

Learning Outcome: At the end of this module, students will be able to recognise the impact of insurance services

Basic Texts

- LM Bhole, Jitendra Mahakud, (2015). Financial Institutions and Markets- Structure, growth and Innovations. McGraw Hill Education.
- Balaji Rao D G (2016), 'Financial Markets and Investment Instruments', Skyward Publishing Co., Bangalore, ISBN: 978-93-84494-66-7

Reference Books

- M.Y.Khan, (2015). Financial services. McGraw Hill Education.
- DAS, S. (2015). The financial system in India: Markets, instruments, institutions, services and regulations. PHI Learning Pvt.
- GOEL, S. (2018). Financial markets institutions and services. PHI Learning Pvt.
- Singh, P. (2012). Dynamics of the Indian financial system: Markets, institutions and services. Global Professional Pub.

- G, B. R. (2015). Investing in financial markets is not a rocket science: Investing knowledge simplified. Partridge Publishing.
- GOEL, S. (2018). Financial markets institutions and services. PHI Learning Pvt.
- Bharti, P. (2018). Indian financial system, 5/E. Pearson Education India.

Other reading material

- Bhavani, T., & Bhanumurthy, N. (2012). Indian financial sector Indian financial sector an international comparison. Financial Access in Post-Reform India, 118-133. <https://doi.org/10.1093/acprof:oso/9780198076650.003.0007>
- Financial instability and strains on the financial system. (2015). An Introduction to Financial Markets and Institutions, 525-548. <https://doi.org/10.4324/9781315706405-32>
- Financial instability and strains on the financial system. (2015). An Introduction to Financial Markets and Institutions, 525-548. <https://doi.org/10.4324/9781315706405-32>
- Gangaiah, G. (2018). Indian financial system and capital market an overview. International Journal of Management and Economics Invention, 04(4). <https://doi.org/10.31142/ijmei/v4i4.01>
- The Indian monetary system and the role of financial institutions. (n.d.). Keynes, 3-14. <https://doi.org/10.2307/j.ctv5rdwmm.5>
- The international financial system. (2015). An Introduction to Financial Markets and Institutions, 633-654. <https://doi.org/10.4324/9781315706405-37>
- Jadhav, A. D. (2018). Impact of digitalization on the Indian financial system. International Journal of Trend in Scientific Research and Development, Special Issue (Special Issue-ICDEBI2018), 23-28. <https://doi.org/10.31142/ijtsrd18663>
- Ransariya, S. N., & Ransariya, S. N. (2011). Financial banking is the science of managing money: Indian financial system. Indian Journal of Applied Research, 1(7), 98-100. <https://doi.org/10.15373/2249555x/apr2012/30>
- Financial Express. (2015). Govt's 7-points PSU Bank revival plan 'Indradhanush': All you need to know <https://www.financialexpress.com/photos/business-gallery/121067/govts-7-points-psu-banks-revival-plan-indradhanush-all-you-need-to-know/>

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Financial Research

Course Code: 23MBADSE216

Semester: 2

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Equip students with statistical tools and techniques using Microsoft Excel/Eviews/Python/R to undertake quantitative research in Finance.
- Understand the risk return analysis using portfolio theories
- Apply efficient market hypothesis for optimum portfolio construction
- Provide students with basics of ordinary least squares regression
- Panel data analysis using econometrics and applying Contemporary research in finance.

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Explain various assumptions, concepts, principles, and methodologies underlying time series models for financial data
CO2	Learn basic statistical properties of stock returns, and apply efficient market hypothesis in portfolio theories to generate higher returns
CO3	Apply efficient market hypothesis and portfolio theories to generate higher returns for investors
CO4	Equip the students with a basic understanding of Regression analysis.
CO5	Conduct panel data analysis using different models

Course Contents

Module 1: Time series data -introduction and analytical tools

10 Hours

The nature and sources of data, data types, data sources, data cleaning, transformation of data, Univariate, Bivariate and Multivariate Time series models - Benefits and drawbacks of longitudinal data- Assumptions, concepts, principles, and methodologies underlying time series models for financial data; Trend, Intercept, Trend and intercept Unit-root and Stationarity. Testing of endogeneity and exogeneity of data.

Introduction to statistical packages used for time series data-MS Excel-Eviews-R-Stata, Python. Data analysis using eviews

Module 2: Risk-return analysis

10 Hours

Different sources of risk - The process of Risk Return Trade Off - Computing mean historical returns-Expected rate of returns- Variance and standard deviation – Covariance of return – Correlation – Standard deviation of portfolio – Efficient portfolio - Attitude towards Risk- Security Market Line (SML) - Movements along SML and changes in the slope of SML Capital Market Line, beta, measures of portfolio performance – Sharpe’s Ratio, Treynor’s Ratio & Jensen’s ratio.

Module 3: Efficient market?

8 Hours

Efficient Market Hypothesis - Weak form, Semi strong form and Strong form- its tests and results - Efficient Markets and Technical analysis - Efficient Markets and Fundamental analysis - Efficient Markets and Portfolio Management.

Module 4: Basics of ordinary least squares regression**10 Hours**

Estimation of the linear regression model, Variances and standard errors of OLS estimators, a measure of goodness of fit of the estimated regression, Regression diagnostics -Multicollinearity, heteroskedasticity, autocorrelation, and model specification errors, Univariate data analysis-Autoregressive Integrated Moving Average (ARIMA) Process.

Module 5: Panel Data analysis and Contemporary research**7 Hours**

Introduction to Panel Data - Types of panels- Balanced and Unbalanced Panel Data-Benefits and drawbacks of longitudinal data. Basic Models-Pooled OLS-Fixed Effects-Random Effects Model-Estimation and testing-Fixed vs Random Effects Model -Hausman specification test. Event study, Empirical Accounting Research, Audit Research.

Basic Texts

- Gujarati, D. (2014). *Econometrics by example*. Palgrave.
- Reilly, F. K., Brown, K. C., & Leeds, S. J. (2018). *Investment analysis and portfolio management*. South-Western College.
- Campbell, J. Y., Lo, A. W., & MacKinlay, A. C. (2012). *The econometrics of financial markets*. Princeton University Press

Reference Books

- Damodar Gujarati and Dawn C Porter (2010). *Basic Econometrics*. 5th Edition, Tata McGraw-Hill Education Publishers Ltd.
- *Introductory Econometrics for Finance, SECOND EDITION*, Chris Brooks, The ICMA Centre, University of Reading
- *Market Models: A Guide to Financial Data Analysis*, By C. Alexander, NY: JohnWiley, 2003.
- *Asset Pricing*, by J.H. Cochrane (JC), Princeton, NJ: Princeton University Press, 2001.
- *Econometric Analysis*, by William H. Greene, Prentice Hall. (Almost any edition should be fine.)
- *Time Series Analysis*, by J. D. Hamilton, Princeton University Press, 1994.
- B. H. Baltagi, *Econometric Analysis of Panel Data*, 4th ed., John Wiley, New York, 2008.
- Kerry Patterson, *An Introduction to Applied Econometrics: A Time Series Approach*. Palgrave Macmillan, 2000

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation	: 10 Marks	50 Marks	100 Marks
Assessment 1	: 10 Marks		
Assessment 2	: 10 Marks		
Assessment 3	: 10 Marks		
Block End Test	: 10 Marks		

Course Title: Insurance

Course Code: 23MBADSE217

Semester: 2

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Introducing learner to evolution, growth and scope of insurance
- Appraise the role of intermediaries in insurance industry and insurance pricing
- Equipping the students to combine different products to meet individual life and asset risks.
- Enabling learners to plan the life, medical and Motor Insurance for Business.
- Enabling the learner to understand scope of Agri and non-life Insurance

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Explain various types of risks
CO2	Appraise nature and principles of Insurance
CO3	Construct Life Insurance portfolio to meet the requirement and different stage of life
CO4	Employing General Insurance for business development
CO5	Summarize regulatory framework of Insurance in India

Course Contents:

Module 1: Introduction to Insurance:

8 Hours

The Evolution and Growth of Insurance – Basic Principles of Insurance – Human Life Value (HLV) Concept - Life and non-life Insurance Organizations in India, IRDA, Competition and Regulation of Life Insurance. Underwriting, functions of insurer, reinsurance, types of reinsurance treaties, functions of reinsurance.

Module 2: Life Insurance:

13 Hours

Term Life Insurance – Whole Life insurance – Endowment Life Insurance – Unit Linked Policies with or without Profit Policies Risk Selection in Life Insurance - –Customer Evaluation – Policy Evaluation – Cost and Benefit – Group and Pension Insurance Policies – Special features of Group Insurance / Superannuation Schemes – Group Gratuity Schemes.

Module 3: General Insurance:

8 Hours

Standard policies – Fire Insurance coverage – Consequential loss fire) Insurance policies – Declaration policies, Marine Insurance, Motor Insurance: Types of policies – Third party Insurance – Comprehensive coverage – Conditions and Exclusions – premium.

Module 4: Non-life miscellaneous insurances:

8 Hours

Personal Accident Insurance, Health Insurance and Mediclaim policies, Liability Insurance, Burglary Insurance and other Miscellaneous Insurances. Organizations transacting agricultural insurance - Crop insurance underwriting and settlement of claims- Hail insurance - Problems of crop insurance- Farmers Package policy

Module 5: Insurance Industry and Insurance Pricing:**8 Hours**

Overview of Agents and Brokers, Underwriting, Micro insurance. Objectives of rate making, basic definitions in rate making, rate making in property and liability insurance, rate making in life insurance.

Basic Texts

- Rejda, G., McNamara, M., & Rabel, W. (2021). Principles of Risk Management and Insurance. Pearson Education.
- Insurance Institute of India (2017). *Corporate AGENTS - IC 38, Mumba:*.

Reference Books

- Vaughan, E. J., & Vaughan, T. M. (2013). Fundamentals of Risk and Insurance (11th ed.). Wiley.
- Dorfman, C. (2021). Introduction to Risk Management and Insurance (Tenth Edition). PEARSON INDIA.
- Krishnaswamy, G. (2012). A Textbook on Principles & Practice of Life Insurance (First ed.). Excel Books.

Websites

- www.insuranceinstituteofindia.com (Complete Link)
- https://www.irdai.gov.in/ADMINCMS/cms/NormalData_Layout.aspx?page=PageNo4&mid=2
- <https://www.policyholder.gov.in/Report.aspx>
- https://www.policyholder.gov.in/How_To_Make_a_Claim_Motor.aspx
- https://www.policyholder.gov.in/Why_Buy_Life_Insurance.aspx
- <https://licindia.in/Products/Insurance-Plan>
- www.insurancepandit.com
- ww.insurancebrokerindia.com
- www.insuranceinstituteofindia.com
- www.insureatclick.com

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

SKILL ENHANCEMENT

Course Title: Excel for Finance

Course Code: 23MBASEC203

Semester:2

Credits: 2

Hours (LTP): 30Hrs

Course Objectives:

- Define and describe the basic functions and features of Excel, including formulas, graphs, and tables.
- Use Excel to perform financial calculations, such as basic functions and time value of money.
- Evaluate and compare different financial scenarios using Excel, such as sensitivity analysis and what-if analysis.

Course Outcomes:

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

CO1	Explain the purpose and use of Excel functions and formulas.
CO2	Evaluate different data analysis techniques and select the appropriate one to answer a given business question.
CO3	Develop a comprehensive set of financial statements using Excel that accurately reflects the financial status of a company.

Course Content

Module 1 Introduction to Microsoft Excel

8 Hours

Overview of the interface, features, and functions. Basic Excel Functions -SUM, AVERAGE, COUNT, MIN, MAX, IF, etc., Financial Functions: PMT, NPV, IRR, FV, PV, etc.

Module 2 Data Analysis & Modelling Techniques

7 Hours

Pivot tables, charts, graphs, etc. Scenario analysis, sensitivity analysis, goal seek, etc.

Module 3 Data Management & Advanced Excel Functions

8 Hours

INDEX, MATCH, VLOOKUP, HLOOKUP, etc. Data validation, data cleaning, data sorting, data filtering, etc.

Module 4 Preparation of Financial Statements

7 Hours

Balance sheet, income statement, cash flow statement, etc. Real-world case studies and projects using Excel for finance applications.

Basic Text:

- Conrad Carlberg, (2021). "Excel Data Analysis: Your visual blueprint for analyzing data, charts, and PivotTables." John Wiley & Sons.
- John Walkenbach, (2021). "Excel 2019 Bible." John Wiley & Sons.
- Paul McFedries, (2021). "Excel 2019 For Dummies." John Wiley & Sons.
- Greg Harvey, (2021). "Excel 2019 All-in-One For Dummies." John Wiley & Sons.
- Bill Jelen, (2021). "Excel 2019 in Easy Steps." In Easy Steps Limited.
- Curtis Frye, (2021). "Excel 2019: The Missing Manual." O'Reilly Media, Inc.

Reference Book:

- M. K. Duncan, (2017). "Excel 2016 All-in-One for Dummies." John Wiley & Sons.
- G. Cook and J. P. Martin, (2015). "Excel 2016 in Easy Steps." In Easy Steps Limited.
- Greg Harvey, (2017). "Excel 2016 Bible." John Wiley & Sons.
- John Walkenbach, (2015). "Excel 2016 Power Programming with VBA." John Wiley & Sons.
- Jordan Goldmeier, (2016). "Excel 2016 for Dummies Quick Reference." John Wiley & Sons.
- Diane Koers, (2017). "Excel 2016 For Dummies." John Wiley & Sons.

Other references:

- Panton, C., & Gentry, J. A. (2020). Using Microsoft Excel for investment analysis. *Journal of Financial Planning*, 33(9), 50-58.
- Patel, P., & Bhandari, R. (2020). A review of Microsoft Excel and its applications in finance. *Journal of Applied Finance & Banking*, 10(3), 1-12.
- Ali, S., & Ali, K. (2019). Microsoft Excel in finance: A comprehensive review. *International Journal of Economics, Commerce and Management*, 7(4), 1-15.
- Johnson, J. R., & Millman, M. (2018). The role of Microsoft Excel in financial planning and analysis. *Financial Management*, 47(1), 101-123.
- Smith, S. M., & Yang, Y. (2017). Using Microsoft Excel for financial modeling. *Journal of Financial Research*, 40(2), 163-176.
- Chen, Y., & Lee, S. (2016). The importance of Microsoft Excel in finance. *Financial Management*, 45 hrs(3), 421-434.

Evaluation Pattern:

Continuous Evaluation – Skill Enhancement Courses						Total
A1	A2	A3	A4	Internal Test/ Quiz etc	Class Participation	100 Marks
20	20	20	20	10	10	

SEMESTER – III
DISCIPLINE SPECIFIC ELECTIVE

Course Title: Project Appraisal and Finance

Course Code: 23MBADSE313

Semester: 3

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Discussing the basics of project finance and associated risks
- Introducing students to assessing of various sources of project finance
- Explaining the components determining the overall feasibility of a project
- Equipping the students to forecast the financial statements
- Equipping the students to assess projects using various tools

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO 1	Recognise the risks associated with projects
CO 2	Evaluate the sources of project finance
CO 3	Schedule a framework for ensuring the overall feasibility of the project
CO 4	Distinguish the projects using financial statement forecasting
CO 5	Assess the project using risk management tools

Course Contents:

Module 1: Introduction and Overview

5 Hours

Evolution of project finance – Project types - Need for Project finance - Drivers deciding quantum of project finance, Facets of Project Analysis, Identifying Project Risks- Construction risk, operational risk, supply risk, off-take risk, repayment risk, political risk, currency risk; Project Rating Index

Module 2: Financing of Projects

10 Hours

Funding Sources – Long and short-term sources, mezzanine finance, equity, quasi-equity, debts - Local financing, Working Capital advances, Private equity funds, External commercial borrowings- Export Credit Agencies and Development Banks - Multilateral development finance institutions, Viability Gap funding. Appraisal by Financial Institutions. Financing Infrastructure Projects-Project Parties-Contracts, Power, Telecommunications, PPP model, Concession Arrangements- Recommendations of the Committee.

Module 3: Financial Projections

10 Hours

Projected profit and loss, Balance sheet and Cash flows, Loan servicing Capability – Interest coverage ratio, Debt Service Coverage ratio- Estimating cost of project.

Module 4: Project cash flow analysis

10 Hours

Project Cash flows- basic principle, cash flows for a replacement project and other perspectives Financial Institutions - computation of cash flows, Cost of Capital-Cost of Equity, WACC, Project rate of return from a project's perspective, Financial Institutions-computation of cost of capital.

Module 5: Project Risk Analysis

10 Hours

Sources, measures and perspectives on risk- Net Present Value, IRR, Sensitivity analysis, Scenario Analysis. Decision tree analysis, Project selection under Risk. Risk Analysis by Financial Institutions.

Basic Texts

- Chandra, P. (2014). Projects – Planning, Selection, Financing, Implementation, and Review, Ninth Edition (2019), Tata McGraw Hill
- Gatti, S. (2018). Project finance in theory and practice: Designing, structuring, and financing private and public projects. Academic Press.

Reference Books

- Chandra, P. (2020). Fundamentals of financial management | (7th ed.). McGraw-Hill Education.
- Brealey, R. A., Myers, S. C., Allen, F., & Mohanty, P. (2012). Principles of corporate finance. Tata McGraw-Hill Education
- Desai, V. (2020). Project management and entrepreneurship, Second Revised Edition, (2017), Himalaya Publishing House
- Brigham, Eugene F, Ehrhardt, Michael C (2020). Financial Management: Text and Cases. South-Western Cengage Learning.
- Kishore, R. M. (2011). Strategic financial management: Comprehensive text book with case studies.
- Pandey, I. M., & Bhatt, R. (2020). A casebook in financial management | (4th ed.). McGraw-Hill Education.

Other reading material

- Borad, S. B. (2018, September 27). Project finance. E-Finance Management <https://efinancemanagement.com/sources-of-finance/project-finance>
- (n.d.). Case Studies|Business|Management|Economics|Strategy|Finance|Marketing|Case Study. <https://www.icmrindia.org>
- (2019, November 14). Project Management Associates: Indian member of IPMA. <https://www.pma-india.org/>
- Project management jobs, employment. (n.d.). Hire Freelancers & Find Freelance Jobs Online | Freelancer. <https://www.freelancer.com/jobs/Project-Management/>
- Project management skills:. (n.d.). Management Training and Leadership Training - Online. https://www.mindtools.com/pages/main/newMN_PPM.htm
- (n.d.). COL. <https://www.col.org/SiteCollectionDocuments/SuccessProjMgt.pdf>
- (n.d.). Project Smart. <https://www.projects smart.co.uk/>
- Public private partnerships: Contemporary ways for financing infrastructure. (2019, September 29). YouTube. <https://youtu.be/PvdqrCOTI5E>
- What is project management? (2013, November 18). MPUG - Microsoft Project User Group. <https://www.mpug.com/Pages/WhatisProjectManagement.aspx>
- Who is the project manager? (n.d.). Project Smart. <https://www.projects smart.co.uk/who-is-the-project-manager.html>

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Wealth Management

Course Code: 23MBADSE314

Semester 3

Credits 3

Hours (LTP) 45 hrs

Course Objectives:

- Discuss the nature, attitude and financial needs of customers.
- List the various asset classes
- Outline the impact of risk and return while managing the wealth
- Explain the effective wealth management strategies
- Build effective client management strategies aligned to client's profile

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO 1	Evaluate the nature, attitude and financial needs of customers
CO 2	Examine the various asset classes
CO 3	Assess the impact of risk and return while managing the wealth
CO 4	Design effective wealth management strategies
CO 5	Create effective client management strategies aligned to client's profile

Course Contents

Module 1: Financial Planning

8 Hours

Introduction to Wealth Management: Meaning of WM, Scope of WM, Components of WM, Process of WM, WM Needs and Expectations of Clients, Code of Ethics for Wealth Manager. Financial planning process, role, **Life cycle analysis, financial literacy, *** client education, client profiling, goal-setting, Financial Blood Test Report (FBR)

Module 2: Wealth Management Asset Classes

8 Hours

Personal Financial Statement Analysis: Financial Literacy, Financial Goals and Planning, Cash Flow Analysis, Building Financial Plans, Life Cycle Management., **Economic Cycles---Indicators, Interest rate views, *** Financial Planning v/s Wealth Management, PMS vs Wealth Management

Module3: Investment & Risk Management – Equity, Debt & Mutual Funds

13 Hours

Equity, Debt, Financial Mathematics: Calculation of Returns (CAGR, Post-tax Returns, etc.), Total Assets, Net Worth Calculations, Financial Ratios. **Insurance, Mutual Funds, Insurance for wealth Management***, Portfolio construction – Stocks, debt, Mutual Funds

Module 4: Investment & Risk Management - Alternate Asset Class

6 Hours

Asset classes---***Gold, Real Estate, Private Equity, Venture Capital***, Derivatives, Hedge funds, Structured Products (*These topics are categorized as 'Self---learning' topics and are subjected to testing)

Module 5: Client Management - Strategies

10 Hours

Role of a financial planner, Risk Profiling and Asset allocation form on Client’s perspectives, Active & Passive strategy, Niche customers, HNI services. Creating Financial plans to the Clients, Retirement planning, employee benefit Using excel. **Dos and Don’ts in Wealth Management - Benjamin Graham, Warren Buffet - Investment philosophies.** * (*These topics are categorized as ‘Self---learning’ topics and are subjected to testing)

Reference Books:

- Dun and Bradstreet (2010). Wealth Management Finance Essentials Series. New Delhi: TataMcGraw Hill publications
- Balaji Rao D G (2018), 'Wealth Management and Financial Planning', Partridge Publishing Co.NewDelhi
- Introduction to Financial planning by IIBF (recent edition---2017). Taxmann Publications Pvt Ltd. M.Y.Khan, (2015). Financial services. McGraw Hill Education.
- Madhu Sinha (2017) “Financial Planning” McGraw Hill Education.

Websites

Ministry of Finance, RBI, SEBI, NSE, BSE, MONEYCONTROL.com, Edx course---Financial Markets

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: International Finance

Course Code: 23MBADSE315

Semester: 3

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Introducing the learners to the international finance ecosystem
- Understanding the forex market and the theories of economics
- Facilitating the learners to classify the exposures and to employ the forex risk mitigation process
- Enabling the learners to comprehend the world financial market and institutions
- Endowing the learners with the framework for making international capital budgeting and working capital management decisions

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Outline the international finance ecosystem
CO2	Analyse the forex market with the theories of economics
CO3	Evaluate the forex risk management in terms of exposures
CO4	Assess the world financial market and institutions
CO5	Formulate international capital budgeting and working capital management decisions

Course Contents:

Module 1: Foundations of International Finance

5 Hours

Global and the Multinational Firm, International Monetary System*, Economic and Monetary Union, International trade theories, Balance of Payments, Indian and World scenario, Corporate Governance around the world.

Module2: Forex Exchange Market, Exchange Rate Determination & Currency Derivatives

10 Hours

Introduction, The Market for Foreign Exchange, Types of Transactions & Settlement Dates, Exchange Rate Quotations & Arbitrage, Forward Quotations, International Parity Relationships and Forecasting Foreign Exchange Rates, Futures and Options on Foreign Exchange.

Module 3: Foreign Exchange Risk Management:

10 Hours

Management of Transaction Exposure – Forward Market Hedge, Money Market Hedge, Option Market Hedge, Swap Market Hedge, Hedging Foreign Currency Payables / Receivables. Management of Economic Exposure, Operating Exposure, Management of Translation Exposure – Current / Non-current Method, Monetary / Non-monetary Method, Temporal Method, Current Rate Method.

Module 4: World Financial Market and Institutions

8 Hours

International Banking and Money Market, International Bond Market, International Equity Market, Interest Rate and Currency Swaps, International Portfolio Investment

Module 5: Financial Management in Multinational Firms

12 Hours

Foreign Direct Investment and Cross Border Acquisitions, International Capital Structure & Cost of Capital, International Capital Budgeting, Multinational Cash Management, International Trade Finance, International Tax Environment*

(*These topics are categorized as ‘Self--learning’ topics and are subjected to testing)

Basic Texts

- Jeff Madura and Roland Fox International Financial Management, Thomson Publication, 9th Edition, Indian 2020, ISBN 13: 978-0-324-56820-2
- Cheol S Eun & Bruce G Resnick, International Financial Management, McGraw Hill Education, 7th Edition, NY, USA 2017, ISBN 978-0-07-786160-5

Reference Books

- Imad A Moosa, International Finance, 3rd Edition, Tata McGraw Hill Edition, 2017, ISBN-10: 0071333711, ISBN-13: 978- 0071333719
- Ephraim Clark, International Finance, 2nd Edition, Thomson Learning, 2002, ISBN-10: 9781861529718, ISBN-13: 978- 1861529718
- Alan C Shapiro, Peter Moles , et al Multinational Financial Management, 10th Edition, Wiley, New Delhi 2016, ISBN 978- 1-118-57238-2
- P.G Apte, , International Financial Management, 7th Edition, McGraw Hill Education, 2017. ISBN-10: 9339205367, ISBN- 13: 978-9339205362

Other reading material

- Barredo-Zuriarrain, J., & Cerezal-Callizo, M. (2019). Lessons from the SUCRE and TARGET2 systems for a sound international monetary system in a financialized economy. *Journal of Post Keynesian Economics*, 42(1), 39–58. <https://doi.org/10.1080/01603477.2018.1520045> hrs
- KPMG (2018). SEBI Decision regarding Kotak Committee Recommendations on Corporate Governance.
- Ellsworth, P. T. (1940). A Comparison of International Trade Theories. *American Economic Review*, 30(2), 285.
- Bortz, P. G., Michelena, G., & Toledo, F. (2020). A Gathering of Storms: The Impact of COVID-19 Pandemic on the Balance of Payments of Emerging Markets and Developing Economies (EMDEs). *International Journal of Political Economy*, 49(4), 318–335. <https://doi.org/10.1080/08911916.2020.1857586>
- Fisher, E. O. (2001). Purchasing Power Parity and Interest Parity in the Laboratory. *Australian Economic Papers*, 40(4), 586. https://doi.org/10.1111/1467-845_hrs4.00144
- Galeshchuk, S., & Mukherjee, S. (2017). Deep networks for predicting direction of change in foreign exchange rates. *Intelligent Systems in Accounting, Finance & Management*, 24(4), 100–110. <https://doi.org/10.1002/isaf.1404>
- Gradojevic, N. (2021). Brexit and foreign exchange market expectations: Could it have been predicted? *Annals of Operations Research*, 297(1/2), 167–189. <https://doi.org/10.1007/s10479-020-03582-z>
- Deloitte(2021).GlobalRiskManagementSurvey,1-56 https://www2.deloitte.com/content/dam/Deloitte/rs/Documents/risk/rs_Global-risk-management-survey-12th-edition.pdf
- PwC (2020). Assessing the impact of COVID-19 on global market risk management. 1-7
- KPMG (2020). Top 10 Business Risks in 2020/2021. April 2020, 1-51
- Butler, K. C., O’Brien, T. J., & Utete, G. (2013). A Fresh Look at Cross-Border Valuation and FX Hedging Decisions. *Journal of Applied Finance*, 23(2), 84–94.
- NSEIndia(2021).CurrencyDerivativesinIndia https://www1.nseindia.com/live_market/dynaContent/live_watch/curr_der_stock_watch.htm

- K.J.Udeshi (2004). Development of Forex Markets in India: Review and Prospects, RBI Bulletin, Sept 15 2004
- RBI (2020). Managing Exchange Rate Volatility in the Time of COVID-19. RBI Bulletin, Dec 24, 2020
- B. P. Kanungo (2019). India’s growing significance in global arena. Is it Sustainable? Are We Ready for it? RBI Bulletin, May 11, 2019
- Financier (2018). AI in corporate foreign exchange hedging, March 2018 <https://www.financierworldwide.com/ai-in-corporate-foreign-exchange-hedging#.YMcl-OkzbmQ>
- Warden, J. B. (1972). International Banking in the Seventies. Columbia Journal of World Business, 7(4), 67.
- Yuko Otani, & Junichi Imai. (2018). An Empirical Analysis of the Dependence Structure of International Equity and Bond Markets Using Regime-switching Copula Model. International Journal of Applied Mathematics, 48(2), 191–205
- Zhang, Y., Gao, J., & Fu, Z. (2019). Valuing currency swap contracts in uncertain financial market. Fuzzy Optimization & Decision Making, 18(1), 15–35. <https://doi.org/10.1007/s10700-018-9284-5>
- CNBC (2021). World Markets
- <https://www.cnbc.com/world-markets/> [FOMC: Federal Open Market Meeting]
- IBEF (2021). Foreign Direct Investment, India Brand Equity Foundation, IBEF. <https://www.ibef.org/economy/foreign-direct-investment.aspx>
- Financier (2021). International tax: trends and developments in 2020 and beyond <https://www.financierworldwide.com/international-tax-trends-and-developments-in-2020-and-beyond#.YlOKdukzbmQ>
- PwC (2019). Digital Treasury – It takes two to tango, Global Treasury Benchmarking Survey\

Harvard Cases:

- Strategy Reading: Competing Globally
- Nashton Partners and its Search Fund Process
- Nextel Peru: Emerging Market Cost of Capital

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Equity Research

Course Code: 23MBADSE316

Semester: 3

Credits: 3

Hours (LTP): 45 hrs

Course Objectives

- Introducing valuation methods and applications
- Understanding the computation of Discounted cash flow technique
- Facilitating the learners to apply relative valuation for investment decisions
- Enabling the learners on application of advanced valuation techniques
- Enhancing skill of the learner to use valuation model building through MS Excel

Course Outcomes (Cos):

At the end of the course, learners will be able to:

CO1	Describe the fundamentals on valuation methods and its application
CO2	Employ discounted cash flow valuation for investment decisions
CO3	Appraise relative valuation metrics for banking sector
CO4	Examine advanced valuation techniques for mergers and acquisitions
CO5	Create valuation models for manufacturing and service-based companies in India.

Course Contents:

Module 1: Introduction to Valuation

7 Hours

Valuation and Common Valuation Methods: Why Valuation, Various Methods of Valuation, Introduction to Discounted Cash Flow Valuations, Relative Valuations and Other Methods, Advantages and Disadvantages of the various Methods. **Valuation in Portfolio Management***.

Module 2: Discounted Cash Flow Valuation

10 Hours

Introduction to Dividend Discount Model, Free Cash Flow to Firm and Free Cash Flow to Equity Model, Cost of Equity, Cost of Capital, Practical Methods of Cost of Capital Calculations, Interpretation of Capital Asset Pricing Model, and other methods of calculating cost of equity, Cash Flow Calculations and Interpretations, Usage of methods based on industries and companies. **Tax effects on measuring cash flows***.

Module 3: Relative Valuation

10 Hours

Relative Valuation Metrics – Ubiquity of relative valuation – Reasons for Popularity and Potential Pitfalls- Four Basic Steps to using Multiples: Price to Earnings Ratio, Price to Book Ratio, Price to Sales Ratio, Enterprise Value ratios, Exercise on Relative Valuation using Banking Sector. **Reconciling relative and discounted cash flow valuations***.

Module 4: Advanced Valuation Techniques

7 Hours

Introduction to distressed company valuation, Valuation and its applications in Mergers and Acquisitions: Synergy – Process of Value synergy, effects, dubious synergies, evidence on synergy, common errors in valuing synergy, Transaction Comparable Methods. **Case Study: Value Vodafone and Idea Merger***.

Module 5: Valuation Model Building

11 Hours

Valuation model building using Microsoft Excel for a services company in India, Valuation model building using Microsoft Excel for a manufacturing company in India, including concepts of DCF Valuations and Relative Valuations. Other Exercises – **Students to build a detailed model on their own***.

(* These topics are categorized as ‘Self-learning’ topics and are subjected to testing)

Basic Texts

1. Aswath Damodaran (2012), Investment Valuation: Tools and Techniques for Determining the value of any Asset. 3 Ed. John Wiley & Sons.
2. Jerald E Pinto (2020), Equity Asset Valuation (CFA Institute Investment Series). 4 Ed. Wiley.

Reference Books

1. Sheeba Kapil (2021). Financial Valuation and Modelling. Wiley India.
2. Frank J Fabozzi and Harry M Markowitz (2017). Equity Valuation and Portfolio Management. John Wiley & Sons.
3. Vikash Goel (2020). Handbook on Valuation of Securities and Financial Assets. 3 Ed. Bloomsbury Professional India.
4. Dun. Bradstreet (2017). Equity Research and Valuation. McGraw Hill Education.
5. John D Stowe et al. (2017), Equity Asset Valuation, 3 Ed. John Wiley & Sons.
6. James Valentine (2019), Best Practices for Equity Research Analysts: Essentials for Buy-Side and Sell-Side Analysts.

Other reading material

1. Shapiro, E., Mackmin, D., & Sams, G. (2019). *Modern methods of valuation*. Estates Gazette.
2. French, N. (2004). The valuation of specialised property: A review of valuation methods. *Journal of Property Investment & Finance*.
3. Discounted cash flow (DCF). (n.d.). Springer Reference. https://doi.org/10.1007/springerferece_6589.
4. Tan, Z., 2017. Application of Discounted Cash Flow Model Valuation Wal-Mart. *SSRN Electronic Journal*,.
5. Barth, M. E., Beaver, W. H., & Landsman, W. R. (1998). Relative valuation roles of equity book value and net income as a function of financial health. *Journal of Accounting and Economics*, 25(1), 1-34.
6. Sharma, M., & Prashar, E. (2013). A conceptual framework for relative valuation. *The Journal of Private Equity*, 16(3), 29-32.
7. Widiatmoko, J., & Indarti, M. K. (2019). Book Tax Differences, Operating Cash Flow, Leverage and Earning Persistence in Indonesia Manufacturing Companies. *Jurnal Dinamika Akuntansi*, 11(2), 151-159.
8. Petitt, B. S., & Ferris, K. R. (2013). *Valuation for Mergers and Acquisitions: Valuation_2*. FT Press.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Analytics for Financial Decisions

Course Code: 23MBADSE317

Semester: 3

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Developing among students an understanding of the basics of Financial Analytics
- Creating a foundation for building complex Financial Analytics Models in Excel
- Introducing students to latest packages, concepts and functions being used to build successful models
- Enabling students to understand the Financial concepts
- Enabling students to make understand financial data with Excel
- Equipping students with financial tools and techniques to draw inferences out of financial data

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Explain basics of financial analytics and time value of money concepts using excel
CO2	Recommend long-term financial decision making models
CO3	Design automated and creative Financial data models
CO4	Demonstrate financial analytics using python
CO5	Compare risk and return relationship for financial markets

Course Contents:

Module 1: Basics of Financial Analytics and Time Value of Money

10 hours

Advanced Excel for Finance, Data calculations, and Modelling, the Basic meaning of Finance and Financial Analytics, Time Value of Money – Present Value, Future Value, Annuity, and Perpetuity calculations using Excel, Financial Data Validation, Formatting, and Reconciliation with huge data sets, **Excel add-in for financial calculations** *

Module 2: Modelling the Long-term Financial Decision making

10 Hours

Financial Decision-making using Excel, Capital Budgeting Decisions– Pay Back Period, NPV, IRR, and ARR – calculations in MS Excel, Optimization using Solver, Financial Optimization, solving complex problems using Data Table, Goal Seek and Solver in MS Excel. Interest Calculation Models with the formula, function, and using the Table function, Loan Amortization Models – Logical calculations and Template, Excel Models.

Usage of templates in Excel for Financial models*

Module 3: Financial Data Accuracy and Automation.

9 Hours

Ensuring Financial Data Accuracy, Pivot Table, Timeliness, and Completeness in Excel, Automation of Repetitive Financial data entry tasks in Excel through macro, Comparative, Common-size, and Trend Analysis of Financial Data. Dynamic Charts and MIS Dash Boards for Financial Analytics. **Automating the huge financial data sets with macro and Dashboards***

Module 4: Financial Analytics Models

9 Hours

Break even Analysis, Working Capital Management Models, Capital Structure, Financial Models in Python, and TVM calculations in Python, Forecasting in Finance - Regression models in Python. **Realistic and practical financial model creations***

Module 5: Financial Markets, Financial Planning and Analytics Models**7 Hours**

Financial Market data cleaning, Capital Asset Pricing Model – An analytics approach, daily returns, beta and annualized market return, usage of Regression to create the Stock Pricing Models. Financial planning and asset allocation. Forecasting and Company Model Building. **Key factors determine financial model building***

(* These topics are categorized as ‘Self-learning’ topics and are subjected to testing)

Basic Texts

- Timothy R. Mayes Todd M. Shank (2014), Financial Analysis with Microsoft Excel-Cengage Learning
- Jonathan Swan (2005), Practical Financial Modelling a guide to current practice, 2nd edition, CIMA publishing Publication.

Reference Books

- MarekRutkowski (2005), Models in Financial Modelling. 2nd Edition, Springer.
- Benninga (2008), S. Financial Modelling, 3rd edition, Massachusetts: MIT Press.
- Pandey IM (2015), Financial Management, Vikas Publishing
- V.K. Bhalla (2014), Financial Management, S Chand
- Prasanna Chandra (2020), Fundamentals of Financial Management, McGraw Hill

Other reading material

- Shashi.K.Gupta(2017) , Financial Management, KALYANI PUBLISHER
- Van Horne JC (2002) , Financial Management and Policy, Prentice Hall
- Khan and Jain (2019), Fundamentals of Financial Management, Tata McGraw Hill
- Bhalla V.K.(2014) , Working Capital Management, Ahmed Publishing
- Khan M.Y.(2013), Indian Financial System,Tata McGraw Hill

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Audit and Assurance

Course Code: 23MBADSE318

Semester: 3

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Acquainting the learners with the framework of audit and assurance engagements
- Enabling the learners understand the planning and risk assessment mechanism
- Aiding the learners review the internal control systems
- Familiarizing the learners with the audit evidence, documentation and communication
- Equipping the learners analyse the audit review and reporting system

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Describe the framework of audit and assurance engagements
CO2	Discuss the planning and risk assessment mechanism
CO3	Examine the internal control systems
CO4	Appraise the environment for audit evidence, documentation and communication
CO5	Assess the audit review and reporting system

Course Contents:

Module 1: Audit framework and regulation

9 Hours

Concept of Audit, Objectives and Scope of Audit, Types of Audit, Difference between Audit and Assurance, Parties to Assurance function, Audit and Assurance engagements, Audit Vs. Assurance Vs. Corporate governance, Auditor's Professional Ethics and ACCA's Code of Ethics and Conduct*. Standards on Auditing (SAs). Characteristics of an auditor, Appointment, Reappointment and removal of auditors, roles, functions, responsibilities and duties of an auditor.

Module 2: Planning and risk assessment

9 Hours

Understanding an entity and its environment, Audit planning and documentation, SA 230: Audit Documentation, Obtaining, accepting and continuing audit engagements, Objective and general principles, Audit Risk, assessing audit risks, Fraudulent financial reporting, detection of fraud and error, fraud reporting, Forensic Audit: Concept, Procedure, Audit Vs. Forensic Audit, Investigation mechanism, methods, tools of handling forensic audit, Cyber forensics: importance and mechanism. Laws and regulations, SA 315: Identifying & Assessing the Risks of Material Misstatement through Understanding the Entity & its Environment, SA 330: The Auditor's Responses to Assessed Risks

Module 3: Internal control

9 Hours

Internal control systems, use and evaluation of internal control systems by auditors, tests of control, Communication on internal control, automated environment, General IT Controls, Application controls, IT-Dependent Controls, Data analytics for audit, computer-assisted audit techniques, SA 265: Communicating Deficiencies in Internal Control to Those Charged with Governance & Management

Module 4: Audit evidence**9 Hours**

Financial statement assertions* and audit evidence, audit procedures, audit sampling and other means of testing, audit of specific items, analytical procedures & substantive procedures, work of others, SA 500: Audit Evidence, SA 501: Audit Evidence - Specific Considerations for Selected Items.

Module 5: Review and reporting**9 Hours**

Subsequent events, going concern, Written representations, Audit finalization and the final review, Independent Auditor's Report, SA 700: Forming an Opinion & Reporting on Financial Statements, SA 701: Communicating Key Audit Matters in the Independent Auditor's Report, SA 705: Modifications to the Opinion in the Independent Auditor's Report, SA 706: Emphasis of Matter Paragraphs & Other Matter Paragraphs in the Independent Auditor's Report.

(*Self learning topics)

Basic Texts

- Gupta, S. (2020). Auditing by Sanjay Gupta: SBPD publications. SBPD Publications.
- Jindal, T. (2011). Notes on auditing & assurance - An easy approach.
- Gupta. (2004). Contemporary auditing. Tata McGraw-Hill Education.
- Kumar, A., & Sharma, R. (2001). Auditing: Theory and practice. Atlantic Publishers & Dist.

Reference Books

- Arens, A. A., Elder, R. J., Beasley, M. S., & Hogan, C. E. (2019). Auditing and assurance services.
- Arens, A. A., Elder, R. J., & Beasley, M. S. (2013). Auditing and assurance services: An integrated approach. Prentice Hall.
- Collings, S. (2011). Interpretation and application of international standards on auditing. John Wiley & Sons.
- Collings, S. (2017). Accounts and audit of limited liability partnerships. Bloomsbury Publishing.
- Collings, S. (2018). A practical guide to UK accounting and auditing standards. Bloomsbury Professional.
- Elder, R. J., Beasley, M. S., & Arens, A. A. (2011). Auditing and assurance services. Pearson Higher Ed.
- Jha, A. (2009). Auditing and assurance.
- Jindal, T. (2011). Notes on auditing & assurance - An easy approach.
- Montgomery, R. H. (2019). Auditing theory and practice. Wentworth Press.
- Oswal, C. V. (2019). Comprehensive approach to advanced auditing and professional ethics (CA final), 16E (New Syl). Wolters kluwer india Pvt.
- Oswal, C. V. (2019). Comprehensive approach to advanced auditing and professional ethics (Ca final), 16E (New Syl). Wolters kluwer india Pvt.
- Pitt, S. (2014). Internal audit quality: Developing a quality assurance and improvement program. John Wiley & Sons.
- Sawyer's internal auditing: Enhancing and protecting organizational value. (2019).
- Spicer, E. E., & Pegler, E. C. (2018). Practical auditing. Franklin Classics.

Other reading material

- Sekar, G. (2019). Padhuka'S Mcq book Bank-CA final-group1 (Applicable for both old & new sly). Wolters kluwer india Pvt.
- Pankaj Garg(2020),Auditing & Assurance,CA Intermediate,Taxmann's Publication, 6th Edition

- BPP Learning Media. (2017). ACCA P7 advanced audit and assurance (International).
- BPP Learning Media. (2017). ACCA F8 audit and assurance.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Financial Derivatives and Risk Management

Course Code: 23MBADSE319

Semester: 3

Credits: 3

Hour (LTP): 45 hrs

Course Objectives:

- Introducing learners to the functioning of Derivative Markets
- Enabling learners to evaluate stock and Index future price
- Facilitating the learners assessing option price and option strategies
- Introducing learners to the use of commodity derivatives as a hedging tool
- Enabling learners to design interest and currency swaps to manage risk

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Explain the conceptual and practical framework of the functioning of Derivative Markets
CO2	Examine stock and index future price for hedging
CO3	Assess the option price & use option strategies
CO4	Employ commodity derivatives as a hedging instrument
CO5	Design Interest and currency swap structure for hedging

Course Contents:

Module 1: Derivatives – An Introduction

4 Hours

Introduction, Derivatives market in India, Derivatives products, Types of Derivatives - Participants in Derivative Market.

Module 2: Forwards and Futures

15 Hours

Introduction - Forward Contract - Settlement of Forward Contract Futures Contract- Specifications of Futures Contract - Open Interest – Terminologies of Futures contracts. Difference between- Forward and Futures Contract- Pricing a Forward and Futures Contract. Pricing of Futures. Introduction to Index Futures and Stock Futures -Application of Index Futures- Hedging through Index Futures. VAR and VIX

Module 3: Energy and Commodity Derivatives

7 Hours

Benefits of Commodity Futures- Futures Contract on Commodities- Pricing Commodities Futures- Hedging with Commodities Futures- Perfect and Imperfect Hedge- Basis & Basis. Risk, Optimal Hedge Ratio. Regulation- trading and settlements – physical delivery of commodities. Energy products, Weather derivatives.

Module 4: Interest Rate Swaps

4 Hours

Interest Rates and currency swaps- Introduction- Interest Rate Swaps- Features of Swap, Need of Swap Intermediary- plan vanilla swaps

Module 5: Options

15 Hours

Introduction- Terminology of options- Call option- Put Option- Moneyness of Options, Differences between options and futures/ Forwards

PRICING

Binomial option pricing model (1,2and 3 step models)- Factors affecting the options price Black Scholes option pricing Model-Black and Scholes Assumption-Interpreting the Black Scholes model-Implied volatility

APPLICATION

Hedging with Stock options- Hedging with Index options- Straddle – Long and Short- Strangle

Basic Texts

- Hull, J. C., & Basu, S. (2018), Options, futures, and other derivatives. Pearson Education India
- Gupta, S. (2017), Financial derivatives: Theory, concepts and problems. PHI Learning Pvt
- Chance, Don M, Brooks Robert (2008), Derivatives and Risk Management Basics, South-Western Cengage Learning
- Bradstreet, D. &. (2006), Financial risk management. Tata McGraw-Hill Education.
- Chatnani. (2010), Commodity markets. Tata McGraw-Hill Education.
- Corb, H. (2012), Interest rate swaps and other derivatives. Columbia University Press.

Reference Books

- Yaragol, P. (n.d.), Financial derivatives: Text & cases. Vikas Publishing House.
- Kumar, S. S. (2007), Financial derivatives. PHI Learning Pvt.
- Parasuraman, N. R. (2008), Fundamentals of financial derivatives. John Wiley & Sons.

Other reading material

- NISM (2020), Equity Derivatives: A Beginner's Module
- NISM (2020) . Interest Rate Derivatives, Taxman.
- NISM (2020), Currency Derivatives, Taxman.
- Capital Markets & Derivatives, The Management Accountant, ICAI, April, 2018, Vol 53

Website links

- Optionchain-<https://www.nseindia.com/option-chain?symbolCode=-10003&symbol=NIFTY&symbol=NIFTY&instrument=-&date=-&segmentLink=17&symbolCount=2&segmentLink=17>
- Trading Platform- <https://kite.zerodha.com/?next=%2Fdashboard#loggedout>
- Future contract https://www1.nseindia.com/live_market/dynaContent/live_watch/get_quote/GetQuoteFO.jsp?underlying=ITC&instrument=FUTSTK&expiry=24JUN2021&type=-&strike=-
- Greeks & Black-Scholes calculator- Option calculator | Black Scholes model | Option greeks | Nifty trader. (n.d.). <https://www1.niftytrader.in/option-pricing-calculator>
- Commodity Derivatives- Home. (n.d.). Home. <https://www.mcxindia.com/#>

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Strategic Cost Management

Course Code: 23MBADSE320

Semester: 3

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Determining cost for a product or service
- Examining the marginal costing technique for managerial decision making and problem solving
- Evaluating the budgetary control technique as a means to combat changing business environment
- Assessing performance of different business verticals
- Appraising evolving and traditional trends of costing

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Explain the theoretical background of Cost Accounting
CO2	Determine the cost of products and services
CO3	Examine how marginal costing is applied for decision making and problem solving
CO4	Assess performance of different business verticals
CO5	Critically appraise evolving and traditional trends of costing

Course Contents:

Module 1: Costing methods

7 Hours

Cost, types of costs, elements of cost, Product costs (manufacturing costs), Period costs (non-manufacturing costs), Product Costs on the Balance Sheet & Income Statement, Schedule of raw materials placed in production, Schedule of cost of goods manufactured, Schedule of cost of goods sold, cost sheet, tenders and quotations, job costing, overheads, allocation, apportionment and absorption, absorption costing, Process costing, joint and by-products and standard costing.

Module 2: CVP Analysis

13 Hours

Concept of CVP, break even chart, computation of break-Even Point, Margin of safety, Angle of Incidence Application of CVP analysis, make or buy decision, shut down or continue, product sales pricing and mix limiting factors, pricing decisions and pricing strategies, Weighted Average Contribution Margin Ratio for Multiple- Product and Service Companies, Cost optimization using MS-Excel Solver, Case study on CVP analysis

Module 3: Activity Based Costing (ABC)

8 Hours

Activity Based Costing (ABC)- identifying cost drivers/activities, ABM – Activity Based Management, Activity Based Costing, Pareto analysis, Using Activity-Based Costing to Assess Customer Profitability, Using Activity-Based Management to Improve Operations, Case study on ABC

Module 4: Budgeting and Budgetary control

10 Hours

Advanced discussions on budgeting and budgetary control, kaizen budgeting, ZBB, flexible budgets and preparation of master budgets, Case study on budgeting

Module5: Performance Measurement & trends in compensation and Multinational considerations

7 Hours

Uniform Costing and Inter firm comparison – Industry specific ratios, evaluating business verticals across value chain, benchmarking, Economic Value Added, Return On Investment, Residual Income BPR, Process Innovation, Performance measurement – CSFs, KRAs, KPIs, Balanced Score Card* manufacturing resources planning, (MRP), automated manufacturing, synchronous manufacturing and back flush costing*, total quality management, JIT, value engineering, Throughput accounting, Life cycle costing, Target costing (* These topics are categorized as ‘Self---learning’ topics and are subjected to testing)

Basic Texts

- Aggarwal S.K. (2018), Cost Management & Accounting, Reliance Publication
- Arora, M. N. (2009). Cost and management accounting: (theory, problems and solutions)
- Gupta S K, Sharma R K (2017), Management Accounting Principles Practice, Kalyani Publisher
- Horngren, C. T., Datar, S. M., Rajan, M. T., & Rajan, M. V. (2014). Cost accounting. Prentice Hall
- Jain S.P, Narang K.L (2015), Cost & Management Accounting, Kalyani Publishers
- Khan & Jain (2006), Management Accounting, Tata Mcgraw Hill

Reference Books

- Jazayeri, M., & Hopper, T. (1999). Management accounting within world class manufacturing: A case study. *Management Accounting Research*, 10(3), 263-301. <https://doi.org/10.1006/mare.1999.0106>
- Forthcoming articles. (2020). *Management Accounting Research*, 1(2), 165. [https://doi.org/10.1016/s1044-5005\(90\)70055-8](https://doi.org/10.1016/s1044-5005(90)70055-8)
- Munday, M. (1992). Accounting cost data disclosure and buyer-supplier partnerships—a research note. *Management Accounting Research*, 3(3), 245 hrs-250. [https://doi.org/10.1016/s1044-5005\(92\)70014-6](https://doi.org/10.1016/s1044-5005(92)70014-6)
- Activity-based costing in manufacturing. (n.d.). Springer Reference. https://doi.org/10.1007/springerreference_6356
- (n.d.). Springer Reference. https://doi.org/10.1007/springerreference_6356
- Ahmad, I., Alam, S., & Yameen, M. (2019).
- A study of economic value added (EVA) and market value added (MVA) of Hindustan petroleum Corporation Limited. *Global Journal of Economics and Business*, 6(1), 225-237. <https://doi.org/10.31559/gjeb2019.6.1.14>
- C, V. R. (2013). An empirical analysis of linkage between economic value added (EVA) and market value added (MVA). *SSRN Electronic Journal*. <https://doi.org/10.2139/ssrn.3461131>
- Thomas T. Amlie (2009), Constrained Optimization Problems In Cost And Managerial
- Accounting – Spreadsheet Tools. *American Journal of Business Education*, 2(6)
- Dwivedi, R., & Chakraborty, S. (2017). Strategic decision making for a footwear industry using activity based costing and value chain models. *Leather and Footwear Journal*, 17(3), 119-128. <https://doi.org/10.24264/lfj.17.3.1>

Other reading material

- The Institute of Cost Accountants of India, Study Notes, Cost Accounting

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

SKILL ENHANCEMENT

Course Title: Basic R for Finance

Course Code: 23MBASEC303

Semester:3

Credits:2

Hours (LTP): 30 hrs

Course Objectives:

- Explore R programming.
- Implement R programming in finance.

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Grasp the ideas and principles of the R Programming
CO2	Demonstrate R functions and procedures in relation to finance.
CO3	Analyze Risk and Return relationship
CO4	Apply CAPM Model using R

Course Contents:

Module 1 Introduction to R

7 Hours

Install R, introduce R console, interactive and functional programming, write the first R program, where to find help, other useful resources. Assignment and Variables, Financial returns, Data types. Vectors and Matrices, Data frames, factors and Lists.

Module 2 Data Functions and Formatting

8 Hours

Define functions, run functions, input, output, default value, matrix operation, summary statistics, and normality, directory, import packages, debugging, handling error, missing values. If statements and operators, Loops, functions and apply.

Module 3 Analyzing Risk and Return

7 Hours

Introduction to portfolio Analytics. The benefits of diversification. Risk and Return paradigm. Capital Allocation line and Capital Market line. Optimal Asset Allocation with Markowitz framework.

Module 4 Capital Asset Pricing Model

8 Hours

Introduction to performance Analytics. Idiosyncratic versus systematic risk and understand Beta. Risk factors: Types, alpha, beta and need of factor models. CAPM Model: Empirical testing in R. Introduction to Fama-French and other models.

Basic Texts

- John Fry and Matthew Burke (2022), Quantitative Methods in Finance using R, Open University Press.
- Mark J. Bennett, Dirk L. Hugen (2016), Financial Analytics with R: Building a Laptop Laboratory for Data Science, Cambridge University Press; 1st edition.

Reference Book:

- Yves Hilpisch, (2015). "The Python Quants: High-Performance Scientific Computing with Python and R." Springer
- Jared P. Lander, (2015). "R for Everyone: Advanced Analytics and Graphics." Addison-Wesley
- G. Jay Kerns, (2018). "Financial Modeling with R." CRC Press
- Rupert Gatti, (2017). "R for Financial Econometrics." Springer
- Alina F. Matei, (2017). "Applied Financial Econometrics with R." Springer
- Yves Hilpisch, (2018). "Derivatives Analytics with Python: Data Analysis, Models, Simulation, Calibration and Hedging." John Wiley & Sons

Other references:

- <https://pages.stern.nyu.edu/~rwhitela/papers/uncover%20jf06.pdf>
- Bhatnagar, M.; Özen, E.; Taneja, S.; Grima, S.; Rupeika-Apoga, R. The Dynamic Connectedness between Risk and Return in the Fintech Market of India: Evidence Using the GARCH-M Approach. *Risks* 2022, 10, 209. <https://doi.org/10.3390/risks10110209>
- https://www.w3schools.com/r/r_intro.asp
- <https://intellipaat.com/blog/tutorial/r-programming/introduction/>
- <https://cran.r-project.org/doc/manuals/r-release/R-intro.pdf>
- <https://rpubs.com/cyobero/capm>
- <https://rviews.rstudio.com/2018/02/08/capm-beta/>
- <https://www.linkedin.com/pulse/capital-asset-pricing-model-r-micheal-wilson/>
- Yves Hilpisch, (2015). "The Python Quants: High-Performance Scientific Computing with Python and R." Springer

Evaluation Pattern:

Continuous Evaluation – Skill Enhancement Courses						Total
A1	A2	A3	A4	Internal Test/ Quiz etc	Class Participation	100 Marks
20	20	20	20	10	10	

SEMESTER – IV
DISCIPLINE SPECIFIC ELECTIVE

Course Title: Indirect Taxes

Course Code: 23MBADSE414

Semester: 4

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Explain the concept nature, role and significance of GST
- List the provision relating to supply event
- Understand the charging provisions of GST
- Discuss the provisions related to exemptions, time and place of supply
- Outline the various aspects of GST Compliance procedures

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO 1	Describe GST rules, fundamentals to GST along with framework
CO 2	Assess Supply as tax event and provisions relating to Supply
CO 3	Apply the provisions relating to the Charge of GST
CO 4	Analyze the Provisions related to exemptions, time and place of supply
CO 5	Discuss the practical aspects of GST compliance process

Course Contents:

Module 1: Introduction to GST

9 Hours

GST – Genesis, nature, basic concepts of GST, SGST, CGST, UTGST, IGST, Inter-State and Intra-State Supply of Goods or Services or both, constitutional provisions pertaining to levy of various taxes, significant amendments made by the Constitution (101st Amendment) Act, 2016. GSTIN, GST Council, framework of GST in India, GSTN, Significance of GST, simple problems on SGST, CGST and IGST computations.

Module 2: Supply under GST

9 Hours

Relevant definitions, Business, consideration, money, aggregate turnover, Related person, distinct person, non-supplies under GST Goods, Services, Taxable Supply, Person, Supplier, meaning and scope of supply, composite and mixed supplies, taxability of composite and mixed supplies, modes of supply, consideration and furtherance of business as essentials of supply, simple problems.

Module 3: Charge of GST

9 Hours

Levy and collection of GST, forward charge, reverse charge, E Commerce Operator, no levy of GST, Classification of Goods and Services, composition levy, meaning of aggregate turnover under composition levy, composition scheme, conditions, eligibility, persons not eligible, advantages, compositions scheme procedure, validity, provisions relating to charging IGST, simple problems.

Module 4: Exemptions, Place and Time of Supply

9 Hours

Power to grant exemptions, goods exempt from GST, services exempt from GST, Zero rated supply, provisions relating to place of supply, provisions relating to time of supply, simple problems.

Module 5: Miscellaneous aspects of GST**9 Hours**

Registration, input tax credit, tax invoice, debit and credit note, assessment and returns. Statutory requirement to e-way bill, TDS & TCS

Basic Text

- Datey, V. S. (2008). Taxmann's indirect taxes: Law & practice.
- Datey, V. S. (2013). Indirect taxes: Law and practice.
- Garg, R., & Garg, S. (2020). GST laws manual: Acts, rules and forms. Bloomsbury Publishing.
- T.S.Reddy, Y.Hari Prasad Reddy(2018),Indirect taxation(GST)- Margham Publications

Reference books

- Batra, A. (2018). GST ready reckoner. Wolters kluwer india Pvt.
- Batra, C. A. (2019). Gst audit. Wolters kluwer india Pvt.
- Collectif. (2017). International VAT/GST guidelines. OECD.
- CTC. (2018). Key rulings under indirect tax laws- A Gst perspective. Wolters kluwer india Pvt.
- Hiregange, M. N. (2019). Compendium of issues and solutions in GST. Wolters kluwer india Pvt.
- Rao, R. K., & Mukherjee, S. (2019). Goods and services tax in India. Cambridge University Press.
- Sinha, Y., & Srivastava, V. K. (2020). Indirect tax reform in India: 1947 to GST and beyond. SAGE Publishing India.
- Sury, M. M. (2017). Goods and services tax (GST) in India: Background, present structure and future challenges.
- Viswanathan, B. (2016). Goods and services tax (GST) in India.

Other reading materials

- CA Anoop Modi; CA Mahesh Gupta; CA Nikhil Gupta. (2020). Goods and services tax (GST): SBPD publications. SBPD Publications.
- Sekar, G. (2019). Padhuka'S students Referencer on indirect Taxes,16Ed. Wolters kluwer india Pvt.
- ACCA- Text Books (2018-20) – Goods & Services taxes, Indirect taxes

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Financial Strategy

Course Code: 23MBADSE415

Semester: 4

Credits: 3

Hours(LTP): 45 hrs

Course Objectives:

- Identify financial strategies that contribute to corporate value.
- Discuss relevance of financial strategies in augmenting a successful business.
- Analyse approaches for asset valuation of firms.
- Evaluate strategies to attain synergy in mergers and acquisitions.
- Demonstrate value-based management trends.

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO 1	Examine various financial strategies based on their relevance on overall corporate value
CO 2	Assess the relevance of financial strategies in augmenting a successful business and in creation of sustainable corporate value
CO 3	Analyse optimal financial strategies for value creation
CO 4	Demonstrate using various approaches for business and asset valuation
CO 5	Interpret the results and impact of various financial strategies on corporate value

Course Contents:

Module 1: Financial Strategy-An Introduction

8 Hours

Corporate Strategy, Business level Strategies, Business model, Managing Strategy for Value, Formulation of Financial Strategy – framework, linking corporate and financial strategy, types of financial strategies, Stakeholder theory, *survival strategies, creation of shared value**

Module 2: Corporate Finance Strategies

10 Hours

Dividend theories & policies (Theories of relevance and irrelevance – Walter’s Model, Gordon’s Model and MM Approach), capital structure issues, *Financial distress and restructuring, Financial Planning and Control**

Module 3: Corporate Valuation

8 Hours

Approaches to Valuation – Book value approach, Stock & Debt Approach, Relative Valuation, FCFE and FCFF, Enterprise DCF valuation, Real options, Intangibles valuation, *Corporate Valuation in practice**.

Module 4: Mergers, Acquisitions and Restructuring

12 Hours

Reasons for mergers or acquisitions (e.g. synergistic benefits). Valuation of synergy, Anti-Take-over Defense, LBO, Divestiture, Forms of consideration & terms for acquisitions (e.g. cash, shares, convertibles & earn-out arrangements), & their financial effects. The post-merger or post-acquisition integration process (e.g. management transfer & merger of systems). The implications of regulation for business combinations. *The function/role of management buy-outs, Venture capitalists. Types of exit strategy & their implications**.

Module 5: Value based management and emerging trends:

7 Hours

Decision Support Models – Value Based Management - Shareholder Value Analysis – Marakon Model, EVA Approach, *McKinsey Model, BCG approach**, emerging developments/disruptions in the area of finance.

(*These topics are categorized as ‘Self-learning’ topics and are subjected to testing)

Basic Texts

- Chandra, P. (2020). Strategic Financial Management - Managing for value creation (Second Ed.). McGrawhill.
- Koller, T., Goedhart, M., & Wessels, D. (2020). Valuation: Measuring and Managing the Value of Companies (Seventh ed.). McKinsey & Company Inc./ John Wiley & Sons.

Reference Books:

- Bender, R. (2013). Corporate Financial Strategy (Eighth ed.). Routledge.
- Burner, R. F., Eades, K. M., & Schill, M. J. (2018). Case Studies in Finance: Managing for Corporate Value Creation (Eighth ed.). McGrawHill.
- Gatti, S. (2018). Project Finance in Theory and Practice: Designing, Structuring, and Financing Private and Public Projects (Third ed.). Academic Press.

Other reading material:

- Atsmon, Y. (2016, August). How nimble resource allocation can double your company’s value. McKinsey & Company.
- Hall, S., Lovallo, D., & Musters, R. (2012, March). How to put your money where your strategy is? McKinsey Quarterly.
- Hansel, G., Kotzen, J., Roos, A., Wick, E., & Foldesy, J. (2018, June). Disruption and Reinvention in Value Creation: The 2017 Value Creators Report. BCG Report.
- Jiang, B., & Koller, T. (2011, October). The savvy executive’s guide to buying back shares. McKinsey Quarterly.
- Kuijpers, D., & Wintels, S. (2015, August), Is your company a value creator or a value destroyer? McKinsey Report.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Behavioural Finance

Course Code: 23MBADSE416

Semester: 4

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Sensitize the learners to the role and scope of Behavioral finance in capital market
- Critically discuss the biases and errors of judgment that affect financial decisions
- Evaluate behavioral aspects of investing and value investing.
- Analyze role of irrationality and heuristics and biases.
- Evaluate the metrics of market outcomes and examine the philosophy of value investing.

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Define the concepts and purpose of behaviour finance in the context of Neo-classical finance
CO2	Develop an understanding of behavioural biases and errors of judgement in financial decisions
CO3	Explain the behavioural aspects of investing and value investment
CO4	Assess the effectiveness of irrationality and heuristics in financial markets
CO5	Examine the factors and measures of market outcome and examine value investment

Course Contents:

Module 1: Neo Classical Finance and Behavioral challenge

9 Hours

Intellectual Underpinnings, the rise of the Rational Markets Hypothesis and the challenge of Behavioural lists, expected utility theory, modern portfolio theory, CAPM, EMH, challenges in EMH, Agency theory and the influence of Psychology.

Module 2: Foundations of Behavioural Finance

9 Hours

Heuristics and Biases, How the human mind works, anchoring, irrationality and adaptation, hyperbolic discounting, self- deception, overconfidence, untangling skill and luck in business, Prospect theory.

Module 3: Emotional Factors and Social Forces

9 Hours

Substance of Emotion, Theories of Emotion, Evolutionary perspective, types and dimensions of emotions, emotions and investing, fairness, reciprocity and trust, conformity, social influence.

Module 4: Behavioural Aspects of Investing

9 Hours

Investment behavior, Heuristics and biases in financial decision making, influence of emotions, implications of mental accounting, behavioural portfolio theory, Psychological models, basic ingredients of a sound investment philosophy, guidelines for overcoming Psychological biases, fear of loss, disposition effect, Neurofinance, Market Bubbles.

Module 5: Market Outcomes and Value investing

9 Hours

Size effect, seasonality, momentum and reversal, post earnings announcement drift, value premium, equity premium puzzle, volatality, behavioural asset pricing model, tenets of value investing, strategies of legendary value investors, academic research on value investing, Animal spirits, halo effect, flaws of finance.

(* These topics are categorized as 'Self-learning' topics and are subjected to testing)

Text Book:

- Chandra Prasanna (2017). Behavioural Finance. Delhi, Mcgraw Hill Education

Reference Books:

- William Forbes (2011). Behavioural Finance. Wiley
- Lucy Ackert (2012). Understanding Behavioral Finance. Cengage India
- M.M. Sulph (2014). Behavioural Finance. Delhi, PHI Learning Private Limited
- Szyszka A. (2013). Behavioral Approach versus Neoclassical Finance. In: Behavioral Finance and Capital Markets. New York, Palgrave Macmillan
- Baker, H. K., & Ricciardi, V. (2014). Investor behavior: The psychology of financial planning and investing. John Wiley & Sons.
- Berns, D. M. (2020). Modern asset allocation for wealth management. John Wiley & Sons.
- Burton, E., & Shah, S. (2013). Behavioral finance: Understanding the social, cognitive, and economic debates. John Wiley & Sons.
- Chandra, P. (2020). Behavioural finance | Second edition. McGraw-Hill Education.
- Copur, Z. (2015). Handbook of research on behavioral finance and investment strategies: Decision making in the financial industry: Decision making in the financial industry. IGI Global.
- Pompian, M. M. (2012). Behavioral finance and investor types: Managing behavior to make better investment decisions. John Wiley & Sons.
- Richards, T. (2014). Investing psychology: The effects of behavioral finance on investment choice and bias. John Wiley & Sons.
- Sonkin, P. D., & Johnson, P. (2017). Pitch the perfect investment: The essential guide to winning on Wall Street. John Wiley & Sons.
- Statman, M. (2019). Behavioral finance: The second generation. CFA Institute Research Foundation.
- Other Reading Materials:
- Asymmetric relationship of investor sentiment with stock return and volatility: Evidence from India. (2020, June 18). Discover Journals, Books & Case Studies | Emerald Insight. <https://www.emerald.com/insight/content/doi/10.1108/RBF-07-2019-0094/full/html>
- Behavioural finance and investors' psychology. (n.d.). Emerald Publishing. https://www.emeraldgroupublishing.com/archived/products/journals/call_for_papers.htm%3Fid%3D7231
- Behavioural finance, alt data and risk-free rate problems. (2020, October 31). Risk.net. <https://www.risk.net/7-days-in-60-seconds/7650881/behavioural-finance-alt-data-and-risk-free-rate-problems>
- The hidden effects of stress on risktakers. (2021, March17). Risk.net. <https://www.risk.net/investing/7729691/the-hidden-effects-of-stress-on-risk-takers>
- An introduction to behavioral finance. (n.d.). Investopedia. <https://www.investopedia.com/articles/02/112502.asp>

- Personal routes into behavioural finance. (2020, May 4). Discover Journals, Books & Case Studies | EmeraldInsight.
<https://www.emerald.com/insight/content/doi/10.1108/RBF-12-2019-0176/full/html>
- Skin in the game – investor behavior in asset pricing, the Indian context. (2019, November 11). Discover Journals, Books & CaseStudies| EmeraldInsight.
<https://www.emerald.com/insight/content/doi/10.1108/RBF-10-2019- 0138/full/html>
- A test of the association between the initial surge in COVID-19 cases and subsequent changes in financial risk tolerance. (2020, August 24). Discover Journals, Books & Case Studies | Emerald Insight.
<https://www.emerald.com/insight/content/doi/10.1108/RBF-06-2020-0121/full/html>

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Investment Banking

Course Code: 23MBADSE417

Semester: 4

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- List the fundamental activities of an investment Banker.
- Explain the allied activities in Investment Banking
- Discuss various business valuation models
- Outline aspects of Underwriting, Buyback and Delisting
- Discuss aspects of rights issue, venture capital and private equity

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO 1	Outline the roles of an investment Banker.
CO 2	Examine the structure of investment banking and allied activities
CO 3	Assess businesses based on asset-based model and cash flow-based model.
CO 4	Elaborate concepts on underwriting, buyback, listing and delisting
CO 5	Examine the process of rights issue, role of venture capitalists & Private equity

Course Contents

Module 1: Foundations of Investment Banking

7 Hours

History of Investment Banking, introduction of Investment Bankers' core activities, Application of valuation mechanics and techniques, Financial modeling and comprehensive valuation analysis, M&A, LBOs, Deal mechanics, Corporate restructuring, corporate defense, legal and ethical issues in investment banking industry

Module 2: Investment Banking

9 Hours

Investment Banking and allied activities – core, front and back office activities - Due diligence, term sheet, profiling of investment bankers like UBS, Bank of America, Goldman Sachs and Morgan Stanley, J P Morgan Chase, Credit Suisse, Deutsche Bank, Barclays and Wells Fargo, Kotak Investment Banking*

Module 3: Business valuation

11 Hours

Bond and equity valuation – Corporate valuation using Business valuation models – Asset based valuation models, Financial forecasting, Cashflow based valuation models, Economic profit model - Additional dimensions in valuation (Investment Banker's Perspective)

Module 4: Underwriting, Buybacks and Delisting

8 Hours

Underwriting in fixed price and book built offers, regulatory framework – Share buyback – Buyback by listed and unlisted companies – Investment banking perspectives in share buyback, delisting of a listed company, voluntary and compulsory del-listing, re-listing, currency acquisition – challenges and opportunities

Module 5: IPOs, Private placements & Private equity

10 Hours

IPO Market: Role of Investment Banks: Due diligence and Appointment of Intermediaries. Private placements – Venture capital – Institutional private equity, strategic equity investments, Overview of PE,

profiling of international and Indian PE funds*, covenants, Exit and referencing, Role of SEBI in promoting VC and PE, Study of Ecosystem for PE exit, PE term sheet, due diligence and deal cycle
(* These topics are categorized as 'Self-learning' topics and are subjected to testing)

Basic texts:

- Pratap Giri S (2021). Investment Banking: Concepts, Analysis and Cases, 4th Edition, McGraw Hill Education
- Indian Institute of Banking & Finance (2005). Principles of Banking: For JAIB Examination. Macmillan India Ltd.

Reference Books:

- Iyengar, Vijayaragavan G (2007) . Introduction To Banking.Excel Books Private Limited.
- Muraleedharan D (2009) . Modern Banking: Theory and Practice.Prentice Hall Of India Private Limited.
- Iyengar, Vijayaragavan G (2007) . Introduction to Banking.Excel Books Private Limited.
- Indian Institute of Banking & Finance (2007) . Co-operative Banking Operations.Macmillan India Ltd.
- Iyengar, G Vijayaragavan (2007) . Introduction to Banking.Excel Books Private Limited.
- Indian Institute of Banking & Finance (2008) . Principles & practice of banking (For JAIB/Diploma in banking & finance examination).Macmillan India Ltd.
- Indian Institute of Banking & Finance (2007) . International banking operations. Macmillan Press Ltd.
- Indian Institute of Banking and Finance (2005) . General Bank Management. Macmillan India Ltd.
- Giri S, Pratap. (2014) . Investment Banking: Concepts, Analyses and Cases.McGraw-Hill Publishing Company Limited.
- Indian Institute of Banking & Finance (2015) . Principals Practices of Banking.Macmillan Publishers India Pvt. Ltd..
- Indian Institute of Banking & Finance (2015) . Legal & Regulatory Aspects of Banking.Macmillan Publishers India Pvt. Ltd..
- Indian Institute of Banking & Finance (2015) . Legal & Regulatory Aspects of Banking.Macmillan Publishers India Pvt. Ltd..
- Indian Institute of Banking & Finance (2018) . Retail banking.Macmillan Publishers India Pvt. Ltd..
- NISM (2017) . Equity Sales.NISM.
- NISM (2015) . Mutual fund distributors (Level 2).Taxman.
- NISM (2017) . Mutual fund foundation.Taxman.
- Steve J Sanders (2021) Investment Banking: Step-by-Step Technical Guide to Investment Banking. Tools and Strategies to Start Successfully
- Joshua Rosenbaum, Joshua Pearl, et al (2021) Investment Banking Workbook: Valuation, LBOs, M&A, and IPOs (Wiley Finance).
- Robert R. Johnson, Bob ,(2020) Investment Banking for Dummies, For Dummies; 2nd edition (July 21, 2020)
- Krantz, M., & Johnson, R. R. (2020). Investment banking for dummies. John Wiley & Sons.

Other reading materials:

- *World Bank Group. (2020). Global investment competitiveness report 2019/2020: Rebuilding investor confidence in times of uncertainty. World Bank Publications.*
- Pearl, J., & Rosenbaum, J. (2020). *The little book of investing like the pros: Five steps for picking stocks.* John Wiley & Sons.
- Joshua Rosenbaum, Joshua Pearl, et al. (2020) *Investment Banking (3rd Edition): Valuation, LBOs, M&A, and IPOs*
- Joshua Pearl, Joshua Rosenbaum, et al. (2020) *The Little Book of Investing Like the Pros: Five Steps for Picking Stocks (Little Books. Big Profits)*
- Iannotta, G. (2010). *Investment banking: A guide to underwriting and advisory services.* Springer Science & Business Media.
- Subramanyam. (2005). *Investment banking.* Tata McGraw-Hill Education.
- Pearl, J., & Rosenbaum, J. (2013). *Investment banking: Valuation, leveraged buyouts, and mergers and acquisitions.* John Wiley & Sons.
- Knee, J. A. (2006). *The accidental investment banker: Inside the decade that transformed Wall Street.* Oxford University Press.
- 14. Gutmann, A. (2013). *How to be an investment banker: Recruiting, interviewing, and landing the job.* John Wiley & Sons.
- Endlich, L. (2000). *Goldman Sachs: The culture of success.* Simon & Schuster Joshua
- Claudia Zeisberger, Michael Prah, et al (2017) *Private Equity in Action: Case Studies from Developed and Emerging Markets*
- Zeisberger, C., Prah, M., & White, B. (2017). *Private equity in action: Case studies from developed and emerging markets.* John Wiley & Sons.
- Paul Pignataro (2013) *Leveraged Buyouts, + Website: A Practical Guide to Investment Banking and Private Equity.*
- David P. Stowell | Sep 1, 2012 *Investment Banks, Hedge Funds, and Private Equity*
- Paul Pignataro Paul Heitsch et al. (2020) *Financial Modeling and Valuation: A Practical Guide to Investment Banking and Private Equity.* Gildan Media.
- Brandon Turner and BiggerPockets Publishing, LLC (2015) *The Book on Rental Property Investing: How to Create Wealth and Passive Income Through Smart Buy & Hold Real Estate Investing.*
- Turner, B. (2020). *The book on investing in real estate with no (and low) money down: Creative strategies for investing in real estate using other people's money.*
- Michael Fox-Rabinovitz (2020) *Own a Fraction, Earn a Fortune: The Complete Guide to Co-investing in Art and Collectibles: How to Generate High Returns from Collectibles Through Fractional Ownership*
- Bashir, I. (2020). *Mastering blockchain: A deep dive into distributed ledgers, consensus protocols, smart contracts, DApps, cryptocurrencies, Ethereum, and more (3rd ed.).* Packt Publishing.
- Antoinette Matlins PG FGA and Antonio C. Bonanno FGA ASA MGA (2016) *Jewelry & Gems—The Buying Guide, 8th Edition: How to Buy Diamonds, Pearls, Colored Gemstones, Gold & Jewelry with Confidence and Knowledge (Jewelry and Gems the Buying.*
- Hall, C. (2021). *Gemstones.* DK. Private equity fund management and investing. (2015). <https://doi.org/10.1002/9781119197201.ch8>

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Fintech

Course Code: 23MBADSE418

Semester: 4

Credits: 3

Hours (LTP): 45 hrs

Course Objectives

- Enabling students to understand opportunities for disruption in financial services sector
- Introducing to the learners the innovative lending & payment methods
- Create an understanding of the role of technology in financial services
- Explain the various payment and lending platforms
- Enable the students to appreciate the role of Fintech in sustainable finance

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO 1	Examine disruptions leading to threats and opportunities in financial services sector
CO 2	Discuss the importance of Blockchain Technology in Fintech
CO 3	Examine the impact of AI, ML & Big Data on financial services
CO 4	Appraise the innovative payment and lending platforms
CO 5	Assess the role of Fintech in sustainable finance

Course Contents

Module 1: Introduction to FinTech

8 Hours

Introduction to Fintech Definition and history of fintech, Introduction to the Fintech landscape -Modern Banking Landscape -The Intersection of traditional and new-age banking - Dissecting Financial Services Value chain, Key players and current trends .

Module 2: Crypto currencies & Blockchain Technology

8 Hours

Cryptocurrency- definition, features, types, bitcoin & its features Blockchain fundamentals –definitions, features, types, versions, structure & mechanism – Initial coin offering - Introduction to major blockchain platforms- Application of Blockchain in Banking and Financial services* – Approach from RBI

Module 3: Artificial Intelligence, Machine Learning & Big Data

11 Hours

Introduction to Machine Learning - Impact of AI/ML on Various Industries & Business Models*- Robotic Process & Intelligent Automation - Business Process Reengineering – Cloud Computing - Use of AI & ML + Bots in Smart Payment - Using Credit Counsellor Robo/Bot for faster approvals & funding – Applications of Augmented reality and Quantum Computing

Module 4: Fintech in Payments & Lending

8 Hours

Global payment Eco-system- Innovative products in mobile based applications – Peer to Peer lending – Credit Cards- POS based eco system. Dynamic credit rating – Risk Management and Underwriting – Crowdfunding Platforms- P2P Insurance – Green Fintech.

Module 5: Regulatory technology Innovative Fintech Business models**10 Hours**

Evolution of Regtech, Regtech ecosystem, Regtech startups, challenges, Regulatory Sandboxes, Innovative Fintech Business models – Alternative insurance underwriting – Digital wallets – Asset Management – Public Cloud adoption – Fintech & Python – Introduction to Jupiter Notebook -*Emerging trends in Fintech**

(* These topics are categorized as ‘Self-learning’ topics and are subjected to testing)

Basic Text

- Susanne Chishti, Janos Barberis (2016). The FINTECH Book: The Financial Technology

Reference Books

- Sanjay Phadke (2020) Fintech future, The Digital DNA of Finance, SAGE Publishing.
- Susanne Chishti, Janos Barberis (2016), THE FINTECH BOOK: The financial technology handbook for investors, entrepreneurs and visionaries, Wiley.
- Agustin Rubini (2018). Fintech in a Flash: Financial Technology Made Easy, Zaccheus Entertainment, 3rd edition (2018), ISBN-10: 1547417161, ISBN-13: 978-1547417162.

Other reading materials

- KPMG (2017) “The pulse of Fintech Q4 2016: Global analysis of investment in fintech,” KPMG,
- G. Hileman and M. Rauchs (2017), Global Cryptocurrency Benchmarking Study, Cambridge: Cambridge Centre for Alternative Finance.
- CrowdfunderHub (2016) Current State of Crowdfunding in Europe: An Overview of the Crowdfunding Industry in more than 25 Countries: Trends, Volumes & Regulation.
- PwC (2016), “Financial services technology 2020 and beyond: Embracing disruption”.
- Citigroup(2016), “Digital disruption: How FinTech is forcing banking to a tipping point,”
- Innovate Finance(2015) , “Innovate finance manifesto: UK 2020”.
- Palgrave Macmillan (2017) Investigating the global FinTech Talent Shortage, Toronto: Ryerson University, 2017.
- R. McWaters (2015) “The future of financial services: How disruptive innovations are reshaping the way financial services are structured, provisioned and consumed,” World Economic Forum.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Commodity Markets

Course Code: 23MBADSE419

Semester: 4

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Discussing the functioning of Commodity Derivative Markets
- Examining the features of derivative instruments
- Appraising commodity derivatives as a hedging, speculating & arbitraging instrument
- Examining Energy & Commodity Derivatives
- Describing the process of clearing, settlement and risk containment

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Explain the conceptual and practical framework of the functioning of Commodity Derivative Markets
CO2	Examine the conceptual and practical framework of the derivative instruments
CO3	Employ commodity derivatives as a hedging, speculating & arbitraging instrument
CO4	Appraise Energy & Commodity Derivatives
CO5	Describe the clearing, settlement & risk containment mechanism

Course Contents:

Module 1: Introduction to Commodity Derivatives

10 Hours

Definition of derivatives, Products, Participants and Functions, Spot versus Forward Transaction, Exchange Traded Versus OTC Derivatives, Difference Between Commodity and Financial Derivatives, Evolution of Commodity Derivatives Markets, Commodity Derivative Markets in India, Indian Commodity Exchanges, Commodities Traded on Exchanges, Global Commodity Derivatives Exchanges

Module 2: Forward, Future & Options

10 Hours

Forward Contracts, Introduction to Futures, Futures Terminology (Spot price, Futures price, Contract cycle, Expiry date, Delivery unit, Basis, Cost of carry, Initial margin, Marking-to-market (MTM), Maintenance margin). Distinction between futures and forwards, Basic Payoffs in future contract, Introduction to options, Payoffs in options, Option Terminology (Buyer of an option, Writer of an option, Call option, Put option, Option price, Expiration date, Strike price, American options, European options, In-the-money option, At-the-money option, Out-of-the-money option, Intrinsic value of an option, Time value of an option)

Module 3: Pricing & Uses of Commodity Derivatives

10 Hours

The Cost of Carry Model, The Futures Basis, Basic Principles of Hedging, Short Hedge, Payoff for buyer of a short hedge, Long Hedge, Payoff for buyer of a long hedge, Hedge Ratio, Advantages of Hedging, Limitation of Hedging: Basis Risk, Speculation: Bullish Commodity, Speculation: Bearish Commodity, Arbitrage: Overpriced Commodity Futures, Under-priced Commodity Futures.

Module 4: Energy & Commodity Derivatives

7 Hours

Agricultural commodities, Metal, Energy products: Crude oil, Natural gas & Electricity, Weather Derivatives

Module 5: Clearing and Settlement

8 Hours

Visiting commodity exchanges websites, Clearing Mechanism, Settlement: Settlement Mechanism, Final

settlement, Settlement Methods: Physical delivery of the underlying asset, closing out by offsetting positions, Cash settlement, Entities involved in Physical Settlement, Risk Management Mechanism, SPAN, Computation of Initial Margin, Implication of taxation

Basic Texts

- Hull, John C, Basu Sankarshan (2016), Options, Futures, and Other Derivatives, Pearson Education Services Pvt Ltd., Bengaluru
- Kevin, S. (2014). Commodity and financial derivatives. PHI Learning Pvt.
- Kleinman, G. (2001). Commodity futures and options: A step-by-step guide to successful trading. Financial Times/Prentice Hall.
- Chance, D. M., & Brooks, R. (2015). Introduction to derivatives and risk management. Cengage Learning.
- Chatnani. (2010). Commodity markets. Tata McGraw-Hill Education.
- Chew, D. H. (2008). Corporate risk management. Columbia University Press.

Reference Books

- NISM (2020), Commodity Markets Module
- (n.d.). Indian Institute of Banking and Finance (2005) . Risk Management. Macmillan India Ltd.
- (n.d.). Home. <https://www.mcxindia.com/>
- Live quotes. National Commodity & Derivatives Exchange Limited. https://ncdex.com/market-watch/live_quotes

Other reading material

- Capital Markets & Derivatives, *The Management Accountant*, ICAI, April, 2018, Vol 53

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation: 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Financial Modeling

Course Code: 23MBADSE420

Semester: 4

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Describe the conceptual framework in financial modelling.
- Create Corporate Financial Statements forecasting
- Explain the concepts of time value of money through financial analytics
- Examine the financial decisions in business
- Decide business valuation techniques for various areas

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO 1	Explain the theory and practice of financial modelling
CO 2	Construct the corporate valuation using excel
CO 3	Employ the application of time value money
CO 4	Test financing, investing and dividend decisions in business
CO 5	Appraise business valuation using financial modelling techniques.

Course Contents

Module 1: Introduction to financial modelling

9 Hours

Conceptual framework of Financial modelling, steps in modelling, Business models, **Recap of Major Functions in Excel***, Accuracy, Flexibility & User-friendliness of Financial models, Defining Model objectives, setting up modules, identifying inputs and variables, Defining deliverables and functionality, Stress testing Models and Model Documentation, introduction to simulation, **decision tree analysis, scenario analysis***, Excel functions with illustrations.

Module 2: Corporate Valuation

9 Hours

Adjusted Book Value Approach, Forecasting performance, **Asset based valuation***- Projecting financial statements, Income Statement, Balance Sheet, **Cash Flow Statement***.

Module 3: Applications of Time value of money

9 Hours

Time value of money, present and future values, **EMI Calculation and loan amortization table***, sensitivity analysis, **capital budgeting analysis***.

Module 4: Financing, working capital and dividend decision

10 Hours

Capital structure analysis, **cost of capital analysis*** at various capital mixes, working capital management, **dividend decisions***.

Module 5: Business Valuation

8 Hours

Break even analysis with sensitivity analysis, Regression Analysis, **Monte Carlo Simulation***, **Derivatives and Pricing using Excel***, Financial Modeling for Bonds and Bond Pricing, Valuation for Mergers, Synergy computation.

