Scheme and Syllabus
Master of Business Administration
[MBA]

(Effective from Academic Year 2025-26)

ST JOSEPH ENGINEERING COLLEGE

AN AUTONOMOUS INSTITUTION

Vamanjoor, Mangaluru - 575028

MOTTO

Service and Excellence

VISION

To be a global premier Institution of professional education and research

MISSION

- Provide opportunities to deserving students of all communities, the Christian students in particular, for quality professional education
- Design and deliver curricula to meet the national and global changing needs through student-centric learning methodologies
- Attract, nurture and retain the best faculty and technical manpower
- Consolidate the state-of-art infrastructure and equipment for teaching and research activities
- Promote all-round personality development of the students through interaction with alumni, academia and industry
- Strengthen the Educational Social Responsibilities (ESR) of the Institution

St Joseph Engineering College,

Vamanjoor, Mangaluru

An Autonomous Institution

Affiliated to Visvesvaraya Technological University-Belagavi

& Recognized by AICTE

NBA-Accredited: B.E. (ECE, EEE, ME & CE), MBA & MCA

NAAC – Accredited with grade A+

Scheme and Syllabus

Master of Business Administration [MBA]

(Effective from Academic Year 2025-26)

AUTONOMY AND ACCREDITATION

St Joseph Engineering College (SJEC) is an Autonomous Institute under Visvesvaraya Technological University (VTU), Belagavi, Karnataka State, and is recognized by the All-India Council for Technical Education (AICTE), New Delhi. SJEC is registered under the trust “Diocese of Mangalore, Social Action Department”.

The SJEC has been conferred Fresh Autonomous Status from the Academic Year 2021-22. The college was granted autonomy by the University Grants Commission (UGC) under the UGC Scheme for Autonomous Colleges 2018 and conferred by VTU. The UGC Expert Team had visited the college on 28-29 November 2021 and rigorously assessed the college on multiple parameters. The fact that only a handful of engineering colleges in the state have attained Autonomous Status adds to the college’s credibility that has been on a constant upswing. Autonomy will make it convenient for the college to design curricula by recognizing the needs of the industry, offering elective courses of choice and conducting the continuous assessment of its students.

At SJEC, the Outcome-Based Education (OBE) system has been implemented since 2011. Owing to OBE practiced at the college, SJEC has already been accredited by the National Board of Accreditation (NBA). Four of the UG programs, namely Mechanical Engineering, Electronics and Communication Engineering, Electrical & Electronics Engineering and Civil Engineering and two PG programs- MBA and MCA have accreditation from the NBA.

Also, SJEC has been awarded the prestigious A+ grade by the National Assessment and Accreditation Council (NAAC) for five years. With a Cumulative Grade Point Average (CGPA) of 3.39 on a 4-point scale, SJEC has joined the elite list of colleges accredited with an A+ grade by NAAC in its first cycle. The fact that only 5 per cent of the Higher Education Institutions in India have bagged A+ or higher grades by NAAC adds to the college’s credibility that has been on a constant upswing.

The college is committed to offering quality education to all its students, and the accreditation by NAAC and NBA reassures this fact. True to its motto of “Service and Excellence”, the college’s hard work has resulted in getting this recognition, which has endorsed the academic framework and policies that the college has been practicing since its inception. The college has been leveraging a flexible choice-based academic model that gives students the freedom to undergo learning in respective disciplines and a transparent and continuous evaluation process that helps in their holistic development.

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SJEC MBA

The Department of Business Administration was started in the year 2007 with an objective of producing competent industry professionals with sound ethical values and service attitude. It was approved as a research centre in the year 2011 to offer Ph D programmes by VTU, Belagavi. The Department has been accredited by National Board of Accreditation (NBA) in 2020. The Department regularly organises Management Development Programmes, Faculty Development Programmes, Capacity Building Programmes and Student Development Programmes. With its total focus on Outcome Based Education, the Department has adopted active learning strategies in delivering the curriculum.

Department Vision

To impart quality management education to bring out competent, socially responsible and conscientious professionals.