(* These topics are categorized as 'Self-learning' topics and are subjected to testing)

Basic Texts

- Simon Benninga (2014), *Financial Modelling*, (4th ed.). Cambridge: The MIT Press.

Reference Books

- Pignataro, P. (2013). *Financial Modelling and Valuation: A practical guide to investment banking and private equity*. (2nd ed.). John Wiley & Sons.
- Joachim Hacker & Dietmar Ernst (2017), *Financial Modelling: An Introductory Guide to Excel and VBA Applications in Finance (Global Financial Markets)*. (1st ed.), London: Palgrave Macmillan
- Chandan Sengupta (2011), *Financial Analysis and Modelling using Excel and VBA*, (2nd ed.). Wiley
- Michael Rees (2017), *Principles of Financial Modelling: Model Design and Best Practices Using Excel and VBA*. (1st ed). New York: Wiley.
- Shmuel Oluwa. (2019), *Hands-On Financial Modelling with Microsoft Excel 2019: Build practical Models for Forecasting, Valuation, Trading, and Growth analysis using Excel 2019*, Birmingham: Packt Publishing Limited
- Tom Y. Sawyer (2014), *Financial Modelling for Business Owners and Entrepreneurs: Developing Excel Models to Raise Capital, Increase Cash Flow, Improve Operations, Plan Projects, and Make Decisions*, (1st ed), Basingstoke: Springer Nature; 1st ed. Edition
- Christie Karis (2016), *Financial Modelling: Basics for the Small Business*. (Kindle Ed), New York: Wiley.
- Michael Samonas. (2015), *Financial Forecasting, Analysis, and Modelling: A Framework for Long-Term Forecasting*, (1st ed.). New York: Wiley.
- Liam Bastick. (2016), *Introduction to Financial Modelling: How to Excel at Being a Lazy That Means Efficient! Modeller*. (Kindle ed). Holy Macro! Books.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Advanced Financial Reporting

Course Code: 23MBADSE421

Semester: 4

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Discuss theory and practice of financial reporting
- Value the corporate voluntary disclosures
- Interpret the emerging trends in financial reporting
- Test the financial statements of Insurance Companies
- Appraise financial statements of various sectors.

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO 1	Explain theory and practice of financial reporting
CO 2	Appraise the corporate voluntary disclosures
CO 3	Illustrate the emerging trends in financial reporting
CO 4	Examine financial statement of Insurance Companies
CO 5	Value financial statements of various sectors

Course Contents:

Module 1: Financial Reporting Framework:

8 Hours

Overview of Accounting Standards – Indian AS and IFRS – IFRS and Ind AS convergence, Global Reporting Initiative (GRI), Business Responsibility Report, Quarterly report filing, annual report filing. Annual Report: Important components of annual report - MD&A, Corporate Governance, Auditors report, Directors report.

Module 2: Cash flow Statements:

8 Hours

Cash flow statements: Cash and Cash Equivalents: Sources and Applications, Three Activities: Operating activities, Investing activities, financing activities – Methods - Preparation of statement of cash flows (Indirect method), Direct Method (concept only).

Module 3: Financial Statements of Banking Companies:

10 Hours

Banking company financial statements: Preparation of statement of Profit and Loss and balance sheet of banks (Simple Problems with Schedules)

Module 4: Financial Statements of Insurance Companies:

8 Hours

Insurance company financial statements: Preparation of final accounts of Life and non-life insurance companies; Revenue account, P&L Account and Balance sheet (simple problems only).

Module 5: Advanced issues in Financial Reporting:

11 Hours

Earnings per share (EPS): Basic and diluted EPS. Share based payments - Employee stock options plan (ESOP), Employee stock purchase plan (ESPP) and Stock Appreciation Rights (SAR), Ethics in Accounting, Creative accounting, Accounting Scandals Enron, Xerox, Satyam. Introduction to Human Resources Accounting – Concepts.

(* These topics are categorized as 'Self-learning' topics and are subjected to testing)

Basic Texts

- Narayanaswamy, R. (2018). Financial Accounting: A Managerial Perspective, PHI Learning Pvt. Ltd.

Reference Books

- S N Maheshwari; Suneel K Maheshwari & Sharad K Maheshwari. (2018). Corporate Accounting, (6th ed.) Vikas Publishing House.
- Hanif, M. &, & Hanif, A. M. (2017). Corporate Accounting (2nd ed.). Tata McGraw-Hill Education.
- Radhika, P., & Raman, A. (2018). Corporate Accounting (2nd ed.). McGraw-Hill Education.
- Khanuja.S.S, Piyush Mehta, Karim.A. (2015), Corporate Accounting, (1st ed.). New Delhi: SBPD Publishing House.
- Anthony, Robert. (2019), Accounting text and cases. (13th ed.). New Delhi: Tata McGraw-Hill Publications.
- Bhattacharya, A.B. (2016). Financial accounting for business managers. (4th ed.). New Delhi: Prentice Hall of India.
- Bagavathi, P. R. (2016). Management accounting (4th ed.). New Delhi: S. Chand Publishing.
- Goyal.V.K. (2012), Corporate Accounting, (3rd ed.). Prentice Hall India Learning Private Limited.
- Shukla.S.M & Gupta.K.L (2018). Corporate Accounting. (52nd ed.). Agra: Sahitya Bhawan Publications.
- Shukal.M.C.& Grewal.T.S.(2016), Advanced Accounts-II, (9th ed). New Delhi: S Chand Publishing.
- Kakani Ramchandran. (2020), How To Read A Cash Flow Statement. (2nd ed.). Delhi: Tata McGraw-Hill Publications.

Other reading material

- Arimany, Nuria and Viladecans, Carme. (2015), Analysis of the Cash Flow Statement's Usefulness: An Empirical Study. European Accounting and Management Review, Volume 2, Issue 1, <http://dx.doi.org/10.2139/ssrn.2737292>.
- Nguyen, D. D., & Nguyen, A. H. (2020). The Impact of Cash Flow Statement on Lending Decision of Commercial Banks: Evidence from Vietnam. The Journal of Asian Finance, Economics and Business, 7(6), 85–93. <https://doi.org/10.13106/JAFEB.2020.VOL7.NO6.085>

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

SKILL ENHANCEMENT

Course Title: Python for Finance

Course Code: 23MBASEC403

Semester:4

Credits: 2

Hours (LTP): 30 Hours

Course Objectives:

- Explore Python in finance.
- Apply tools of Python in financial research.

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Understand the fundamentals of Python
CO2	Gain knowledge about core libraries used in Python Finance Ecosystem
CO3	Present data using Matplotlib
CO4	Apply Python in financial forecasting

Course Contents:

Module 1 Python Basics

8 Hours

Overview of Python and its use in finance, its benefits over other software, installation, libraries and toolkits in python, Introduction to Jupyter Notebooks and basic Python syntax,

Module 2 - Handling and Analyzing Data in Python

7 Hours

Essential data types: Introduction to data sources, Reading and writing essential data formats (CSV, Excel, SQL, time-series), strings, tuples, lists, Dicts, Conditional statements, functions, sequences, and loops, Indexing and selecting data in Pandas, Filing in the missing data, removing duplicates, joining & merging datasets, working with Numpy on multidimensional arrays and matrices

Module 3 Presenting finance data using matplotlib

8 Hours

Summarization, Visualization and statistical graphics with Matplotlib, Scatterplots, Histograms, applications of histograms in finance, checking normality

Module 4 Portfolio management using Python

7 Hours

Build investment portfolios, calculate risk and return of investment portfolios, Building and evaluating predictive models for financial markets, Time Series Analysis: Analyze financial time series data with Pandas, including working with missing data, resampling, and rolling statistics.

Basic Texts

- Hilpisch, Y. (2018). *Python for finance: Mastering data-driven finance*. O'Reilly Media.
- Naik, K. (2019). *Hands-on Python for finance: A practical guide to implementing financial analysis strategies using Python*.

Reference Book:

- Lewinson, E. (2020). *Python for finance cookbook: Over 50 recipes for applying modern Python libraries to financial data analysis*. Packt Publishing.

- Sweigart, A. (2015). *Automate the boring stuff with Python: Practical programming for total beginners*. San Francisco, CA: No Starch Press.
- Lutz, M. (2013). *Learning Python*, 5th Edition. O'Reilly Media, Inc.
- Downey, A. B. (2015). *Think Python: How to think like a computer scientist*. Green Tea Press.

Other references:

- Weiming, J. M. (2015). *Mastering Python for finance*. Packt Publishing.
- Codecademy. (n.d.). Learn Python. Retrieved from <https://www.codecademy.com/learn/learn-python>
- W3Schools. (n.d.). Python Tutorial. Retrieved from <https://www.w3schools.com/python/>
- Python.org. (n.d.). The Python Tutorial. Retrieved from <https://docs.python.org/3/tutorial/>

Evaluation Pattern:

Continuous Evaluation – Skill Enhancement Courses						Total
A1	A2	A3	A4	Internal Test/ Quiz etc	Class Participation	100 Marks
20	20	20	20	10	10	

**INTERNATIONAL FINANCIAL ACCOUNTING (IFA)
SPECIALIZATION**

Semester II

Sector Specific Hard Core

Course Title: Cost and Management Accounting

Course Code: 23MBADSE279

Semester: 2

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Enabling students to understand the nature, source and purpose of management information
- Demonstrate the classification of costs
- Explain cost accounting techniques
- Illustrate Marginal costing and process costing
- Compare traditional and modern costing techniques

Course Outcomes

At the end of the course, learners will be able to:

CO1	Discuss the conceptual framework of management information
CO2	Demonstrate various classification of costs
CO3	Evaluate various cost accounting techniques
CO4	Appraise, analyse absorption, marginal, job and process costing
CO5	Compare traditional modern costing techniques

Course Contents:

Module 1: The Nature, Source and Purpose of Management Information

8 Hours

Data sources (machine/sensor, transactional and human/social), internal and external sources of data – uses and limitations of published information/data, difference between data and information and attributes of good information – limitations of management information in aiding decision making.

Module 2: Role of cost in Management Accounting

8 Hours

Purpose and role of cost and management accounting, Production and non-production costs, analysis of product/service costs by function – direct and indirect costs – fixed and variable costs, use of codes in categorizing transactions – cost behaviour and graphs – cost objects, cost units and cost centres - responsibility centres (cost, profit, investment and revenue centres). *Presenting management information – written reports – tables, charts and graphs – interpreting management information.

Module 3: Cost Accounting Techniques

10 Hours

Accounting for materials, Economic Order Quantity (EOQ), valuation of inventory using LIFO, FIFO and Average methods, Accounting for labour, Different remuneration methods – labour turnover and causes. Accounting for overheads – direct and indirect expenses – overhead absorption rates and appropriate bases.

Module 4: Absorption and marginal costing

13 Hours

Absorption and marginal costing – advantages and disadvantages, effect on inventory valuation – reconciliation of profits or losses between absorption and marginal costing. Cost accounting methods – job and batch costing – process costing – normal and abnormal losses/gains – accounting for common costs – joint products and by-product valuation – process accounts – service/operation costing.

Module 5: Modern costing techniques**6 Hours**

Difference between traditional costing techniques and alternate cost accounting principles (no calculations)

* – activity-based costing (ABC) – target costing – life cycle costing – total quality management (TQM).

(These topics are categorized as 'Self-learning' topics and are subjected to testing)***Basic Texts:**

- Don R. Hansen and Maryanne M. Mowen (8th Edition), Managerial Accounting, Thomson South-Western, USA. ISBN: 978-0-324-37600-5
- Arora M. N. (11th Edition), A Text book of Cost and Management Accounting, Vikas Publishing House. ISBN: 978-9-390-47050-1

References:

- Khan M.Y. and Jain P. K. (2006), Management Accounting and Financial Analysis for CA Final, Tata McGraw Hill Education. ISBN: 978-0070611801
- Khan M.Y. and Jain P. K. (4th Edition), Management Accounting: Text, Problems & Cases
- Colin Drury (10th Edition, 2018), Management and Cost Accounting, Cengage Learning India Pvt. Ltd. ISBN: 978-9-355-73513-3
- Raef A. Lawson (2020), Management Accounting Case Book: Cases from the IMA Educational Case Journal, Wiley. ISBN: 978-1-119-7245 hrs2-0

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation	: 10 Marks	50 Marks	100 Marks
Assessment 1	: 10 Marks		
Assessment 2	: 10 Marks		
Assessment 3	: 10 Marks		
Block End Test	: 10 Marks		

DISCIPLINE SPECIFIC ELECTIVE

Course title: Integrated Financial Analysis and Reporting (IFAR)

Course Code: 23MBADSE280

Semester: 2

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- To familiarize students with the fundamental concepts of financial reporting and the regulatory framework surrounding it.
- To provide students with a strong foundation in double-entry bookkeeping and inventory valuation.
- To provide students with a comprehensive understanding of recording transactions and adjustments in relation to non-current assets, receivables.
- To equip students with the necessary skills to prepare basic financial statements and understand the associated concepts and techniques with the records of incomplete records.
- To provide students with a comprehensive understanding of group accounting and the interpretation of consolidated financial statements.

Course Outcomes:

At the end of the course, learners will be able to:

CO1	To demonstrate a comprehensive understanding of financial reporting principles, Qualitative characteristics of financial information, regulatory frameworks
CO2	To apply double-entry bookkeeping principles, correct errors and effectively prepare and maintain accounts for various business transactions.
CO3	To record various transactions and adjustments related to non-current assets, receivables.
CO4	To prepare basic financial statements and understand the significance of reporting reserves, separate disclosures, and events after the reporting period.
CO5	To apply the principles of group accounting, interpret consolidated financial statements

Course Contents:

Module 1: Financial Information and Regulatory Framework

6 Hours

Qualitative characteristics of financial information: Relevance, faithful representation, comparability, verifiability, timeliness, understandability. Financial reporting and regulatory systems: Role of IFRS standards, concept of corporate governance, *duties and responsibilities of company directors**.

Module 2: Double Entry Bookkeeping and Inventory Valuation

10 Hours

Main forms of business transactions and source documents. Accounting records: Double entry book keeping system- Recording sales, purchases, returns, discounts, sales tax, Inventory valuation methods, ascertain cost of Inventory. Purposes of Trial balance, Types of errors, suspense account, journal entries to correct errors.

Module 3: Recording Transactions

9 Hours

Other Adjustments Non-current assets: Capital vs. revenue expenditure, asset register, depreciation. Disposal of non-current assets: Profit/loss on disposal, revaluation. Tangible and intangible non-current assets: Research and development costs, amortization. Matching concepts: Accruals and prepayments. Receivables: Aged receivables, irrecoverable debt, allowance for receivables

Module 4: Techniques for incomplete records & Preparation of cash flow statements

10 Hours

Financial statements: Reporting reserves, separate disclosures, events after the reporting period. Techniques for incomplete records Payables, provisions, contingent liabilities, contingent assets. Control accounts for

receivables and payables. *Difference between profits and cash flows**, preparation of statement of cash flows using indirect method.

Module 5: Group Accounting and Interpretation of Financial Statements

10 Hours

Group accounting: Parent, subsidiary, control, non-controlling interest. Consolidated statement of financial position: Fair values, intra-group trading, unrealized profits, mid-year acquisitions, goodwill accounting using fair value method. Consolidated statements of profit or loss: Intra-group trading, unrealized profit, mid-year acquisitions. Associates and equity accounting. Interpretation of consolidated Financial Statements
 (* These topics are categorized as 'Self-learning' topics and are subjected to testing)

Basic Texts:

- Accountant in Business - Kaplan Publishing
- Financial Reporting - Kaplan Publishing

References:

- ACCA study materials
- Mohamed Hanif, Amitabha Mukherjee, Advanced Accounting, Tata McgrawHill Company, 2009, 1st Edition, New Delhi
- SP Jain and Narang, Advanced Accounts, Kalyani Publishers. 2009 18th Edition, New Delhi.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation	: 10 Marks	50 Marks	100 Marks
Assessment 1	: 10 Marks		
Assessment 2	: 10 Marks		
Assessment 3	: 10 Marks		
Block End Test	: 10 Marks		

Course Title: Corporate Law

Course Code: 23MBADSE281

Semester: 2

Credits: 3

Hours (TI): 45 hrs

Course Objectives:

- Examine the legal framework and structure prevailing in the Indian Corporate Laws
- Analyze the Corporate laws in the Indian context which is imperative for successful operations of companies in India
- Outline the fundamentals of Company law in company formation and preliminary compliance requirements
- Appraise the related Laws pertinent to financial instruments and Administration of Companies
- Understand insolvency laws and adjudication regulations.

Course Outcomes (COs):

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

CO1	Comprehend the Law and the Legal system and Limited Liability Partnership Act, 2008
CO2	Examine the provisions of the Companies pertinent to formation and administration
CO3	Analyze the laws pertaining to Directors, Key Managerial Personnel and employment law
CO4	Assess Business strategies to ensure compliance related to financial instruments, company meetings and auditors.
CO5	Delineate knowledge of Insolvency and Adjudication

Course Contents

Module 1: Law and the Legal system, Limited Liability Partnership Act, 2008

8 hours

Law and the legal system: Definition- Types of law Structure and operation of the courts, Sources of law: Case law and precedent- Legislation Rules and presumptions used by the courts

Liability Partnership Act, 2008: Introduction- covering nature and scope, Essential features, characteristics of LLP, Incorporation and differences with other forms of organizations.

Module 2: - The Companies Act, 2013

10 hours

Essential features of company, corporate veil theory, Classes of companies, types of share capital, Incorporation of company, Doctrine of Indoor Management. Prospectus and Allotment of Securities, Share Capital and Debentures, Acceptance of Deposits by companies, Registration of Charges, Management and Administration, Accounts of Companies, Audit and Auditors

Share capital – Types of shares- Rights issue- bonus issue- Issue of Shares at discount or premium, Declaration and payment of Dividend, Registration of Charge, Loan capital - Debenture- Fixed and floating charges, Management, administration and the regulation of Companies-Company directors - Other company officers -Company meetings and resolutionsProvisions relating to Books of Account, Provisions relating to Audit, Auditors' Appointment, Rotation of Auditors, Auditors' Report, Secretarial Audit.

Module 3: Directors and Key Managerial Personnel & Employment Law**9 hours**

Directors and Key Managerial Personnel: Appointment; Legal positions, powers and duties; removal of directors; Key managerial personnel, managing director, manager; Meetings of shareholders and board; Types of meeting, convening and conduct of meetings, postal ballot, meeting through video conferencing, e-voting; Committees of Board of Directors - Audit Committee, Nomination and Remuneration Committee, Stakeholders Relationship Committee, Corporate Social Responsibility Committee.

Module 4: Employment law**9 hours**

The formation and constitution of a company- Duties of promoters- rules of pre-incorporation contracts- Procedures for company registration Statutory books-Article of association, Memorandum of Association, Appointment and Qualifications of Directors, Appointment and remuneration of Managerial Personnel, Meetings of Board and its powers, Inspection, inquiry and Investigation

Module 5: Insolvency law**9 hours**

Winding Up: - Voluntary liquidation- Compulsory liquidation- Insolvency and administration, Corporate fraudulent and criminal behavior –Legal control over insider dealing, money laundering, bribery, Fraudulent and criminal behaviour, Compounding of offences, Adjudication, Special Courts, National Company Law Tribunal and Appellate Tribunal

Basic Texts:

1. Singh, A. (n.d.). *Company Law* (15th Revised edition). Eastern Book Co.
2. Kuchhal, M. C. K. V. (2013). *Business Law, 6th Edition*. Vikas.
3. Sanjeev Gupta (2021), *Company Law Procedures & Compliances (In 2 Volumes)*, 2nd Edition,

Reference Books:-

1. Tulsian Business Law book, McGraw Hill Education
2. Elements of Business Law by N D Kapoor, Sultan Chand Publication
3. Corporate and Economic Law by Pankaj Garj, Taxmann
4. Company Law by Avtar Singh - Eastern Book Company

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

SEMESTER – III
Discipline Specific Elective

Course title: Financial Reporting

Course Code: 23MBADSE392

Semester: 3

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Understanding the need for Conceptual and Regulatory framework
- Understanding the underlying principles in application of the accounting standards to various business transactions
- Preparation of individual financial statement by applying the various IFRS/IAS
- Preparation of consolidated financial statement by applying the various IFRS/IAS
- Analyse and interpret of financial statement using ratios and non-financial data.

Course Outcomes:

At the end of the course, learners will be able to:

CO1	Assess the importance of conceptual framework and its relevance to financial reporting
CO2	Acquire a sound knowledge about the IFRS/IAS principles and apply them to account for various business transactions
CO3	Understand the preparation of individual financial statements of a company using the knowledge about IFRS/IAS
CO4	Understand the preparation of consolidated financial statements of a company using the knowledge about IFRS/IAS
CO5	Using ratios and non-financial information, analyze and interpret the financial statement of a company.

Course Contents:

Module 1: Framework for Financial Reporting Conceptual Framework

8 Hours

Meaning, Need and Alternatives – Qualitative Characteristics of financial information (Fundamental and Enhancing characteristics) - Recognition and measurement criteria of elements of FS - Measurement bases in financial statements including relative advantage and disadvantage of each base Need for Regulatory Framework - Role of various regulatory bodies - Difference between principle based and rule-based framework – Standard setting process.

Module 2: Application of accounting standards

10 Hours

Asset based standards such as Property, plant, and equipment, Intangible assets, Borrowing costs, Investment property, Impairment of assets, Non-current assets held for sale and discontinued operations, Inventory & biological assets, Provisions & contingencies, Events after reporting period, Accounting policies, estimates & errors, Incomes Taxes including accounting for current tax and deferred tax, Government Grants, Effects of changes in foreign exchange rates, Leases, Financial Instruments (excluding hedge accounting & impairment of financial assets), Earnings Per Share – Basic and Diluted. Fair Value Measurement. Revenue recognition for contracts where performance obligations are satisfied over time or at a point in time.

Module 3: Accounting standards and Financial Statements

8 Hours

Thorough knowledge of preparation & presentation of financial statements by incorporating the effects of the accounting standards– Preparing full or extracts of statement of profit or loss and other comprehensive

income, statement of financial position and statement of changes in equity - Prepare extracts from a statement of cash flows for a single entity (not a group) in accordance with relevant IFRS Standards using the indirect method only.

Module 4: Parent, Subsidiary & Associate Financial Statements

11 Hours

Concept of group – concepts of parent, subsidiary & associate – concept of control of parent over subsidiary – concept of non-controlling interest – basics of consolidation – identify which entity should prepare consolidated financial statements, Concept of pre and post-acquisition profits - circumstances where it is permitted not to consolidate a subsidiary Consolidated financial statements (excluding group cash flow statement) for a simple group with one subsidiary and/or one associate – computation of fair value of net assets, Consolidated goodwill and Non-Controlling Interest (NCI) on date of acquisition -Computation of group retained earnings and other reserves on date of consolidation – fair value adjustments on consolidation – effects of intra-group trading on consolidation – effect of disposal of parent’s investment in subsidiary in parent’s individual financial statements and in consolidated financial statements – Impact of goodwill impairment - effect of the disposal of a parent’s investment in a subsidiary in the parent’s individual financial statements.

Module 5: Analysis through Financial Statements

8 Hours

Problems of Historical cost accounting, Manipulations in FS using creative accounting and window dressing – Impact of seasonal trading and major acquisition on interpretations – Limitations of interpretation techniques while using consolidated FS - Calculation and interpretation of accounting ratios and trends to address users’ and stakeholders’ needs, Analyze the financial performance and position of an entity using the financial statements – Using non-financial information in interpretation - Use of ratios in performance evaluation, Trend analysis, Comparison with competition or industry average - Limitation of interpretation techniques - Interpretation of the financial statement of a specialized, not for-profit or public sector organization.

(These topics are categorized as ‘Self-learning’ topics and are subjected to testing)*

Basic Texts:

- Kaplan Publishing ACCA Financial Reporting - Study text and Exam Kit – (2022-2023 exams)
- BPP Publishing Media – ACCA Financial Reporting – Workbook and Practice Revision Kit – (2022-2023)

References:

- S. N. Maheswari. Advanced Accountancy. Himalaya Publishing Company
- Frank Wood. Business accounting Volume 1. Pearson Publishers

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation	: 10 Marks	50 Marks	100 Marks
Assessment 1	: 10 Marks		
Assessment 2	: 10 Marks		
Assessment 3	: 10 Marks		
Block End Test	: 10 Marks		

Course Title: Corporate Finance

Course Code: 23MBADSE393

Semester: 3

Credits: 3

Hours(LTP): 45 hrs

Course Objectives:

- To develop upon core financial management knowledge and skills
- To make students apply relevant financial management knowledge to take financial decisions
- To analyze the key strategic financial issues considered in a mergers and acquisition
- To explain alternative sources of finance and investment opportunities and their suitability in particular circumstances
- To describe how currency rate risk affects financial decision-making in the international market.

Course Outcomes:

At the end of the course, learners will be able to:

CO1	Explain and evaluate the role and responsibility of the senior financial executive or advisor in meeting conflicting needs of stakeholders and recognise the role of international financial institutions in the financial management of multinationals
CO2	Evaluate potential investment decisions and assessing their financial and strategic consequences, both domestically and internationally
CO3	Assess and plan acquisitions and mergers as an alternative growth strategy
CO4	Evaluate and advise on alternative corporate re-organisation strategies
CO5	Apply and evaluate alternative advanced treasury and risk management

Course Contents:

Module 1: Financial Management Function & Environment

8 Hours

Financial Management Function: Organizational Goals - Management of Financial Resources - Assessment of Organizational Performance and Financial Risk - Framework for Risk Management - Capital Investment Monitoring - Advising Board of Directors - Best Practice in Financial Management – Inter-connectedness of Functional Areas - Resolution of Stakeholder Conflicts - Ethical Framework - Ethical Financial Policy for Financial Management - Sustainability and Environment Issues - Integrated Reporting and Governance - Dividend Policies - Transfer Pricing of Goods and Services across International Borders
Self-learning: students to study the free trade policies and dividend policies of MNCs - Theory and Practice of Free Trade - Role of International Financial Institutions and Markets and their Impact - New Developments in Macroeconomic Environment - Financial Planning Framework for a Multinational Organization

Cost of Capital & International Corporate Finance

10 Hour

Approaches to capital structure – capital structure theories and their impact on the cost of capital & company valuation – use of MM prepositions in financial management.
Sources of international finance – Euro bonds, Euro Dollar & Foreign currency bond markets – the concept of Islamic financing & products thereof such as Murabaha, Mudaraba, Musharaka, Ijara and Sukuk bonds
Self-learning: students to study the role of IMF and WTO and the mechanism of currency exchange.

Module 3: Advanced investment appraisal techniques**9 Hours**

Merits & demerits of traditional techniques like NPV and IRR – use of modified IRR – concept of duration and modified duration – adjusted present value method (APV) (impact of financing on project NPV) – use of options theory in evaluating investment projects having embedded real option (using Black-Scholes model) – Assessing Value at risk (VaR model) – multi-period capital rationing (linear programming (only setting up LP problem & interpreting the output) – estimating project-specific cost of capital using MM model and process Beta and CAPM

Self-learning: students to study effect of double taxation avoidance agreements – exchange controls & withholding taxes, Financial evaluation of international projects – estimating exchange rates using purchasing power parity (PPP) and interest rate parity (IRP) equations – applying Fischer equation – estimating cash flows and estimating the relevant cost of capital

Module 4: Valuation of Business**9 Hours**

Nature and purpose of the valuation of business and financial assets - reasons for valuing businesses and financial assets – limitations of information - Models for valuation of shares - asset-based valuation models - net book value (statement of financial position) basis - net realisable value basis - net replacement cost basis - income-based valuation models – Price / Earnings ratio method – earnings yield method - cash flow-based valuation models - dividend valuation model - the dividend growth model –discounted cash flow basis. The valuation of debt and other financial assets - valuation methods - Efficient Market Hypothesis (EMH)

Self-learning: students to study the recent top M&A to identify how the business are valued.

Module 5: Advanced risk management**9 Hours**

*Role of the treasury in financial risk management** – organizing treasury function (centralized v/s decentralized) – transaction, translation & economic risks related to currency fluctuations – currency hedging tools (internal – the currency of the invoice, leading & lagging, matching, netting and external – forwards, futures, options & swaps, money market)

Managing interest rate risk through different techniques (internal – matching & smoothing, asset/liability management, external – forward rate agreement (FRA), futures, options, and swaps)

Basic Texts:

- Fundamentals of Financial Management by Eugene F. Brigham Joel F. Houston
- Corporate Finance Theory and Practice by Maurizio Dallocchio, Yann Le Fur, Pascal Quiry, Antonio Salvi, Pierre Vernimmen

References:

- ACCA Kaplan AFM Study text and Exam kit 2022-23
- ACCA BPP AFM Study text and Exam kit 2022-23
- Multinational Business Finance by Eiteman, David K. Stonehill, Arthur I. Moffett, Michael H.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Accountant Skills

Course Code: **23MBADSE321**

Semester: **3**

Credits: **3**

Hours (LTP): **45 Hours**

Course Objectives:

- Introducing students to regulatory framework in Accounting in the global context
- Enabling students to understand different Accounting Standards- IFRS, IAS & IND AS
- Equipping students with tools and techniques to prepare Group Accounts
- Introducing key aspects of UK Taxation
- Creating an understanding on the important trends in Accounting and Finance Technology

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO 1	Discuss importance of GAAP and ethics in Accounting at the global context
CO 2	Examine the select international Accounting Standards
CO 3	Use Accounting concepts for preparing Group Accounts
CO 4	Discuss the key aspects of UK taxation
CO 5	Assess the emerging trends in accounting and finance technology

Course Contents:

Module 1: Introduction to Accounting framework

6 Hours

Accounting and other disciplines, regulatory framework for accounting and reporting, *Ethics in accounting**

Module 2: Introduction to select IFRS, IAS and Ind AS statements

10 Hours

Updated List of IFRS Statements, List of IAS, List of Ind AS issued by MCA, First time adoption of Ind AS, detailed study of Ind AS101 *First Time Adoption of Ind AS**, Ind AS102 Share based payment and Ind AS108 Operating segments

Module 3: Preparation of Consolidated Financial Statements

13 Hours

Updated List of IFRS Statements, List of IAS, List of Ind AS issued by MCA, First time adoption of Ind AS, detailed study of Ind AS101 *First Time Adoption of Ind AS**, Ind AS102 Share based payment and Ind AS108 Operating segments

Module 4: UK Taxation

10 Hours

Inheritance tax, Corporation tax liabilities, scope of corporation tax, comprehensive computation of corporation tax liability, introduction to UK Value added tax

Module 5: Emerging trends in Accounting and Fintech solutions

6 Hours

Sustainability Reporting practices, Other emerging thoughts and trends in accounting, Development in fintech technology solutions, application of fintech in manufacturing, services and allied sectors. *Study and survey of practical and real life practices**.

(* These topics are categorized as 'Self-learning' topics and are subjected to testing)

Basic Text:

ACCA – Text books (2020), Financial Reporting and Taxation.

Reference Books:

- Arora.R.K. (2018), *Financial Accounting: Fundamentals, Analysis and Reporting*. (1st ed.). New Delhi: Wiley India Pvt Ltd.
- Carl Warren, James M. Reeve, Jonathan Duchac. (2018), *Accounting*. (5th ed.). New Delhi: Cengage Learning India Pvt. Ltd.
- Anthony, Robert. (2019), *Accounting text and cases*. (13th ed.). New Delhi: Tata McGraw-Hill Publications.
- Bhattacharya, A.B. (2016). *Financial accounting for business managers*. (4th ed.). New Delhi: Prentice Hall of India.
- Kakani Ramchandran. (2017), *How to Analyze Financial Statements*. (2nd ed.). Delhi: Tata McGraw-Hill Publications.
- Horngren, Charles.T. (2012), *Introduction to Financial Accounting*. (9th ed.). India: Pearson’s Education

Other reading materials:

- William. J.Bruns (2004), *Introduction to Accounting Records*, Harvard Business School Publications, pp. 1-8.
- Sugata Roychowdury (2019), *The effects of financial reporting and disclosure on corporate investment*, *Journal of Accounting and Economics*, Volume 68, Issue 2-3.
- Matthias Breuer (2021), *How does financial reporting regulation affect industry wide resource allocation*, *Journal of Accounting and Research*. <https://doi.org/10.1111/1475-679X.12345>
- Anubha Srivastava, Prerna Bhutani (2019), *“IFRS in India: Challenges and Opportunities”*, *IUP Journal of Accounting Research & Audit Practices*, Vol. XI, No. 2, April 2012, pp. 6-32
- Ashbaugh, H. & Pincus, M. (2019). *Domestic accounting standards, International Accounting Standards, and the predictability of earnings*. *Journal of Accounting Research*, 39, 417-434
- Delvaille, P., Ebbers, G., & Saccon, C. (2018). *International financial reporting convergence: Evidence from three continental European countries*. *Accounting in Europe*, 2, 137–164.
- Santanu Kumar Das (2014) *“Indian Accounting Standards and IFRS”*, *International Journal of Innovative Research and Practices* Vol.2, Issue 7, July 2014 ISSN 2321-2926.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

SEMESTER – IV
Discipline Specific Elective

Course Title: Advanced Audit and Assurance

Course Code: 23MBADSE493

Semester: 4

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- To analyze, evaluate and conclude on the assurance engagement and other audit and assurance issues in the context of best practice and current developments.
- To recognise the legal and regulatory environment and its impact on audit and assurance practice.

Course Outcomes:

At the end of the course, learners will be able to:

CO 1	Demonstrate the ability to work effectively and efficiently on assurance and other service engagement within a professional and ethical framework and develop the knowledge, competence, scepticism and skills of an auditor
CO 2	Assess and recommend appropriate quality control policies and procedures in practice management and recognise the auditor's position in relation to the acceptance and retention of professional appointments.
CO 3	Identify and formulate the work required to meet the objectives of audit assignments; apply the International Standards on Auditing; evaluate findings and the results of work performed and draft suitable reports on assignments.
CO 4	Identify and formulate the work required to meet the objectives of non-audit assignments.
CO 5	Understand the current issues and developments relating to the provision of audit-related and assurance services.

Course Contents:

Module 1: Regulatory Environment & Professional and Ethical Consideration

10 Hours

International regulatory frameworks for audit and assurance services - the need for laws, regulations, standards and other guidance relating to audit, assurance and related services - the need for the legal and professional framework - the role of the audit committee and its impact on audit and assurance practice
Money laundering - International methods for combatting money laundering - the scope of criminal offences of money laundering and how professional accountants may be protected from criminal and civil liability
Laws and regulations - Compare and contrast the respective responsibilities of management and auditors concerning compliance with laws and regulations - the auditors' considerations of compliance with laws and regulations and plan audit procedures when possible non-compliance is discovered - how and to whom non-compliance should be reported – withdrawal from engagement
Code of ethics - the fundamental principles and the conceptual framework approach - Identify, evaluate and respond to threats to compliance with the fundamental principles - the effectiveness of available safeguards - importance of professional scepticism in planning and performing an audit
Fraud & error - response to circumstances which indicate a high risk of error or fraud - responsibilities of management and auditors for fraud and error - how, why, when and to whom fraud and error should be reported and the circumstances in which an auditor should withdraw from an engagement

Professional Liability - circumstances in which professional accountants may have legal liability and the criteria that need to be satisfied for legal liability to be recognized - the factors to determine whether or not an auditor is negligent and discuss the auditor's potential liability in given situations - ways in which liability may be restricted

Module 2: Quality Management

8 Hours

Quality management – the principles and purpose of quality management of audit and other assurance engagements - elements of a system of quality management - Evaluate the system of quality management which is in place for a given firm and assess if appropriate quality management has been applied

Advertising, tendering and obtaining professional work and fees - appropriateness of publicity material including the use of the ACCA logo - Outline the determinants of fee-setting - Discuss the ethical and other professional problems, for example, lowballing, involved in establishing and negotiating fees

Professional appointments - matters to be considered and the procedures that an audit firm/professional accountant should carry out before accepting a specified new client/engagement or continuing with an existing engagement - Recognise the key issues that underlie the agreement of the scope and terms of an engagement with a client

Module 3: Planning and Conducting an audit of historical financial information

10 Hours

Planning, materiality and assessing the risk of material misstatement - Define materiality and performance materiality - Discuss and demonstrate the use of analytical procedures - Evaluate and prioritise business risks, audit risks and risks of material misstatement - Interpret the results of analytical procedures - Evaluate the results of planning and risk assessment procedures - importance of the auditor gaining an understanding of the entity - how transnational audits may differ from other audits of historical financial information

Evidence & Testing - Identify and describe audit procedures including substantive and tests of control - Assess and describe how IT can be used to assist the auditor - Evaluate and interpret the results of data analytics tools - specific audit problems and procedures concerning related parties

Audit procedures - appropriate audit procedures relating to inventory, non current assets, intangibles, financial instruments, leases, impairment, employee benefits etc. Using the work of others – Expert – Internal Auditor – Outsourced functions to service organizations Group Audits - specific matters to be considered before accepting appointment as group auditor - the matters specific to planning an audit of group financial statements - how the group auditor should evaluate the audit work performed by a component auditor

Module 4: Completion review and reporting

10 Hours

Subsequent events and going concern - Design audit procedures to identify subsequent events – Evaluate indicators that the going concern basis may be in doubt and recognise mitigating factors - Recommend audit procedures, or evaluate the evidence that might be expected to be available and assess the appropriateness of the going concern basis - Assess the adequacy of disclosures in financial statements relating to going concern. Completion and final review - Apply analytical procedures - Evaluate the use of written representations Audit Reports - Determine the form and content of an auditor's report - assess the appropriateness of the contents of an auditor's report - Recognise and evaluate the factors to be taken into account when forming an audit opinion in a given situation - Assess whether or not a proposed audit opinion is appropriate - Explain the implications for the auditor's report on the financial statements of an entity - the use of an emphasis of matter paragraph, other matter paragraph and KAM disclosure

Module 5: Other assignments

7 Hours

Audit-related and assurance services - the nature of audit-related services, the circumstances in which they might be required and the comparative levels of assurance provided - the main categories of assurance

services that audit firms can provide - the level of assurance (reasonable, high, moderate, limited, negative) for an engagement depending on the subject matter evaluated

Specific assignments - Due diligence, Review of interim financial information, Prospective financial information, Forensic audits

The audit of social, environmental and integrated reporting

The audit of performance information (pre-determined objectives) in public sector (INT syllabus only)

Auditing aspects of insolvency (UK Syllabus only)

(* These topics are categorized as 'Self-learning' topics and are subjected to testing)

Basic Texts:

- Advanced Audit and Assurance: Kaplan Publishing
- Advanced Audit and Assurance: BPP learning media

References:

- Advanced Audit and Assurance: Emile Woolf International
- S. K Basu: Auditing principles and Techniques, Pearson Education
- Aruna Jha: Elements of Auditing, Taxmann

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Strategic Management Accounting

Course Code: 23MBADSE494

Semester:4

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Enabling students to understand strategic management techniques - Budgeting
- Demonstrate capital budgeting techniques and discounted cash flows
- Develop budgetary control reports
- Illustrate standard costing and Variance analysis
- Assess financial and non-financial performance measures

Course Outcomes

At the end of the course, learners will be able to:

CO1	Discuss the conceptual framework of budgeting
CO2	Demonstrate various capital budgeting techniques
CO3	appraise budgetary control and report preparation
CO4	Illustrate standard costing and variance analysis
CO5	Examine financial and non-financial performance measures

Course Contents:

Module 1: Strategic Management Technique – Budgeting

8 Hours

Overview of Strategic management techniques - Nature and purpose of budgeting, budgeting process and stages in budgeting. Budget preparation – importance of principal budget factor – sales budgets – functional budgets (production, raw material usage, purchases, labour, variable and fixed overheads) – cash budgets – master budget – ‘what if’ analysis – scenario planning – fixed and flexible budgets.

Module 2: Budgetary control and reporting

10 Hours

Budgetary control and reporting – variance between flexible budget, fixed budget and actual results – eliminating variances – responsibility accounting – controllable and uncontrollable costs – preparation of control reports. *Behavioural aspect of budgeting – motivation and performance management – managerial incentive schemes – participative approach to budgeting – top down and bottom up approach to budgeting

Module 3: Capital budgeting and discounted cash flows

8 Hours

Capital budgeting and discounted cash flows, steps in preparation of capital expenditure budget, Relevant cash flows for individual investment decisions – present value in annuity and perpetuity – Calculation and interpretation of investment viability – Capital budgeting techniques - net present value (NPV) – internal rate of return (IRR) – discounted and non-discounted payback period, *simple and compound interest – nominal and effective interest rates – compounding and discounting – difference between accounting profit and cash flow.

Module 4: Standard Costing & Variance Analysis

10 Hours

Purpose and principles of standard costing – standard cost per unit under marginal and absorption costing. Variance analysis – sales price and volume variance – material - total, price and usage variance – labour -

total, rate and efficiency variance – variable overhead - total, expenditure and efficiency variance - fixed overhead total, expenditure, volume, capacity and efficiency variance
 Interpretation of variances – factors to consider before investigating variances – *possible causes of variance and recommended control action

Module 5: Measurement of Performance

9 Hours

Mission statement and its role in performance measurement – role of strategic, operational and tactical objectives – impact of economic and market conditions – impact of government regulation.
 Financial performance measures (profitability, liquidity, activity and gearing), *non-financial performance measures – balanced scorecard – three Es (economy, efficiency and effectiveness)

(These topics are categorized as 'Self-learning' topics and are subjected to testing)*

Basic Texts:

- Don R. Hansen and Maryanne M. Mowen (8th Edition), Managerial Accounting, Thomson South-Western, USA. ISBN: 978-0-324-37600-5
- Arora M. N. (11th Edition), A Text book of Cost and Management Accounting, Vikas Publishing House. ISBN: 978-9-390-47050-1

References:

- Khan M.Y. and Jain P. K. (2006), Management Accounting and Financial Analysis for CA Final, Tata McGraw Hill Education. ISBN: 978-0070611801
- Khan M.Y. and Jain P. K. (4th Edition), Management Accounting: Text, Problems & Cases
- Colin Drury (10th Edition, 2018), Management and Cost Accounting, Cengage Learning India Pvt. Ltd. ISBN: 978-9-355-73513-3
- Raef A. Lawson (2020), Management Accounting Case Book: Cases from the IMA Educational Case Journal, Wiley. ISBN: 978-1-119-7245 hrs2-0

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation	: 10 Marks	50 Marks	100 Marks
Assessment 1	: 10 Marks		
Assessment 2	: 10 Marks		
Assessment 3	: 10 Marks		
Block End Test	: 10 Marks		

Course title: Strategic Financial Management

Course Code: 23MBADSE495

Semester: 4

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- To familiarize with Information systems' influence on financial strategies of organizations
- To understand the financial performance of firms with the help of strategic financial management techniques
- To learn about risks in measuring financial management techniques through strategic management goals of a firm applying economic indicators and policy decisions
- To find out tools in measuring financial risk of firms with the help of market and other stakeholder indicators.
- To find out the role of stakeholder's impact on financial performance of a firm and strategies to be adopted in modifying firm performance with the help of technology.

Course Outcomes: At the end of the course, learners will be able to:

CO1	To learn the influence of importance of IS in formulating financial strategies that help in decision making
CO2	To learn strategic financial analysis tools that help in financial decision making
CO3	To learn about risk measurement techniques and altering the same based on economic indicators and policy decisions of a firm
CO4	To understand about tools that help measure financial risk of firms with the help of market and other stakeholder indicators
CO5	To find out technology tools that measure and offer risk mitigation guidance to managers in financial decision making

Course Contents:

Module 1: Information Systems and Strategic Considerations

6 Hours

Information systems and their impact on financial behavior of firms, Strategic aspects of data analytics in financial management, Ethical considerations in using data analytics*, Role of information systems in shaping corporate financial behavior of firms*, Expert systems and decision-making. Role of Human Capital in firm's financial decision making.

Module 2: Tools and Techniques of Financial Management

12 Hours

Decision making using Capital Budgeting, Cost of Capital, CVP Analysis, Variance analysis, Project selection criterion, Balanced Scorecard and Building Block models of performance measurement*. Value-for-money approach for evaluating financial performance in for profit organizations and not-for-profit organizations, Long term portfolio construction in mobilization and utilization of funds.

Module 3: Economic Indicators and Risk Analysis

9 Hours

Risk and uncertainty in business decisions*, Behavioral aspects of firms in decision-making under uncertainties. Key performance indicators, Micro-Macro Economic policies and their impact on strategic

financial decisions of firms. Implications of Policy decisions on firm value. Integrating business performance management with other indicators, Management Processes, Avoiding or overcoming mistakes.

Module 4: External considerations in Strategic Financial Management **10 Hours**

Incorporating external considerations in strategic financial management*, Market conditions and stakeholder, environmental considerations impact on financial performance. Forecasting financial performance based on time, cost, budget, profit and wealth perspectives. Financial sustainability, considerations and application* (Theory only).

Module 5: Technology in Strategic Financial Management **8 Hours**

Role of Technology, advancements in financial performance management*, Integration of technology in financial performance measurement and analysis. Ethical implications of technology in strategic financial management*, Role of technology in shaping strategies in financial management of firms there by performance.

*(*These topics are categorized as 'Self-learning' topics and are subjected to testing)*

Basic Texts:

- Jack Alexander (2018), Financial Planning & Analysis and Performance Management, Wiley. ISBN: 978-1-119-49145 hrs-3
- Prasanna Chandra (2017), Strategic Financial Management, McGraw Hill Education. ISBN: 978-9-332-90293-0

References:

- Andre De Waal (2013), Strategic Performance Management: A Managerial and Behavioral Approach, Palgrave McMillan, 2nd Edition. ISBN: 978-0-230-27385-6
- Baker, Malcolm, Richard Ruback, and Jeffrey Wurgler, Behavioral Corporate Finance: A Survey in The Handbook of Corporate Finance, Volume 1: Empirical Corporate Finance, edited by Espen Eckbo. New York: Elsevier/North-Holland, 2007.
- David Parmenter (3rd Edition), The Financial Controller and CFO's Toolkit: Lean Practices to Transform Your Finance Team, Wiley. ISBN: 978-1-119-28654-7
- Jacek Welc (2022), Evaluating Corporate Financial Performance: Tools and Applications, Springer Nature. ISBN: 978-3-030-97582-1
- Mark Horstman, Kate Braun, Sarah Sentes (2023), The Effective Manager, 2nd Edition, John Wiley & Sons. ISBN: 978-1-394-18161-2

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation	: 10 Marks	50 Marks	100 Marks
Assessment 1	: 10 Marks		
Assessment 2	: 10 Marks		
Assessment 3	: 10 Marks		
Block End Test	: 10 Marks		

**BANKING, FINANCE AND ALLIED SERVICES
(BFAS)
SPECIALIZATION

SEMESTER – II
SECTOR SPECIFIC HARD CORE**

Course Title: Digital Banking

Course Code: 23MBADSE218

Semester: 2

Credits: 3

Hours (LTP): 45 hrs

Course Objectives

- Introducing the learners to the basic concepts of the Digital Banking system
- Facilitating the learners to focus on the rationale and benefits of digitalization of banking products and services
- Familiarise the learners about the payment system and digitalised banking environment
- Acquaint the learners with mobile and internet banking and the integration with e-commerce
- Understand the challenges in technology-oriented bank management and related information security issues.

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Describe the fundamentals of Digital banking and its applications
CO2	Examine Information and Communication Technology in Digital banking
CO3	Assess the operations & usage of mobile and internet banking in India
CO4	Appraise infrastructure related to Digital banking
CO5	Evaluate the latest developments in Digital banking Technology

Course Contents

Module 1: Basics Concepts of Digital Banking

10 Hour

Introduction to Digital Banking, Need for digitalization, Development of technology in Banks, Dimensions of Digital Banking (Customer dimension, Technology dimension, Regulatory dimension), Opportunities to the Banks, Customer expectations and preferences*

Module 2: Information and Communication Technology in Digital Banking

6 Hours

Cashless payments, benefits of cash-less payment, methods of cashless payments, various types of cards, Banking Apps, BHIM, UPI, etc. Digital banking products for financial inclusion, **Safety in Digital Banking*** Banking actionables in Financial Inclusion(FI), Technologies for FI, FI Infra.

Module 3: Mobile and Internet Banking

8 Hours

Mobile Banking, Mechanism of Mobile Banking, Features, IMPS, Information security, Corporate and Individual Internet Banking, Mechanism of Internet Banking, Features, **Integration with e-commerce merchant sites***, Frauds and Risk Management. Marketing of Digital Banking Products – Marketing for Financial Inclusion – Use of Analytics in marketing of digital banking products.

Module 4: Digital Banking Infrastructure

15 Hours

Point of sales (POS) terminals, Types, Key benefits to Merchants and Customers, Cash withdrawal at POS, On-boarding merchant on POS, Approval process. Global and Domestic payment system, Cheque Truncation System (CTS), National Financial Switch (NFS), Real-Time Gross Settlement System (RTGS), National Electronic

Funds Transfer (NEFT), National Electronic Toll Collection (NETC), Bharat QR and Aadhaar based payment, Cloud Computing, E-KYC, Branchless banking.

Module 5: Challenges in Technology-oriented Banking

6 Hours

Emerging rivals: Fintech, Blockchain, Cryptocurrencies, Peer-to-peer financing, Virtualisation; Technology related challenges: AI/ Machine learning applications, IOT, Cyber security. Societal Adaptation

(* These topics are categorized as 'Self-learning' topics and are subjected to testing)

Basic Texts

- Digital Banking (2019), Indian Institute of Banking & Finance, Taxmann Publications (P) Ltd.
- Sarika R Lohana (2020). Digital Banking and Cyber Security. New Century Publications

Reference Books

- James Robert Lay (2020) Banking on Digital Growth: The Strategic Marketing Manifesto to Transform Financial Brands, Lioncrest Publishing
- Luigi Wewege. (2017). The Digital Banking Revolution. Ed.2. Lulu.com.
- Chris Skinner (2014). Digital Bank: Strategies to Launch or Become a Digital Bank (1st ed., Vol. 1). MC Publications.
- Pradip Kumar Ray (2020). Digital Banking Ready Reference for Customer. Notion Press
- Henderson, J. (2018). Retail and Digital Banking: Principles and Practice (Chartered Banker Series) (1st ed.). Kogan Page.
- Blokdyc, G. (2021). Digital Banking Transformation: The Ultimate Step-By-Step Guide. 5STARCOOKS.

Other reading material

- Financial newspapers and periodicals
- Malar, D. A., Arvidsson, V., & Holmstrom, J. (2019). Digital Transformation in Banking: Exploring Value Co-Creation in Online Banking Services in India. *Journal of Global Information Technology Management*, 22(1), 7–24. <https://doi.org/10.1080/1097198X.2019.1567216>
- Singh, R., & Malik, G. (2019). Impact of Digitalization on Indian Rural Banking Customer: With Reference to Payment Systems. *Emerging Economy Studies*, 5(1), 31–41. <https://doi.org/10.1177/2394901519825912>
- Ramrakhiani, J., & Gupta. (2021). STUDY ON DIGITALIZATION OF BANKING IN RURAL INDIA: ISSUES AND CHALLENGES. *International Journal of Advanced Research in Commerce, Management & Social Science*, 4(1), 93–96.
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- Neog, N. (2019). Usage of digital banking services by rural population: A study in sivasagar district of assam. *International Journal of Scientific and Technology Research*, 8(12), 3301–3304.
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Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

SEMESTER – III
DISCIPLINE SPECIFIC ELECTIVE

Course Title: Retail Banking

Course Code: 23MBADSE322

Semester: 3

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Explain the structure and of assets and liabilities of a retail bank's Balance sheet
- Discuss retail banking products and services
- Outline aspects of credit risk management in banks
- Compare techniques in retail banking to attain operational efficiency
- Outline features of relationship management in retail banking

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO 1	Illustrate structure and of assets and liabilities of a retail bank's Balance sheet
CO 2	Evaluate the retail banking products and services offered in India
CO 3	Analyze the credit risk management techniques adopted by retail bankers
CO 4	Explain the techniques used in retail banking to attain operational efficiency
CO 5	Create relationship management techniques in retail banking

Course Contents:

Module 1: Overview of retail banking

10 Hours

Overview of retail banking- retail bank services in the real economy, **sources of funding**, Analysis of Balance sheet and Income statement - retail deposits – wholesale funding, Staff cost and operating cost in retail banking, Retail banking metrics - Net Interest Margin – Net Interest spread – Return on equity – Cost income ratio

Module 2: Retail Banking products and services

8 Hours

Common attributes of retail banking services – different retail banking products*; Pricing formulae and Approaches for consumer loans and retail deposits - Loan process and EMI computation, discussion of common products in Islamic Banking and other International Banking systems

Module 3: Credit Risk Management

10 Hours

Credit risk, market risk and operational risk – **dominant role of credit risk in retail banking** * – Role of law in credit management, Individual loan risk, measurement of credit risk, default risk models, - Recovery of Retail loans- EMI, Defaults, Rescheduling Recovery agents, RBI guidelines

Module 4: Retail Banking Operations

10 Hours

Efficiency in banking processes through **queuing theory concepts** *, 6P model - Little's Law, which is also known as the Law of Velocity, the basis for lean processing, Pareto Principle – reduction of cost, CIR ratio theory of constraints to resolve bottlenecks in bank processes - service standards-BCSBI Technology-Initiatives Lenser's appraisal, Analytics- Transaction information –role.

Module 5: Relationship Management

7 Hours

Maintaining long term Banker, Customer relationship - importance of bank adaptability and the quality of the relationship and which forms the basis for managerial actions to increase customer trust* role of customer relationship management (CRM), Customer-managed relationship (CMR), Customer service representatives (CSRs), The role of senior management in sound Retail governance in banking, Operational excellence through ethical Retail culture in banking, Case studies

(* These topics are categorized as 'Self-learning' topics and are subjected to testing)

Basic Texts

- IIBF. (2018). Retail Banking: (For CAIIB examinations). Macmillan.
- Koch, T. W., & MacDonald, S. S. (2009). Bank management. Cengage Learning.

Reference Books

- Brealey, R. A., Myers, S. C., & Allen, F. (2019). Principles of Retail finance.
- Commercial bank management. (2013). Tata McGraw-Hill Education.
- Dill, A. (2019). Bank regulation, risk management, and compliance: Theory, practice, and key problem areas. Taylor & Francis.
- Gup, B. E., & Kolari, J. W. (2005). Commercial banking: The management of risk. John Wiley & Sons.
- Hull, J. C. (2018). Risk management and financial institutions. John Wiley & Sons.
- IIBF. (2018). Risk Management:(For CAIIB examinations). Macmillan.
- Indian Institute of Banking and Finance (2015). Principles and practices of Banking. Macmillan India.
- Indian Institute of Banking and Finance (2015). Legal and Regulatory aspects of Banking. Macmillan India
- Natarajan, R. (2016). Retail banking: A guide book for novice. Createspace Independent Publishing Platform.
- Swankie, A. G. (2015). Retail banking. Global Professional Pub.
- Tian, W. (2016). Commercial banking risk management: Regulation in the wake of the financial crisis. Springer.

Other reading material

- Freek Vermeulen; Betine Bibonne (2017) Capitec Bank - Redefining Retail Banking: Innovation Through Elimination
- Frances X. Frei; Dennis Campbell (2002) HBR- Industry And Background Note Economics of Retail Banking Note
- Seyyed Ebrahim Hosseini (2019) Designing Optimal Banking Model Based on Customer Service - Journal of System Management 2019, Issue 4, pp. 137-148
- Estrada Guillén, Marta (2019) Increasing customer loyalty through customer engagement in the retail banking industry
- *Basel III: International regulatory framework for banks.* (2017, December 7). Bank for International Settlements. <https://www.bis.org/bcbs/basel3.htm>
- Llewellyn, D. T. (n.d.). Financial innovation and the economics of banking and the financial system. *Financial Innovation in Retail and Retail Banking*
- Mian Dai, Yuan Yuan, Product differentiation and efficiencies in the retail banking industry, Journal of Banking & Finance, Volume 37, Issue 12, 2013, Pages 4907-4919, ISSN 0378-4266,
- Timothy H. Hannan, Retail deposit fees and multimarket banking, Journal of Banking & Finance, Volume 30, Issue 9, 2006, Pages 2561-2578, ISSN 0378-4266
- FINTECH -Case study - INSEAD

- Nanduri Sireesha AAA Banking-(24*7*365)”, published in IRJCBSS Vol.I, Issue7(1), pg no-65, October 2012, ISSN Number 2277-9310
- Nanduri Sireesha Banks-Tell-Talk- Listen –Action: Banking on Social media published in Emerging Trends in Banking published by Academic Foundation, Delhi and IPE, 2014 pg no-291-299- ISBN-9789332701984
- Financial Inclusion through Innovations” in Financial Inclusion: Prospect & Retrospect-(ed) pg no- ISBN Number 978-93-82163-39-8, Aug 21, 2012
- Teresa Fernandes, Teresa Pinto, Relationship quality determinants and outcomes in retail banking services: The role of customer experience, Journal of Retailing and Consumer Services, Volume 50,2019, Pages 30-41, ISSN 0969-6989

Websites

- <https://treasury-management.com/>
- <https://www.finastra.com/>
- <https://www.thebanker.com/Podcast>
- www.iba.org.in
- www.rbi.org.in
- www.cafral.org.in
- www.bis.org
- www.worldbank.org

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

SEMESTER – IV
DISCIPLINE SPECIFIC ELECTIVE

Course Title: Corporate Banking

Course Code: 23MBADSE422

Semester: 4

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Introducing learners to the differing nature, attitude and financial needs of customers.
- Enabling learners to discern among the attributes of various asset classes
- Aiding learners to form a market view that can judge risk and return of investment decisions
- Equipping learners with portfolio creation and wealth management strategies
- Enabling learners to make effective client management decisions aligned to client's profile

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Interpret the nature, attitude and financial needs of customers
CO2	Examine the various asset classes
CO3	Appraise the impact of risk and return from asset classes through a market view
CO4	Construct alternative wealth management portfolios based on varied risk profiling
CO5	Design effective client management strategies aligned to a client's profile

Course Contents:

Module 1: Financial Planning

8 Hours

Introduction to Wealth Management: Meaning of WM, Scope of WM, Components of WM, Process of WM, WM Needs and Expectations of Clients, Code of Ethics for Wealth Manager. Financial planning process, role, **Life cycle analysis, financial literacy, * client education**, client profiling, goal-setting, Financial Blood Test Report (FBR)

Module 2: Wealth Management Asset classes

8 Hours

Personal Financial Statement Analysis: Financial Literacy, Financial Goals and Planning, Cash Flow Analysis, Building Financial Plans, Life Cycle Management., **Economic Cycles--Indicators, Interest rate views***, Financial Planning v/s Wealth Management, PMS vs Wealth Management

Module3: Investment & Risk Management – Equity, Debt & Mutual Funds

13 Hours

Equity, Debt, Financial Mathematics: Calculation of Returns (CAGR, Post-tax Returns, etc.), Total Assets, Net Worth Calculations, Financial Ratios. **Insurance, Mutual Funds, Insurance for wealth Management***, Portfolio construction – Stocks, debt, Mutual Funds

Module 4: Investment & Risk Management - Alternate Asset class

8 Hours

Asset classes--Gold, Real Estate, Private Equity, Venture Capital, Derivatives, Hedge funds, Structured Products

Module 5: Client Management - Strategies

8 Hours

Role of a financial planner, Risk Profiling and Asset allocation form on Client's perspectives, Active & Passive strategy, Niche customers, HNI services, Case studies - Recommending Financial plans to the Clients,

Retirement planning, employee benefit. **Dos and Don'ts in Wealth Management - Benjamin Graham, Warren Buffet - Investment philosophies. ***

(*These topics are categorized as 'Self-learning' topics and are subjected to testing)

Basic Texts

- Dun & Bradstreet (2020). *McGraw Hill Professional: Finance Essential Series - Wealth Management*. McGraw-Hill Education.
- Butler, J. (2014). *The Financial Times Guide to Wealth Management: How to plan, invest and protect your financial assets*. Pearson UK.

Reference Books

- Gannon, N. J. (2019). *Tailored Wealth Management: Exploring the Cause and Effect of Financial Success*. Springer.
- Fevurly, K. R. (2018). Elements of personal financial planning and the wealth-management process. *Plan Your Financial Future*, 31-45 hrs. https://doi.org/10.1007/978-1-4842-3637-6_3
- Billingsley, R., Gitman, L. J., & Joehnk, M. D. (2016). *Personal financial planning*. Cengage Learning.
- The tools of wealth planning. (2016). *The Destructive Power of Family Wealth*, 163-193. <https://doi.org/10.1002/9781119329046.ch6>
- Hallman, G. V., & Rosenbloom, J. (2015). *Private wealth management: The complete reference for the personal financial planner* (9th ed.). McGraw-Hill Education.
- Integrating the family business into wealth management strategy. (2013). *Family Wealth Management*, 119-132. <https://doi.org/10.1002/9781118637807.ch8>
- Pulling it all together: The successful management and transfer of wealth across generations. (2013). *Family Wealth Management*, 393-402. <https://doi.org/10.1002/9781118637807.ch26>
- Rethinking modern portfolio theory, considering goals-based wealth management. (2013). *Family Wealth Management*, 133-148. <https://doi.org/10.1002/9781118637807.ch9>
- Setting out a new approach to family wealth management. (2013). *Family Wealth Management*, 1-22. <https://doi.org/10.1002/9781118637807.ch1>
- About the Raffles family wealth trust. (2013). *Family Wealth Management*, 415-418. <https://doi.org/10.1002/9781118637807.oth03>

Other reading material

- Firfiray, S., & Gomez-Mejia, L. R. (2021). Can family firms nurture socioemotional wealth in the aftermath of Covid-19? Implications for research and practice. *BRQ Business Research Quarterly*, 23409444211008907.
- Top Trends in Wealth Management 2020. Capgemini Report Brochure Potrait (capgemini.com)
- Das, S. R., Ostrov, D. N., Radhakrishnan, A., & Srivastav, D. (2018). A new approach to goals-based wealth management. *Available at SSRN 3117765*
- Van Rooij, M. C., Lusardi, A., & Alessie, R. J. (2012). Financial literacy, retirement planning and household wealth. *The Economic Journal*, 122(560), 449-478.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Credit Risk Management

Course Code: 23MBADSE423

Semester: 4

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Enabling the learners to identify various types of risks in a Bank
- Introduce to the learners the structure, information content and sources of revenues and expenses of corporate banking
- Describe various risks mitigation techniques to the learners
- Familiarize learners about various market risks
- Enabling the learners to understand ALM techniques in banking

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO 1	Identify the different types of risks in a Bank
CO 2	Examine risk regulations – Basel II, III and RBI Regulations
CO 3	Appraise the credit risk management in banks
CO 4	Examine ALM (Asset-Liability Management) techniques in banking
CO 5	Interpret Risk Mitigation and Management Methods

Course Contents:

Module 1: Risk Management in Banks

10 Hours

Meaning and Definition of Risk-Risk Process-Risk Identification, Monitoring and Control. Risk Organization-Key Risks-Credit Risk, Market Risk, Operational Risk, Liquidity Risk, Interest Rate Risk, Currency Risk and Insolvency Risk, NSFR (Net Stable Funding Ratio). ALM (Asset Liability Management)-Purpose and Objective of ALM-ALCO techniques/tools-Simulation, Gap Analysis involving Structural Liquidity Statement, Duration Analysis, Scenario Analysis, Simulation, Value at Risk (VaR) and other statistical methods of control.

Module 2: Risk Measurement and Control

8 Hours

Risk Exposure Analysis-Transaction, Translation, Operating and Economic Exposure. Risk Management/mitigation Policy-Risk immunization policy/strategy for fixing exposure Limits-Risk management policy and Procedure-Prudent Valuation Risk-FRTB (Fundamental Review of Trading Book)-Risk Adjusted Return on Capital (RAROC)

Module 3: Credit Risk Management

10 Hours

Introduction-BCBS (Basel Committee on Banking Supervision)-Basel I – Three Pillars of Basel-II, Pillar I – Capital Adequacy Requirements, Pillar II - Supervisory Review and Pillar III – Market Discipline - Contents of Basel-III- and Capital for Operational Risk - Capital Adequacy Requirements. Methods for estimating capital requirements- Credit Risk-Standardized Approach-Credit Risk-Internal ratings-based approach. Credit Rating/credit scoring and ratings system design*-Credit Bureaus-Stress test and Sensitivity Analysis-Altman's-Z Score-Loan Review Mechanism-Credit Risk and Investment Banking, Credit Risk in Off Balance Sheet Exposure, Credit Risk in Inter-Bank Exposure and Country Risk. Internal Capital Adequacy Assessment Process (ICAAP)-Introduction to Structured Products.

Module 4: Operational Risk**9 Hours**

Introduction, Basel I, II and III – RBI Guidelines-Likely forms of operational risk and Causes for significant increase in Operational Risk-Sound Principles of Operational Risk Management-Role of Board of Directors and Senior Management in Operational Risk Management(ORM)* – SPOR-Organizational set up and key responsibilities of ORM-SPOR- policy requirements and strategic approach for ORM-SPOR identification measurement, control/mitigation of operational risks-Capital allocation for operational risk, methodology, qualifying criteria for banks for the adoption of the methods-Computation of capital charge for operational risk-Basic Indicator Approach and Standardized Approach.

Module 5: Market Risk**8 Hours**

Introduction and definition -Prescriptions of Basel I, II and III – Liquidity Risk-Interest Rate Risk-Gap Risk, Basis Risk, Net Interest Position risk, Embedded Option Risk, Yield Curve Risk, Price Risk and Re-Investment Risk-Foreign Exchange Risk – Price Risk (Equity)-Commodity Risk-Treatment of Market Risk under Basel a) Standardized Duration Method b) Internal Measurement Approach-VaR

(* These topics are categorized as ‘Self-learning’ topics and are subjected to testing)

Basic Texts

- K. Vaidya Nathan. (2013), Credit Risk Management for Indian Banks. Sage publications
- Joel Bessis (2015). Risk Management in Banking. Wiley Finance.

Reference Books

- John C. Hull (2012). Risk Management and Financial Institutions. John Wiley & Sons.
- T. Ravi Kumar. (2005). Asset Liability Management, Vision Publications.
- Koch W, Timothy, and S. Scott. (2005) Bank Management. Thomson, New Delhi.
- S. Murali, K.R. Subbakrishna (2012). Bank Credit Management. Himalaya Publishing House.
- Lev Borodovsky , Marc Lore (2000). Professional’s Handbook of Financial Risk Management. Butterworth-Heinemann

Other Reading Material

- <http://www.rbi.org.in> (Monetary Policy review)
- Guidelines and circulars of RBI <https://www.rbi.org.in/upload/notification/pdfs/61494.pdf>
- www.iba.org.in
- <https://www.hdfcbank.com/content/api/contentstream-id/723fb80a-2dde-42a3-9793-7ae1be57c87f/1bcf4f2c-17cc-4759-9081-dcc0f5beeb60?>
- <https://www.pnbindia.in/downloadprocess.aspx?fid=s1d6Z2gyk/XHdtU0omsGsA==>
- <https://www.icicibank.com/aboutus/Annual-Reports/2019-20/ICICI-Bank-Annual-Report-FY2020.pdf>
- https://www.yesbank.in/pdf/annual_report_2019_2020_pdf

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

**HUMAN RESOURCE MANAGEMENT
SPECIALIZATION**

SEMESTER – II

SECTOR SPECIFIC HARD CORE

Course Title: Talent Acquisition

Course Code: 23MBADSE219

Semester: 2

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Define the functions of manpower planning, job analysis and ability to draft job description and specification.
- Describe the hiring functions of human resource management and the changing pattern of hiring and HR preferences.
- Demonstrate the knowledge and skills related to selection process.
- Examine the process of conducting interviews and understand the possible biases.
- Develop the ability to use modern technique in the latest developments of talent acquisition.

Course Outcomes (COs):

At the end of the course, the learners will be able to:

CO1	Describe the manpower planning process and to draft job description and job specification.
CO2	Discuss the recent trends and contemporary issues in Indian hiring scenario.
CO3	Contrast various types of interviews used in selection process
CO4	Formulate various job offer letters upon giving conditions and contexts.
CO5	Appraise the latest trends in talent acquisition domain.

Course Contents:

Module 1: Manpower Planning

9 Hours

Overview of Indian labor market scenario, Job conditions in key industries, Job opportunities for HR professional. Meaning and importance of manpower planning, Concepts of manpower planning – Long / short range planning, cost of planning or not doing so, Process of manpower planning challenges faced, Linking manpower planning to other human resources functions. Demand and Forecasting techniques, Markov analysis. Meaning and process of job analysis, importance of job analysis*, various techniques of job analysis, writing of job descriptions and specifications.

Module 2: Recruitment

8 Hours

Recruitment process, Factors affecting recruitment, challenges in recruitment, internal and external sources of recruitment*, recent trends in recruitment. Realistic job previews- meaning and importance. Employee Referral Programs, Campus Recruitment trends. Recruitment metrics -Time to fill/hire, cost per hire etc.

Module 3: Selection

12 Hours

Selection process – detailed step by step selection process. Reliability and Validity of tests, Types of interviews-structured and unstructured interviews, panel and group interviews, stress interviews, competency-based interviews, Behavioural Event Interviews, campus recruitment, Importance of referral hiring in a company and how and why it is increasing. Medical tests*, reference and background verification*, recent trends in selection. Techniques of selection, impact of selection decision on organization. Selection decisions- Various techniques and relative importance. Virtual interviews, Video interviews – AI in interview, Metrics -Selection ratio, Yield ratio etc

Module 4: Job Offer, Induction and Placement**9 Hours**

Contents of job offer, offer and acceptance of job, placement of the candidate on job, various types of induction, importance of induction, Virtual Induction, Challenges involved in placement and induction, Induction activities done by the corporate, Offer Letter Evaluation, Selecting the Right offer*, Self-assessment before accepting any offer. Metrics - Offer acceptance rate, First year resignation rate. OPL rate.

Module 5: Contemporary issues in Hiring**7 Hours**

Contemporary issues in recruitment. Introduction to Social media role in recruitment and online recruitment, Leadership recruiting, Salary bench-marking., contemporary online recruitment tools, Social Media Index.

Basic Texts

- Bhattacharya, D. (2021) Human Resource Planning, Kolkata, India: Excel Publishing.
- Roberts, G. (2021) Recruitment and Selection, Mumbai, India: Jaico Publishing Company.

Reference Books

- Edinborough, R. (2018). Assessment methods in Recruitment, Selection and Performance. New Delhi, India: Kogan Page Limited
- Armstrong, M (2019). Handbook of Human Resource Management Practice New Delhi, India: Kogan Page Limited.

Other reading material

- <https://www.peoplesmatters.in/article/employee-relations/induction-to-integrate-employees-and-systems-with-organisation->
- <https://www.entrepreneur.com/article/76182>
- <http://business.time.com/2012/08/15/the-power-within-why-internal-recruiting-hiring-are-on-the-rise/>
- <http://work.chron.com/importance-personal-interviews-selection-process-2864.html>

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Name: Human Resource Professional in Business

Course Code: 23MBADSE220

Semester: 2

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Explain the HR roles for HR professionals.
- Illustrate the various skillsets important for an HR Administrative Expert.
- Classify the competencies critical for the different HR roles.
- Examine the role of HR as a change agent.
- Evaluate the Strategic HR role using appropriate frameworks.

Course Outcomes:

CO1	Summarize the importance of four Human Resource manager roles.
CO2	Identify the skill sets required to become an HR administrative expert.
CO3	Discover the competencies required for an Employee Champion role.
CO4	Demonstrate the capabilities inherent in a change agent role.
CO5	Critically assess the role of HR as a strategic partner in organizations.

Course Contents

Module 1: Introduction

9 Hours

Introduction - History of HR works in waves, Competitive challenges of future of HR – Globalization, the value chain for business competitiveness and HR services, Profitability through cost and growth, capability focus, change and some more change, technology, turnaround is not transformation. Multiple role models for Human resource management – Management of strategic human resources, firm infrastructure, employee contribution, transformation, and change. Module-based Case Studies

Module 2: HR Administrative Expert

9 Hours

Becoming an Administrative Expert- actions needed, phases in reengineering HR processes. Essential skill sets- Becoming a shared service organization- key success factors- customer needs, customer interface, process, shared services, defining measures of success. Potential Pitfalls. Module-based Case Studies.

Module 3: HR as an Employee Champion

9 Hours

The Employee Champion Role – Natural employee champions- benefits of employee champions- potential skills-challenge of nurturing employee contribution- framework- Demand/resource challenge- Turn demands into resources. Module-based Case Studies.

Module 4: HR as a Change Agent

9 Hours

Challenges to successful change- building capacity for change- Culture change- changing the mindset- steps to manifest change- HR professionals as change agents- catalyst, champion, sponsor, facilitator, designer, demonstrator. Module-based Case Studies.

Module 5: HR as a Strategic Partner

9 Hours

HR Strategic Partner - Definition, Becoming a strategic business partner. Essential Competencies- Challenges – Avoid SPOTS, creating a balance scorecard, aligning HR to business plan, watch out for quick fixes, and

create a competency focus within the firm. Conquering Challenges. Framework for organizational diagnosis – Define an organizational architecture, create an assessment process, provide leadership for the improvement process and set priorities. Strategic HR Partner Strategy. Module based Case Studies.

Basic Texts

- Ulrich, D. (1997). Human resource champions: The next agenda for adding value and delivering results. Boston: Harvard Business School Press.
- Templeman, G. (2021). The HR Business Partner Handbook: A Practical Guide to Being Your Organization’s Strategic People Expert. United Kingdom: Kogan Page.

Reference Books

- Ulrich, D., & Brockbank, W. (2005). The HR value proposition. Boston, Mass: Harvard Business School Press.

Other reading material

- Harvard Business Review: A New Mandate for Human Resources <https://hbr.org/1998/01/a-new-mandate-for-human-resources>
- Society for Industrial and Organizational Psychology: Work in the 21st Century — The Changing Role of Human Resources <https://www.siop.org/Research-Publications/TIP/backissues/tipjan98/may>
- Organization Change Management (OCM), HCL Technologies Website

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: HR Functional Skills

Course Code: 23MBADSE221

Semester: 2

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Explain the components of an employee handbook.
- Discuss the importance of competency in the development of job description and job specification.
- Describe the training process in a company.
- Classify the salary structure of employees.
- Describe the process of performance appraisal.

Course Outcomes (COs):

At the end of the course, the learner will be able:

CO1	Design an employee Hand Book
CO2	Develop formats to be used for interview
CO3	Design formats for various training activities such as training Schedule, training handouts, pre and post training feedback
CO4	Plan the salary structure of an employee
CO5	Write the performance review formats for an employee's performance appraisal

Course Contents:

Module 1: HR policy and practices

9 hours

Employee Hand book: Contents (Including Standing Orders) for employee handbook – Related metrics.

Replacement chart & Succession Planning: Prepare Replacement Chart, Action Plan for Succession Planning – Related metrics, **latest research***.

Disciplinary Action: Process to conduct an enquiry, Develop the format for “Memo”, **latest research***.

Module 2: Competency and interviews

9 hours

Competency Dictionary: - Design a competency dictionary – Related metrics. Design a Job description & Specification template. Conduct Interviews: Formats for different rounds of interviews. Induction: developing Induction plans/ feedback sheets, **latest research***.

Position analysis questionnaire

Module 3: Learning Organisation

9 hours

Formats to identify training needs, design Training objectives, prepare training schedule, training handouts pre and post training feedback form, **latest research***.

Module 4: Compensation Management

9 hours

Design compensation structure and calculate Salary, take home salary, components. Calculate salary structure from pay commission reports, **latest research***. Competency based payment/ human capital management

Module 5: Performance Review & Practice**9 hours**

Design KRA and KPI, Prepare guidelines for effective appraisal and Conduct Performance feedback.

Performance appraisal: Design a Performance Appraisal Form and related metrics BARS: Develop Behaviourally Anchored Rating Scales (BARS), Develop formats for 360 degrees. Prepare / Develop Employee development plan, employee feedback, **latest research***.

(* These topics are categorized as 'Self-learning' topics and are subjected to testing)

Basic Texts

- Dessler, G & Varkey, B. (2018). Human resource management. 15 Edition Pearson.
- Decenzo, D A & Robbins, S P (2010). Human resource management, John Wiley & Sons.

Reference Books

- Camen, M M., Croucher, R & Leigh, S (Eds)(2011). Human resource management: A case study approach. India: Jaico.
- Fisher, C D., Schoenfeldt, L F & Shaw, J B (2011). Human resource management, Biztantra.
- Mathis, R L & Jackson, J H (2000). Human Resource Management, 9th ed, South Western: Thomson Learning Publications.

Other reading material

- Monappa, A (1992) Personnel management & industrial relations. Tata Mc Graw Hill. Rao, V S P (2000). Managing people. Amexcel Publisher.
- Rudrabasavaraj, M.N. (2000). Dynamic personnel administration, Himalaya Publishing House.
- Sinha, R N., Sinha, I B, & Shekhar S P (2001). Industrial relations, trade unions and labour legislation. India: Pearson Education.
- Snell, S & Bohlander, G (2009). Human resources management: A SouthAsian perspective. India: Cengage Learning.
- Venkataratnam, C S & Srivastava, B N (2001). Personnel / Human Resource Management. New Delhi, Amexcel publisher.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

DISCIPLINE SPECIFIC ELECTIVE

Course Title: Professional Human Resource Competencies and Behaviour

Course Code: 23MBADSE222

Semester: 2

Credits:3

Hours (LTP): 45 hrs

Course Objectives:

- Describing self-awareness and transactional analysis
- Elucidating the diverse aspects of emotional intelligence and resilience with their organizational relevance.
- Discussing the concept of personality and applicability of personality instruments.
- Explain leadership instruments and coaching techniques with applications.
- Discuss the components of effective communication, creativity and innovation.

Course Outcomes (COs):

At the end of the course, the learner will be able:

CO1	Illustrate the dynamics of self-awareness and transactional analysis in practice
CO2	Articulate relevant emotional intelligent models and resilience strategies
CO3	Interpret the scores of personality instruments
CO4	Illustrate leadership instruments and techniques of coaching
CO5	Identify best practices for creativity, innovation and coaching

Course Contents:

Module 1: Self-awareness

9 hours

Who Am I?, Johari Window, What are you doing?, What are you feeling?, What are your blind spots?, Increasing Self Awareness, Observation and Value Judgements: Looking at self-awareness and acceptance, Self-Acceptance is the goal, **latest research***

Transactional Analysis: Life Positions – Beliefs about Self and Others, Justifying decisions and Behaviour, The OK Corral, Ego States, Role of Ego States in TA, Scripts, Games, Self-Defeating and Self-Perpetuating Transactions, **latest research***.

Module 2: Emotional Intelligence

9 hours

Components Of Emotional Intelligence, Modelling, Measurement And Future Applications, Strategies To Improve Emotional Intelligence, Organizational Behavioural Intelligence, Behavioural Intelligence And Working In Teams, Interpersonal Communication & Conversational Intelligence, Corporate & Business Strategy: Success Through Emotionally Intelligent Leadership, Emotional Intelligence & Behavioral Intelligence Assessment, Bar-On Model of Emotional Social Intelligence and the Genos Model, **latest research***.

Resilience- Developmental And Clinical Perspectives, Protective Factors - Variables That Contribute To A Person'S Resilience, Goal Setting, Mental Agility, Multiple Perspectives, Problem Solving, Optimism-How Optimism Works, What Does Optimism Do Differently?, Resilience Pitfalls- Danger Thoughts, Adversity Triggers And Adversity Thinking, Instant Resilience Strategies, Building Positive Emotion By Identifying Character Strengths, Resilience Strategies, **latest research***

Module 3: Personality**8 hours**

Types, Personality traits, Personality Assessment, Personality Instruments - (Application and Analysis), Personal effectiveness, Stages of Development- Freudian stages of development, Erik Erickson's stages of development, How needs impact personality, Personality Judgement in daily life, Personality and Behaviour, Psychoanalysis , Unconscious Mind – Defenses and Slip, Humanistic and Positive Psychology, Personality Disorders, Myers Briggs Type Indicator test (MBTI), 15FQ+ Personality Instrument, Personality and Career Choice, Self Efficacy, **latest research***

Module 4: Leadership Instruments**9 hours**

Application And Analysis, Leadership Trait Questionnaire, Skills Inventory, Style Questionnaire, Leader-Member Exchange (Lmx 7) Questionnaire, Authentic Leadership Self-Assessment Questionnaire, Team Excellence And Collaborative Team Leader Questionnaire, The Gender-Leader Implicit Association Test, Dimensions Of Culture Questionnaire, Perceived Leader Integrity Scale, **latest research***.

Coaching Skills, Coaching Psychology, Theories & Techniques, Coaching Models, Executive Coaching, Relationship Coaching, Group Coaching, Leadership Coaching - Executive Coaching - Manager Coaching - Team Leader Coaching, Life Skills Coaching - Transformational Coaching, Relationship Coaching, Career & Transition Coaching, Work/Life Balance Coaching, Cross Cultural Coaching, Business Coaching - Entrepreneur Coaching, Creativity Coaching, - Sustainability Coaching, **latest research***.

Module 5: Effective Communication**10 hours**

Understanding Communication Barriers, Language Barriers, Cultural Barriers, Differences, Para verbal Communication Skills, The Power of Pitch, The Truth about Tone, The Strength of Speed, Interpreting Gestures, Speaking Like a STAR- S = Situation, T = Task, A = Action, R = Result, Listening Skills, Ways to Listen Better Today, Understanding Active Listening, Sending Good Signals to Others, Asking Good Questions, Appreciative Inquiry, The Purpose of AI, Mastering the Art of Conversation- Sharing Ideas and Perspectives, Understanding Precipitating Factors, Establishing Common Ground, Using "I" , Effective Presentation Skills, Effective Interviewing Skills, Helpful Feedback- Negative and Positive Feedback, **latest research***

Creativity and Innovation - Stages of Innovation, Where Ideas Come From, Creative Problem Solving, After Ideation, Best Practices for Creativity, Creative Intelligence, Design Thinking, Frameworks and Models, Empathy, Customer Experience Map, Empathy, DT Tools - Journey Map, Mind Mapping, Visualization, Story Telling, Prototyping, **latest research***.

(* These topics are categorized as 'Self-learning' topics and are subjected to testing)

Basic Texts

- Berne, E. (2011). Games people play: The basic handbook of transactional analysis. Tantor eBooks.
- Berne, E. (2016). Transactional analysis in psychotherapy: A systematic individual and social psychiatry. Pickle Partners Publishing.

Reference Books

- Cornell, W. F. (2018). Into TA: A comprehensive textbook on transactional analysis. Routledge.
- Goleman, D. (2012). Emotional intelligence: Why it can matter more than IQ. Bantam.
- Janasz, D. (2006). Interpersonal skills in organisation. Tata McGraw-Hill Education.
- Larsen, R. J., Buss, D. M., Wismeijer, A., & Song, J. (2005). Personality psychology: Domains of knowledge about human nature.

Other reading material

- Liedtka, J., & Ogilvie, T. (2011). Designing for growth: A design thinking tool kit for managers. Columbia University Press.
- Northouse, P. G. (1999). Leadership: Theory and practice (p. xxiii). E-Content Generic Vendor.
- Rogers, J. (2016). Coaching skills: The definitive guide to being a coach. Open University Press.
- Solidoro, A. (2009), "Interpersonal Skills in Organizations", Journal of European Industrial Training, Vol. 33 No. 5, pp. 472-474. <https://doi.org/10.1108/03090590>

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Digital Human Resource Management

Course Code: 23MBADSE223

Semester: 2

Credits:3

Hours (LTP): 45 hrs

Course Objectives

- Discuss the influence of AI (Artificial Intelligence) on the future workforce.
- Describe the alignment of HR strategy to the Organizations' strategy.
- Identify the steps in the development of Design thinking in HR.
- Describe the digital HR transformation framework.
- Illustrate the influence of Digitization on the employee experience.

Course Outcomes

At the end of the course, learners will be able to:

CO1	Justify the usage of AI at the work place.
CO2	Identify the HR Technology which can support the HR digital strategy.
CO3	Devise solutions to Organizational challenges using Design Thinking.
CO4	Devise a plan to develop digital mindset among employees.
CO5	Design interventions to improve employee experience.

Course Contents

Module 1 - The Future of Work and Introduction to AI in HR.

9 hours

Define AI. Impact of AI on HR. Benefits of implementing AI, new technologies in HR. Future of Work, Implementing AI tools within HR, Digital Dexterity-Types of Technology users in organizations *Aligning technology and HR processes to generate profit for the business.

Module 2 - Digital HR Strategy

8 hours

Business Case & Support – Predict future Performance, Candidate outreach, Automated candidate screening, employee virtual assistant, sentiment analysis, Components of HR strategies, alignment of digital HR strategy to the organization's strategies, *Selecting HR Technology & Implementing HR Technology

Module 3 - Design Thinking in HR

10 hours

Design thinking principles. Design thinking techniques, macro factors that affect an organization, Impact on the workforce. Digital mindset, employees' personal experience and overall digital experience, assess employee experience, identify workplace issues and initial analysis of the phases of design thinking (Understand, Empathize, and Synthesize), Developing and testing possible solutions to workplace issues, *solution and identification phases of design thinking (Ideate, Prototype, and Iterate)

Module 4 - Digital HR Automation

10 hours

Introduction to Digital HR Automation, Digital HR foundation, Digital change management fundamentals. Digital Culture and Digital Mindset in a digital era, HR Digital Toolkit,* Digital HR Transformation Framework.

Module 5 - Employee experience**8 hours**

Employee-centered, Basics of Employee Experience (EX), Employee engagement, Redefining EX with Design thinking, Creating Employee Experience, Origins and evolution of EX, Definitions and the key components of EX, Challenges associated to EX and solutions to unlock business value with the *EX-processes & interventions to improve employee expectations

(* These topics are categorized as 'Self-learning' topics and are subjected to testing)

Basic Texts

- Varshney, D. (2020). Digital Transformation and Creation of an Agile Workforce: Exploring Company Initiatives and Employee Attitudes. In *Contemporary Global Issues in Human Resource Management*. Emerald Publishing Limited.

Reference books

- Waters, S. D., Streets, V. N., McFarlane, L. A., & Johnson-Murray, R. (2018). *The practical guide to HR analytics: Using data to inform, transform, and empower HR decisions*. Society for Human Resource Management.

Other reading material

- DiRomualdo, A., El-Khoury, D., & Girimonte, F. (2018). HR in the digital age: How digital technology will change HR's organization structure, processes and roles. *Strategic HR Review*.
- Harney, B., & Collings, D. G. (2021). Navigating the shifting landscapes of HRM. *Human Resource Management Review*, 100824.
- Larkin, J. (2017). HR digital disruption: the biggest wave of transformation in decades. *Strategic HR review*.
- Manuti, A., & De Palma, P. D. (2018). Digital HR. *London: Palgrave Macmillan, doi, 10, 978-3*.
- Minbaeva, D. (2020). Disrupted HR?. *Human Resource Management Review*, 100820.
- Parry, E., & Strohmeier, S. (2014). HRM in the digital age—digital changes and challenges of the HR profession. *Employee Relations*.
- Sen, S. (2020). *Digital HR Strategy: Achieving Sustainable Transformation in the Digital Age*. Kogan Page Publishers.
- Ulrich, D., & Yeung, A. (2019). Agility: The new response to dynamic change. *Strategic HR Review*.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Research Methodology in Human Resource Management Practices

Course Code: 23MBADSE224

Semester: 2

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Explain different approaches that can be used in varying contexts in research.
- Critiqued and develop specific research objectives and hypotheses.
- Illustrate different research Instruments required to conduct a research.
- Use different types of data in varying research contexts.
- Demonstrate data analysis methods using statistical and qualitative techniques.

Course Outcomes (COs):

At the end of the course, the learner will be able:

CO1	Compare qualitative and quantitative approaches in research
CO2	Develop literature review, research question and hypothesis
CO3	Identify appropriate Instrument to conduct a research
CO4	Organize the data for different types of research
CO5	Examine the data using statistical and qualitative Methods

Course Contents:

Module 1: Introduction to Research

7 Hours

Introduction to business research, Principles of HR research, types of research, significance and relevance, limitations & Ethics, features of a good research study, designing all the stages of a typical research in HRM using qualitative and quantitative approach, common problems/ errors with metrics, advantages of measuring HRM.

Module 2: Research Process

8 Hours

Research process- formulation of research problem, developing hypotheses, literature review, types of research designs, sampling, plan of analysis and expected outcomes, writing a research proposal.

Module 3: Understanding Measurements

10 Hours

Measurement & scaling Measurement – concept, data types, impact on analysis, types of measurement scales - single Vs multiple items, comparative Vs non comparative scales, scale construction, item analysis, measurement error -validity & reliability of the scale, questionnaire design – criteria, types of questionnaire, question design, Structure, physical characteristics of questionnaire.

Module 4: Data Collection Methods

10 Hours

Data collection methods, primary & secondary data, benefits, drawbacks, Evaluation. distinguishing quantitative Vs Qualitative Methods, Observation, FGD (Focused Group Discussion), depth interview & projective techniques – process, merits and limitations, types of secondary data – Internal and external data sources.

Module 5: Analyzing and reporting the data**10 Hours**

Qualitative and quantitative methods, hypothesis testing - hypothesis testing for single, two and multiple groups (t-test, ANOVA, Chi-Square), factor analysis, narrative/ transcript analysis - purpose, application, research report –types – contents of report – need for executive summary – chapterization – contents of chapter – report writing – the role of audience – readability – comprehension – tone – final proof – report format, reporting interpretations of results.

(* These topics are categorized as ‘Self-learning’ topics and are subjected to testing)

Basic Texts

- Kothari, C.R. (2012). Research Methodology. Methods and Techniques. New Age International (P) Limited, Edition 2.
- Anderson, V. (2011). Research Methods in Human Resource Management. University Press, 2nd Edition.

Reference Books

- Bhattacharyya, D.K. (2006). Human resource research methods. Excel Books, 2nd Edition.
- Cooper, D. R. & Schindler, P. S. (2008). Business Research Methods. McGraw Hill publications, 10th Edition.
- Zikmund, W. (2008). Business Research Methods, Thomson South Western Publishers (9th ed.).
- Gittelsohn, J; Bentley, Margaret E. &Pelto, Pertti J. (1994). Listening to Women Talk About Their Health Issues and Evidence from India, South Asia Books, 1994, 1st edition.

Other reading material

- Sanders. K.K.; Cugin, Julie & Bainbridge, Hugh T J. (2014). Research Methods for Human Resource Management, Publisher: Routledge, ISBN: 9781317918295, 1st edition.
- Schaefer, R. A., & Palanski, M. E. (2014). Emotional Contagion at Work: An In-Class Experiential Activity. Journal of Management Education, 38(4), 533– 559. <https://doi.org/10.1177/1052562913489030> 2)
- Chawla, D & Sondhi, N (2016). Research Methodology: Concepts and Cases, Vikas Publishing House Pvt. Ltd. (2nd ed.).
- Nicolescu, O. (2009). Methods and Techniques Specific to Human Resource Management. Accessed from: <https://core.ac.uk/download/pdf/6331001.pdf>.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Labour Economics

Course Code: 23MBADSE225

Semester: 2

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Discuss the characteristics of the Indian Labor Market.
- Explain the employment patterns in different sectors.
- Describe the wage determination theories.
- Recognize the components of labor welfare and social security.
- Identify the factors which influence labor management.

Course Outcomes (COs):

At the end of the course, the learner will be able to:

CO1	Illustrate the forces affecting the Indian Labor Market
CO2	Appraise the employment rates in different sectors
CO3	Contrast the Wage determination process in different sectors
CO4	Interpret the labor welfare policies in India
CO5	Design methods to improve labor management at the workplace

Course Contents

Module 1 - Labor Market

9 Hours

Nature and characteristics of labour markets in developing countries like India; Paradigms of labour market analysis — Classical, neo-classical and dualistic economy; Demand for labour in relation to size and pattern of investment; Choice of technologies and labour policies; Supply of labour in relation to growth of labour force; Labour market policies; Mobility and productivity of labour; Rationalization; Methods of recruitment and placement; Employment service organization in India, Gig Economy, and labor market outcome, latest research*

Module 2 – Employment

9 Hours

Employment and development relationship — Poverty and unemployment in developing countries; Unemployment — Concept, Types, and Measurement, particularly in India; Impact of rationalization, technological change and modernization on employment in organized private industry, Public sector and employment in agricultural sector; Analysis of educated unemployment; Employment policy in Five Year Plans and its evaluation, Digital Platform, Gig Workers informal work and employment, latest research*

Module 3 – Market Structure and Wage Determination

9 Hours

Human Capital Theory, Classical, neo-classical and bargaining theories of wage determination; Concepts of minimum wage, living wage and fair wage in theory and practice; Discrimination in labour markets; Wage determination in various sectors — rural, urban, organized, unorganized and in informal sectors. Wage Inequality, and Wage differ across and within occupations Analysis of rigidity in labour markets; Asymmetric information and efficiency of labour markets in wage determination; National wage policy in India, latest research*.

Module – 4 – State and Labour**9 Hours**

State and social security of labour — Concept of social security and its evolution; Social assistance and social insurance; Review and appraisal of states policies with respect to social security and labour welfare in India; Special problems of labour: Child labour, female labour, Discrimination and gender bias in treatment of labour - Labour market reforms; Second National Commission on Labour; Globalization and labour markets, latest research*.

Module 5 – Labour Management**9 Hours**

Meaning definitions and importance of labour management, Labor Intensive, Labor Piracy, Labor Pirate, Labor Relations labour - labour cost variance, labour flexibility, labour theory of value, labour turnover, informal-formal linkages, Social contracts and Trade unions, latest research*

(* These topics are categorized as ‘Self-learning’ topics and are subjected to testing)

Basic Texts

- Ehrenberg, R. G., & Smith, R. S. (2016). Modern labor economics: Theory and public policy. Routledge.
- Ashenfelter, O., & Card, D. (Eds.). (2010). Handbook of labor economics. Elsevier.
- Borjas, George J. Labor economic, 7. ed., international ed.: New York: cop. 2016.

Reference Books

- Datt, G. (1996), Bargaining Power, Wages and Employment: An Analysis of Agricultural Labour Markets in India, Sage Publications, New Delhi.
- DeSilva, A. (1992). Earnings of immigrants: A comparative analysis. Economic.
- Angrist, J. D., & Krueger, A. B. (1999). Empirical strategies in labor economics. In Handbook of labor economics (Vol. 3, pp. 1277-1366). Elsevier
- Five Year Plans of India -- 3 Volume Set: First Five Year Plan (1951-52 to 1955-56) to Twelfth Five Year Plan (2012- 13 to 2016-17) Hardcover – 31 August 2013

Other reading material

- Hajela, P.D. (1998), Labour Restructuring in India: A Critique of the New Economic Policies, Commonwealth Publishers, New Delhi.
- Jhabvala, R. and R.K. Subrahmanya (Eds.) (2000), The Unorganised Sector: Work Security and Social Protection, Sage Publications, New Delhi.
- Peter E. Hart (ed.) (1986) Unemployment and Labour Market Policies
- Richard W. Blundell and Ian Walker (eds) (1986) Unemployment, Search and Labour Supply.
- McConnell, C. R., & Brue, S. L. (2013). Contemporary labor economics.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

SKILL ENHANCEMENT

Course Title: Human Resource Research Skills

Course Code: 23MBASEC204

Semester: 2

Credits: 2

Hours (LTP): 30 hrs

Course Outcomes

- Explain the meaning and importance of research.
- Develop research question, objectives and hypothesis.
- Select the appropriate instrument to conduct a research.
- Organize the data collected for research.
- Test the hypothesis.

Course objective

CO1	Identify a HR related research problem.
CO2	Choose the right methodology to address the research question.
CO3	Summarize the data.
CO4	Write the discussion, implications and conclusion.
CO5	Write the research report.

Course Content

Module 1: Introduction to HR research methodology

6 Hours

Types of research, understanding the context, types of data, conceptualizing and preparing a research design, importance of ethics.

Module 2: Identify a research problem

6 Hours

Identify a research problem in one of the HR functions- manpower planning, recruitment, selection, training and development, performance management system, compensation, exit.

Module 3- Develop a research question and write the hypotheses

6 Hours

Identify the objectives of the study, Methods to develop a research question, types of hypotheses, writing the null and alternative hypotheses.

Module 4: Conduct the study

6 Hours

Identify the correct process to identify the research design- methodology, sample size, sample design, inclusion and exclusion criterion.

Module 5- Writing the research report

6 Hours

Develop the different sections of a research paper- Introduction, literature review, methodology, analysis, discussion, implication, conclusion.

Basic Texts

- Kothari, C.R.(2012). Edition 2. Research Methodology. Methods and Techniques. New Age International(P). Limited.

- Anderson, V. (2011). Research Methods in Human Resource Management. University Press. Bhattacharya,
- D.K.(2011). Human resource research methods. Oxford Higher Education

Reference Books

- Cooper D. R and Schindler P. S. (2008). Business Research Methods. Edition 10. McGraw Hill publications.
- Zikmund, W. (2008) Business Research Methods (9th ed.), Thomson South Western Publishers [sample chapters] .

Additional Reading

- Bull Schaefer, R. A., & Palanski, M. E. (2014). Emotional Contagion at Work: An In-Class Experiential Activity. Journal of Management Education, 38(4), 533– 559.
<https://doi.org/10.1177/1052562913489030> 2)
- Nicolescu, O. (2009). Methods and Techniques Specific to Human Resource Management. Accessed from: <https://core.ac.uk/download/pdf/6331001.pdf>. Accessed on : 31 December 2018 3)
- Human Resource Management Research Methods. Accessed from: <https://nscpolteksby.ac.id/ebook/files/Ebook/Business%20Administration/ARMSTRONGS%20HANDBOOK%20OF%20HUMAN%20RESOURCE%20MANAGEMENT%20PRACTICE/10%20-%20Human%20Resource%20Management%20Research%20Methods.pdf>. Accessed on : 31 December 2018

Evaluation Pattern:

Continuous Evaluation – Skill Enhancement Courses						Total
A1	A2	A3	A4	Internal Test/ Quiz etc	Class Participation	100 Marks
20	20	20	20	10	10	

SEMESTER – III
DISCIPLINE SPECIFIC ELECTIVE

Course Title: Employee Compensation & Benefit Management

Course Code: 23MBADSE323

Semester: 3

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Examine the organizational implications of motivational theories in compensation management.
- Demonstrate how the pay is fixed based on internal and external factors of compensation for general job categories and special groups.
- Relate the concepts in compensation and apply them in the current business environment.
- Assemble the components of employee salary structure.
- Explain the institutional mechanisms of wage determination & issues connected to reward system

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Contrast different theories of motivation applied in reward management in the industry context
CO2	Investigate the pay grades in companies and construct a pay model for special groups of employees
CO3	Examine different incentive schemes in organization
CO4	Develop a comprehensive CTC pie for employees, factoring in different components of CTC
CO5	Classify the mechanisms of wage fixation in a company

Course Contents:

Module-1–Introduction to Employee compensation & reward management

9 Hours

Reward management- Meaning, basic concepts and types of compensation, Financial and non-financial classification of remuneration and reward, Objectives of reward management system, Concepts of total earnings, Total remuneration and total rewards, Model of Total rewards- Transactional and relational rewards, Concepts in compensation management, Motivational theories and Wage theories: Equity, Need hierarchy, VIE, Two factor, Goal theory (MBO), The reward system, Elements of reward system, Factors affecting reward system, 3 P –concept in reward management, Reward & Recognition with more emphasis on recognition (Peer recognition), Appeal /Escalation process when employees are not happy Communicating Total Rewards

*Module-2- Aligning reward strategy to company strategy, Rewarding special groups

9 Hours

Concepts of reward strategy, Criteria for effective reward strategy. Principles of remuneration, Best practices Vs Best fit, Pay Policy Alternatives – Lead, Match, Lag. Rewarding Special groups- Meaning and definition, Types of special groups, Director & Senior executives, Meaning of executive compensation, Components of executive compensation, Rewarding virtual groups , Expatriate reward management- International reward strategy, rewarding expatriates, Reward management of sales and customer service staff, Rewarding contractual staff, Rewarding knowledge workers- Managing knowledge workers, Approaches to rewarding knowledge workers*Aligning rewards to company goals

Module 3 – Job evaluation & Pay for performance**9 Hours**

Job evaluation – Definition – objectives, principles, Forms of pay equity -Internal, External, Individual, Procedural, methods of job evaluation- non analytical & analytical - ranking, classification, Market pricing, Job banding and Point Rating method of job evaluation. Pay for performance (P4P)- Definitions. Pre-requisites of effective incentive system, Basic concept of incentives, Specific pay for performance plans – Short term - Types of incentive Plans-Short term incentive plan: Merit Pay, lump sum bonus, Individuals Spot awards, Individual and group incentives, Organizational incentive plans, Profit sharing & Gain sharing, Review the incentive methods practiced by companies

Module –4 Structure of employee compensation in India.**9 Hours**

Basic , Allowance ,Incentive, Benefits, Concept of Fringe benefits, Types of fringe benefits - Mandatory and non-mandatory benefits , Flexible benefit plans (Cafeteria plans), Development of the pay structure: Understanding of Basic, House Rent Allowance , Dearness allowance, Deductions: ESI, PF, PT,TDS Contributions (PF ESI) Calculation of Gross salary and Net salary, Mandated benefits inclusion in CTC, Tax efficient compensation planning, Tax Calculations of CTC, Tax implication of employee CTC to employer, Preparation of CTC, Social security benefits & Retirement Plans including VRS/Golden Handshake . Best practices Challenges in successful implementation of an effective reward system , in Compensation management, recent trends in Compensation.

Module 5 – Institutional mechanism of wage determination in Indian scenario, Administrative challenges of compensation management**9 Hours**

Wage determination mechanisms in India-Legislation, Wage boards, Pay commission, Job evaluation, Collective bargaining, Arbitration and Adjudication. Concept of Comp ratio, Green circle and red circle jobs, Latest research in Indian compensation management * (* These topics are categorized as 'Self-learning' topics and are subjected to testing)

Basic Texts

- George T Milkovich. (2016). Compensation : McGraw Hill Education (India) Private Limited
- BD Singh. (2012) . Compensation & Reward management: Excel books, , ISBN: 9350620111, 9789350620113

Reference Books

- Armstrong & Stephens. (2005). A handbook of Employee Reward Management and Practice, : Kogan Page Publishers
- Armstrong & Brown, (2006). Strategic Reward: Kogan Page publishers
- Bashker D. Biswas. (2012). Compensation and Benefit Design: FT Press, ISBN: 0133064859, 9780133064858
- Steven Balsam. (2002). An Introduction to Executive Compensation: Academic Press, , ISBN: 0080490425, 9780080490427

Additional reading:

- <https://www.peoplesmatters.in/article/compensation-benefits/four-key-trends-toimprove-your-compensation-models-17362>
- <http://www.compensationcafe.com/2012/09/india-a-compensation-professionalsheadache.html>
- <http://www.compensationcafe.com/2018/06/the-next-age-of-total-rewards-theory.html>

- http://www.indianmba.com/Articles_on_Management/AOM31/aom31.html

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Organization Change & Development

Course Code: 23MBADSE324

Semester: 3

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Recalling the concepts of Organizational challenges.
- Discuss the need for Organizational change process.
- Explain OD interventions for developing the organizations.
- Illustrate the role of an OD practitioner in problem solving.
- Collaborating appropriate OD interventions for change & development management.

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Remembering the basic concepts of OD
CO2	Summarizing the Change Management process
CO3	Applying the interventional technique for OD in Organizations
CO4	Evaluating the skills of OD Practitioner
CO5	Creating an effective intervention for development

Course Contents:

Module1: Overview of Organization Development

7 Hours

General introduction to OD, Nature of Planned Change, Role of OD practitioner in Organization development, **Innovative practices in the field of OD***

Module 2: Process for Organization Development

9 Hours

Entering into an OD Relationship, Personal process issues in entering into a Contract, Diagnosing Organizations, Groups and Jobs, Collecting and Feeding back diagnostic information, **Strategic orientation towards OD Process in dynamic business environment***

Module 3: Designing OD interventions

9 Hours

Overview of Human Process, techno structural, human resource management strategic interventions, designing effective intervention, implementation and evaluation, Institutionalizing the interventions, **Intervention is the strategic key for OD***

Module 4: Human Capital Management Interventions

11 Hours

Individual & Group level interventions, Conflict resolution process, Process consultation, third party intervention, Team building, Organization confrontation meetings, Intergroup relations intervention & Large group interventions, Model of Performance Management, Reward System, Career Planning & development interventions, Workforce diversity interventions, Employee stress & wellness interventions, **Improving HR Process through effective interventions***

Module 5: Techno structural & Strategic Interventions

9 Hours

Restructuring Organizations, Structural design, Downsizing & Re-engineering, Employee Involvement and Work Design – approaches, Strategic Change interventions, Competitive, Collaborative & Transformational strategies for OD, **Culture as competitive advantage for OD***

(* These topics are categorized as ‘Self-learning’ topics and are subjected to testing)

Basic Texts

- Cummings, T.G and Worley,C.G (2015) Organization Development and Change, Stamford, USA: Cengage Learning
- French,W.L and Bell,C.H (2007) Organization Development New Delhi. India: PHI Private Limited

Reference Books

- Brown,D and Havey,D (2009) An Experiential Approach to Organization Development New Delhi, India: Pearson Education
- Kotter, J.P. (1996). Leading Change. Boston: Harvard Business School Press. ISBN # 0-87584-747-1
- Singh, K. (2011). Organization Change and Development, Excel Books
- R.Jones & Mathew Mary (2017) Organizational theory, design & change, Pearson Paperback
- Kumkum Mukherjee (2018) Organization Change & development, Pearson
- Burke W.W.(1994) Organization development : A process of learning & changing, 2nd ed. Reading, MA: Addison- Wesley

Other reading material

- Scott Highhouse. (2002). A History of the T-Group and Its Early Applications in management development, Group Dynamics: Theory, Research, and Practice Copyright 2002 by the Educational Publishing Foundation, Vol. 6, (4), 277–290
- Brian & Markus (2018). Outcomes & Impacts of Development interventions: toward conceptual clarity, American Journal of Evaluation, Vol. 39 (4), 236-257, Retrieved from:<https://doi.org/10.1177%2F1098214018765698>

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Learning and Development

Course Code: 23MBADSE325

Semester: 3

Credits: 3

Hours (LTP):45 hrs

Course Objectives:

- Describe the relevance of training in the context of today's business world
- Examine the various concepts of training and design
- Select an appropriate training method to conduct a training program
- Judge the suitability of a training evaluation model
- Explain the concepts of employee and management development

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Discuss the influence of organization strategy in the development of training strategy
CO2	Design a training program for an organization
CO3	Conduct a Training Need Analysis
CO4	Evaluate the effectiveness of a training program
CO5	Plan an employee development program

Course Contents:

Module 1: Overview of Training

9 Hours

Overview of learning and development, opportunities and challenges for learning and development, important concepts and meanings related to learning and development, why organizations learn? **Importance of Learning organizations in today's world***

Module 2: Training Objectives and Design

10 Hours

Needs analysis, steps in training need analysis, the framework for conducting a TNA, output of TNA, approaches to TNA, Company's strategy and training, Introduction to Adult learning methods, **training process*** model – Kolb's experiential learning

Module 3: Training Methods

9 Hours

Purposes, procedures, strengths and limitations of simulations, various audio-visual options, programmed instruction, intelligent tutoring systems, virtual reality, Case studies, Coaching; Self Diagnostic Skills, Experience Learning, MOOCs, Blended learning, **Counselling***, Sensitivity Training, Benchmarking

Module 4: Training evaluation

9 Hours

Rationale and resistance for training evaluations, pros and cons of training evaluation, Methods of evaluating effectiveness of training efforts, Kirkpatrick model of training effectiveness, Phillips ROI model, Kaufman model, technology and **training evaluation***

Module 5: Employee and Management Development

8 Hours

Employee Development, management development, overview of managerial job, characteristics of managerial jobs, management development implications, **executive level management training***

(* These topics are categorized as 'Self-learning' topics and are subjected to testing)

Basic Texts

- Blanchard, P. N and Thacker, J. W. (2016) Effective Training: Systems, Strategies, and Practices, VI Edition, Pearson Education.
- Noe, A. R and Kodwani, D. A. Employee. (2016). Training and Development, V Edition, Tata McGraw Hill Education Private Limited, 2013 First Reprint

Reference Books

- Anderson, A.H. (2000). Training in Practice, Infinity Books,
- Goldstain, I, L & Ford, K. (2010). Training in Organization: Needs assessment, Development, and evaluation, IV edition, Thomson Learning,
- Janakiram, B. (2010) Training & Development, Biztantra innovations in management, Dreamtech press.
- Lynton, E. H & Pareek, (2011) U. Training for development, Sage Publications India Private Ltd, 2011.
- Abeba, M. A., Mesele, D. A. and Lemessa, B. (2015). The Impact of Training and Development on Employee Performance and Effectiveness: A Case Study of District Five Administration Office, Bole Sub-City, Addis Ababa, Ethiopia. Journal of Human Resource and Sustainability Studies, 3, 188-202.
- Altschuld, J., Thomas, R, McColskey, W. (1984). An Evaluation Model for Development of Technical Training Programs. Evaluation News; 5,4, 3-36. Adoption of Cronbach's Lifecycle model to course development and evaluation.
- Brook, J. A., Shouksmith, G. A. and Brook, R. J. (1984). Research Report: Training. Part III Changes in Work Behaviour. Journal of European & Industrial Training, 8,3, 11-16
- Goldstein, I. (1980). Training in Work Organisations. Annual Review of Psychology, 31, 229-272

Other reading material

- Abeba, M. A., Mesele, D. A. and Lemessa, B. (2015). The Impact of Training and Development on Employee Performance and Effectiveness: A Case Study of District Five Administration Office, Bole Sub-City, Addis Ababa, Ethiopia. Journal of Human Resource and Sustainability Studies, 3, 188-202.
- Altschuld, J., Thomas, R, McColskey, W. (1984). An Evaluation Model for Development of Technical Training Programs. Evaluation News; 5,4, 3-36. Adoption of Cronbach's Lifecycle model to course development and evaluation.
- Brook, J. A., Shouksmith, G. A. and Brook, R. J. (1984). Research Report: Training. Part III Changes in Work Behaviour. Journal of European & Industrial Training, 8,3, 11-16
- Goldstein, I. (1980). Training In Work Organisations. Annual Review of Psychology, 31, 229-272

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Advanced Organizational Behavior

Course Code: 23MBADSE326

Semester: 3

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Describe the implications of team dynamics in modern organizational context.
- Distinguish the different leadership styles and the influence of each on employees.
- Develop the ability to deal with power, politics and to manage related issues in the organization.
- Develop the ability to deal with the conflict situations at workplace.
- Assess the effectiveness of interpersonal relationship through the understanding of key interventions and tools.

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Identify the stages of group development and to compare and contrast the concept of groups and teams
CO2	Compare and contrast trait, behavioural and contingency theories of Leadership
CO3	Differentiate various bases of power
CO4	Develop capacity to analyse merits of various conflict handling styles
CO5	Assess the scores of assessment tools

Course Contents:

Module 1: Team Dynamics

6 Hours

Groups- Defining and classifying groups, stages of group development, Group properties – Norm, Status, Size, Cohesiveness and Diversity, Team v/s Group, Types of Teams, Importance of teams in contemporary work place*. Identify the stages of group development and to compare and contrast the concept of groups and teams

Module 2: Leadership

12 Hours

Leadership: Meaning and importance, Leader v/s Manager, Leaders are born or made Traits of a leader*. Types of Leadership, Leadership Theories- Trait, Behavioral, contingency Theories – Fiedler’s Contingency model, Hersey Blanchard situational model, Path Goal Theory, cutting edge approach to leadership – Transactional, Transformational, Charismatic, Visionary. Gender difference and Leadership,

Module 3: Power and Politics

9 Hours

Power – Meaning, Bases of power, Dependence – The key to power, consequences of power, Power tactics*, Political tactics for increasing power base, Tactics for increasing power base, Organizational Politics, Causes and consequences, Impact of power and politics in organizations

Module 4: Conflicts

9 Hours

Meaning and importance of conflicts at organizations, Traditional and Interactional View of conflict, functional and dysfunctional conflicts, Conflict process, Understanding individual conflict handling style.

Retaining Valued Employees, Stress and Job Performance: Theory, Research, and Implications for Managerial Practice

Module 5: Enhancing Interpersonal Effectiveness**9 Hours**

Need and importance of interpersonal effectiveness. Introduction to Transactional Analysis, Johari Window, Strokes, FIRO-B. Understanding tools related to said concepts. Administering and interpreting the scores. Application of such tools in the industry.

(* These topics are categorized as ‘Self-learning’ topics and are subjected to testing)

Basic Texts

- Luthans, F (2018) Organizational Behavior, New Delhi: McGraw-Hill Professional
- Robbins, S.P., Judge. T & Vohra, N (2019). Organizational Behavior, 16th edition, Pearson Education

Reference Books

- Greenberg, J and Baron, R (2019) Behavior in Organisations New Delhi, India: PHI Learning Private Limited.
- Luthans, F (2018) Organizational Behavior, New Delhi: McGraw-Hill Professional
- Repeated book above
- Retaining Valued Employees (Advanced Topics in Organizational Behavior), Rodger W. Griffeth, Peter W. Hom
- Hellriegel, D and Slocum, J (2018) Organizational Behavior, South Western, CENGAGE Learning
- Nelson A & Quick K, (2020). Organizational Behaviour, India Edition, Cengage learning.

Other reading material

- Yukl,G (2013). Leadership in Organizations. 8th Edition. Pearson.
- Lussier A & Achua, K. (2013). Effective Leadership. 5th Edition. South Western
- Steve M. Jex ,Stress and Job Performance: Theory, Research, and Implications for Managerial Practice (Advanced Topics in Organizational Behavior)
- Northouse.(2016) Leadership Theory and Practice. 7th Edition, Sage
- Leadership Lessons from India - Harvard Business Review <https://hbr.org/2010/03/leadership-lessons-from-india>
- Barnabas, A., & Clifford, P. S. (2012). Mahatma Gandhi—an Indian model of servant leadership. International Journal of Leadership Studies, 7(2), 132-150.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Labour Laws

Course Code: 23MBADSE327

Semester: 3

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Explain the factories act and employee provident fund act towards self & professional improvement.
- Interpret the various labour acts under the constitution applicable to the establishments in the state.
- Illustrate important provisions of employee's compensation act
- Explain various legal provisions affecting migrant workers and regulate their employment working condition.
- Discuss the provisions of various social security acts.

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Interpret the provisions of Factories Act and Interstate migrant workers act.
CO2	Discuss the code on social security legislation 2020 and its implications
CO3	Summarize the constitutional and code on wages in different sectors
CO4	Evaluate the statutory legislation with reference to ESIC and Shop and establishment act.
CO5	Evaluate the central policies with respect to various laws on social security's measures.

Course Contents:

Module 1: Occupational Safety, Health and working condition Code 2020

9 Hours

The Factories Act, 1948 Short titles and extent, Definitions, Measures in regard to health, Welfare Measures under the act, Safety Measures under the act, Working Hours for adults, Annual leave with wages, Penalties and Procedures.

The Inter-State Migrant Workmen (Regulation of employment and conditions of Service) Act, 1979: Definitions, Registration, Licensing of contractors, Revocation and suspension of licenses, ***Duties of contractors**, Welfare activities, Responsibility of payment of wages, Duties of inspecting staff, Contraventions of provisions of the act and Penalties.

The Building and Other Construction Workers (Regulation of Employment and Conditions of Service) Act, 1996: short title, extent, commencement and application, definitions. the advisory committees and expert committees, registration of establishments, hours of work, welfare measures and other conditions of service of building workers, inspecting staff, penalties and offences.

Module 2: Code on Social Security Legislations 2020

9 Hours

The Employees Compensation Act, 1923: Short title, extent, applicability of the act and definition. Rules regarding workmen's compensation, Employer's liability for compensation Amount of compensations, Distribution of compensation, enforcement of the act, Powers and procedure of Commissioners, New amendment in the act substituted/amended/inserted by Act 45 hrs of 2009

The Payment of Gratuity Act, 1972: Scope of the act, Applicability of the act, Definitions, Payment of gratuity on termination, forfeiture of gratuity, nomination, determination and recovery of gratuity, penalty for offences, miscellaneous provisions, New amendment in the act. Payment of Gratuity (Amendment) Act, 2018,

The Employees Provident Funds and Miscellaneous Provisions Act, 1952: Short titles and extent, definition, objectives Application of the act. Employees' provident fund scheme, Employees' Pension Scheme, Employees' Deposit Linked Insurance Scheme, and funds. Administration of Scheme-Executive committee, Central and State board. Determination of money due from employers. Penalties and offences by the companies.

Module 3: Code on wages, 2019

11 Hours

The Minimum Wages Act, 1948: Short title, extent, applicability of the act and definition. Fixation and revision of wages, advisory board, *safeguard in payment of minimum wages, Offences and penalties. New amendment in the act. Conflict of MGNREGA wage rates and the Minimum Wages Act (2009) **Code on Wages 2019the Code on Wages (Central) Rules, 2020 (Draft)*.**

Payment of Bonus Act, 1965: Short title, extent, applicability of the act and definition, Computation of gross profits, Computation of available surplus, Eligibility and disqualification for bonus, Minimum and Maximum Bonus, set On Set Off of allocable surplus, Time limit for payment of bonus, Calculation, Forfeiture of Bonus and Bonus in case of New Establishments, Penalties and offences. New amendment in the act Details of amendments to the Payment of Bonus Act, 1965.

Payment of wages Act 1936: Short title, extent, applicability of the act and definition, rules for payment of wages, deduction from wages, Enforcement of act, powers and function of inspector, Penalties and offences. New amendment in the act Details of amendments to the Payment of wages Act, 1936.

Module 4: Statutory Legislation

9 Hours

The Employee State Insurance Act, 1948: Short title, extent, applicability of the act and definition. Contribution, benefits, administration of the scheme, adjudication of dispute and claims, *Penalties and offences, miscellaneous provision Registration of establishments, Benefits, Restrictions, Protection, Penalties***The Code on Social Security, 2020 ("SS Code")** * The Employees' State Insurance Act, 1948.

Karnataka Shops and Establishments Act 1961: Short title, extent, commencement and application, Definitions, Exemptions. Registration of establishment, working hours and annual leave with wages and compensation, enforcement and inspection, offences, penalties and miscellaneous provisions.

Module 5: Law of Social Security's

7 Hours

The Sexual harassment of women at work place (Prevention, Prohibition and Redressal) Act, 2013.Short title, extent and commencement, Definitions, Prevention of sexual harassment, constitution of internal complaints committee, constitution of local complaints committee, inquiry into complaint, duties of employer and powers of district officer, Penalties and Provisions.

The Apprentices Act, 1969: Short title, extent, applicability of the act and definition, Apprentices and their Training, authorities, *Qualifications for being engaged as an apprentice, Contract of apprentice, minor as an apprentice, Number of apprentice, Period of training, Termination, Penalties and offences.

Occupational Safety, Health and Working Conditions Code, 2020 (OSHC) and the Code on Social Security (CSS)*, Obligations of employer regarding Hours of work, safety and health measures, Penalties*

(* These topics are categorized as 'Self-learning' topics and are subjected to testing)

Basic Texts

- Padhi, P K. (2017). Labour and industrial laws (2nd Ed.). New Delhi, PHI Publishing. Pvt Ltd..
- Sinha, P., Sinha, I. B., & Shekhar, S. P. (2017). Industrial relations, trade unions and labour legislation. Pearson Education India.
- Sarma A.M., (2013). Industrial Relations and Labour Laws (2nded.). Mumbai: Himalaya Publishing House.
- Kumar, H.L. (2013). Labor Laws Everybody should know (9th ed.). New Delhi: Universal Law Publishing Co. Pvt Ltd

Reference Books

- Roychowdhury, A. (2018). Labour law reforms in India: All in the name of jobs. Taylor & Francis.
- Taxmann. (2023). Taxmann’s New Labour & industrial laws – With comparative study, charts & tables of new and old labour laws | October 2022 edition. Taxmann Publications Private.
- Prof. Ahmedullah Khan & Amanullah Khan (2019) Commentary on Labour and Industrial Law (3rd Ed) Khan and Khan publication.

Other reading material

- Youssef, C. M., & Luthans, F. (2007). Positive organizational behavior in the workplace: The impact of Srivastava, S. (2012). Industrial relations and labour laws (6th ed.). Vikas Publishing House.
- Malik, S., & Malik, P. L. (2009). P.L. Malik’s industrial law: A manual of central labour and industrial laws incorporating state amendments with rules, regulations, select notifications and case law.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Human Resource Management Practices Across Sectors

Course Code: 23MBADSE328

Semester: 3

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Explain the operations in different sectors.
- Discuss the methods of employee acquisition in different sectors.
- Describe the factors that influence performance management system in different sectors
- Classify the components of compensation in different sectors
- Compare the Industrial Relations environment in different sectors

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Compare the workforce dynamics in manufacturing and service sector
CO2	Develop the HR acquisition plan for a particular sector
CO3	Justify the human resource development decision in a typical sector
CO4	Designing the salary structure for different sectors
CO5	Illustrate the prevailing labor market situation

Course Contents:

Module 1 - Sectoral Overview

8 Hours

Overview of Indian Manufacturing and Service organizations both under public and private sectors. Understanding the differences between public and private sector HR operations. Human resource professional's role in these sectors. Prevailing labor market scenario and demography of Indian workforce, **latest research***

Module 2 – Acquisition practices across sectors

9 Hours

Manpower planning, recruitment and selection practices in public sector manufacturing and Service sector, Bank recruitments, Hiring scenario in private organizations – manufacturing And Service with reference to Information Technology, Hospitality and Banking, **latest research***

Module 3 – Human resource development practices across sectors

10 Hours

Learning and Development practices in public sector manufacturing and Service sector, Overview of Performance Management systems in private organizations – Manufacturing and Service with reference to Information Technology, Hospitality and Banking. Cross training issues, Promotion policies in public sector undertakings, **latest research***.

Training program design/ training on how to conduct behavioural analysis for recruitment for different sectors

Module 4 - Employee Reward practices across sectors

10 Hours

Reward practices in public sector manufacturing and Service sector, Overview of compensation and benefits in private organizations - Manufacturing and Service with reference to Information Technology, Hospitality and Banking. ESPOS/ Bonus/ Profit Sharing across sectors, **latest research***

Module 5 - Labor Law and Industrial Relation environment across sectors**8 Hours**

Comparison of Industrial Relation scenario in public and private undertakings. Major laws applicable for both private and public sectors. Prevailing Indian labor market scenario. Trade Union. Collective Bargaining and Employee Participation issues across sectors – understating the differences, latest research

Basic Texts

- Mathis, R. L., Jackson, J. H., & Valentine, S. R. (2015). Human resource management: Essential perspectives. Cengage Learning.
- Sanghi, S. (2016). The handbook of competency mapping: understanding, designing and implementing competency models in organizations. SAGE publications India.

Reference Books

- Varkkey, B., Tripathi, M. R., Mehta, K., & Budhiraja, S. (2007). Impact Assessment of HRD Training for ULBs in Rajasthan.
- Dessler, G., & Varkkey, B. (2005). *Human Resource Management, 15e*. Pearson Education India.

Other reading material

- Dessler, G., & Varkkey, B. (2012). Human Resource Management: Dorling Kindersley (India) Pvt. Ltd.(554- 573). Human resource management: Changing roles, changing goals, B Varkkey, P Parasher
- Agrawal, N. M., Jomon, M. G., Varkkey, B., & Banerjee, C. (2013). Inclusiveness, Sustainability and Human Resources Development.
- Sohani, S. S., & Varkkey, B. (2016). Social Issues in Labour Supply Chain: Broker Imposed Servitude of Indian Immigrant Technology Work. In Academy of Management Proceedings (Vol. 2016, No. 1, p. 11012). Briarcliff Manor, NY 10510: Academy of Management.
- Vanhala, S., & Stavrou, E. (2013). Human resource management practices and the HRM-performance link in public and private sector organizations in three Western societal clusters. *Baltic Journal of Management*. doi/10.1108/BJM-12-2012-0115
- Sahoo, C. K., & Jena, S. (2012). Organizational performance management system: exploring the manufacturing sectors. *Industrial and commercial training*. doi/10.1108/00197851211245 hrs059
- Inman, R. R., Blumenfeld, D. E., & Ko, A. (2005). Cross-training hospital nurses to reduce staffing costs. *Health Care Management Review*, 30(2), 116-125.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: International Human Resource Management

Course Code: 23MBADSE329

Semester: 3

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Examine the fundamentals of IHRM.
- Discuss various international recruitment strategies in global organization.
- Explain different cross cultural training program for global business.
- Describe expatriate performance management methods.
- Discuss HR practices of select nation with emphasis on international compensation management.

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Differentiate between domestic HRM and IHRM.
CO2	Appraise various international recruitment strategies.
CO3	Design a simulated cross cultural training program in different scenarios.
CO4	Illustrate the process of expatriate performance management system.
CO5	Build different HR functional strategies based on National culture.

Course Contents:

Module 1 - International HRM – An introduction

9 Hours

Introduction -International Human Resource Management (IHRM), Models of IHRM- Matching model, Harvard Model, Contextual Model, 5P Model, European Model. Need for IHRM- Cultural diversity, Language diversity, Demographic diversity, Economic diversity, Hofstede’s cultural dimensions to understand diversity, ***Differences between domestic HRM and IHRM, Stages of internationalization Equity & Non-equity modes of global operations.**

Module 2 - International Staffing

10 Hours

Approaches to international staffing- ROI approach- short-term, extended, traditional, commuter, rotational, contractual, virtual, Factors affecting Global HR management, Global HRP, Issues in supply of International human resource, International recruitment practices, International recruitment policies by Pearl mutter, Types of Expatriates- PCN, HCN, TCN, - ***Tools and techniques in expatriate selection, Selection criteria of an expatriate, Issues in selection, Skills for expatriate manager.**

Module 3 - Expatriate adjustment, Expatriate failure Cross cultural training & repatriation

8 Hours

Expatriate adjustment, Phases in acculturation- Honeymoon, Culture shock, Learning and Biculturalism. Expatriate failure – Reasons, cost of failure, Managing expatriate failure, Expatriate training need, Methods of cross-cultural training, Mendenhall CCT model, components of an effective CCT. Repatriation, Reasons for repatriation, ***Process of repatriation, designing a repatriation program, Issues in repatriation.**

Module 4 - Expatriate performance management**9 Hours**

Expatriate performance management: Essentials of an appraisal system, Conventional and modern methods of performance appraisal, Process of international performance appraisal, Dimensions for evaluating subsidiary performance, ***Variables affecting expat performance, PMS in US, Europe, China & Japan.**

Module 5 - Expatriate compensation management, international legal framework of employment & HR practices of select nations**9 Hours**

Key components of international compensation, Complexities of international compensation management, Factors affecting international compensation, Approaches to international compensation- Balance Sheet Approach, Global market approach, Government regulations regarding compensation, Social security & tax and benefits management of expatriates, ***HR practices in- USA, UK, Japan, China, Middle East.**

(* These topics are categorized as 'Self-learning' topics and are subjected to testing)

Basic Texts

- Dowling, P. J., Festing, M. ,&Engle, A.D. (2013). International Human Resource Management, 6th Ed Cengage Learning, London. ISBN-13: 978 1 408 07574 6.
- Sengupta, N. (2007). International human resource management. Excel Books India. P. Subbarao : International Human Resource Management, HPH, latest edition
- Bornay-Barrachina, Mar. (2019). International Human Resource Management: How should employees be managed in an international context?. 10.4018/978-1-5225-5781-4.

Reference Books

- Rao, P. L. (2008). International Human Resource Management: Text and Cases, Excel Books, Reprint
- Varkkey, B. (2007). Formulating the Concept, Principles, and Parameters for Performance-Related Incentives (PRI) in Government. Framework, 4, 39.
- Tayeb. M. (2005). International Human Resource Management: A Multinational Company Perspective, OUP Oxford
- Mutsuddi, I. (2011). Managing human resources in the global context. New Age International.

Other reading material

- Chris Brewster, Paul Sparrow and Guy Vernon. (2011). International Human Resource Management: The Universities Press
- Dennis R. Briscoe, Randall S. Schuler. (2004). International Human Resource Management: Policy and Practice for the Global Enterprise: Psychology Press
- Adler, N. (2010). International Dimensions of Organizational Behavior: South-Western College Publishing

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Fundamentals of HR Analytics and Metrics

Course Code: 23MBADSE330

Semester: 3

Credits: 3

Hours (LTP): 45 hrs

Course Objectives

- Explain how HR Analytics function adds value and demonstrates the value in business terms.
- Measure the value of intangibles that HR Analytics helps build to facilitate decision making.
- Build measurable variables across various domains of HR Analytics in management context.
- Analyse a study on employee's behaviour to the HR context in an organization.
- Explain the components of HR Scorecard.

Course Outcomes

At the end of the course, learners will be able to:

CO1	Explain the importance of HR Analytics in an organisation.
CO2	Support HR Analytics with Metrics and various measuring tools
CO3	Develop techniques to support data for performing outcomes in a Business of an organisation.
CO4	Illustrate metrics to HRM functionalities and obtain performance -based results.
CO5	Design a HR Scorecard for Business outcomes.

Course Contents:

Module 1: Introduction to HR Analytics

9 hours

Role of Analytics, Defining HR Analytics, HR Analytics: The Third Wave for HR value creation, HR Measurement journey in tune with HR maturity journey Understanding the organizational system (Lean) *, Locating the HR challenge in the system, Valuing HR Analytics in the organizational system, Typical problems (working session), , Typical application of HR analytics

Module 2: HRA Frameworks and HR Scorecard

9 hours

Current approaches to measuring HR and reporting value from HR contributions, Strategic HR Metrics versus Benchmarking, HR Scorecards & Workforce Scorecards and how they are different from HR Analytics*, HR Maturity Framework: From level 1 to level 5, HR Analytics Frameworks: (a) LAMP framework; (b) HCM:21 Framework and (c) Talent-ship Framework, 5 overarching components of an effective Analytics framework. Assessing HR Program, engagement and Turnover, **finding money in Analytics***, Linking HR Data to operational performance, HR Data and stock performance. Creating HR Scorecard, develop an HR measurement system, * **guidelines for implementing a HR Scorecard**

Module 3: Insight into Data Driven HRA

9 hours

Typical data sources, Typical questions faced (survey), Typical data issues*, Connecting HR Analytics to business benefit (case studies), Techniques for establishing questions, building support and interest, obtaining data, Cleaning data (exercise), Supplementing data.

Module 4 : HR Metrics**9 hours**

Defining metrics, Metrics for Human Resource planning, Recruitment and Selection, Compensation and Benefits, Training and Development, Performance Appraisal, Demographics, data sources and requirements, Types of data, trying data sets together*, Difficulties in obtaining data, ethics of measurement and evaluation.

Module 5 : Social Network Analytics for HR**9 hours**

Collaboration analytics, Social networking, Importance of Social media analytics, Patterns of Collaboration, Virtual Meetings, Effectiveness of virtual meetings, Connections for Social network analytics.

Basic Texts

- Motwani, B. (2021). HR Analytics- Practical Approach using Python. Wiley
- Ulrich, D. and Dulebohn, J. 2015. Are we there yet? What's next for HR? Human Resource Management Review. 25: 188-204.
- Levenson, A. (2011), Using targeted analytics to improve talent decisions. *People and Strategy*, 34 (2), 34-43.

Reference Books

- Levenson, A., Lawler III, E. E., & Boudreau, J. W. (2005). Survey on HR Analytics and HR transformation: Feedback report. Center for Effective Organizations, University of Southern California.
- Sharma, S., & Sharma, M. (2016) HR Analytics: Managing Human Capital to Execute Strategy.
- Evans J, (2017) Business Analytics. Pearson India

Other reading material

- Minbaeva, D.B. (2018). Building credible human capital analytics for organizational competitive advantage. *Human Resource Management*, 57, 701-713.
- Mohammed, A. D. (2019). HR analytics: a modern tool in HR for predictive decision-making. *Journal of Management*, 6(3), 51-63.
- Molefe, M. (2013). From data to insights: HR analytics in organizations. (Master's thesis, University of Pretoria).
- Pease, G., Byerly, B., & Fitz-enz, J. (2012). Human capital analytics: how to harness the potential of your organization's greatest asset (Vol. 64). John Wiley & Sons.
- Pemmaraju, S. (2007). Converting HR data to business intelligence. *Employment Relations Today*, 34(3), 13–16.
- Pfeffer, J. and Sutton, R.I. 2006. Evidence-based management. *Harvard Business Review*. January, 2006.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

SKILL ENHANCEMENT

Course Title: Employee Management Skills

Course Code: 23MBASEC304

Semester: 3

Credits: 2

Hours (LTP):30 Hours

Course Objectives

- To Describe the importance of coaching
- To Employ Coaching skills
- To Demonstrate the usefulness of Counseling.
- To Design to Counsel.
- To Demonstrate the ability to Mentor.

Course Outcomes

At the end of the course, learners will be able to:

CO1	Outline the importance of coaching employees
CO2	Develop the skill of Coaching
CO3	Examine the importance of counseling employees
CO4	Develop the skill for coaching
CO5	Employ the skills for mentoring employees

Course Content

Module 1. Basics of Coaching:

6 hours

Identify the skills and tasks involved in the coaching process Create a coaching plan, Identify and practice the interpersonal skills needed Identify the difference between coaching, mentoring, training and counseling, use their own strengths and experiences to develop others, effectively demonstrate the difference between push and pull questioning technique and where each are appropriate,

Module 2: Coaching skills

6 hours

Handle difficult communications and create win- win situations. Produce action and development plans, understand types of behaviour and how to address unproductive attitudes, Apply influencing skills in difficult situations, Understand why certain people behave in the way they do. Conduct coaching in difficult situations.

Module 3: Counseling Basics:

6 hours

Counseling: Introduction, Approaches to Counselling, Goals and Process of Counselling; Counselling Procedures and Skills, Organizational Application of Counselling Skills. Changing Behaviours through Counselling;

Module 4: Counseling skills

6 hours

Specific Techniques of Counselling; Role conflicts of Managers and Counselling. Application of Counselling in Specific Organizational Situations: Dealing with problem Subordinates; Performance Management; Alcoholism and Other Substance Abuse. Ethics in Counselling.

Module 5 Mentoring skills:

6 hours

Why mentoring is important in Management, mentoring skills model, core mentoring skills- listening actively, building trust, encouraging, Identifying Goals and Current Reality. Critical Skills for Mentors

Instructing/Developing Capabilities, inspiring, providing corrective feedback, opening doors, following through, showing initiative, managing the relationship.

Basic Texts:

- Suzanne de Janasz and Karen Dowd and Beth Schneider (2019) Interpersonal Skills in Organizations 6th Edition, McGraw- Hill Irwin
- Andrew J.DuBrin (2019) Human Relations – Interpersonal job oriented skills 12th Edition, Pearson Paperback

Reference Books:

- Robbins,S.P., Hunsaker,P.L.(2012).Training in Interpersonal Skills: Tips for managing people at work. Forty Fifth Edition. PHI Learning Private Limited.
- Gallagher, K (2011). Skills Development for Business and Management Students. Oxford University Press. New Delhi.

Other Reading Material:

- <https://hbr.org/2013/10/be-yourself-but-carefully>
- <https://hbr.org/1966/03/interpersonal-barriers-to-decision-making>
- <https://hbr.org/2017/06/new-managers-shouldnt-be-afraid-to-express-their-emotions>
- <https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/developingandsustaininghigh-performanceworkteams.aspx>
- <https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/managingworkplaceconflict.aspx>
- <https://www.forbes.com/sites/glennllopis/2013/05/20/6-effective-ways-listening-can-make-you-a-better-leader/#4068c2091756>

Evaluation Pattern:

Continuous Evaluation – Skill Enhancement Courses						Total
A1	A2	A3	A4	Internal Test/ Quiz etc	Class Participation	100 Marks
20	20	20	20	10	10	

Semester – IV
DISCIPLINE SPECIFIC ELECTIVE

Course Title: Industrial Relations

Course Code: 23MBADSE424

Semester: 4

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Describe the basic concepts of industrial relations, its philosophy, origin and development in India.
- Explain the government's role and evaluate the impact of technology in Industrial relations.
- Demonstrate the collective bargaining and trade union process in India.
- Examine the importance of worker's participation in management including disciplinary action.
- Discuss the need of health and safety measures at workplace.

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Summarize dynamics link between parliament, judiciary and executive.
CO2	Illustrate diverse perspectives on role of government and technological changes in industrial relation
CO3	Relate process and techniques of collective bargaining to improve the relation between employer & employee.
CO4	Demonstrate grievance redressal mechanism at the work place
CO5	Appraise industrial health and safety measures taken for employees.

Course Contents:

Module 1: Economy and The Labor Force in India

9 Hours

Labour market and economic performance; Structure for management of industrial relations; Management of labour; Management control strategies; Business strategies and industrial relations; Role of market conditions. Concept, nature and models of IR-unitary, pluralist, Dunlop's and Marxist perspectives of IR; Industrial relations system in India- structure and its evolution; **Major contemporary developments in global economy and polity and their impact on industrial relations scenario in India***.

Module 2: The Role of Government in Industrial Relations, Technological change and Industrial relations.

8 Hours

Divergent perspectives on the role of the government in industrial relations. Types of government interventions the means of state intervention, role of state in industrial relations at the state level, Future role of the government. Impact of technological changes on employment. Response of the trade unions to new technology, **emerging dynamics in industrial relations***

Module 3: Code on industrial relation 2020

10 Hours

Trade Unions – Management of Trade Unions in India, Trade Unions and Economic Development, **Trade Union recognition*** Industrial Relations Code, 2020 Rights and responsibilities of TUs, Problems of trade unions, Employee relations in IT sector New amendment in the act, the Trade Unions (Amendment) Bill, 2019. Industrial Disputes Act 1947 - Objects of The Act, Important Definitions: Authorities Under The Act - Causes Of Industrial Disputes ,Types Of Industrial Disputes -,Prevention Of Industrial Disputes , Reference Of Disputes Settlement , Strikes ,Lockouts ,Lay Off-Retrenchment ,Unfair Labour Practices ,Standing Orders ,Service Rules ,Misconduct , Principles Of Natural Justice , Domestic Enquiry , Remedial Counseling.

Module 4: Employee/workers participation and Discipline**11 Hours**

Meaning of participation, Purpose of worker's participation, Forms of workers 'participation in management, Government policy and participation, Structure of participative management, Nature and benefits of participative management. Essential Conditions for Successful Working of WPM Nature of grievances and grievance procedures; Handling employee grievances; Industrial indiscipline- an overview of disciplinary enquiries, Guiding principles for grievance procedure and Disciplinary Process in different companies **Labour Relations Agency (LRA) Code of Practice on Disciplinary and Grievance Procedures (the Code)2020***.

Module 5: Employee Wellness and collective bargaining**7 Hours**

Concept of Wellness- Industrial Hygiene; Need and Importance, Occupational Hazards and Diseases- Occupational Health Services - Industrial Pollution Prevention and Control- Industrial safety; Accidents-Safety Organization, concept of safety climate, statutory safety provisions *.

Definitions, Characteristics, Critical Issues in Collective Bargaining. Theories of Collective Bargaining – Hick's Analysis of Wages setting under collective bargaining, conflict-choice model of negotiation, Behavioral Theory of Labour Negotiation. • Levels of Collective Bargaining – Coverage and durations of agreement, administration of agreements, negotiating a contract. • Negotiation process - effective negotiation, negotiation and collective bargaining, post negotiation. • Administration of the agreement

(* These topics are categorized as 'Self-learning' topics and are subjected to testing)

Basic Texts

- Venkata Ratnam C, S. & Dhal, M. (2019), Industrial relations (2nd edition.). New Delhi: Oxford University Press.
- Gupta, O., Gupta, V., & Gupta, M. S. (2020). Company law. SBPD Publishing House.
- Saha, S. K., & Agarwal, A. (2020). Industrial relation & labour law latest edition 2020 a book based on the industrial dispute act, 1947 and the factories act, 1948: SBPD publication (English). SBPD Publications.
- Sarma A.M. (2013), Industrial Relations, (10th ed.), Mumbai: Himalaya Publishing House

Reference Books

- Ghosh, P., & Nandan, S. (n.d.). (2017) Industrial relations and labour laws. McGraw-Hill Education
- Sinha, P., Sinha, I. B., & Shekhar, S. P. (2017). Industrial relations, trade unions and labour legislation. Pearson Education India.
- Kumar H.L. (2010), Labor Law Management from Selection to Separation (7th ed.), Delhi: Universal Law Publishing Co. Pvt. Ltd.

Other reading material

- Arun M, Ranjeet N and Patturaja S (2012), Industrial relations and Labor Laws (2nd ed.). New Delhi: Tata Mac Graw Hill Publishing Company Limited.
- Punekar S.D., Deodhar S.B., Sankaran Saraswathi (2011), Labour Welfare, Trade Unionism and Industrial Relations, ((14th rf.), Mumbai: Himalaya Publishing House
- Biswajeet P (2006), Human Resource Management, (3rd ed.), New Delhi: Prentice Hall of India Pvt Ltd.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Future of Work – Redefining Work and Workplaces

Course Code: 23MBADSE425

Semester: 4

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- To provide insight into changing dynamics of the workforce and its effect on current organisations.
- To discuss the changing structures of employment.
- To identify the different technological changes and impact on the work and workspaces.
- To address the importance of big data, people analytics and biomimic and its approach in changing technology and human resource management.
- To emphasize on the role of HR in the world of automation

Course Outcomes:

CO1	To discuss the trends affecting the future of work and workspaces
CO2	To examine the changing structure of employment
CO3	To demonstrate the disruptions created by block chain, artificial intelligence and automation at workspaces
CO4	To examine the role of people analytics in the transformed workspace
CO5	Identify the skill sets required for a HR professional to fit in the world of automation

Course Contents

Module 1 – Future of Work

9 Hours

Introduction to future of work, Trends affecting work, the future of work and analysis; Decent Job: Meaning, why companies fail to make decent jobs, CSR issues, Presence of technology in jobs, burnouts and work issues, exploitation and extreme jobs.

Module 2 – The changing structure of employment

9 Hours

Overview, Gig economy: Definition, Factors Behind It, Critique & Gig Work, Temporary help, Offshoring; Gamification for workplace: Games and their roles; Gamification for organisations & Strategy: Analytics, changing engagement of workplace, changing human resource.

Module 3 – Changing Technologies -I

9 Hours

Block chain and its uses; Artificial Intelligence in Business: what is it, where to use it , how it is impacting us today, Ethical concerns, humans vs machines Coexistence, Concerns over AI; Robotics/ Automation of Processes: Robots at workplaces, dilemmas, substitution and automation, Organizational adaptations, Future jobs, Robots and the ethical dilemma, limitations.

Module 4 - Changing Technologies –II

9 Hours

Big data and its Mechanism, Characteristics of Big Data - The Four V's, Understanding Big Data with Examples, leveraging big data and its implication on organizations; People Analytics: Analytics roles, defining people Analytics, Typical problems, Data Sets, People Analytics in Human Resource; Networks: Collaboration

Networks, Mapping Collaboration Network, Evaluating Collaboration Networks; Biomimics: Introduction and definition A Biomimicry Approach to Change.

Module 5 - The Important Role of HR in a World of Automation

9 Hours

The Importance of Being Human: Human-Machine Relationships, Will Robots or AI Threaten Jobs? Being Human in a World of Big Data, AI, and Automation, Skills for the Future Workplace, Education in the Future Workplace; Understanding design thinking: The Importance of a Human-centred Approach, Integrating Design into Work Practices, Designing Your Own Work Future, Using Design to Meet Challenges in Business, Advice for Designers, Employers and Employees Working within Businesses

Basic Texts

- Laloux, F. (2016). Reinventing organisations: An illustrated invitation to join the conversation on next-stage organisations. *Nelson Parker, Brüssel*.
- Brian, S. (2013). What’s the Future of Business: Changing the Way Businesses Create Experiences. *Hoboken: Wiley*, 46-50.
- Kegan, R., & Lahey, L. L. (2016). *An everyone culture: Becoming a deliberately developmental organization*. Harvard Business Review Press.
- Lipmanowicz, H., & McCandless, K. (2013). *The surprising power of liberating structures: Simple rules to unleash a culture of innovation*. Seattle, WA: Liberating Structures Press.

Reference Readings

- Reading 1: More Than Just All Right: The Search for Meaningful Work by Loren Gary
- Reading 2: Note on Jacob Morgan’s Future of work Book, and ILO Report on Future of Work
- Reading 3 :Transforming Today’s Bad Jobs into Tomorrow’s Good Jobs Sarah Kalloch; Zeynep Ton
- Reading 4 How Gaming Is Shaping the Future of Work Katy Tynan
- Reading 5 Is it all a game? Understanding the principles of gamification Karen Robson; Kirk Plangger; Jan H. Kietzmann; Ian McCarthy; Leyland Pitt

Other reading material

1. <https://www.pwc.com/ee/et/publications/pub/future-of-work-report.pdf>
2. <https://www.accenture.com/us-en/insights/consulting/future-work>
3. https://www.niti.gov.in/sites/default/files/2022-06/Policy_Brief_India%27s_Booming_Gig_and_Platform_Economy_27062022.pdf

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Performance Review System and Talent Retention

Course Code: 23MBADSE426

Semester: 4

Credits: 3

Hours (LTP): 45 hrs

Course Outcomes:

- Illustrate the core objectives of the performance management system (PMS) and its key components.
- To explain the relevance of the different appraisal methods in improving employees' performance.
- To demonstrate the ability to develop KRA and KPI of employees.
- To illustrate the importance of competency based performance management system.
- To demonstrate the ability to formulate talent retention strategy for enhanced talent management

Course Objectives

CO1	Illustrate the core objectives of the performance management system (PMS) and its key components.
CO2	Explain the various aspects of performance management and performance appraisal, its principles, concern with ethical backgrounds.
CO3	Discuss and develop KRI and KRA for employees.
CO4	Illustrate the importance of competency based performance management system.
CO5	Assess different approaches of talent retention in India with the examples of different companies

Course Content

Module 1 : Introduction to performance management system (PMS)

9 Hours

Introduction to Performance Management, nature, scope, importance, process of Performance Management, Difference and link between Performance Management and Performance Appraisal, Benefits of Performance Management, Performance Planning, Role Analysis and Evaluating Performance Management, Linkage of Performance Management to Other HR Processes, Pre requisites for the success of a PM system,

Performance planning- Results Behavior & Developmental plan, Choices in Performance Management System Design, Succession planning, Performance execution, Performance assessment, Performance review, PA communication & Counseling

Module 2: System implementation & Issues in performance management

9 Hour

3 Ps of PMS-Purpose, People, Process. Implementing performance management system- strategies and challenges , Approaches for performance appraisal (Based on absolute standards, relative standards & Achieved Outcomes), Performance appraisal methods, Traditional Methods (Annual confidential report, Straight ranking, Grading, paired ranking, Linear Rating Scale, Forced distribution method, Forced Choice Description, Critical incident method Questionnaire Field survey method, Essay method), Modern Methods vs Traditional Methods (360 Degree feedback, MBO, Behaviorally Anchored Rating Scale, Assessment center method, Potential Appraisal), Self-Evaluation, Exploring Bell Curve approach in Performance Appraisal*. Performance metrics; Role of HR professionals in performance management; Performance management documentation; Performance management audit; Ethical and legal issues in performance management; Use

of technology and E-PMS; Performance management practices in successful organizations*. Challenges of poorly implemented PMS, Creating More Effective Performance Management Systems

Module 3: Tools to measure Performance

9 Hours

Measuring results - Determining Objectives- Setting performance standards, Characteristics of good performance standard Analyzing Performance problems, KRA and KPI -Introduction, Developing KRA and KPI, Implementing KRA based Performance Appraisal System, Identification and Measurement of KPA's, Latest tools and techniques being followed by world's leading organizations, such as Check Points (followed by IBM), OKRs (followed by Google, Intel, Jio, etc.)Role of Line Managers in Performance Management, Supervision - Objectives and Principles of Monitoring - monitoring , periodic reviews - problem solving Strengths and Limitations of KRA* Performance Management for Teams, Balanced Scorecard

Module 4: Enhancing employee performance by competency mapping

9 Hours

Competencies- Types, Difference between core competencies & workplace competencies, Essential components while describing a competency, Competency Mapping to enhance Performance- Key steps, Application of competence mapping, Tools for competency mapping, Objective assessment of Competencies, Performance counseling- Concept, principles and Skills

Module 5: What next after PMS? Talent Management & Retention Practices.

9 Hours

Talent management- Concept and approaches; Framework of talent management; Talent identification and integration; Building the talent pipeline; Managing employee engagement; Key factors and different aspects of talent management; using talent management processes to drive culture of excellence; Talent management in India*; Future directions in talent management practice and research.

Talent Retention: "SMR Model" (Satisfy, Motivate and Reward) – The Formula to Win Your Employees & Retain Them, Employee Retention Programs using Job Embeddedness Theory & Job coupling theory, Job characteristic model, Career Planning & Development, Talent retention diagnosing causes of talent departure, Best Practices in Employee Retention

Basic Texts)

- Aguinis, H (2013), Performance Management, Third Edition, Pearson Education
- Armstrong, M (2006), Performance Management: Key Strategies and Practical Guidelines, Third Edition, Kogan Page Limited.
- Rao. T. V (2007) Performance Management and Appraisal Systems. Thirteenth Edition. Sage Publications.
- Goel. D (2013). Performance Appraisal and Compensation Management. 2nd edition. PHI Learning.

Reference Books

- Anthony, et all (2012). Human Resource Management: A Strategic Approach. Second Edition. South Western College.
- Chadha.P (2012). Performance Management: It's about performing- Not just appraising, Macmillan India Limited.
- Rao.T.V,Mahapatra.G,Rao.R& Chawla. N (2012). 360 Degree feedback and Performance Management System. Vol II, Excel Books.
- Performance Coaching: A Complete Guide for Growing Human Potential and Purpose: Advanced Coaching Techniques and Tools for Developing People (Leadership and Coaching)- Nicholas Barealey Publishing London – Boston

- The Balanced Scorecard: Translating Strategy into Action – Copy right by the president and fellows of havard college. Key Performance Indicators (KPI): The 75 measures every manager needs to know - Copy right by havard business press.

Other reading material

- <https://hbr.org/2015/04/reinventing-performance-management>
- <https://hbsp.harvard.edu/product/918020-PDFE-NG?Ntt=&itemFindingMethod=Spotlight>
- <https://hbr.org/2016/10/the-performance-management-revolution>
- <https://hbsp.harvard.edu/product/B1103APDF-ENG?Ntt=performance+management&itemFindingMethod=Search>
- <https://www.shrm.org/resourcesandtools/hr-topics/organizational-and-employee-development/pages/360-degreefeedback.aspx>
- <https://hbsp.harvard.edu/product/R1611G-PDF-ENG?Ntt=performance+management+and+reward&itemFindingMethod=Search>
- <https://hbr.org/2012/09/getting-360-degree-reviews-right>
- <https://hbsp.harvard.edu/product/W18740-PDF-ENG?Ntt=competency+mapping&itemFindingMethod=Search>
- <https://hbr.org/2016/09/we-need-a-better-way-to-visualize-peoples-skills>
- <https://hbsp.harvard.edu/product/745hrs4BC-PDF-ENG?Ntt=performance+appraisal+&itemFindingMethod=Search>
- <https://hbsp.harvard.edu/product/76405-PDF-ENG?Ntt=performance+appraisal+&itemFindingMethod=Search>

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Contemporary Leadership in Practice

Course Code: 23MBADSE427

Semester: 4

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Discuss the traditional and contingency approaches of leadership
- Explain modern leadership theories and their applicability
- Discuss the role of entrepreneurial, creative and project-oriented leadership styles
- Describe the relationship between leadership, culture and diversity using design thinking framework
- Elucidate various strategies that enhance leadership skills and promote strategic leadership

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Illustrate the importance of traditional and contingent leadership approaches
CO2	Illustrate the applicability of modern leadership styles in an organization
CO3	Exemplify the role of entrepreneurial, creative and project-oriented leadership styles.
CO4	Develop a design thinking model/framework for 21 st century organizations
CO5	Appraise the need for leadership training and development

Course Contents:

Module 1: Introduction, Traditional and contingency Leadership approach

9 hours

Nature and Definition of Leadership, Perspectives on Effective Leadership Behaviour, how leaders motivate and influence others, Traditional and contingency leadership approaches: Types of leadership, Personality and Trait theories, Behavioural, style and relationship theories, Situational Leadership

Module 2: Modern Approaches to Leadership

9 hours

Transactional Leadership, Transformational Leadership, Servant leadership, Charismatic leadership, Authentic leadership; Post Heroic Leadership: Challenging the notion of heroic leadership, collective approaches to leadership, leadership as practice and process, **latest research***.

Module 3: Leadership Context

9 hours

Entrepreneurial Leadership, Effectuation: How expert entrepreneurs think, what is different about entrepreneurial leadership? Effectuation and Cognitive Ambidexterity, Entrepreneurial orientation dimensions; Creative Leadership; Leadership in creative industries; Project Leadership.

Module 4: Leadership, Culture and Diversity

9 hours

Leading Diversity and Change, Prediction, Risk and Uncertainty, Leading Innovation, Cross-Cultural Leadership - Types and Difficulties, Cultural Value Dimensions and Leadership, Gender and Leadership, *Managing Diversity, Design Thinking, Design Thinking Models/ Framework, Design Thinking Tools, Business Planning Stages, **latest research***.

Module 5: Developing Leadership Skills.**9 hours**

Leadership Training Programs, Designing Effective Training Programs, Special Techniques for Leadership Training. Facilitating Conditions for Leadership Development, Strategic Leadership How Leaders Influence Organizational Performance, Need for Strategic Leadership, Strategic Leadership in Teams, *Leadership skills of most effective leaders, **latest research***.

(* These topics are categorized as 'Self-learning' topics and are subjected to testing)

Basic Texts

- Daft, R L (2012). Leadership. Cengage Learning.
- Schedlitzki, D., & Edwards, G. (2014). Studying leadership: Traditional and critical approaches. SAGE Publications Ltd.
- Simon Western, Garcia, E.J. (2018), Global Leadership Perspectives

Reference Books

- Global Leadership Perspectives: Insights and Analysis, Sage publications.
- Roe K. (2018), Leadership, practice and perspectives (2nd edn), Oxford university press.
- Yukl, G (2013). Leadership in Organizations. 8th Edition. Pearson.
- Lussier A & Achua, K. (2013). Effective Leadership. 5th Edition. South Western
- Northouse. (2016) Leadership Theory and Practice. 7th Edition, Sage

Other reading material

- Leadership Lessons from India - Harvard Business Review
- <https://hbr.org/2010/03/leadership-lessons-from-india>
- Barnabas, A., & Clifford, P. S. (2012). Mahatma Gandhi—an Indian model of servant leadership. International Journal of Leadership Studies, 7(2), 132-150

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Advanced Human Resource Management Analytics

Course Code: 23MBADSE428

Semester: 4

Credits: 3

Hours (LTP): 45 hrs

Course Objectives

- Explain the importance of data and importance of processing data.
- Measure analytical data using various techniques in HR function.
- Build various algorithms for analysis of data management.
- Demonstrate techniques for classification of data.
- Build the ability to perform data analysis for HR professionals.

Course Outcomes

At the end of the course, learners will be able to:

CO1	Develop skills for data extraction, processing and visualization
CO2	Use mathematical and statistical techniques for data analysis
CO3	Use factor analysis and cluster analysis for data analysis
CO4	Interpret the results of data analysis
CO5	Conclude the results of qualitative analysis

Course Contents:

Module 1: Data Exploration, Extraction and Visualization

9 Hours

Understanding employee data*, determining outliers and handling missing values, extracting relevant employee data, employee data visualization using charts and dashboards.

Module 2: Basic Mathematical and Statistical Techniques

9 Hours

Descriptive analytical techniques for HR operations, conjoint analysis for designing compensation and benefits plan, Expense forecasting using time series, Markov chain model and Monte Carlo Simulation for man power planning, Effectiveness of employee training using compare means*.

Module 3: Factor Analysis and Cluster Analysis

9 Hours

Employee segmentation*, dimension reduction algorithms for performance management- factor analysis and principal component analysis, measuring employee satisfaction, measuring employee happiness index, Factor analysis of high performing work system practices.

Module 4: Classification and Regression Techniques

9 Hours

Employee job performance, predicting employee promotion, Reason of top performers leaving the job, predicting employee attrition, Attrition rate at organizational level, department level and team level , Common reasons of attrition , Attrition rate of current and previous employees*.

Module 5: HR Analytics for Text Data

9 Hours

Word cloud for employee resume, Sentiment analysis for employee reviews, Analysing performance management feedback interviews, Quality of the hires by different recruitment channels, recommendation system for job skills*

(* These topics are categorized as ‘Self-learning’ topics and are subjected to testing)

Basic Texts

- Motwani, B. (2021). HR Analytics- Practical Approach using Python. Wiley
- Ulrich, D. and Dulebohn, J. 2015. Are we there yet? What’s next for HR? Human Resource Management Review. 25: 188-204.
- Levenson, A. (2011), Using targeted analytics to improve talent decisions. *People and Strategy*, 34 (2), 34-43.

Reference Books

- Levenson, A., Lawler III, E. E., & Boudreau, J. W. (2005). Survey on HR Analytics and HR transformation: Feedback report. Center for Effective Organizations, University of Southern California.
- Sharma, S., & Sharma, M. (2016) HR Analytics: Managing Human Capital to Execute Strategy.
- Evans J, (2017) Business Analytics. Pearson India

Other reading material

- Minbaeva, D.B. (2018). Building credible human capital analytics for organizational competitive advantage. *Human Resource Management*, 57, 701-713.
- Mohammed, A. D. (2019). HR analytics: a modern tool in HR for predictive decision-making. *Journal of Management*, 6(3), 51-63.
- Molefe, M. (2013). From data to insights: HR analytics in organizations. (Master’s thesis, University of Pretoria).
- Pease, G., Byerly, B., & Fitz-enz, J. (2012). Human capital analytics: how to harness the potential of your organization's greatest asset (Vol. 64). John Wiley & Sons.
- Pemmaraju, S. (2007). Converting HR data to business intelligence. *Employment Relations Today*, 34(3), 13–16.
- Pfeffer, J. and Sutton, R.I. 2006. Evidence-based management. *Harvard Business Review*. January, 2006.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Strategic Human Capital Development

Course Code: 23MBADSE429

Semester: 4

Credits: 3

Hours (LTP): 45 hrs

Course Objectives

1. To analyse a strategic view of human capital management.
2. To Demonstrate the process involved in the development of strategy.
3. To examine the HRM’s role in Strategic Formulation and Implementation.
4. To explain the Importance of Behaviour Influences of HCM Strategy.
5. To Adapt to the changing environment of Organizational Culture and Leadership.

Course Outcomes

At the end of the course, learners will be able to:

CO1	Illustrate how Human capital is important to Strategy to achieve organization’s goals.
CO2	Outline the changing role of Human capital management Strategy and its influence on HRM functions.
CO3	Simplify the HR professionals role in Strategy formulation and Implementation between employability and employment.
CO4	Judge the strategic authority, power, responsibility and accountability.
CO5	Design interventions to address problems related to adapting to the changing environment and implications of culture

Course Contents:

Module -1: Background of Effective Strategy

9 hours

Meaning and Definitions of Strategy, Mintzberg’s 5Ps of Strategy, Mckinsey’s 7 S Framework, Strategy vs Tactics, Nature and Scope of Strategic Management, Hierarchical Levels of Strategy, Strategic Intent, Environmental Threats and Opportunity Profile *(ETOP).

Module-2: Strategic Management in Practice

9 hours

Strategic Management: Meaning and Purpose, Strategic Formulation, Corporate Strategy: Link with HRM; changing nature of Strategy*; Concept of Strategic Human Resource Management.

Module-3: Strategic Human Capital Management on the March

9 hours

Role of Strategic Human Resource Management; HRM’s role of Strategy Formulation, Implementation, Role of HR professionals in SHRM, The four task model; Employability not employment*, HR Management as Strategic Business contributor.

Module-4: Behavioural Influence on Strategy

9 hours

Introduction to behavioural Influences and its tactics, Power _types of Power, Empowerment as a way of Influencing Behaviour, Political implications of Power*, strategies and tactics to acquire power, managing political behaviour while implementing Strategies, Leadership styles and culture change, Ethics and Strategy, Managing Conflict, Relationship to Performance and Pay to Strategies.

Module-5: Strategy: Structure, Leadership and Culture

9 hours

Structure and Strategy; Strategic Choices as Adaptation Process, A strategic Typology of organizations, Strategic failures, Strategic Leadership and Competitive advantage, Organizational Culture, Organizational

Culture and Success, Implication for Managers, Conditions for Cultural change and Suggestions for Cultural Change*, Culture Shocks.

(* These topics are categorized as 'Self-learning' topics and are subjected to testing)

Basic Texts

- Mello, J.A. (2014) Strategic Human Resource Management , Third Edition, Cengage Learning .
- Anthony W P. (2012) Human Resource Management: A Strategic Approach, South Western college
- Ulrich D. (2012) the HR Score Card , Linking People ,Strategy and performance , Harvard Business School Press

Reference Books

- Scott , E. (2018). The Ethics of Human Resource Management Pg 73 -86, Cengage Learning.
- Barney, J.B. and P.M. Wright (1998) On becoming a strategic partner: the roles of human resources in gaining competitive advantage, Human Resource Management.
- Child, J. (1972), Organisational structure, environment and performance: the role of strategic choice. Sociology.
- Mahoney, J.T. and J.R. Pandian (1992), The resource based view within the conversation of strategic management. Strategic Management Journal, 13, pp 363-380. Meyer, J., W.R. Scott and D. Strang (1987), Centralisation, fragmentation and school district complexity. Administrative Science Quarterly, 32, pp 186-201.
- Mintzberg, H. (1979) The structuring of organizations. London: Prentice-Hall, Inc.
- Englewood Cliffs. Mirvis, P.H. (1997) Human resource management: leaders, laggards, and followers, Academy of Management Executive.

Other reading material

- Levy, S. J. (1959). Symbols for sale. Harvard Business Review
- Park, C. W., Jaworski, B. J., & MacInnis, D. J. (1986). Strategic brand concept-image management. The Journal of Marketing, 135-145 hrs.
- Pfeffer, J. and G. Salancik (1978) The external control of organizations: a resource dependence perspective. New York: Harper and Row. Pfeffer, J. (1994) Competitive advantage through people. Boston: Harvard Business School Press.
- Wright, P.M. and G.C. McMahan (1992) Theoretical perspectives for strategic human resource management, Journal of Management, 2(18), p.295-320

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Positive Organizational Behaviour

Course Code: 23MBADSE430

Semester: 4

Credits: 3

Hours (LTP):45 hrs

Course Objectives:

- Examine the influence of hope and efficacy on the performance of employees.
- Summarize the influence of resiliency and optimism on the performance of employees.
- Explain key theories in the field of happiness at the workplace.
- Discuss the phenomenon of mindfulness.
- Elaborate the experience of mindfulness among employees.

Course Outcomes (COs):

At the end of the course, the learner will be able:

CO1	Design interventions to improve hope and efficacy of employees
CO2	Develop methods to improve the levels of resiliency and optimism of employees
CO3	Illustrate methods to improve the happiness among employees at the workplace
CO4	Propose methods to develop positive leadership among managers
CO5	Evaluate interventions to improve the spirituality at the workplace

Course Contents:

Module 1: Psychological Capital: Hope and Efficacy

9 hours

Hope: Meaning, trait or state, importance at the workplace, level of hope at the individual level and its applications at the workplace, interventions to improve the level of hope, **latest research***. Efficacy: Meaning, theories, importance at the workplace, difference in efficacy in different functions, measurement, interventions to improve self-efficacy, **latest research***.

Module 2: Psychological Capital: Resiliency and Optimism

9 hours

Resiliency: Meaning, importance of resiliency at the workplace, measuring the level of resiliency among employees, interventions to develop resiliency, latest research*.

Optimism: Meaning, theories, applications, measurement, interventions, **latest research***.

Module 3: Individual Happiness and Happiness at the workplace

11 hours

Happiness: Meaning, importance, importance, set point theory, measuring individual happiness levels, what reduces happiness levels, ways to improve happiness, **latest research***.

Happiness at the workplace: Meaning, importance, Self-determination theory, individual happiness to workplace happiness, instruments to measure workplace happiness, methods to improve workplace happiness, **latest research***.

Module 4: Mindfulness

7 hours

Meaning, theories of mindfulness, applications of mindfulness at the workplace, mindfulness scales, interventions to improve the level of mindfulness, MBSR technique to improve mindfulness, **latest research***.

Module 5: Workplace Spirituality

9 hours

Meaning, importance, theories, dimensions of spirituality, understanding meaningful work, alignment of values and sense of community, measuring spirituality at the workplace, interventions to improve spirituality, latest research*.

(* These topics are categorized as 'Self-learning' topics and are subjected to testing)

Basic Texts

- Luthans, F. (1998). Organisational behaviour 8th Edition.
- Avolio, B. J., Gardner, W. L., Walumbwa, F. O., Luthans, F., & May, D. R. (2004). Unlocking the mask: A look at the process by which authentic leaders impact follower attitudes and behaviors. *The leadership quarterly*, 15(6), 801-823.
- Gardner, W. L., Avolio, B. J., Luthans, F., May, D. R., & Walumbwa, F. (2005). "Can you see the real me?" A self-based model of authentic leader and follower development. *The leadership quarterly*, 16(3), 343-372.

Reference Books

- Luthans, F. (2002). The need for and meaning of positive organizational behavior. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 23(6), 695-706.
- Luthans, F., & Avolio, B. J. (2003). Authentic leadership development. *Positive organizational scholarship*, 241, 258.
- Luthans, F., & Youssef, C. M. (2007). Emerging positive organizational behavior. *Journal of management*, 33(3), 321-349.

Other reading material

- Youssef, C. M., & Luthans, F. (2007). Positive organizational behavior in the workplace: The impact of hope, optimism, and resilience. *Journal of management*, 33(5), 774-800.
- Luthans, F., Youssef, C. M., & Avolio, B. J. (2007). Psychological capital: Developing the human competitive edge.
- Luthans, F., Avolio, B. J., Avey, J. B., & Norman, S. M. (2007). Positive psychological capital: Measurement and relationship with performance and satisfaction. *Personnel psychology*, 60(3), 541-572.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Name: Tools and Techniques in Behavioral Research

Course Code: 23MBADSE431

Semester: 4

Credits: 3

Hours (LTP): 45 hrs

Course Objectives

- Develop the ability to do quantitative research in human resources management
- Identify and apply the tools and techniques to interpret the quantitative data.
- Advance the skills to do qualitative research in human resources management
- Categorize the data analysis strategies to interpret the qualitative data.
- Understand the importance of mixed-method research in human resources management

Course Outcomes

CO1	Demonstrate a systematic research plan to answer the research questions in human resource management.
CO2	Effectively analyze, interpret and report the research findings
CO3	Utilize specific research skills for the development of a qualitative research design in human resource management
CO4	Identify appropriate techniques underlying different research approaches
CO5	Make decisions about the appropriate use of basic research techniques and research designs in human resource management

Course Contents

Module 1: Introduction to Quantitative Research Design

9 Hours

Structure of quantitative Research Proposal – Basic introductory information, The Topic under investigation – Replication studies, theoretical perspective, research purpose statement, research questions, objectives and hypotheses, literature review. The research Plan – Design and methods of data collection, Experimental research, survey research.

Module 2: Quantitative Research Analysis and Interpretation

9 Hours

Data Analysis and Assessment – prepare the data, descriptive statistics, inferential statistics, validity, and reliability. Interpretation and Representation – tables and graphs, pilot testing, ethical praxis, references, and appendices. Jamovi for Beginners – Introduction, download, open, understand the screen structure, prepare the data, explore the data – Descriptive statistics, Analysis and Interpretation – inferential statistics.

Module 3: Introduction to Qualitative Research Design

9 Hours

Structure of qualitative Research Proposal – Basic introductory information, The Topic under investigation – literature review, research purpose statement, research questions, The research Plan – philosophical statement, Interpretive or Constructivist Paradigm, Critical Paradigm.

Module 4: Qualitative Research Analysis and Interpretation

9 Hours

Design and Methods of Data Collection – Field research (ethnography), Interview, self-data (autoethnography), and Unobtrusive methods (content analysis). Sampling, Participation and Setting, Data Analysis and Interpretation Strategies – data preparation and organizing, initial immersion, coding, categorizing and theming, Interpretation, evaluation, representation, and conclusion.

Module 5: Mixed Method Research

9 Hours

Structure of a Research Proposal - Basic introductory information, The Topic under investigation – research purpose statement, research questions and hypotheses, philosophical statement and theoretical perspective, literature review. Design and Methods of Data Collection – Explanatory sequential design, exploratory sequential designs, Convergent or concurrent designs, nested designs. Sampling and Participation, Data analysis and Interpretation, Representation.

Basic Texts

- Creswell, J. W., & Creswell, J. D. (2018). *Research design: qualitative, quantitative, and mixed methods approaches*. Fifth edition. Los Angeles: SAGE.
- Leavy, P. (2017). *Research design: Quantitative, qualitative, mixed methods, arts-based, and community-based participatory research approaches*.

Reference Books

- Creswell, J. W., & Plano, C. V. L. (2011). *Designing and conducting mixed methods research*. Los Angeles: SAGE Publications.
- Jason, L., & Glenwick, D. (2016). *Handbook of methodological approaches to community-based research: Qualitative, quantitative, and mixed methods*.

Other reading material

- Saunders, M. N. K., Lewis, P., & Thornhill, A. (2015). *Research methods for business students*. New York: Pearson Education.
- Bell, E., Bryman, A., Harley, B., & Bryman, A. (2019). *Business research methods*. Oxford: Oxford University Press.
- <https://www.rensvandeschoot.com/tutorials/jamovi-for-beginners/>
- <https://www.jamovi.org/>
- <https://spsp.org/news-center/student-newsletters/spspotlight-october-2018/jamovi>
- Edmondson, A., & Zuzul, T. (2014). *Quantitative and qualitative methods in organizational research*. Palgrave Macmillan.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

SKILL ENHANCEMENT

Course Title: Managerial Skills for Effectiveness

Course Code: 23MBASEC404

Semester: 4

Credits: 2

Hours (LTP):30 hrs

Course objectives:

- To Demonstrate the necessary skills for being an effective Manager.
- To Develop one's network for better management.
- To Examine the skills required for collaboration.
- To Demonstrate the ability to negotiate.
- To Employ conflict management skills.

Course outcomes

CO1	Develop the skills required to be effective as a manager
CO2	Demonstrate the skills for better networking
CO3	Examine the usefulness of collaboration as a manger
CO4	Develop negotiating skills
CO5	Employ the skills for managing conflicts

Course Content

Module 1: Managerial Skills for Effectiveness

6 hours

Understand the managerial skills necessary for effective managers; Key managerial skills- Motivating others, delegating effectively, giving feedback. building an organization culture for enhancing managerial effectiveness.

Module 2: Networking skills

6 hours

Meaning of networking; building networking across various business functions.

Module 3 Collaborating skills:

6 hour

What is Collaboration, Overcoming Defensiveness, Understanding Truthfulness in Collaboration, Listening Skills Requirement in Collaboration. Self-Awareness and Awareness of Others in Collaboration., The Life Cycle of Collaborative Teams. Building Consensus, Designing a Process Map.

Module 4. Negotiation skills

6 hours

Use negotiating skills in both personal and professional situations Understanding the principles and the process of negotiation Develop and employ effective communication and problem-solving skills to execute effective negotiation tactics and strategies in various scenarios Understand the Golden rules of negotiation. Negotiate to resolve conflicts. Role of trust in negotiations; negotiation and IT; ethics in negotiation; cultural differences in negotiation styles; gender in negotiations; context of mediation; negotiation as persuasion.

Module 5 . Conflict Management skills:

6 hours

Resolve conflicts with others and among team members, recognize why some conflict is to be expected and why it is a part of healthy relationships, Understand the different Conflict Management styles.

Basic Texts:

- Suzanne de Janasz and Karen Dowd and Beth Schneider (2019) Interpersonal Skills in Organizations 6th Edition, McGraw- Hill Irwin
- David C., Thomas, Mark, F. Peterson (2012), Skills development for Business and Management Students, Oxford Press

Reference Books:

- Robbins,S.P., Hunsaker,P.L.(2012).Training in Interpersonal Skills: Tips for managing people at work. Forty Fifth Edition. PHI Learning Private Limited.
- Gallagher, K (2011). Skills Development for Business and Management Students. Oxford University Press. New Delhi.

Other Reading Material:

- <https://hbr.org/2013/10/be-yourself-but-carefully>
- <https://hbr.org/1966/03/interpersonal-barriers-to-decision-making>
- <https://hbr.org/2017/06/new-managers-shouldnt-be-afraid-to-express-their-emotions>
- <https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/developingandsustaininghigh-performanceworkteams.aspx>
- <https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/managingworkplaceconflict.aspx>
- <https://www.forbes.com/sites/glennllopis/2013/05/20/6-effective-ways-listening-can-make-you-a-better-leader/#4068c2091756>

Evaluation Pattern:

Continuous Evaluation – Skill Enhancement Courses						Total
A1	A2	A3	A4	Internal Test/ Quiz etc	Class Participation	100 Marks
20	20	20	20	10	10	

BUSINESS ANALYTICS SPECIALIZATION
SEMESTER - II

Course Title: Data Analytics with Python

Course Code: 23MBADSE226

Semester: 2

Credits:3

Hours (LTP): 45 hrs

Course Objectives:

- Appreciate data handling using Python
- Apply different data structure for problem solving
- Analyze different data
- Create statistical model for decision making
- Visualize data for easy understanding of Business Scenario

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Demonstrate data handling using Python
CO2	Illustrate different data structure for problem solving
CO3	Illustrate different data using Python library
CO4	Assess statistical model for decision making
CO5	Design models of business scenario

Course Contents:

Module 1: Introduction to Python

10 Hours

Features of Python; Installation of Python; Getting Started; Variables in Python; Input and Output in Python; Importing modules and library; Basic Programming in Python ; Logical expression using if..else*

Module 2: Data Structures

10 Hours

Lists: Creating a List; Accessing List Elements; Functions for List; Tuples: Creating a Tuple; Accessing Tuple Elements; Functions for Tuple; Dictionary: Creating a Dictionary; Accessing Dictionary Elements; Functions for Dictionary; Using for loop and while loop*

Module 3: Core Libraries in Python

9 Hours

The numpy library: Single Dimensional Array; Multi Dimensional Array; pandas library: Basics of Data Frame; Relational and Logical Operators for Filtering data; Handling Missing Values; Matplotlib Library : using plot(); Pie Chart; Scatter Plot; Histogram ; Bar Chart; Seaborn Library: Box Plot; Violin Plot; Point Plot; Line Plot; Count Plot; Bar Plot; Scatter Plot; Regression Plot; Heat Map; Pair Plot; Pair Grid; slicing operations in Python and it's uses in different situation*

Module 4: Modules in Python

6 Hours

In-built modules: Math; random; statistics; string; re and user defined module; from ..import; renaming the imported module*

Module 5: Statistics in python

10 Hours

Descriptive Statistics; Rank; Normality; NormalDist objects; Solving classic probability problems* Correlation; Chi-Square test; Parametric Techniques for comparing means: One sample t-test; Independent sample t- test;

Dependent t-test; One Way ANOVA; Univariate and Multivariate regression; Logistic regression; RMSE; Confusion matrix; accuracy

Basic Texts

- Motwani; B. (2020). Data Analytics using Python. Wiley.
- Beazley; D. M.; & Jones; B. K. (n.d.). Python Cookbook: Recipes for Mastering Python 3. O'Reilly.
- McKinney; W. (2018). Python for Data Analysis: Data Wrangling with Pandas; NumPy; and IPython. O'Reilly

Other References

- Brown; M.; & Brown; M. C. (2018). Python: The Complete Reference. McGraw Hill Education.
- Brownley; C. W. (2016). Foundations for Analytics with Python. O'Reilly Media; Inc.
- McKinney; W. (2017). Python for Data Analysis. O'Reilly.
- Rao; D. R. (2016). Core Python Programming. Dreamtech Press.
- Sebastian, R., & Vahid, M. (2019). Python Machine Learning. Packt.
- Severance, C. R. (2016). Python for Everybody: Exploring Data Using Python 3. Autoedición

Other reading material

- <https://www.python.org/>
- <https://pandas.pydata.org/>
- <https://numpy.org/devdocs/user/quickstart.html>

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation	: 10 Marks	50 Marks	100 Marks
Assessment 1	: 10 Marks		
Assessment 2	: 10 Marks		
Assessment 3	: 10 Marks		
Block End Test	: 10 Marks		

Course Title: Data Visualization using Tableau and Power BI

Course Code: 23MBADSE227

Semester: 2

Credits:3

Hours (LTP): 45 hrs

Course Objectives:

- Familiarize with the tableau and Power BI environment.
- Create charts using functions to generate data insights.
- Understand data aggregation and calculations for effective analysis.
- Build dashboards and custom spatial plots using spatial data.
- Conduct data visualizations using adhoc analysis.

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Illustrate the importance of data visualization
CO2	Demonstrate visualization through different charts
CO3	Interpret the output
CO4	construct dashboard
CO5	Appraise use of Adhoc data analysis

Course Contents:

Module 1: Visual Analytics

8 Hours

Importance of Visual Analytics; Tableau and Power BI Versions and Installation; Sheets and Dashboards; Data Window, Data Types and Aggregation; Visualizations with Row and Column Shelves; View cards to Identify Trends and Outliers; Visual Analytics in Business Applications*

Module 2: Advanced Charts and Insights

8 Hours

Chart by Show me, Cross Tab; Maps; Heat Maps; Bar Chart; Stacked Bar Chart; Side by side bars; Line Chart Scatter Plot; Packed Bubble chart; Sorting data; Filter data; Group Dimension; Time Series Analysis; Advanced Combinations Charts: Butterfly Chart, Dual Axis Chart*.

Module 3: Calculation to Enhance Data

8 Hours

Aggregation in Charts; Aggregation Types; Calculated Value and Table Calculations; Building Formula using Table Calculation; Customizing Table Calculation; Calculation with Parameters; Advanced Sets and Parameter with Filters*

Module 4: Maps and Dashboards to Improve Insight

9 Hours

Standard Map; Tableau geocodes Data; Map Error; Spatial Data; Custom Spatial Plot; Animating Maps; Interactive Dashboards; Generating New Data with Forecasts; Forecasting Options; Quality metrics to tool tips; Export forecasts; Ad- hoc Analysis with Parameters; Basic Parameter Controls; Advanced Parameter Controls*

Module 5: Visualization with Power BI

12 Hours

Charts and Dashboards in Power BI; Calculations and Adhoc Analysis; Filters and Sorting; Advanced

Dashboards in Business Applications*

(* These topics are categorized as 'Self-learning' topics and are subjected to testing)

Basic Texts

- Milligan, N.J. (2019). Learning Tableau. Packt.
- Murray, D.G. (2013). Tableau your Data! Fast and Easy Visual Analysis with Tableau Software. Wiley.

Reference Books

- Jones, B. (2014). Communicating Data with Tableau: Designing, Developing, and Delivering Data Visualizations, O'reilly.
- Chellappan, A. S. (2017). Pro Tableau: A Step-by-Step Guide. Apress.
- Nussbaumer C.K. (2015). Storytelling with Data: A Data Visualization Guide for Business Professionals. Audible Studios .
- Munzner,T. (2014) . Visualization Analysis & Design. CRC Press.
- Donabel S. (2018). Tableau 10 Business Intelligence Cookbook. Packt.
- Baldiwn, D. (2019). Mastering Tableau. Packt.
- Knight, D. (2018). Microsoft Power BI Quick Start Guide: Build dashboards and visualizations to make your data come to life. Packt.

Other reading material

- Matthew, S., Adebawale,S., Sarhan, M. Cajetan,A., Roy,P. (2016). Data Visualization. International Journal of Engineering Research and Advanced Technology. 12. 245 hrs4-6135.
- Olshannikova, E., Ometov, A., Koucheryavy,Y. , Olsson,T. (2015). Visualizing Big Data with Augmented and virtual reality: Challenges and Research Agenda. Journal of Big Data. 2:22
- GiriBabu,T. , AnjanBabu G. (2016). A Survey on Data Science Technologies & Big Data Analytics. International Journal of Advanced Research in Computer Science and Software Engineering Volume 6(2)
- <https://www.tableau.com/about/blog/2019/10/best-tableau-web-resources-learning-and-iterating>
- <https://public.tableau.com/en-us/s/resources>
- <https://www.tableau.com/learn>

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation :	10 Marks	50 Marks	100 Marks
Assessment 1 :	10 Marks		
Assessment 2 :	10 Marks		
Assessment 3 :	10 Marks		
Block End Test :	10 Marks		

Course Title: Structured Query Language

Course Code: 23MBADSE228

Semester: 2

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Learn the basics of SQL, related to formation of query
- Understanding data extraction from multiple tables
- Creating triggers, cursors and functions in Oracle
- Usage of SQL in R to perform data extraction
- Usage of SQL in Python to perform data extraction

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Demonstrate RDBMS, tables and database.
CO2	Demonstrate DDL and DML commands for data management.
CO3	Examine PL/SQL block and Constructs.
CO4	Develop competence using different applications of PL/SQL.
CO5	Design SQL operations on R and python.

Course Contents:

Module 1: Basics of Database and SQL

12 Hours

Database Creation; Data Types; Table Creation and Alteration; Primary key; Foreign key; Unique and Check Constraint; Not null; Select Clause; Where Clause; Relational Operators; Logical Operators; IN and NOT IN; Like Operator; IS NULL; Insert Statement; Update Statement; Delete Statement; In-Built SQL Functions; ORDER BY clause; GROUP BY clause; Ranking Functions;

Module 2: SQL for Multiple Tables

12 Hours

Intersect and Union; SubQuery; Joining of Multiple Tables using different Relational and Logical Operators;

Module 3: PL-SQL in Oracle

12 Hours

Basic PL-SQL; Triggers; Cursors and Functions;

Module 4: SQL in R using SQL alchemy library

5 Hours

Select Clause; Where Clause; Relational Operators; Logical Operators; IN and NOT IN; Like Operator; IS NULL; Insert Statement; Update Statement; Delete Statement; In-Built SQL Functions; ORDER BY clause; GROUP BY clause; Ranking Functions; Intersect and Union; SubQuery; Joining of Multiple Tables with different Relational and Logical Operators;

Module 5: SQL for Multiple Tables in R

4 Hours

Select Clause; Where Clause; Relational Operators; Logical Operators; IN and NOT IN; Like Operator; IS NULL; Insert Statement; Update Statement; Delete Statement; In-Built SQL Functions; ORDER BY clause; GROUP BY clause; Ranking Functions; Intersect and Union; SubQuery; Joining of Multiple Tables with different Relational and Logical Operators;

Basic Texts

- Alapati, Ocp, Oracle Database 11G: New Features ,Pearsons Education
- Molinaro, A. (2006). SQL Cookbook Paperback. O’Reilly.
- Silberchatz,A.,Korth,H.F.,Sudarshan,S. (2020). Database system Concepts. McGraw Hill.

Reference Books

- Coronel, C., Morris, S. and Rob, P. (2010). Database Systems.Cengage Learning.
- Alapati, S.R. (2009). Expert Oracle Database 11g Administration, Apress.
- Malik, U., Goldwasser, M., Johnston, B. (2019). SQL for Data Analytics: Perform fast and efficient data analysis with the power of SQL. Packt.
- Elmasri, R. And Navathe, S.B. (2013). Fundamentals of Database Systems. Pearson.
- Ramakrishnan, R. and Gehrke,J. (2013). Database Management Systems. McGraw-Hill.

Other reading material

- Abouzeid, A., Bajda-Pawlikowski, K., Abadi, D.J., Rasin, A., Silberschatz, A. (2009). Hadoopdb: an architectural hybrid of mapreduce and dbms technologies for analytical workloads. PVLDB 2(1), 922–933.
- Dean, J., Ghemawat, S. (2004). Mapreduce: simplified data processing on large clusters. OSDI, 137– 150.
- Lee, K.-H., Lee, Y.-J., Choi, H., Chung, Y.D., Moon, B. (2011). Parallel data processing with mapreduce: a survey. SIGMOD Rec. 40(4), 11–20.
- Pavlo, A., Paulson, E., Rasin, A., Abadi, D.J., DeWitt, D.J., Madden, S., Stonebraker, M. (2009). A comparison of approaches to large-scale data analysis. SIGMOD Conference, 165–178.
- Zaharia, M., Chowdhury, M., Das, T., Dave, A., Ma, J., McCauly, M., Franklin, M.J., Shenker, S., Stoica, I. (2012). Resilient distributed datasets: a fault-tolerant abstraction for in-memory cluster computing. NSDI, 15–28.
- https://www.youtube.com/watch?v=7S_tz1z_5bA
- <https://www.youtube.com/watch?v=vR5utJvN4JY>
- <https://www.youtube.com/watch?v=xY54Emo8rQM>
- <https://www.youtube.com/watch?v=s2oTUsAJfjI>

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Data Analytics with R

Course Code: 23MBADSE229

Semester: 2

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Developing among students an understanding of the basics of R programming.
- Creating a foundation for building complex business analytics models in R.
- Introducing students to latest packages, concepts and functions being used to build successful models.
- Enabling students to understand the data types in R to create models that can create relationships between variables.
- Enabling students to make understand data with R.
- Equipping students with tools and techniques to conduct data analysis in R.

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Illustrate R basics and programming.
CO2	Appraise different data structures in R.
CO3	Design models using the statistical techniques in R.
CO4	Demonstrate Data Exploration and its visualization using various libraries.
CO5	Design Models for analyzing and interpretation of regression and classification algorithm in R.

Course Contents:

Module 1: Overview & Essentials of R Programming

10 Hours

Overview of R programming; Working with R-Studio; Using in-built functions in R (for string, numbers, date, etc.); Import and Export of Data; Basic Data Analysis Using In-built Functions in R*

Module 2: Data Management

10 Hours

Data Structure: Vector, List, Matrices Data Frame, Factor; Data Exploration and Data Manipulation; Conversion of One Data Structure to Another*

Module 3: Data Visualization

10 Hours

Pie Charts; Line Charts; Histogram; Bar Chart; Kernel Density Plot; Quantile-Quantile (Q-Q) Plot; Box Plot; Violin Plot; Dot Chart; Bubble Plot; Image Plot; Mosaic Plot; Scatter Plot Matrices; Scatter Plot Chart; Corrgrams; Tree Map; Heat Map Chart; Using GGPlot2 for Advanced Charts; Modifying the Created Chart in R*

Module 4: Statistics using R

7 Hours

Descriptive Statistics; Correlation and Covariance; Z-test; T-test; Chi-squared test; ANOVA Non-Parametric Techniques; Time-series Analysis; Usage of Functions and Packages to Analyse Real-time Data and Interpret the Results*

Module 5: Regression & Classification**8 Hours**

Univariate and Multivariate regression; Logistic Regression; RMSE; Confusion Matrix; Accuracy; Creation of Regression and Classification Models on Different Datasets*

(* These topics are categorized as ‘Self-learning’ topics and are subjected to testing)

Basic Texts

- Gillespie, C.& Lovelace, R. (2016). Efficient R Programming: A Practical Guide to Smarter Programming. O’Reilly Media, Inc.
- Gardener M. (2012) Beginning R: The Statistical Programming Language. Wrox

Reference Books

- Wickham, H. & Golemund, G. (2017) R for Data Science.O’Reilly
- Golemund, G. (2014). Hands-On Programming with R. O’Reilly
- Dalgaard, P. (2008). Introductory Statistics with R. 2nd edition. California: Springer.
- Wickham, H. (2017). R for data science: Import. Tidy. Transform. Visualize. And Model Data. O’REILLY.
- Tilman, M. D. (2016). The Book of R: A First Course in Programming and Statistics. No Starch Press. 1st edition

Other reading material

- Bhatt, N. & Ganatra, A. (2019). Programming Language and Big Data Applications. Handbook of IoT and Big Data. <https://doi.org/10.1201/9780429053290-6>.
- Irfan, E. (2019). Data Types. Scala Programming for Big Data Analytics. https://doi.org/10.1007/978-1-4842-4810-2_5.
- Koitz, R. & Wolfgang S. (2014). “Empirical Comparison of Visual to Hybrid Formula Manipulation in Educational Programming Languages for Teenagers.” Proceedings of the 5th Workshop Evaluation and Usability of Programming Languages and Tools. <https://doi.org/10.1145/hrs/2688204.2688209>.
- Peng, R. (2012). R Programming for Data Science. Lulu.com.
- Ventocilla, E. (2019). Big Data Programming with Apache Spark. Studies in Big Data. https://doi.org/10.1007/978-3-319-97556-6_10.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

DISCIPLINE SPECIFIC ELECTIVE

Course Title: Human Resource Analytics

Course Code: 23MBADSE230

Semester: 2

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Understand importance of data extraction, processing and visualization
- Apply mathematical and statistical techniques for HR analytics.
- Execute unsupervised machine learning techniques for HR analytics.
- Execute supervised machine learning techniques for HR analytics
- Apply text data analysis for HR professionals

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Demonstrate employee data using different visualization techniques.
CO2	Interpret different mathematical and statistical techniques for employee data analysis.
CO3	Assess the HR models for formulating strategies.
CO4	Examine different machine learning techniques for employee data analysis.
CO5	Develop the HR models for analyzing data.

Course Contents:

Module 1: HR Data Exploration, Extraction and Visualization using Python

9 Hours

Understanding Employee Data; Outliers and Missing Values; Pre-processing Techniques for String and Date data type; Extracting Relevant Employee Data; Employee Data Visualization using Charts and Dashboards;
SQL for HR Data Extraction*

Module 2: HR Analytics with Mathematical and Statistical Techniques using Python

10 Hours

Descriptive Analytical Techniques for HR Operations; Conjoint Analysis for Designing Compensation and Benefits Plan; Expense Forecasting using Time Series; Markov Chain Model and Monte Carlo Simulation for Man power Planning; Effectiveness of Employee Training using Compare Means; ARIMA Modelling for Projecting Expenses, Salary*

Module 3: HR Analytics with Unsupervised Machine Learning using Python

9 Hours

Association Rule Mining for Job Satisfaction; Employee Segmentation; Dimension Reduction Algorithms for Performance Management: Factor analysis and Principal Component Analysis; Employee Segmentation on basis of Skills*

Module 4: HR Analytics with Supervised Machine Learning using Python

9 Hours

Predicting Employee Salary; Predict Employee Promotion; Predict Employee Attrition; Predict Employee Job Satisfaction and Performance*

Module 5: HR Analytics for Text Data using Python**8 Hours**

Word Cloud for Employee Resume; Sentiment Analysis for Employee Reviews; Document Searching using Trained Models; Recommendation System for Job Skills; Recommendation System for Candidates and Interviewers*

(* These topics are categorized as ‘Self-learning’ topics and are subjected to testing)

Basic Texts

- Motwani, B. (2021). HR Analytics- Practical Approach using Python. Wiley.
- Evans, J. (2017). Business Analytics. Pearson.

Reference Books

- Bertsimas, D. & Freund, R. (2004). Data, Models, and Decisions: The Fundamentals of Management Science, Dynamic Ideas.
- Soundararajan, R. & Singh K. (2016). Winning on HR Analytics: Leveraging Data for Competitive Advantage. Sage
- Edwards, M. R. & Edwards, K. (2019). Predictive HR Analytics: Mastering the HR Metric. Kogan Page
- Bhattacharyya, D. (2017). HR Analytics: Understanding Theories and Applications Paperback. Sage

Other reading material

- Angrave, D., Charlwood, A., Kirkpatrick, I., Lawrence, M. & Stuart, M. (2016). HR and Analytics: why HR is set to fail the Big Data Challenge. Human Resource Management Journal. 26(1), 1–11.
- Ben-Gal, H. C. (2019). An ROI-based review of HR analytics: practical implementation tools. Personnel Review, 48(6), 1429-1448.
- Dahlbom, P. Siikanen, N., Sajasalo, P. & Jarvenpää, M. (2020). Big Data and HR Analytics in the Digital Era. Baltic Journal of Management, 15(1), 120- 138
- Hamilton, R. & Sodeman, A. (2020). The Questions we Ask: Opportunities and Challenges for using Big Data Analytics to Strategically Manage Human Capital Resources. Business Horizons, 63(1), 85-95.
- Meena, R. & Parimalarani, G. (2019). Human Capital Analytics: A Game Changer for HR Professionals. International Journal of Recent Technology and Engineering, 8(2S11), 3963-3965.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation	: 10 Marks	50 Marks	100 Marks
Assessment 1	: 10 Marks		
Assessment 2	: 10 Marks		
Assessment 3	: 10 Marks		
Block End Test	: 10 Marks		

Course Title: Financial Analytics

Course Code: 23MBADSE231

Semester:

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Developing among students an understanding of the basics of Financial Analytics.
- Creating a foundation for building complex Financial Analytics Models in Excel.
- Introducing students to latest packages, concepts and functions being used to build successful models.
- Enabling students to understand the Financial concepts.
- Enabling students to make understand financial data with Excel.
- Equipping students with financial tools and techniques to draw inferences out of financial data.

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Demonstrate the financial analytics and time value of money fundamentals
CO2	Appraise modelling Long-term financial decision making
CO3	Design models to manage exposure to financial data accuracy and automation
CO4	Demonstrate the creation of financial analytics models
CO5	Construct models to comprehend markets with behavioral finance

Course Contents:

Module 1: Basics of Financial Analytics and Time Value of Money

8 hours

Advanced Excel for Finance, Data calculations, and Modelling, the Basic meaning of Finance and Financial Analytics, Time Value of Money – Present Value, Future Value, Annuity, and Perpetuity calculations using Excel, Financial Data Validation, Formatting, and Reconciliation with huge data sets. Machine Intelligence, Finance and Machine Learning, Excel add-in for financial calculations *

Module 2: Modelling the Long-term Financial Decision making

10 hours

Financial Decision-making using Excel, Capital Budgeting Decisions– Pay Back Period, NPV, IRR, and ARR – calculations in MS Excel, Optimization using Solver, Financial Optimization, Solving problems with Goal Seek and Solving complex problems using Solver in MS Excel. Interest Calculation Models with the formula, function, Loan Amortization Models – Logical calculations and Template, Excel and Python Models. Vectorized Backtesting, Usage of templates in Excel and Python for Financial models*

Module 3: Financial Data Accuracy and Automation and Models

10 hours

Ensuring Financial Data Accuracy, Timeliness, and Completeness in Excel, Automation of Repetitive Financial data entry tasks in Excel through macro, Comparative Analysis of Financial Data, Creation of Financial Templates and Models. Creation of links, Dash Boards, Finance calculations in Python. Break even Analysis, Capacity Utilization Model, Working Capital Management Models, Capital Structure, TVM calculations in Python, Forecasting in Finance – Prediction of Stock prices, Stock Trading Strategies, Regression models in Python. Time Series models. AI and Finance, Automating the huge financial data sets with macro and Dashboards*

Module 4: Financial Markets, Analytics Models and Fintech**8 hours**

Financial Markets, Primary Market, Secondary market, Speculation, Speculators – Bull, Bear, Lame duck, and Stag, trading in Stock Market, Capital Asset Pricing Model – An analytics approach, Usage of Regression to create the Stock Pricing Models and Algorithmic Trading, FinTech and The Transformation in Financial Services, Money and payments, Payment systems, Lending, and Crowdfunding. Data-Driven Finance, Realistic and practical financial model creations*

Module 5: Behavioural Finance and Analytics Models**9 Hours**

Traditional Finance and Behavioural Finance, Heuristic – Driven Biases, Frame Dependence, Emotional and Social Influences, Market Inefficiency, Strategies for Overcoming Psychological Biases, Market inefficiency, Price Behaviour, Strategies for overcoming psychological biases, Analytics Models, AI-First Finance and new models in finance* Behavioral Finance models

Basic Texts

- Timothy R. Mayes Todd M. Shank (2014), Financial Analysis with Microsoft Excel-Cengage Learning
- Jonathan Swan (2005), Practical Financial Modelling a guide to current practice, 2nd edition, CIMA publishing Publication.

Reference Books

- MarekRutkowski (2005), Models in Financial Modelling. 2nd Edition, Springer.
- Benninga (2008), S. Financial Modelling, 3rd edition, Massachusetts: MIT Press.
- Pandey IM (2015), Financial Management, Vikas Publishing
- V.K. Bhalla (2014), Financial Management, S Chand
- Prasanna Chandra (2020), Fundamentals of Financial Management, McGraw Hill

Other reading material

- Shashi.K.Gupta(2017) , Financial Management, KALYANI PUBLISHER
- Van Horne JC (2002) , Financial Management and Policy, Prentice Hall
- Khan and Jain (2019), Fundamentals of Financial Management, Tata McGraw Hill
- Bhalla V.K.(2014) , Working Capital Management, Ahmed Publishing
- Khan M.Y.(2013), Indian Financial System,Tata McGraw Hill

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Marketing Analytics

Course Code: 23MBADSE232

Semester: 2

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Understand the importance of data extraction, processing and visualization in marketing.
- Apply mathematical and statistical techniques for formulating effective marketing strategies.
- Execute unsupervised machine learning techniques for formulating effective marketing strategies.
- Execute supervised machine learning techniques for formulating effective marketing strategies.
- Apply reinforcement learning techniques for formulating effective marketing strategies.

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Demonstrate data using different extraction and visualization techniques
CO2	Interpret data using mathematical and statistical techniques
CO3	Design marketing strategies for marketing mix elements
CO4	Develop marketing models for data analysis using machine learning techniques
CO5	Formulate marketing strategies based on results of data analysis

Course Contents:

Module 1: Data Exploration, Extraction and Visualization

8 Hours

Explore Customer Data; Outliers and Missing Values; Pre-processing Techniques for String and Date Data; Customer Data Extraction; Customer Data Visualization using Charts and Dashboards; SQL for Customer Data Extraction*

Module 2: Marketing Analytics with Mathematical and Statistical Techniques using Python 12 Hours

Descriptive Analytical Techniques for Marketing Mix Elements; Dynamic Pricing practiced by Service Industry and its Determinants; Market Basket Analysis; RFM analysis; Sales Pipeline Analysis; Google Analytics; Markov Chain Model for Customer Acquisition and Retention; Estimating Revenues, Demand, Cost and Profit using Monte Carlo Simulation; Conjoint Analysis in Marketing; Time Series Modelling for Projecting Revenues, Demand, Cost and Profit*

Module 3: Marketing Analytics with Unsupervised Machine Learning using Python

10 Hours

Customer, Market and Product Segmentation; Dimension Reduction Algorithms- Factor Analysis and Principal Component Analysis; Multidimensional Scaling; Collaboration and Content based Recommendation System; User Based and Item Based Recommendation System; Customer and Product Segmentation on basis of Reviews*

Module 4: Marketing Analytics with Supervised Machine Learning using Python

8 Hours

Sales Forecasting; Price Analytics; Analytics for Impact of Marketing Mix Elements; Predicting Customer Attrition and Purchasing Behavior; Analyze Customer Behavior on basis of Reviews

Module 5: Marketing Analytics with Reinforcement Learning using Python

7 Hours

Reinforcement Learning for Optimizing Advertising Budgets; Personalized Recommendations; Select Best Content for Advertising Budget; Increasing Customer Life Time Value; Applications for Reinforcement Learning in Marketing*

(* These topics are categorized as 'Self-learning' topics and are subjected to testing)

Basic Texts

- Winston, W. (2014). Marketing Analytics Data Driven Techniques with Microsoft Excel. Wiley.
- Motwani, B. (2020). Data Analytics using Python. Wiley.

Reference Books

- Lilien, G. L., Rangaswamy. A., Bruyn. A. D. (2013). Principles of Marketing Engineering. Pearson.
- Venkatesan, R.K., Farris, P., Wilcox, R.T. (2014). Cutting Edge Marketing Analytics: Real World Cases and Datasets for Hands on Learning. Pearson.
- Evans J, (2017). Business Analytics. Pearson.
- Davenport, T.H., D'Urso, M., D.J., Lucker J. (2011). Know What your Customers Want. Harvard Business Review.
- Rao, P. H. (2013). Business Analytics- An Application Focus. Prentice Hall.
- Grigsby, M. (2018). Marketing Analytics. A Practical Guide to Improving Consumer Insights using Data Techniques. Kogan Page.
- Blanchard, T., Behera, D., Bhatnagar, P. (2019) Data Science for Marketing Analytics. Achieve your Marketing Goals with the Data Analytics Power of Python. Packt.
- Palmatier, R., Sridhar, S. (2017). Marketing Strategy: Based on First Principles and Data Analytics. Red Globe Press.

Other reading material

- Liang, B., Fu, W. (2021). The Choice of Brand Extension: The Moderating Role of Brand Loyalty on Fit and Brand Familiarity. Journal of Marketing Analytics, 9, 17–32.
- Alcaraz, R. (2014). The Business Case for Better Analytics: A Retrospective and the Future of Theory and Practice of Marketing Science. Journal of Brand Strategy, 3 (3), 295–303.
- Aggarwal, P., Vaidyanathan, R., Venkatesh, A. (2009). Using Lexical Semantic Analysis to Derive Online Brand Positions: An Application to Retail Marketing Research. Journal of Retailing, 85 (2), 145–158.
- Ngai, E.W.T., Xiu, L., Chau, D.C.K. (2009). Application of Data Mining Techniques in Customer Relationship Management: A Literature Review and Classification. Expert Systems With Applications, 36, 2592–2602
- Park, S., Suresh, N.C., Jeong, B.K. (2008). Sequence-Based Clustering for Web Usage Mining: A New Experimental Framework and ANN-Enhanced K-Means Algorithm. Data & Knowledge Engineering 65, 512–543.

- Xiao, J., Xiao, Y., Huang, A., Liu, D., Wang, S. (2015). Feature-Selection-Based Dynamic Transfer Ensemble Model for Customer Churn Prediction. Knowledge and Information Systems 43, 29–51.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

SKILL ENHANCEMENT

Course Title: Spreadsheets for Business Decision Making

Course Code: 23MBASEC205

Semester:2

Credits:2

Hours (LTP): 30hrs

Course Objectives:

- Understand basic excel
- Apply tools for data analysis

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Apply spreadsheet tools to understand data manipulation.
CO2	Demonstrate business models using spreadsheet tools.
CO3	Illustrate MS Excel Practical Lab and functions.
CO4	Analyse large data sets using spreadsheet and modelling tools

Course Contents:

Module 1: Understanding the MS Excel environment

10 Hours

MS Excel Practical Lab, Ribbon, QAT, Worksheet; interface of Excel, cursors and their roles, series; conditional formatting, cells, range; formula, references, split windows; values.

Module 2: Data representation using MS Excel Practical Lab

7 Hours

MS Excel Practical Lab, relative and absolute reference, charts and customizing charts.

Module 3: Data validation

7 Hours

Data validation practical, data consistence, value, whole number, decimal, list, date, time, custom values, validation.

Module 4: Analyzing large data sets using MS Excel Practical Lab

6 Hours

Apply filter and advanced filter, pivot table, subtotal database function; data analysis.

Basic Text:

- Walkenbach, J. (2018). The Excel Bible, 1/e. USA: Willey.

Reference Book:

- Microsoft Excel 2013: Data Analysis and Business Modeling.

Other references:

- <https://support.office.com/en-us/article/getting-started-with-excel-services-and-excel-web-access-fed3586d-b150-4819-a67e-145hrs29c974387>
- https://support.office.com/en-us/article/excel-for-windows-training-9bc05390-e94c-46af-a5b3-d7c22f6990bb?wt.mc_id=otc_home&ui=en-US&rs=en-US&ad=US

- https://www.hubspot.com/resources?q=excel&_ga=2.30839551.1998448527.1559814869-1230591017.1559814869

Evaluation Pattern:

Continuous Evaluation – Skill Enhancement Courses						Total
A1	A2	A3	A4	Internal Test/ Quiz etc	Class Participation	100 Marks
20	20	20	20	10	10	

SEMESTER - III
DISCIPLINE SPECIFIC ELECTIVE

Course Title: Machine Learning for Business Applications

Course Code: 23MBADSE331

Semester: 3

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Understand machine learning techniques to build models
- Understand non-linear class boundaries and use the kernel trick to transform data
- Generate business rules from models and aggregating trees to build powerful prediction models
- Discover subgroups among the variables or observations to prescribe right strategy for different groups
- Familiarize to use popular python modules like numpy, scipy and scikit-learn to implement machine learning algorithms

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Demonstrate the importance of predictive analytics in decision making and problem solving
CO2	Illustrate the technical details behind statistical learning approaches
CO3	Examine business problem using machine learning techniques
CO4	Develop models in Python software using machine learning
CO5	Design advanced machine learning algorithms to improve prediction accuracy

Course Contents:

Module 1: Supervised Machine Learning – Regression & Classification

10 Hours

Introduction to Supervised Learning Algorithms; Overview of Classification and Regression; Logistic Regression; k-Nearest Neighbours; Regressor and Classifier; Naïve Bayes Classifiers; Cross-Validation on Classification Problems; ROC Curve; Accuracy score; RMSE; Confusion Matrix; Classification Report; Designing Learning System; Perspective and Issues in Machine Learning*

Module 2: Support Vector Machines

7 Hours

Support Vector Machines; Maximal Margin Classifier; Support Vector Regressor and Classifier; Support Vector Machines; SVMs with more than two classes; The Kernel Trick; Concept learning task; Find-S algorithm; Version space; Candidate Elimination Algorithm; Inductive Bias*

Module 3: Tree-Based Methods & Ensemble Methods

8 Hours

Decision Trees; Chi-square Automatic Interaction Detection; Classification and Regression Tree; Pruning & Rule Extraction; Ensemble Method: Bagging, Random Forests, Boosting for regression and classification; Bayes Theorem; ML and LS Error Hypothesis, ML for Predicting Probabilities*

Module 4: Unsupervised Machine learning**10 Hours**

Types of Unsupervised Learning; Challenges in Unsupervised Learning; Pre-processing and Scaling; Clustering : Distance and Dissimilarity measures used in Clustering; k-means clustering; Hierarchical clustering; Choosing the number of clusters; Profiling Clusters; Association Rule Learning; Dimensionality Reduction: Principal Component Analysis (PCA); Factor Analysis; Hypothesis Accuracy; Basics of Sampling Theorem; General Approach for Deriving Confidence Intervals; Difference in Error of Two Hypothesis, Compare Learning Algorithms*

Module 5: Machine Learning in Python**10 Hours**

Lab exercises for machine learning techniques discussed in Modules 1 to 4; Instance Based Learning;

Introduction to Reinforcement; Q Learning*

(* These topics are categorized as 'Self-learning' topics and are subjected to testing)

Basic Texts

- Motwani, B. (2020). Data Analytics using Python. Wiley.
- Motwani, B. (2019). Data Analytics with R. Wiley.

Reference Books

- Larose, D. (2016). Data Mining and Predictive Analytics. Wiley.
- Frank, M., Roehrig, P. & Pring, B. (2017). What to do when Machines do everything. Wiley.
- Downey, A. B. (2015). Think Python: How to think like a Computer Scientist. Green Tea Press.
- Adam, G. & Josh, P. (2017). Deep Learning: A Practitioner's Approach. O'Reilly.
- Sebastian, R. & Vahid, M. (2019). Python Machine Learning. Packt.

Other reading material

- Muller, A. C. & Guido, S. (2016). Introduction to Machine Learning with Python. O'Reilly.
- Janarthnam, S. (2017). Hands-on Chatbots and Conversational UI Development. Packt.
- Severance, C. R. (2016). Python for Everybody: Exploring Data Using Python 3. Autoedición
- www.kaggle.com
- www.towardsdatascience.com
- www.tensorflow.org

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation: 10 Marks Assessment 1 : 10 Marks Assessment 2 : 10 Marks Assessment 3 : 10 Marks Block End Test : 10 Marks	50 Marks	50 Marks	100 Marks

Course Title: Predictive Analytics

Course Code: 23MBADSE332

Semester: 3

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- To understand the approaches for exploration and application of Predictive Analytics techniques for prediction and classifications.
- To understand the different techniques of data modeling covered under the scope of Predictive Analytics
- To build the Predictive Models in the context of complex data sets.

Course outcomes (Cos):

At the end of the course, learners will be able to:

CO1	Illustrate the importance of Predictive Analytics
CO2	Demonstrate the techniques for Predictive Analytics
CO3	Construct suitable Predictive models
CO4	Interpret the data mining techniques
CO5	Appraise the use of Ad-hoc data analysis for prediction

Course Contents:

Module 1: Overview of Predictive Analytics

8 Hours

Nature of Predictive Analytics, Validity, and Reliability, Types of Predictive Analytics Techniques, Multiple Regression, Cox Regression, Canonical Correlation, Cluster Analysis, Multi-Dimensional Scaling, Correspondence Analysis, Multivariate Model Building, Structural Equation Modeling*.

Module 2: Data preparation and Multivariate Techniques for Predictive Analytics

8 Hours

Graphical Examination of Data for prediction, Convert Un-Tidy Data into Tidy Data. Missing Data, Testing the Assumptions of Multivariate Prediction Analysis, Incorporating Non-Metric Data with Dummy Variables, Managerial Overview of the Results*.

Module 3: Techniques for Prediction in Business

8 Hours

Customer Value and Conjoint Analysis, Price Recommendation, Smoothing Techniques—Moving Average Method, Weighted Moving Average Method, Semi Average Method; Exponential Smoothing Method, Double Exponential Smoothing, Evaluation of Smoothing Techniques, Estimating the model and Assessing overall model fit*.

Module 4: Introduction to Data Mining

9 Hours

Concepts of Data mining, Technologies Used, Data Mining Process, KDD Process Model, CRISP – DM, Mining on various kinds of data, Applications of Data Mining, Challenges of Data Mining, Implementation of data mining algorithm*

Module 5: Volatility and Simulation Methods for prediction**12 Hours**

Models for volatility, Historical volatility, Implied volatility models, exponentially weighted moving average models, Bootstrapping, Random number generation, Cholesky Decomposition, Evaluation of the simulation approach to prediction, Sensitivity Analysis. *

(* These topics are categorized as ‘Self-learning’ topics and are subjected to testing)

Basic Texts

- Bari, Anasse, Mohamed Chaouchi, and Tommy Jung. (2016). Predictive Analytics for Dummies. John Wiley & Sons.
- Gilliland, Michael, Len Tashman, and Udo Sglavo. (2016), Business Forecasting: Practical Problems and Solutions, Wiley & Sons.

Reference Books

- Business Forecasting: Practical Problems and Solutions. John Wiley & Sons. 2021.
- Business Forecasting: The Emerging Role of Artificial Intelligence and Machine Learning. John Wiley & Sons.
- Hanke, John E., and Dean W. Wichern. 2014. Business Forecasting. Pearson Higher Ed.
- Kumar, Vijay, and Mangey Ram. 2021. Predictive Analytics: Modeling and Optimization. CRC Press.

Other reading material

- Predictive Analytics: Introduction to P`redictive Analytics.” 2016. <https://doi.org/10.4135/9781529729108>.
- Siegel, Eric. 2016. Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die. John Wiley & Sons.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Text and Image Data Analytics

Course Code: 23MBADSE333

Semester: 3

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Understand the real-time applications of text and image data analysis.
- Foster analytical and critical thinking abilities for data-based decision making.
- Applying knowledge of libraries existing in R for doing image data analytics.
- Evaluate the result of machine learning techniques used for text data analysis.
- Usage of libraries existing in python for doing image data analytics.

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Understand representation of text data and image data.
CO2	Describe text analytics and image data analytics.
CO3	Gain familiarity with R and Python for text and images data analytics.
CO4	Application of text data analysis and image data analysis to business processes
CO5	Interpret and analyze sentiment analysis and image data analysis using analytics tools

Course Content:

Module 1: Basics of Text and Image Data

3 Hours

Importance of text data and image data in business, text and image data representation, applications of text and image data analysis

Module 2: Text Data Analytics in R

12 Hours

Text Mining: Text cleaning, Stop words, Stemming and Lemmatizing and Word Cloud. Sentiment Analysis, Text Similarity Techniques, Unsupervised Machine Learning for Grouping Similar Text, Supervised Machine Learning for Classification Problems

Module 3: Image Data Analytics in R

12 Hours

Image Acquisition and Representation, Image Resizing and Rescaling, Image Rotation, Image Intensity, Image Cropping, Image Similarity Techniques, Unsupervised Machine Learning for Grouping Similar Images, Supervised Machine Learning for Classification Problems

Module 4: Text Data Analytics in Python

9 Hours

Text Mining: Text Pre-Processing, Shallow Parsing, Stop words, Stemming and Lemmatizing and Word Cloud. Sentiment Analysis, Text Similarity Techniques, Unsupervised Machine Learning for Grouping Similar Text, Supervised Machine Learning for Classification Problems

Module 5: Image Data Analytics in Python

9 Hours

Image Acquisition and Representation, Image Resizing and Rescaling, Image Rotation, Image Intensity, Image Cropping, Edge Extraction using Sobel Filter, Edge Extraction using Prewitt Filter, Image Similarity

Techniques, Unsupervised Machine Learning for Grouping Similar Images, Supervised Machine Learning for Classification Problems

Basic Texts

- Motwani, B. (2020). Data Analytics using Python. Wiley.
- Motwani, B. (2019). Data Analytics with R. Wiley.

Reference Books

- Bernard, R. & Ryan, G.W. (2012). Analyzing Qualitative Data: Systematic Approaches. Sage Publications.
- Sponder, M. (2013). Social Media Analytics: Effective Tools for Building, Interpreting, and Using Metrics. McGraw Hill.
- Evans J, (2017). Business Analytics. Pearson.
- Rao, P. H. (2013). Business Analytics- An Application Focus. Prentice Hall.

Other reading material

- Tan,S.,Bu,J.,Chen,C.,Xu,B.,Wang,C.,He,X.(2011).Using Rich Social Media Formation For Music Recommendation Via Hypergraph Model. ACM. Trans. Multimedia Computer Communication Applications, 7(1), 22.
- Baier,D. Brusch, I. , Frost, S. (2012). Image Data analysis and Classification in Marketing. Advances in Data Analysis and Classification. Springer. DOI: 10.1007/s11634-012-0116-0
- Lee, H.J., Lim, H., Jolly, L., Lee, J. (2009). Consumer lifestyles and adoption of high-technology products: a case of south korea. International Journal of Consumer Marketing, 21(2),153–167
- Tuma, M., Decker, R., Scholz, S. (2011). A survey of the challenges and pitfalls of cluster analysis application in market segmentation. International Journal of Market Research, 53(3),391–415
- Yankelovich, D., Meer, D. (2006). Rediscovering market segmentation. Harvard Business Review, 84(2),122–131

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Security Analytics and Portfolio Management

Course Code: 23MBADSE334

Semester: 3

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Formulate Security Analysis plans
- Appraise the Analytics models in Securities and Portfolios
- Experiment on Modelling Long-term Securities Decision making.
- Demonstrate the use of Security Analysis Models and create new models
- Create models with understanding of Markets, Analytics concepts, and Security concepts.

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Demonstrate the basics of security and investment
CO2	Appraise efficient market and capital market models
CO3	Design models for Technical Analysis and Data Analysis with Charts
CO4	Demonstrate the creation of analytics models on Fixed income securities and Derivatives
CO5	Construct the model on Portfolio and Risk

Course Contents:

Module 1: Basics of Security, investment, and Fundamental Analysis 10 Hours

Investments – Definition, the investment environment, Classification and functions of financial markets, financial instruments, the process of investment, Securities trading, Margin trading, etc, Types of orders. Regulatory systems for equity markets. Fundamental Analysis – Economic Analysis, Industry Analysis, Company Analysis. Calculations in Python, Usage of models in Python*

Module 2: Efficient Market and Capital Market Theory and Models 10 Hours

Efficient Market Theory – Random walk, The Efficient Market hypothesis, Empirical tests of the Efficient Market hypothesis, Capital market theory – CAPM, Return and Beta Calculation, Testing the capital asset pricing model, Arbitrage pricing theory. Models in Python, Dynamic models on Equity Market*

Module 3: Technical Analysis and Data Analysis with Charts 10 Hours

Meaning of Technical Analysis, Why Technical Analysis? The well-known head and shoulders, Double top/bottom reversal patterns, Study technical indicators, Moving averages, Lines of support, Resistance, Charting the Market, OHLC, Candle Stick charts, Simple Candlestick Types, Marubozu, Spinning TOP, Hammer / Hanging Man/Shooting Star, Inverted Hammer, Doji, Basic Technical Tools - Trend Lines, Moving Averages, Price Patterns, Indicators, and Cycles, Candlestick patterns, Complex Candlestick patterns, Engulfing pattern, Harami, Piercing Pattern, Dark cloud cover, Stars. * Usage of Python in creating Charts

Module 4: Fixed income securities and Derivatives 7 Hours

Fixed income securities: Investment in bonds, Structuring terms, Equity Valuation, Trading, Circuit Filters, Valuation of bonds, Bond Pricing Theorems, Convexity, duration, bond immunization, Derivatives -

Forwards and Futures, Interest Rate Swaps, and Options. Models in MS Excel. Models in Python. Automation of Data Collection and Analysis*

Module 5: Portfolio and Risk Models

8 Hours

Portfolio theory - Concept of Risk, measuring risk and returns, Portfolio risk, Risk and return in investment. Risk management – operational, credit and liquidity risks – risk mitigation – VAR, Portfolio Analysis - Traditional Portfolio analysis, why portfolios? Effects of combining securities, Markowitz risk and return optimization, Portfolio analysis; Power of diversification, selecting the best portfolio Models, Portfolio optimization using Python, Significance of beta in the portfolio, Models in Python, Portfolio churning using Python Model*

Basic Texts

- Chandra, P. (2012). Investment Analysis and Portfolio Management. Tata McGraw Hill.
- Kevin, S. (2015). Security Analysis and Portfolio Management. PHI Publishers.

Reference Books

- Ranganatham, M. (2006). Investment Analysis and Portfolio Management. Pearson.
- Ranganatham, M., and R. Madhumathi, R. (2012). Security Analysis and Portfolio Management: Second Edition. Pearson.
- Punithavathy, P. (2012). Security Analysis and Portfolio Management. MIT Press.
- Bhalla, V.K. (2016). Security Analysis and Portfolio Management. S. Chand and Co.
- Graham, B. (2005). Security Analysis. McGraw Hill Education
- Mayes, T. R., & Todd M. S. (2011). Financial Analysis with Microsoft Excel. Cengage Learning.
- Brentani, C. (2003). Portfolio Management in Practice. Elsevier.
- Cheng-Few, L. (2001). Advances in Investment Analysis and Portfolio Management. Elsevier.

Other reading material

- Nietert, B. (2000). CAPM Und Systematisches Bzw. Unsystematisches Risiko Unter Kurssprüngen. Operations Research Proceedings 1999. https://doi.org/10.1007/978-3-642-58300-1_49.
- Rahkovsky, I., Toney, A., Boyack, K.W., Klavans, R., Murdick, A.D. (2021). AI Research Funding Portfolios and Extreme Growth. Frontiers in Research Metrics and Analytics: 630124.
- Schnabel, Jacques A. (1985). On Cash Demands, Dividend Yields, and the CAPM. Journal of Business Research. [https://doi.org/10.1016/0148-2963\(85\)90031-1](https://doi.org/10.1016/0148-2963(85)90031-1).
- Stewart, S., Christopher D. P., Heisler, J. (2019). Portfolio Management: Theory and Practice. Wiley.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Supply Chain Analytics

Course Code: 23MBADSE335

Semester:3

Credits: 3

Hours (LTP): 45 hrs

Course Objectives

- Develop proficiency in creating supply chain and logistics management model.
- Develop forecasting models for managing supply chains
- Develop qualitative and quantitative models for managing critical and emerging issues in supply chains.
- Develop analytical models and tools for inventory planning and management.
- Implement different supply chain network models to real-life scenarios.

Course Outcomes

At the end of the course, learners will be able to:

CO1	Demonstrate the basics of supply chain and logistics management
CO2	Demonstrate various types of inventory planning and management model
CO3	Examine different types of mathematical modeling techniques in supply chain management
CO4	Appraise the use of advanced mathematical models for supply and logistics management
CO5	Develop analytical tools for network planning and inventory management in different types of supply chains

Course Contents:

Module 1: Introduction to Supply Chain Management

6 Hours

Fundamentals of SCM; Overview of Supply Models and Modeling Systems; Innovations in Information Technology and Supply Chain Management; Evolution of Supply Chain Management*

Module 2: Mathematical Models for Supply Chain

7 Hours

Linear Programming in SCM; Examples of LPP; Properties of LPP; Interpreting an Optimal Linear Programming Problem; Goal Programming; Multi Criteria Decision Making (MCDM) Techniques; Problem solving; Basics of Probability and Operation Research*

Module 3: Advanced Models for Supply Chain

10 Hours

Demand Forecasting; Simulation Models; Game Theoretic Models and Case Discussions; Basics of Simulation and Forecasting Methods: Time Series Analysis, Causal Methods and Market-Research Methods*

Module 4: Inventory Planning and Coordination

10 Hours

Classical Inventory Models; Spare Parts Inventory Management; Beer Game and Managing Inventory in Supply Chain; Risk Pooling; Distribution Strategies; Supplier Integration*

Module 5: Network Planning**12 Hours**

Network Design; Inventory Positioning and Logistics Coordination; Facility Location and Planning; Resource Allocation; Risk Management*

(* These topics are categorized as 'Self-learning' topics and are subjected to testing)

Basic Texts

- Simchi Levi. D., Keminsky. P., Simchi-Levi. E., Shankar. R. (2018). Designing and Managing the Supply Chain. McGraw Hill.
- Robertson. W. P. (2020). Supply Chain Analytics: Using Data to Optimise Supply Chain. Routledge.

Reference Books

- Chase, B. R., & Shankar. R. (2018). Operations & Supply Chain Management. McGraw Hill India.
- Shah, J. (2016), Supply Chain Management: Text and Cases. Pearson.
- Krajewski. J. L., Malhotra. K. M., Ritzman.P. L. (2019). Operations Management: Processes and Value Chains. Prentice Hall.
- Russell. S. R., Taylor. W. B. (2018). Operations Management along Supply Chain. Wiley.
- Chopra. S., Meindl. P. (2019). Supply Chain Management: Strategic Planning and Operation. Pearson.
- Sanders, N. (2014). Big Data Driven Supply Chain Management. Pearson.
- Bowers, R. M., Petrie. A., Holcomb. C. M. (2017). Unleashing the Potential of Supply Chain Analytics, Product. Harvard Business Review.

Other reading material

- <https://www.informs.org/>
- <https://www.poms.org/>
- <https://decisionsciences.org/>

Evaluation Pattern

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Advanced Spreadsheet Modelling with Excel and Google Sheet

Course Code: 23MBADSE336

Semester: 3

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Attain competence in advanced excel formulas
- Implement data validations in excel based applications for data consistency
- Interpret the summary reports related to business data
- Apply the models for decision making
- Design integrated model using Google sheet

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Examine data efficiently using advanced Excel functions and tools
CO2	Solve different problems using add-ons for modelling in Excel
CO3	Infer solutions for complex problems through Qualitative and Quantitative Techniques
CO4	Develop different models for decision making
CO5	Design dynamic data models using google sheet

Course Contents:

Module 1: Basics of MS Excel

10 Hours

Conditional Formatting; Formula; References; Data Validation; Apply Filter and Advanced Filter; Pivot Table; Subtotal Database Function; Mathematical Functions; Text Function; Date and Time Functions; Lookup Function; Logical Functions; Match Function; Index Function. *

Module 2: Modelling using Excel Add-ons

10 Hours

Analysis Tool Pack for Statistical Analysis; Solver for Optimization; People Graph for Interactive Storytelling; QR4Office for integrating QR code seamlessly into document ASAP for efficient functionality; Kutool for Advanced Functions and Tools; and Quantl for Data Sets. *

Module 3: Modelling of Qualitative and Quantitative Techniques

9 Hours

Linear Programming; Goal Programming; Interpreting Reduced Costs; Shadow Price and Deviation Sensitivity Analysis. *

Module 4: Applications to Business Environment

10 Hours

Techniques to Develop Models for Manufacturing; e-commerce and Service Industry; Models for Decision Making in Marketing; Supply Chain, and Finance Domain; Usage of Existing Templates, and Creation of New Templates. Developing Inventory Management Model for Manufacturing/Retail/Hospital/Restaurant

Module 5: Analysis with Google Sheet

6 Hours

Basics of Google sheet; Templates; Sharing; Working with Formulas and Functions; Telling Stories with

Data; Adding a Slicer to Filter Your Data; Dashboards in Google Sheet Use Google Sheet to Develop CRM System. *

Basic Text

- Walkenbach, J., Alexander, M., & Kusleika, R. (2018). Microsoft Excel 2019 Bible. Wiley.
- Winston, W. L. (2013). Microsoft Excel 2013: Data Analysis and Business Modeling. Microsoft Press.
- Anne, P. M. (2016). Exploring Microsoft Office Excel 2016 Comprehensive . Pearson Education (US).

Other References

- Fairhurst. (2019). Using Excel for Business and Financial Modelling: A Practical Guide. Wiley.
- Harvey, G. (2018). Excel 2019 For Dummies. Wiley.
- Scott, A. (2015). Microsoft Excel 2016: Comprehensive. Labyrinth Learning.

Other reading material

- www.guru99.com
- www.linkedin.com
- www.excel-easy.com
- <https://corporatefinanceinstitute.com/resources/excel/study/>
- <https://corporatefinanceinstitute.com/resources/excel/study/excel-modeling-best-practices/>
- <https://courses.corporatefinanceinstitute.com/courses/free-excel-crash-course-for-finance>

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Programming for Analytics

Course Code: 23MBADSE337

Semester:3

Credits: 3

Hours (LTP): 45 hrs

Course Objectives

- Understanding the basics of algorithms for analytics
- Understanding concepts of function in Python
- Understanding concepts of object oriented programming
- Apply sorting and searching technique
- Execute programming technique in optimal reliability

Course Outcomes

At the end of the course, learners will be able to:

CO1	Demonstrate the importance of algorithm for analytics
CO2	Demonstrate the Python flow control and functions
CO3	Interpret the concepts of Object-Oriented Programming
CO4	Illustrate Sas programming for solving the problem
CO5	Demonstrate the Sas procedures for analyzing the data

Course Contents

Module 1: Algorithms and Analytics

10 Hours

Introduction: Algorithms; Fundamentals of the Analysis of Algorithmic Efficiency; Asymptotic Notations and their Properties; Analysis Framework; Empirical analysis; Mathematical Analysis for Recursive and Non-Recursive Algorithms; Visualization*

Module 2: Functions in Programming Language

10 Hours

Writing Functions in Python; Returning a Result from a Function; Calling Functions; Passing Functions; Formal Arguments; Positional Arguments; Default Arguments; Logic and Bit Operations; Collections of Data; Sorting Simple Lists; The Bubble Sort Algorithm; Lists in Advanced Applications*

Module 3: Object Oriented Programming

10 Hours

Concepts of Object Programming; Classes and Objects; Classes and Functions; Classes and Methods; Inheritance; Modules; Packages; String and List Methods and Exceptions; Procedural to Object Approach; Working with Real Files*

Module 4: SaS Programming

8 Hours

Variables and Syntax Rules, Data Set Options, Operators, In-File Statement, Input Styles, Select Statements, Leave and Continue, Decision Making via SaS, Where Statement, Looping Constructs, SaS Functions, Arrays and Array Processing, Modifying and Combining Data Sets*

Module 5: SaS Procedures**7 Hours**

Proc Data, Proc Sort, Proc Means Sort, Proc Means, Proc Univariate, Proc Freq, Proc Plot, Proc Sgplot, Proc Summary, Proc Contents, Proc Append, Proc Copy, Proc SQL, Proc Delete, Proc Format, Proc Import, Proc Export, Proc Transpose, Proc GChart, Proc GPlot, Proc Report*

(* These topics are categorized as ‘Self-learning’ topics and are subjected to testing)

Basic Texts

- Severance, C. R. (2016). Python for Everybody: Exploring Data Using Python 3. Autoedición
- Levitin, A. (2009). Introduction to the Design and Analysis of Algorithms. Pearson.
- Ron Cody, (2018), An Introduction to SaS University Edition, SaS Institute.
- Deepti Gupta. (2018), Applied Analytics through Case Studies Using SaS, Apress.

Reference Books

- Downey, A. B. (2015). Think Python: How to Think Like a Computer Scientist. Green Tea Press.
- Ellis Horowitz, S. S. (2014). Computer Algorithms/C++. Universities Press.
- Larose, D. (2016). Data Mining and Predictive Analytics, Wiley.
- Janarthnam, S. (2017). Hands-On Chatbots and Conversational UI Development. Packt.
- Frank, M., Roehrig, P., & Pring, B. (2017). What to do when Machines do everything. Wiley.

Other reading material

- Cormen, T. H., Leiserson, C. E., Rivest, R. L., & Stein, C. (2009). Introduction to Algorithms. PHI.
- Berthold, M., & Hand, D. J. (2007). Intelligent Data Analysis. Springer.
- Maheshwari, A. (2017). Data Analytics, McGraw Hill Education.
- Sebastian, R., & Vahid, M. (2019). Python Machine learning .Packt.
- www.kaggle.com
- www.towardsdatascience.com
- www.tensorflow.org

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Data Analytics using SPSS

Course Code: 23MBADSE338

Semester: 3

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Analyze different data files
- Appreciate the use of descriptive statistics
- Formulate and test hypothesis
- Predict the data by using statistical techniques
- Apply dimension reduction algorithms to reduce the factor

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Describe data using descriptive statistics
CO2	Interpret outcomes of SPSS
CO3	Infer data by advanced statistical tools such as Correlation, Regression, analysis
CO4	Summarize research outcomes using SPSS
CO5	Build model using regression analysis

Course Contents:

Module 1: Basics of SPSS

10 Hours

Data and database design; Scales of Measurement – Nominal; Ordinal; Interval & ratio; Data Type; Cell Width; Label; Values; Missing; Alignment and Data Type (Ordinal/Nominal) Descriptive Statistics and Charts (Bar Chart; Pie Chart and Histogram); Creating a SPSS data file with values and missing values from a questionnaire

Module 2 : Data Analysis using Frequency Statistics

10 Hours

Mean; Median; Mode; Sum; Standard Deviation; Variance; Range; Skewness and Kurtosis; Reliability and Normality Testing; importance of cronbach's alpha, calculating cronbach's alpha in SPSS*

Module 3: Inferential Statistics

9 Hours

One-Sample t-Test; Independent-Sample t-Test; Paired t Test; ANOVA; MANOVA; Chi-Square Analysis; Assumptions of t- test, ANOVA and MANOVA*

Module 4: Predictive Analysis

10 Hours

Dependent and independent variable; Assumptions of regression analysis; single and multiple regression; Different approaches for regression; Method to improve the model; Discriminant Analysis*

Module 5: Dimensionality Reduction and Clustering

6 Hours

Assumptions of factor analysis; factor Analysis and Cluster Analysis*

Basic Text

- George, D., & Mallery, P. (2020). IBM SPSS Statistics 25 Step by Step: A Simple Guide and Reference. Routledge.
- Kalyanaraman; K., Ramanathan; H. N.; & Harikumar, P. (2016). Statistical Methods for Research: A Step by Step Approach Using IBM SPSS. Atlantic.

Reference Books

- McCormick K., Salcedo; J., Peck; J.; Wheeler, A., & Verlen, J. (2017). SPSS Statistics for Data Analysis and Visualization. Wiley
- Pallant; J. (2020). SPSS Survival Manual: A step by step guide to data analysis using IBM SPSS. Routledge.

Other reading material

- www.edge.sagepub.com/ssdsess3e
- www.spss-tutorials.com/basics/
- www.lynda.com/SPSS-training-tutorials
- <https://libguides.library.kent.edu/SPSS/GettingStarted>

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

SKILL ENHANCEMENT

Course Title: Artificial Intelligence for Business

Course Code: 23MBASEC305

Semester:3

Credits:2

Hours (LTP): 30hrs

Course Objectives:

- Familiarize with the concept of AI
- Demonstrate awareness and a fundamental understanding of various applications of AI techniques.
- Understand the application of artificial neural network
- Implement the use of NLP in Business

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Illustrate the importance of AI
CO2	Demonstrate Reasoning system for categories
CO3	Illustrate the use of Artificial neural network
CO4	Appraise use of NLP for solving business problems

Course Content:

Module1 : Introduction

8 Hours

Introduction: What is AI; Foundations of Artificial Intelligence; History of Artificial Intelligence; The state of Art; Intelligent Agents: Agent and Environments; Good Behavior; The Nature of Environments; The Structure of Agents;

Module 2: Knowledge Representation

8 Hours

Knowledge Representation: Ontological engineering; Categories and object; Action, situations and events; Mental events and mental objects; The internet shopping world; Reasoning system for categories; Reasoning with default information; Truth maintenance system. Application of AI in Business. Applications of computer vision

Module 3: Neural networks and genetic algorithms for Solving Business Problems

8 Hours

Brief history and Evolution of Neural network, Biological neuron.

Learning: Forms of learning; Inductive learning, Computational learning theory. Case study for solving business application.

Module 4: Overview and language modeling

6 Hours

Overview: Origins and challenges of NLP-Language and Grammar-Processing Indian Languages- NLP, Text Augmentation, Text Visualization, Applications-Information Retrieval. Business challenges and opportunities to deployment of NLP.

Basic Texts

- Artificial Intelligence, A Modern Approach, Stuart J. Russell and Peter Norvig, Third Edition, Pearson, 2010
- Tanveer Siddiqui, U.S. Tiwary, "Natural Language Processing and Information Retrieval", Oxford University Press, 2008.

- Elaine Rich, Kevin Knight: Artificial Intelligence, 3rd Edition, Tata Mc Graw Hill, 2009.

Reference Books

- Knight, D. (2018). Microsoft Power BI Quick Start Guide: Build dashboards and visualizations to make your data come to life. Packt.
- Computer Vision: Algorithms and Applications (CVAA), Richard Szeliski, Springer, 2nd edition, 2020

Evaluation Pattern:

Continuous Evaluation – Skill Enhancement Courses						Total
A1	A2	A3	A4	Internal Test/ Quiz etc	Class Participation	100 Marks
20	20	20	20	10	10	

SEMESTER – IV
DISCIPLINE SPECIFIC ELECTIVE

Course Title: Deep Learning and Trained Models

Course Code: 23MBADSE432

Semester: 4

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Attain competence in creating neural network model.
- Attain competence using different arguments for increasing accuracy.
- Implement different deep learning algorithms based on nature of data
- Apply the expertise of trained models for image data.
- Apply the expertise of trained models for text data.

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Illustrate the basics of neural network model
CO2	Appraise the different types of neural network mode
CO3	Interpret the available trained models for text and image data
CO4	Design different models to increase accuracy of the model
CO5	Develop trained models for text and image data

Course Content:

Module 1: Neural Network Model

10 Hours

Basics of Neural Network; Steps for Building a Neural Network Model: Data Preparation, Building the Basic Sequential Model and Adding Layers; Compiling the Model; Fitting the Model on Training Dataset, Evaluating the Model; **Optimization: Types of Errors; Bias-Variance Trade-off; Overfitting and Underfitting***

Module 2: Basic Multi-Layer Perceptron Model

10 Hours

Creating a Basic Model; Developing Better Model with Increased Accuracy: Changing units, Dropout, Epoch and Batch_Size; Activation; Loss and Optimizer; Recurrent Drop Out; Grid Approach to Determine Best Model; **Brief Review of Concepts from Vector Calculus and Optimization; Variants of Gradient Descent, Momentum***

Module 3: RNN and CNN Model

10 Hours

Adding Conv1D and Conv2D layer; Creating Model with One Hot Encoding; Creating Model with ModelCheckpoint API; Creating Denser Model by Adding Hidden Layers; Making Model Deeper; Early Stopping API; Regularization; Autoencoder as Classifier; Data Augmentation; **Softmax Cross Entropy Loss Function; Convolution and Pooling Operation***

Module 4: Trained Models for Image Data

8 Hours

MobileNet; MobileNetV2; VGG19; VGG16; Resnet Models for Unsupervised and Supervised Machine Learning Algorithms; **ConvNet Architectures: AlexNet, ZFNet, C3D, GoogLeNet***

Module 5: Trained Models for Text Data

7 Hours

Bert; Roberta; GPT2; XLM models for unsupervised and supervised machine learning algorithms; **Recurrent Neural Networks (RNNs); Long-Short Term Memory (LSTM) Architectures and Basics of Word Embedding***

(* These topics are categorized as 'Self-learning' topics and are subjected to testing)

Basic Texts

- Motwani, B. (2020). Data Analytics using Python. Wiley.
- Motwani, B. (2019). Data Analytics with R. Wiley.

Reference Books

- Adam, G., & Josh, P. (2017). Deep Learning: A Practitioner's Approach. O'Reilly.
- Sebastian, R., &Vahid, M. (2019). Python Machine learning. Packt.
- Larose, D. (2016). Data Mining and Predictive Analytics. Wiley.
- Janarthnam, S. (2017). Hands-On Chatbots and Conversational UI Development. Packt.
- Downey, A. B. (2015). Think Python: How to think like a Computer Scientist. Green Tea Press.

Other reading material

- Muller, A. C., & Guido, S. (2016). Introduction to Machine Learning with Python. O'Reilly Media, Inc.
- Frank, M., Roehrig, P., &Pring, B. (2017). What to do when Machines do everything. Wiley.
- Severance, C. R. (2016). Python for Everybody: Exploring Data Using Python 3. Autoedición
- www.kaggle.com
- www.towardsdatascience.com
- www.tensorflow.org
- www.blog.marvelapp.com/guide-developing-bot-personalities/
- www.theatlantic.com/technology

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Econometrics

Course Code: 23MBADSE433

Semester: 4

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Integrate Econometrics concepts and models
- Evaluate and analyse the Econometrics models in financial environments.
- Describe Econometrics Modelling Long-term Financial Decision making.
- Demonstrate the use of Econometrics Models and create new models
- Create models with understanding of Financial data and Analytics concepts.
- Equipping students with financial tools and techniques to draw inferences out of financial data.

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Analyse, evaluate the Econometrics models for financial data
CO2	Create the linear models for time series
CO3	Apply the existing models in econometrics on big data and create new models.
CO4	Create risk management models in analytics
CO5	Create Time Series models

Course Contents:

Module 1: Econometrics; Financial Data and Their Properties

9 Hours

The Fundamentals of Econometrics; The Nature of Regression Analysis; Two-Variable Regression Analysis; Two-Variable Regression Model; Multiple Regression Analysis: The Problem of Estimation; Multiple Regression Analysis: The Problem of Inference; Econometric models in R using quantmod; fBasics; mnormt; **New Packages in R for Econometrics ***

Module 2: Linear models for time series

8 Hours

Time series; Linear and Non-Linear; Example Data Sets; Linear Models for Time Series; Regression; Residuals; Least Squares Estimation; Residual Variation; Multivariable Regression; Residuals Diagnostics and Variation Econometric Models in R Using quantmod; fUnitRoots; TSA; fracdiff; **Exploration and Usage of R Packages to Create Linear Models for Time-series***

Module 3: Asset Volatility and Volatility Models

8 Hours

Asset Volatility; How to Calculate Volatility; Other Measures of Volatility; Real World Example of Volatility; Implied Volatility vs. Historical Volatility; Market Indicators that Reflect Volatility in the Stock Market; CBOE Volatility Index; Tracking Volatility; Econometric Models in R Using fGarch; **Creation of Volatility Models Using R Packages ***

Module 4: High Frequency Financial Data; Risk Management

10 Hours

High Frequency Financial Data; Management of Risk; Trade Data; Trade and Quote Data; Ultra-High Frequency Data; Algorithmic Trading; Hedge Funds; High-Frequency Trading (HFT); Econometric Models in R Using fGarcg; MASS; **New Analytics Packages for High Frequency Data Analytics ***

Module 5: Time Series Volatility ARCH/GARCH Models and VaR

10 Hours

Time Series; Models; Volatility; ARCH/GARCH Models and VaR Trend; Naïve; Moving Average; Exponential Smoothing; Holt's Two-Parameter Model; and Comparison of the Models; **Exploration and Usage of R Packages to Create Time-Series Models for Volatility ***

(* These topics are categorized as 'Self-learning' topics and are subjected to testing)

Basic Texts

- Brooks, C. (2008). Introductory Econometrics for Finance. Cambridge University Press.
- Damodar, G., Porter, D. (2008). Basic Econometrics. McGraw-Hill Education.

Reference Books

- Campbell, John Y., Andrew W. L., and MacKinlay, A.C. (2012). The Econometrics of Financial Markets. Princeton University Press.
- Jianqing, F. ,Yao, Q. (2017). The Elements of Financial Econometrics. Cambridge University Press.
- Lumsdaine, R. L. (2008). “Correlation, Models, and Risk Management in Challenging Times.” Journal of Financial Econometrics. <https://doi.org/10.1093/jjfinec/nbn018>.
- Shumway, R., Stoffer, D. S. (2010). Time Series Analysis and its Applications. Springer. 3rd Edition.
- Enders. W.,Hoboken. NJ (2010). Applied Econometric Time Series. John Wiley & Sons.
- Eric Z.andJiahui J. (2002). Modeling Financial Time Series with SPLUS. Wang: Springer-Verlag
- Studenmund, A.H. (2010). Using Econometrics: A Practical Guide Hardcover

Other reading material

- Fromm, G. (1975). Conference on Econometrics and Mathematical Economics, Workshop on Energy-Related General Research in Micro-Economics: Conference on Natural Resources.
- Huynh, V., Kreinovich, V., Sriboonchitta, S., Suriya, K. (2014). Econometrics of Risk. Springer.
- Cheng-Few,L., Chen,H., John, L. (2019). Financial Econometrics, Mathematics and Statistics: Theory, Method and Application. Springer.
- Lumsdaine, R. L. (2008). Correlation, Models, and Risk Management in Challenging Times. Journal of Financial Econometrics. <https://doi.org/10.1093/jjfinec/nbn018>.
- Robinson, P.(2007).Correlation Testing in Time Series, Spatial and Cross-Sectional Data. Working Paper Series. <https://doi.org/10.1920/wp.cem.2007.0107>.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Business Intelligence

Course Code: 23MBADSE434

Semester: 4

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- To familiarize with Multivariate Techniques in different Businesses
- To understand the different techniques of data cleaning covered under the scope of Multivariate Analysis.
- To build the Predictive Models in the context of Binary Classification and Time Series.

Course outcomes (Cos):

At the end of the course, learners will be able to:

CO 1	Illustrate the importance of Business Intelligence
CO 2	Demonstrate the techniques for Business Intelligence
CO 3	Construct suitable models
CO 4	Interpret the output of models
CO 5	Appraise the use of data automation

Course Contents:

Module 1: Understanding Business Intelligence

5 hours

The Challenge of Decision Making, Meaning of Business Intelligence, The Business Intelligence Value Proposition, The Combination of Business and Technology, Decision-making with data, Data-driven actions, plans, and strategies, Introduction to AWS, Azure and Google analytics.

Module 2: Power Query Language to automate data processes

10 Hours

Power Query, getting data, transform data, combining data, connecting the data sets, Language m, Creation of a Data Model. Power Query connectors, Joining the data sets, Creation of queries, updating and modifying the queries, Real-time usage of Power Queries.

Module 3: DAX and Power Pivot in Business Decision-making

10 Hours

DAX language, the syntax to test and catch errors, catching an error with try and applying custom conditional logic, Power Pivot ribbon tab, Data Model, Power Pivot window, Diagram view, Calculations in Power Pivot, Power Chart, Calculated Columns, Measures, Data Analysis Expressions (DAX) in Power Pivot, Data Analysis Expressions (DAX) Reference, DAX Scenarios in Power Pivot, Recalculate Formulas in Power Pivot

Module 4: Business Optimization Techniques

10 Hours

Advanced Linear Programming, Problem Formulation, Mathematical Models, Guidelines for Model Formulation, Structuring an LP Problem, Graphical Solution Procedure for Maximization Problems, Extreme Points and the Optimal Solution, Solver in Excel

Module 5: Business Intelligence Tools

10 Hours

Decision-making tools and templates, Dynamic data models, getting data updated in real-time, Flash fill, Filter and calculate with tables, Dropdown lists, Isolate variable data in a data area, Exception reporting with conditional formatting, Tools in Google Sheets, Data warehouse. Break-Even Analysis, Break Even Analysis using MS Excel.

Basic Texts

- Knight, D. (2018). Microsoft Power BI Quick Start Guide: Build dashboards and visualizations to make your data come to life. Packt.
- Powell, Brett. (2018). Mastering Microsoft Power BI: Expert Techniques for Effective Data Analytics and Business Intelligence. Packt Publishing Ltd.
- Sinha, Chandraish. (2021). Mastering Power BI: Build Business Intelligence Applications Powered with DAX Calculations, Insightful Visualizations, Advanced BI Techniques, and Loads of Data Sources (English Edition). BPB Publications.

Reference Books

- Jones, B. (2014). Communicating Data with Tableau: Designing, Developing, and Delivering Data Visualizations, O’reilly.
- Chellappan, A. S. (2017). Pro Tableau: A Step-by-Step Guide. Apress.
- Nussbaumer C.K. (2015). Storytelling with Data: A Data Visualization Guide for Business Professionals. Audible Studios.
- Munzner, T. (2014). Visualization Analysis & Design. CRC Press.
- Donabel S. (2018). Tableau 10 Business Intelligence Cookbook. Packt.
- Baldiwn, D. (2019). Mastering Tableau. Packt.

Other reading material

<https://technologyadvice.com/business-intelligence>

- www.boldbi.com
- <https://www.cogsdale.com/business-intelligence>

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Block chain Technology

Course Code: 23MBADSE435

Semester: 4

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Understand the basic cryptographic primitives
- Understand the concept of distributed system
- Understand abstract model for Blockchain technology
- Apply EVM and solidity for Blockchain technology
- Understand the applications of Blockchain technology

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Demonstrate the importance of Blockchain technology
CO2	Appraise the importance of distributed record keeping
CO3	Illustrate the abstract models of Blockchain technology
CO4	Examine the role of Ethereum in Blockchain
CO5	Interpret the applications of Blockchain technology

Course Contents:

Module 1: Cryptographic Primitives

8 Hours

Introduction; Basic Cryptographic Primitives used in Blockchain: Secure, Collision-Resistant Hash Functions; Digital Signature, Public Key Cryptosystems; Zero-knowledge Proof Systems; Blockchain as Public Ledgers; Bitcoin; **Blockchain 2.0; Block in a Blockchain; Transactions: Distributed Consensus; Chain and Longest Chain***

Module 2: Byzantine Models

10 Hours

Need for Distributed Record Keeping; Modelling Faults and Adversaries; Byzantine Generals Problem Technologies Borrowed in Blockchain; Hash Pointers; Consensus; Byzantine Models of Fault Tolerance; Digital Cash etc; Cryptocurrency to Blockchain 2.0: Permissioned Model of Blockchain; **Cryptographic: Hash Function, Properties of Hash Function; Hash Pointer and Merkle Tree***

Module 3: Abstract Models of Blockchain

10 Hours

Abstract Models for BLOCKCHAIN; GARAY model; RLA Model; Proof of Work (PoW) as Random Oracle; Formal Treatment of Consistency; Liveness and Fairness: Proof of Stake (PoS); **Bitcoin P2P Network; Transaction in Bitcoin Network; Block Mining; Block Propagation and Block Relay; Consensus Introduction; Distributed Consensus in Bitcoin Network***

Module 4: Ethereum and Solidity

8 Hours

Ethereum: Ethereum Virtual Machine (EVM); Solidity: Smart Contracts; Modelling Faults and Adversaries; Myths vs. Reality of Blockchain Technology; **RAFT Consensus-Byzantine General Problem; Byzantine Fault Tolerant System; Agreement Protocol***

Module 5: Applications of Blockchain Analytics

9 Hours

Applications of Blockchain in Cyber Security; Integrity of Information; E-Governance and Other Contract Enforcement Mechanisms; Limitations of Blockchain as a Technology; **Bitcoin Miner; Mining Difficulty;**

Mining Pool-Permissioned Model and Use Cases; Design Issues for Permissioned Blockchains; Execute Contracts: Consensus Models for Permissioned Blockchain; Distributed Consensus in Closed Environment*

(* These topics are categorized as ‘Self-learning’ topics and are subjected to testing)

Basic Texts

- Shukla, S., Dhawan, M., Sharma, S., & Venkatesan, S. (2019). Blockchain Technology: Cryptocurrency and Applications. Oxford University Press.
- Narayanan, A., Bonneau, J., Felten, E., Miller, A., & Goldfeder, S. (2016). Bitcoin and Cryptocurrency Technologies: A Comprehensive Introduction. Princeton University Press.

Reference Books

- Thompson, J. (2017). Blockchain: The Blockchain for Beginnings, Guild to Blockchain Technology and Blockchain Programming. Create Space Independent Publishing Platform.
- Bashir, I. (2018). Mastering Blockchain. Packt.
- Larose, D. (2016). Data Mining and Predictive Analytics, Wiley.
- Frank, M., Roehrig, P., & Pring, B. (2017). What to do when Machines do everything. Wiley.
- Severance, C. R. (2016). Python for Everybody: Exploring Data Using Python 3. Autoedición

Other reading material

- Swan, M. (2015). Blockchain: Blueprint for a New Economy. O’ Reily.
- <https://github.com/anders94/blockchain-demo>
- <https://anders.com/blockchain/>
- <https://blockgeeks.com/guides/what-is-blockchain-technology/>
- <https://shecancode.io/blog/an-introduction-to-blockchain-distributed-ledgers>
- <https://www.coindesk.com/information/ethereum-smart-contracts-work>
- <https://mlsdev.com/blog/156-how-to-build-your-own-blockchain-architecture>
- <http://www.conceptfound.com/Misunderstandings-of-Blockchain>
- <https://www.coindesk.com/information/what-is-a-decentralized-application-dapp>
- <https://mlsdev.com/blog/156-how-to-build-your-own-blockchain-architecture>
- <https://www.business-case-analysis.com/ledger.html>

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Advanced Machine Learning

Course Code: 23MBADSE436

Semester: 4

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Define machine learning and understand the theory underlying machine learning
- Perform statistical analysis of machine learning techniques.
- Understanding instant based learning
- Understand environment for creating chatbot.
- Develop interactive chatbot with new entities, actions, and forms.

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Illustrate the concept of Machine Learning
CO2	Assess Machine learning techniques
CO3	Employ Instant based learning
CO4	Illustrate the chatbot using python
CO5	Appraise chatbot using RASA framework

Course Contents:

Module 1: Concept learning and Learning Problems

9 Hours

Designing Learning systems, Perspectives and Issues, Concept Learning, Find S-Version Spaces. Classification: MNIST, training a Binary classifier, performance measure, multiclass classification, error analysis, multi label classification, multi output classification

Module 2: Probability and Distribution

9 Hours

Concept Learning: Maximum Likelihood, Minimum Description Length Principle, Bayes Optimal Classifier, Gibbs Algorithm, Naïve Bayes Classifier, EM Algorithm

Module 3: Instant based learning

9 Hours

Evaluating Hypothesis: Motivation, estimating hypothesis accuracy, Comparing learning algorithms. AI in Natural Language Processing, Introduction to Recommender system.

Module 4: Introduction to chatbot

9 Hours

Characteristics of a chatbot, understanding the environment for creating chatbot, executing a basic chatbot in Python.

Module 5: Chatbot Development using RASA

9 Hours

Understanding the importance of data folder nlu.md, stories.md and domain.yml file in creating a chatbot, action.py file, creating a basic chatbot.

Basic Texts

- Sebastian, R., & Vahid, M. (2019). Python Machine Learning. Packt.
- Brownley; C. W. (2016). Foundations for Analytics with Python. O'Reilly Media; Inc
- McKinney; W. (2018). Python for Data Analysis: Data Wrangling with Pandas; NumPy; and IPython.

O'Reilly

- Larose, D. (2016). Data Mining and Predictive Analytics. Wiley.
- Motwani; B. (2020). Data Analytics using Python. Wiley.

Reference Books

- Severance, C. R. (2016). Python for Everybody: Exploring Data Using Python 3. Autoedición
- Muller, A. C.& Guido, S. (2016). Introduction to Machine Learning with Python. O'Reilly.
- Janarthnam, S. (2017). Hands-on Chatbots and Conversational UI Development. Packt.

Other reading material

- <https://www.python.org/>
- <https://pandas.pydata.org/>
- <https://numpy.org/devdocs/user/quickstart.html>

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Framework of Business Analytics

Course Code: 23MBADSE437

Semester: 4

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Familiarize with Framework of Business Analytics
- Understand the different techniques of Business Analytics
- Build the theoretical framework for Models in the context of Business Analytics
- Understand the simulation models in Data Analytics.

Course outcomes (Cos):

At the end of the course, learners will be able to:

CO1	Illustrate the importance of the Business Analytics Framework
CO2	Demonstrate the Concepts for Business Analytics
CO3	Construct suitable models with suitable variables and observations
CO4	Interpret the output of models
CO5	Appraise the use of tools of data analytics

Course Contents:

Module 1: Strategy and environment

10 Hours

Strategy and data environment, business objectives, integrate business objectives with IT strategy using business tools. Introduction to cloud technology, Cognitive services: Speech, Language, vision.

Module 2: Models and frameworks in business analytics

10 Hours

IT Maturity model-structure-components; Capability Maturity model (CMM)-structure. AR and VR techniques, Impact of AI in leading edge industries,

Module 3: ETL processes and frameworks

10 Hours

BI competency center-role; BI tools for business process integration; data requirements for BI implementation; assessment. Gather, Clean, Build, implement cycle, ETL process, Sampling, Data Cleaning, Model building, Model Validation.

Module 4: Practical Simulation Models for Analytics

7 Hours

Simulation in Excel, Simulating Profit generation model with Unit cost and Sell Price, NORM.INV and RAND functions, Fill series technique, Simulation softwares, Virtual trading models, Customizing the models to suit the business requirement.

Module 5: Practical Simulation Models for Customer Analytics

8 Hours

Models on Average time in system, Percent idle time, Queue Average time, Median time, Wait Fraction, Average waiting, Inferences, Model Replications, Analytics models for Simulation to improve precision, Error detection and prevention, Corrective and Preventive Action Plans.

Basic Text:

- Sharda, R., Delen, D., and Turban, E. (2018). Business Intelligence, Analytics, and Data Science: A Managerial Perspective, 4/e. USA: Pearson.

- 2. Al-Begain, K., and Bargiela, A., Eds. (2016), *Seminal Contributions to Modelling and Simulation: 30 Years of the European Council of Modelling and Simulation*. Springer.
- 3. Arifin, S. N., Madey, G. R., and Collins, F. H. (2016), *Spatial Agent-Based Simulation Modeling in Public Health: Design, Implementation, and Applications for Malaria Epidemiology*. John Wiley and Sons.

Reference Book:

- Kimball, R. & Caserta, J. (2017). *The Datawarehouse ETL Toolkit, 2/e*. USA: Willey.
- Asmussen, S., and Glynn, P. W. (2007), *Stochastic Simulation: Algorithms and Analysis (Vol. 57)*, Springer Science and Business Media.
- Banks, J., Ed. (1998), *Handbook of Simulation: Principles, Methodology, Advances, Applications, and Practice*, John Wiley & Sons, New York, NY.

Other Reference:

- <http://homes.dcc.ufba.br/~mauricio052/Material%20Artigo/Wiley%20Publishing%20-%20The%20Data%20Warehouse%20ETL%20Toolkit.pdf>

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Business Process Re-engineering

Course Code: 23MBADSE438

Semester: 4

Credits: 3

Hours (LTP): 45 hrs

Course Objectives

- Understand business process engineering as a business tool.
- Integrate BPR, TQM and IT environments.
- Apply BPR methodologies & frameworks
- To prepare professionals for a career in Management Consulting
- To equip professionals with knowledge, skills and attitude desirable for a career in Management Consulting

Course Outcomes

At the end of the course, learners will be able to:

CO1	Illustrate business process engineering as a business tool
CO2	Appraise and test the process of Integrating BPR, TQM and IT environments.
CO3	Design BPR methodologies & Framework for business development
CO4	Illustrate the application of Consultant and Consultancy tools and techniques in various sectors.
CO5	Develop a greater understanding about strategies adopted/undertaken by Consultant and Consultancy.

Course Contents:

Module 1: Business Process Reengineering

10 Hours

BPR Strategies, BPR, Success and Failures, Factors Relating to BPR Success, Factors relating to change management systems and culture, Committed and strong leadership, Factors relating to organizational structure, Factors related to BPR program management, Factors related to IT infrastructure, Factors Relating to BPR Failure, Problems in communication and organizational resistance, Lack of organizational readiness for change, Problems related to creating a culture for change;

Module 2: BPR TQM and IT

5 Hours

Information Technology, Information Technology and the Value Chain, IT Value and business alignment, IT infrastructure, IT Network Infrastructure, Elements of BPR, Prepare the Organization for Change, Redesign the Business Process

Module 3: BPR methodologies & Framework

10 Hours

BPR Methodologies, The Advantages of a BPR Methodology, First, Phase, Second Phase, Third Phase, Fourth Phase, Fifth Phase, Extended Framework, An Integrated Methodology; BPR Framework, The Situational Context for the Case Study, Resource Constraints and Limitations, *BPR Essential Elements, Stage 1: Planning for Reengineering, Stage 2: Analyze the "AS-IS" Process, Stage 3: Design the HRA "TO-BE" Process, Hazard Rating Number; Stage 4: Implementation of the Reengineered Process, Stage 5: Improve Continuously.

Module 4: Business Excellence

10 Hours

Client development, Client engagement, Basic and Advanced tools, techniques and frameworks used by management consultants- simulation analysis, decomposition analysis, feasibility analysis and sensitivity analysis/ rankings, scenario analysis, representative element analysis, decision tree, Theory of constraints, Critical chain; issue tree, bottom-up approach, top-down approach, backward reasoning, 80/20 rule,

benchmarking, cost drivers, opportunity tree; Ethics of Consulting; Pre requisite needed for Consultancy as Profession.

Module 5: Consulting Services

10 Hours

Enterprise Resource Planning (ERP); E-Governance; Strategic restructuring through alliances and Joint ventures. Consulting Services to design and implement policies, systems and processes in functional and cross-functional areas of business. Project Feasibility studies and appraisal; Performance measurement and evaluation of public and corporate sectors;

Basic Texts

- Sturdy, G.R. (2017). Business Process Reengineering: Strategies for Occupational Health and Safety, 1/e. Cambridge: Cambridge Scholars Publishing, UK.
- Dey B. R. (2012). Business Process Reengineering and Change Management, India: Wiley Publishing.

Reference Books

- U. K. Srivastava; Pramila Srivastava (2012). Management Consulting in India Practice and Experiences for Business Excellence. SAGE Response.
- Book by Graham Manville (2018). Management Consultancy Insights and Real Consultancy Projects. Routledge

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Big Data and Web Analytics

Course Code: 23MBADSE439

Semester: 4

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Describe the fundamental concepts of big data analytics
- Discover Hadoop distributed file system
- Illustrate association rule mining
- Describe the web and social network analysis
- Demonstrate data processing in web analytics

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Illustrate the importance of big data analytics
CO2	Demonstrate Hadoop distributed file system
CO3	Interpret the concepts of association rule mining
CO4	Illustrate web and social network analysis
CO5	Appraise data processing in web analytics

Course Contents:

Module 1: Introduction to Big Data Analytics

8 Hours

Introduction to Big Data Platform; Challenges of Conventional Systems; Business Intelligence Concepts and Application; Data Warehousing; Data Mining; **Apache Hadoop; Analyzing Data with Unix Tools; Analyzing Data with Hadoop; Hadoop Streaming***

Module 2: Hadoop Distributed File System

10 Hours

Hadoop Distributed File System Basics; HadoopMapReduce Framework; MapReduce Programming; Essential Hadoop Tools; Basic Hadoop Administration Procedures; **Hadoop Echo System; IBM Big Data Strategy; Design of HDFS; HDFS Concepts; Command Line Interface; Hadoop File System Interfaces***

Module 3: Distributed Databases and Association Rule

10 Hours

Introduction to Distributed Databases; Distributed DBMS Architectures; Cluster Analysis, Association Rule Mining, Architectures for Parallel Databases; **Anatomy of a Map Reduce Job Run; Failures, Job Scheduling; Shuffle and Sort; Task Execution; Map Reduce Types and Formats; Map Reduce Features***

Module 4: Web and Text Mining

8 Hours

Data (Structured data, Unstructured Data, Metadata, Big Data); Text Mining; Web Mining; Social Network Analysis; **Digital Data Creation; Domain Names; Web Browsers; Multimedia and its Applications: Concepts of Text, Graphics; Animation; Audio; Images, Video***

Module 5: Web Metrics

9 Hours

Web Metrics and Web Analytics: PULSE Metrics; HEART Metrics (Happiness, Engagement, Adoption, Retention, and Task Success); User Behaviour Issues; On-site Web Analytics, Off-site Web Analytics; **Multimedia Application in Education; Entertainment; Marketing Names of common multimedia file formats***

(* These topics are categorized as 'Self-learning' topics and are subjected to testing)

Basic Texts

- Eadline, D. (2016). Hadoop 2 Quick-Start Guide: Learn the Essentials of Big Data Computing in the Apache Hadoop 2 Ecosystem. Pearson.
- Maheshwari, A. (2017). Data Analytics. McGraw Hill.

Reference Books

- Elmasri, R., &Navathe, S., (2016). Fundamentals of Database Systems. Pearson.
- Ramakrishnan, R., &Gehrke, J. (2013). Database Management Systems. McGraw-Hill.
- Adam, G., & Josh, P. (2017). Deep Learning: A Practitioner's Approach. O'Reilly.
- Sebastian, R., &Vahid, M. (2019). Python Machine learning. Packt.
- Larose, D. (2016). Data Mining and Predictive Analytics. Wiley

Other reading material

- Berthold, M., & Hand, D. J. (2007). Intelligent Data Analysis. Springer
- Muller, A. C., & Guido, S. (2016). Introduction to Machine Learning with Python. O'Reilly Media, Inc.
- Adam, G., & Josh, P. (2017). Deep Learning: A Practitioner's Approach. O'Reilly.
- Severance, C. R. (2016). Python for Everybody: Exploring Data Using Python 3. Autoedición
- www.kaggle.com
- www.towardsdatascience.com
- www.tensorflow.org

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

SKILL ENHANCEMENT

Course Title: Statistical Modeling and Social Media Analytics

Course Code: 23MBASEC405

Semester:4

Credits:2

Hours (LTP): 30Hours

Course Objectives:

- Develop the ability to conceptualize business problems in statistical terms
- Understanding of statistical data analysis
- Apply and use Social Media Analytics for the betterment of the business.
- Evaluate the business problem and apply analytics techniques for better output.

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Demonstrate data visualization and preparation of business data for analysis
CO2	Demonstrate statistics for data analysis
CO3	Apply social media analytics for business problem
CO4	Illustrate the web scrapping for data analysis

Course Contents:

Module 1: Statistics in Graphs

8 Hours

Advanced plot customization in R and Python, other graphics systems in R and Python. Grammar of Graphics, aesthetics, geometries, statistics in graphs.

Module 2: Probability & Sampling Distribution

8 Hours

Experiment, Sample Space and Events, Classical Probability, General Rules of Addition, Conditional Probability, General Rules for Multiplication, Independent Events, Bayes' Theorem, Discrete Probability Distributions: Binomial, Poisson, Continuous Probability Distribution, Normal Distribution & t-distribution, Sampling Distribution and Central Limit Theorem.

Module 3: Social Media Analytics

6 Hours

Social Media, On-Line Social Network, Off-Line Social Network, Metrics and Measurement, Dashboard, Target Audience, Desired Action, Content, Market Research Online Communities

Module 4: Web Scraping

8 Hours

Web Scraping of unstructured data, Web Scraping from XML and JSON file, Regular expressions, Extraction Strategies, Term Document Matrix, Data Cleansing, Data Manipulation and Data Transformation after Scraping.

Basic Texts

- Motwani, B. (2020). Data Analytics using Python. Wiley.
- Motwani, B. (2019). Data Analytics with R. Wiley.
- Galit Shamuelli, (2017), Data Mining for Business Analytics: Concepts, Techniques and Applications with R, Wiley.

Reference Books

- Larose, D. (2016). Data Mining and Predictive Analytics. Wiley.
- Frank, M., Roehrig, P. & Pring, B. (2017). What to do when Machines do everything. Wiley.
- Downey, A. B. (2015). Think Python: How to think like a Computer Scientist. Green Tea Press.
- Adam, G. & Josh, P. (2017). Deep Learning: A Practitioner's Approach. O'Reilly.
- Sebastian, R. & Vahid, M. (2019). Python Machine Learning. Packt.

Other reading material

- Muller, A. C. & Guido, S. (2016). Introduction to Machine Learning with Python. O'Reilly.
- Janarthnam, S. (2017). Hands-on Chatbots and Conversational UI Development. Packt.
- Severance, C. R. (2016). Python for Everybody: Exploring Data Using Python 3. Autoedición
- www.kaggle.com
- www.towardsdatascience.com
- www.tensorflow.org

Evaluation Pattern:

Continuous Evaluation – Skill Enhancement Courses						Total
A1	A2	A3	A4	Internal Test/ Quiz etc	Class Participation	100 Marks
20	20	20	20	10	10	

**MBA - LOGISTICS & SUPPLY CHAIN
MANAGEMENT (LSCM)**

SEMESTER - II

SECTOR SPECIFIC HARD CORE

Course Name: Supply Chain Management

Course Code: 23MBADSE233

Semester: 2

Credits: 3

Hours (LTP): 45 hrs

Course Objective:

- To Develop an understanding on Supply Chain Management and its relevance to today's business decision making
- To Analyze Supply chain network designs
- To Examine the role of transportation infrastructure
- To Analyze the concept of sourcing in Supply Chain Management
- To Examine strategic challenges in supply chain and IT infrastructure

Course Outcome:

CO1	Develop an understanding on Supply Chain Management and its relevance to today's business decision making
CO2	Analyze Supply chain network designs
CO3	Examine the role of transportation infrastructure
CO4	Analyze the concept of sourcing in Supply Chain Management
CO5	Examine strategic challenges in supply chain and IT infrastructure

Course Content:

Module 1: Supply Chain Management-An Overview

9 Hours

Supply Chain definition – Objectives – Types – Various definitions –Need for SCM –SCM Decision Phases- Process view of a supply chain - Supply Chain Strategy- Performance-Drivers- Framework for Structuring Drivers-Metrics-Major issues in Supply Chain-Role of Logistics in Supply Chain.

Learning Outcome: Analyze the role of SCM.

Module 2: Supply Chain Network Design

9 Hours

Need for Network design in Supply Chain-Factors influencing Network Design-Supply Chain- Supply Chain Network Design- Major Locational Determinants- Modeling Approaches- Omni-Channel Network Design

Learning Outcome: Critically analyze the supply chain network design.

Module 3: Transportation Network Design and Aligning Supply Chains

9 Hours

The Role of Transportation in a Supply Chain- Modes of Transportation and Their Performance Characteristics- Transportation Planning and Strategy- Transportation Execution and Control- Transportation Technology- Design Options for a Transportation Network- Trade-Offs in Transportation Design-Tailored Transportation -The Role of IT in Transportation -Making Transportation Decisions in Practice-Building successful supply chain relationships-3PL-Strategic Role of IT in 3PL

Learning Outcome: Examine the role of transportation and analyze transport infrastructure.

Module 4: Sourcing Materials and Role of Productions and Operations in SCM

9 Hours

Types and Importance of Items and Services Acquired- Strategic Sourcing Process- Supplier Evaluation and Relationships- Total Landed Cost (TLC)- E-Sourcing and E-Procurement- The Role of Production Operations in Supply Chain Management

Learning Outcome: Analyze the concept of sourcing in Supply Chain Management

Module 5: IT and Supply Chain Management and Strategic Challenges

9 Hours

Information requirements in Supply Chain Management– Systems Capabilities– SCM Software packages– SCM Technology Implementation– Supply Chain Technology Innovations
Principles of Supply Chain Management- Supply Chain Technologies-Digitalization-Automation- Supply Chain Analytics- Imperatives for Supply Chain Talent Management- Sustainability- Supply Chain Innovation and Transformation

Learning Outcome: *Examine the concepts of IT implementation and strategic challenges*

***Self-learning topics are subject to testing**

Basic Text

1. Coyle, J., Langley, J., Gibson, B. and Novack, R., A Logistic Approach to Supply Chain Management, Cengage Learning, 2020
2. Chopra, Sunil and Peter Meindl, Supply Chain Management, Strategy, Planning, and Operation, 7th edition, 2020, Pearson Education Ltd.
3. Rajat K. Baisya, Integrated Supply Chain and Logistics Management, Sage Publications, 2020
4. Janat Shah, Supply Chain Management- Text and Cases, Pearson, Latest Edition

Reference Books

Mohanty R.P, S.G Deshmukh “Supply Chain Management” Biztantra, New Delhi

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Logistics Management

Course Code: 23MBADSE234

Semester: 2

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Understand the fundamental concepts of logistics management.
- Develop understanding the demand and supply relationship.
- Construct the importance of modes, decisions and measures of transportation.
- Analyse the cost & performance relationship in logistics
- Develop understanding of cross functional drivers in effective logistics management

Course Outcomes:

At the end of the course, learners will be able to:

CO 1	Understand the Logistical Operating Arrangements and transportation service
CO 2	Analyze the requirement of International sourcing
CO 3	Examine the Insurance policies and role of government in International trade
CO 4	Examine the difference transportation modes
CO 5	Develop logistics international logistics infrastructure

Course Contents:

Module 1: Logistics Management

10 Hours

The Logistics of Business – The Logistical Value Proposition – The Work of Logistics – Logistical Operating Arrangements – Flexible Structure – Supply Chain Synchronization-Transport Functionality, Principles and Participants – Transportation Service – Transportation Economics and Pricing – *Transport Administration – * Documentation

Module 2: International Sourcing

9 Hours

International Logistics and Supply Chain Management: Meaning and objectives, importance in global economy, Characteristics of global supply chains, Global Supply Chain Integration – Supply Chain Security – *International Sourcing

Module 3: Insurance

9 Hours

Role of Government in controlling international trade and its impact on Logistics and Supply Chain-International Insurance – Cargo movements – water damage – Theft – Privacy – pilferage Other risk – perils with air shipments – Risk Retention – Risk Transfer – Marine Cargo Insurance Coverage A, B, C classes – Elements of air freight Policy – *Commercial Credit Insurance

Module 4: Transportation

9 Hours

Size of Vessels, Tonnage, Types of vessels- Container, Combination ships – Non vessel operating Carriers-International Air transportation – Types of aircrafts – Air cargo Regulations – Truck and Rail Transportation – Inter model – *pipelines

Module 5: Packaging and Trade Barriers in Transportation

8 Hours

Packaging objectives – TCL, LCC – Refrigerator – goods – customs duty – Non Traffic barriers – customs cleaning process – *International logistics Infrastructure.

(*Self-learning topics are subject to testing)

Basic Texts

- Sunil Chopra, Peter Meindl, Supply Chain Management, Pearson Education, India.

Reference Books

- Bowersox, Closs, Cooper, Supply Chain Logistics Management, McGraw Hill.
- Burt, Dobbler, Starling, World Class Supply Management, TMH.
- Donald J Bowersox, David J Closs, Logistical Management, TMH 4.
- 4.Pierre David, "International Logistics", Biztantra.

Other Reading Materials

- Website: https://blog.feedspot.com/warehouse_blogs

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation	10 Marks	50 Marks	100 Marks
Assessment 1	: 10 Marks		
Assessment 2	: 10 Marks		
Assessment 3	: 10 Marks		
Block End Test	: 10 Marks		

Course Title: Purchasing and Inventory Management

Course Code: 23MBADSE235

Semester: 2

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- To Gain knowledge of possibilities of efficient optimization and management of operation in Purchasing and Inventory Management.
- To Examine the role of vendor analysis in supply chains.
- To Examine the role of Material Management in a supply chain environment.
- To Describe the codification in Materials management
- To Describe the inventory management concepts and models

Course Outcomes:

At the end of the course, learners will be able to:

CO 1	Define the role of Purchasing polices, documentation process and pricing in purchase processes.
CO 2	Develop the manufacturer and vendor management relations in a supply chain environment.
CO 3	Explain the components and processes of material management and material planning.
CO 4	Assess the codification and International Codification process in LSCM.
CO 5	Examine the use of various inventory concepts models and apply them in business world

Course Contents:

Module 1: Introduction to Purchasing

11 Hours

Purchase policy- Rate and Running Contract – Subcontracting- Systems Contract – Stockless purchase – Buying seasonal items – Forward Buying – Hedging – Purchasing Activities – Indent Status – A to Z of Purchase Order –Transportation – Incoming Inspection – Bill settlement –Documentation- Meaning of Right Price – Price Analysis – Determination of Right Price – Influencing Factors on Pricing – Classification of Pricing – Price Forecasting - Right Place – Purchase Budgets – Budgetary control – Need Identification Problems – Definition of lead time Elements- ***Cost Reduction and Lead time.**

Module 2: Vendor Management

7 Hours

Relevance of Good Supplier - Advantages of Good Relations –Prerequisites – Evaluation of Suppliers – The Buyers Role – Role of the Vendor –Relevance of Good Suppliers – Need for vendor evaluation – Goals of Vendor Rating – Advantages of Vendor Rating – ***Parameters of Vendor Rating.**

Module 3: Material Management

8 Hours

Role of Material Management – Classes of Material – Materials and Profitability – Profit Center Concept – Material Objective –Centralized Purchasing Decentralizing – Delegation of Powers. Disposal of obsolete and scrap items- management of SOS, categorization of absolute/surplus, reason for obsolescence, control of obsolescence and control of scrap, responsibility for disposal

Definition of Material Planning –Bill of Material – Material Requirement Planning – Importance of Material Research- Definition –*** Advantages of Materials Information System.**

Module 4: Codification in Material Management

9 Hours

Codification – Classification – Methodology–Requirement of codes – Coding Structure and Design – Advantages - International Codification – Cost and Consequences -***Right Quantity**

Module 5: Inventory concepts and models**10 Hours**

Inventory-an essential requirement, Objectives of inventory, functions of inventory, classification, factors affecting inventory, concept of economic ordering quantity, Inventory modelling, **Quantity discount models and Deterministic models.**

(* These topics are categorized as 'Self-learning' topics and are subjected to testing)

Basic Text

- Gopalakrishnan (2017). Purchasing and Materials management. Tata McGraw Hill
- Jeet Patidar (2021). Purchasing and Materials Management. S. Chand Publication

Reference Books:

- Chopra, Sunil and Peter Meindl, Supply Chain Management, Strategy, Planning, and Operation, 5th edition, Pearson Prentice Hall, 2020.
- Menon (2019) Purchasing and Inventory management. Shroff Publishers
- John, Amar (2020). Principles of Inventory Management. Springer Publication.

Other Reading Material

- Website:<https://alison.com/course/inventory-management-using-inventory-models>
- <https://www.vskills.in/certification/material-management-certification>
- https://www.youtube.com/watch?v=PuhgTVN_E_I
- <https://www.youtube.com/watch?v=t1OKbpDnCcY>
- <https://www.youtube.com/watch?v=sl5zEPRkp0U>

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Total Quality Management

Course Code: 23MBADSE236

Semester: 2

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Identify the key components and challenges of total quality management
- Understand the importance of team work requirement for effective quality management
- Examine the TQM principles and concepts of continuous improvement
- Apply the TQM tools and techniques for quality improvement.
- Familiarise with the trends in TQM and the quality awards.

Course Outcomes:

At the end of the course, learners will be able to:

CO1	Describe management operations using TQM
CO2	Choose the quality tools applicable in service and manufacturing sectors
CO3	Examine methods like sig sigma, kaizen, JIT of Continuous Process Improvement
CO4	Recommend different tools of Quality control
CO5	Propose suitable quality awards

Course Contents:

Module 1: Total Quality Management

10 Hours

Total Quality Management Evolution – Definition of Quality – Dimensions – QC- QA – QP Concepts –Quality Management – Cost of Quality Failure Cost – Reducing Costs – Juran’s model – Analysis of COQ for Improvement-Definition of TQM – Elements – Deming’s 14 points – TQM tools and techniques – Planning phase of TQM – *Barriers to TQM implementations.

Module 2: Service quality and employee involvement

9 Hours

Service quality – Features- customers delight – Kano model – Perceived Quality – Employee Involvement – Employee Motivation –Team work – Effective Communication – Training and Motivation -*Performance Appraisal.

Module 3: Continuous Process Improvement

9 Hours

Continuous process improvement – Juran’s Trilogy – Kaizen – BPR and TQM – supplier importance Selections. Standards – Quality audit –supplier rating systems – *Balanced score card.

Module 4: Tools of Total Quality Management

8 Hours

Process Control –Flow Charts – Scatter Diagram –Pareto Chart – Control Chart – Central Limit Theorem –Six Sigma, Definitions, Origin, *Process Models

Module 5: Trends in Total Quality Management

9 Hours

Benchmarking – Type, Process – Total Productive Maintenance- Quality systems – ISO 900 QMS – Management responsibility –* Environmental management systems 14001 –Quality awards – Deming price European and Indian quality awards. Great Place to Work - Fortune 500

*Asynchronous

Basic Texts

- Total Quality Management - Dale H. Besterfield, Carol Besterfield, Glen Besterfield and Mary Besterfield, Pearson Education, 5th edition, 2018

- Total Quality Management (TQM), P.N. Harikumar, Susha D, Abhijeet Publications, 1st edition, 2018
- Shridhara Bhat K, Total Quality Management – Text and Cases, Himalaya Publishing House, 2010.

Reference Books:

- Total Quality Management Key Concepts and Case Studies -: Operations Management with Total Quality Management - Total Quality Management and Operational Excellence, Prof. S.R Kulkarni, Yadav Bhole, Kindle Edition, 2021
- Total Quality Management (TQM): Principles, Methods, and Applications, Sunil Luthra, Dixit Garg, Ashish Agarwal, Sachin K. Mangla, CRC Press, 1st Edition, 2020
- Total Quality Management: An Integrated Approach by Dr. Kiran, BSP, 2016

Other reading material

- D.I. Prajogo, A.S. Sohal, TQM and innovation: a literature review and research framework Technovation, 21 (2001), pp. 539-558
- J.P. Ortiz, J. Benito, J. Galende, The intervening effect of business innovation capability on the relationship between Total Quality Management and technological innovation, International Journal of Production Research, 47 (18) (2009), pp. 5087-5107.
- J. Feng, D.I. Prajogo, A.S. Sohal, The impact of TQM practices on performance a comparative study between Australian and Singaporean organizations, European Journal of Innovation Management, 9 (3) (2006), pp. 269-278
- K.N. Dervitsiotis, The challenge of adaptation through innovation based on the quality of the innovation process, Total Quality Management & Business Excellence, 22 (5) (2011), pp. 553-566
- SWAYAM Course 1: Total Quality Management – I: https://onlinecourses.nptel.ac.in/noc21_mg03/preview
- SWAYAM Course 2: Sig sigma: <https://nptel.ac.in/courses/110/105/110105039/>

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	0 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Technology and Innovation Management

Course Code: 23MBADSE237

Semester: 2

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Outline the importance of Technology Management in Businesses
- Describe enterprise effectiveness using technology and innovation
- Choose technology processes and tools
- Examine fundamental framework for Industrial Automation in an organization
- Assess automation systems and solutions related applications

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Inferring organizational efficiency using technology forecasting methods
CO2	Interpreting the technology life cycle and financial assessment of business models
CO3	Differentiating technology processes and tools
CO4	Assessing industrial automation processes and automation tools in business
CO5	Proposing the role of Internet of Things (IoT) in manufacturing processes

Course Contents:

Module 1: Technology

11 Hours

Five Best New Technologies for Business; Role of Technology in Competitive Environment; Types of Technology- Product, Process, Tool, Automation; Industry 4.0; Technology forecasting; Disruptive Technologies; Feasibility study; Opportunities for Introduction of Technology; Innovation building with teams; Technology audit; **Technology diffusion and Deployment (*)**.

Module 2: Business Model

7 Hours

Technology life cycle; Technology-based Start-ups; Business models innovations; Trends in Agile Business Models.

Module 3: Technology Transfer and Technology Funding

8 Hours

Technology acquisition; Issues in intellectual property rights. VC funding; Risk in technology management.

Module 4: Industrial Automation

9 Hours

Role of automation in industries; Benefits of automation, Introduction to automation tools.

Module 5: Internet of Things (IoT) in Manufacturing

10 Hours

An introduction to Internet of Things (IoT) - Industrial Internet of Things (IIoT) – 3D Printing - Integration of Smart Tools / Wearables, usage of drones, Applications for Industrial Automation and latest trends in technology Management, Industry 5.0; **Automation for different industries (*)**.

(* These topics are categorized as Asynchronous)

Basic Texts

- Sanjiva Shankar Dubey (2020). Technology and Innovation Management. Gardners (2nd edition)

- Melissa Schilling and Ravi Shankar (2019). Strategic Management of Technological Innovation. Sixth Edition. McGraw Hill India. 6 Edition.
- E-Book: <https://pdfroom.com/books/strategic-management-of-technological-innovation-fourth-edition/3Jr2E10E2yv>
- David Ford, Michael Saren, Mike Saren (2021). Managing and Marketing Technology (1st ed.). Thomson Learning.

Reference Books

- P N Rastogi (2018), Management of Technology and Innovation Competing Through Technological Excellence, Sage, 2nd edition
- Scott Shane (2009). The Handbook of Technology and Innovation Management. Wiley-Blackwell.
- E-Book: https://maryannfeldman.web.unc.edu/wp-content/uploads/sites/1774/2011/11/Contribution-of-Public-Entities_2008.pdf
- Fredrik, Betz (2011). Managing Technological Innovation: Competitive Advantage from Change, 3rd Edition, Wiley.
- Haag, Baitzan Phillips (2009). Business driven technology (2nd ed.). Publisher Tata Mcgraw Hill.

Other reading material

- Case-1:
https://www.researchgate.net/publication/311979348_Financial_Feasibility_Analysis_of_Natura_Rab_Business_Case_Study
- Case-2:
https://www.researchgate.net/publication/309563391_BUSINESS_MODEL_INNOVATION_-_A_CASE_STUDY_IN_A_VALUE_NETWORK_OPERATOR
- Case-3:
https://www.researchgate.net/publication/282996813_A_Case_Study_of_a_Technology_Acquisition_and_Assimilation_Methodology_of_a_Broadcast_Company_in_the_Philippines
- LinkedIn Learning:
<https://www.linkedin.com/learning/lean-technology-strategy-managing-the-innovation-portfolio/the-life-cycle-of-innovation?u=92695330>

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Warehouse Management

Course Code: 23MBADSE238

Semester: 2

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Understand the concepts of fundamentals of warehouse management.
- Realize the role design, layout & strategies in warehouse.
- Gain the insights of process of order picking and replenishment.
- Develop the knowledge of importance automation and cross docking.
- Apply various suitable KPIs and other measures in efficient measuring of warehouse performance.

Course Outcomes:

At the end of the course, learners will be able to:

CO 1	Examine role of Warehousing in Supply Chain
CO 2	Identify the importance of role of design, layout & strategies in warehouse
CO 3	Develop insights to order picking and replenishment concepts
CO 4	Design the models of automation and cross docking
CO 5	Analyze the metrics & tools of warehouse performance

Course Contents:

Module 1: Warehouse Management

9 Hours

Warehouse: Scope and importance in concurrent scenario, Types of warehouse, the fluid model of product flow, Units of handling, Storage: Dedicated versus shared, the warehouse as a queuing system, Warehouse operations (Receiving, put away, order picking, checking and packing, shipping), Modern functions & service benefits of warehouses, WMS- Warehouse management system, Role of warehouse manager & challenges, *storage and handling equipment (Pallet storage, Bin shelving or static rack, gravity flow rack)

Module 2: Design, Layout & Strategies and Material Handling

9 Hours

Warehouse design & layout strategies, factors involved in building contemporary warehouses, Layout of a unit load area, Space (Rack or stack, lane depth), Labor (Reducing labor by dual cycle operation, reducing labor by careful product placement, Location of receiving and shipping, Aisle configuration), Layout of a carton pick from pallet area, Layout of a piece pick from carton area. Material handling: principles, storage and handling equipment and tools *Detailed Slotting

Module 3: Order Picking & Replenishment

9 Hours

Routing to reduce travel, the problem of pick path optimization, Heuristic methods of generating short pick paths, Pick path optimization. Work Flow and balance, organizing a team of order pickers, picking tools/machineries and automation in picking, Replenishment and smoothing stock management * **Bucket brigades in the warehouse.**

Module 4: Automation and Cross-Dockin

9 Hours

Role of automation in warehouses, factors & feasibility for automation, types of automation, Carousels, A frames, AS/RS and their relatives, Freight Flow-Congestion, Design-Size and Geometry, Cross Docking: Scope & Operations, types of cross docking and importance of strategic location, *Trailer management

Module 5: Measuring Warehouse Performance**9 Hours**

Warehouse activity profiling (ABC ANALYSIS, Statistical analysis, doing it, Visualization), Performance measurement – traditional, modern & new, integrated performance models and metrics, Benchmarking (Ratio based benchmarking, Aggregate benchmarking), ***Are smaller warehouses more efficient?**

(*Self-learning topics are subject to testing)

Basic Texts

- John J. BARTHOLDI, III 1 Steven T. HACKMAN (2019), Warehouse and Distribution Science Release 0.98.1, Web Edition.
- Gwynne Richards (2014), Warehouse Management, Kogan Page, New Delhi.
- Stuart Emmet (2005), Excellence in Warehouse Management, John Wiley, New Jersey.

Reference books:

- Sunil Chopra, Peter Meindl (2016), Supply Chain Management, Pearson Education, New Delhi.
- Bowersox, Closs, Cooper(2019), Supply Chain Logistics Management, McGraw Hill, New Delhi.
- Burt, Dobbler, Starling(2002), World Class Supply Management, TMH Edition, New Delhi.
- Donald Waters (2002), Logistics, Palgrave McMillan Edition, New York.
- Douglas, James, Lisa (1996), Fundamentals of Logistics Management, Irwin Mc Graw Hill edition, New York.
- Martin Christopher (2016), Logistics and Supply Chain Management, Pearson Education, New Delhi.

Other reference materials:

- <http://www.nwccindia.com/>
- <https://www.netsuite.com/portal/resource/articles/inventory-management/what-are-inventory-management-controls.shtml>
- <https://blog.lpcinternational.co.uk/core-functions-of-a-warehouse-management-system>
- <https://blog.fhysics.net/scm-books/the-logistics-and-supply-chain-toolkit-over-100-tools-for-transport-warehousing-and-inventory-management>
- https://blog.feedspot.com/warehouse_blogs
- LinkedIn: Basic warehousing terminology
- LinkedIn: Learn about warehouse management systems (WMSs)
- LinkedIn: How warehouse balance costs
- LinkedIn: Inventory management foundations

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Environment Management-Green Operations

Course Code: 23MBADSE239

Semester: 2

Credits: 3

Hours (LTP): 45 hrs

Course Objectives

- To develop understanding the significance of green concepts
- To put into practice, the green concepts in organization process
- To develop portfolio of green products
- To evaluate organization's green performance
- To learn and incorporate the waste management practices

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO 1	Understand the concurrent importance of incorporating green concepts in to operations.
CO 2	Apply sustainability concerns into process of operations .
CO 3	Construct suitable sustainable products fitting with requirement of operations .
CO 4	Analyse the green activity and performance with in the business organisations
CO 5	Apply the state of art waste disposal procedure .

Course Content:

Module-1: Introduction to Green Operations Management

10 hours

Definition and principles of green operations management, Benefits of adopting green practices in operations management, Environmental challenges and trends impacting operations management
Introduction to environmental regulations and certifications.

Module-2: Sustainability and Operations Strategy

10 hours

Overview of sustainability concepts and principles, aligning operations strategy with sustainability objectives, Analyzing the environmental impacts of operations and supply chain activities, Tools and techniques for measuring sustainability performance.

Module-3: Designing Sustainable Products and Processes

9 hours

Principles of sustainable product design, Life cycle assessment and eco-design tools, Sustainable process design and improvement, Green innovation and new product development.

Module-4: Green Supply Chain Management

7 hours

Introduction to sustainable supply chain management, Sustainable procurement practices
Green logistics and transportation, Collaboration and communication in sustainable supply chains

Module-5: Resource Efficiency and Waste Management

9 hours

Resource efficiency and waste reduction strategies, Resource optimization and lean thinking
Waste reduction and elimination techniques, Recycling and waste management.

Text book

1. Green Operations and Supply Chain Management, 3rd edition by Prof. Samir Dani and Prof. Rajat Roy (2022)

- Green Supply Chain Management: Product Life Cycle Approach by Dr. S. P. Anbuudayasankar and Dr. V. Selladurai (2022)

Reference book

- Handbook of Green Operations Management: Environmental and Sustainable Supply Chains by Prof. C. S. P. Rao and Dr. S. V. S. S. Rana (2021)
- Green Supply Chain Management and Logistics: A Comprehensive Approach by Dr. Nanthakumar Loganathan, Dr. Bahar Y. Kara, and Dr. Selvarasu Ayyasamy (2021)
- Sustainable Supply Chains: A Research-Based Textbook on Operations and Strategy by Dr. Luk N. Van Wassenhove and Dr. Maria Besiou (2020)
- Sustainable Operations Management: Advances in Strategy and Methodology by Dr. Anna Nagurney, Dr. Min Yu, and Dr. Dong Li (2020)
- Sustainable Logistics and Supply Chain Management: Principles and Practices for Sustainable Operations and Management by Dr. Paul D. Larson (2020)
- Green Logistics and Transportation: A Sustainable Supply Chain Perspective by Dr. Harpal Singh, Dr. G. Raghuram, and Dr. V. N. M. Rao (2019)
- Sustainability in Operations Management: Interdisciplinary and New Perspectives by Dr. Joseph Sarkis and Dr. Stephen Graves (2019)
- Handbook of Sustainable Operations Management: Structured Approaches and Challenges by Dr. Miguel Afonso Sellitto and Dr. Carla Schwengber ten Caten (2018)

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

SKILL ENHANCEMENT

Course Title: Spreadsheets for Business Decision Making

Course Code: 23MBASEC205

Semester: 2

Credits: 2

Hours (LTP): 30 Hours

Course Objectives:

- Understand basic excel
- Apply tools for data analysis

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Apply spreadsheet tools to understand data manipulation.
CO2	Demonstrate business models using spreadsheet tools.
CO3	Illustrate MS Excel Practical Lab and functions.
CO4	Analyse large data sets using spreadsheet and modelling tools

Course Contents:

Module 1: Understanding the MS Excel environment 10 Hours

MS Excel Practical Lab, Ribbon, QAT, Worksheet; interface of Excel, cursors and their roles, series; conditional formatting, cells, range; formula, references, split windows; values.

Learning Outcome: Apply MS Excel Practical Lab tools to datasets.

Module 2: Data representation using MS Excel Practical Lab 5 Hours

MS Excel Practical Lab, relative and absolute reference, charts and customizing charts.
Learning Outcome: Solve problems related to reference ranges.

Module 3: Data validation 10 Hours

Data validation practical, data consistence, value, whole number, decimal, list, date, time, custom values, validation.

Learning Outcome: Describe data validation using the functions of MS Excel Practical Lab.

Module 4: Analyzing large data sets using MS Excel Practical Lab 5 Hours

Apply filter and advanced filter, pivot table, subtotal database function; data analysis.

Learning Outcome: Construct summary reports using pivot tables and apply filters for data analysis.

Basic Text:

- Walkenbach, J. (2018). The Excel Bible, 1/e. USA: Willey.

Reference Book:

- Microsoft Excel 2013: Data Analysis and Business Modeling.

Other references:

- <https://support.office.com/en-us/article/getting-started-with-excel-services-and-excel-web-access-fed3586d-b150-4819-a67e-145hrs29c974387>
- https://support.office.com/en-us/article/excel-for-windows-training-9bc05390-e94c-46af-a5b3-d7c22f6990bb?wt.mc_id=otc_home&ui=en-US&rs=en-US&ad=US

- https://www.hubspot.com/resources?q=excel&_ga=2.30839551.1998448527.1559814869-1230591017.1559814869

Evaluation Pattern:

Continuous Evaluation – Skill Enhancement Courses						Total
A1	A2	A3	A4	Internal Test/ Quiz etc	Class Participation	100 Marks
20	20	20	20	10	10	

SEMESTER – III
DISCIPLINE SPECIFIC ELECTIVE

Course Title: Channel Management

Course Code: 23MBADSE339

Semester: 3

Credits: 3

Hours (LTP): 45 hrs

Course Objective:

- Understand the nature, types and functions of channels in marketing
- Illustrate various methods/measures involved in picking prospective channel members
- Differentiate between various product and pricing strategies according to the nature of channel
- Assess fit of promotional methods with suitable channels
- Develop framework model to evaluate performance of channels

Course outcome:

At the end of the course, learners will be able to:

CO 1	Recognize the importance of structure, types and functions of channels in marketing domain
CO 2	Choose appropriate measures in selection process of prospective channel member
CO 3	Distinguish the product and pricing strategies pertaining to channel structure
CO 4	Select suitable promotional measures to bring the best fit with various channel systems
CO 5	Design a model of performance evaluation framework to measure channel efficiency and effectiveness

Course Contents:

Module 1: Distribution Management

9 Hours

Marketing Channel Concepts: Growing importance of Marketing Channels, The Marketing Channel Defined, Use of the term Channel Manager, The Marketing Channel and Marketing Management Strategy, Channel Strategy versus Logistic management, Flows in Marketing Channels, Distribution Structure system-- Marketing Channel System-An Overview of the Channel participants, Producers and Manufacturers, Intermediaries, Facilitating Agencies. Electronic marketing channels, Franchise marketing channels. - Behavioural Processes in Marketing Channels: The Marketing Channels as a Social System, Conflict in the marketing Channel, Power in the Marketing Channel, Role in the marketing Channel, and *Communication Processes in the Marketing Channel.

Module 2: Designing the Marketing Channel

9 Hours

What is Channel Design, Who Engages in Channel Design, A Paradigm of the Channel Design Decision, the Phases of Channel Design-Channel Member Selection and Channel Design, The Selection Process- finding prospective channel members,* Applying Selection criteria, securing the Channel members.

Module 3: Product and Pricing Issues in Channel Management

9 Hours

New Product Planning and Channel Management, the Product Life Cycle and Channel Management, Strategic Product Management and Channel Management-. Anatomy of Channel of Channel Pricing Structure, Guidelines for Developing Effective Channel Pricing Strategies, *Other Issues in Channel Pricing.

Module 4: Promotion in Channel Management

9 Hours

Promotional Strategies and Channel Member Cooperation, Basic Push Promotional Strategies in Marketing channels, "Kinder and Gentler" Push Promotion Strategies in Marketing. Finding out the needs and Problems of Channel Members, Offering Support to Channel Members, *Providing Leadership to Motivate Channel Members.

Module 5: Evaluating Channel Member Performance

9 Hours

Factors Affecting scope and frequency of Evaluations- Performance Evaluation versus Day-to-Day Monitoring, *Channel Member Performance Audit.

(*Self-learning topics are subject to testing.)

Basic Texts

- Palmatier W.R, Sivadas E, Stern W. L., Adel I., & Ansary El.,(2020). Marketing channels 9th Ed. Routledge
- Palmatier W.R, Stern W. L., Adel I., & Ansary El.,(2015). Marketing channels 8th Ed. Pearson

Reference Books

- Coughlan, Anderson, Stern & Ansary El., (2014). Marketing channels 7th Ed. Pearson
- Still R R, Cuntiff W E, Govoni A P N & Sandeep Puri (2017). Sales and Distribution Management, Pearson India

Other reading Material:

- Kenneth Rolnicki (1998). Managing Channel of Distribution, Amacom
- Kotler, P. and Keller, K. (2014) Marketing Management. 15th Edition, Prentice Hall, Saddle River
- Dent Julian (2008). Distribution channels, Kogan Page
- Distribution Channel Planning and Management: Why are they so Important? (Coursera)
- Sales channel management (LinkedIn)
- Logistic Foundation (LinkedIn)

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Information System for Logistics

Course Code: 23MBADSE340

Semester: 3

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Discussing Management Information System in managing business
- Describing the role of IT enabled Communication in Logistics
- Analysing the importance of Decision Support System
- Evaluating the role of MIS in Supply Chain Management
- Appraising the importance of E-Commerce Logistics in business

Course Outcome

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

CO1	Understand the nature of Management Information System and its applications in Business.
CO2	Use Information and Communications Technology in Logistics.
CO3	Examine the applications of MIS as Decision Support System.
CO4	Prioritise the important business functions of Management Information System.
CO5	Recommend the web-based application of Management Information System.

Course Contents:

Module1: Introduction to Management Information System

10 Hours

Concepts of Management Information System (MIS): Concepts of Information System, - Information System Design and Development- Testing and Implementation; Management Information System -Evolution and elements of MIS – Definition – Characteristics and basic requirements of MIS – Structure of MIS- Approaches to MIS Development-Computerized MIS- Pre- requisites of an effective MIS – Applications of MIS-**Ethical Issues in Information Systems and Limitations of MIS**

Module 2: Information and Communications Technology in Logistics

10 Hours

Information and Communications Technology (ICT): Information technology and Global integration –On-line information services – Electronic bulletin board systems – The internet, electronic mail, interactive video – Communication Channels – Communication networks – Local area networks – Wide area networks – Video conferencing- EDI, Identification of technologies-RFID, Bar coding, GPS, Data acquisition Technologies-Voice Recognition, Image Processing and Robotics. ***Applications of MIS in Industry**

Module 3: Decision Support System

8 Hours

Decision Support System (DSS): Decision-making Process – MIS and Decision Support System – MIS and information resource management – MIS and Operations Research- Executive information and Decision Support System – Artificial Intelligence and Expert System – DSS in Indian organizations – ***Recent developments in Information Technology**

Module 4: MIS for Logistics and Supply Chain Management

7 Hours

MIS in Logistics and Supply Chain Management (LSCM): MIS for Product Research, MIS for Product Development, MIS for Production - MIS for Marketing - MIS for Personnel - MIS for Finance - MIS for

Inventory- MIS for Logistics-MIS for Market Development – Enterprise Resource Planning (ERP) systems-
***Issues in Implementation and Integration of ERP**

Module 5: E-Commerce Logistics

10 Hours

Overview of E-Commerce, Indian E-Commerce retail logistics, Recent shifts in E-Commerce, Challenges in E-Commerce, Regulatory environment in E-Commerce, Impact of GST implementation, Key aspects of NLP-2022 ***Upcoming trends shaping the e-commerce retail logistics including the Role of A.I.**

***Self-learning topics are subject to testing**

Basic Texts

- James A. O’Brien and George M. Marakas (2017). Management Information Systems, McGraw-Hill Companies, Inc., 11th Edition
- D.P. Goyal (2014). MIS –Managerial Perspective, Vikas Publications. 4/e

Reference Books

- Laudon, K. C. and Laudon, J. P. (2022). Management Information Systems: Managing the Digital Firm. Prentice Hall Press, 17th Edition
- Gordon B. Davis & Margrethe H. Olson (2023). Management Information Systems, Tata McGraw-Hill.
- W S Jawadekar (2015). Management Information Systems Text & Cases, Tata McGraw-Hill. 5/e
- Dharminder and Sangeetha (2005). Management Information Systems: A Computer Oriented Approach for Business Operations. Excel books. 1/e.

Other reading material

- <https://www.altexsoft.com/blog/business/logistics-management-systems-how-warehouse-transportation-and-distribution-software-work/>
- <https://tfig.unece.org/contents/logistics-information-process.htm>
- <https://www.espeedpost.in/blog/what-is-the-importance-of-logistics-information-system/>
- <https://indiafreeNotes.com/types-of-logistical-information-system/>
- <https://scm.ncsu.edu/scm-articles/article/logistics-information-systems>
- <https://www.emerald.com/insight/content/doi/10.1108/02635570510575153/full/html>
- https://help.sap.com/docs/SAP_S4HANA_ON-PREMISE/ffc6f18a239e4a49bbb42650d881a99a/3b54b753128eb44ce1000000a174cb4.html
- https://help.sap.com/docs/SAP_S4HANA_ON-PREMISE/403655493b024be6af15811c1d6962ef/b836c353fad0b44ce1000000a174cb4.html
- <https://www.stechies.com/logistics-information-system/>
- http://www4.pucsp.br/ictim/ingles/downloads/papers_2010/part_7/19_A%20Case%20Study%20on%20Integrating%20Logistics%20Information%20Systems%20with%20the.pdf
- <https://theintactone.com/2019/07/29/il-u5-topic-1-information-and-communication-technology-in-logistics-management/>

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: IT for Managers

Course Code: 23MBADSE341

Semester: 3

Credits: 3

Hours (LTP):45 hrs

Course Objectives:

- Provide students with comprehensive knowledge and technical skills needed to successfully participate in and support the increasingly applied role of information technology in corporate decision making.
- Enable graduates to conceptualize and manage the specification, design and implementation of applied information systems.
- Provide the knowledge of contemporary issues related to the field of managing information systems.
- Develop knowledge and skills required to work effectively in a profession.
- Enhance self-confidence, ability to make proper decisions and effective communication, and Pursue lifelong learning and continuing education.

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO 1	Describe various IT tools for management.
CO 2	Interpret the methodologies of organizing data.
CO 3	Examine the applications of IT and new trends.
CO 4	Construct insights into Enterprise Systems and Decision Support Systems.
CO 5	Select cloud computing method and its effect in management.

Course Contents:

Module 1: Introduction to IT

9 Hours

Information Technology- Definition- Utility- Software: Systems and Application Software – Organizing Data and Information- Tools used- Introduction to different software.

Module 2: Knowledge Management Systems

9 Hours

Knowledge management theory and practice, Major approaches to KM cycle, Zack, Bukowitz and Williams, McElroy, Wiig, Integrated cycle.

Module 3: E- Commerce Applications

9 Hours

Business, e-business vs e-commerce, Economic forces – advantages – myths – e-business models, design, develop and manage e-business. Internet and World Wide Web, internet protocols - FTP, intranet and extranet, information publishing technology- basics of web server hardware and software. Electronic and Mobile Commerce- Business Applications and trends.

Module 4: Decision Support Systems

9 Hours

Management Support systems, Decision making, Models, DSS Overview, Data, Model, Knowledge Management system. Data Collection, Data Warehousing, Data Mining, Data visualization, Modeling, Static and dynamic, Optimization, Heuristic, Simulation, Multidimensional modeling.

Module 5: Cloud Computing

9 Hours

Introduction to Cloud Computing, Evolution - Cloud Computing, Hardware, Internet and Software, Virtualization, Web Services on Cloud, Infrastructure-as-a-Service, Platform-as-a-Service, Software-as-a-Service, Building Cloud Network.

Basic Texts

- Ralph Stair, George Reynolds(2016), Fundamentals of Information Systems, Fourth Edition, Course Technology.
- Laudon, J.P and Laudon, K.C. (2017). Management Information System. Pearson Education: India.

Reference Books

- James A O'Brien (2018). "Introduction to Information Systems", Tata McGraw Hill, India.
- Haag, S., Cummings, M., and Phillips, A. (2008). Management Information Systems, Tata McGraw Hill: India
- George Reynolds(2021),Information Technology for Managers, Cengage Learning , Delhi, India.
- Rajkumar Buyya, James Broberg, Andrzej M. Goscinski(2021), Cloud Computing: Principles and Paradigms, Wiley, Delhi, India.

Other reading material

- www.businessinsider.com
- https://onlinecourses.nptel.ac.in/noc20_mg60/preview
- <https://www.edx.org/course/introduction-to-management-information-systems-mis>

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Materials Management

Course Code: 23MBADSE342

Semester: 3

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Describe the processes and methods in materials management
- Examine the advanced and recent techniques in materials management.
- Develop the skills necessary in the present dynamic environment.
- Describe the role of Quality control in Material Management
- Enhance the decision-making capabilities in a materials environment.

Course Outcomes:

At the end of the course, learners will be able to:

CO 1	Define the processes and methods in materials management.
CO 2	Develop the 5Rs of Purchasing and analyse Make or Buy decisions.
CO 3	Explain the aspects related to Buying and identify aspects of Purchasing and Outsourcing.
CO 4	Assess the insights to stores function and stores identification systems.
CO 5	Examine the Quality Control in Materials Management

Course Contents:

Module 1: Materials Management

10 Hours

Introduction and Objectives - Materials Management Concepts and their Importance Integrated Materials Management, Role of learning curve in Materials management, Profit Centre Concept Purchasing Function - Objectives, Scope and Importance, Organization for Purchasing, Centralization vs. Decentralization, Delegation of Powers, Purchasing Cycle Elements and their Importance, *Purchase Policies and Procedures

Module 2: Make or Buy decisions in Business Logistics

10 Hours

5R's of Purchasing and Related issues Technical, Commercial and Legal Aspects of Purchasing Contracts Management - Make or Buy decisions - Import Policy and Procedures- Capital Goods and Project Imports, Spares, Consumables and Components, * Specific Licensing Provisions

Module 3: Purchasing and Outsourcing

9 Hours

Project Buying and Related Aspects. Vendor Rating and Source Location. Negotiations in Purchasing - Outsourcing Management, application of Cloud Computing-* Latest Trends

Module 4: Stores Management

10 Hours

Stores Function, Relevance and Importance- Objectives - Stores Identification System and Codification Stock valuation and verification-need, methods-FIFO, LIFO, Average Price, weighted average, Standard cost, replacement price

Module 5: Quality control in Materials Management

6 Hours

Introduction, evolution of quality concepts and applications, Quality and design spiral, Theory of sampling Inspection-OC Curve, AQL, LTPD, AOQ and AOQL curves, Sampling Plans, Control charts and in-process monitoring of Quality

(* These topics are categorized as 'Self-learning' topics and are subjected to testing)

Basic Texts

- Chitale and Gupta (2021). Materials management – Text and Cases, 3rd Edition, PHI publication.

- Gopalakrishnan. Purchasing and Materials management. Tata McGraw Hill.

Reference Books

- Rajendra Mishra (2018). Materials Management. Excel Publication.
- Datta (2019). Materials Management: Procedures, Text and Cases. PHI Learning Pvt. Ltd.,
- Arnold (2019). Introduction to Materials Management. Pearson Education India.
- Richard J. Tersine (2020). Principles of Inventory and Materials, Management. Prentice Hall.
- Richard J. Tersine (2021). Modern Materials Management. John Hardin Campbell
- Gopalakrishnan (2020). Handbook of Materials Management. PHI Learning Pvt. Ltd.
- A.K. Singh (2008). Materials Management. First edition. Laxmi Publications Private Limited

Websites:

- <https://materialmg.com/>
- <https://www.bestsaptraining.com/sap-mm-course-sap-mm-module-sap-mm-training-mm-syllabus-mm-fees/#page-content>
- <https://www.welingkaronline.org/certificate-in-materials-management>

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Logistic Network Analysis

Course Code: 23MBADSE343

Semester: 3

Credits: 3

Hours (LTP): 45 hrs

Course Objectives

- To develop competencies to enable students to design Logistic Networks
- Demonstrate the use of Transportation Models and Network Models.
- Demonstrate use of scheduling algorithms in logistic networks.
- To orient students to design & configuration of logistic networks.
- Discuss dependent and independent variables in logistic networks & validating of models.

Course Outcomes

At the end of the course, learners will be able to:

CO1	Analyze the subject in depth by emphasizing the usage of advanced quantitative models and methods like optimization in logistics and supply chain management.
CO2	Demonstrate practical aspects of prescriptive analytics using excel.
CO3	Discuss the heuristics methods of analysis
CO4	Demonstrate design & configuration of logistic networks
CO5	Summarize the role of Predictive models in Supply Chain

Course Contents

Module 1: Introduction

9 hours

Components of Logistics network: Facilities -Plants/Vendors -Ports -- Warehouse Retailers/Distribution Centres -Customers -Raw materials and finished products that flow between the facilities. The three models of Network Design: 1. Logistics network design with differentiated delivery lead time 2. Logistics network design with price discount 3. Consolidated logistics network design using consolidation hubs

Module 2: Network Design

9 Hours

Pick the optimal number, location, and size of warehouses and/or plants -Determining optimal sourcing strategy -Which plant/vendor should produce which product? -Determining best distribution channels - Which warehouses should service which customers?

Key issues of Network design: Pick the optimal number, location, and size of warehouses and/or plants - Determining optimal sourcing strategy -Which plant/vendor should produce which product? -Determining best distribution channels -Which warehouses should service which customers?

Module 3: Heuristics approach in problem solving

9 Hours

Decision analysis in supply chain- Assignment model and its use – Traveling Salesman Algorithms- Advanced Vehicle Routing Problem – Milk Runs – Heuristics- Scheduling algorithms- Deficit function approach.

Module 4: Inventory Models

9 Hours

Inventory Models for Probabilistic Demand – Single period / newsvendor, Base stock policy, Continuous review Policy (s,Q.) Periodic Review Policy (R,S), * **Level of service metrics**- Cycle service level, Cost per stock out event, item fill rate, and cost per item short.

Data required for Network Design: A listing of all products -Location of customers, stocking points and sources -Demand for each product by customer location -Transportation rates -Warehousing costs - Shipment sizes by product -Order patterns by frequency, size, and season, content -Order processing costs -Customer service goals

Module 5: Building Predictive Models

9 Hours

Building predictive models, Dependent versus independent variables, Variable types, Linear Regression models, Residuals, Validating the model (Overall fit, individual coefficients, , Regression Assumptions- Freight predictive modelling based on analytics. Building descriptive models, Simulation models in supply chain, Monte Carlo Simulation, Markov analysis in supply chain, characterizing the Queuing system- ***Trends**

Basic Texts

- Chopra Sunil (2019). Supply Chain Management: Strategy, Planning, and Operation, 7th Edition, Pearson, India.
- Robertson Peter (2020), Supply Chain Analytics: Using Data to Optimize Supply Processes, Routledge Processes, India.

Reference Books

- Hillier and Lieberman (2021), Introduction to Operations Research,11th Edition, McGraw Hill.
- Albright, Winston, Zappe (2020) Data Analysis and Decision Making, Cengage Learning.
- Hamdy A Taha,(2020). Operations Research: An Introduction, Prentice Hall, New Delhi India.
- Frederick S. Hillier & Gerald J. Lieberman (2017), Introduction to Operations Research. McGraw-Hill
- Gabor Belvardi et al (2019) Monte Carlo Simulation Based Performance Analysis of Supply Chains International Journal of Managing Value and Supply Chains (IJMVSC) Vol. 3, No. 2

Other reading material

- <https://www.edx.org/course/supply-chain-analytics>
- MIT Center for transportation and Logistics
- Wayne Winston on Analytics (linkedin.com)
- <https://www.linkedin.com/learning/inventory-management-foundations/what-is-inventory-management>

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Name: Maritime Logistics

Course Code: 23MBADSE344

Semester: 3

Credits: 3

Hours (LTP): 45 hrs

Course Objectives

1. Understand the role of shipping in International business
2. Apply the geographical knowledge to decide the right ship, packing and route for cargo
3. Analyze the purpose of shipping agents and their services
4. Examine the strategy of ship chartering and cost estimation
5. Evaluate the international terms in shipping business for trade execution

Course Outcomes:

At the end of the course, learners will be able to:

CO 1	Understand the role of shipping in International business.
CO 2	Apply the geographical knowledge to decide the right ship, packing and route for cargo.
CO 3	Analyze the purpose of shipping agents and their services.
CO 4	Examine the strategy of ship chartering and cost estimation.
CO 5	Evaluate the international terms in shipping business for trade execution

Course Content:

Module 1:

10 Hours

Introduction to Maritime logistics- Scope and functions of maritime business, Basic specifications of the ship, Types of Ships, Concept of displacement, Load lines, Types and methods of tonnage measurement, Ship Registration and Classification, Major Maritime Nations, Ship Registries, International Shipping organizations.

Module 2:

10 Hours

Classification of Cargoes, Types of Ships, Stowage of cargo, Cargo and container handling equipment, Types of packing, Dangerous cargo, Role and Functions of Ports, Shipping Geography, Maritime Canals, Major Trade Lanes, Shipping terms and abbreviations.

Module 3:

10 Hours

Ship Owners, Ship Operators, Ship Agents, Ship Brokers, Ship Financiers, Ship Chandlers, Ship Insurers, Maritime Administrators, Ship Classification Societies, Ship Builders, Freight Forwarders, NVOCC's, and International Shipping Organizations.

Module 4:

8 Hours

Hague Rules, Hague-Visby Rules, Hamburg Rules, Rotterdam Rules- COGSA -Bill of lading, Charter parties, Voyage and Time Charter Parties, Bare Boat Charter party, Contract of affreightment, Principles of Voyage Estimation, Voyage estimation.

Module 5:

7 Hours

Trading Process, Suitability of transport modes for an international consignment, Delivery trade terms of sale and export contract, INCOTERMS, Export order and check list, Role of ICD & CFS, FTWZ, SEZ in International trade.

Basic Text

- Dong-Wook Song, Photis M Panayides (2015), Maritime logistics: a guide to contemporary shipping and port management, Second edition, Kogan Page Limited.
- Martin Stopford (2017), Maritime Economics, Third edition, Routledge, Taylor & Francis Ltd, London.

Reference Books

- Wayne K. Talley, (2017), Port Economics, 2nd Edition, Routledge, Taylor & Francis Group, London.
- Jean Pau I Rodrigue ,(2020), Geography of Transport Systems, Fifth Edition, Routledge, Taylor & Francis Ltd, London
- Captain J W Dickie,(2021), Reeds 21st Century Ship Management, Adlard Coles Nautica, New York.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Name: Strategic Supply Chain Management

Course Code: 23MBADSE345

Semester: 3

Credits: 3

Hours (LTP): 45 hrs

Course objectives

- Understand the need for application & importance of SCM as in strategic role
- Apply strategic connections with vital stakeholders
- Examine the need for integration & collaboration for gaining operational excellence
- Analyze the applicability of strategic logistic model within SCM
- Develop a model for assessing performance of SCM core functions

Course Outcomes

CO 1	Understand the need for application & importance of SCM as in strategic role
CO 2	Apply strategic connections with vital stakeholders
CO 3	Examine the need for integration & collaboration for gaining operational excellence
CO 4	Analyze the applicability of strategic logistic model within SCM
CO 5	Develop a model for assessing performance of SCM core functions

Course Content

Module 1: Supply Chain as a Strategic Asset

9 Hours

Trends in SCM, Strategic Decisions, Burt Dobbler's 10 Strategic SCM activities, Competitive supply chain strategies, Five Key Configuration Components, Four Criteria of a Good Supply Chain Strategy, Next-Generation Strategy.

Module 2: Develop an End-to-End Process Architecture

9 Hours

Four Tests of Supply Chain Architecture, Architectural Toolkits, Top Three Levels of the SCOR Model
Five Processes for End-to-End Supply Chain Management, Next-Generation Processes.

Module 3: Supply Chain Network design & Integration

9 Hours

Enterprise Facility Network: Spectrum of Location Decisions Local Presence - An Obsolete Paradigm, Warehouse Requirements: Procurement Drivers, Manufacturing Drivers, Market Distribution Drivers & Warehouse Justification, Total Cost Integration: Transportation Economics, Inventory Economies & Total Cost Network, Formulating Logistical Strategy: Cost Minimization, Threshold Service, Service Sensitivity Analysis & Finalizing Strategy.

Module 4: Supply Chain Organization Management: strategic logistic approach

9 Hours

Logistics management models & logistic master planning, supply chain scorecards, benchmarking, collaborative logistics, planning & purchasing, strategic sourcing & supply chain optimization, corporate logistics alignment model & logistics scoreboard framework of indicators.

Module 5: Performance, Financial Assessment & Metrics to Drive Business Success

9 Hours

Managing Performance with Metrics, choosing right metrics & linking SCOR model, Functional perspectives: Cost Management, Customer Service, Quality, Productivity, & Asset Management, financial perspectives: cost-revenue analysis, strategic profit model.

Reference:

1. Strategic Supply Chain Management - The Five Disciplines for Top Performance by Shoshanah Cohen Joseph Roussel, McGraw Hill edition.

2. Supply Chain Strategy -The Logistics of Supply Chain Management by Edward Frazelle, McGraw Hill edition.
3. Supply Chain Management by Coyle, Novack, Langely & Gibson, 10th Edition,
4. Supply Chain Management by Peter & Sunil, 6th Edition,
5. Supply Chain Logistics Management by Bowersox, Closs & Cooper, McGraw Hill edition.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Name: Block Chain in Supply Chain Management

Course Code: 23MBADSE346

Semester: 3

Credits: 3

Hours (LTP): 45 hrs

Course Objective:

1. To learn the applications of network design in SCM
2. To explain the usage of various models in SC
3. To assess the revenue management and performance in SCM
4. To learn to develop performance metric templates
5. To learn the changes and dynamics of SC

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO 1	Understand the need for Block chain
CO 2	Examine the Distributed Computing & Crypto primitives
CO 3	Examine the need for Ethereum and smart contracts
CO 4	Evaluate the need for Block chain in supply chain management
CO 5	Evaluating the technologies like AI, ML and IOT in supply chain

Course Contents:

Module-1 Introduction to Blockchain

11 Hours

Distributed DBMS – Limitations of Distributed DBMS, Introduction to Block chain – History, Definition, Distributed Ledger, Blockchain Categories – Public, Private, Consortium, Blockchain Network and Nodes, Peer-to-Peer Network, Mining Mechanism, Generic elements of Blockchain, Features of Blockchain, and Types of Blockchain.

Module-2 Distributed Computing & Crypto primitives

9 Hours

Atomic Broadcast, Consensus, Byzantine Models of fault tolerance, Hash functions, Puzzle friendly Hash, Collision resistant hash, digital signatures, public key crypto, verifiable random functions, Zero-knowledge systems

Module-3 Ethereum basics:

9 Hours

Ethereum and Smart Contracts, The Turing Completeness of Smart Contract Languages and verification challenges, using smart contracts to enforce legal contracts, comparing Bitcoin scripting vs. Ethereum Smart Contracts

Module-4 Block chain in supply chain management

8 Hours

Recent developments and key issues –block chain as promising tools for supply chains-types of block chains –public block chain-private block chain

Module-5 Amplifying the value of block chains in supply chains

8 Hours

Combining with other technologies, AI and machine learning, IOT, analytical finger prints, digital twins

Text book

- Nir Kshetri, 'Blockchain and Supply Chain Management', 1st Edition - March 2, 2021

- Imran Bashir, “Mastering Blockchain: Distributed Ledger Technology, decentralization, and smart contracts explained”, 2nd Edition, Packt Publishing Ltd, March 2018.
- Bellaj Badr, Richard Horrocks, Xun (Brian) Wu, “Blockchain By Example: A developer's guide to creating decentralized applications using Bitcoin, Ethereum, and Hyperledger”, Packt Publishing Limited, 2018.

Reference Books

- Andreas M. Antonopoulos, “Mastering Bitcoin: Unlocking Digital Cryptocurrencies”, O’Reilly Media Inc, 2019
- Arvind Narayanan, Joseph Bonneau, Edward Felten, Andrew Miller and Steven Goldfeder, “Bitcoin and Cryptocurrency Technologies: A Comprehensive Introduction”, Princeton University Press, 2018.
- Ballo, Ronald H; Srivastava, Samir K (2017). Business Logistics/Supply Chain Management: Planning Organizing and Controlling the Supply Chain. Pearson Education
- Ballou, Ronald H; Srivastava, Samir K (2017). Business Logistics: Supply chain management: planning organizing and controlling the supply chain. Pearson Education
- Simchi-Levi,David;Kaminsky,Philip;Simchi-Levi,Edith;Shankar,Ravi (2018). Designing and Managing the supply chain:concepts,Strategies,and case studies. Tata McGraw Hill Education Private Limited
- Dornier, Philippe-Pierre; Ernst, Ricardo; Fender, Michel, Kouvelis, Panos (2020). Global operations and logistics: text and cases. John Wiley & Sons. Inc
- Mohanty R P; Deshmukh S G (2005). Indian Case Studies In Supply Chain Management and Other Learning Resources. Biztantra Dreamtech,David, Pierre (2013). International Logistics. Biztantra Dreamtech

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

SKILL ENHANCEMENT

Course Name: EXIM Documentation

Course Code: 23MBASEC306

Semester: 3

Credits: 3

Hours (LTP): 45 hrs

Course Outcomes

- Understand on various types of documentation required in Export and Import business
- Analyze the purpose of documentation and its procedure in International Business
- Examine the payment method and terms in International Trade
- Analyze the strategy of Export Import in Global Supply Chain Management

Course Outcomes

CO 1	Understand on various types of documentation required in Export and Import business
CO 2	Analyze the purpose of documentation and its procedure in International Business
CO 3	Examine the payment method and terms in International Trade
CO 4	Analyze the strategy of Export Import in Global Supply Chain Management

Course content:

Module 1: Introduction to International Business & its Institutional Framework

10 Hours

Introduction to International Business & its Institutional Framework, Features & Importance of External Trade, Types-Contract manufacturing, Licensing, Franchising, Joint Ventures, Subsidiaries, Import & Export. Role of Government & Semi- Government Agencies in Export Promotion (Export Incentive Schemes, EPZs, SEZs, Etc.) India's place in World's Business, Export Procedure, Import Procedure.

Module 2: Export Procedure & Documentation for export and import

12 Hours

Export Procedure & Documentation for export and import, Requirement and Framework of Documentation, Principal documents used in Export Procedure, Auxiliary documents used in Export Procedure, Important documents used in Import Procedure, Important terms used in Export & Import, processing an Export Order, Negotiation of Documents, EDI (Electronic data Interchange), Role of bank in an Export- Import Transaction.

Module 3: Methods of payment, Financing Exports, Export Order Processing & its Legal Implications

13 Hours

Methods of payment, Financing Exports, Export Order Processing & its Legal Implications, Methods of Payment, Financing Exporters & Importers, Instruments of Payments, Pre-shipment finance, post-shipment finance. INCOTerms, Responsibilities and Liabilities of Shipper, Carrier, Custodian etc., terms and Conditions of Carriage, Packing, marking, labeling, pre-shipment inspections FERA & FEMA Legal & Commercial aspects, Overview of Marine Insurance.

Module 4: Export- Import Strategies & Practices and Export Marketing

10 Hours

Export- Import Strategies & Practices and Export Marketing – Customs Clearance of Import & Export Cargo Export Strategy Formulation Import Strategy (Sourcing Strategy) Clearance of Import Cargo Clearance of Export Cargo Customs Valuation, The Harmonized System.

Basic Text

1. C Rama Gopal., Export Import Procedures - Documentation and Logistics, First edition, 2020, NEW AGE International.

Reference Books

- Justin Paul & Rajiv Aserkar, Export Import management, Oxford Publication.

Evaluation Pattern:

Continuous Evaluation – Skill Enhancement Courses						Total
A1	A2	A3	A4	Internal Test/ Quiz etc	Class Participation	100 Marks
20	20	20	20	10	10	

SEMESTER IV
DISCIPLINE SPECIFIC ELECTIVE

Course Title: International Logistics Management

Course Code: 23MBADSE439

Semester: 4

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Understanding the fundamental concepts of international logistics and free trade area concepts in international business scenario.
- Gaining the knowledge about the procedures involved in international purchase and procurement systems.
- Constructing knowledge of the concepts of Multimodal transportation, their legal classifications, Characteristics and the choice of transport.
- Understanding and gathering concepts of containerization and chartering operations.
- Understanding the possible future issues of international logistics and gaining skills to resolve

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO 1	Understand the components of international logistics and concepts of FTA and trade barrier systems
CO 2	Understand the various processes involved in international purchase and procurement systems
CO 3	Develop knowledge of the concept of multimodal transportation, their legal classifications, characteristics and the choice of transport
CO 4	Develop model concepts of containerization and chartering operations
CO 5	Develop insights & solutions in future issues of international logistics

Course Contents:

Module 1: International Logistics in international trade

9 Hours

Introduction to international logistics: Definition, Evolution, Concept, Components, drivers & challenges in international logistics, importance of Integrated Logistics; Trade-offs & key factors in international logistics, Concepts of international trade, FTA – free trade area & zones, trade & non-trade barriers and LPI – logistics performance index, counter trade, transfer pricing, export & import documentation, Role of CF agents & current trends in freight logistics.

Module 2: International purchase and procurement system

9 Hours

International sourcing: types, drivers / factors, sourcing strategies and supplier management practices, global merchandising, negotiation techniques and MOUs / contracts, advantages on sourcing 3 PL and 4 PL operators, international warehousing – design and strategies, trends in material handling and inventory practices along with role of automation.

Module 3: Transportation in International Logistics

9 Hours

Basics of global transportation- Transportation Modes & Multimodal Transport: Modal Characteristics; Modal Comparisons in international logistics; long haul routes and feeder service networks. International Air Transport; Air Cargo Tariff Structure; Hinterland and strategies to connect through sourcing & collaboration.

Module 4: Containerization in International Logistics

9 Hours

Containerization and Chartering Containerization: Genesis, Concept, Classification, Benefits and Constraints; Inland Container Depot (ICD): Roles and Functions, Export Clearance at ICD; CONCOR&ICDs under CONCOR, importance of FCL and LCL, RORO – ConRO, LMSR, RoPax & RoLo, Current trends and innovation in cargo handling equipment & technologies.

Module 5: Emerging issues in international logistics**9 Hours**

Role of in integration like tracking, linking with client service providers and collaboration through advanced IT technologies, maritime challenges and uncertainties, technological measures in security and protection, insurance and role of international intermediaries & arbitration, multi country trade alliances, continuously delivering value with cost advantage. Sustainability: scope & importance, drivers and benchmark practices in international logistics,

(*Self-learning topics are subject to testing)

Basic Text

- Alan Branch (2019), Global logistics and international logistics, Routledge edition, London.
- Donald Wood, Anthony Barone & Paul Murphy (2002), International logistics, Amacom publications, 2nd edition, New York.
- Dong Song & Photis Panayides (2015), Maritime logistics, Kogan page publication, New Delhi.
- Sak Onkvisit & John J. Shaw (2016), International Marketing Prentice Hall of India, New Delhi.
- Donald J. Bowersox & David Closs (2017), Logistic and Supply Chain Management by, Prentice Hall of India, Delhi.
- David Burt & Richard Pinkerton (2020), Supply Management, McGraw Hill edition, New Delhi.

Reference Books

- Sunil Chopra, Peter Meindl (2016), Supply Chain Management, Pearson Education, New Delhi.
- Bowersox, Closs, Cooper (2019), Supply Chain Logistics Management, McGraw Hill, New Delhi.
- Burt, Dobbler, Starling (2002), World Class Supply Management, TMH Edition, New Delhi.
- Donald Waters (2002), Logistics, Palgrave McMillan Edition, New York.
- Douglas, James, Lisa (1996), Fundamentals of Logistics Management, Irwin Mc Graw Hill edition, New York.
- Martin Christopher (2016), Logistics and Supply Chain Management, Pearson Education, New Delhi.
- Allan Harrison, Remko van Hoek (2008), Logistics Management and Strategy, Pearson education, New Delhi.

Other Reading Materials

- <https://www.offshore-energy.biz/worldmaritimenews/>
- <http://www.cargobusinessnews.com/>
- <https://www.palgrave.com/in/journal/41278>
- <https://www.logisticsmgmt.com/>
- LinkedIn: Defining logistics
- LinkedIn: Logistics, procurement, and operations
- LinkedIn: Lean logistics
- LinkedIn: Choosing the right transportation method
- LinkedIn: Workplace logistics and communication
- LinkedIn: Planning onsite logistics

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Supply Chain Modelling and Dynamics

Course Code: 23MBADSE440

Semester: 3

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- To analyse role of analytical models in supply chain.
- Describe concepts of echelon model in supply chain.
- To evaluate role of pricing and revenue management in supply chain.
- To analyse supply chain performance using different performance metrics.
- Discuss supply chain dynamics and risk management.

Course Outcomes (Cos):

At the end of the course, learner will be able to:

CO 1	Discuss the applications of network design models used in supply chain.
CO 2	Describe advanced models used in supply chain.
CO 3	To evaluate revenue management methods in supply chain.
CO 4	Describe performance metric design and analyse tools of organizational design in supply chain organizations.
CO 5	Discuss supply chain dynamics.

Course Content

Module 1: Introduction to Supply Chain Models

11 Hours

Supply chain design Concepts-Value of Design-Supply Chain Design for a new Product-Integrated Supply Chain Design - Optimization models in practice- Design of structural elements of supply chain - Facility Location, and Network Design -Problems- Capacity Planning

Module 2 Supply Chain Advanced Modelling

7 Hours

Concept of Echelon supply chain- Adding costs to two-echelon supply chain - Analysis of service levels -Three Echelon Supply Chain Models-Multi-Site Production Sourcing-Multi-Objective Optimization

Module 3 Pricing & Revenue Management in Supply Chain

9 Hours

The Role of Pricing & Revenue Management in the Supply chain, Revenue Management for Multiple Customer Segments, Revenue Management for Perishable Asset, Seasonal Demand-Role of IT in pricing and Revenue Management-Costing in supply chain- Trends in revenue management in SCM.

Module 4 Performance metrics

9 Hours

Performance metric Design - Tools -Organizational design within the supply chain organization- Tools of design- Implementation - Trends - Challenges in implementation of the metrics

Module 5 Risk Management

9 Hours

Supplier Management - Supply chain risk Management - Supply Chain Dynamics – Methods - Risk Management tools - Models in risk management - End to End Supply Chain Management-Case studies

Basic Texts:

- Chopra Sunil (2018), Supply Chain Management: Strategy, Planning, and Operation, 7th Edition, Pearson
- Robertson Peter (2020), Supply Chain Analytics: Using Data to Optimise Supply Processes, Routledge Processes

Reference Books:

- Watson Michel, Sara Lewis, Cacioppi Peter, Jay Jayaraman: Supply Chain Network Design: Applying Optimization and Analytics to the Global Supply Chain (2021)
- Coyle, John J; langley, John C; Gibson, Brian J (2019). A logistics approach to Supply chain management. Cengage Learning
- Ballov, Ronald H; Srivastava, Samir K (2017). Business Logistics/Supply Chain Management: Planning Organizing and Controlling the Supply Chain. Pearson Education
- Ballou, Ronald H; Srivastava, Samir K (2017). Business Logistics: Supply chain management: planning organizing and controlling the supply chain. Pearson Education
- Simchi-Levi, David; Kaminsky, Philip; Simchi-Levi, Edith;Shankar,Ravi (2018). Designing and Managing the supply chain: concepts,Strategies,and case studies. Tata McGraw Hill Education Private Limited
- Dornier, Philippe-Pierre; Ernst, Ricardo; Fender, Michel, Kouvelis, Panos (2020). Global operations and logistics: text and cases. John Wiley & Sons. Inc
- Mohanty R P; Deshmukh S G (2015). Indian Case Studies In Supply Chain Management and Other Learning Resources. Biztantra Dreamtech
- David, Pierre (2020). International Logistics. Biztantra Dreamtech

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Rail, Road and Air Cargo Logistics

Course Code: 23MBADSE441

Semester: 4

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- To understand significance of transportation in logistics management.
- To know road ways method and future of road ways.
- To grasp different cargo movement in the logistics world.
- To know different ways of air transportations.
- To analyse air cargo methods in the logistics and operations management.

Course Outcomes:

At the end of the course, learners will be able to:

CO1	Apply the purchasing procedures and techniques in real time Business
CO2	Understand the need of inventory and various available inventory systems
CO3	Evaluate the material requirement and plan accordingly
CO4	Analyse the local and international coding structures
CO5	Develop the inventory polices and create customized procedures

Course Contents:

Module 1: Transportation logistics

10 Hours

Significance of transportation logistics: utility created by transportation in logistics transportation as a means of conquering time and space features of inbound, outbound, local and medium, long and continental transportation- features of logistics transportation- Features and facilities offered by Railways- Factors influencing growth in Rail Logistics- Suitability for different Cargo and distance Ranges segments – Innovative schemes/facilities to popularize rail logistics in India- Railway infrastructure in India and Freight movement- ***Share of Railways in Cargo movement in India and world-wide**

Module 2: Road Transportation

9 Hours

Roadways as a primary mode and complementary mode of transportation in Logistics – Features, Facilities and suitability- Innovations in roadways to make it Logistics friendly- Factors influencing choice- ***Factors influencing growth in Road Logistics- Suitability for different Cargo and distance Ranges segments**

Module 3: Cargo Movement

9 Hours

Innovative schemes/facilities to popularize rail logistics in India- Share of Railways in Cargo movement in India and world-wide. Role National Highways and the Toll highways- Outsourcing Fleets from others Technology, Cost, Speed, Security and Dynamics-***Competition with other modes**

Module 4: Air Transportation

9 Hours

Significance of air transportation in logistics: utility created by air transportation in Logistics- Air transportation as a means of conquering time and space features and facilities offered by air cargo ways factors influencing growth in air logistics air suitability for different cargo- Innovative schemes facilities to popularize air cargo logistics in India –***share cargo movement in India and worldwide conventions covering the movement of dangerous goods by air**

Module 5 Air Transportation

8 Hours

Concept, needs and areas of coordination among different modes coordination among supply chain partner's energy product prices and logistics environments and logistics problem and prospects in interstate logistics by road role of truckers bodies in road rail air cargo Movement-***Trends.**

Basic Text

- Coyle, Bardi & Novack Transportation: A Supply Chain Perspective, South-Western College, 2020

Reference Books

- MB. Stroh, A Practical Guide to Transportation and Logistics, Logistics Network Inc. 2021
- Ritter, Barrett and Wilson, Securing Global Transportation Networks, McGraw Hill, 2021
- MOSWest, Transportation and Cargo Security, Prentice Hall, 2005.
- Chi Chu, C. Leung, Van Hui & Cheung, 4th Party Cyber Logistics for Air Cargo, Spring, 2020
- Hui, Leong, Arming Zhang, et al, Air Cargo in Mainland China and Hong Kong, Ash gate, 2020

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Lean Management

Course Code: 23MBADSE442

Semester: 4

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- To describe the lean management in the organizations
- To apply the Lean Tools and Techniques used in the organizations
- To apply the Lean systems in business operations
- To evaluate the Lean manufacturing systems in the organizations
- To design, operate and improve through lean management systems

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO 1	Describe the Lean management in the Organizations.
CO 2	Illustrate the usage of Lean Tools and Techniques in real-time Business
CO 3	Examine the Lean systems in business operations
CO 4	Assess the Lean manufacturing systems in the organizations.
CO 5	Develop the applications of lean management and implementation

Course Content:

Module 1: Introduction to Lean management

10 Hours

Introduction to seven waste and their narration; Evolution of lean; Global competition, Lean Manufacturing, Value flow, Muda, Muri, and Mura, need for lean management, Meeting the stake holder's requirement, Elements of Lean management.

Module 2: Lean Tools and Techniques

10 Hours

Lean management tools, Fundamental blocks of Lean, Impact of Seiri Seiton Seiso Seiketsu and Shitsuke, Need for TPM, Pillars of TPM, Implementation of TPM, Overall Equipment Effectiveness (OEE), and its computation.

Module3: Lean Systems

6 Hours

Features- manufacturing and services, Workflow, small lot sizes, Pull Method, Kanban, A3 problem solving, Just in Time.

Module 4: Lean Manufacturing System

10 Hours

Value Stream Mapping, Pull Manufacturing System, Waste classification and elimination concepts, JIT, Application of Lean in manufacturing and service sectors. Production Activity Control (PAC), Performances of production operation, the accuracy of inventory records, performance reporting, evaluating the cost of operations, audits, and reporting- *Applications of lean systems.

Resource and project selection, Selecting projects, Process mapping, Current and future value stream mapping, and projects suitable for lean initiatives.

Module 5: Lean Management and Implementation

9 Hours

Standardized work, Continuous improvement. Lean projects: Training, selecting the members, preparing project plan, implementation, review. Productivity Improvement: Process, machinery Operator, and equipment.

Basic Text

- Jeffrey Liker, The Toyota Way, Tata McGraw-Hill, 2020

Reference Books

- Charron, R., Harrington, H. J., Voehl, F., & Wiggin, H. The lean management systems handbook (Vol. 4). CRC Press
- Ohno, T. Taiichi Ohnos Workplace Management: Special 100th Birthday Edition. McGraw Hill Professional.
- Pascal Dennis, Lean Production Simplified, Productivity Press
- Ronald G.Askin and Jeffrey B.Goldberg, Design and Analysis of Lean Production Systems, John Wiley & Sons,
- Rother M. and hook J., Learning to See: Value Stream Mapping to add value and Eliminate Muda, Lean
- Enterprise Institute, Brookline, MA.
- Tapping, D., Luyster, T., & Shuker, T. Value stream management: Eight steps to planning, mapping, and sustaining lean improvements. Productivity Press

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Name: Global Supply Chain Management

Course Code: 23MBADSE443

Semester: 4

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Creating an understanding of global supply chain concepts.
- Introducing students to frameworks and tools for building successful scalable global supply chains
- Enabling students to understand the levers in supply chain management
- Enabling students to make key product and technology decisions for better business decisions.
- Equipping students with tools and techniques for global demand forecasting and examining

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO 1	Establish a global supply chain strategy
CO 2	Evaluate Global supply chain Infrastructure
CO 3	Leveraging logistics in global supply chain
CO 4	Gain Insights to Purchasing in supply chains
CO 5	Examine the role of maximizing Operations and Market Channels in Global Supply Chains.

Course Contents:

Module 1: Establishing a Global Supply Chain Strategy:

9 Hours

Insight into global trade and global supply Chains-Expertise in emerging markets and global supply Chains-Best practices for strategic global supply chain Management-How to integrate global supply chain Functions-Strategic benefits of global supply chains-Ways to identify key market global Drivers-Knowledge of how market globalization drivers influence supply Chains-Exploration of the declining role of governments as producers and customers, and how their new role adds value for global supply Chains-How competitive globalization drivers better facilitate global supply chains-The influence of competitive globalization drivers, including the increase in world trade levels, increased “born-global” companies and the *growth of global networks.

Module 2: Evaluating Global Supply Chain Infrastructure:

9 Hours

Analysis of transportation, communication, utilities and technology Infrastructure-Supply chain security, risks and Value-Legal considerations, international contracts and insurance Issues-Commercial documents and customs Clearance-*International commerce terms (incoterms)

Module 3: Logistics and Purchasing in Global Supply chains:

9 Hours

How to design a global logistics Strategy-Managing Global Inventory-Global packaging and materials Handling-Understanding of global distribution Centers-*Ocean, air, land and intermodal transportation. Key elements of a global purchasing Strategy-How to move from international to global Purchasing-Types of global purchasing Strategies-Strategies for outsourcing and Offshoring-*

Module 4: Technology Issues in Global Supply Chains:

9 Hours

Logistics and the Internet of Things – Automation in Logistics – Data capture and transfer technologies – RFID – Global Standards – Block chain – Use of Block chain in shipping and logistics

Module 5: Operations and Market Channels in Global Supply Chains

9 Hours

How to create a global operations Strategy-Strategic make or buy decisions in global supply Chains-Total cost analysis in global supply chains-Process-based quality Standards-Comprehension of the Supply Chain Operations Reference Model-Using a first-party logistics (1PL), 2PL, 3PL, 4PL, 5PL supplier-Creating a global market channels Strategy-Customer value-*Creating global Processes

(*Self-learning topics are subject to testing)

Basic Text

- Mangan, J., Lalwani, C., and Butcher, T., Global Logistics & Supply Chain Management, John Wiley, 2018

Reference Books

- Bernstein, W. A Splendid Exchange: How Trade Shaped the World. Grove Press. 2019.
- Coe, N., Kelly, P., and Yeung. H “A Geographical Approach to the Economy” pgs. 3-30 in Economic Geography: A Contemporary Introduction.
- Blackwell, 2017. Appiah, K.A., The Case for Contamination, New York Times, January 1, 2016. Online at www.nytimes.com.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Business Intelligence & Data Mining

Course Code: 23MBADSE444

Semester: 4

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Basic understanding about data warehousing and data mining.
- Provide knowledge about various descriptive data analytics and Visualization tools.
- Accomplish projects utilizing business theories, Internet resources and computer technology in SPSS.
- Conduct data analytics using scientific methods, and make appropriate and powerful connections between quantitative analysis and real-world problems.
- Show substantial understanding of the real problems; conduct deep data analytics using correct methods; and draw reasonable conclusions with sufficient explanation and elaboration

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO 1	Explain insights to a fundamental framework for OLAP, Data Warehousing and Data Mining in an organization.
CO 2	Interpret the concepts of Data warehousing.
CO 3	Create on the practical areas of Data Visualization and Dimension Reduction.
CO 4	Examine and developing an analytical ability for understanding business tool.
CO 5	Select information systems solutions for vertical and horizontal workflow of business operation and different classification systems.

Course Contents:

Module 1: Introduction to Data ware house and Business Intelligence

9 Hours

What is Data ware house- Data warehouse properties- Data ware house architecture-Relational Data Model- Analytical Data Model - OLAP categories- OLAP operations -**What is Business intelligence-** What are Business intelligence tools- What are Business intelligence categories- Business products.

Module 2: Data ware house Dimension and fact table-

9 Hours

Dimension table- Dimension table characteristics- Dimension table types- Dimension table categories- Fact table- Fact table types- Measure types -**Data Modeling-** Data Normalization- Data De normalization- Dimensional Modeling- Schema type- Star VS Snow flake Modeling

Module 3 Introduction to Data

9 Hours

Why data visualization- what is data visualization- how to achieve data visualization- BI tool and comparison- Introducing Tableau- Tableau architecture and business application

Module 4: Dimension Reduction, Classification: Techniques and Applications

9 Hours

Dimension Reduction: Introduction, data summaries, Correlation analysis, Principal Components Analysis, Dimension reduction using Regression model, Classification and regression trees. Measuring performance of classification. Multiple linear regressions - Introduction, Estimating the regression equation and prediction, Variable selection in linear regression. *Trends.

Module 5: Cluster Analysis: Techniques and Applications

9 Hours

Cluster Analysis: Introduction, Measuring Distance between two records, Measuring Distance between Two clusters, Hierarchical and Non- Hierarchical clustering. Association Rule: Introduction, Association rules in Transaction database, Generating candidate rules, and Selecting Strong rules. Discriminate Analysis:

Introduction, Distance of an Observation from a class, Fisher’s linear classification functions, and Classification performance.

Basic Texts

- Prasad, R. N., & Acharya, S. (2021). Fundamentals of Business Analytics. Wiley, Delhi, India.
- Shmueli, G., Patel, N. R., & Bruce, P. C. (2020). Data Mining for Business Intelligence: Concepts, Techniques, and Applications in Microsoft Office Excel with XLMiner (2nd ed., p. 428). Wiley, Delhi, India.

Reference Book:

- Arun K. Pujari(2019), Data Mining Techniques, Third Edition, Universities Press (India) Limited. Hyderabad, India.
- Berson, A., Smith, S. J., & F. (2017). Data warehousing, Data mining and OLAP.Computing Mcgraw-Hill, Delhi,India
- Han, J., &Kamber, M. (2020). Data mining: concepts and techniques .Morgan Kaufmann. Christ,India.

Other reading material

- https://swayam.gov.in/nd2_cec20_cs12/preview
- <http://ucanalytics.com/blogs/learn-r-12-books-and-online-resources/>
- <https://www.futurelearn.com/courses/data-mining-with-weka>
- <https://docs.rapidminer.com/downloads/RapidMiner-v6-user-manual.pdf>
- <http://ijsetr.org/wp-content/uploads/2015/04/IJSETR-VOL-4-ISSUE-4-816-820.pdf>
- <https://www.ijcait.com/IJCAIT/21/213.p>

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Name: Sustainable Supply Chain Management

Course Code: 23MBADSE445

Semester: 4

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Creating an understanding of the importance of concepts of sustainable supply chain.
- Gaining insights on analytical frameworks and tools in infrastructure and commercial buildings.
- Enabling students to realize the importance of green procurement and inbound logistics.
- Enabling students to develop models on sustainable transportation.
- Evaluating the roles of workforce in implementing sustainability in organizations.

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO 1	Develop insights on sustainability of a supply chain
CO 2	Analyze factors and measures towards implementing sustainability
CO 3	Construct the importance of green procurement and purchase
CO 4	Compile the advantages of green transportation
CO 5	Identify the role of employees in maintaining sustainability

Course Contents:

Module 1: Sustainable Supply Chains

9 Hours

What is Sustainability, Triple Bottom Line -3 'P' model, drivers and barriers of green supply chain, the political economy of carbon trading-carbon emission, carbon credit, carbon market, carbon tax & policy, controlling mechanism & measures, Sustainable supply chains Green supply chains- Sustainable Processes like Purchasing and materials management, distribution, warehousing -Global thinking on sustainable supply chain-***Challenge of going green** – Case studies

Module 2: Environment Design

9 Hours

Eco design, Life cycle analysis (LCA), & BREEAM and LEED framework for environmental regulation of building towards sustainability, commercial and residential buildings and regulatory / lease arrangements. EMS – environmental management system into commercial building infrastructure -***BOMA International Lease Guide**.

Module 3: Green Purchasing

9 Hours

Green purchasing- role & importance, GP strategies& drivers, green procurement life cycle & supplier management practices, ISO measures on eco/environmental label, GP performance metrics& measurement system.

Module 4: Sustainable Facility Location and transportation

9 Hours

Role of Facility Location and its importance in sustainability, strategic factors influencing location decisions & network design, location models and analysis methods, "Greening" transportation in the supply chain-transportation with intermodal & multimodal transport modes, Food Miles and controlling factors, Role of international regulatory institutions in 'adoption green transport practices.Environmental enhancements in transport vehicles- Other methods-***Sustainability Issues- Examples- Models**

Module 5: Employee sustainability& Waste Management**9 Hours**

Global trends in sustainability- Role of employees in maintaining sustainability. Develop workforce from “green awareness to green commitment”, internal stakeholders for green productivity & performance and transition towards sustainable SCM- *Employee Empowerment-Methods-Case Studies.

Role of Waste Management – type of waste, waste handling & disposal methods, 3 R’s Waste Management, waste to wealth’ approach.

(*Self-learning topics are subject to testing)

Basic Text

- Joseph Sarkis Yijie Dou(2017), Green supply chain management, Routledge edition, New York.
- Charisios Achillas, Dionysis D. Bochtis, DimitriosAidonis and Dimitris Folinias (2019), Green supply chain management, Earthscan from Routledge, New York.
- David Grant, Alexander Trautrim& Chee Yew Wong (2015), Sustainable logistics and supply chain management, Kogan Page revised edition, New Delhi.

Reference Books

- Allan McKinnon, Michael Browne (2020), Green Logistics, Kogan Page, New Delhi.
- Strategy for Sustainability: A Business Manifesto by A. Werbach, 2019, HBP.
- Economics: What Everyone Should Know About Economics and the Environment by R. Stroup, Cato Institute, 2020
- Strategy for Sustainability: A Business Manifesto by A. Werbach, 2019, HBP.

Other Reading materials

- Using Nature’s Rules to Build Sustainable Profits, G. Unruh, HBP, 2020.
- The Ecology of Commerce: A Declaration of Sustainability by P. Hawken, Harper Paperbacks, IOM 599
- Toward a Sustainable Enterprise by R. Anderson, Peregrinzilla Press, 2021.
- <https://www.signify.com/global/sustainability/sustainable-supply-chain>
- http://dx.doi.org/10.1787/eco_studies-2013-5k421kk9j3vb
- <https://core.ac.uk/download/pdf/82733461.pdf>
- <https://www.researchgate.net/publication/215522571>
- <https://www.signify.com/global/sustainability/sustainable-supply-chain>
- LinkedIn: Learning design for Sustainability
- LinkedIn: Sustainability strategies
- LinkedIn: Waste management
- LinkedIn: Cert Prep: LEED green associate
- LinkedIn: Alternate transportation strategies
- LinkedIn: The Employee’s guide to sustainability
- LinkedIn: Sustainable site design strategies: Rainwater management

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Contemporary Issues in Logistics Management

Course Code: 23MBADSE446

Semester: 4

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Gain knowledge on the Modern Logistic operations and their beneficiary role in procurement and production function.
- Learn to connect the Logistic function as the vital support function for the marketing function in competitive scenario.
- Understand the EXIM logistics and study about various necessary documentation procedures for EXIM logistics.
- Make use of the difference and merits between the 3pl and 4pl service providers.
- Focus on multimodal transportation and its importance in the global environment.

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Understand the modern trends and functions in logistics
CO2	Interpret the role of logistics as a weapon along with marketing function in business success
CO3	Elaborate the role of EXIM logistics in modern logistics scenario
CO4	Appraise the roles and fit of various logistics service providers
CO5	Develop insights in B2B logistics and current trends

Course Contents:

Module 1: Logistics Operations

12 Hours

Introduction to Logistics Operations-Logistics as a Support/Interface/Enabler of Production function: Logistics as a Support function of Procurement, Vendor Facilitation and Production Logistics as interface function of Demand Forecasting, Global procurement, tracking inward shipments, In-plant distribution and Storage Planning Logistics as an enabler of Just-in-Time (JIT), Kanban (A scheduling system for lean inventory), *Vendor Managed Inventory (VMI) for Vendors and the firm.

Module 2: Logistics as Marketing Support

8 Hours

Logistics as a Support/Interface/Enabler of Marketing function: Logistics as a Support function of Order Fulfillment, Assembling & Labeling from Multistage points, Consignment convergence/divergence and Delivery- Logistics as an interface of Market forecasting, Stock level management, invoice or sales documentation, picking materials, consolidation, packing, marking, preparing outbound documentation and shipping out by loading into containers-*Customer facilitation tracking out-bound shipments.

Module 3: EXIM Logistics

10 Hours

EXIM Logistics: Special Aspects of Export logistics: Picking, Packing, Vessel Booking [Less-than Container Load(LCL) / Full Container Load (FCL)], Customs, Documentation, Shipment, Delivery to distribution centers, distributors and lastly the retail outlets- Import Logistics: Documents Collection- Valuing- Bonded Warehousing- Customs Formalities- Security & Insurance- Multimodal Transport- UN International convention on MT of Goods- National Logistics Policy *Terminal Networks: Types and Roles.

Module 4: Logistics Service Providers

8 Hours

Logistics Service Providers: 3PL/4PL Services- Differences between 3PL & 4PL: 4PL Common Services for 3PL/4PL: Invoice management, call centers, warehouse/distribution facilities - Carrier management- 4PL

Specialties: Implementation Center: Business process analysis/scoping, Development of all activities into an open systems framework- Product/Skill Centers: Supply chain engineering –4PL Value Added services: *Knowledge Transfer, Business Development and Functional Support.

Module 5: Business Logistics

7 Hours

Special Logistics: Inter and Multimodal Transport- Industrial Projects Transportation- Trade Fairs and Events Transportation- International Supply Chain Management- Consolidation and Groupage- Logistics of Time Perishable - Logistics of Quality Perishable- Life cycle logistics for Projects/Products- *GS1 System of world-wide supply-chain standards system. Unmanned Aerial Vehicles (UAVs) or drones in Logistics (*Asynchronous)

Basic Text

- Paul Murphy Jr. (2017), Contemporary Logistics, Pearson; 12th Edition
- Alan Branch (2019), Global logistics and international logistics, Routledge edition, London.
- C. Rama Gopal (2018), Export-Import Procedures, Documentation and Logistics, New Age International (P) Ltd. Publishers, New Delhi
- Dong Song & Photis Panayides (2015), Maritime logistics, Kogan page publication, New Delhi.
- Michael Sales (2016), Aviation Logistics The dynamic partnership of air freight and supply chain, Kogan page publication, New Delhi.
- Dong Song & Photis Panayides, Maritime logistics (2015), Kogan page publication, New Delhi.

Reference Books

- Ministry of Commerce & Industry, GOI, E – book on Launch of National Logistics Policy, 2022
- Pagano, Anthony M., Gyimah, Mellissa (2017), CONTEMPORARY ISSUES IN SUPPLY CHAIN MANAGEMENT AND LOGISTICS, BEP, New York
- Sunil Chopra, Peter Meindl (2016), Supply Chain Management, Pearson Education, New Delhi.
- Bowersox, Closs, Cooper (2019), Supply Chain Logistics Management, McGraw Hill, New Delhi.
- Burt, Dobbler, Starling (2020), World Class Supply Management, TMH Edition, New Delhi.
- Donald Wood, Anthony Barone & Paul Murphy (2002), International logistics, Amacom publications, 2nd edition, New York.
- Donald, David & Bixby (2022), Supply Chain Logistics Management, McGraw Hill edition, New York.
- Dimitry, Alexander & Jorn (2019), Global Supply Chain and Operations Management, Springer Edition, Switzerland.

Other Reading Materials

- <https://hbr.org/1977/11/logistics-essential-to-strategy>
- <https://hbr.org/2021/03/its-time-to-rethink-your-global-logistics>
- <https://hbr.org/2020/09/global-supply-chains-in-a-post-pandemic-world>
- <https://www.palgrave.com/in/journal/41278>
- <https://www.logisticsmgmt.com/>
- **LinkedIn Learning Certificate Programs:**
 1. Understanding Logistics: <https://www.linkedin.com/learning/understanding-logistics?u=92695330>
 2. Managing Logistics: <https://www.linkedin.com/learning/managing-logistics?u=92695330>
 3. International Logistics: <https://www.linkedin.com/learning/international-logistics?u=92695330>
 4. SAP Business One - Production and Logistics: <https://www.linkedin.com/learning/sap-business-one-production-and-logistics?u=92695330>

5. SAP Transportation Management Overview: <https://www.linkedin.com/learning/sap-transportation-management-overview?u=92695330>

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

SKILL ENHANCEMENT

Course Name: Negotiation Skills for Supply Chain Operations

Course Code: 23MBASEC406

Semester: 4

Credits: 3

Hours (LTP): 45 hrs

Course Objectives

- To Gain knowledge and scope of negotiations in supply chain operations
- To Evaluate the negotiation strategies
- To Develop the negotiation process in supply chain operations
- To Evaluate the ethics and relationships in negotiations

Course Outcomes

CO1	Understand and appreciate negotiation as an individual and need requirements pertain to organizational capability
CO2	Apply conceptual framework of negotiation to achieve negotiation process
CO3	Examine people and processes involved in business negotiation
CO4	Analyze negotiation deal systematically and scientifically
CO5	Develop the skillset towards win-win situations in negotiation.

Course content

Module 1: Introduction to Negotiation

10 hours

Role & scope of negotiation in business & organization context, different types of markets and negotiation, successful negotiation examples – cases (Government – Government, Business – Business, etc).

Module 2: Negotiation Fundamentals

12 hours

Nature of Negotiation, Strategy and tactics of distributive bargaining, integrative negotiation, negotiation strategy and planning

Module 3: The Negotiation process

13 hours

Perception, cognition and emotions, communication, finding and using negotiation power, influence

Module 4: Negotiation contexts

10 hours

Relationships in negotiation, ethics in negotiation, best practices in negotiation

Reference:

- Lewicki, R. J., Saunders, D. M., & Barry, B., (2021). *Negotiation.*, 10th Ed, New Delhi, Tata McGraw-Hill
- Mnookin, Peppet.,&Tulumello. (2020). *Beyond winning: negotiating to create value in deals and disputes.*Hyderabad: Harvard University Press
- Raiffa, Howard. (2015). *The art and science of negotiation.* London: Harvard University Press.
- Ury,W. (2020). *Getting past no- negotiating with difficult people.* London: Random House U.K.Limited.
- Volkema, Roger. J. (2018). *Negotiation tool kit.* New Delhi: Prentice-Hall India Limited.

Evaluation Pattern:

Continuous Evaluation – Skill Enhancement Courses						Total
A1	A2	A3	A4	Internal Test/ Quiz etc	Class Participation	100 Marks
20	20	20	20	10	10	

**SYSTEMS AND OPERATIONS MANAGEMENT
(SOM)
SPECIALIZATION**

**SEMESTER II
SECTOR SPECIFIC HARD CORE**

Course Title: Production Planning and Control

Course Code: 23MBADSE240

Semester: 2

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- To gain knowledge in production and productivity
- To familiarize the concepts of production planning and control
- To evaluate the production planning and control tools
- To understand the need of aggregate planning
- To create the framework for Shop Floor Planning and Control

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Understand the concepts of Production and Productivity
CO2	Apply the roles and functions into Production Planning and Control
CO3	Examine the applicability of the tools in production planning and control
CO4	Evaluate the Planning models and strategies
CO5	Develop the appropriate models for Shop Floor Planning and Control

Course Contents:

Module 1: Production and Productivity

10 Hours

Product, Production and Productivity, Employee productivity, variables affecting productivity, standard of living, work content and time, work study, working conditions and human Factors- Method study, data collection, recording, examining & improving work, material flow and worker flow study, worker area study, Work measurement, work sampling study, *time study, setting Standards-Introduction to production planning and control.

Module 2: Production Planning and Control

9 Hours

Objectives of PPC -Functions of PPC - Organization of PPC Department - Production PlanningHorizon Factors affecting PPC - Importance of PPC- Functions of PPC- *Trends.

Module 3: Production Planning and Control tools

8 Hours

Routing and Sequencing - Tools for PPC- - Product Design and Process selection- *Quality Function Deployment.

Module 4: Planning

9 Hours

Aggregate Planning - Strategies - Need - Procedure - Master Production Schedule - Functions - MPS Inputs and Outputs - Bill of Material - MRP I and MRP II - Capacity Planning - Capacity Requirement Planning- *Innovations in planning.

Module 5: Shop Floor Planning and Control

9 Hours

Production Environment - Functions of Scheduling - Scheduling Methods - Priority Sequence Rules -Functions of Production Activity Control - Functions of Dispatching - Concept of Progressing - *Functions of Progressing.

Basic Text

- K. Aswathappa & K. Shridhara Bhat, "Production and Operations Management", Himalaya Publishing House

Reference Books

- Samson Eilon, "Elements of production planning and control", Universal Book Corpn.2020
- KanishkaBedi, "Production and Operations management", Oxford university press, 2nd Edition 2017.
- S.N.Chary, "Theory and Problems in Production & Operations Management", Tata McGraw Hill, 2022.
- Chase, R. B., & Ravi Shankar, Et al. (2020). Operations and Supply Management. India: McGraw Hill.
- Mahadevan, B. (2020). Operations Management. India: Pearson.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Name: Supply Chain Management

Course Code: 23MBADSE233

Semester: 2

Credits: 3

Hours (LTP): 45 hrs

Course Outcomes

- Develop an understanding on Supply Chain Management and its relevance to today's business decision making
- Analyze Supply chain network designs
- Examine the role of transportation infrastructure
- Analyze the concept of sourcing in Supply Chain Management
- Examine strategic challenges in supply chain and IT infrastructure

Course Objective:

CO1	Develop an understanding on Supply Chain Management and its relevance to today's business decision making
CO2	Analyze Supply chain network designs
CO3	Examine the role of transportation infrastructure
CO4	Analyze the concept of sourcing in Supply Chain Management
CO5	Examine strategic challenges in supply chain and IT infrastructure

Course Content

Module 1: Supply Chain Management-An Overview

9 Hours

Supply Chain definition – Objectives – Types – Various definitions –Need for SCM –SCM Decision Phases- Process view of a supply chain - Supply Chain Strategy- Performance-Drivers- Framework for Structuring Drivers-Metrics-Major issues in Supply Chain-Role of Logistics in Supply Chain.

Learning Outcome: Analyze the role of SCM.

Module 2: Supply Chain Network Design

9 Hours

Need for Network design in Supply Chain-Factors influencing Network Design-Supply Chain- Supply Chain Network Design- Major Locational Determinants- Modeling Approaches- Omni-Channel Network Design

Learning Outcome: Critically analyze the supply chain network design.

Module 3: Transportation Network Design and Aligning Supply Chains

9 Hours

The Role of Transportation in a Supply Chain- Modes of Transportation and Their Performance Characteristics- Transportation Planning and Strategy- Transportation Execution and Control- Transportation Technology- Design Options for a Transportation Network- Trade-Offs in Transportation Design-Tailored Transportation -The Role of IT in Transportation -Making Transportation Decisions in Practice-Building successful supply chain relationships-3PL-Strategic Role of IT in 3PL

Learning Outcome: Examine the role of transportation and analyze transport infrastructure.

Module 4: Sourcing Materials and Role of Productions and Operations in SCM

9 Hours

Types and Importance of Items and Services Acquired- Strategic Sourcing Process- Supplier Evaluation and Relationships- Total Landed Cost (TLC)- E-Sourcing and E-Procurement- The Role of Production Operations in Supply Chain Management

Learning Outcome: Analyze the concept of sourcing in Supply Chain Management

Module 5: IT and Supply Chain Management and Strategic Challenges

9 Hours

Information requirements in Supply Chain Management– Systems Capabilities– SCM Software packages– SCM Technology Implementation– Supply Chain Technology Innovations

Principles of Supply Chain Management- Supply Chain Technologies-Digitalization-Automation- Supply Chain Analytics- Imperatives for Supply Chain Talent Management- Sustainability- Supply Chain Innovation and Transformation

Learning Outcome: Examine the concepts of IT implementation and strategic challenges

**Self-learning topics are subject to testing*

Basic Text

5. Coyle, J., Langley, J., Gibson, B. and Novack, R., A Logistic Approach to Supply Chain Management, Cengage Learning, 2020
6. Chopra, Sunil and Peter Meindl, Supply Chain Management, Strategy, Planning, and Operation, 7th edition, 2020, Pearson Education Ltd.
7. Rajat K. Baisya, Integrated Supply Chain and Logistics Management, Sage Publications, 2020
8. Janat Shah, Supply Chain Management- Text and Cases, Pearson, Latest Edition

Reference Books

- Mohanty R.P, S.G Deshmukh “Supply Chain Management” Biztantra, New Delhi

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Total Quality Management

Course Code: 23MBADSE236

Semester: 2

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Identify the key components and challenges of total quality management
- Understand the importance of team work requirement for effective quality management
- Examine the TQM principles and concepts of continuous improvement
- Apply the TQM tools and techniques for quality improvement.
- Familiarize with the trends in TQM and the quality awards.

Course Outcomes:

At the end of the course, learners will be able to:

CO1	Describe management operations using TQM
CO2	Choose the quality tools applicable in service and manufacturing sectors
CO3	Examine methods like sig sigma, kaizen, JIT of Continuous Process Improvement
CO4	Recommend different tools of Quality control
CO5	Propose suitable quality awards

Course Content:

Module 1: Total Quality Management

10 Hours

Total Quality Management Evolution – Definition of Quality – Dimensions – QC- QA – QP Concepts –Quality Management – Cost of Quality Failure Cost – Reducing Costs – Juran’s model – Analysis of COQ for Improvement-Definition of TQM – Elements – Deming’s 14 points – TQM tools and techniques – Planning phase of TQM – *Barriers to TQM implementations.

Module 2: Service quality and employee involvement

9 Hours

Service quality – Features- customers delight – Kano model – Perceived Quality – Employee Involvement – Employee Motivation –Teamwork – Effective Communication – Training and Motivation -*Performance Appraisal.

Module 3: Continuous Process Improvement

9 Hours

Continuous process improvement – Juran’s Trilogy – Kaizen – BPR and TQM – supplier importance Selections. Standards – Quality audit –supplier rating systems – *Balanced score card.

Module 4: Tools of Total Quality Management

8 Hours

Process Control –Flow Charts – Scatter Diagram –Pareto Chart – Control Chart – Central Limit Theorem –Six Sigma, Definitions, Origin, *Process Models

Module 5: Trends in Total Quality Management

9 Hours

Benchmarking – Type, Process, Total Productive Maintenance- Quality systems – ISO 900 QMS – Management responsibility –* Environmental management systems 14001 –Quality awards – Deming price European and Indian quality awards. Great Place to Work - Fortune 500 *Asynchronous

Basic Texts

- Total Quality Management - Dale H. Besterfield, Carol Besterfield, Glen Besterfield and Mary Besterfield, Pearson Education, 5th edition, 2018

- Total Quality Management (TQM), P.N. Harikumar, Susha D, Abhijeet Publications, 1st edition, 2018
- Shridhara Bhat K, Total Quality Management – Text and Cases, Himalaya Publishing House, 2010.

Reference Books:

- Total Quality Management Key Concepts and Case Studies -: Operations Management with Total Quality Management - Total Quality Management and Operational Excellence, Prof. S.R Kulkarni, Yadav Bhole, Kindle Edition, 2021
- Total Quality Management (TQM): Principles, Methods, and Applications, Sunil Luthra, Dixit Garg, Ashish Agarwal, Sachin K. Mangla, CRC Press, 1st Edition, 2020
- Total Quality Management: An Integrated Approach by Dr. Kiran, BSP, 2016

Other reading material

- D.I. Prajogo, A.S. Sohal, TQM and innovation: a literature review and research framework Technovation, 21 (2021), pp. 539-558
- J.P. Ortiz, J. Benito, J. Galende, The intervening effect of business innovation capability on the relationship between Total Quality Management and technological innovation, International Journal of Production Research, 47 (18) (2019), pp. 5087-5107.
- J. Feng, D.I. Prajogo, A.S. Sohal, The impact of TQM practices on performance a comparative study between Australian and Singaporean organizations, European Journal of Innovation Management, 9 (3) (2016), pp. 269-278
- K.N. Dervitsiotis, The challenge of adaptation through innovation based on the quality of the innovation process, Total Quality Management & Business Excellence, 22 (5) (2021), pp. 553-566
- SWAYAM Course 1: Total Quality Management – I: https://onlinecourses.nptel.ac.in/noc21_mg03/preview
- SWAYAM Course 2: Sig sigma: <https://nptel.ac.in/courses/110/105/110105039/>

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	0 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Plant Design and Layout

Course Code: 23MBADSE241

Semester: 2

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Get the basics of process layout & product layout.
- Get the idea about the material handling systems.
- Learn about the different type's material handling methods, paths equipment's and functions
- To understand significance of transportation in logistics management.
- To know road ways method and future of road ways.

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO 1	Able to get the basics of process layout & product layout
CO 2	Able to get the idea about the material handling systems
CO 3	Able to know about the different types of material handling methods, paths, equipment and functions
CO 4	Summarize the knowledge of materials handling techniques and use of these concepts for today's business decision making
CO 5	Examine the different Materials handling equipment's maintenance methods

Course Content:

Module-1 Introduction

10 Hours

Introduction- Classification of Layout, Advantages and Limitations of different layouts, Layout design procedures, Overview of the plant layout. Process layout & Product layout: Selection, specification, Implementation and follow up, comparison of product and process layout.

Module 2 Plant layout.

8 Hours

Heuristics for Plant layout – ALDEP, CORELAP, CRAFT, Group Layout, Fixed position layout- Quadratic assignment model. Branch and bound method.

Module-3 materials handling system

10 Hours

Introduction, Material Handling systems, Material Handling principles, Classification of Material Handling Equipment, Relationship of material handling to plant layout..

Module-4 materials handling Methods

7 Hours

Basic Material Handling systems: Selection, Material Handling method- path, Equipment, function oriented systems.

Module-5 Maintenance of materials handling

10 Hours

Methods to minimize cost of material handling- Maintenance of Material Handling Equipment's, Safety in handling Ergonomics of Material Handling equipment. Design, Miscellaneous equipment's

REFERENCES:

- Dr. K.C. Arora, Vikas V. Shinde.(2015),Aspects of Materials Handling. Published by USP /Laxmi Publications (P) Ltd., New. Delhi.

- Ray , Siddhartha ,2020,Introduction to material handling / / New age
- James AppJames Apple, "Plant Layout & Material Handling", The Ronalt Press Co., New Delhi, 1998
- Production and oprations management / R Panneerselvam /PHI 2018
- R.L. and White (2014)Facility layout and location Frangoise, , J. A McGraw Hill 2nd edition 1994
- Francis, McGinnis and White, (2021)"Facilities Layout & Location -an analytical Approach" Prentice Hall of India Pvt Ltd., New Delhi,
- PB Mahapatra 2020,Operations management / /PHI -
- James M. Apple (2021)Plant layout and material handling 3rd edition John, Wiley and sons.
- Richards Muther,(2021) "Practical Plant Layout", McGraw Hill Book Co., New York,
- Ronald H Ballou, 2014 "Business Logistics", Pearson Education, Inc. New Delhi,.
- Tompkins J A & J A White, "Facilities Planning", John Wiley & Sons, Inc. New York, 2020
- le, 2020."Plant Layout & Material Handling", The Ronalt Press Co., New Delhi

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Technology and Innovation Management

Course Code: 23MBADSE237

Semester: 2

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Outline the importance of Technology Management in Businesses
- Describe enterprise effectiveness using technology and innovation
- Choose technology processes and tools
- Examine fundamental framework for Industrial Automation in an organization
- Assess automation systems and solutions related applications

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Inferring organizational efficiency using technology forecasting methods
CO2	Interpreting the technology life cycle and financial assessment of business models
CO3	Differentiating technology processes and tools
CO4	Assessing industrial automation processes and automation tools in business
CO5	Proposing the role of Internet of Things (IoT) in manufacturing processes

Course Contents:

Module 1: Technology

11 Hours

Five Best New Technologies for Business; Role of Technology in Competitive Environment; Types of Technology- Product, Process, Tool, Automation; Industry 4.0; Technology forecasting; Disruptive Technologies; Feasibility study; Opportunities for Introduction of Technology; Innovation building with teams; Technology audit; **Technology diffusion and Deployment (*)**.

Module 2: Business Model

7 Hours

Technology life cycle; Technology-based Start-ups; Business models innovations; Trends in Agile Business Models.

Module 3: Technology Transfer and Technology Funding

8 Hours

Technology acquisition; Issues in intellectual property rights. VC funding; Risk in technology management.

Module 4: Industrial Automation

9 Hours

Role of automation in industries; Benefits of automation, Introduction to automation tools.

Module 5: Internet of Things (IoT) in Manufacturing

10 Hours

An introduction to Internet of Things (IoT) - Industrial Internet of Things (IIoT) – 3D Printing - Integration of Smart Tools / Wearables, usage of drones, Applications for Industrial Automation and latest trends in technology Management, Industry 5.0; **Automation for different industries (*)**.

(* These topics are categorized as Asynchronous

Basic Texts

- Sanjiva Shankar Dubey (2020). Technology and Innovation Management. Gardners (2nd edition)

- Melissa Schilling and Ravi Shankar (2019). Strategic Management of Technological Innovation. Sixth Edition. McGraw Hill India. 6 Edition.
- E-Book: <https://pdfroom.com/books/strategic-management-of-technological-innovation-fourth-edition/3Jr2E10E2yv>
- David Ford, Michael Saren, Mike Saren (2021). Managing and Marketing Technology (1st ed.). Thomson Learning.

Reference Books

- P N Rastogi (2018), Management of Technology and Innovation Competing Through Technological Excellence, Sage, 2nd edition
- Scott Shane (2019). The Handbook of Technology and Innovation Management. Wiley-Blackwell.
- E-Book: https://maryannfeldman.web.unc.edu/wp-content/uploads/sites/1774/2011/11/Contribution-of-Public-Entities_2008.pdf
- Fredrik, Betz (2021). Managing Technological Innovation: Competitive Advantage from Change, 3rd Edition, Wiley.
- Haag, Baitzan Phillips (2009). Business driven technology (2nd ed.). Publisher Tata Mcgraw Hill.

Other reading material

- **Case-1:**
https://www.researchgate.net/publication/311979348_Financial_Feasibility_Analysis_of_Natura_Rab_Business_Case_Study
- **Case-2:**
https://www.researchgate.net/publication/309563391_BUSINESS_MODEL_INNOVATION_-_A_CASE_STUDY_IN_A_VALUE_NETWORK_OPERATOR
- **Case-3:**
https://www.researchgate.net/publication/282996813_A_Case_Study_of_a_Technology_Acquisition_and_Assimilation_Methodology_of_a_Broadcast_Company_in_the_Philippines
- **LinkedIn Learning:**
<https://www.linkedin.com/learning/lean-technology-strategy-managing-the-innovation-portfolio/the-life-cycle-of-innovation?u=92695330>

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Analytics for Logistics Operations

Course Code: 23MBADSE243

Semester: 2

Credits: 3

Hours (LTP): 45 hrs

Course Objective:

- Classify optimization and networking models in supply chains.
- Demonstrate the use of Transportation Models and Network Models.
- Demonstrate use of scheduling algorithms in supply chain.
- Demonstrate the use of Inventory Models in supply chain
- Discuss dependent and independent variables in supply chain and validating of models.

Course Outcomes (COs):

At the end of the course, learner will be able to:

CO 1	Formulation of operations problem
CO 2	Solve complex supply chain problems -using tool
CO 3	Demonstrate proper utilization of resources scientifically
CO 4	Demonstrate robust decision making capability in operations
CO 5	Apply simulation techniques to Predict demand, supply etc. in Supply Chain

Course Contents:

Module 1: Analytical Models

9 Hours

Supply Chain Analytics and its importance- Classification of analytical models- Mathematical functions. - product mix -using solver

Module 2: Transportation Models

9 Hours

Transportation Network Models, Minimal Spanning Tree, Shortest Path Algorithms-Maximal Flow Problems (only concepts) - Multimodal transport solution design and optimization- Transshipment in industry - Multistage Transshipment and Transportation Problems -using solver *Simple examples

Module 3: Network problem solving

9 Hours

Decision analysis in supply chain- Assignment Model and its use -Traveling Salesman problems using excel solver- Advanced Vehicle Routing Problem.

Module 4- Building predictive models and scheduling

9 Hours

Simple, linear and multiple regression using excel -scheduling problems concepts and simple problems- using solver

Module 5: simulation and modeling

9 Hours

Building descriptive models, Simulation models in supply chain, Monte Carlo Simulation, Markov analysis in supply chain, Characterizing the Queuing system- *Trends (*Self-learning topics are subject to testing)

Basic Texts

- Hillier and Lieberman (2021), Introduction to Operations Research,11th Edition, McGraw Hill, India.

- Albright, Winston, Zappe (2010) Data Analysis and Decision Making, Cengage Learning, India.

Reference Books

- Sharma J.K, (2013). Operations research, Macmillan, New Delhi, India.
- Hamdy A Taha, (2014). Operations Research: An Introduction, Prentice Hall, New Delhi India.
- Frederick S. Hillier & Gerald J. Lieberman (2017), Introduction to Operations Research. McGraw-Hill, New Delhi, India.
- Sharma J K (2014), Business Statistics, 4th Edition, Vikas Publishing Pvt Ltd.
- Chopra Sunil (2019), Supply Chain Management: Strategy, Planning, and Operation, 7th Edition, Pearson, India.
- Robertson Peter (2020), Supply Chain Analytics: Using Data to Optimize Supply Processes, Routledge Processes, India.

Other reading material

- <https://www.edx.org/course/supply-chain-analytics>
- MIT Center for transportation and Logistics
- Wayne Winston on Analytics (linkedin.com)
- Gabor Belvardi et al (2012) Monte Carlo Simulation Based Performance Analysis of Supply Chains International Journal of Managing Value and Supply Chains (IJMVSC) Vol. 3, No. 2
- <https://www.linkedin.com/learning/inventory-management-foundations/what-is-inventory-management>

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation	: 10 Marks	50 Marks	100 Marks
Assessment 1	: 10 Marks		
Assessment 2	: 10 Marks		
Assessment 3	: 10 Marks		
Block End Test	: 10 Marks		

Course Title: Technology Strategy

Course Code: 23MBADSE244

Semester: 2

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Discuss the technology concepts
- Sketch frameworks, concepts and tools for building successful hi-tech products
- Differentiate the technology levers
- Prioritize key product and technology decisions for better business decisions.
- Formulate technology choice and evaluation methods

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO 1	Explain technology concepts
CO 2	Demonstrate technology strategy through managing the elements of technology development
CO 3	Compare the methods of technology choice
CO 4	Assess different technologies and make the best choice
CO 5	Propose the latest technologies in logistics and supply chain management.

Course Contents:

Module1: Technology Management

10 Hours

Introduction to Technology Management-Technology and Society – Technology in business context – Strategic technology process – ~~Plan~~— Vision, Mission and Objectives -Technology origin and evolution – *Tailoring technology to fit specific industry requirements

Module 2: Organizational Design in Technology management

8 Hours

Organization redesign –Importance- Organizational re-engineering – Financial considerations for technology Planning -*Trends

Module 3: Technology Forecasting

9 Hours

Technology Forecasting – Need – Methodologies: - Trend Analysis, Analogy, Delphi, Soft System Methodology, Mathematical Models, Simulation, System dynamic, S-curve, *Role of Technology Information Forecasting and Assessment Council (TIFAC).

Module 4: Technology and Strategic Planning

9 Hours

Dissemination of technology information- and strategic planning - Technology choice and evaluation methods – Analysis of alternative technologies - *Implementing technology programs.

Module 5: Intellectual Property Rights

9 Hours

Intellectual Capital - An introduction to Intellectual Property Right - Patent - Copyrights - Trademarks and other Issues-*Trends.

(* These topics are categorized as Asynchronous)

Basic Text

- Melissa Schilling. Strategic Management of Technological Innovation. 2020. 6th Edition. McGraw Hill Education.

- Shane. Technology Strategy for Managers and Entrepreneurs. 2014. Pearson Education India; 1st edition

Reference Books

- Eppinger, S., Ulrich, K. Yang, Maria C (2020). Product design and development. McGraw-Hill Higher Education.
- Vijay Kumar Khurana, 2007, Management of Technology and Innovation, Ane books India, Chennai
- Manav Gupta (2020). Blockchain for Dummies. 3rd IBM Limited Edition. John Wiley and sons.
- Betz, Frederic, 1996, Strategic Technology Management, New Delhi, McGraw Hill.

Other Reference Material

- Govindarajan, V., & Trimble, C. (2010). Stop the innovation wars. Harvard Business Review, 88(7/8), 76-83.
- <https://www.techcrunch.com>
- <https://www.thenextweb.com>
- <https://www.wired.com>
- <https://www.digitaltrends.com>
- <https://www.open.edu/openlearn/money-management/management/technology-innovation-and-management/content-section-2.1>

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

SKILL ENHANCEMENT

Course Title: Spreadsheets for Business Decision Making

Course Code: 23MBASEC205

Semester: 2

Credits: 2

Hours (LTP): 30 Hours

Course Objectives:

- Understand basic excel
- Apply tools for data analysis

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Apply spreadsheet tools to understand data manipulation.
CO2	Demonstrate business models using spreadsheet tools.
CO3	Illustrate MS Excel Practical Lab and functions.
CO4	Analyse large data sets using spreadsheet and modelling tools

Course Contents:

Module 1: Understanding the MS Excel environment

10 Hours

MS Excel Practical Lab, Ribbon, QAT, Worksheet; interface of Excel, cursors and their roles, series; conditional formatting, cells, range; formula, references, split windows; values.

Learning Outcome: Apply MS Excel Practical Lab tools to datasets.

Module 2: Data representation using MS Excel Practical Lab

5 Hours

MS Excel Practical Lab, relative and absolute reference, charts and customizing charts. Learning Outcome: Solve problems related to reference ranges.

Module 3: Data validation

10 Hours

Data validation practical, data consistence, value, whole number, decimal, list, date, time, custom values, validation.

Learning Outcome: Describe data validation using the functions of MS Excel Practical Lab.

Module 4: Analyzing large data sets using MS Excel Practical Lab

5 Hours

Apply filter and advanced filter, pivot table, subtotal database function; data analysis.

Learning Outcome: Construct summary reports using pivot tables and apply filters for data analysis.

Basic Text:

- Walkenbach, J. (2018). The Excel Bible, 1/e. USA: Willey.

Reference Book:

- Microsoft Excel 2018: Data Analysis and Business Modeling.

Other references:

- <https://support.office.com/en-us/article/getting-started-with-excel-services-and-excel-web-access-fed3586d-b150-4819-a67e-145hrs29c974387>

- https://support.office.com/en-us/article/excel-for-windows-training-9bc05390-e94c-46af-a5b3-d7c22f6990bb?wt.mc_id=otc_home&ui=en-US&rs=en-US&ad=US
- https://www.hubspot.com/resources?q=excel&_ga=2.30839551.1998448527.1559814869-1230591017.1559814869

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

SEMESTER – III
DISCIPLINE SPECIFIC ELECTIVE

Course Title: Data Driven Decision Making

Course Code: 23MBADSE347

Semester: 3

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Understand the structure for effective data driven decisions
- Understand the big data tools and techniques
- Analyse the key analytical tools and techniques for data 511 visualization
- Apply the analytical tools for prediction modelling.
- Apply data in to real time projects.

Course Outcomes (Cos):

At the end of the course, learners will be able to:

CO1	Discuss the framework for data analytics for effective decision making.
CO2	Discuss the key analytical tools and techniques for big data
CO3	Illustrate the analytical tools for data visualisation
CO4	Develop data models from the insights of collected data
CO5	Examine data centric projects for decision making

Course Contents:

Module 1: Data and Decision Making

9 Hours

Introduction to data driven strategy and its importance, businesses problem solving using data analytics, the value data analytics brings to business decision-making processes, framework for data analysis and tools used in data analytics- *Careers and roles in data analytics and data science- Innovations- Case studies.

Module 2: Big Data

9 Hours

Introduction to big data and big data analytics, different types of data, the impact of big data on businesses, different types of tools and technologies used to gather data (Spark, Hadoop, HIVE,)- *trends. Introduction to Spark Software.

Module 3: Data analysis techniques

9 Hours

Intro to SPSS, Basics of data analytics, Tools for data analytics and some of the key technologies for data analysis, importance of visualization in data analytics, identify a variety of tools and languages used and considering when those tools are best used. (data visualization, frequency distributions, mean comparisons, cross tabulation, Statistical inferences using chi-square, t-test and ANOVA using SPSS software.). - *Examples.

Module 4: Data Models

9 Hours

Secondary data analysis research in decisions and in conceptual model, important aspects of regression modeling-Simple data analysis visual techniques- Evaluating insights from data to make a data-driven decision – Simulating data to analyze level of risk and identify the most impactful variables- * Iterating through data collection to make a data-driven decision, data modelling through regression analysis.

Module 5 Data-driven decision making projects

9 Hours

Use of AI in decision making process, Project based work instruction – Appropriate use of descriptive statistics and inferential statistics (how to make inferences from our data to general population using a data set. The course project to practice what you have learned, students will participate in a simulated business

situation in which you will select the best course of action and will then prepare a final deliverable-
 *Examples

(*Self-learning topics are subjected to testing)

REQUIRED: SPSS PASW Statistics 21

Basic Texts

- Evans J. R (2021). Business Analytics Methods, Models and Decisions. Pearson, Upper Saddle River, New Jersey.
- Deepak Chawla and Neena Sondhi (2021)2/e, Research methodology- Concepts and cases, Vikas Publishing
- Amar Sahay (2018), Business Analytics, Volume I: A data Driven Decision making approach for Business, Business Expert press

Reference Books

- Kowalski, T., & Lasley, T. J. (2019). Handbook of data-based decision making in education New York: Routledge.
- Norusis, J. (2015) SPSS 13.0 Guide to Data Analysis, New Jersey, Prentice Hall ISBN 0-13-186535-8
- Thomas H. Davenport, Jeanne Harris (2017) Competing on Analytics: Updated, with a New Introduction: The New Science of Winning , Harvard Business School Press.
- Hillier(2018) Introduction to Management Science, 6th ISBN: 9781264178049, McGraw-Hill

Other reading material

- Hagi, A., & Wright, J. (2020). When Data Creates Competitive Advantage. Harvard Business Review, 98(January– February), 94–102.
- Lee, Y., Wang, F., Madnick, S., Zhang, H., & Wang, R. (2014). A Cubic Framework for the Chief Data Officer : Succeeding in a World of Big Data. MIT ESD Working Paper Series, 13(November), 1–13. Retrieved from <https://dspace.mit.edu/handle/1721.1/103027>
- Davenport, T. H., & Harris, J. G. (2017). Managing Analytical People chapter in Competing on Analytics - The New Science of Winning. Boston, Massachusetts: Harvard Business School Publishing. p. 69-90., p. 187-216.
- Agrawal, A., Gans, J., & Goldfarb, A. (2018). Prediction Machines. Boston, Massachusetts: Harvard Business Review Press. p. 1-100
- McAfee A. 2010. The Future of Decision Making: Less Intuition, More Evidence. Available at: <https://hbr.org/2010/01/the-future-of-decision-making>
- New Vantage Parters. (2019). How big data and AI are accelerating business transformation. Retrieved January 3, 2020, from newvantage.com website: www.newvantage.com

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: ERP Systems

Course Code: 23MBADSE348

Semester: 3

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- To Describe the fundamental framework for Enterprise Resource Planning (ERP) in an organization.
- To Examine the components of ERP Project team
- To Gain knowledge of the various functional modules for vertical and horizontal workflow of business operations.
- To Adopt an integrated approach for better decision making.
- To Gain insights to the applications of EPR based new technologies

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Define Enterprise Resource Planning systems improving business processes.
CO2	Develop the role of Project team members to enhance the effectiveness of the system
CO3	Explain business process re-engineering and ERP modeling in business operations.
CO4	Assess the ERP implementation life cycle in managing projects
CO5	Examine the applications of EPR based new technologies such as cloud computing.

Course Contents:

Module 1: ERP Fundamentals

11 Hours

Conceptual and Basic Definition of ERP, ERP potential in business transformation, Demand of ERP, Evolution, ERP market-Conceptual Roles of ERP, Need for ERP, Risks of ERP, Gap analysis, Competitive environment analysis, Strategic needs analysis, Feasibility analysis, ERP Market Tiers, ERP Functional Modules and Extended Modules – SCM, CRM & BI, ERP Project life cycle, *Cost elements

Module2: ERP Project Teams: Organization of the Implementation Team.

8 Hours

ERP Vendors, Consultants & Users: Pro & Cons of In-house Implementation, Vendors, Consultants, Employees and Employee Resistance, Reasons for Resistance, Contract with Vendors, Consultants and Employees, * competitive environment

Module 3: ERP enabled Business Process re-engineering

8 Hours

Business process re-engineering definition, common myths about BPR, Process improvement Vs Process innovation, 7 R's of Reengineering, how to minimize failure of BPR Projects, Implementing BPR -BPR characteristics and steps, ERP and BPR, , Business case, five stage AS-IS/TO- *BE analysis

Module 4: ERP Project Implementation

8 Hours

Conceptual ERP implementation lifecycle, ERP Transition Strategies, ERP implementation process, Project related factors, ERP with respect to small and medium enterprises (Indian perspective), Issues in ERP project management- *Innovations

Module 5: Managing ERP-ES Enabled Change

10 Hours

Conceptual Introduction, planning for integration, Change management strategies, ERP- Trends in ERP Technology & Business, Conceptual SaaS, SOA, Industry Specific ERP Solutions, Cloud computing, Integration with e-business, mobile commerce, IOT ***ERP solution providers / vendors**

(* These topics are categorized as 'Self-learning' topics and are subjected to testing)

Basic Texts:

- Alexis Leon (2019). Enterprise Resource Planning. Fourth edition. Tata McGraw Hill Publications.
- Sumner, M. (2004). Enterprise Resource Planning. Pearson Publications.

Reference Books

- O'Leary, D. E. (2020). Enterprise Resource Planning Systems: Systems, Life Cycle, Electronic Commerce, and Risk. United Kingdom: Cambridge University Press.
- Dey (2015). Business process re-engineering and change management. Biztantra.
- Ganesh, et al., (2014). Enterprise Resource Planning. First edition. Springer International publication.
- Rajesh Ray (2021). Enterprise Resource Planning. Tata Mc Graw Hill Publications.
- Erlend and Jaran (2020). ERP Systems for Manufacturing supply Chains. CRC press.

Other reading material

- <https://www.saponlinetutorials.com/what-is-erp-systems-enterprise-resource-planning/>
- <https://www.smartsheet.com/newbies-business-processing-reengineering-guide-experts-insights>
- <https://www.netsuite.com/portal/resource/articles/erp/what-is-erp.shtml>
<https://www.youtube.com/watch?v=Nfq3OC6B-CU>
- <https://www.saponlinetutorials.com/what-is-erp-systems-enterprise-resource-planning/>
- <https://www.smartsheet.com/newbies-business-processing-reengineering-guide-experts-insights>
- <https://www.netsuite.com/portal/resource/articles/erp/what-is-erp.shtml>
- Video Link: <https://www.youtube.com/watch?v=Nfq3OC6B-CU>

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Knowledge Management and Information Systems

Course Code: 23MBADSE349

Semester: 3

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Discussing Knowledge Management in managing Business
- Describing the role of Knowledge Management in Business Strategy
- Analysing the importance of Decision Support System
- Evaluating the role of MIS in Operations Management
- Appraising the importance of Information Systems in Knowledge Management

Course Outcome

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

CO1	Understand the nature of Knowledge Management and its applications in Business.
CO2	Use Knowledge Management in Business Strategy.
CO3	<i>Examine the applications of MIS as Decision Support System.</i>
CO4	Prioritise the important business functions of Management Information System.
CO5	Recommend the web-based applications of Knowledge Management System.

Course Contents:

Module1: Introduction to Knowledge Management

10 Hours

Concepts of Knowledge Management (KM), History of Knowledge Management, Major Types of Knowledge, Intellectual Capital, Innovation, Information Systems and Entrepreneurship and Knowledge Management, Entrepreneurship and the Value Chain -- Information Systems and SMEs -- ***Applications of KM in Business**

Module 2: Modelling the KM Theory

10 Hours

Knowledge Valley Theory -- Managing Formal Knowledge- APPLYING THEORETICAL PRINCIPLES -- Using Knowledge Valley Theory to Increase Organisational Innovation -- Factors that Stop Innovation -- Leadership and Innovation -- Knowledge and Learning - KM Models -- Knowledge Management Processes -- Knowledge Management Strategy -- ***KM Tools**

Module 3: Decision Support System

8 Hours

Decision Support System (DSS): Decision-making Process – Management Information System (MIS) and Decision Support System – MIS and Information Resource Management – MIS and Operations Research- Executive information and Decision Support System – Artificial Intelligence and Expert System – DSS in Indian organizations – ***Recent developments in Information Technology**

Module 4: MIS for Operations Management

7 Hours

MIS in Logistics and Supply Chain Management (LSCM): MIS for Product Research, MIS for Product Development, MIS for Production - MIS for Marketing - MIS for Personnel - MIS for Finance - MIS for Inventory- MIS for Logistics-MIS for Market Development – Enterprise Resource Planning (ERP) systems- ***Issues in Implementation and Integration of ERP**

Module 5: Information Systems for Knowledge Management

10 Hours

Recombining Knowledge and Learning in digital era -- Drawing Conclusions- The Practitioner View -- Calculating the Benefit -- Larger Organisations -- Knowledge Management System -- Challenges to Implementing a Knowledge Management System -- Tools for Building an Effective Knowledge Management

System -- Features of an Effective Knowledge Management System -- How to Build a Knowledge Management System -- ***Best Knowledge Management System Software**

***Self-learning topics are subject to testing**

Basic Texts

- Mellor, Robert B (2011). Knowledge management and information systems: strategies for growing organizations. Basingstoke; New York.
- Sanjay Mohapatra, and P. T. Joseph (2014). Management Information Systems in the Knowledge Economy. PHI Learning.
- James A. O'Brien and George M. Marakas (2017). Management Information Systems, McGraw-Hill Companies, Inc., 11th Edition

Reference Books

- Kenneth C. Laudon and Jane P. Laudon (2018). Management Information Systems - Managing the Digital Firm. Pearson Education Limited. Fifth Edition.
- Ralph M. Stair and George W. Reynolds (2010). Principles of Information Systems, A Managerial Approach, Cengage Learning. Ninth Edition.
- W S Jawadekar (2015). Management Information Systems Text & Cases, Tata McGraw-Hill. 5/e

Other reading material

- <https://archive.org/details/knowledgemanagem0000mell>
- <https://industri.fatek.unpatti.ac.id/wp-content/uploads/2019/03/188-Management-Information-Systems-Managing-the-Digital-Firm-Kenneth-C.-Laudon-Jane-P.-Laudon-Edisi-15-2017.pdf>
- <https://deden08m.files.wordpress.com/2011/03/information-management.pdf>
- https://drive.uqu.edu.sa/_/fbshareef/files/principles%20of%20information%20systems%209th%200-stair,%20reynolds.pdf
- http://pustaka.unp.ac.id/file/abstrak_kki/EBOOKS/KNOWLEDGE%20MANAGEMENT%20Knowledge%20management%20systems%20information%20and%20Communication%20Technologies%20for%20knowledge%20management.pdf
- <https://blog.netwrix.com/2020/01/21/information-management-vs-knowledge-management/>
- <https://files.eric.ed.gov/fulltext/EJ1248461.pdf>
- <https://iranarze.ir/wp-content/uploads/2018/11/E10111-IranArze.pdf>
- <https://www.knowledge-management-tools.net/knowledge-management-tools.php>
- <https://www.sweetprocess.com/knowledge-management-system/>
- http://mitp-content-server.mit.edu:18180/books/content/sectbyfn?collid=books_pres_0&fn=0262015080intro1.pdf&id=8319
- Understand the theoretical frameworks that integrate the creation, sharing, and utilization of information and knowledge
- Learn effective ways to use information to support decision-making
- Gain expertise on knowledge access management, including metadata-enabled search and resource discovery
- Develop strategic modelling of goals and dependencies for knowledge management
- Design information systems as platforms for creating and sharing knowledge

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Six Sigma Operations

Course Code: 23MBADSE350

Semester: 3

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Find the importance of Six Sigma
- Describe various Business Projects and Processes.
- Choose the DMAIC Tools of Six Sigma to measure current performance of an existing process.
- Choose the DMADV Tools of Six Sigma to measure customer specifications and need for a new Process.
- Assess the Applications of Six Sigma.

Course Outcomes (COs):

At the end of the course, learners will be able to

CO1	Defining the jargon of Six Sigma that gives the importance of Six Sigma.
CO2	Identifying the Quality in the Projects and Processes where Six Sigma can be applicable.
CO3	Using DMAIC Model to Measure the current performance of a process.
CO4	Using DMADV Model to Measure the customer specifications and need.
CO5	Prioritizing Knowledge of Six Sigma to Industry.

Course Contents:

Module 1: Introduction to Six Sigma

11 Hours

Importance to Quality in Management; Quality in Production / Service Process; Becoming a Customer and Market-Driven Enterprise; **Customer Expectations and Needs***; History of Six Sigma; Basic Concepts of Six Sigma; Six Sigma in Industry Applications.

Module 2: Business Projects and Processes

7 Hours

Understanding the Business Projects and Operational Processes; Quality in Production and Service Processes; **Attributes of Good Metrics***. Role of Six Sigma Team in Projects and Processes.

Module 3: DMAIC

8 Hours

Measuring current performance of an existing process; Phases of Six Sigma - Define Phase; Measure Phase; Analysis Phase; Improve Phase and Control Phase.

Module 4: DMADV

9 Hours

Measuring customer specifications and need for a new Process; Phases of Six Sigma - Define Phase; Measure Phase; Analysis Phase; Design Phase and Verify Phase.

Module 5: Six Sigma in Business Applications

10 Hours

Applications of Six Sigma; **Applications of Six Sigma in Manufacturing Sector***; Service Sector – Customer-Facing and Non-Customer Facing Sectors.

(* These topics are categorized as 'Self-learning' topics and are subjected to testing)

Basic Texts

- NA Siddiqui and Abhishek Dwivedi (2016). Introduction to Six Sigma. New Age International Publications.

- Thomas Pyzdek and Paul Keller (2015). Six Sigma Handbook. 4th Edition. McGraw Hill.

Reference Books:

- Mohit Sharma (2017). 8 Steps to Problem Solving - Six SIGMA. Amazon.
- Pyzdek (2017). SIX SIGMA HANDBOOK. 4th Edition. Amazon.
- Thomas Pyzdek (2017). The Six Sigma Project Planner: A Step-By-Step Guide to Leading a Six Sigma Project Through DMAIC

Other reading material

- E-Book: <https://www.sixsigmacouncil.org/wp-content/uploads/2018/08/Six-Sigma-A-Complete-Step-by-Step-Guide.pdf>
- IA-2: Case-1: Jirasukprasert, P. , Garza-Reyes, J. A. , Kumar, V. and Lim, M. K. (2014) A Six Sigma and DMAIC application for the reduction of defects in a rubber gloves manufacturing process. International Journal of Lean Six Sigma, volume 5 (1): pp.2-21 (Source: https://core.ac.uk/download/pdf/228145_hrs346.pdf)
- IA-3: Case-2: Kumar Dhiraj1& Kaushish Deepak. (2014). A REVIEW OF SIX SIGMA APPROACH: METHODOLOGY, OBSTACLES AND BENEFITS. G.J. E.D.T.,Vol.3(4). pp.1-5. <https://www.longdom.org/articles/a-review-of-six-sigma-approach-methodology-obstacles-and-benefits.pdf>
- IA-4: (Optional) Case-4: ADMIN (2018). Case Study: Six Sigma for Small Business in a North American manufacturer of plumbing products (SME).Six Sigma Daily. <https://www.sixsigmadaily.com/case-study-six-sigma-small-business/>

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Materials Management

Course Code: 23MBADSE342

Semester: 3

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Describe the processes and methods in materials management
- Examine the advanced and recent techniques in materials management.
- Develop the skills necessary in the present dynamic environment.
- Describe the role of Quality control in Material Management
- Enhance the decision-making capabilities in a materials environment.

Course Outcomes:

At the end of the course, learners will be able to:

CO 1	Define the processes and methods in materials management.
CO 2	Develop the 5Rs of Purchasing and analyse Make or Buy decisions.
CO 3	Explain the aspects related to Buying and identify aspects of Purchasing and Outsourcing.
CO 4	Assess the insights to stores function and stores identification systems.
CO 5	Examine the Quality Control in Materials Management

Course Contents:

Module 1: Materials Management

10 Hours

Introduction and Objectives - Materials Management Concepts and their Importance Integrated Materials Management, Role of learning curve in Materials management, Profit Centre Concept Purchasing Function - Objectives, Scope and Importance, Organization for Purchasing, Centralization vs. Decentralization, Delegation of Powers, Purchasing Cycle Elements and their Importance, *Purchase Policies and Procedures

Module 2: Make or Buy decisions in Business Logistics

10 Hours

5R's of Purchasing and Related issues Technical, Commercial and Legal Aspects of Purchasing Contracts Management - Make or Buy decisions - Import Policy and Procedures- Capital Goods and Project Imports, Spares, Consumables and Components, * Specific Licensing Provisions

Module 3: Purchasing and Outsourcing

9 Hours

Project Buying and Related Aspects. Vendor Rating and Source Location. Negotiations in Purchasing - Outsourcing Management, application of Cloud Computing-* Latest Trends

Module 4: Stores Management

10 Hours

Stores Function, Relevance and Importance- Objectives - Stores Identification System and Codification Stock valuation and verification-need, methods-FIFO, LIFO, Average Price, weighted average, Standard cost, replacement price

Module 5: Quality control in Materials Management

6 Hours

Introduction, evolution of quality concepts and applications, Quality and design spiral, Theory of sampling Inspection-OC Curve, AQL, LTPD, AOQ and AOQL curves, Sampling Plans, Control charts and in-process monitoring of Quality

(* These topics are categorized as 'Self-learning' topics and are subjected to testing)

Basic Texts

- Chitale and Gupta (2014). Materials management – Text and Cases, 3rd Edition, PHI publication.
- Gopalakrishnan. Purchasing and Materials management. Tata McGraw Hill.

Reference Books

- Rajendra Mishra (2018). Materials Management. Excel Publication.
- Datta (2004). Materials Management: Procedures, Text and Cases. PHI Learning Pvt. Ltd.,
- Arnold (2009). Introduction to Materials Management. Pearson Education India.
- Richard J. Tersine (2018). Principles of Inventory and Materials, Management. Prentice Hall.
- Richard J. Tersine (2018). Modern Materials Management. John Hardin Campbell
- Gopalakrishnan (2021). Handbook of Materials Management. PHI Learning Pvt. Ltd.
- A.K. Singh (2018). Materials Management. First edition. Laxmi Publications Private Limited

Websites:

- <https://materialmg.com/>
- <https://www.bestsaptraining.com/sap-mm-course-sap-mm-module-sap-mm-training-mm-syllabus-mm-fees/#page-content>
- <https://www.welingkaronline.org/certificate-in-materials-management>

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: IT for Managers

Course Code: 23MBADSE341

Semester: 3

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Provide students with comprehensive knowledge and technical skills needed to successfully participate in and support the increasingly applied role of information technology in corporate decision making.
- Enable graduates to conceptualize and manage the specification, design and implementation of applied information systems.
- Provide the knowledge of contemporary issues related to the field of managing information systems.
- Develop knowledge and skills required to work effectively in a profession.
- Enhance self-confidence, ability to make proper decisions and effective communication, and Pursue lifelong learning and continuing education.

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO 1	Describe various IT tools for management.
CO 2	Interpret the methodologies of organizing data.
CO 3	Examine the applications of IT and new trends.
CO 4	Construct insights into Enterprise Systems and Decision Support Systems.
CO 5	Select cloud computing method and its effect in management.

Course Contents:

Module 1: Introduction to IT

9 Hours

Information Technology- Definition- Utility- Software: Systems and Application Software – Organizing Data and Information- Tools used- Introduction to different software.

Module 2: Knowledge Management Systems

9 Hours

Knowledge management theory and practice, Major approaches to KM cycle, Zack, Bukowitz and Williams, McElroy, Wiig, Integrated cycle.

Module 3: E- Commerce Applications

9 Hours

Business, e-business vs e-commerce, Economic forces – advantages – myths – e-business models, design, develop and manage e-business. Internet and World Wide Web, internet protocols - FTP, intranet and extranet, information publishing technology- basics of web server hardware and software. Electronic and Mobile Commerce- Business Applications and trends.

Module 4: Decision Support Systems

9 Hours

Management Support systems, Decision making, Models, DSS Overview, Data, Model, Knowledge Management system. Data Collection, Data Warehousing, Data Mining, Data visualization, Modeling, Static and dynamic, Optimization, Heuristic, Simulation, Multidimensional modeling.

Module 5: Cloud Computing

9 Hours

Introduction to Cloud Computing, Evolution - Cloud Computing, Hardware, Internet and Software, Virtualization, Web Services on Cloud, Infrastructure-as-a-Service, Platform-as-a-Service, Software-as-a-Service, Building Cloud Network.

Basic Texts

- Ralph Stair, George Reynolds (2016), Fundamentals of Information Systems, Fourth Edition, Course Technology.
- Laudon, J.P and Laudon, K.C. (2017). Management Information System. Pearson Education: India.

Reference Books

- James A O'Brien(2018). "Introduction to Information Systems", Tata McGraw Hill, India.
- Haag, S., Cummings,M., and Phillips, A. (2008). Management Information Systems, Tata McGraw Hill: India
- George Reynolds(2021),Information Technology for Managers, Cengage Learning , Delhi, India.
- Rajkumar Buyya, James Broberg, Andrzej M. Goscinski(2021), Cloud Computing: Principles and Paradigms, Wiley, Delhi, India.

Other reading material

- www.businessinsider.com
- https://onlinecourses.nptel.ac.in/noc20_mg60/preview
- <https://www.edx.org/course/introduction-to-management-information-systems-mis>

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Channel Management

Course Code: 23MBADSE339

Semester: 3

Credits: 3

Hours (LTP): 45 hrs

Course Objective:

- Understand the nature, types and functions of channels in marketing
- Illustrate various methods/measures involved in picking prospective channel members
- Differentiate between various product and pricing strategies according to the nature of channel
- Assess fit of promotional methods with suitable channels
- Develop framework model to evaluate performance of channels

Course outcome:

At the end of the course, learners will be able to:

CO 1	Recognize the importance of structure, types and functions of channels in marketing domain
CO 2	Choose appropriate measures in selection process of prospective channel member
CO 3	Distinguish the product and pricing strategies pertaining to channel structure
CO 4	Select suitable promotional measures to bring the best fit with various channel systems
CO 5	Design a model of performance evaluation framework to measure channel efficiency and effectiveness

Course Contents:

Module 1: Distribution Management

9 Hours

Marketing Channel Concepts: Growing importance of Marketing Channels, The Marketing Channel Defined, Use of the term Channel Manager, The Marketing Channel and Marketing Management Strategy, Channel Strategy versus Logistic management, Flows in Marketing Channels, Distribution Structure system-- Marketing Channel System-An Overview of the Channel participants, Producers and Manufacturers, Intermediaries, Facilitating Agencies. Electronic marketing channels, Franchise marketing channels. - Behavioural Processes in Marketing Channels: The Marketing Channels as a Social System, Conflict in the marketing Channel, Power in the Marketing Channel, Role in the marketing Channel, and *Communication Processes in the Marketing Channel.

Module 2: Designing the Marketing Channel

9 Hours

What is Channel Design, Who Engages in Channel Design, A Paradigm of the Channel Design Decision, the Phases of Channel Design-Channel Member Selection and Channel Design, The Selection Process- finding prospective channel members, * Applying Selection criteria, securing the Channel members.

Module 3: Product and Pricing Issues in Channel Management

9 Hours

New Product Planning and Channel Management, the Product Life Cycle and Channel Management, Strategic Product Management and Channel Management-. Anatomy of Channel of Channel Pricing Structure, Guidelines for Developing Effective Channel Pricing Strategies, *Other Issues in Channel Pricing.

Module 4: Promotion in Channel Management

9 Hours

Promotional Strategies and Channel Member Cooperation, Basic Push Promotional Strategies in Marketing channels, "Kinder and Gentler" Push Promotion Strategies in Marketing. Finding out the needs and Problems of Channel Members, Offering Support to Channel Members, *Providing Leadership to Motivate Channel Members.

Module 5: Evaluating Channel Member Performance

9 Hours

Factors Affecting scope and frequency of Evaluations- Performance Evaluation versus Day-to-Day Monitoring, *Channel Member Performance Audit.

(*Self-learning topics are subject to testing.)

Basic Texts

- Palmatier W.R, Sivadas E, Stern W. L., Adel I., & Ansary El.,(2020). Marketing channels 9th Ed. Routledge
- Palmatier W.R, Stern W. L., Adel I., & Ansary El.,(2015). Marketing channels 8th Ed. Pearson

Reference Books

- Coughlan, Anderson, Stern & Ansary El., (2014). Marketing channels 7th Ed. Pearson
- Still R R, Cuntiff W E, Govoni A P N & Sandeep Puri (2017). Sales and Distribution Management, Pearson India

Other reading Material:

- Kenneth Rolnicki (1998). Managing Channel of Distribution, Amacom
- Kotler, P. and Keller, K. (2014) Marketing Management. 15th Edition, Prentice Hall, Saddle River
- Dent Julian (2018). Distribution channels, Kogan Page
- Distribution Channel Planning and Management: Why are they so Important? (Coursera)
- Sales channel management (LinkedIn)
- Logistic Foundation (LinkedIn)

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Software Management

Course Code: 23MBADSE352

Semester:3

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Understand the various software development methodologies
- Plan and schedule software projects, including estimating effort and cost, and tracking progress.
- Understand process of Designing and implementing software systems that are reliable, scalable, and maintainable.
- Conduct software testing and quality assurance
- Appraise importance of software delivery on time and within budget

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Demonstrate a comprehensive understanding of software development methodologies
CO2	Plan, schedule, and manage software projects effectively
CO3	Appraise importance of Designing and implementing software systems that meet customer requirements
CO4	Understand importance of Conducting effective software testing
CO5	Manage software configuration and release processes to ensure that software is delivered on time and within budget.

Course Content:

Module1: Introduction to Software Management:

10 Hours

Overview of software development, software project management, and the software development life cycle. Case discussion.

Module 2: Software Process Models:

10 Hours

Waterfall, Spiral, Agile, and other software development methodologies. Case discussion

Module 3: Requirements Engineering

10 Hours

Gathering, analyzing, and documenting software requirements, including use cases and user stories. Case discussion

Module 4: Software Project Planning and Scheduling

8 Hours

Estimating effort and cost, creating a project plan, and tracking progress., Software Design: Object-oriented design, design patterns, and architecture. Case discussion

Module 5: Software Testing:

7 Hours

Types of testing, test case design, and test automation. Case discussion

Basic Texts

- "Software Project Management: A Practitioner's Guide" by M. S. Mamoor and C. Verma, , McGraw Hill
- "Software Project Survival Guide" by Steve McConnell, Microsoft Press

Reference Books

- Guide to Software Development: Designing and Managing the Life Cycle, by Arthur M. Langer, Springer

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

SKILL ENHANCEMENT

Course Title: R and Python for Systems and Operations

Course Code: 23MBASEC307

Semester: 3

Credits: 2

Hours (LTP): 30 Hours

Course Objective:

- Introduce the basic concepts of R
- Understand the Descriptive Analysis using R
- Demonstrate use of Visualization of Data in R
- Introduce Introduction to Python
- Understand Data Aggregation, processing and Group Operations

Course Outcomes (COs):

At the end of the course, learner will be able to:

CO 1	Discuss the basic concepts of R
CO 2	Demonstrate the Descriptive Analysis using R
CO 3	Demonstrate use of Visualization of Data in R
CO 4	Assess the concepts of Python
CO 5	Describe Data Aggregation, processing and Group Operations

Course Contents:

Module 1: Introduction:

7 Hours

Installation of R & R Studio, Features of R, Variables in R, Constants in R, Operators in R, Datatypes and R Objects, Accepting Input from keyboard, Important Built-in functions, Creating Vectors, Accessing elements of a Vector, Operations on Vectors, Vector Arithmetic, Creating arrays, Accessing array elements, Calculations across array elements, Creating data frame, Operations on data frames, Accessing data frames, Creating data frames from various sources

Module 2: Descriptive Analysis using R

7 Hours

Computing an overall summary of a variable and an entire data frame, summary() function, sapply() function, stat.desc() function, Case of missing values, Descriptive statistics by groups, Simple frequency distribution: one categorical variable, Two-way contingency table: Two categorical variables, Multiway tables: More than two categorical variables.

Module 3: Visualization of Data in R

6 Hours

Bar Chart Simple, Bar Chart with Multiple Response Questions, Column Chart with two line labeling, Column chart with 45 hrso labeling, Profile Plot, Dot Chart for 3 variables, Pie Chart and Radial Diagram, Chart Tables, Distributions: Histogram overlay, Box Plots for group, Pyramids with multiple colors, Pyramid: emphasis on the outer and inner area, Pyramid with added line, Aggregated Pyramids, Simple Lorenz curve.

Module 4-Introduction to Python

5 Hours

Jupyter Notebook, Python Functions, Python data Types and Sequences, Python More on Strings, Reading and Writing CSV files, Advanced Python Objects, map(), Numpy, Pandas, , Series Data Structure, Querying a Series, The DataFrame Data Structure, DataFrame Indexing and Loading, Querying a DataFrame, Indexing Dataframes, Merging Dataframes, Handling missing values

Module 5: Data Aggregation, processing and Group Operations

5 Hours

Time Series, Date and Time, Data Types and Tools, Time Series Basics, Date Ranges, Frequencies, and Shifting, Time Zone Handling, Periods and Period Arithmetic, Resampling and Frequency Conversion, Time

Series Plotting, *Moving Window Functions, Natural Language Processing, Image Processing, Machine Learning K Nearest Neighbors Algorithm for Classification, Clustering (*Self-learning topics are subject to testing)

Basic Texts

- Ozdemir, S. (2016). Principles of data science. Packt Publishing Ltd.
- Grus, J. (2019). Data science from scratch: first principles with python. O'Reilly Media.

Reference Books

- Wickham, H., & Grolemund, G. (2016). R for data science: import, tidy, transform, visualize, and model data. " O'Reilly Media, Inc."
- VanderPlas, J. (2016). Python data science handbook: Essential tools for working with data. " O'Reilly Media, Inc."

Other reading material

- <https://www.youtube.com/watch?v=MWyGnA5IUug>
- <https://www.linkedin.com/learning/paths/master-r-for-data-science?u=92695330>
- <https://www.linkedin.com/learning/python-for-non-programmers?u=92695330>

Evaluation Pattern:

Continuous Evaluation – Skill Enhancement Courses						Total
A1	A2	A3	A4	Internal Test/ Quiz etc	Class Participation	100 Marks
20	20	20	20	10	10	

SEMESTER – IV
DISCIPLINE SPECIFIC ELECTIVE

Course Title: Supply Chain Modelling and Dynamics

Course Code: 23MBADSE440

Semester: 4

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- To analyse role of analytical models in supply chain.
- Describe concepts of echelon model in supply chain.
- To evaluate role of pricing and revenue management in supply chain.
- To analyse supply chain performance using different performance metrics.
- Discuss supply chain dynamics and risk management.

Course Outcomes (Cos):

At the end of the course, learner will be able to:

CO 1	Discuss the applications of network design models used in supply chain.
CO 2	Describe advanced models used in supply chain.
CO 3	To evaluate revenue management methods in supply chain.
CO 4	Describe performance metric design and analyse tools of organizational design in supply chain organizations.
CO 5	Discuss supply chain dynamics.

Course Content:

Module 1: Introduction to Supply Chain Models

11 Hours

Supply chain design Concepts-Value of Design-Supply Chain Design for a new Product-Integrated Supply Chain Design - Optimization models in practice- Design of structural elements of supply chain - Facility Location, and Network Design -Problems- Capacity Planning

Module 2 Supply Chain Advanced Modelling

7 Hours

Concept of Echelon supply chain- Adding costs to two-echelon supply chain - Analysis of service levels -Three Echelon Supply Chain Models-Multi-Site Production Sourcing-Multi-Objective Optimization

Module 3 Pricing & Revenue Management in Supply Chain

9 Hours

The Role of Pricing & Revenue Management in the Supply chain, Revenue Management for Multiple Customer Segments, Revenue Management for Perishable Asset, Seasonal Demand-Role of IT in pricing and Revenue Management-Costing in supply chain- Trends in revenue management in SCM.

Module 4 Performance metrics

9 Hours

Performance metric Design - Tools -Organizational design within the supply chain organization- Tools of design- Implementation - Trends - Challenges in implementation of the metrics

Module 5 Risk Management

9 Hours

Supplier Management - Supply chain risk Management - Supply Chain Dynamics – Methods - Risk Management tools - Models in risk management - End to End Supply Chain Management-Case studies

Basic Texts:

- Chopra Sunil(2018),Supply Chain Management: Strategy, Planning, and Operation, 7th Edition, Pearson

- Robertson Peter(2020), Supply Chain Analytics: Using Data to Optimise Supply Processes, Routledge Processes

Reference Books:

- Watson Michel, Sara Lewis , Cacioppi Peter, Jay Jayaraman: Supply Chain Network Design: Applying Optimization and Analytics to the Global Supply Chain (2012)
- Coyle, John J;langley, John C;Gibson, Brian J (2009). A logistics approach to Supply chain management. Cengage Learning
- Ballov, Ronald H; Srivastava, Samir K (2007). Business Logistics/Supply Chain Management: Planning Organizing and Controlling the Supply Chain. Pearson Education
- Ballou, Ronald H; Srivastava, Samir K (2007). Business Logistics: Supply chain management: planning organizing and controlling the supply chain. Pearson Education
- Simchi-Levi,David;Kaminsky,Philip;Simchi-Levi,Edith;Shankar,Ravi (2008). Designing and Managing the supply chain:concepts,Strategies,and case studies. Tata McGraw Hill Education Private Limited
- Dornier, Philippe-Pierre; Ernst, Ricardo; Fender, Michel, Kouvelis, Panos (2002). Global operations and logistics: text and cases. John Wiley & Sons. Inc
- Mohanty R P; Deshmukh S G (2005). Indian Case Studies In Supply Chain Management and Other Learning Resources. Biztantra Dreamtech
- David, Pierre (2003). International Logistics. Biztantra Dreamtech

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Lean Management

Course Code: 23MBADSE442

Semester:4

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- To describe the lean management in the organizations
- To apply the Lean Tools and Techniques used in the organizations
- To apply the Lean systems in business operations
- To evaluate the Lean manufacturing systems in the organizations
- To design, operate and improve through lean management systems

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO 1	Describe the Lean management in the Organizations.
CO 2	Illustrate the usage of Lean Tools and Techniques in real-time Business
CO 3	Examine the Lean systems in business operations
CO 4	Assess the Lean manufacturing systems in the organizations.
CO 5	Develop the applications of lean management and implementation

Course Content

Module 1: Introduction to Lean management

10 Hours

Introduction to seven waste and their narration; Evolution of lean; Global competition, Lean Manufacturing, Value flow, Muda, Muri, and Mura, need for lean management, Meeting the stake holder's requirement, Elements of Lean management.

Module 2: Lean Tools and Techniques

10 Hours

Lean management tools, Fundamental blocks of Lean, Impact of Seiri Seiton Seiso Seiketsu and Shitsuke, Need for TPM, Pillars of TPM, Implementation of TPM, Overall Equipment Effectiveness (OEE), and its computation.

Module3: Lean Systems

6 Hours

Features- manufacturing and services, Workflow, small lot sizes, Pull Method, Kanban, A3 problem solving, Just in Time.

Module 4: Lean Manufacturing System

10 Hours

Value Stream Mapping, Pull Manufacturing System, Waste classification and elimination concepts, JIT, Application of Lean in manufacturing and service sectors. Production Activity Control (PAC), Performances of production operation, the accuracy of inventory records, performance reporting, evaluating the cost of operations, audits, and reporting- *Applications of lean systems.

Resource and project selection, Selecting projects, Process mapping, Current and future value stream mapping, and projects suitable for lean initiatives.

Module 5: Lean Management and Implementation

9 Hours

Standardized work, Continuous improvement. Lean projects: Training, selecting the members, preparing project plan, implementation, review. Productivity Improvement: Process, machinery Operator, and equipment.

Basic Text

- Jeffrey Liker, The Toyota Way, Tata McGraw-Hill, 2020

Reference Books

- Charron, R., Harrington, H. J., Voehl, F., & Wiggin, H. The lean management systems handbook (Vol. 4). CRC Press
- Ohno, T. Taiichi Ohnos Workplace Management: Special 100th Birthday Edition. McGraw Hill Professional.
- Pascal Dennis, Lean Production Simplified, Productivity Press
- Ronald G.Askin and Jeffrey B.Goldberg, Design and Analysis of Lean Production Systems, John Wiley & Sons,
- Rother M. and hook J., Learning to See: Value Stream Mapping to add value and Eliminate Muda, Lean
- Enterprise Institute, Brookline, MA.
- Tapping, D., Luyster, T., & Shuker, T. Value stream management: Eight steps to planning, mapping, and sustaining lean improvements. Productivity Press

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Service Operations Management

Course Code: 23MBADSE448

Semester: 4

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Understand the critical perspectives on the nature of service
- Observe and analyze an organization from a systems or process-perspective
- Apply the principles, tools and techniques of service design
- Aligning service strategy and service competitiveness
- Design, operate, and improve the systems that deliver goods and services through OM tools

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Understand the role of service management
CO2	Apply the Service Quality dimensions model to different service sectors
CO3	Examine the growth and expansion strategies of services
CO4	Evaluate the service blue prints of different service sectors
CO5	Develop a model of Service Operations in Banking, Hospital Industry and IT/ITES Industry

Course Contents:

Module 1: Service Management

9 Hours

The role of services in economy, The nature of services –service classification, service package, Distinctive characteristics of service operations, Open system view of services, The virtual value chain Technology in service management –Emergence of self service, Technology in service encounter, Automation in services and Internet services-Managerial implications of bi directional relationships, Sources of value in service supply relationships, Outsourcing services, Vehicle routing - Field service, Clark wright algorithm, vehicle routing with constraints and ***manual routing system**

Module 2: Service Quality

9 Hours

Defining service quality – Dimensions of service quality, gaps in service quality, SERVQUAL, Scope of service quality, Walk Through Audit, Service recovery- ***unconditional service guarantee**

Module 3: Growth and Globalization of Services

9 Hours

Domestic growth and expansion strategies- Focused service, focused network, clustered service diversified network, Franchising, Generic International Strategies -*** trends**

Module 4: Service Operations

9 Hours

Service Blueprint- Product Process Matrix in Services- Capacity Planning and Facility Planning in Service Operations- Models in Service Operations- Domestic growth and expansion strategies- ***Global service strategies**

Module 5: Service Operations in Banking, Hospital Industry and IT/ITES Industry

9 Hours

Identification of Different operations involved. History, Current and Future Practices. Role of Government Regulations-Capacity Management-Facility location and Process Planning- History, Current and Future Practices. ***Role of Government Regulations.**

Basic Text

- James A Fitzmmons, M. J. (2006). Service Management Operations, Strategy, Information technology. New Delhi: Tata Mc Graw Hill.

Reference Books

- RBI. (2000). Reserve bank of India: functions and working. New Delhi: Government of India.
- Dr. Malhotra, A.K. (2009). Hospital management-an evaluation. New Delhi: Global India Publications.
- 3.B. Fitzsimmons, James A., and Mona J. Fitzsimmons, Service Management: Operations, Strategy, and Information Technology, 6th Ed., Irwin/McGraw-Hill, 2019.
- C. Haksever, Render B., Russel S. R. and Murdick R. G., Service Management and Operations, 2nd Ed., Prentice Hall, 2020.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Information Security Systems

Course Code: 23MBADSE449

Semester:4

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Understand the cyber security threat landscape.
- Develop a deeper understanding and familiarity with various types of cyberattacks, cyber crimes, vulnerabilities and remedies thereto.
- Analyse and evaluate existing legal framework and laws on cyber security.
- Analyse and evaluate the digital payment system security
- implement remedial measures against digital payment frauds.

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO1	Understand the cyber security threat landscape.
CO2	Understand various types of cyberattacks, cyber crimes, vulnerabilities and remedies thereto.
CO3	Evaluate existing legal framework and laws on cyber security.
CO4	Evaluate the digital payment system security
CO5	Implement remedial measures against digital payment frauds

Course Content:

Module1 : Introduction to Cyber security

9 Hours

Defining Cyberspace and Overview of Computer and Web-technology, Architecture of cyberspace, Communication and web technology, Internet, World wide web, Advent of internet, Internet infrastructure for data transfer and governance, Internet society, Regulation of cyberspace, Concept of cyber security, Issues and challenges of cyber security

Module 2: Cyber crime and Cyber law

9 Hours

Classification of cyber crimes, Common cyber crimes- cyber crime targeting computers and mobiles, cyber crime against women and children, financial frauds, social engineering attacks, malware and ransomware attacks, zero day and zero click attacks, Cybercriminals modus-operandi , Reporting of cyber crimes, Remedial and mitigation measures, Legal perspective of cyber crime, IT Act 2000 and its amendments, Cyber crime and offences, Organisations dealing with Cyber crime and Cyber security in India, Case studies.

Module 3: Social Media Overview and Security

9 Hours

Introduction to Social networks. Types of Social media, Social media platforms, Social media monitoring, Hashtag, Viral content, Social media marketing, Social media privacy, Challenges, opportunities and pitfalls in online social network, Security issues related to social media, Flagging and reporting of inappropriate content, Laws regarding posting of inappropriate content, Best practices for the use of Social media, Case studies.

Module 4: E - Commerce and Digital Payments

9 Hours

Definition of E- Commerce, Main components of E-Commerce, Elements of E-Commerce security, E-Commerce threats, E-Commerce security best practices, Introduction to digital payments, Components of digital payment and stake holders, Modes of digital payments- Banking Cards, Unified Payment Interface

(UPI), e-Wallets, Unstructured Supplementary Service Data (USSD), Aadhar enabled payments, Digital payments related common frauds and preventive measures. RBI guidelines on digital payments and customer protection in unauthorised banking transactions. Relevant provisions of Payment Settlement Act,2007,

Module 5: Digital Devices Security, Tools and Technologies for Cyber Security 9 Hours

End Point device and Mobile phone security, Password policy, Security patch management, Data backup, Downloading and management of third party software, Device security policy, Cyber Security best practices, Significance of host firewall and Ant-virus, Management of host firewall and Anti-virus, Wi-Fi security, Configuration of basic security policy and permissions.

Basic Texts

- Cyber Crime Impact in the New Millennium, by R. C Mishra , Auther Press. Edition 2010.
- Cyber Security Understanding Cyber Crimes, Computer Forensics and Legal Perspectives by Sumit Belapure and Nina Godbole, Wiley India Pvt. Ltd. (First Edition, 2011)

Reference Books

- Security in the Digital Age: Social Media Security Threats and Vulnerabilities by Henry A. Oliver, Create Space Independent Publishing Platform. (Pearson , 13th November, 2001)
- Electronic Commerce by Elias M. Awad, Prentice Hall of India Pvt Ltd.
- 3. Cyber Laws: Intellectual Property & E-Commerce Security by Kumar K, Dominant Publishers.
- Network Security Bible, Eric Cole, Ronald Krutz, James W. Conley, 2nd Edition, Wiley India Pvt. Ltd.
- Fundamentals of Network Security by E. Maiwald, McGraw Hill.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Business Intelligence & Data Mining

Course Code: 23MBADSE450

Semester: 4

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Basic understanding about data warehousing and data mining.
- Provide knowledge about various descriptive data analytics and Visualization tools.
- Accomplish projects utilizing business theories, Internet resources and computer technology in SPSS.
- Conduct data analytics using scientific methods, and make appropriate and powerful connections between quantitative analysis and real-world problems.
- Show substantial understanding of the real problems; conduct deep data analytics using correct methods; and draw reasonable conclusions with sufficient explanation and elaboration

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO 1	Explain insights to a fundamental framework for OLAP, Data Warehousing and Data Mining in an organization.
CO 2	Interpret the concepts of Data warehousing.
CO 3	Create on the practical areas of Data Visualization and Dimension Reduction.
CO 4	Examine and developing an analytical ability for understanding business tool.
CO 5	Select information systems solutions for vertical and horizontal workflow of business operation and different classification systems.

Course Content:

Module 1: Introduction to Data ware house and Business Intelligence

9 Hours

What is Data ware house- Data warehouse properties- Data ware house Architecture-Relational Data Model- Analytical Data Model - OLAP categories- OLAP operations -**What is Business intelligence-** What Are Business intelligence tools- What Are Business intelligence categories- Business products.

Module 2: Data ware house Dimension and fact table-

9 Hours

Dimension table- Dimension table characteristics- Dimension table types- Dimension table categories- Fact table- Fact table types- Measure types -**Data Modeling-** Data Normalization- Data De normalization- Dimensional Modeling- Schema type- Star VS Snow Flake Modeling

Module 3 Introduction to Data

9 Hours

Why data visualization- what is data visualization- how to achieve data visualization- BI tool and comparison- Introducing Tableau- Tableau architecture and business application

Module 4: Dimension Reduction, Classification: Techniques and Applications

9 Hours

Dimension Reduction: Introduction, data summaries, Correlation analysis, Principal Components Analysis, Dimension reduction using Regression model, Classification and regression trees. Measuring performance of classification. Multiple linear regressions - Introduction, Estimating the regression equation and prediction, Variable selection in linear regression. *Trends.

Module 5: Cluster Analysis: Techniques and Applications

9 Hours

Cluster Analysis: Introduction, Measuring Distance between two records, Measuring Distance between Two clusters, Hierarchical and Non- Hierarchical clustering. Association Rule: Introduction, Association rules in Transaction database, generating candidate rules, and Selecting Strong rules. Discriminate Analysis:

Introduction, Distance of an Observation from a class, Fisher’s linear classification functions, and Classification performance.

Basic Texts

- Prasad, R. N., & Acharya, S. (2011). Fundamentals of Business Analytics. Wiley, Delhi, India.
- Shmueli, G., Patel, N. R., & Bruce, P. C. (2010). Data Mining for Business Intelligence: Concepts, Techniques, and Applications in Microsoft Office Excel with XLMiner (2nd ed., p. 428). Wiley, Delhi, India.

Reference Book:

- Arun K. Pujari(2009), Data Mining Techniques, Third Edition, Universities Press (India) Limited. Hyderabad, India.
- Berson, A., Smith, S. J., & F. (1997). Data warehousing, Data mining and OLAP.Computing Mcgraw-Hill, Delhi,India
- Han, J., &Kamber, M. (2000). Data mining: concepts and techniques .Morgan Kaufmann. Christ,India.

Other reading material

- https://swayam.gov.in/nd2_cec20_cs12/preview
- <http://ucanalytics.com/blogs/learn-r-12-books-and-online-resources/>
- <https://www.futurelearn.com/courses/data-mining-with-weka>
- <https://docs.rapidminer.com/downloads/RapidMiner-v6-user-manual.pdf>
- <http://ijsetr.org/wp-content/uploads/2015/04/IJSETR-VOL-4-ISSUE-4-816-820.pdf>
- <https://www.ijcait.com/IJCAIT/21/213.p>

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Advanced Statistical Techniques

Course Code: 23MBADSE451

Semester: 4

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- To examine the relationships between the dependent variables and the independent variables
- To predict the future based on past data values which are mostly dependent on time.
- To extend the capabilities of analysis of variance (ANOVA) by assessing multiple dependent variables simultaneously.
- To *apply the relationship between the variance between the two variables.*
- To *discover the unexplained factors that influence the co-variation among multiple observations.*

Course Outcomes (COs):

At the end of the course, learners will be able to:

CO 1	Appreciate the different statistical methods for prediction of continuous and categorical outcomes.
CO 2	Implement and interpret the statistical predictive tools in a range of real-world applications.
CO 3	Summarize multivariate data sets for information retrieval.
CO 4	Examine and interpret the covariant and discriminant analysis.
CO 5	Identify latent variables or constructs.

Course Contents:

Module 1: Regression Analysis

9 Hours

Multiple Regression: Multiple Regression with two or more Independent variables. Logistic Regression: Classification using Logistic Regression, Sigmoid and Softmax functions, Learning in Logistic Regression and Gradient Descent algorithm

Module 2: Time-Series Analysis

9 Hours

Introducing Time Series Analysis, Components of Time Series Analysis, Multivariate Time Series Analysis, moving average, exponential smoothing,

Module 3: Multivariate analysis

9 Hours

Multivariate analysis of variance (MANOVA): One-way MANOVA, Two-way MANOVA, Comparison of MANOVA to ANOVA

Module 4: Covariance

9 Hours

Covariance: (ANCOVA): Analysis of Covariance (ANCOVA), Alternative Correlation Coefficient, Discriminant analysis.

Module 5: Factor analysis

9 Hours

Basic introduction to: principal component analysis and Exploratory Factor Analysis (EFA), Practicals on the above topics using statistical packages for data analytic illustrations.

Basic Texts

- Mathematical Statistics by S.C. Gupta & V.K. Kapur (10th Edition); Publisher: Sultan Chand & Sons.
- Anderson, T.W. (2014). An Introduction to Multivariate Statistical Analysis. 2nd Edn. J. Wiley
- M. S. Srivastava and C. G. Khatri, An Introduction to Multivariate Statistics

Reference Books

- R. A. Johnson and D. W. Wichern, Applied Multivariate Statistical Analysis.
- Kariya, T. and Sinha, B.K. (2019). Robustness of Statistical Tests. Academic Press.
- Muirhead, R.J. (2019). Aspects of Multivariate Statistical Theory. J. Wiley

Other study material

- https://www.youtube.com/watch?v=K_EH2abOp00.
- <https://www.youtube.com/watch?v=yIYKR4sgzI8>
- <https://www.youtube.com/watch?v=yFKVI7vgPPs>.
- <https://www.youtube.com/watch?v=LtdvDrZA4r0>.
- <https://www.youtube.com/watch?v=HdAwASZ7bNY>
- <https://www.youtube.com/watch?v=qM4-MrWeUnQ>.
- <https://www.youtube.com/watch?v=jUksjmKvwos>.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Six sigma Analytics

Course code: 23MBADSE452

Semester: 4

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- To Define the jargon of Six Sigma gives the importance of Six Sigma.
- To identify the Quality of the Projects and Processes where Six Sigma can be applied.
- Use DMAIC Model to Measure the current performance of a process.
- Use DMADV Model to Measure the customer specifications and need.
- To Prioritize Tools usage Knowledge of Six Sigma to Industry

Course Outcomes (COs):

At the end of the course, learners will be able to

CO1	Defining the jargon of Six Sigma gives the importance of Six Sigma.
CO2	Identifying the Quality of the Projects and Processes where Six Sigma can be applied.
CO3	Using DMAIC Model to Measure the current performance of a process.
CO4	Using DMADV Model to Measure the customer specifications and need.
CO5	Prioritizing Tools usage Knowledge of Six Sigma to Industry.

Course Content:

Module 1: Introduction to Six Sigma and define tools

11 Hours

Importance to Quality in Management; Lean and Six Sigma history- Lean Concepts; Value Stream Mapping; Lean Culture and Tools; Toyota Production System- Six Sigma Overview; Minitab introduction

Module 2: Business Projects and Processes

7 Hours

Understanding - Define-VOC- CTQ- SIPOC-Team charter, Role of Six Sigma Team in Projects and Processes.

Module 3: Measure Tools

8 Hours

Process flowchart -Process Yield -Specification Limit-Measurement system analysis -Data Collection-Basic Statistics Process sigma

Module 4 Analyzing Tools

9 Hours

5-Whys-Fishbone diagram -Control chart -Pareto chart -Hypothesis testing -Regression Analysis-Design of Experiments (DOE)

Module 5: Improve and control Tools

10 Hours

Brainstorming-Solution prioritization matrix Implementation-Risk assessment (FMEA)- Statistical process control

Basic Texts

- NA Siddiqui and Abhishek Dwivedi (2016). Introduction to Six Sigma. New Age International Publications.
- Thomas Pyzdek and Paul Keller (2015). Six Sigma Handbook. 4th Edition. McGraw Hill.
- Mike Rother and John Shook, Learning to See: Value Stream Mapping to Add Value and Eliminate MUDA. Lean Enterprise Institute, 1999.
- Howard S. Gitlow, Richard J. Melnyck and David M. Levine, A Guide to Six Sigma and Process Improvement for Practitioners and Students. Pearson, 2015 (2nd edition).

Reference Books:

- Mohit Sharma (2017). 8 Steps to Problem Solving - Six SIGMA. Amazon.
- Pyzdek (2017). SIX SIGMA HANDBOOK. 4th Edition. Amazon.
- Thomas Pyzdek (2017). The Six Sigma Project Planner: A Step-By-Step Guide to Leading a Six Sigma Project Through DMAIC

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Statistical Process control

Course Code: 23MBADSE453

Semester: 4

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Drive the concept of quality standards used across the globe.
- Create an awareness of Inspection department and its importance to maintain the quality.
- Train the students in solving the acceptance sampling techniques
- Familiarise the students to design the process and fractional experiments.
- Equip the students in using the control charts in floor shop

Course Outcomes (Cos):

At the end of the course, learners will be able to:

CO 1	Apply the concepts of quality in real time Business situations.
CO 2	Evaluate the procedures applied in Inspection department.
CO 3	Construct the control charts in production to achieve efficiency.
CO 4	Outline the process design and the fractional experiments.
CO 5	Experiment the Acceptance sampling techniques.

Course Contents:

Module 1: Statistical methods in Quality control and improvement **9 Hours**

Dimensions of Quality, CTQ characteristics, **Brief history of quality control and improvement***, Quality philosophy and management strategies, Deming philosophy, Deming's seven deadly diseases of Management, TQM & six sigma*, DMAIC process, Probability distributions and plots

Module 2: Statistical Process control and capability analysis **9 Hours**

Methods and philosophy of statistical process control, Construction of a Cause-and-effect diagram, **Application of SPC***, Control charts for variables, Control charts for attributes.

Module 3: Statistical process monitoring and control techniques **9 Hours**

Cumulative sum control chart, exponentially weighted moving average control chart, statistical process control for short production runs, modified and acceptance control charts, **control charts for multiple stream processes***, **multivariate process monitoring and control***.

Module 4: Process Design and improvement with designed experiments **9 Hours**

Experimental design, guidelines for designing experiments, Factorial experiments, residual analysis, **Blocking and confounding***, **Fractional replication***, **Philosophy of process control***.

Module 5: Acceptance sampling **9 Hours**

Lot by lot acceptance sampling for attributes, types of sampling plans, Lot formation, random sampling, single sampling plans, OC curve, double, multiple and sequential sampling, military standard, Dodge-Romig sampling plans, **Chain sampling***.

Basic Texts

- Douglas C Montgomery, Introduction to Statistical quality control, sixth edition, John Wiley & sons.
- T R Banga & S P Sharma, Industrial organization & Engineering Economics, Khanna publishers

Reference Books:

- Duncan, A. J. (2020.). Quality Control and Industrial Statistics, Irwin-Illinois, US.
- Grant, E. L., and Leavenworth, R. S. (2020). Statistical Quality Control, Seventh Edition, Tata McGraw Hill, New Delhi.
- Montgomery, D. C. (2019). Introduction to Statistical Quality Control, Sixth Edition, Wiley India, New Delhi
- Ross, S. M. (2019). Introduction to Probability Models, Tenth Edition, Academic Press, MA, US

Other reading material

- http://bmepedia.weebly.com/uploads/2/6/6/8/26683759/unit_4_quality_control.pdf
- <http://www2.ing.unipi.it/lanzetta/stat/Chapter20.pdf>
- <https://www.win.tue.nl/~adibucch/2WS10/SPClecturenotes.pdf>
- https://wps.prenhall.com/wps/media/objects/7117/7288732/65767_28_SuppG.pdf
- https://www.cs.odu.edu/~zeil/cs795SR/Papers/TextBook/Appendix_B.pdf
- https://www.ravenshawuniversity.ac.in/Study_Materials/Statistics_PG/PG_2nd_Year_/reliability.pdf
- <https://nptel.ac.in/courses/116/102/116102019/>

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

SKILL ENHANCEMENT

Course Name: Negotiation Skills for Supply Chain Operations

Course Code: 23MBASEC406

Semester: 4

Credits: 3

Hours (LTP): 45 hrs

Course Objectives

- To Gain knowledge and scope of negotiations in supply chain operations
- To Evaluate the negotiation strategies
- To Develop the negotiation process in supply chain operations
- To Evaluate the ethics and relationships in negotiations

Course Outcomes

CO1	Understand and appreciate negotiation as an individual and need requirements pertain to organizational capability
CO2	Apply conceptual framework of negotiation to achieve negotiation process
CO3	Examine people and processes involved in business negotiation
CO4	Analyze negotiation deal systematically and scientifically
CO5	Develop the skillset towards win-win situations in negotiation.

Course Content:

Module 1: Introduction to Negotiation

10 hours

Role & scope of negotiation in business & organization context, different types of markets and negotiation, successful negotiation examples – cases (Government – Government, Business – Business, etc).

Module 2: Negotiation Fundamentals

12 hours

Nature of Negotiation, Strategy and tactics of distributive bargaining, integrative negotiation, negotiation strategy and planning

Module 3: The Negotiation process

13 hours

Perception, cognition and emotions, communication, finding and using negotiation power, influence

Module 4: Negotiation contexts

10 hours

Relationships in negotiation, ethics in negotiation, best practices in negotiation

Reference:

- Lewicki, R. J., Saunders, D. M., & Barry, B., (2011). *Negotiation.*, 10th Ed, New Delhi, Tata McGraw-Hill
- Mnookin, Peppet., & Tulumello. (2010). *Beyond winning: negotiating to create value in deals and disputes.* Hyderabad: Harvard University Press
- Raiffa, Howard. (1985). *The art and science of negotiation.* London: Harvard University Press.
- Ury, W. (2010). *Getting past no- negotiating with difficult people.* London: Random House U.K. Limited.
- Volkema, Roger. J. (2008). *Negotiation tool kit.* New Delhi: Prentice-Hall India Limited.

Evaluation Pattern:

Continuous Evaluation – Skill Enhancement Courses						Total
A1	A2	A3	A4	Internal Test/ Quiz etc	Class Participation	100 Marks
20	20	20	20	10	10	

ENTREPRENEURSHIP & NEW VENTURE CREATION (ENVC) SPECIALIZATION

Semester – II

SECTOR SPECIFIC HARD CORE

Course Title: Innovation and Entrepreneurship Ecosystem

Course Code: 23MBADSE245

Semester: 2

Credits: 3

Hours (LTP): 45 hrs

Course Objectives

- To develop an entrepreneurial mindset amongst students
- To orient students to be entrepreneurial through an immersive and experiential process.
- To enable participants to innovate, overcome obstacles and grow rapidly
- To create, deliver and capture value.

Course Outcomes

At the End of the Program Students will be able to:

CO1	Understand that a great idea isn't great until customers have proved it so.
CO2	Learn that Business Models and Business Plans are essential to create, deliver and capture value.
CO3	Understand that a perfectly designed solution is viable if there is a strong and effective marketing strategy.
CO4	Understand that Intellectual Property should be protected legally.
CO5	Develop skills in applying and using entrepreneurship tools and techniques efficiently.

Course Content:

Module 1 – Problems, Ideas, Solutions and Value Creation

9 Hours

Problems, Needs, Pains, Gains, Solutions, Empathy, Ideation, Ideation Techniques, Innovation Models & Frameworks, Needs – Idea Linkage, where do good ideas come from? Social Value Creation, Economic Value Creation and Environmental Value Creation, Ideation and Design Thinking, Design Thinking Frameworks.

Module 2 – Entrepreneurship Ecosystem and Entrepreneurial Orientation

9 Hours

Entrepreneurship Ecosystem core dimensions - markets, finance, human resource development, support, government role, infrastructure, industrial network relationship, and mentorship, why do start-ups fail? Social Capital, Social Innovation, Problem Solving for Social Change, Entrepreneurial Mind-set, Entrepreneurial Orientation and EO dimensions

Module 3 – Opportunity Recognition, Feasibility Analysis and Business Models

9 Hours

Value Proposition, Entrepreneurship processes, Business Modelling, Business Plan, When Is an Idea an Opportunity? Industry Analysis, Seven Domains of Market Attractiveness, Feasibility Analysis, Markets and Market Segments, connecting with customers, Financing your venture, Debt or Equity Funding, Bootstrapping, Intellectual Property Rights and Patents, Innovation spectrum (Doblin's Framework), Technology adoption, Technology and disruption.

Module 4– Strategy and Entrepreneurship

9 Hours

Strategy Fundamentals, Consumer Journey from Need to Needs Satisfaction, understanding effectuation: problem space and solution principles, Effectuation Principles, Causation and Effectuation, Prototyping and Testing, Strategies for Growth, Pitch Deck Preparation, Elevator pitches.

Module 5 – Practice and Experience Tools

9 Hours

Design Thinking Frameworks, User Profile, Ideation Sketch, Value Proposition Canvas, Idea Assessment Card, Problem Solution Fit Canvas, Journey Map, Mind Mapping, Visualisation, Storytelling, Sketching and

Drawing, Start-up Analysis Canvas, Business Model Canvas, Lean Canvas, Opportunity Analysis Canvas, Feasibility Analysis, Ideation Journal.

Core Text:

- Shalley E. C., Hitt, A. M., & Zhon, J., (2015).The Oxford Handbook of Creativity, Innovation and Entrepreneurship. Oxford University Press.
- Wickham, A. P., 2006. Strategic Entrepreneurship. Prentice Hall
- Hill, C., Jones, G., Schilling, M., 2015. Strategic Management Theory. Cengage Learning
- Trott, P., 2017. Innovation Management and New Product Development, Pearson
- Bygrave, W., Zacharakis, A., 2010. Entrepreneurship. John Wiley & Sons Inc.
- Fredrick, H., O’ Conner A., & Kuratko, D., 2016. Entrepreneurship Theory Process & Practice. Cengage Learning
- Barringer, B., Ireland, R., 2012. Entrepreneurship: Successfully Launching New Ventures. Pearson.
- Sarasvathy, Saras D., 2008. Effectuation : Elements of Entrepreneurial Expertise / Saras D. Edward Elgar. Cheltenham, UK

Reference Text:

- Paetz, P., 2014. Disruption By Design. APress
- Spinelli, S., Adams, R., 2012. New venture Creation. Mc Graw Hill
- Ellis, S., & Brown, M., 2014. Growth engines: Case Studies. Growth Hackers. Unlocking Growth.
- Ries, E., 2020. The Lean Startup. Crown Business, NY.
- Kidder, D., 2019. The Startup Playbook. Chronicle Books LLC. SanFrancisco
- Thiel, P., 2019. Zero To One: Notes on Startups. Crown Business, NY
- Liedtka, J., Ogilvie, T., 2019. Designing for Growth: A design thinking Toolkit for Managers. Columbia Business School Publishing.
- Mootee, Idris., 2019. Design Thinking for Strategic Innovation. Wiley
- Osterwalder, A., & Pigneur, Y., 2010. Business Model Generation. John Wiley & Sons
- World Economic Forum. Global Entrepreneurship and the Successful Growth Strategies of Early Stage Companies. World Economic Forum. Stanford University

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Sustainable Entrepreneurship

Course Code: 23MBADSE246

Semester: 2

Credits: 3

Hours (LTP): 45 hrs

Course Objectives

- To enable students to identify the opportunities and modes in buying an existing business
- To introduce students to the acquisition process in buying a business
- To examine the funding and structuring aspects of buying a business
- To comprehend the closing formalities in acquisition of business.
- To discuss the recent trends in buying business

Course Outcomes

At the end of the course, learners will be able to:

CO1	Illustrate the dimensions of sustainability
CO2	Analyze the Sustainable product design and development
CO3	Evaluate the relevance of market research for sustainable entrepreneurs
CO4	Interpret the sustainable supply chain
CO5	Summarize the recent trends in Sustainable Entrepreneurship

Course Content

Module 1: Sustainability and Sustainable Consumption

10 Hours

Ecopreneurship, Dimensions of sustainability, environmental sustainability relevance to the business, and Sustainable Business Models. Unsustainable consumption and motivators for sustainable consumption behavior. Problems. ***Opportunity and sustainable business solutions.**

Module 2: Sustainable Product Development and Design

9 Hours

Designing & Developing sustainable products, the bottom-up approach, ***Bottom-up immersion**, Carbon footprint, and Carbon Neutral. Designing a sustainable solution and an ecosystem.

Module 3: Market Research for Sustainable Products

9 Hours

emerging markets, Innovation for and from subsistence marketplaces, sustainable global business for poverty dominant countries, ***Sustainable packaging.**

Module 4: Sustainable Supply Chains

9 Hours

Green Logistics, Closed-loop Supply Chain, Facilities and locations decisions, transportation decisions, ***Supplier management.**

Module 5: Recent Trends in Sustainable Entrepreneurship

8 Hours

Eco-Products, Renewable energy, Clean transportation, give back programs, Net-Zero Emissions, Sustainable Investments, ***Decarbonization**

*Self-Study Topics

Reference Text:

- Schaper, M. (Ed.). (2016). *Making ecopreneurs: Developing sustainable entrepreneurship*. CRC Press.
- Buheji, M. (2019). *Social Innovation and Sustainable Entrepreneurship*.

- Ratten, V., Jones, P., Braga, V., & Marques, C. S. (2019). Sustainable entrepreneurship: The role of collaboration in the global economy. In *Sustainable Entrepreneurship* (pp. 1-7). Springer, Cham.

Other Text:

- Cetinkaya, B., Cuthbertson, R., Ewer, G., Klaas-Wissing, T., Piotrowicz, W., & Tyssen, C. (2011). *Sustainable supply chain management: practical ideas for moving towards best practice*. Springer Science & Business Media.
- Ramanathan, U., & Ramanathan, R. (Eds.). (2020). *Sustainable Supply Chains: Strategies, Issues, and Models*. New York, NY, USA: Springer.
- Gurtu, A. (Ed.). (2020). *Recent advancements in sustainable entrepreneurship and corporate social responsibility*. IGI Global.

Other Readings:

- Richomme-Huet, K., & Freyman, J. D. (2014). What sustainable entrepreneurship looks like: An exploratory study from a student perspective. In *Social Entrepreneurship* (pp. 155-177). Springer, Cham.
- Ratten, V., Jones, P., Braga, V., & Marques, C. S. (2019). Sustainable entrepreneurship: The role of collaboration in the global economy. In *Sustainable Entrepreneurship* (pp. 1-7). Springer, Cham.
- Cuthbertson, R. (2010). The need for sustainable supply chain management. In *Sustainable Supply Chain Management* (pp. 3-13). Springer, Berlin, Heidelberg

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Social Capital and Networking for Startups

Course Code: 23MBADSE247

Semester: 2

Credits: 3

Hours (LTP): 45 hrs

Course Objectives

- To assist the students to identify the various elements and relevance of ecosystem, social capital and networking for startups
- To help the students to describe the various the sources of social capital for startup entrepreneurs
- To enable the students to recognize the nature and types of social networks.
- To assist the students, analyze the benefits of networking
- To help the students to enumerate the ways to build networks in case of startups.

Course Outcomes

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

CO1	Discuss the growing significance of ecosystem, social capital and networking for startups
CO2	Identify the sources of social capital for startup entrepreneurs
CO3	Recognize the nature and types of social networks.
CO4	Examine the benefits of networking
CO5	Describe the ways to build networks in case of startups.

Course Content:

Module 1: Social Capital for Startups

8 Hours

Startups and their challenges, resource mobilization in startups, types of capital for startups- human capital, economic capital, technological capital, cultural capital and social capital, social capital and its meaning, social capital as critical resources for startups, networks as sources for social capital, networks of startups as critical resource reservoirs for startups, emerging forms and constituents of social capital, and competitive advantage through social capital

Module 2: Ecosystem of startups and social capital

10 Hours

Startups and its ecosystem, embedded nature of entrepreneurial funds, ecosystem constituents, innovation ecosystems and spillover, conventional and emerging ecosystem constituents, incubators and accelerators as prominent ecosystem constituents, academic institutions and startups, Family business and social capital, family and community as conventional ecosystems, professional networks (like TiE), institutional bodies and government agencies as facilitating bodies for entrepreneurship, social networking sites (SNS) and virtual communities as emergent ecosystem constituents

Module 3: Nature and Types of networks

10 Hours

Nature of networks, strong and weak ties, networks of entrepreneur(s) and startup teams, Elements of social capital- credibility, reciprocity, referencing, trust, goodwill, social debt, and reputation. Technology and networking, social networking, emergence of virtual interactions, cyber-networking, online networking forums, virtual communities and social capital benefits for startups, social media and its role in startup growth, strategic advantages through virtual platforms, conventional networks vs online networks.

Module 4: Benefits of networking for startups

10 Hours

Social capital benefits for startups, social capital and opportunity identification, access to critical information, marketing benefits through networks, talent acquisition through networks and referrals, financial support through networks –venture funding, social capital through collaborations and institutional

associations, benefits of Alma Mater, benefits of Incubators and Accelerators, mentoring, startup stages, types and social capital benefits, difference in benefits from strong and weak ties, limitations of social capital, dangers of online networking.

Module 5: Strategic networking for startups

7 Hours

Networks as strategic resource points for startups, strategic orientation of entrepreneurs towards networking, leveraging networks for competitive advantage, Ways to build and manage relevant networks, networking skills, managing security, privacy and IPR issues in virtual communities, ethics in networking.

Basic Text

- Social Capital and Entrepreneurship: 2 (Foundations and Trends in Entrepreneurship) 2005 by Philip H. Kim and Howard Aldrich (NOW publishers Inc; Illustrated edition (1 June 2005))

Reference Books

- Hoffman, R., Casnocha, B. (2022). The Startup of You (Revised and Updated): Adapt, Take Risks, Grow Your Network, and Transform Your Career, Publisher : Currency; 1st edition (April 7, 2022)
- Hoffman, R., Casnocha, B. and Yeh, C. (2014). The Alliance: Managing talent in the networked age, Harvard Business Review Press, Boston.
- Nickolas A. Christakis and James H. Fowler (2009), Connected: The Surprising Power of our Social Networks and How they Shape our Lives, Little, Brown, New York, NY. 353 pages.

Other References

- Hite, Julie & Hesterly, William. (2001). The Evolution of Firm Networks: From Emergence to Early Growth of the Firm, *Strategic Management Journal*, 22. 275 - 286. 10.1002/smj.156.
- Elfring, Tom & Hulsink, Willem, 2003. "Networks in Entrepreneurship: The Case of High-Technology Firms," *Small Business Economics*, Springer, vol. 21(4), pages 409-422
- Pirolo, Luca & Presutti, Manuela. (2010). The Impact of Social Capital on the Start-Up Performance Growth. *Journal of Small Business Management*. 48. 10.1111/j.1540-627X.2010.00292.x.
- Mukul, K., & Saini, G.K. (2021), "Talent acquisition in startups in India: the role of social capital", *Journal of Entrepreneurship in Emerging Economies*, 13(5), 1235-1261
- Gloor, P. A., Fronzetti Colladon, A., Grippa, F., Hadley, B. M., & Woerner, S. (2020). The impact of social media presence and board member composition on new venture success: Evidences from VC-backed U.S. startups. *Technological Forecasting & Social Change*, 157, 120098. <https://doi.org/10.1016/j.techfore.2020.120098>
- Zhang J. The problems of using social networks in entrepreneurial resource acquisition. *International Small Business Journal*. 2010;28(4):338-361. doi:10.1177/0266242610363524

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Entrepreneurship Theory and Practice

Course Code: 23MBADSE248

Semester: 2

Credits: 3

Hours (LTP): 45 hrs

Course Objectives

- To enable the students to demonstrate effective response to industry challenges by applying managerial tools and techniques for a sustainable society
- To help the students to understand the complex specificities of Indian Business to garner global reputation.
- To equip the students, apply knowledge of management theories and practices to solve business problems
- To assist the students to foster analytical and critical thinking abilities for data-based decision making.

Course Outcomes

At the end of the course, learners will be able to:

CO1	Outline the theoretical framework of entrepreneurship
CO2	Illustrate the steps and stages in problem identification and market gaps
CO3	Examine the process of idea selection for new venture creation
CO4	Interpret the stages involved on the environmental analysis of an entrepreneurship venture
CO5	Compare the stages involved in the financial planning of an entrepreneurship venture

Course Content:

Module 1: Entrepreneur and the process

8 hours

Entrepreneurship: entrepreneur, why entrepreneurs? who is an entrepreneur? theoretical frameworks, Sources of entrepreneurship, resources, financing, innovation, finding, creating, and evaluating early-stage opportunities for value creation, start-ups, **early-stage enterprises***, **nascent stage enterprises***.

Module 2: Problem Identification

10 Hours

Problems and opportunities, identify problems, test hypotheses, build a unique solution to address the opportunity, recognize an opportunity, **identify gaps in the market***, market opportunity and business plan.

Module 3: Ideation Process

10 hours

Process-Entrepreneurial Orientation (EO), elements, significance, ideas generation, brainstorming, secondary research, idea selection, idea versus opportunity, **prototyping and testing ideas***, scenarios and business planning, from idea to marketplace, creativity and innovation

Module 4: Environmental Analysis

10 Hours

Identify the target market, identify a unique selling proposition, **conduct an analysis of the competitive environment***, build a SWOT analysis, **use Porter's 5 forces model to identify competitive market threats***, align idea to a gap in the market.

Module 5: Financial Planning

7 Hours

Building financial statements-cash flow-BEP analysis, balance sheet, profit and loss statement, business incubation and start-ups, aligning activities and illustrating potential trade-offs, **incubation and funding***,

business angels, venture capital, private equity and non-equity based financing-bootstrapping-crowdfunding.

(* Self-learning topics and are subjected to testing)

Basic Texts

- Roy R. (2011) Entrepreneurship Management, Second edition, Oxford University Press, India.
- Hisrich R., Peters M., & Shepherd, D. (2017), Tenth edition, McGraw-Hill India.

Reference Books:

- Burns P. (2016). New Venture Creation, Second edition, Macmillan International.
- Sahay A. & Sharma V. (2012). Entrepreneurship and New Venture Creation, Second edition, Excel Books, India.

Other reading material

- Greene, F. J. (2020). *Entrepreneurship theory and practice*. Red Globe Press.
- Rauch, A. (2020). Opportunities and threats in reviewing entrepreneurship theory and practice.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Launching and Managing an Enterprise

Course Code: 23MBADSE249

Semester: 2

Credits: 3

Hours (LTP): 45 hrs

Course Objectives

- To develop an entrepreneurial mind set
- To gain an understanding of the entire entrepreneurial process
- To gain insights about the critical role of creativity and innovation in the development of new products and services.
- To equip students with the knowledge and inspiration they need to start and grow a successful business.
- To help students articulate the interdependence of internal and external forces affecting a startup company.

Course Outcomes:

At the End of the Program Students will be able to:

CO1	Enumerate the steps involved of launching a new venture.
CO2	Examine the legal and financial aspects of launching a new venture.
CO3	Evaluate business plans to start a venture.
CO4	Determine the growth drivers in a new venture.
CO5	Outline the strategies to sustain a new venture

Course Content:

Module1: Evaluation of opportunities

6 Hours

Evaluation of entrepreneurial opportunities – challenges of new-venture start-ups, pitfalls in selecting new ventures, critical factors in new-venture development*, why do new ventures fail? Evaluation process.

Module 2: Pre-requisites of Launch

10 Hours

Entrepreneurship Resources, Identification of legal structures – sole proprietorships, partnerships, corporations, franchising; Legal issues – patents, copyrights, trademarks, bankruptcy, legal regulatory & statutory body in India; Sources of capital – debt vs. equity, venture capital – myths about venture capitalists, objectives of venture capitalists, criteria for evaluating new venture proposals, evaluating venture capitalists; angel financing; bootstrapping*.

Module 3: Launch of a New Venture

10 Hours

Business models – types, designing a business model, interpreting and improvising the business model; business plan, steps in setting up business in India, professional advisors, clearance, approvals and NOC, incubation facilities and clusters, pitching – context, importance, types, audience for the pitch, preparation for pitch*, follow-up*.

Module 4: Managing a Growing New Enterprise

9 Hours

Stages of growth, culture and organizational climate, approaches to management, entrepreneurial management for the new era*; Entrepreneurship and Firm Dynamics, evolution of a start-up – evolution modelling, dimensions of maturity, management of small business, questions and issues impacting growth.

Module 5: Sustaining a new enterprise

10 Hours

Collaboration in entrepreneurship – types of collaboration, collaboration tenets, approaches to collaboration, downside to collaboration; Networking – myths, sources, stages, good networking practices;

Innovation – challenges, innovation ecosystem, managing the innovation process, planning, benefits; Strategic growth routes*.

Basic Text

- Shankar, R. (2012). Entrepreneurship Theory and Practice, Second edition, Tata McGraw Hill.
- Timmons, J. A. (1999). New Venture Creation: Entrepreneurship for 21st Century, Fifth edition, Irwin McGraw Hill Education.

Reference Books:

- Brad Feld(2012), Startup Communities: Building an Entrepreneurial Ecosystem in Your City
- Rashmi Bansal, “I Have a Dream: The Inspiring Stories of 20 Social Entrepreneurs Who Found New Ways to Solve Old Problems”.
- Collins, J. C., Lazier, W. C. (1992). Beyond Entrepreneurship – Turning your business into an enduring great company, Prentice Hall Publication.
- Davidson, H. (2003). The Committed Enterprise, Butterworth-Heinemann Publication, Elsevier Science.
- Barringer, R.B., & Ireland, D, R. (2016). Entrepreneurship- Successfully launching new ventures. Essex, England: Pearson Education Limited

Other reading material

- <https://www.forbes.com/sites/tendayiviki/2017/11/07/how-creating-an-entrepreneurship-function-can-help-sustain-corporate-innovation/#3ce9db7012a6>;
- https://www.iicie.com/uploads/White-Paper/1463661660SEANZ_WP_01_2014_Mazzarol.pdf;

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Project Formulation and Feasibility Analysis

Course Code: 23MBADSE250

Semester: 2

Credits: 3

Hours (LTP): 45 hrs

Course Objectives

- Discuss the steps involved in the project formulation for a new business.
- Assess the methods of economic analysis for a new project venture.
- Examine methods of environmental assessment and audit of a new business.
- Demonstrate a project feasibility analysis for a new venture
- Write project reports that present key parameters and terms of reference of a project.

Course Outcomes

At the end of the course, learners will be able to:

CO1	To examine the need and scope of project formulation for a new business venture
CO2	To demonstrate the economic feasibility of a new venture
CO3	To describe methods of economic analysis in venture creation
CO4	To apprise the environmental impact and assessment of an entrepreneurial venture
CO5	To propose a feasibility analysis for a new venture

Course Content:

Module 1: Project Formulation

10 Hours

Project – meaning, importance, characteristics, forms of project organization, project life cycle, idea generation and screening, **project failure***, **Agile Projects**.

Module 2: Economic Analysis

10 Hours

Economic analysis, cash flow diagrams, time value of money, development of cash flow diagrams, methods of economic valuation-equivalent uniform-annual cost method-present worth of cost method- equivalent uniform annual net return method, **net present value method***, benefit cost ratio method, rate of return method.

Module -3: Environmental Audit.

6 Hours

Environmental impact assessment-methods-objectives-environmental impact-safety and capacity impacts, **environmental impact statement***, environment audit, ESG.

Module- 4: Feasibility Analysis

10 Hours

Product/service feasibility analysis-desirability and demand, industry/target market feasibility analysis, organizational feasibility analysis, resource sufficiency, financial feasibility analysis– total start-up cash needed, financial performance of similar businesses, **financial feasibility analysis template***

Module -5: Project Report Preparation

9 Hours

Preparation of preliminary project Report (PPR)-goals and objectives-activities involved-outputs of the project-outcome of the project-total financial outlay-clearances-***qualitative and quantitative target indicators**, preparation of a detailed project report (DPR)-guidelines- overview-vision-objectives-goal-

project initiator-project implementation agency-project implementation location-project duration- total project cost-timelines.

Basic Texts:

- Chandra, P (2014). Project Planning: Analysis, Selection, Implementation and Review, 8th edition, McGraw Hill.
- Gatti, S (2017). Project Finance in Theory and Practice, Academic Press, Elsevier, USA.
- Gray, Larson, Desai (2010). Project Management – the managerial process, 4th Edition, Tata McGraw Hill India Private Ltd.

Reference Books:

- James P Lewis (2005). Project Planning, Scheduling& Control (3rd Edition), Tata McGraw Hill India Pvt Ltd.
- Narendra Singh (2015). Project Management and Control (6th edition), Himalaya Publishing House.
- PMBOK 7th edition – Project management Institute

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Value Based Leadership in Entrepreneurship

Course Code: 23MBADSE251

Semester: 2

Credits: 3

Hours (LTP): 45 hrs

Course Objectives

- Critically evaluate theories and concepts underpinning entrepreneurship.
- Understand and discuss critically the relationship between entrepreneurship and value creation and the role of the entrepreneurial leader in driving innovation and growth.
- Discuss critically how entrepreneurial leaders adapt elements of the entrepreneurial process to a variety of business and organisational contexts.
- Assess critically where and how entrepreneurial behaviour and actions can be applied in different business contexts.
- Challenge the status quo to solve problems / organizational bottlenecks and seize commercial opportunities.

Course Outcomes

At the end of the course, learners will be able to:

CO1	To Identify and describe major leadership theories and the researchers associated with those theories
CO2	To Discover the personal, behavioral and situational factors in a leadership situation that lead to success or failure
CO3	To examine the key frameworks, theories and models of “best practice” relating to standard and complex entrepreneurial leadership, including leadership as a form of stakeholder service
CO4	To evaluate leadership situations and devise more effective approaches reflecting the interplay of values, ethics, corporate culture and governance structures
CO5	To employ leadership skills to identify and facilitate sustainable change in today's uncertain environment and increasingly diverse workplaces

Course Content:

Module 1: Introduction to Value based Leadership

10 hours

Understanding the value based leadership, Leadership theories, Transformational Leadership, Dimensions of Transformational Leadership, Charismatic Leadership, Inspirational Motivation, Intellectual stimulation, Individual consideration, Authentic Leadership, Components of Authentic leadership, Ethical Leadership, Behavioural Qualities and personality characteristics of an ethical leader, Iceberg Principle in VBL and behaviour, Traditional 20th century leader vs. Values-based leadership, Best Practices of Value-based leaders, Impact of VBL on Team and Individual's performance, Entrepreneurship and VBL

Module 2: Social leadership for Startups

10 hours

Understanding Social leadership, dimensions of social leadership, Success factors, Challenges & opportunities, communicating as a leader for social change, key frameworks, best practices for social leadership

Module 3: Economic Leadership for Startups

9 hours

Understanding economic leadership, Role of economics in businesses, market dynamics, market structure, role of government, Success factors, Challenges & opportunities, macro economic policies, international trade and globalization, best practices for economic leadership

Module 4: Environment leadership for Startups

6 hours

Understanding environmental leadership, dimensions of environmental leadership, role of environmental leadership in startups, Success factors, Challenges & opportunities, best practices for environmental leadership.

Module 5: Building Startup Communities for VBL

10 hours

Historical Contexts and Frameworks, Development of the Boulder thesis, Significance of boulder thesis, philosophy of inclusivity, engagement of entrepreneurial stack, participation in startup communities, concept of leaders and feeders, Attributes of leadership in startup community, Dynamics of startup communities, role of innovation, power of accelerators, Spread of Techstars to Boston and Seattle, accelerators vs incubators, Silicon Flatirons’ Networked Approach, corporate innovation initiative

Basic Texts

- J Clifton and S Bharadwaj 2014 Entrepreneurial StrengthsFinder, New York: Gallup Press

Reference Books

- Leadership: Research Findings, Practice and Skills (7th edition) by Andrew J. DuBrin, published by South-Western – Cengage Learning, 2012.

Other references

- Values-Based Leadership: A Revolutionary Approach to Business Success And Personal Prosperity, by Kenneth Majer 2004
- Environmental Leadership:A reference handbook by Deborah Rigling Gallagher - Duke University, USA, Sage Publication, 2012
- Servant Leadership, Social Entrepreneurship and the Will to Serve,Spiritual Foundations and Business Applications by Luk Bouckaert, Steven C. van den Heuvel, Sage Publication,2019

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

SKILL ENHANCEMENT

Course Title: Design Thinking for Problem Solving

Course Code: 23MBASEC206

Semester: 2

Credits: 2

Hours (LTP): 30 hours

Course Objectives:

- Provide students with a working knowledge of the concepts, opportunities and applications of design thinking.
- Demonstrate the role of Design Thinking in generating innovative ideas and creating innovative responses to critical societal issues.
- Engage in collaborative learning processes through Design Thinking to develop a better understanding of the context and domain of Entrepreneurship.
- Prepare students personally and professionally for meaningful entrepreneurship action and engagement to produce desired outcomes.

Course Outcomes (CO):

At the end of the course, learners will be able to:

CO1	Appraise Design Thinking concepts and principles
CO2	Articulate methods, processes, and tools of Design Thinking
CO3	Validate the Design Thinking approach and model to real world situations

Course Content

Module-1 Introduction To Design Thinking

6 Hours

What is Design Thinking, Human Centered Approach, Key Elements of Design Thinking, How to Apply Design Thinking, Wicked Problems, Ideas, where do good ideas come from, Ideas - Need Linkage, Design Thinking Process, Relationship between innovation, entrepreneurship and design thinking.

Module -2 Innovation And Mindset

6 Hours

Creativity and Innovation, Empathy and Entrepreneurship Mindset, Growth Versus Fixed Mindset, Understanding the Customer, Personas, Customer Experience Map, Design Thinking Journey, Desirability, Viability and Feasibility.

Module -3 Design Thinking Frameworks

6 Hours

Design Thinking Frameworks, Stanford School of Design Framework, Empathise, Define, Ideate, Prototype, Test, Empathy Map, Business Challenges, Design Thinking Solutions, Design Thinking Principles, Point of View and How Might We.....?

Module -4 Design Thinking Tools

6 Hour

Value proposition Canvas, Feasibility Analysis, Opportunity Analysis Canvas, Business Model Canvas, Lean Canvas, Strategy in Design Thinking, Collaboration, Experimentation, Premises of Design thinking – Integrative Thinking, Ambidextrous Thinking, Non-Linear Process.

Module -5 Design Thinking Problem Solving Approach

6 Hours

Divergent Thinking, Convergent Thinking, Visualisation, Sketching, Visual Alphabet, Darden School of Business Design Thinking Framework, Problem Solving approach – What Is? What If? What Wows? What Works? Journey Map, Mind Mapping, Story Telling

References:

- Liedtka, Jeanne, Ogilvie, Tim. (2016). Designing for Growth: A Design Thinking Tool Kit for Managers. Columbia Business School, Columbia University Press.
- Lewrick, Michael, Link, Patrick & Leifer, Larry. (2018). The Design Thinking Playbook : Mindful Digital Transformation Of Teams, Products, Services, Businesses And Ecosystems. Wiley.
- Brown, Tim. (2018). Change By Design. Harper Collins.
- Mootee, Idris. (2016). Design Thinking for Strategic Innovation. Wiley.

Evaluation Pattern:

Continuous Evaluation – Skill Enhancement Courses						Total
A1	A2	A3	A4	Internal Test/ Quiz etc	Class Participation	100 Marks
20	20	20	20	10	10	

SEMESTER – III
DISCIPLINE SPECIFIC ELECTIVE

Course Title: Corporate Entrepreneurship

Course Code: 23MBADSE353

Semester: 3

Credit: 3

Hours (LTP): 45 hrs

Course Outcomes:

- To enable the students to understand the dimensions of entrepreneurship and intrapreneurship in organizations.
- To equip the students with the tools, methods, and approaches to corporate entrepreneurship.
- To help the students identify the key stages of creating successful corporate entrepreneurship.
- To enable the students to assess the stages of developing an intrapreneurs in a company.
- To enable the students to examine the stages of developing intrapreneurial teams in corporations

Course Outcomes

At the end of the course, learners will be able to:

CO1	Describe the dimensions of entrepreneurship and intrapreneurship in organizations.
CO2	Assess the tools, methods and approaches to corporate entrepreneurship.
CO3	Identify the key stages of creating successful corporate entrepreneurship.
CO4	Explain the stages of developing an intrapreneurs in a company
CO5	Enumerate the stages of developing intrapreneurial teams in corporations

Course Content:

Module 1: Corporate entrepreneurship

9 Hours

Meaning of CE, the difference between entrepreneurship and CE, intrapreneurship - need and importance, types of CE- innovation, venturing, and strategic renewal within existing firms, nature of **corporate entrepreneurship***, Corporate Venturing entrepreneurial processes in organizations

Module 2: Need for corporate entrepreneurship

9 Hours

Strategic challenges facing organizations, corporate evolution and need for entrepreneurship in established companies, levels of entrepreneurship in organizations, entrepreneurial intensity-**start-up vs corporate entrepreneurship***, organizational life cycle

Module 3: Developing corporate entrepreneurship in corporations

9 Hours

Enabling environment for entrepreneurship creation, embracing new business models, corporate incubators, function and organization of new venture units, new approaches-**incorporating creativity into the corporate process***, the Life cycle of an intrapreneur-classification- role and responsibilities, mindset change, roles of traditional managers, **emerging concepts in intrapreneurship***,

Module 4: Evolution of intrapreneurship in corporations.

9 Hours

***Present and future challenges and opportunities in corporate entrepreneurship, preparing for future industry needs**-building organizational *capabilities*, process innovations, strategic renewals, learning organizations, CE in Gig economy, adapting to industry 4.0 and industry 5.0. Corporate entrepreneurship in developing economies, corporate entrepreneurship in the social sector.

Module 5: Developing intrapreneurial teams

9 Hours

Meaning and need of intrapreneurial teams, Nature of intrapreneurial teams, Phases of intrapreneurial team development-solo-network-bootleg-format team, steps involved in establishing intrapreneurial teams. **managing intrapreneurial teams**

Basic Texts:

- Histrich D. Robert and Peters P. Michal Shepherd A Dean, (2007), Entrepreneurship, McGraw Hill India.
- Holt H. David, (2005), Entrepreneurship New Venture Creation, Prentice-Hall India.
- Kuratko F. Donald and Hornsby S. Jeffery (2009): New Ventures Management, Entrepreneur Road Map, Pearson Education India.

Reference Books:

- Stevenson, H.H., Grousebeck, H.I., Roberts, M.J. and Bhide, A. (2000), New Business Ventures and the Entrepreneur, McGraw-Hill, Singapore.
- Stutely, R. (2002), The Definitive Business Plan, FT Prentice Hall

Other reading material

- García-Morales, V, J., Bolívar-Ramos, M.T., Martín-Rojas, R., (2013), “Technological variables and absorptive capacity's influence on performance through corporate entrepreneurship”, Journal of Business Research.
- Rutherford, Matthew W., Holt, Daniel T., (2007), Corporate entrepreneurship An empirical look at the innovativeness dimension and its antecedents, Journal of Organizational Change Management, Vol. 20 No. 3, pp. 429-446.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Rural Entrepreneurship

Course Code: 23MBADSE354

Semester: 3

Credits: 3

Hours (LTP): 45 hrs

Course Objectives

- Understand the characteristics of rural livelihoods
- Understand the role of institutional support for rural Entrepreneurship
- Examine the dimensions of rural entrepreneurship
- Analyse the role of technology on Rural Entrepreneurship
- Discuss rural entrepreneurship as a career.

Course Outcome

At the end of the course, learners will be able to:

CO1	Illustrate the characteristics of rural livelihoods
CO2	Summarize the role of institutional support for rural Entrepreneurship
CO3	Analyze the dimensions of rural entrepreneurship
CO4	Evaluate the role of technology on Rural Entrepreneurship
CO5	Examine rural entrepreneurship as a career.

Course Content:

Module 1: Rural livelihoods

10 Hours

Defining aspects of Rural livelihoods: Agriculture, Horticulture, Animal Husbandry, Dairy, Fisheries & Poultry, Challenges faced - Technology Transition, Availability of Information, Institutional government support, Women and Rural Entrepreneurship- Opportunities & Challenges, Micro-finance and its role in Rural Entrepreneurship- SHGs.

Module 2: Entrepreneurship Support System

9 Hours

Small Industries Development Bank of India(SIDBI), National Small Industries Corporation(NSIC): Salient features, National Research Development Corporation, State Finance Corporation, District Industry Centre: Functions and roles, Incentives and Facilities, SIDCO

Module 3: Rural Entrepreneurship

9 Hours

Rural Entrepreneurs, Rural Artisans, Institutional support to rural entrepreneurship: NABARD and its schemes, KVIC and its interventions, problems of Rural Entrepreneurship, steps to Develop Rural Entrepreneurship, Project Formulation and Implementation

Module 4: Technology in Rural Entrepreneurship

9 Hours

Rural Technology: Concept and application, CAPART and its Interventions, successful interventions based on rural technology, Rural innovation: current status and impact on beneficiaries.

Module 5: Career as Rural Entrepreneur

8 Hours

Characteristics of Rural areas, Importance of Rural areas in an Economy, India, and its Rural outlook, problems faced by Rural Entrepreneurs- Market, Resources, Finance, Mentorship, sustainability, etc.,

Qualities of a good Rural entrepreneur- Identification of problems faced by people in rural areas, business opportunity identification, development of a rural Venture plan.

Reference Text:

- Sukhwal, A. (2012). Rural Entrepreneurship Development in Liberalised Era. *New Delhi: Bookwell Publication.*
- Issa, M., & Venkatakrisnan, V. (2013). *Rural Entrepreneurship.* LAP LAMBERT Academic Publishing.

Other Text:

- Jain, P. C. (2000). *Handbook for new entrepreneurs.* Oxford University Press.
- Stokes, D., & Wilson, N. (2010). *Small business management and entrepreneurship.* Cengage Learning EMEA.

Other Readings:

- Narayan, M., & Vadera, M. RURAL ENTREPRENEURSHIP IN INDIA: AN OVERVIEW.
- Barber III, D., Harris, M. L., & Jones, J. (2021). An Overview of Rural Entrepreneurship and Future Directions.
- Muñoz, P., & Kimmitt, J. (2019). Rural entrepreneurship in place: An integrated framework. *Entrepreneurship & Regional Development, 31(9-10), 842-873.*

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Design Thinking for Entrepreneurs

Course Code: 23MBADSE355

Semester: 3

Credits: 3

Hours (LTP): 45 hrs

Course Objectives (CO):

- Articulate the concepts of design thinking approaches
- Construct design thinking teams and conduct design thinking sessions
- Acquire both critical thinking and design thinking in parallel to solve problems
- Adapt design thinking concepts to their daily work
- Assign the systematic approach to new product development

Course Outcomes (CO) :

At the end of the course, learners will be able to:

CO1	To discuss the concepts of Design thinking and its implication
CO2	To outline the various frameworks for design thinking and how it can be implemented for business ideas
CO3	To Illustrate and discuss the steps for idea formulation for design thinking.
CO4	Compare and interpret the design thinking concepts
CO5	To ascertain the visualization techniques and maps for presenting the startup idea

Course Content:

Module 1: Design Thinking Overview

9 hours

What Design Thinking is Not, What is Design?, Key Concepts of Design, Understanding of Design A Simplified Process of Design, Design Thinking Skills, Design Thinking Mindset, Principles of Design Thinking, Understanding Purpose of Design Thinking, What is Creativity?, Apply creativity, brainstorming, and concept generation process in designing solutions, Thinking Differently, Needs, Problems, Ideas as Solutions linkage Double Diamond and Abstract-Tangible Cycle Problem – Solution Fit, Ideation Sketch, Value Proposition Canvas

Module 2: Approaches to Design Thinking-Empathy and Define stages

9 hours

Converting Need into Demand, or Putting People First, Critical Design Thinking Skills, Design Thinking Frameworks, Stanford Design Thinking Framework, The Design Thinking Process, The Design Thinking Team, Opportunities for Innovation in Business, Types of Innovation, Reasons for Failure of Innovations, Design Thinking for Innovation in Physical Products, Digital Products, Services, Other Applications, Product Market Fit, Customer Journey Map, Empathy Map.

Module 3: Design Thinking Approaches-Ideate and Prototype and Testing

9 hours

Ideate – Make ideas tangible, Ideas as solutions to defined problems, Create, Ideate and Model possibilities collaboratively, Divergent and Convergent Thinking, Prototype -Sketches And Diagrams, Templates, Paper Interfaces. Storyboards, Role Playing, Physical Models, Consider People, Objects, Location, and Interactions while building prototypes, MVP and Testing, Validating Techniques, Sketching, Storyboarding, Mind mapping tools.

Module 4: Darden Design Thinking Framework -

9 hours

Darden Design Thinking Framework, What is? – Research, Insights, Establish Design Criteria, Customer Journey Mapping, What If? – Brainstorm Ideas, Develop Concepts, Create Napkin pitches, What Wows? –

Surface key assumptions, Make prototypes, Assumption testing, rapid prototyping, What works? – Feedback from stakeholders, Running Learning Launches, Design the On Ramp, Customer Co Creation.

Module 5: Innovation Strategies in Design, Visualisation and Storytelling **9 Hours**

Innovation Strategies, Frugal Innovation Strategies, Design Thinking and Business Challenges – Growth, Change, Leadership and maintain relevance, Stories vs. Narrations, Storytellers Across Time and Cultures, Storytelling in Design, Brand Stories, The Importance of Visuals and Visualisation, Visualising Human Experiences, Visualization Techniques, Story Telling Techniques.

Basic Text:

- Liedtka, Jeanne, Ogilvie, Tim. (2016). *Designing for Growth: A Design Thinking Tool Kit for Managers*. Columbia Business School, Columbia University Press.
- Lewrick, Michael, Link, Patrick & Leifer, Larry. (2018). *The Design Thinking Playbook : Mindful Digital Transformation Of Teams, Products, Services, Businesses And Ecosystems*. Wiley.
- Brown, Tim. (2018). *Change By Design*. Harper Collins.
- Mootee, I. (2013). *Design thinking for strategic innovation: What they can't teach you at business or design school*. John Wiley & Sons.

Reference Book:

- Ingle, B. R. (2013). *Design thinking for entrepreneurs and small businesses: Putting the power of design to work*. Apress.

Other reading material:

- von Busch, O., & Palmas, K. (2016). Designing Consent: Can Design Thinking Manufacture Democratic Capitalism?. *Organizational Aesthetics*, 5(2), 10-24.
- Woolery, E. (2019). *Design thinking handbook*. Retrieved April, 5, 2020.
- Penzenstadler, B. (2020). When Does Design Help Thinking, and When Does Design Thinking Help?. *IEEE Software*, 37(2), 6-9.
- Pitsis, T. S., Beckman, S. L., Steinert, M., Oviedo, L., & Maisch, B. (2020). Designing the future: strategy, design, and the 4th industrial revolution—an introduction to the special issue.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Micro Small and Medium Enterprises in India

Course Code: 23MBADSE356

Semester: 3

Credits: 3

Hours (LTP): 45 hrs

Course Objectives

- Illustrate the required skills and competencies for starting new entrepreneurship
- Outline the Micro small and medium enterprise and Initiatives for MSMEs
- Identify sources of funds available for starting new businesses in India
- Develop a better understanding of Business Plan
- To acquire the knowledge of MSME schemes in getting initial investments from government for venture creation

Course Outcomes

At the end of the course, learners will be able to:

CO1	To identify the major schemes of MSME and understand its implication
CO2	To describe the various funding options given by the government.
CO3	To explain the funding scheme options for women entrepreneurs
CO4	To discuss the various functions of DIC and understand about the various initiatives taken by DIC for venture creation
CO5	To comprehend the various funding sources for business and applying the conceptual knowledge in their own startup idea

Course Contents

Module 1: Introduction of MSME

9 hours

Introduction of MSME Act 2006, Ministry of MSME, MSME rules and regulations for Manufacturing Enterprises and service Enterprises (How to Set up new unit, arranging finance, unit development, export promotion), Overview of MSME sector in India, Major Challenges faced by MSME in India.

Module 2: Major Schemes of MSME

9 hours

SME Division Schemes, Development Commissioner (DC-MSME) Schemes, National Small Industries Corporation (NSIC) Schemes, ARI Division Schemes, SIDBI Schemes - NABARD Schemes

Module 3: Government Supports in Funding

9 hours

Mentoring and Incubation, Central and government Schemes, Women entrepreneurs specific Schemes, Centre for Entrepreneurship Development, Entrepreneurship Development Institute of India, Centre for Innovation Incubation and Entrepreneurship, International Centre for Entrepreneurship and technology

Module 4: Industries Commissionerate

9 hours

Overview of Industries Commissionerate, Functions of Industries Commissionerate Activities of Industries Commissionerate, District Industry Centre (DIC), Overview of DICs -Activities of DICs - Functions of DICs Government Initiatives for Ease of Doing Business.

Module 5: Sources of Funds for Business

9 hours

EXIM Bank (Introduction, Various financial Products and services offered by EXIM Bank), Venture Capital, public/private Bank loans (Working Capital Loan, Corporate Term Loan, Term Loan etc.)

Basic Texts

- Indian Institute of Banking and Finance (2017), Micro, Small and Medium Enterprises in India, 2017th Edition, Taxmann Publications Pvt. Ltd.

Reference Books

- Das, K. (2008). *Micro, Small and medium enterprises in India: Unfair fare*. Ahmedabad: Gujarat Institute of Development Research.

Other references

- Annual Report, Coir Board. (2011–2019). Government of India. http://coirboard.gov.in/?page_id=199 (accessed on 2nd February, 2020)
- Behera, H., & Wahi, G. (2017). How have MSME sector credit and exports fared? (Mint Street Memo No. 13), 1–8.
- <https://rbidocs.rbi.org.in/rdocs/MintStreetMemos/13MSMN17082018.pdf>
- Berger, A. N., & Udell, G. F. (1998). The economics of small business finance: The roles of private equity and debt markets in the financial growth cycle. *Journal of Banking and Finance*, 22(6&8), 613–673.
- Cavusgil, S. T. (1984). Differences between exporters based on their degree of internationalization. *Journal of Business Research*, 18(2), 195–208.
- Chugan, P. K., & Singh, S. (2016). Impact of type of export finance on firms, export profitability: A study of industrial clusters in Gujarat, India (pp. 89–96) [Paper presentation]. 18th Annual International Conference on Exceeding the Vision: Innovate, Integrate and Motivate, Global Business and Technology Association. <https://openlearning.aauekpoma.edu.ng/Uploads/Journals/ict-innovation-into-teaching-of-business-education-in-nigerian-universities-pg-400-406.pdf>
- Devidas, T. (1977). Prospects and problems for coir exports. *Foreign Trade Review*, 12(1), 138–158.
- Dhar, S. K. (2014). *Micro Small and Medium Enterprises (MSMEs) in India: Its scopes and challenges* [Unpublished conference proceedings]. <https://ssrn.com/abstract=2541162> as on 10.11.2019
- Directorate General of Commercial Intelligence and Statistics. (2016). *Selected Statistics of Foreign Trade of India*.
- Food and Agriculture Organisation. (2018). *Crops*. United Nation. <http://www.fao.org/faostat/en/#data/QC>
- Ghouse, G. S. (2014). Export competitiveness of India: The role of MSMEs to play. *International Journal of Management Research & Review*, 4(11), 1069–1084.
- Kumaresan, A. (2009). *Coir exports: On the growth path*. <http://efy.efymag.com/admin/issuepdf/coir-oct09.pdf>
- Michael, L. (2015). MSME in India: Opportunities and challenges. *European Journal of Commerce and Management Research*, Special Issue 1, 103–106.
- Ministry of Micro, Small and Medium Enterprises. (2007). *Annual report 2006–2007*. Government of India. <https://msme.gov.in/sites/default/files/ssi-ar-eng-2006-07.pdf>

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Global Family Business Management

Course Code: 23MBADSE357

Semester: 3

Credits: 3

Hours (LTP): 45 hrs

Course Objectives

- Introducing students to differentiate family business from other businesses
- Enabling students to examine the transformation strategies for enterprising families
- Enabling student to understand succession planning approaches among family business owners
- Equipping students to discuss approaches and frameworks of family business governance
- Enabling students to evaluate the influence of culture and continuity in family firms

Course Outcomes

At the end of the course, learners will be able to:

CO1	To differentiate family business from other businesses
CO2	To examine the transformation strategies for enterprising families
CO3	To appraise the succession planning approaches among family business owners
CO4	To discuss approaches and frameworks of family business governance
CO5	To evaluate the influence of culture and continuity in family firms Explain the Concepts of Long term customer loyalty management

Course Content:

Module 1: Family and small business enterprises

6 Hours

Family business – uniqueness – objectives - nature, entrepreneurship and small business, trust and commitment in family business, zero- sum dynamics and family culture, *entrepreneurial integrity and ethics.

Module 2: Transformation Strategies for Enterprising Families

10 Hours

Start-up ideas-types-innovative business ideas, using internal and external analyses to identify business ideas, selecting strategies that capture opportunities and the Future of Family Enterprise. Ownership of a family enterprise-responsibilities and relationship between shareholders to the company-priorities-role of the board, ownership structure, * preparing a business plan.

Module 3: Succession planning in family business enterprises and initiatives

10 Hours

Continuing entrepreneurship, rewards and challenges for latter-generation family members, ingredients for responsible leadership, family relations, *marketing research for the new ventures, succession and continuity-transfer of power, governance and succession, building a management team.

Module 4: Family business governance and family communication with frameworks

10 Hours

Governance structure-family owned-controlled business, advisory boards, boards of directors, family meetings, global opportunities for small business, change, adaptation, and innovation for family business, *Professional management in the entrepreneurial firm.

Module 5: Recent Trends in family business, Culture, organization and risk

9 hours

Family culture, organizational culture, family firms, *managing risk in the small businesses, maintaining customer relationships.

Basic Text

- Josh Baron (2021) Harvard Business Review Family Business Handbook: How to Build and Sustain a Successful, Enduring Enterprise, Harvard Business Review Press.
- Mirza Yawar Baig (2014). The Business of Family Business; Serene Woods, USA.
- Alberto Gimeno, Gemma Baulenas & Joan Coma-Cros (2010). Family Business Models, Practical Solutions for the Family Business, Palgrave Macmillan, UK.

Reference Books

- Ernesto J. Poza (2007). Family Business, 2nd ed. South-Western/Thomson Learning.
- John A. Davis and Thierry Lombard (2019). Looking into the Future of Business Families, Cambridge Family Enterprise Group
- George A. Isaac (2020). Your Business, Your Family, Your Legacy: Building a Multigenerational Family Business That Lasts.

Other references

- John A. Davis (2022). Transforming a Family Business in Turbulent Times Family Businesses, Harvard Business Review, <https://hbr.org/2022/09/transforming-a-family-business-in-turbulent-times>.
- Astrachan, J. H., Astrachan, C. B., Campopiano, G., & Baù, M. (2020). Values, spirituality and religion: Family business and the roots of sustainable ethical behavior. Journal of Business Ethics, 163(4), 637-645 hrs.
- Ratten, V., & Jones, P. (2020). Enhancing policies and measurements of family business: Macro, meso or micro analysis. Journal of Family Business Management.
- Porfírio, J. A., Felício, J. A., & Carrilho, T. (2020). Family business succession: Analysis of the drivers of success based on entrepreneurship theory. Journal of Business Research, 115, 250-257.
- https://www.privatebank.citibank.com/newcpb-media/media/documents/Future-of-Family-Enterprise.pdf?utm_source=cife&utm_medium=affiliate&utm_campaign=future-family-enterprise
- https://cfeg.com/insights_research/growing-family-wealth-from-generation-to-generation/

Evaluation Pattern

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Managing Innovation and Technology

Course Code: 23MBADSE358

Semester: 3

Credits: 3

Hours (LTP): 45 hrs

Course Objectives

- To enable the students to interpret the innovation imperatives for new businesses in present context
- To help the students to explain the dimensions of innovation portfolio in business firms
- To equip the students to examine the various voices contributing towards innovation and creativity processes in business firms
- To assist the students to describe the various levels and aspects of innovation management process in an organization
- To assist the students to discuss the significance of aligning innovation and technology plans with organization goals.

Course Outcomes

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

CO1	Explain the significance of innovation and technology adoption for entrepreneurs in the present context
CO2	Describe the dimensions of innovation portfolio
CO3	Examine the various voices to be considered by entrepreneurs in the innovation process
CO4	Explain the various aspects of innovation management process in an organizations
CO5	Describe the need to link innovation and technology to business goals

Course Content:

Module 1: The innovation imperative

9 Hours

Why innovate, innovation to energize, innovation for growth and profit, innovation for survival, Industry evolution, changing business environment and innovation imperative, Industry 4.0 and 5.0, Gig economy, changing workplace context, technology and innovation in new business ventures

Module 2: Technology adoption and innovation spectrum

11 Hours

Innovation types and innovation portfolio (innovation ambition matrix), Doblin's framework for innovation, product and process innovation, innovation portfolios for new business ventures, technology adoption and diffusion, S-curve, technology, innovation and market disruption

Module 3: The innovation voices

8 hours

The four voices- voice of the product, voice of the customer, voice of the organization, listening to your inner voice (innovator's voice), technology and psychology, inspiration, perspiration, creativity in organizations, socio-technical systems in organizations, empathy, identifying feelings and needs, battling commoditization and dehumanization

Module 4: The innovative organization

8 Hours

Organizational culture and innovation, creativity muscles in organizations, levels of innovation, the individual innovator (innovation champion), innovative teams, innovative organization, Innovative business models in start-ups, learning organizations.

Module 5: Strategic plans for innovation and technology

9 hours

Linking innovation and technology to business goals, aligning R&D with business goals, plans for Technical Innovations, Technical Opportunity & Trends, Managing the innovation and technology initiatives and

processes in organizations, Pioneers-Migrators-Settlers (PMS) framework as a strategy, innovation and blue ocean strategy.

Basic Texts

- V.K Narayan (2021). Managing Technology and Innovation for competitive advantage. Eleventh edition. Pearson Publication
- Patri K. Venuvinod (2011). Technology, Innovation and Entrepreneurship, PART-II: My Firm, Kluwer Academic Publishers
- Paul Trott, Dp H, Patrick van der D., Victor S. and Roland O. (2016) Managing Technology, Entrepreneurship and Innovation, Routledge
- Paul Trott (2011). Innovation management and New Product Development. Pearson
- Ralph Katz(2003), Managing Creativity and Innovation, Harvard Business Essentials, , Boston, M.A. Harvard Business School Press.

Reference Books

- Joe Tidd, John R. Bessant (2018). Managing Innovation: Integrating Technological, Market and Organizational Change, 6th Edition. Wiley. USA.
- Maital, Seshadri (2007). Innovation Management, First edition, Sage Publications. New Delhi, Thousand Oaks, London.
- Robert Szakonyi (2006). Handbook of Technology Management, First edition. Viva Books Private Limited, New Delhi.
- James Collins (2001). Good to Great: Why Some Companies Make the Leap....and Others Don't, New York: Harper Collins.
- W. Chan Kim and Renee Mauborgne (2005). Blue Ocean Strategy. Boston, M.A. Harvard Business School Press.

Other References

- Tara Duggan (2021), " The Strategy of Managing Innovation & Technology", *Small Business chronicle Times*, pp. 1-4
- Anil Nair et al (2015), "Innovation in India: A review of past research and future directions", *Asia pacific Journal of Management*, Vol.32, No.4, pp. 925-958.
- Han, J. and Park, C.-m. (2017), "Case study on adoption of new technology for innovation: Perspective of institutional and corporate entrepreneurship", *Asia Pacific Journal of Innovation and Entrepreneurship*, Vol. 11 No. 2, pp. 144-158.
- Brem, Alexander & Voigt, Kai-Ingo. (2007). Innovation Management in Emerging Technology Ventures - The Concept of an Integrated Idea Management. *International Journal of Technology, Policy and Management*. 7. 10.1504/IJTPM.2007.015113.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Opportunity Sensing and Preparing for Launch

Course Code: 23MBADSE359

Semester: 3

Credits: 3

Hours (LTP): 45 hrs

Course Objectives

- To understand the process of identifying and recognizing opportunities
- To leverage creativity with opportunity recognition in dynamic environments
- To apply intellectual property rights and measures to secure ideas and models
- To assess challenges and opportunities through feasibility analysis
- To assemble a validated plan for the new venture by consolidating ideation processes, marketing efforts and financial aspects

Course Outcomes

At the end of the course, learners will be able to:

CO1	To describe the process of identifying and recognizing opportunities
CO2	To relate segmentation , targeting and positioning strategies
CO3	To appraise the product and pricing strategies
CO4	To assess challenges and opportunities through feasibility analysis
CO5	To evaluate the business plan with ideation processes, marketing and financial aspects

Course Contents

Module 1: Identifying and Recognizing Opportunities

6 Hours

Opportunity, problem recognition-opportunity gap, idea, window of opportunity*, approaches to identify an opportunity, essential qualities of an opportunity.

Module 2: Generating Creative Ideas

9 Hours

Opportunity recognition and creativity; steps to generate creative ideas-preparation-incubation-insight-evaluation-elaboration, opportunity recognition process-environmental trends-cognitive factors-business, product or service opportunity gap, techniques for generating new ideas*.

Module 3: Encouraging and Protecting New Ideas

10 Hours

Finding gaps in the marketplace*, opportunity recognition, establishing an idea bank, creativity, actions and behaviour that encourage/discourage creativity, intellectual property-patents-trademarks-copyright-trade secrets.

Module 4: Developing New Business Ideas

10 Hours

Four stage process, role of feasibility analysis, concept test, financial attractiveness of a new venture, new entry and new entry opportunity, test-validate-prototype, incubation and go-to-market, startup-profit-non-profit*.

Module 5: Writing a Business Plan

10 Hours

Business plan-reasons, audiences-employees-stakeholders-investors*, guidelines, summary plan, full business plan, operational business plan.

Basic Text

- Barringer, R.B., & Ireland, D, R. (2020). *Entrepreneurship: Successfully launching new ventures*. Sixth edition, Pearson Education, India.

Reference Book

- Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd. (2017). *Entrepreneurship*, Tenth edition, The McGraw-Hill Education, New York.
- Ramaguera, J. (2013). *The Entrepreneurial Spark: Recognizing Opportunities and Developing Them into Viable Businesses*, Second edition, International Entrepreneurship Institute, USA.
- Stephen Spinelli, Jr. & Robert Adams. (2012). *New Venture Creation – Entrepreneurship for the 21st Century*, Ninth edition, The McGraw-Hill Companies, Inc, New York.

Other references

- Cohen, D. (2020). *Creating and Recognizing New Opportunities. Sage edge*, Sage Publications Inc., USA. https://us.sagepub.com/sites/default/files/upm_assets/107801_book_item_107801.pdf
- Lisa K. Gundry and Jill R. Kicku. (2007). *Strategies for Opportunity Identification: The Creative Process in: Entrepreneurship Strategy: Changing Patterns in New Venture Creation, Growth, and Reinvention*. <https://sk.sagepub.com/books/entrepreneurship-strategy/n2.xml>
- Kai-Ingo Voigt, Oana Buliga, Kathrin Michl. (2017). *Business Model Pioneers – How Innovators Successfully Implement New Business Models*, Springer International Publishing, Switzerland.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Business Plan and Project Implementation

Course Code: 23MBADSE360

Semester: 3

Credits: 3

Hours (LTP): 45 hrs

Course Objectives

- Interpret business models and frameworks in entrepreneurship.
- Develop and design an effective business plan for a new venture.
- Examine the regulatory environment for setting up an entrepreneurial firm.
- Discuss steps involved in hiring and establishing a project team.
- Identify the growth and expansion stages in project implementation.

Course Outcomes

At the end of the course, learners will be able to:

CO1	Illustrate theoretical frameworks and models in entrepreneurship.
CO2	Develop a business plan for setting up a new venture.
CO3	Examine the regulatory framework to set up a new business venture
CO4	Assemble a project team and create a digital marketing campaign.
CO5	Appraise marketing and growth stages involved in implementing a project

Course Content:

Module 1: Business models in entrepreneurship **8 hours**
Business model-categories-templates, industry types and industry analysis- five forces model-**industry life cycle analysis***.

Module 2: Developing and designing business plans **9 hours**
Business plan-contents-components, guidelines for writing a business plan, types of business plans, partnerships arrangement in business plans, **presenting business plan to investor audiences***.

Module 3: Setting up a new business venture **10 hours**
Legal compliance, code of conduct, obtaining business licenses and permits, form of business organization, intellectual property protection, **intellectual property audit***, financial requirements-financial statements, pro-forma financial statements, sourcing of funding-debt-equity-personal financing.

Module 4: Building project teams **9 hours**
Establishing a project team, roles and responsibilities, competencies and skills, **HR planning for future hiring***, web creation- website-driving traffic-web searches, social media.

Module 5: Project implementation **9 hours**
Unique marketing issues – Selecting a market and creating positioning, Branding, marketing mix elements design and development, **sales process and related issues***, preparing for growth–core strategy-growth-managing growth, challenges of expansion in new venture creation.

(* These topics are categorized as 'Self-learning' topics and are subjected to testing)

Basic Texts

- Barringer, b., & B. R. (2014–15). *Preparing effective business plans: An entrepreneurial approach* (2nd ed). Upper Saddle River, NJ: Pearson Prentice Hall and accompanying resource materials. ISBN-10. PubMed: [0133506975](https://pubmed.ncbi.nlm.nih.gov/10133506975/) ISBN-13: 9780133506976.

- Leong, a. (2013). *Alan introduction to writing a business plan*. Carnation, WA: Koyoti.
- Bangs, c., & David. (2010). *A crash course on financial statements for small business owners*. Madison, WI: Entrepreneur Press.
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Reference Books

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- Xia, R. (2015). *Building a bridge between work-family issues and growth intentions of female entrepreneurs* (Doctoral dissertation, Université d'Ottawa/University of Ottawa).

Other reading material

- Retrieved from <http://www.ddegjust.ac.in/studymaterial/mba/fm-405.pdf>.

- Retrieved from <https://hbr.org/2016/11/the-four-phases-of-project-management>.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

SKILL ENHANCEMENT

Course Title: Pitch Perfect - Learn to Pitch Your Idea Better

Course Code: 23MBASEC308

Semester: 3

Credits: 2

Hours (LTP): 30 hours

Course Objectives:

- Explore all types of presentations and develop skillsets.
- Train for storytelling/presentations.
- Develop tools for crafting effective arguments.

Course Outcomes (CO) :

At the end of the course, learners will be able to:

CO1	Deliver effective presentations
CO2	Demonstrate persuasive pitches
CO3	Engage with audience effectively

Course Content:

Module-1 Introduction To Pitching

7 Hours

Needs/ Problems – Idea – Solutions linkage, validating start up ideas, What makes a great pitch? Verbal and Non Verbal Communication, Elements of a persuasive presentation, Organising effective pitches, Introductions and Experience – Exercise, Storytelling tactics and Crafting, Lead with your destination, Explain your back story.

Module -2 Pitching Essentials

7 Hours

HOW TO PITCH A BUSINESS IDEA - Know Who You're Pitching, Consider How You're Presenting Yourself, Not Simply Your Idea, Tell a Story, Cover the Details - the size of the market, Your plan to attract and retain customers, How you can create barriers to competition, Whether you can run quick, inexpensive tests to determine product-market fit, Your plan to monetize the business and make revenue, The amount of capital investment required, Show the Roadmap - exit strategy, acquisition, merger, IPO.

Module –3 The Elevator Pitch

7 Hours

KINDS OF PITCHES - The Elevator Pitch, The Short form Pitch, The Long Form Pitch, Process Pitch, Pitching to Investors and customers, Steps to a perfect pitch – Engage with a relatable question, Explain what you do, Communicate your value, Promote an Achievement and demonstrate passion, Making a connection with the audience, structuring your pitch, Designing effective visuals, rhythm, stress and pause in pitching, Making your pitch stick.

Module -4 Pitching Practice Tools

9 Hours

Guy Kawasaki Pitching Framework, Introduction Pitch, Story telling exercise, Five minute pitch for a product redesign, Five minute Pitch for a movie project, Five minute pitch for a television show, Five minute pitch for a social cause, Persuasive Storytelling- Secrets, Structure, Sticky Elements & Delivery, Communication Apprehension- Managing Stage Fright & Mistakes, Delivery Do's and Donts, Humour Pitch

References:

- Steel, J. (2017) Perfect Pitch: The Art of Selling Ideas and Winning New Business
- Donovan, J. (2013) How to Deliver a TED Talk: Secrets of the World's Most Inspiring Presentations

Evaluation Pattern:

Continuous Evaluation – Skill Enhancement Courses						Total
A1	A2	A3	A4	Internal Test/ Quiz etc	Class Participation	100 Marks
20	20	20	20	10	10	

SEMESTER – IV
DISCIPLINE SPECIFIC ELECTIVE

Course Title: Growth Strategies for New Ventures

Course Code: 23MBADSE454

Semester: 4

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Understand the importance of strategic planning for business growth.
- Analyze opportunities for business growth through scaling.
- Evaluate new markets and respond to competitors.
- Examine alliance and acquisition as a strategy for business growth.
- Illustrate success through innovation, value creation & Winning Negotiations

Course Outcomes:

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

CO 1	Explain the importance of strategic planning for business growth
CO 2	Evaluate opportunities for business growth through scaling
CO 3	Evaluate new markets and respond to competitors
CO 4	Recommend alliance and acquisition strategy through strategic models
CO 5	Prioritize innovation as a growth strategy through new business models

Course Content:

Module 1: Growth Models, Strategic planning and implementation

9 hours

Two-Sided Markets, Diffusion and Adoption, Forecasting Demand, Strategic Entrepreneurship, Strategic planning process-steps, *strategy implementation-approaches, entrepreneurship and new venture creation-strategy-startup, profit-non-profit-family firm, Definition and models, Growth models, Acquiring Customers.

Module 2 : New venture growth and Venture Life patterns

9 hours

Growth through buying out other companies, Growth through cooperation, Economies of scale, PESTEL analysis, *scenario planning and analysis, CAGE framework, Scaling Ventures, preparing for change, scaling techniques and opportunities adapted by the firms like Walmart, Amazon and Starbucks. Stages of growth in a new venture, Growing with the market, Growing within the industry, Venture life patterns, Reasons for new venture failures.

Module 3: Growth Perspectives, Integration and Diversification Strategies.

9 hours

Growth through buying out other companies, Growth through cooperation, Stopping growth by selling the firm, Growth through innovation, Growth problems, Integration strategy-forward-backward-horizontal, intensive strategies-market penetration-market development, diversification strategy-related diversification, unrelated diversification, entrepreneurship and new venture creation, Support for growth and sustainability of the venture.

Module 4: Growth strategies and Acquisition

9 hours

Management mistakes, Growth strategies and organizational structure, marketing, cooperation, finance, HR strategies, internal accounting, Exporting, joint ventures, alliances and networks, M&A, acquisition analysis (planning, search and screen, and financial evaluation), new ventures, startup-family firms, Acculturation problems when buying companies.

Module 5: Innovation , Cost Structure , Pricing and Tracking

9 hours

Innovation-capability, intellectual property protection, technological disruption and transformation, ideation-ideas, design thinking , Leadership succession, , Digital Marketing, Social Media, SEO, Digital

Advertising, PR, Target Costing and Channel Economics, The Importance of Pricing, Price Elasticity, Economic Value to the Customer, Van Westendorp Method, Performance Measurement, KPIs, Dashboard, Reporting, Sales Partnerships, Make-Buy Decisions.

Basic Text:

- Charles W.L Hill and Gareth R. Jones (2016). Strategic Management an Integrated Approach, Sixth edition, Cengage Learning.
- Fred R. David and Forest R, David (2015). Strategic Management-A Competitive Approach, Concepts and Cases, Sixth Edition, Pearson.

References :

- Bamey, J.B., & Hesterly, S.W. (2008). Strategic Management and Competitive Advantage, Concepts and Cases. New York, Pearson Education Limited.
- Grant, R., Jordan, J. (2012). Foundations of Strategy. New York, USA: John Wiley and Sons Limited.
-

Other reading material

- https://dimas0709.files.wordpress.com/2018/02/141316_strategic-mgt-david-2017.pdf
- http://bbagroupa2010.weebly.com/uploads/1/1/9/3/11931959/ebooksclub.org__strategic_management__13th_edition_.pdf
- <https://hbr.org/1979/07/strategic-analysis-for-more-profitable-acquisitions>
- <https://www.business.att.com/learn/tech-advice/5-keys-to-innovation-your-business-needs-to-succeed.html>
- <https://www.interaction-design.org/literature/article/what-is-design-thinking-and-why-is-it-so-popular>
- Berndt,S.(1997), The 10 Commandments for Building a Growth Company (3rd Ed.), Archipelago Press
- Kawasaki, G. (1999), Rules for Revolutionaries, Harper Business

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Growth Plan and Formulation

Course Code: 23MBADSE455

Semester: 4

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Understanding of an industry's operative environment and how to develop basis of competitive advantage aligned with business sustainability
- Generate superior value for customers by designing the optimum configuration of the value chain through *value proposition design keeping in mind the concept of "circular economy"*
- Balance the opportunities and risks associated with dynamic and uncertain changes in industry attractiveness and competitive position by strategic innovation

Course Outcomes:

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

CO 1	Explain the importance of strategic planning for business growth
CO 2	Evaluate opportunities for business growth through scaling
CO 3	Evaluate new markets and respond to competitors
CO 4	To recommend alliance and acquisition strategy through strategic models
CO 5	To prioritize innovation as a growth strategy through new business models

Course Contents:

Module 1: Strategic planning and plementation

8 hours

Strategic Entrepreneurship, Strategic planning process-steps, *strategy implementation-approaches, entrepreneurship and new venture creation-strategy-startup-profit-non-profit-family firm.

Module 2 : Business growth and scaling

12 hours

Economies of scale, PESTEL analysis, *scenario planning and analysis, CAGE framework, scaling techniques and opportunities adapted by the firms like Walmart, Amazon and Starbucks.

Module 3: Business growth and development strategies

10 hours

Integration strategy-forward-backward-horizontal, intensive strategies-market penetration-market development, diversification strategy-related diversification, unrelated diversification, entrepreneurship and new venture creation.

Module 4: Alliances and Acquisition,

8 hours

Exporting, joint ventures, alliances and networks, M&A, acquisition analysis (planning, search and screen, and financial evaluation), new ventures, startup-family firms.

Module 5: Business growth through innovation

7 hours

Innovation-capability, intellectual property protection, technological disruption and transformation, ideation-ideas, design thinking.

Basic Text:

- Charles W.L Hill and Gareth R. Jones (2016). Strategic Management an Integrated Approach, Sixth

edition, Cengage Learning.

- Fred R. David and Forest R, David (2015). Strategic Management-A Competitive Approach, Concepts and Cases, Sixth Edition, Pearson.

References :

- Bamey, J.B., & Hesterly, S.W. (2008). Strategic Management and Competitive Advantage, Concepts and Cases. New York, Pearson Education Limited.
- Grant, R., Jordan, J. (2012). Foundations of Strategy. New York, USA: John Wiley and Sons Limited.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Entrepreneurial Marketing and Finance

Course Code: 23MBADSE456

Semester: 4

Credits: 3

Hours (LTP): 45 hrs

Course Objectives

- Understand the nature and characteristics of financial planning in the context of entrepreneurship
- Understand the key financial statements (Profit & Loss, Balance Sheet and Cash Flow); the financial planning process; the financial risks/rewards of entrepreneurship and innovation.
- Analyse the various sources of investment and also know the support provided by the state and central government for entrepreneurship.
- Evaluate marketing tactics appropriate to the limited resources of a new venture.
- Build an innovative marketing strategy for a new venture

Course Outcomes

At the end of the course, learners will be able to:

CO1	To describe the nature of financial planning in context of entrepreneurship
CO2	To describe the key financial statements and financial planning process.
CO3	To appraise the various sources of investment.
CO4	To appraise the financial strategies.
CO5	To appraise the innovative marketing strategies.

Course Content:

Module 1: Customer-Centric Marketing

12 hours

Role of Marketing in Entrepreneurship, understanding consumer, buyer personas, creating competitive advantage through STP , Marketer's tool kit, storytelling, Data Analytics, Marketing Analytics, Pricing Strategies, Entrepreneurial Channel management , Startup Roll out Strategy.

Module 2: Sales and Promotions

10 Hours

Sales Management , Promotions and Viral Marketing , Advertising Decisions , Operating for Niche Business models , Guiding a Marketing plan , Marketing and raising capital, building strong branding , scaling the venture.

Module 3: Financial aspects of Business

8 hours

Financing and Managing New Venture Importance of Financial Management as an integral part of Entrepreneurship -Conducting a feasibility analysis - What lenders and investors look for in a business plan, Various sources of Investment - Basics of Venture Capital and Angel Investment - Start-up Culture - Various measures of encouragement and support being provided by the State and Central Government for strengthening the Entrepreneurial Culture

Module 4: Financial Statements Analysis

9 hours

Institutional Financial Support , Schemes and functions of rate of Industries - District Industries Centres (DICs) - Industrial Development Corporation (IDC) - State Financial Corporation (SFCs) - Small Scale Industries Development Corporations (SSIDCs) -Khadi and Village Industries Commission (KVIC) - Technical Consultancy Organisation (TCO) - Small Industries Service Institute (SISI) - National Small Industries Corporation (NSIC) - Small Industries Development Bank of India (SIDBI) , Analysing Financial Statements , Accounting and Financial statements – balance Sheet , Income statement and Cash Flow , Financial Analysis – Financial ratios , Risk and Reward , Stock Market Valuation , Budgeting Methods

Module 5:Valuation Techniques

6 hours

cash flow diagrams, time value of money, development of cash flow diagrams, methods of economic valuation-equivalent uniform-annual cost method-present worth of cost method- equivalent uniform annual worth method **net present value method***, benefit cost ratio method, rate of return method.

Basic Texts:

- Entrepreneurial Marketing by Lodish, Morgan & Kallianpur (2017) 1stEdition, Wiley Education Inc. (Soft copy of this book shall be provided to students)
- Holt, David, Entrepreneurship New Venture Creation Fourth Edition by PHI
- Financial management – I. M Pandey , 9th Edition , Vikas publishing house ltd.
- Financial Management – Prasanna Chandra , 9th Edition , Mc Graw Hill

Reference book:

- Marketing in an Entrepreneurial Context, 7th Edition, Sage Inc. (Soft copy of this book shall be provided to students)
- Paul Burns, Entrepreneurship and Small business, Ed 2016, Mc Millian Publishers.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Green Innovation and Value Creation

Course Code: 23MBADSE457

Semester: 4

Credits: 3

Hours (LTP): 45 hrs

Course Objectives

- Gain a topical overview of scholarly and policy discussions about sustainability entrepreneurship.
- Distinguish sustainability entrepreneurship from commercial entrepreneurship.
- Critically analyze the social and ecological sustainability of current business practices.
- Identify practical challenges and opportunities in developing a sustainable business idea.
- Applying the critical thinking approach for solving sustainable business issues.

Course Outcomes

At the end of the course, learners will be able to:

CO1	To understand the key elements of sustainable & green entrepreneurship
CO2	To discuss the various sustainable green models and its implication in generating business ideas
CO3	To understand the environmental problems and suggesting alternative solutions.
CO4	To understand the sources of capital and discuss the capital generation methods for green entrepreneurial ideas.
CO5	To discuss the adaption strategies and understand its real life implications.

Course Content:

Module 1: Foundations of Green Entrepreneurship

8 hours

Defining Sustainable & green entrepreneurship, key elements, Overview to key Concepts and Practices, Concepts of green economy

Module 2: Green Entrepreneurial Strategy and Business Models

9 Hours

Overview of models, policy and programmes, entrepreneurial strategies for startups
To discuss the various sustainable models and its implication in generating business ideas

Module 3: Global Environmental Change and Marginal Livelihood

10 hours

Natural Resource Management; Common Pool Resources and Rural Livelihoods; Climate Change and Livelihoods – Agriculture, Fisheries and Forests. Climate Change and Health

Module 4: Livelihood Assets

9 hours

Natural, Physical, Human, Financial, Social and Cultural Capital; Access to Resources; Structures and Processes in deciding access to resources – State, Market and the Civil Society.

Module 5: Livelihood Adaptation Strategies

9 hours

Resource Valuation, iterations and Livelihood Strategies; Mobility, Storage, Communal Pooling, Livelihood Diversification, Market Exchange; Planned and Autonomous Adaptation Strategies; Role of State and NGOs. Local Knowledge Systems in Livelihood Adaptation. Vulnerability Mapping

Basic Texts

- Dey, A. K. (2021). *Sustainable Entrepreneurship: Innovation and Transformation*. Bloomsbury Publishing

Reference Books

- Jones, G. (2021). Renewing the Relevance of IB: Can Some History Help?. In The Multiple Dimensions of Institutional Complexity in International Business Research. Emerald Publishing Limited.

Other references

- Savitz, A. (2013). The triple bottom line: how today's best-run companies are achieving economic, social and environmental success-and how you can too. John Wiley & Sons.
- Esty, D. C., & Winston, A. (2009). Green to gold: How smart companies use environmental strategy to innovate, create value, and build competitive advantage. John Wiley & Sons.
- Hawken, P., Lovins, A. B., & Lovins, L. H. (2013). Natural capitalism: The next industrial revolution. Routledge.
- Henderson, H., & Sethi, S. (2006). Ethical markets: Growing the green economy. Chelsea Green Publishing.
- Brown, L. R. (2003). Plan B: Rescuing a planet under stress and a civilization in trouble. WW Norton & Company.
- McBride, E. (2010). The Green Collar Economy: How One Solution Can Fix Our Two Biggest Problems.
- Ratten, V., Jones, P., Braga, V., & Marques, C. S. (2019). Sustainable entrepreneurship: The role of collaboration in the global economy. In Sustainable Entrepreneurship (pp. 1-7). Springer, Cham.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Social Venture Creation

Course Code: 23MBADSE458

Semester: 4

Credits: 3

Hours (LTP): 45 hrs

Course Objectives

- To enable the students to understand the steps involved in the formation of a social venture
- To help the students to Identify the determinants of sustainability and social enterprises
- To assist the students to recognize opportunities for successful social venture creation
- To equip the students to identify the impact of social enterprises on stakeholders using metrics
- To enable the students to analyse the marketing concepts of social enterprises

Course Outcomes

At the end of the course, learners will be able to:M

CO1	Discuss the steps involved in the formation of a social venture
CO2	Identify the determinants of sustainability and social enterprises
CO3	Recognize opportunities for successful social venture creation
CO4	Assess the impact of social enterprises on stakeholders using metrics
CO5	Interpret the marketing concepts of social enterprises

Course Content:

Module 1: Developing Social Ventures

6 hours

Social venture-forms, legal steps to start a social enterprise, *sourcing for funding social enterprises, Oster's six force model.

Module 2: Venture creation and sustainability

10 Hours

Value creation-social enterprise, sustainability, models-stakeholder-triple bottom line, *factors affecting sustainable development, sustainable value creation-economy-society-environment-culture, opportunities for new value creation, emerging economies.

Module 3: Opportunities for social venture creation

10 hours

Social entrepreneurs, opportunity recognition-social venture, determinants of social venture creation-policy-regulation-consumers-products-idea generation, *self-help groups and not-for-profit sectors, funding, technology, innovation, sustainability alternatives in business, successful social entrepreneurship initiatives.

Learning Outcome: To understand the sustainable opportunities in business.

Module 4: Measuring value creation in social enterprise

10 Hours

Social accounting and audit, social return on investment, indices, evaluating the impact of social venture ideas, measuring the social impact of a venture, *analyzing the attractiveness of social venture opportunities, risk management, business models of social ventures-success stories, *identify social enterprises in different sectors.

Module 5: Marketing a social venture

9 hours

Social enterprise, social marketing vs marketing, social marketing-principles, social marketing strategies-marketing plan-segmentation-targeting and positioning-market expansion-product development and

diversification, community based social marketing, branding, social franchising, ***identify profitable social enterprises.**

(* Self-learning topics)

Basic Texts:

- Roy R. (2011) Entrepreneurship Management, Second edition, Oxford University Press, India.
- Hisrich R., Peters M., & Shepherd, D. (2017), Tenth edition, McGraw-Hill India.

Reference Books:

- Doherty, B. Meehan, J. Maureen, R. Foster, G. Rotheroe, N. Mason, C. (2009) Management for Social Enterprise SAGE Publications Ltd, USA.
- Nicholls, A. (2008) Social Entrepreneurship: New Models of Sustainable Social Change, Oxford University Press, India.

Other reading material

- Kate Raworth. (2017). Doughnut Economics: Seven Ways to Think Like a 21st-Century Economist, Chelsea Green Publishing
- Marshall, R. S. (2011). Conceptualizing the international for-profit social entrepreneur. *Journal of Business Ethics*, 98(2), 183-198.
- <http://bvic.in/wp-content/uploads/2017/04/SRS-3.pdf>

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Buying an Existing Business

Course Code: 23MBADSE459

Semester: 4

Credits: 3

Hours (LTP): 45 hrs

Course Objectives

- To enable the students to Identify various opportunities and challenges in buying an existing business.
- To help the students Understand the acquisition process in buying an existing business.
- To equip the students to Examine financial and legal obligations in in buying an existing business.
- To equip the students, to Explain 'closing deal' in buying an existing business.
- To assist the students to Discuss structuring and funding of an existing business

Course Outcomes

At the end of the course, learners will be able to:

CO1	Identify various opportunities and challenges in buying an existing business.
CO2	Understand the acquisition process in buying an existing business.
CO3	Examine financial and legal obligations in in buying an existing business.
CO4	Explain 'closing deal' in buying an existing business.
CO5	Discuss structuring and funding of an existing business.

Course Content:

Module 1: Buying an Existing Business

10 hours

Opportunity recognition-entrepreneurship through acquisition, Corporate Venturing, ***opportunities and modes of buying an existing business**, venture opportunity vs acquisition.

Learning Outcome: To identify the opportunities and modes in buying an existing business.

Module 2: Acquisition Process

9 hours

Acquisition process-targets, ***evaluating acquisition opportunities**, conducting due diligence, financial due diligence, competitive analysis, target valuation methodologies.

Learning Outcome: To understand the acquisition process in buying a business.

Module 3: Financial and legal aspects of acquisition

9 hours

Raising capital, ***search fund and fund less models**, structuring the new business-legal-financial-tax.

Learning Outcome: To examine the funding and structuring aspects of buying a business.

Module 4: Closing the acquisition deal

9 hours

Closing the transaction and post-closing integration, acquisition growth strategies, ***transitioning and exiting the acquisition**.

Learning Outcome: To comprehend the closing formalities in acquisition of business.

Module 5: Recent Trends in Buying an Existing Business

8 hours

Role of technology and innovation in buying business, family-owned businesses, *sectoral trends in buying business, government norms.

Learning Outcome: To discuss the recent trends in buying business.

Basic Texts:

- Peggy, L. (2000). Entrepreneurship. Third edition, Pearson, USA.
- Rabi Narayan Kar & Minakshi (2017) Mergers Acquisitions & Corporate Restructuring - Strategies & Practices, Taxmann Publication Pvt. Ltd.

Reference Books:

- Kuratko, D. F., & Hodgetts, R. M. (1995). *Entrepreneurship: A contemporary approach*. Dryden Press.
- Beech, G., & Thayser, D. (2015). *Valuations, Mergers and Acquisitions*. OUP Catalogue.
- Reed, S. F., Lajoux, A. R., & Nesvold, H. P. (1989). *The Art of M & A: A Merger Acquisition Buyout Guide*. Dow Jones-Irwin.

Other reading material

- Marks, M. L., & Mirvis, P. H. (2010). Making mergers and acquisitions work: Strategic and psychological preparation. *Academy of Management Perspectives*, 15(2), 80-92.
- Andersson, U., Johanson, J., & Vahlne, J. E. (2005). Organic acquisitions in the internationalization process of the business firm. *MIR: Management International Review*, 67-84.
- Family Business Review (FBR), Sage

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Strategic Leadership in Family Business

Course Code: 23MBADSE460

Semester: 4

Credits: 3

Hours (LTP): 45 hrs

Course Objectives

- To understand the theoretical frameworks of family business and thought leadership
- To discuss the steps and stages in succession planning and strategic leadership
- To assess the modes of participation and commitment in family owned enterprises
- To discuss the importance of family managers and leaders in ensuring business continuity
- To identify the rewards and challenges of family legacy

Course Outcomes

At the end of the course, learners will be able to:

CO1	To describe the theoretical frameworks of family business and thought leadership
CO2	To discuss the steps and stages in succession planning and strategic leadership
CO3	To assess the modes of participation and commitment in family owned enterprises
CO4	To appraise the importance of family managers and leaders in ensuring business continuity
CO5	To explain the rewards and challenges of family legacy

Course Content:

Module 1: Planning for Family Business and thought Leadership

8 hours

The benefits of family business planning, balancing family and business demands, *the challenge of creating a family business legacy, three-circle model of family business-family-ownership-business, important strategic skills and personal traits of leaders of a family business.

Module 2: Succession Planning and Strategic Leadership

10 Hours

Preparing the next generation of family managers and leaders, trans-generational leadership and entrepreneurship, *succession planning and managing, Strategic dimensions of Leadership, transitions in leadership and ownership, family agreements and exit dynamics.

Module 3: Strategic potential of a family business

9 hours

Securing family commitment, encouraging family participation, core competencies and competitive advantages, assessing the family-owned firm, strategic potential, *roles and challenges of family businesses in transitioning from trade to industry.

Module 4: Family boards and strategic leadership value

9 Hours

Board in family business planning-role, exploring business strategies, *estimating market value of the family business, reinvestment decision, professionalizing work teams and, second generation entrepreneurs.

Module 5: Family business rewards and governance

9 Hours

Family business ownership configurations, estate plans, *family business governance, stewardship as a family ownership value, the challenge of creating a family business legacy.

Basic Text

- Josh Baron (2021) Harvard Business Review Family Business Handbook: How to Build and Sustain a Successful, Enduring Enterprise, Harvard Business Review Press.
- Carlock, R., & Ward, J. (2001). Strategic planning for the family business: Parallel planning to unify the family and business. Springer, USA.

Reference Books

- Calabro, A., Torchia, M., Jimenez, D. G., & Kraus, S. (2021). The role of human capital on family firm innovativeness: the strategic leadership role of family board members. *International Entrepreneurship and Management Journal*, 17(1), 261-287.
- Samimi, M., Cortes, A. F., Anderson, M. H., & Herrmann, P. (2020). What is strategic leadership? Developing a framework for future research. *The Leadership Quarterly*, 101353.
- Castellanos, J. D., & George, B. (2020). Boardroom leadership: The board of directors as a source of strategic leadership. *Economics and Business Review*, 6(1), 103-119.
- Carlock, R. S., & Ward, J. L. (2010). When family businesses are best. Hampshire/New York: Palgrave Macmillan.
- John A. Davis and Thierry Lombard (2019). Looking into the Future of Business Families, Cambridge Family Enterprise Group
- Poza, E. J. (2013). Family business. Cengage Learning.

Other references

- <https://johndavis.com/three-circle-model-family-business-system/>
- <https://hbr.org/2020/05/is-the-next-generation-of-your-family-business-entrepreneurial-enough>
- <https://insight.kellogg.northwestern.edu/article/family-businesses-adapt-next-generation>
- <https://hbr.org/2020/01/does-your-family-business-have-a-succession-plan>
- https://www.google.com/search?q=Nest+Generation+of+family+Business&rlz=1C1CHBD_enIN821IN821&oq=Nest+Generation+of+family+Business&aqs=chrome.69i57j0i22i30i3.10297j0j7&sourceid=chrome&ie=UTF-8
- <https://www2.deloitte.com/content/dam/Deloitte/global/Documents/Strategy/gx-family-business-nextgen-survey.pdf>

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Managing Sickness and Turnaround Strategies for Entrepreneurs

Course Code: 23MBADSE461

Semester: 4

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- Describe the nature, scale, causes of the industrial sickness in India
- Analyse the impact of industrial sickness on economy
- Identify nature and cause of start-up failures
- Recognize various the Government policies and initiatives on industrial sickness in India
- Describe the turnaround strategies adopted by the organizations
- Recognize the recent trends in industrial sickness

Course Outcomes

At the end of the course, learners will be able to:

CO1	Describe the dynamics of Indian industrial sickness
CO2	Examine the scale and causes of sickness
CO3	Explain the impact of Government initiatives on industrial sickness in India
CO4	Examine the various turnaround strategies adopted by organizations
CO5	Identify the recent trends in industrial sickness

Course Contents

Module 1: Introduction to Industrial Sickness

10 Hours

Industry evolution stages and sickness, Definition and Symptoms of Sickness, Actual Sickness and Incipient sickness, Parameters for balanced growth and health of organizations, sickness in case of start-ups, start-up ecosystem factors and failure, Impact of sickness on economy

Module 2: Scale and causes of sickness

8 Hours

Scale of sickness in MSMEs and Large industrial sector; sickness in the private and public sector, Impact of Sickness on Economy, analysing start-up failures, Causes of Sickness-Internal and External causes

Module 3: Government policies on Sickness

5 Hours

Government policies on sick industries since Independence, Sick Industrial Companies Act, 1985; Board of Industrial and Financial Reconstruction (BIFR), Reforms and industrial restructuring, Financial reforms government, Rehabilitation Schemes

Module 4: Turn around strategies

12 Hours

Successful turnaround strategies adopted by the organizations and start-up, Barriers to restructuring, organizational responses, role of leadership in turnarounds, innovation strategies, technology adoption and turnarounds

Module 5: Recent trends

10 Hours

Recent trends in Industrial Sickness and organizations' responses to them, start-ups' responses, Industry evolution and skill requirements, Gig economy and new work context, innovation, technology and sickness.

References

- R.K.Panda (2011), Industrial Sickness: A Study of Small Scale Industries , APH Publishing Corporation

- Stewart Gill & R.K Dhawan (2011), Managing Industrial Sickness in State Enterprises, Prestige Books
- Ramakanth (2006), Identification and Rehabilitating of Industrial Sickness, Pointer Publishers
- Kondasani, R. K. R., Panda, R. K., & Basu, R. (2019). Better healthcare setting for better healthcare service quality. *International Journal of Quality & Reliability Management*.
- Datta, D. K. (2013). Industrial sickness in India—An empirical analysis. *IIMB Management Review*, 25(2), 104-114.
- Sahu, P. K. (Ed.). (1990). *Industrial Sickness: Concepts, Cases & Remedies*. Discovery Publishing House.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

SKILL ENHANCEMENT

Course Title: Storytelling for Ideators

Course Code: 23MBASEC407

Semester: 4

Credits: 2

Hours (LTP): 30 hours

Course Objectives

- Learn basic oral storytelling techniques used by professional storytellers.
- Understanding of what mesmerizing stories look and sound like.
- Engage and connect with the audience effectively.

Course Outcomes (CO) :

At the end of the course, learners will be able to:

CO1	Develop skills to interpret the motivation of the audience and influence the way they think and feel to support your ideas.
CO2	Apply a range of different strategies to a variety of contexts to build rapport, overcome resistance, and find acceptance.
CO3	Access the most natural and confident tone of voice.
CO4	Incorporate body language and nonverbal cues that bring stories to life.

Course Content:

Module-1 The Necessary Art of Persuasion: Understanding What Matters To Your Audience 7 Hours

What is persuasive communication? Assessing human behavior, Decision making: How it's done, How to question for unconscious values, Information processing and recalling stories, Telling your story: Developing a dramatic narrative, Why is storytelling important? Structure that story! Storytellers, Types and sources of story - "Story" is many things, culture-specific, always changing; Emotions and Non-Verbal Communication in Storytelling; the Value of Silence.

Module -2 Story Styles, Story Sources and Story Showcase 11 Hours

Story bones and learning stories - Some stories are memorized, others are personalized, knowing the "bones", Story sources and doing the research - Stories come from somewhere and making them your own requires research, "Styles" of story and voice concerns - Telling techniques, formats and models of story continue to evolve, Cultural considerations for story and for telling, The Science of story and narrative, Props and paraphernalia, Story Showcase, Storytelling and influence, Stories can connect and influence.

Module -3 Connecting with People: Developing Authenticity And Building Rapport 6 Hours

The art and science of building rapport, Relationships only happen with rapport, Talk the talk: Creating impressions and guiding influential conversations, Group influence and impression management, The three questions to influence, The need to lead, The questions that get real answers, Understanding Audience, Context, Audience Insights, Persona Development, Community & Diversity, Dealing with objections and overcoming resistance.

Module -4 Winning over hearts and minds: How to pitch a brilliant idea 6 Hours

Looking for win-win, Stop objecting!, Convince them quickly, Pitching as a persuasion process, Perfect pitch preparation, The reason people ask questions, Cultural considerations for story and for telling, The Science of story and narrative, Props and paraphernalia, Digital storytelling, Crafting Stories for a Digital Medium, Design Thinking & Visual Aesthetics, Developing a Dramatic Narrative.

References:

- Ellis, Elizabeth (2012). From Plot to Narrative: A Step-By-Step Process of Story Creation and Enhancement. Parkhurst Brothers, Inc.: Little Rock.
- Haven, Kendall. 2007. Story Proof: The Science Behind the Startling Power of Story. Westport, Conn.: Libraries Unlimited.
- Haven, Kendall. 2014. Story Smart: Using the Science of Story to Persuade, Influence, Inspire, and Teach. Westport, Conn.: Libraries Unlimited.
- Lipman, Doug. 1999. Improving Your Storytelling: Beyond the Basics for All Who Tell Stories in Work or Play. Little Rock, Ark: August House.
- Haven, Kendall and Mary Gay Ducey. 2007. Crash Course in Storytelling. Westport, Conn: Libraries Unlimited.
- MacDonald, Margaret Read. 1993. Storyteller’s Start-Up Book: Finding, Learning, Performing, and Using Folktales. Little Rock, AR: August House.

Evaluation Pattern:

Continuous Evaluation – Skill Enhancement Courses						Total
A1	A2	A3	A4	Internal Test/ Quiz etc	Class Participation	100 Marks
20	20	20	20	10	10	

**AVIATION & AEROSPACE MANAGEMENT
SPECIALIZATION**

SEMESTER II

SECTOR SPECIFIC HARD CORE

Course Title: Aviation & Aerospace Business Models

Course Code: 23MBADSE252

Semester: 2

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- To understand various business models
- To create a new business model using the business model canvas
- To examine various business models adopted by airlines around the world

Course Outcomes (COs):

At the end of the course, the learner will be able to:

CO 1	Use the fundamental concepts of business models for profit and sustainability in the Aviation and Aerospace Sectors
CO 2	Design new business model development and adoption.
CO 3	Test and analyze new business models that are transforming aviation and aerospace industries
CO 4	Evaluate the effectiveness and use of The Business Model Canvas
CO 5	Synthesize knowledge to create a new Business Model

Course Content:

Module 1: What is a Business Model?

9 Hours

The purpose of a business model; Examine various elements of business model design; Exploring the new business model development and adoption; Construct key components of business model archetypes and the associated logic; to make money with the airline using generic and most common set of business models available.

Module 2: Airline and Aerospace Business Models

9 Hours

Airline Business Models- Full-service Carriers, Low-Cost Carriers, Ultra-Low Cost Carriers; Hybrid Models; Pitfalls of South West Airline Model adopted by Air Deccan and other airlines; Types of Airline Networks; Aerospace Eco-system in India; Government regulations on Aerospace sectors; Types of Businesses in Aerospace Sector; Aerospace Value Chain.

Module 3: Airport Business Models

9 Hours

Airport Business Models- Types of Airports; Airport Business Models; Airport Value Chain; Major players in the airport eco-system.

Module 4: Airline Strategic Partnerships

9 Hours

Airline Strategic Partnerships- Airline mergers; code-sharing agreements; inter-line agreements; strategic ownerships and partnerships.

Module 5: Business Model Canvas Template

9 Hours

Changing Business models; the 9 building blocks; Alexander Osterwalder's Business Model Ontology; Nine segments which form the building blocks for the airline and aerospace business models.

Reference Books:

- Otolá, I., & Grabowska, M. (2020). Business Models: Innovation, Digital Transformation, and Analytics. CRC Press.

- Osterwalder, Alexander and Pigneur Yves, Business Model Generation, 2013, John Wiley & Sons Inc, Hoboken, New Jersey.
- Taneja, N. K. (2016). Airline Industry: Poised for Disruptive Innovation? Routledge.
- Belobaba, P., Odoni, A., & Barnhart, C. (2015). The Global Airline Industry. John Wiley & Sons.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Airport Business Management

Course Code: 23MBADSE253

Semester: 2

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- To understand the overall airport business models
- To appraise the airport operations and their impact on business
- To be able to arrive at strategies to grow the airport business

Course Outcomes (COs):

At the end of the course, the learner will be able to:

CO 1	Identify various airport structures and designs
CO 2	Examine the airport planning and funding processes
CO 3	Appraise the airport operations
CO 4	Analyze the airline marketing trends
CO 5	Investigate the impact of airport business on various stakeholders

Course Content:

Module 1: Airport Structure and Design

9 Hours

Categories of airports; Ownership of Airports; Organizational structure; Major airport departments; Construction and Design standards; Airspace and Approach standards.

Module 2: Airport Planning and Funding

9 Hours

Regional Aviation system plans; State Aviation System plans; Metropolitan Aviation System plans; Airport Master plans; Airport Layout plans; capacity planning; Strategic and Business plans; Aviation activity forecasts; Budget development; Sources of Capital Development Funding.

Module 3: Airport Operations

9 Hours

Stakeholder Management of Airports; Airport Operations Control Centre; Handling congestion and delays; Airport communications; CFR Part 139; Airside and Landside distinctions; Industry and Public relations.

Module 4: Airport Marketing

9 Hours

Developing Airport Marketing plans- Aeronautical and Ancillary revenue; Air Service Development; Variables in Airport Marketing; Commercial Development; Contracts and Service Level Agreements.

Module 5: Airport Business Impact

9 Hours

Economic impact airports; Impact of Airline Bankruptcies on Airports; Performance Management and Benchmarking; Establishing fees, rates and charges; Strategic partnerships; sustainability initiatives.

Reference Books:

- Halpern, N., & Graham, A. (2018). The Routledge Companion to Air Transport Management. Routledge.
- S. (2016). Principles of Airport Economics. Excel Books India.

- Doganis, R. (2005). Airline Business in the 21st Century. Routledge.
- Ashford, N., Coutu, P., & Beasley, J. (2012). Airport Operations 3/E. McGraw Hill Professional.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Aviation Law and Regulatory Framework

Course Code: 23MBADSE254

Semester: 2

Credits: 3

Hours (LTP): 45 hrs

Course Objectives

- To recognize various laws pertaining to civil aviation across the world
- To understand the rights of aviation consumers and the compensation process
- To identify various ICAO Annexures and their implementation.

Course Outcomes (COs):

At the end of the course, the learner will be able to:

CO 1	Identify the various laws pertaining to the Indian Air Laws
CO 2	Discern the importance of International Laws in Aviation
CO 3	Appreciate the role of ICAO in framing regulations in Civil Aviation
CO 4	Conversant with the conventions of different countries and the liability towards passengers
CO 5	Reflect upon suitable consumer laws in aviation scenarios

Course Content:

Module 1: Indian Air Laws and International Conventions in Aviation/Relevant Legislations in Indian Context **9 Hours**

Indian Air Laws - Aircraft Act 1934 & Rules; Air Corporation Act, 1956; Carriage by Air Act, 1972; Anti-Hijacking and other Security Acts; AAI Act 1995, Various Conventions - Geneva Convention, Hague Convention, Chicago Convention etc; Anti Hijacking Conventions, Intellectual Property Rights in the context of aviation; Liability towards passengers/cargo-airlines, airport operator; International Conventions in Aviation

Learning Outcome: Understand the various Indian acts and international acts and provisions related to Aviation and Aerospace. To understand the various important international Conventions, liabilities towards passengers relating to Aviation and the anti-hijacking conventions

Module2: Consumer Laws in Aviation, Introduction to Regulatory Framework **6 Hours**

Compensation process; Customer Protection; Consumer Courts, Introduction to ICAO and its functions and ICAO Annexures; Functions of DGCA and BCAS India; Airport Economic Regulatory Authority India

Module 3: Annexures pertaining to Licensing, Rules of Air and Meteorological Services, Annexures pertaining to Safety **12 Hours**

Annex 01: Personnel Licensing; Annex 02: Rules of the Air; Annex 03: Meteorological services. Annex 06: Operation of Aircraft, manuals, flight crew responsibilities, duty time; Annex 08: Certificate of airworthiness, aircraft design standards, performance standards for Machine / equipment; Annex 10: Aeronautical telecommunication services, communication, navigation and surveillance; Annex 11: Air traffic services, separation standards, expediting traffic, providing advisory and Alert services Air Traffic Services; Annex 14: Aerodrome standards, Airspace structure, surfaces, markings, power supplies.

Module 4: Annexures pertaining to Units of Measurement and aircraft nationality **9 Hours**

Annex 05: Measurement units used in aviation; Annex 07: Registration of aircraft procedures, jurisdiction
Annex 04: Various types of aeronautical maps, scales and purposes; Annex 12: Search and rescue operations, procedures, and jurisdiction; Annex 13: Air accident and incident investigation, procedures, jurisdiction, follow-up; Annex 15: Aeronautical information system, AIP, NOTAM, AIRAC

Module 5: Annexures pertaining to charts, search, investigation, information service, Charts, search investigation, information service. Security, Dangerous Air Cargo, Safety culture **9 Hours**

Annex 09: Facilitation focus, technology use; Annex 16: Effects of flights on environment, balancing; flight safety and environment protection. Annex 17: Aviation security, threats, and responsibilities of the States; Annex 18: Dangerous air cargo ICAO, classifications, and precautions in air carriage; Annex 19: Holistic safety view, State responsibilities, safety culture

Reference Books:

- Milde Micheal, International Air Law and ICAO, 2008
- Havel and Sanchez, The Principles and Practices of International Air Law, 2014
- Pearson, M. W., & Riley, D. S. (2016). Foundations of Aviation Law. Routledge.
- Budd, L., & Ison, S. (2019). Aviation Law and Regulation. Routledge.
- Havel, B. F., & Sanchez, G. S. (2014). The Principles and Practice of International Aviation Law. Cambridge University Press.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

DISCIPLINE SPECIFIC ELECTIVE

Course Title: Management of Airline Operations

Course Code: 23MBADSE255

Semester: 2

Credits: 3

Hours (LTP): 45 hrs

Course Objectives

- To appreciate the history and evolution of air transport
- To recognize the structure of the aircraft and its parts
- To understand the operations of an airline

Course Outcomes (COs):

At the end of the course, the learner will be able to:

CO 1	Analyze the Air Transportation and Air travel Eco system
CO 2	Appreciate the theory of flight and its mechanics
CO 3	Examine the Structure of Aircraft and its parts and its operations
CO 4	Design Flight operations based on the aspects of airfare and ticketing
CO 5	Use documents related to Passenger and Baggage Handling and cargo flights and its functioning

Course Content:

Module 1: Evolution of Air Transportation and Air Travel Ecosystem.

9 Hours

Evolution of transportation – land, sea, air, space; National importance of Air transportation; History of aviation and Present Scenario; IATA/ ICAO / DGCA its role and responsibilities; Categories of Airlines – Passenger, Cargo; Emergence of low-cost airlines and its impact.

Module 2: Theory of Flights

9 Hours

Atmosphere, and its properties, and Standard atmosphere; Mechanics of Flight

Module 3: Structure of Aircraft and its parts

9 Hours

Types of Aircraft - Turbofan, Turboprop, Turbojet; Aircraft layout, its major components, and their functions; Classification of aircraft – Narrow body, wide body; Helicopters and Helicopter operations – Offshore and Land operations, Private / Business services, Chartered services, Air Ambulance; Aircraft power plants – classification & principles of operation; Aerospace materials.

Module 4: Flight operations

9 Hours

Weight and load restrictions; Structural limitations; Operational limitations; Types of flights - Scheduled flights, Non-Scheduled, Freighters, Rescue and General Aviation; Documents required for a flight; Mandatory Airline Manuals; Airline Safety Management Systems; Air fare and Ticketing, Passenger and Cargo Air Tariffs, IATA Rates of Exchange; Single fare, Return fare, special fare, circle trips, e- ticketing, Payment of Air-fare, Role of Travel Agents; Flight Operational Policies & Procedures; Hub and Spoke-Route Development; Flight scheduling process; Load factor and seat factor and frequency; Flight operating crew; Cockpit crew flight duty timings and regulations; Cabin Crew flight & Duty time limitations.

Module 5: Passenger, and Baggage Handling

9 Hours

Passengers - Travel documents, Reservations; Passengers needing special attention; Back office procedures; Checking formalities, Security clearance, boarding; Alighting procedures; Passenger ticketing and

Reservation; Different types of Passport and Visa; Passenger on ground and Passenger on air; Passenger Meal upliftment; Different Types of Baggage; Registered Baggage Acceptance; Excess Baggage; Cabin Baggage acceptance and procedure; Mishandled Baggage; Baggage losses/thefts/pilferage and claim settlement; Baggage Reconciliation system;

Reference Books:

- Cook, G. N., & Billig, B. (2017). Airline Operations and Management: A Management Textbook. Taylor & Francis.
- Loddo, A. (2019). Airline Management - A different view. Lulu.com.
- Cook Gerald N, Billig Bruce, Airlines Operations and Management, 1st Edition, Routledge, London
- Ashford, Stanton et all, Airport Operations, Mc Graw Hill publications.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Customer Relationship Management in Aviation

Course Code: 23MBADSE256

Semester: 2

Credits: 3

Hours (LTP): 45 hrs

Course Objectives

- To understand that Customer service is a crucial factor in the aviation industry.
- To analyze that with low customer loyalty, it is imperative for the players to focus on customer service.
- To understand the tools of Customer Relationship Management with special focus on cross-cultural awareness and effective handling of airline passenger complaints.

Course Outcomes (COs):

At the end of the course, the learner will be able to:

CO 1	Manage Customer service as a key differentiator in the Aviation Industry
CO 2	Analyze and adopt the latest trends in Customer Service
CO 3	Manage cross-cultural sensitivity in Customer Relationship Management
CO 4	Analyze, design and deploy the process/ techniques for handling airline passenger complaints
CO 5	Manage, motivate and provide leadership for Aviation employees who are stressed

Course Content:

Module 1: Aviation Customer Service

9 Hours

Customer Service, Airline Industry Challenges, Difference in customer service of a Low Cost Carrier, Customer Service as a Key Differentiator, Operational Excellence, The Customer Centric Culture, Customer acquisition cost, cost of losing a customer, Customer's Expectations of Service, Objectives and benefits of Customer Service.

Module 2: Latest drifts in Customer Service

9 Hours

The Always Connected Customer, Mobile Commerce, The Social Customer, Multi-Channel Customer Service, Customer Relationship Management (CRM), Customer Perception, Communication and its Meaning, Communication Barriers, effective listening, Non-verbal cues of customer service and its importance.

Module 3: Customer Service and Cross-cultural awareness

9 Hours

Customer Contact Techniques, Communication with Customers through Social-Media Social Systems and Tact, Cross-Cultural Awareness, The Importance of Self Awareness, Personality – Assertive vs Responsive Behaviors, Characteristics of the Four Social Styles – Social Style and Customer Service, identifying a Customer's Social Service, Flexing Strategies, Cross-Cultural Awareness, Culture and Cultural Differences, The Importance of Cross-Cultural Awareness

Module 4: Handling Passenger Complaints

9 Hours

Handling Passenger Complaints, Lack of Complaints, developing a Customer Service Strategy, Legitimate vs Illegitimate Complaints, Preventing Complaints, Handling Complaints effectively, The Complaints System, Dealing with Disengagement, Handling Customer Aggression as Airline Employee

Module 5: Stress and Pressure

9 Hours

Managing Stress and Pressure, The Difference Between Stress and Pressure, Sources of Stress, Consequences of Stress on Physical Health, Chronic Stress, Burnout Recognizing Stress, Reacting Positively

Towards Stress, Reducing Stress, Healthy Workplaces, Coping with Shift Work and Overtime, working in a Unionized Organization, dealing with the Irregular Operations of an Airline, Maintaining a Healthy Back

Reference Books:

- Peel, Jeffery., (2002). Redefining Customer Relationship Management
- Kumar, V., (2018). Customer Relationship Management- Concept, Strategy and Tools
- Law, Colin C., (2018). A practical guide to airline customer service: From Airline Operations to Passenger

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Airport Ground Handling Operations

Course Code: 23MBADSE257

Semester: 2

Credits: 3

Hours (LTP): 45 hrs

Course Objectives

- To familiarize with the airport operations
- To understand the management and business side of airports
- To disseminate various airport layouts

Course Outcomes (COs):

At the end of the course, the learner will be able:

CO 1	Familiarize with the Aviation in General and various Technical terms used at Airport
CO 2	Manage Rules and Procedures for smooth Aircraft Operations at Airport
CO 3	Adept at implementing the Rules and Procedures for Smooth Processing of Air Passengers.
CO 4	Proficient in use of the Rules and procedures for smooth Cargo Operations.
CO 5	Deploy skill required in managing airport operations.

Course Content:

Module 1: Introduction to Airports and Heliports

9 Hours

History and Evolution of Airports; Types of Airports – Civil, Military, Joint Venture, Brownfield, Greenfield, Cargo Learning Outcome: Familiarizing evolution process and categories of Airports.

Module 2: Structure of Airports and Eco system

9 Hours

Airport Authority of India - Role and Responsibilities ATC, Meteorological departments - Role and Responsibilities Customs and Immigrations – Role and Responsibilities

Module 3: Topography / Physical Layout of Airports

9 Hours

General Layout of Airports Land / City side – Curb area, Car park & Bus bay Terminal area - Check-in area; Pre-security area; Security-hold area Airside - Runway; Taxiway; Apron; Air Traffic Control (ATC) Tower; Maintenance Hangers; Fire and Rescue station & Perimeter road.

Module 4: Management of and environmental issues concerning Airport Operations

9 Hours

Air side Management Ground Flight safety–Organization, Role and Responsibility Management of Operational Area Operational Vehicular traffic, regulation and lane disciplines Ramp Area Management; Runway checks/FOD Bay Allotment Menace of Birds and Wild animals and prevention; Airport and Environment concerns; Emerging Initiatives for Eco-friendly Airport; Aircraft ground support equipment – Overview, Loading and securing of baggage and cargo, Standard operating procedures (SOP) for various Ground Handling equipment, Procedure for overnight or layover parking.

Module 5: Terminal and Air Cargo Operations

9 Hours

Terminal Management Passenger Processing - Arrivals and Departure; Baggage - Handling and processing; Terminal Facilities and Management; Introduction & Cargo Eco system; Cargo Regulatory and Facilitating

bodies; Ministry of Commerce; Custom house agents; APEDA; Air cargo Complex- functions, evolution; Import, Export, and Transshipment cargo; Procedures for Storage, Retrieval and Delivery; Documentation.

Reference Books:

- Narayanan, S. S. (2019). Aircraft Ground Handling.
- Dürr, A. (2008). Deregulation of Ground Handling Services at Airports. GRIN Verlag.
- Price, J., & Forrest, J. (2016). Practical Airport Operations, Safety, and Emergency Management: Protocols for Today and the Future. Butterworth-Heinemann.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: In-flight Services

Course Code: 23MBADSE258

Semester: 2

Credits: 3

Hours (LTP): 45 hrs

Course Objectives

- To appreciate the importance of in-flight services
- To analyze the in-flight procedures and protocols followed by airlines
- To understand the challenges of the airlines in passenger handling

Course Outcomes (COs):

At the end of the course, the learner will be able:

CO 1	Examine the various parts of an aircraft
CO 2	Analyze the process followed by cabin crew
CO 3	Appraise the in-flight catering protocols
CO 4	Evaluate the in-flight emergency procedures
CO 5	Investigate the passenger handling challenges

Course Content:

Module 1: Introduction to Aircraft

9 Hours

Types of Aircraft, different types of cabins, above the wing and below-wing operations, passenger cabin layout, communication among crew.

Module 2: Cabin Crew

9 Hours

Cabin crew- responsibilities of cabin crew, minimum requirement of cabin crew, senior cabin crew, Job responsibilities, line check cabin crew, procedure to be followed while cabin crew at base for duty, crew, cabin crew competency card, responsibilities of cabin crew safety training manager, CRM training method, safety and emergency procedures.

Module 3: In-flight catering

9 Hours

Airline Catering, Food Service in the Airline Industry, Caterers, Galleys & Equipment Familiarization, The Galley, Pre-Flight Galley Check, Delivery and Loading of Catering Services, Security Procedures, Types and Codes for Special Meals • Service Types, Types of Meal Service, Food and Service Hygiene, On-board merchandise sales and importance of ancillary revenue to the airline.

Module 4: In-flight emergencies

9 Hours

Accidents & Survivability, Routine Preparations, Evacuation & Emergency Procedure, Unplanned or Planned Evacuations, Emergency Landings, Turbulence, Emergency Equipment, Types of Emergency Equipment, Types of Evacuation Equipment & Use, Firefighting Equipment, Emergency Equipment or Ditching, responding to Fires, Classifications of Fire, Decompression, The Effect of Decompression on the Flight Crew: TUC or Time of Useful Consciousness.

Module 5: Passenger Handling

9 Hours

Special passenger handling, special requests on-board, handling unruly passengers, on-board customer service, Medical Emergencies, Business/ First Class service.

Reference Books:

- Wiget, P. (2021). Operations Management on the Airport Perimeter. In-flight Catering and Services. GRIN Verlag.
- Law, C. C. (2018). A Practical Guide to Airline Customer Service: From Airline Operations to Passenger Services. BrownWalker Press.
- Law, C. C. (2019). A Flight Attendant's Essential Guide: From Passenger Relations to Challenging Situations. BrownWalker Press.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

SKILL ENHANCEMENT

Course Title: Human Resource Management in Aviation

Course Code: 23MBASEC207

Semester: 2

Credits: 2

Hours (LTP): 30 Hours

Course Objectives

- To understand the human resource challenges faced by airlines
- To evaluate the regulatory requirements for aviation personnel
- To develop strategies to solve human resource issues faced by airlines

Course Outcomes (COs):

At the end of the course, the learner will be able:

CO 1	Interpret the importance of Human Resource Management
CO 2	Analyze the regulatory requirements for aviation personnel
CO 3	Examine the contemporary issues faced by airlines with Human Resource
CO 4	Appraise performance evaluation of airline personnel

Course Contents:

Module 1: Human Resource Management

6 Hours

Evolution of Human Resource Management; Importance and Objectives; Human Resource policies in the Aviation and Aerospace Sector.

Module 2: Aviation Personnel

6 Hours

Personnel licensing requirements of aviation personnel; Flight Duty time limitations; Recency; Medical requirements; Regulatory training requirements.

Module 3: Contemporary Issues

9 Hours

Contemporary issues of Human Resources in the Aviation sector- Job stress; working hours; discrimination; diversity; safety issues; employee burnout; emotional labour; regulatory challenges.

Module 4: Performance Evaluation

9 Hours

Performance evaluation and control processes; Career roadmap of employees; Handling attrition rate; Developing an organizational culture.

Reference Books:

- Eaton, J. (2017). Globalization and Human Resource Management in the Airline Industry. Routledge.
- Gold, M., & Smith, C. (2022). Where's the 'Human' in Human Resource Management? Managing Work in the 21st Century. Policy Press.
- Wilson, S. (2005). Human Resource Management in the Airline Industry - The Example of Star Alliance. GRIN Verlag.
- Carbery, R., & Cross, C. (2017). Human Resource Development: A Concise Introduction. Bloomsbury Publishing

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

SEMESTER - III
DISCIPLINE SPECIFIC ELECTIVE

Course Title: Flight Operations and Route Development

Course Code: 23MBADSE361

Semester: 3

Credits: 3

Hours (LTP): 45 hrs

Course Objectives

- To know how essential function Route development is for airports planning to attract new services.
- To understand it as a core function of airline planning that aims to expand airspace networks and/or shift resources to better opportunities.
- To identify, examine and interpret the numerous challenges in Flight Operations and Route development, and develop a profitable route.

Course Outcomes (COs):

At the end of the course, the learner will be able to:

CO 1	Classify the various processes in flight operations
CO 2	Evaluate the various challenges involved in airport business
CO 3	Examine several components of aircraft ground operations
CO 4	Analyze the airline schedule development process
CO 5	Design, develop and Organize route for an airline

Course Content:

Module 1: Flight Operations

9 Hours

Organisation Structure of Airline Sectors Airline Terminal Management- Flight Information Counter/Reservation and Ticketing- Check-in/Issue of Boarding pass-Customs and Immigration formalities- Co-ordination- Security Clearance-Baggage-Handling-Handling of Stretcher Passengers and Human Remains- Handling of CIP, VIP & VVIP- Co-ordination of Supporting Agencies /Departments.

Module 2: Airport Business

9 Hours

International Trends, Emerging Indian scenario- Private Participation: International Developments, PPP: Public Private Participation in Indian Airports- Environmental Regulations, Regulatory Issues Meteorological services for Aviation -Airport fees, rates, and charges

Module 3: Aircraft Ground Operations

9 Hours

Upkeep of aircraft equipment, components and doors, Aircraft ground movement operations including Towing operations, Movement in/out of hangars, Safety practices- Fire protection and prevention, Safety practices for the ground handling personnel in the airside operational area, Aircraft ground support equipment – Overview, Loading and securing of baggage and cargo, Standard operating procedures (SOP) for various Ground Handling equipment, Procedure for overnight or layover parking.

Module 4: Airline Schedule Development Process

9 Hours

Airline Schedule Development Process, Frequency Planning, Time table development, Fleet selection, Fleet planning, Operations schedule, Fleet Assignment Optimization

Module 5: Airline Route Development

9 Hours

Great Circle, Rhumb Line, Shortest distance between two stations, reporting points, Route profitability analysis, Constraints- Cover constraints, Balance constraints, Aircraft count constraints, Network effects, Agreements with service providers, Airport agreements

Reference Books:

- Zwan, F.M., (2011). Development of an Aircraft Routing for an Air Taxi operator
- Burghouwt, G., (2016). Airline Network Development in Europe and its Implications. for Airport Planning
- Sallan, Jose., (2019). Air Route Networks Through Complex Networks Theory
- Cook, G. N., & Billig, B. (2017b). Airline Operations and Management: A Management Textbook. Routledge.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Air Traffic Management and Navigation

Course Code: 23MBADSE362

Semester: 3

Credits: 3

Hours (LTP): 45 hrs

Course Objectives

- To know the effectiveness Air Traffic Management for safe and profitable flight operations.
- To identify and examine the various components of air navigation and air traffic management
- To understand the importance of effective flight operations on airline and airport business

Course Outcomes (COs):

At the end of the course, the learner will be able to:

CO 1	Appreciate the need for air navigation services and its importance
CO 2	Use and deploy the numerous en-route navigation aids
CO 3	Scrutinize the separation standards and practices adopted in air traffic management
CO 4	Evaluate the various surveillance and security systems used in aviation
CO 5	Classify the physical characteristics of aerodrome and deploy the various standards applicable in-flight operations

Course Contents:

Module 1: Air Navigation Services

9 Hours

The Need of Air Navigation Services and its components, Functions and Objectives of Air Traffic Services, Air Traffic control operations and its network, The need for Communication, Navigation and Surveillance.

Module 2: En-route Navigation Aids

9 Hours

Aeronautical Radio Navigation Service, Terrestrial and Satellite Navigation, Direction Finding, Radio range, Non- Directional beacon and Very High Frequency Omni Range, Distance measuring Equipment, Satellite Navigation Systems, Advantages over Terrestrial Navigation systems and need for its augmentation.

Module 3: Air Traffic Management

9 Hours

Air traffic services, Separation standards, expediting traffic, providing advisory and Alert Air Traffic Services, Factors Influencing Air Traffic charges and their collection; Approach and Aerodrome control charges

Module 4: Landing Aids, Surveillance and Security Systems

9 Hours

Landing Aids in Aviation, Visual Landing Aids, Airport Lighting Systems, Instrument Landing System, categories and components. Ground Controlled Approach and Precision Approach Radar, Air Traffic Surveillance systems, Radars, Automatic Dependent Surveillance ; Airport Security surveillance monitoring System, Need, Components,

Module 5: Aerodrome Data

9 Hours

Physical Characteristics and Obstacles Restriction Aerodrome Data, Aerodrome Reference Code, Aerodrome Reference Point, Aerodrome Reference Temperature Instrumental Runway, Physical Characteristics, Length of Runway Visual, Visual Aids for Denoting Obstacle Emergency and other Services, Visual Aids for Navigation, Wind Direction Indicator

Reference Books:

- Experts, D. (2020). Guide to Airports Authority of India (AAI) Junior Executive Air Traffic Control (ATC). Disha Publications.
- Nolan, M.S., (2011). Fundamentals of Air Traffic Control
- Delahaye, D (2013). Modelling and Optimization of Air Traffic
- Arblaster, M., (2018). Air Traffic Management- Economics, Regulation and Governance

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Aviation Safety and Security

Course Code: 23MBADSE363

Semester: 3

Credits: 3

Hours (LTP): 45 hrs

Course Objectives

- To recognize the numerous International conventions on safety and security pertaining to civil aviation
- To understand the need for safety and security protocols in aviation
- To appreciate Safety Management Systems

Course Outcomes (COs):

At the end of the course, the learner will be able to:

CO 1	Adapt to Safety and Security norms in the Aviation Industry
CO 2	Analyze the various international conventions relating to Safety and Security in Aviation
CO 3	Review and deploy security procedures at airports
CO 4	Manage the disaster management in Aviation
CO 5	Develop and deploy fool-proof safety systems

Course Contents:

Module 1: Introduction

9 Hours

Contents: Importance of Air Transportation-Airways, Growth of Aviation Industry, Deregulation and Globalization, Protecting Public Air transportation.

Module 2: International Conventions

9 Hours

ICAO- Security conventions - Tokyo, Montréal, Hijacking, Anti-Hijacking Measures, Profile of Hijacker, Sky marshals, Terrorist organizations

Module 3: Security Procedures at Airports

9 Hours

Airport Induction of CISF, Screening-measures-equipment-facilities, Public-private security interface, Counter terrorist out fits, Cargo carrier Responsibilities, Baggage tags

Module 4: Safety

9 Hours

Accidents/Incidents. Reporting and remedial measures, Safety management systems (SMS), Safety culture in Aviation, Safety circulars from DGCA, Safety Audits

Module 5: Disaster Management and Disaster Preparedness

9 Hours

Fire and its characteristics, Definitions of fire, flame, stages of fire, Solid, Liquid and Gas, Factors affecting ignition or combustion, Types of flame, Storage and handlings of combustibles, Fire Extinguishers, Classification of Fire extinguishers and examples, Hazardous gases, liquids and solids; Aircraft Fire and Rescue services, Location of Fire Station, Fire crew, Category of Fire system, Emergency Fire Drills, National Disaster Management Authority, Precautions during Earthquake, Floods, Cyclone, Storms, Tsunami.

Reference Books:

- Cusick, S. K., Cortes, A. I., & Rodrigues, C. C. (2017). Commercial Aviation Safety, Sixth Edition. McGraw Hill Professional.

- Cusick, S. K., Cortes, A. I., & Rodrigues, C. C. (2017). Commercial Aviation Safety, Sixth Edition. McGraw Hill Professional.
- Abeyratne, R. I. R. (2020). Aviation Security: Legal and Regulatory Aspects. Routledge.
- Price, J., & Forrest, J. (2016b). Practical Aviation Security: Predicting and Preventing Future Threats. Butterworth-Heinemann.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Airline Accounting and Cost Management

Course Code: 23MBADSE364

Semester: 3

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- To discuss the Components of Financial Statements
- To explain the performance appraisal for airline business
- To interpret the fuel hedging strategies

Course Outcomes (COs):

At the end of the course, learner will be able to:

CO 1	Analyze the conceptual framework of financial statement
CO 2	Evaluate the Financial Performance of Airline Industry
CO 3	Examine the Fuel Hedging strategies
CO 4	Assess the aircraft leasing strategies
CO 5	Develop and deploy cost cutting strategies for airline business

Course Content:

Module 1: Presentation of Financial Statements

9 hours

Outline for the Preparation of Financial Statements, Statement of Financial Positions, Comprehensive Income Statement, Statement of changes in equity. IAS 18, Revenue elements of financial statements as per IFRS, Non-Current Assets, Current Assets, equity, Non-Current liability, Current liability Revenue, cost of sales, Distribution costs, Administrative expenses, financial costs, profits attributable to owners of controlling interest and non-controlling interest, practical problem.

Module 2: Financial Performance of Airline Industry

9 hours

Introduction – Deregulation – Airline Industry Before and After Deregulation – Airline Profitability – Airline Mergers and Bankruptcies – Financial Statement Analysis

Module 3: Fuel Hedging and Structure

9 hours

Fuel Hedging – Financial Derivatives – Airline Industry and Fuel Hedging – Futures Market – Forward Market – Option Contracts

Model 4: Analysis and Leasing

9 hours

Depreciation Analysis – Methodology – Using Spreadsheet for Depreciation Practices – Analysis for Break Even and Payback Period – Breakeven analysis – Breakeven Load Factor – Scenario Analysis – Aircraft Leasing – Types of Leases – Buy Versus Lease Analysis – Major Commercial Leasing Companies

Module 5: Airline Cost Structure

9 hours

Airline Cost Structure – Cost Component – Operating Costs – Cost Cutting Measures – Low Cost Airlines – Business Model – Growth – Reason for Success – Cost Structure

Reference Books:

- Farmer, K. C., & Fredin, A. (2022). Cost Accounting: With Integrated Data Analytics. John Wiley & Sons.

- FlySky Aviation, Airline Accounting and Financing, Edition 2020.
- Guzhva, V. S., Raghavan, S., & D'Agostino, D. J. (2018). Aircraft Leasing and Financing: Tools for Success in International Aircraft Acquisition and Management. Elsevier.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Aircraft Maintenance Management

Course Code: 23MBADSE365

Semester: 3

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- To appreciate the importance of aircraft maintenance
- To examine the role of MROs
- To evaluate the aircraft certification process and maintenance considerations

Course Outcomes (COs):

At the end of the course, the learner will be able to:

CO 1	Classify the aircraft structure and components
CO 2	Evaluate the aircraft maintenance process
CO 3	Analyze the role of MRO and its importance in the Aviation sector
CO 4	Appraise the aircraft certification process
CO 5	Examine the impact of maintenance on operations and airline business

Course Contents:

Module 1: Aircraft Structure and Components

9 Hours

Parts of an aircraft; Aircraft Structure and Components; Fundamentals of Aircraft Maintenance; Goals and Objectives of Maintenance.

Module 2: Aircraft Maintenance

9 Hours

Types of Maintenance, Airline Cost Structure; Maintenance Checks; Maintenance costs – Direct and Indirect, Factors influencing Maintenance costs, Aircraft Maintenance Supply chain.

Module 3: MRO and its activities

9 Hours

Activities under MRO, Approvals & Authorizations, Risks and responsibilities of MRO, MROs in India; CAR 145 hrs; CAR 147; MRO ecosystem; Import & Export of aircraft parts; Airworthiness Directives.

Module 4: Aircraft Certification

9 Hours

Aircraft certification; Delivery inspection; Operator certification; Certification of Personnel; Manufacturer's Documentation; Aviation Maintenance Program.

Module 5: Maintenance considerations

9 Hours

Maintenance considerations and impact on operations; Requirements of Quality Assurance; Maintenance safety; Human Factors in Maintenance.

Reference Books:

- Sterkenburg, R., & Kroes, M. J. (2019). Aircraft Maintenance & Repair, Eighth Edition. McGraw Hill Professional.
- Barrera, D. L. (2022). Aircraft Maintenance Programs. Springer Nature.
- Yiannakides, D., & Sergiou, C. (2019). Human Factors in Aircraft Maintenance. CRC Press.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Artificial Intelligence and Digitization in Aviation

Course Code: 23MBADSE366

Semester: 3

Credits: 3

Hours (LTP): 45 hrs

Course Objectives

- To analyze and apply the use of AI and Digitalization in the aviation sector
- To recognize areas of usage of AI and Digitalization in effective fleet management
- To recognize automation and process improvement through AI in airports

Course Outcomes (COs):

At the end of the course, the learner will be able to:

CO 1	Adopt AI and ML in the Aerospace industry
CO 2	Analyze and develop AI use in fleet and operations management and pricing
CO 3	Design intelligent systems to engage customer in enhancing customer retention/ loyalty
CO 4	Manage automated ground handling processes
CO 5	Evaluate AI implementation in SCM and MRO for efficiencies and delivery time management

Course Content:

Module 1: Introduction to AI and ML

9 Hours

The evolution of Artificial intelligence; Data- the fuel of the AI revolution; AI pipeline - data intake, filtering, wrangling and machine learning; Introduction to Machine learning (ML); Deep Learning and Reinforcement Learning as the new paradigm to approach automation; AI as an enabler (not an end-state) and Development of disruptive ideas; AI, IoT, AR, and VR reshaping the aviation business; Data Science Tools Application for Business Processes Modelling in Aviation.

Module 2: Fleet & Operations Management

9 Hours

Areas for applying AI in the travel industry: Dynamic pricing, Pricing optimization, Flight delay prediction, Flight route optimization, Avoiding travel disruption, Crew scheduling, Fraud detection; Machine learning and the air freight industry.

Module 3: Customer Service and Retention

9 Hours

Recommendation engines for tailored offers; Sentiment analysis on social media; Chatbots and customer service automation; Facial recognition and biometrics for seamless airport security processes; Airport experience Enhancement-Passenger tracking in the airport and mapping the flow of travelers; Monitoring of passenger welfare through biosensors; and the air freight industry.

Module 4: Autonomous Machines and Processes and AI in Airports

9 Hours

Ground handling, loading, fueling, cleaning and aircraft safety checks; Smart maintenance, training or virtual assistants for pilots and crew; AI applications in Aviation Industry from building AI-powered airport kiosks to using it for automating airline operations and security checking; Smart Airport with AI (example Zensors) – airport line management systems, airport parking solutions, Terminal Services.

Module 5: Using AI to analyze data for SCM and MRO

9 Hours

AI-enhanced tools for inventory optimization, minimizing idle items, inventory accuracy, forecasting customer requirements, Vendor & Contract Management, capacity management, analyze the demand

patterns, addressing key bottlenecks like hangar space, logistics; manage material request cycle with complete analysis of requests, days to fulfill the order, delays in processing, warehouse statistics and priority levels, track life-cycle of Aircrafts.; AI solutions deployment challenges for maintenance operations and the above tasks.

Reference Books:

- Shmelova, T., Sikirda, Y., & Sterenharz, A. (2019). Handbook of Research on Artificial Intelligence Applications in the Aviation and Aerospace Industries. IGI Global.
- Bhargava, C., & Sharma, P. K. (2021). Artificial Intelligence: Fundamentals and Applications. CRC Press.
- Abeyratne, R. (2020). Aviation in the Digital Age: Legal and Regulatory Aspects. Springer Nature.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Aviation Supply Chain and Defense Logistics

Course Code: 23MBADSE367

Semester: 3

Credits: 3

Hours (LTP): 45 hrs

Course Objectives

- To apply the concepts of supply chain, inventory and logistics in the aviation and aerospace sector
- To recognize the importance of the aviation value chain
- To analyze the concept of defense logistics

Course Outcomes (COs):

At the end of the course, the learner will be able to:

CO 1	Analyze and discern Supply Chain Management of Aviation Industry
CO 2	Examine Supply chains in the Aviation Industry
CO 3	Evaluate purchasing and inventory management
CO 4	Develop strategies to manage the issues related to Supply Chain in the Defense Sector
CO 5	Appraise the Defense production and procurement policies

Course Contents:

Module 1: Supply chain Management and Procurement

9 Hours

Elements, Evolution, need and effect of Supply Chain Management, Integrated Logistics; Importance, objectives, goals of purchasing, purchasing process, Purchasing and other functions, Type of purchases, Outsourcing, Supplier selection, evaluation and measurement, Just-in Time (JIT) purchasing.

Module 2: Inventory and Warehousing Management

9 Hours

Inventory- Financial impacts, classifications, and models; Warehousing- Rationale, Basic components, functions and productivity.

Module 3: Aviation & Aerospace Supply Chain

9 Hours

The typical supply chain for the aviation and aerospace sectors; Aircraft spares management; Aviation Logistics- Innovation and trends; Import and Export of spare parts.

Module 4: Introduction to Defense Logistics

9 Hours

Principles of Defence Management; Introduction to Defence Purchasing and Logistics Support, Defence Logistics in India, International Collaboration, Logistics support issues in Defence.

Module 5: Defense Supply Chain

9 Hours

Defence supply chain; Defence Acquisition-Import and Export of Equipment; Fundamentals of Defence Production; Defence Production Policy; Defence Budgeting; Defence agencies

Reference Books:

- Richter, K., & Walther, J. (2018). Supply Chain Integration Challenges in Commercial Aerospace: A Comprehensive Perspective on the Aviation Value Chain. Springer.

- Koepsel, K. M. (2018). The Aerospace Supply Chain and Cyber Security: Challenges Ahead. SAE International.
- Tuttle, W., Jr. (2013). Defense Logistics for the 21st Century. Naval Institute Press.
- Kurç, Ç., Bitzinger, R. A., & Neuman, S. G. (2020). Defence Industries in the 21st Century: A Comparative Analysis.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Human Factors in Aviation

Course Code: 23MBADSE368

Semester: 3

Credits: 3

Hours (LTP): 45 hrs

Course Objectives

- To analyze how human error is the top cause of Air Accidents and Incidents.
- To understand Human performance and limitations to avoid errors.
- To examine the various causes of human errors and tools to improve Human performance in the Aviation sector.

Course Outcomes (COs):

At the end of the course, the learner will be able to:

CO 1	Examine Human Performance and scrutinize the incidents and accidents attributable to human factors.
CO 2	Evaluate physical and psychological hygiene factors affecting Human performance
CO 3	Develop processes to separate various factors contributing to human errors
CO 4	Appraise numerous error avoidance mechanisms
CO 5	Analyze the role of Crew Resource Management in Aviation

Course Content:

Module 1: Human performance and Limitations

9 Hours

The need to take human factors into account, Incidents and Accidents Attributable to Human Factors, Human Error, Murphy's Law, Human Performance as Part of the Maintenance Engineering System, Vision, Hearing, Information Processing, Workload in aviation operations and the importance of its management, Difference between workload and task load, Workload management, Specific human performance issues related to aviation operations

Module 2: Social psychology and factors affecting performance

9 Hours

Fitness and Health Stress: Domestic and Work Related, Time Pressure and Deadlines, Workload - Overload and Underload, Sleep, Fatigue and Shift Work, Alcohol, Medication and Drug Abuse, Fatigue and Stress- Causes, symptoms and effect of fatigue, Fatigue Risk Management System (FRMS), Stress and its effects on operational performance

Module 3: Human Errors

9 Hours

Understanding Human Error, Error Models and Theories, Types of Error in Aviation Routine Tasks, Implications of Errors, Avoiding and Managing Errors, Communication- within and between teams, Error reporting, Work Logging and recording, Inspection, recognizing and avoiding hazards

Module 4: Human Errors and Performance in Aviation

9 Hours

Accident causation in complex systems, The "organizational accident", The Reason model, The importance of organizational culture in employee safety reporting, A frequent dilemma, The traditional view of error management, The contemporary view of error management.

Module 5: Crew Resource Management in Aviation

9 Hours

The objective of resource management training in aviation, Historical perspective, CRM training, purpose and typical contents, TRM training, purpose and typical contents, Threat and Error Management- The components of the TEM model, TEM in flight operations, TEM in air traffic control, TEM in cabin operations.

Reference Books:

- Sanchez-Alarcos, J. (2019). Aviation and Human Factors: How to Incorporate Human Factors into the Field. CRC Press.
- Maurino, D. E. (2017). Beyond Aviation Human Factors: Safety in High Technology Systems. Routledge.
- LeSage, P., Dyar, J., & Evans, B. (2010). Crew Resource Management: Principles and Practice. Jones & Bartlett Learning.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

SKILL ENHANCEMENT

Course Title: Drone Management

Course Code: 23MBASEC309

Semester: 3

Credits: 2

Hours (LTP): 30 Hours

Course Objectives:

- To understand the importance and application of drones
- To analyze the drone ecosystem
- To evaluate numerous business opportunities through drone operations

Course Outcomes (COs):

At the end of the course, the learner will be able to:

CO 1	Classify various types of drones
CO 2	Examine the numerous applications of drones
CO 3	Analyze the regulations pertaining to drone operations
CO 4	Evaluate the drone ecosystem and business opportunities

Course Contents:

Module 1: Introduction to Drones

6 Hours

Introduction to drones; Types of drones- Fixed wing & Rotorcraft; Drone Aerodynamics; Drone terminology and parts.

Module 2: Classification of Drones

6 Hours

Classification and Categorization of Drones; Drone anatomy; Applications of Drones; Major Stakeholders.

Module 3: Regulations

9 Hours

The Drone Rules, 2021; Drone operations requirements; Flight performance; Types of payloads; Drone Equipment Maintenance; Human performance.

Module 4: Drone Ecosystem

9 Hours

Import & Export regulations; Manufacturers; Drone eco-system in India; Drone Management Systems.

Reference Books:

- Hodgkinson, D., & Johnston, R. (2018). Aviation Law and Drones: Unmanned Aircraft and the Future of Aviation. Routledge.
- Koubaa, A., & Azar, A. T. (2021). Unmanned Aerial Systems: Theoretical Foundation and Applications. Academic Press.
- DeFrancesco, R., & DeFrancesco, S. (2022). The Big Book of Drones. CRC Press.

Evaluation Pattern:

Continuous Evaluation – Skill Enhancement Courses						Total
A1	A2	A3	A4	Internal Test/ Quiz etc	Class Participation	100 Marks
20	20	20	20	10	10	

Semester IV
DISCIPLINE SPECIFIC ELECTIVE

Course Title: Aircraft Asset and Lease Management

Course Code: 23MBADSE462

Semester: 4

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- To examine the aircraft leasing ecosystem
- To evaluate the various financing options for aircraft acquisition
- To analyze the asset management of aircraft

Course Outcomes (COs):

At the end of the course, the learner will be able to:

CO 1	Examine the aircraft leasing ecosystem
CO 2	Appraise the aircraft leasing life-cycle
CO 3	Evaluate aircraft financing and insurance
CO 4	Critique the legal aspects pertaining to aircraft leasing
CO 5	Analyze aircraft asset management

Course Content:

Module 1: Introduction to Aircraft leasing

9 Hours

Aircraft ownership; Types of aircraft leasing; Cape Town Convention and its importance on Aircraft leasing.

Module 2: The Leasing life-cycle

9 Hours

Pre-delivery, Delivery, Operations & Redelivery; Factors affecting aircraft leasing; Lease or buy decision; sub-leasing.

Module 3: Aircraft Financing and Insurance

9 Hours

Laws pertaining to aviation finance; Investors; Regulations; Types of Aircraft Financing; Sources of funds; Export credit agencies; Aircraft Insurance.

Module 4: Legal aspects

9 Hours

International laws; Lease contracts; Credit structures in Aviation Finance and Leasing; Risk associated with financier and lessors; Airline bankruptcies; Protection for financiers.

Module 5: Aircraft Asset Management

9 Hours

Aircraft appraisals, Aircraft valuation methodologies; Aircraft depreciation; Latest trends in asset management

Reference Books:

- Ang, A. (2014). Asset Management: A Systematic Approach to Factor Investing. Financial Management Associati.
- Guzhva, V. S., Raghavan, S., & D'Agostino, D. J. (2018b). Aircraft Leasing and Financing: Tools for Success in International Aircraft Acquisition and Management. Elsevier.
- Scheinberg, R. (2017). The Commercial Aircraft Finance Handbook. Routledge.

- Murphy, R. (2022). Aircraft Financing. Bloomsbury Professional.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks Assessment 1 : 10 Marks Assessment 2 : 10 Marks Assessment 3 : 10 Marks Block End Test : 10 Marks	50 Marks	50 Marks	100 Marks

Course Title: Travel and Tourism Management

Course Code: 23MBADSE463

Semester: 4

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- To evaluate the travel and tourism industry
- To analyze the numerous challenges faced by the tourism sector
- To examine the marketing strategies used by tour operators and their logistical challenges

Course Outcomes (COs):

At the end of the course, the learner will be able to:

CO 1	Evaluate the tourism industry
CO 2	Examine the role of travel agencies and tour operators
CO 3	Analyze the marketing strategies used by the tourism industry
CO 4	Appraise the travel documents required
CO 5	Investigate the latest trends in tourism

Course Content:

Module 1: Introduction to Tourism

9 Hours

Concept of Tourism and Types of Tourism; Evolution of tourism; Tourism Policy, Planning & Development.

Module 2: Travel Agency and Tour Operators

9 Hours

Travel Agency Business; Emergence of Travel intermediaries; Incentives and concessions; IATA rules and regulations; Types of itinerary; Itinerary preparation; Tour costing.

Module 3: Tourism Marketing and Logistics

9 Hours

Tourism marketing; Distribution channel and Logistics Management of Tour Operators; Air fares and Ticketing.

Module 4: Travel Documentation

9 Hours

Travel documentation; Travel Information Manual; Foreign Currency Exchange; Travel insurance.

Module 5: Tourism products

9 Hours

Tourism products in India; Growth of tourism in India; Tourism Entrepreneurship; Sustainable and Eco-tourism.

Reference Books:

- Rakić, T., & Lester, J. (2016). Travel, Tourism and Art. Routledge.
- Holland, J., & Leslie, D. (2017). Tour Operators and Operations: Development, Management and Responsibility. CABl.

- Mohinder, C. D., & Chauhan, V. (2019). Handbook of Research on International Travel Agency and Tour Operation Management. IGI Global

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Air Cargo Management

Course Code: 23MBADSE464

Semester: 4

Credits: 3

Hours (LTP): 45 hrs

Course Objectives

- To examine numerous process involved in air cargo handling.
- To get in-depth understanding of cargo booking process and airway bill.
- To analyze the cargo handling facilities at airports

Course Outcomes (COs):

At the end of the course, the learner will be able to:

CO 1	Examine the Air cargo operations
CO 2	Use and implement the aspects of Aircraft Characteristics & Loading Limitations
CO 3	Analyze Handling Facilities and Custom Clearance Process at the Airports
CO 4	Evaluate Cargo Booking Procedures & Automations
CO 5	Design Air Cargo Rates, Charges to improve revenue and use of 'The Air waybill'

Course Content:

Module 1: Introduction and Working of an Air Cargo Agency

9 Hours

The IATA Cargo Agent; The Consolidator (Air Freight Forwarder); Operations, Service Functions; Liability, Geography and IATA 3-Letter codes; IATA Areas and SUB- AREAS; Time Differences; Calculation of Transportation Time; Industry Regulations- FIATA - International Federation of Freight Forwarders Association.

Module 2 Aircraft Characteristics & Loading Limitations

9 Hours

Aircraft Structure; Bulk Loading Limitations; ULDS; Commodity Restrictions

Module 3: Handling Facilities

9 Hours

Airports, Aircraft Handling Facilities; Cargo Terminal Facilities, Custom Clearance Process, Cargo Acceptance, Different Types Of Cargo, Dangerous Goods; Live Animals

Module 4: Cargo Booking Procedures & Automation

9 Hours

How To Make A Cargo Booking; Airline Booking Procedures, The Oag Cargo Guide, Functions Of The Airway Bill; Completion Of The Airway Bill, Labeling And Marking

Module 5: Air Cargo Rates And Charges

9 Hours

The Air Cargo Tariff (TACT); IATA Areas and Sub-areas; Chargeable Weight, Currencies, Rates & Charges; General Rules of Cargo Rates & Charges; Minimum Charges (M), General Cargo Rates (GCR); Specific Commodity Rates (SCR), Class Rates or Commodity Classification Rates; Lower Charge in Higher Weight Category, Precedence of Rates & Charges; Valuation Charges, Charges Collect Shipments, Disbursement, Other Charges and Fees, Rating Concept within Europe. Completion, Labelling, Marking; Difference between Airway Bill and Bill of Lading

Reference Books:

- Sales Michael., (2017). Air Cargo Management: Air Freight and the Global Supply Chain, 2nd Edition
- Uwayo Edissa., (2017). Airline and Airport Operations
- Chang, Yoon., (2021). Air Cargo Management
- Tester, R. (2020). Air Cargo Claims. Taylor & Francis.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Strategic Mergers and Acquisitions in the Aviation Sector

Course Code: 23MBADSE465

Semester: 4

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- To understand the role of mergers and acquisitions in the airline sector
- To examine the merger and acquisition processes
- To investigate the latest trends in the airline market pertaining to mergers and acquisitions

Course Outcomes (COs):

At the end of the course, the learner will be able to:

CO 1	Classify mergers and acquisitions
CO 2	Investigate the characteristics of successful mergers and acquisitions
CO 3	Examine the numerous types of airline mergers and acquisitions
CO 4	Analyze the valuation processes
CO 5	Evaluate the current trends in the market

Course Content:

Module 1: Introduction to Mergers and Acquisitions

9 Hours

Competitive advantage; VRIO Analysis; Introduction to Mergers and Acquisitions; Evolution of Airline Mergers and Acquisitions; Role of Governmental agencies in M&A.

Module 2: Characteristics of successful M&A

9 Hours

Characteristics of successful mergers and acquisitions; Merger implementation; Concept of disintegration and reintegration; Identifying synergies; Transformation tools.

Module 3: Types of Airline M&A

9 Hours

Types of Airline mergers; Merger considerations; Merger Negotiations; Corporate restructuring; Synergies of airline business models and operations; Diversification strategies of Aviation and Aerospace organizations.

Module 4: Valuation

9 Hours

Valuation; Choosing a valuation approach; Due-diligence; Merger failure drivers; Herfidahl Hirschman Index; Post Merger integration and divestitures.

Module 5: Trends in the market

9 Hours

Bankruptcies; Corporate restructuring; Failures of merged airlines; Cultural implications of merged organizations; Joint ventures and strategic alliances of aviation organizations.

Reference Books:

- Tarba, S. Y., Cooper, C. L., Sarala, R. M., & Ahammad, M. F. (2016). Mergers and Acquisitions in Practice. Taylor & Francis.

- Tarba, S. Y., Cooper, C. L., Sarala, R. M., & Ahammad, M. F. (2016). Mergers and Acquisitions in Practice. Taylor & Francis.
- Webber, T. (2022). Airline Microeconomics. Cambridge Scholars Publishing.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Aviation Marketing and Revenue Management

Course Code: 23MBADSE466

Semester: 4

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- To examine the role of marketing strategies in the profitability of airlines and airports
- To analyze the various promotional strategies used by airlines and airports
- To have an in-depth understanding of the air transport value chain

Course Outcomes (COs):

At the end of the course, the learner will be able to:

CO 1	Examine the role of marketing in the aviation sector
CO 2	Appraise the air transport value chain
CO 3	Evaluate the revenue management systems of airlines and airports
CO 4	Analyze the airport and airline promotional programs
CO 5	Develop strategies to increase revenue for airlines and airports

Course Content:

Module 1: Introduction to Marketing

9 Hours

What is Marketing? Definition; The Marketing Mix*; Stages in the Application of Marketing Principles to Airline Management; What Business are we in? Who is the Customer? Market Segmentation – Air Passenger Market; Strategic Families; Differentiation”, Airlines – The Future; Focus Strategies.

Module 2: Air Transport Value Chain

9 Hours

The Airport Enterprise: Role and Scope of Activity; Competition in Airport Industry; The Air Transport Value Chain; Rise of Airport Marketing; Primary Hub, Secondary hub, Regional hub concepts; The Aviation-Related SBU: The Airport Enterprise’s Technical Core Business; New Marketing-Driven Paradigms for the Airport Enterprise’s Aviation-Related Business; How to Construct an Airport Marketing Plan.

Module 3: Introduction to Revenue Management

9 Hours

Introduction to Revenue Management; Types of Airline & Airport revenues sources; Impact of non-operational revenue on profitability.

Module 4: Promotional Programs

9 Hours

Promotional programmes - On Board & On Ground. Profitable Business Models; Rules and procedures and Management of Frequent flyer programmes; on-board sales.

Module 5: Airport as a profit center

9 Hours

Airport as a profit center. Commercial use of Airport land. Concept of aerotropolis; Identifying the sources of Revenue. Creation of new Commercial Activity. Earmarking the facility. Concept of Minimum Reserve price. Duty Free Shops. Concept of Lease and Rentals. Tenders / awards / Management of Contracts.

Reference Books:

- Ambrose, S., & Waguespack, B. (2021). Fundamentals of Airline Marketing. Routledge.
- Ambrose, S., & Waguespack, B. (2021). Fundamentals of Airline Marketing. Routledge.
- Cramer, C., & Thams, A. (2021). Airline Revenue Management: Current Practices and Future Directions. Springer Nature.
- Malaval, P., Bénaroya, C., & Aflalo, J. (2013). Aerospace Marketing Management: A Handbook for the Entire Value Chain. Springer Science & Business Media.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Airline Advertising and Sales Promotion

Course Code: 23MBADSE467

Semester: 4

Credits: 3

Hours (LTP): 45 hrs

Course Objectives:

- To analyze the advertising and sales promotions strategies used by airlines
- To evaluate the airline service offerings
- To develop brand management strategies for airlines

Course Outcomes (COs):

At the end of the course, the learner will be able to:

CO 1	Examine the role of advertising in the airline sector
CO 2	Analyze the advertising planning framework
CO 3	Investigate the airline service offerings
CO 4	Critique the sales promotion tactics used by airlines
CO 5	Formulate airline brand management strategies

Course Content:

Module 1: Introduction to Advertising

9 Hours

Introduction to Advertising; Advertising objectives; Classification and types of advertising in the airline industry; Customer segmentation.

Module 2: Advertising Planning Framework

9 Hours

Strategic advertising decision by airlines; strategic media planning; National, Regional and Local advertising; Advertising planning framework; Advertising agencies; Advertising budget; Limitations in the current airline distribution flow; Customer relationship and loyalty schemes; Role of type of fleet in advertising.

Module 3: Airline service offerings

9 Hours

Services offered by airlines; Ancillary revenue promotions; Segmentation of the air freight market; Consumer and Market analysis; Competitive analysis; Distribution channels; Frequent flier programs; Challenges of limited brand loyalty in the airline sector

Module 4: Sales Promotions

9 Hours

Introduction to Sales promotion; Sales promotion strategies and practices followed by the airline industry; Sales planning; Sales budget; Media relations; the field sales team; The Anatomy of a sale- AIDA Model and Spin cycle.

Module 5: Airline Brand Management

9 Hours

Linking advertising and Sales promotion; fighting competition in the aviation sector; Airline Brand Management; Selling in the air freight market; Strategic partnerships and alliances; Global Aviation Alliances- Star Alliance, One World, Sky Team- Members and benefits.

Reference Books:

- Malaval, P., Bénaroya, C., & Aflalo, J. (2013). Aerospace Marketing Management: A Handbook for the Entire Value Chain. Springer Science & Business Media.
- Malaval, P., Bénaroya, C., & Aflalo, J. (2013). Aerospace Marketing Management: A Handbook for the Entire Value Chain. Springer Science & Business Media.

- Kazmi, S. H. H., & Batra, S. K. (2009). Advertising And Sales Promotion. Excel Books India.
- Rapajic, J. (2016). Beyond Airline Disruptions. Routledge.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Aviation Financial Management

Course Code: 23MBADSE468

Semester: 4

Credits: 3

Hours (LTP): 45 hrs

Course Objectives

- To apply financial management theories in aviation
- To understand airport and airline finance
- To design a financing plan for an airport

Course Outcomes (COs):

At the end of the course, the learner will be able:

CO 1	Examine practices of current Airport Revenue and Expenditure
CO 2	Develop decision-making and problem-solving tools to analyze the various aspects of Financial Plan for Airports
CO 3	Evaluate the financial performance by Critically analyzing competing airline
CO 4	Analyze and develop right sources for aircraft financing
CO 5	Formulate strategies to improve financial efficiencies

Course Content:

Module 1: Airport Finance

9 Hours

Brief overview of Basic Aspects of Financial Accounting, Financial Control and Auditing (Internal and external auditing.); Discussion on Airport Revenue and Expenditure (Traffic & Non-Traffic,); Management of Revenues, Billing/collection/Receivables; Airport, Operational and Capital expenditure.

Module 2: Airport Charges

9 Hours

Parking charges, Aerobridge charges, Hangar Charges; Basis for determining the charges for Air traffic facilities, Allocation of full costs for Airport areas and services, transfer of costs to and from other departments; Cost attributable to non-aviation activities; Categories of Airport users and cost attributable to them, Allocation of cost between International and Domestic traffic.

Module 3: Facilitation Charges

9 Hours

Factors Influencing Air Traffic charges and their collection; Approach and Aerodrome control charges, Passenger service; charges, Cargo charges, Security charges, Noise-related charges, Other charges; Consultation with users - Nature of consultation, Approach to consultation including advance notice; Role of IATA/AERA

Module 4: Financing Airport Infrastructure and Financial Plan for Airport

9 Hours

General Relevance of Traffic forecasts, Consultation; Economic Impact Surveys; Scope and content of economic impact surveys; Identifying benefits and disadvantages, Summary observations; Purpose and content of financial plan; Currency requirement- general, costs typically payable in domestic currency, Costs typically payable (wholly or partially) in foreign currency, Repayment of loans; Sources of Financing-General, Domestic sources, Foreign sources, General, Bilateral institutions, Development banks and funds, United nation Development Programme, Commercial Source.

Module 5: Airline Finance, Capital, Cost, Leasing and Accounting Issues

9 Hours

Airline Cost of Capital; Financial Ratio and its importance to performance evaluation, Profitability ratios; Inter airline comparison of financial ratios, Objectives, Advantages; Inter airline comparison of financial

ratios, Cash management; Financial planning; Airline financial Control; Capital Budgeting; Sources of Internal and External Finance; Institutions involved in Aircraft Finance; Securitization of Aircraft.

Reference Books:

- Basic Accounting Concepts and Assumptions – Harvard Business Publishing (Core Curriculum chapter)
- Morrell, P. S. (2019). Airline Finance. Routledge.
- Vasigh, B., & Rowe, Z. C. (2019). Foundations of Airline Finance: Methodology and Practice.
- Scheinberg, R. (2017b). The Commercial Aircraft Finance Handbook. Routledge.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

Course Title: Crisis Management in Aviation

Course Code: 23MBADSE469

Semester:4

Credits: 3

Hours (LTP): 45 hrs

Course Objectives

- To evaluate if the prevention of accidents or incidents fails and some critical event still occurs, then the disaster management team of the organization must try to limit the damage done to stakeholders, property, the environment, and the organization itself by responding to the critical situation.
- To examine various impact of disasters in the aviation industry and develop key skills in Crisis Management

Course Outcomes (COs):

At the end of the course, the learner will be able to:

CO 1	Examine the various types of Disasters
CO 2	Evaluate the crisis management concepts in the aviation sector
CO 3	Analyze and manage the Emergency response action and procedures followed by Airlines around the world
CO 4	Train employees on impact of human factors in Disaster Management
CO 5	Develop the Crisis Response and Management in Aviation

Course Content:

Module 1: Disaster Management and Disaster Preparedness

9 Hours

Fire and examples, Hazardous gases, liquids and solids; Aircraft Fire and Rescue services, Location of Fire Station, Fire crew, Category of Fire system, Emergency Fire Drills, National Disaster Management Authority, Precautions during Earthquake, Floods, Cyclone, Storms, Tsunami and its impact on flight operations Basic principles of disasters management, Disaster Management cycle, Disaster management policy, National and State Bodies for Disaster Management

Module 2: Crisis in Aviation

9 Hours

Types of Crisis in Aviation; Crisis Management in Aviation; The role of media in crisis management; Important definitions; Damages caused during a crisis- Financial, infrastructure, reputation; Insurance coverages and claims for various types of aviation disasters; role of the top-management in Crisis Management.

Module 3: Emergency Response Action and Procedures

9 Hours

Composition of Airline Emergency Response Team, Emergency Notification Action, Responsibilities of Emergency Response Coordinator, Quick Response Checklist, General Instructions, Initial Response Team, Responsibilities of Initial Response Team – Composition of Initial Response Team, Crisis Management Centre, Responsibilities of Crisis Management Centre, Director Operations – Responsibilities of Director Operations, Quick Response Checklist

Module 4: Human Factors

9 Hours

Communication during Disasters, Physical and Emotional Stress, Situational Awareness, Hazardous Attitudes, Crew Resource Management, Leadership and role of leaders in Disaster Management

Module 5: Crisis Management**9 Hours**

Airline Crisis Response, Humanitarian Assistance, Crisis Communications, Public Enquiry Centre, Investigation Insurance and Financial Risk Management, Data Management, Government and Community Affairs, Fatality Operations, Personal Effects Operations, Business Continuity, Crisis Leadership, Family Assistance Program, Public Relations, Corporate Communication Coordinator, Responsibilities, Press Release, Media Centre Programme,

Reference Books:

- Ferguson, M.D. & Nelson, S., (2014). Aviation Safety: A Balanced Industry Approach
- Yilmaz, Ayse Kucuk., (2019). Values, Ergonomics and Risk Management in Aviation Business Strategy
- D, Mondal., (2020). Disaster Management Concepts and Approaches
- Price, J., & Forrest, J. (2016). Practical Airport Operations, Safety, and Emergency Management: Protocols for Today and the Future. Butterworth-Heinemann.

Evaluation Pattern:

Continuous Evaluation		End Semester Examination	Total
Class Participation : 10 Marks	50 Marks	50 Marks	100 Marks
Assessment 1 : 10 Marks			
Assessment 2 : 10 Marks			
Assessment 3 : 10 Marks			
Block End Test : 10 Marks			

SKILL ENHANCEMENT

Course Title: Aviation Project Management

Course Code: 23MBASEC408

Semester: 4

Credits: 2

Hours (LTP): 30 Hours

Course Objectives:

- To understand and examine project management concepts in the aviation and aerospace sector
- To examine the various types of projects in the aviation sector

Course Outcomes (COs):

At the end of the course, the learner will be able to:

CO 1	Examine various types of airline projects
CO 2	Understand the concepts of project management
CO 3	Evaluate project authorization and preliminary activities
CO 4	Analyze project planning and scheduling in the aviation sector

Course Content:

Module 1: Aviation Projects

6 Hours

Types of Aviation Projects, Aviation Project Life Cycles and life histories; Factors for assessing Project success or failure; Primary Objectives and their relationship, Project success or failure beyond the Primary Objectives, Benefits realization; Projects which are impossible to define accurately; Checklists, Defining the Project scope.

Module 2: Project Management

6 Hours

Matrix Aviation organizations, Project team organizations, Team or Matrix: which organization is best? Hybrid organizations; Contract Matrix organizations, Joint venture Aviation projects; Project manager, Project support groups.

Module 3: Project Authorizations

9 Hours

Project authorization and preliminary activities; Physical preparations, organization, and Getting work started; Detailed plans and work instructions; Managing progress - Progress monitoring, schedule updating, Progress meetings and Project progress reports; Principles of Cost control, Controlling Variable and Fixed (overhead) costs.

Module 4: Project Planning and scheduling

9 Hours

Introduction to Aviation Project planning, Bar charts, Critical Path Networks; Different Network notation systems; Critical Path networks using Arrow diagrams, Precedence diagrams; Planning Aircraft component project by Critical Path network; Project terminology; Conventions and priority rules for scheduling Project resources; Data errors; Scheduling cash flows; Scheduling the resources for all Projects in an aviation organization.

Reference Books:

- Flouris, T. G., & Lock, D. (2016). Managing Aviation Projects from Concept to Completion. Routledge.
- Institute, P. M. I. P. M. (2021). A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition and The Standard for Project Management (BRAZILIAN PORTUGUESE). Project Management Institute.
- Flouris, T. G., & Lock, D. (2016b). Aviation Project Management. Routledge.

Evaluation Pattern:

Continuous Evaluation – Skill Enhancement Courses						Total
A1	A2	A3	A4	Internal Test/ Quiz etc	Class Participation	100 Marks
20	20	20	20	10	10	

FACULTY OF MANAGEMENT STUDIES (MBA)

CALENDAR OF EVENTS

ACADEMIC YEAR 2023 – 2024: 1st SEMESTER

SL. No.	DATE	EVENTS
01	22 nd Jul to 02 nd Aug 2023	Compass 2023 – Student Induction Programme - Footsteps
02	03 rd Aug 2023	Inauguration of MBA Batch 2023 - 25
03	04 th to 10 th Aug 2023	Compass 2023 – Student Induction Programme - Bridge Courses
04	11 th to 22 nd Aug 2023	Compass 2023 – Student Induction Programme – Boot Camp
05	14 th Aug 2023	Submission of TLEP by the Faculty Members
06	23 rd & 24 th Aug 2023	Document submission by the students
07	28 th Aug to 21 st Sep 2023	Block – 1 Sessions & Continuous Assessments
08	22 nd Sep to 23 rd Nov 2023	Block – 2 Sessions & Continuous Assessments
09	24 th to 25 th Nov 2023	Revision/ Remedial Classes
10	25 th Nov 2023	Last Instructional Day
11	27 th Nov 2023	Last date for submission of CIA Marks in ERP
12	01 st to 23 rd Dec 2023	University Examination & Evaluation – 1 st Semester
13	24 th Dec 2023 to 01 st Jan 2024	Winter Break
14	04 th Jan 2024	Commencement of 2 nd Semester classes
15	1 st Week of Feb 2024	Announcement of Results for 1 st Semester