Department Mission

- Imparting contemporary curriculum and its application to business situations
- Developing proficiency through continuous industry-academia interface and research
- Encouraging entrepreneurship and venture development
- Sensitizing the students towards the needs of society
- Inculcating diligence through extra-curricular activities

Programme Educational Objectives (PEOs)

PEO 1: Graduates will be able to apply the theoretical concepts in real-life situations

PEO 2: Graduates will be able to communicate effectively think critically and be able to manage interpersonal relationships

PEO 3: Graduates will be capable of starting entrepreneurial ventures

PEO 4: Graduates will be able to cater to the needs of the society

PEO 5: Graduates will be able to adapt to a constantly changing environment

Programme Outcomes (POs)

At graduation, SJEC MBA Graduates will have the following outcomes:

PO 1: Apply knowledge of management theories and practices to solve business problems

PO 2: Foster Analytical and critical thinking abilities for data-based decision making

PO 3: Ability to develop Value-based Leadership ability

PO 4: Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business

PO 5: Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment

Program Specific Outcomes (PSOs)

PSO 1: Foster Soft Skills to support industry requirements

PSO 2: Develop entrepreneurial capabilities for entrepreneurship and venture creation

I Semester MBA

Sl. No.	Course and Course Code		Course Title	Paper Setting Board	Teaching Hours/Week			Examination				Credits
					Theory Lecture	Tutorial	Practical	Duration in hours	CIE Marks	SEE Marks	Total Marks	
					L	T	P					
1	PCC	MBA101	Modern Management & Organisational Behaviour	MBA	4	0	0	3	50	50	100	**4**
2	PCC	MBA102	Economics for Decision Making	MBA	4	0	0	3	50	50	100	**4**
3	PCC	MBA103	Financial Accounting & Reporting	MBA	4	0	0	3	50	50	100	**4**
4	PCC	MBA104	Business Statistics	MBA	4	0	0	3	50	50	100	**4**
5	PCC	MBA105	Marketing Management	MBA	4	0	0	3	50	50	100	**4**
6	PCC	MBA106	Managerial Communication	MBA	4	0	0	3	50	50	100	**4**
7	SEC	MBA187	Corporate Etiquette & Personality Development-I	MBA	2	0	0	-	50	-	50	**-**
8	SEC	MBA188	Information Technology for Business	MBA	0	0	4	-	50		50	**-**
Total					**26**	**0**	**4**	**-**	**400**	**300**	**700**	**24**

II Semester MBA

SI. No.	Course and Course Code		Course Title	Paper Setting Board	Teaching Hours/Week			Examination				Credits
					Theory Lecture	Tutorial	Practical	Duration in hours	CIE Marks	SEE Marks	Total Marks	
					L	T	P					
1	PCC	MBA201	Human Resource Management	MBA	4	0	0	3	50	50	100	**4**
2	PCC	MBA202	Financial Management	MBA	4	0	0	3	50	50	100	**4**
3	PCC	MBA203	Research Methodology & IPR	MBA	4	0	0	3	50	50	100	**4**
4	PCC	MBA204	Business Analytics	MBA	3	0	2	3	50	50	100	**4**
5	PCC	MBA205	Corporate Strategy	MBA	4	0	0	3	50	50	100	**4**
6	PCC	MBA206	Entrepreneurship Development	MBA	4	0	0	3	50	50	100	**4**
7	SEC	MBA287	Corporate Etiquette & Personality Development-II	MBA	3	0	0	-	50	-	50	**-**
8	SEC	MBA288	Societal Project	MBA	0	0	2	-	50	-	50	**-**
					26	**0**	**4**	**-**	**400**	**300**	**700**	**24**

III Semester MBA (Core Specialisation- Finance)

SI. No.	Course and Course Code		Course Title	Paper Setting Board	Teaching Hours/Week			Examination				Credits
					Theory Lecture	Tutorial	Practical	Duration in hours	CIE Marks	SEE Marks	Total Marks	
					L	T	P					
1	PCC	MBA301	Innovation & Design Thinking	MBA	4	0	0	3	50	50	100	4
2	PCC	MBA302	International Business	MBA	4	0	0	3	50	50	100	4
3	PEC	MBAFM31X	Elective	MBA	4	0	0	3	50	50	100	4
4	PEC	MBAFM31X	Elective	MBA	4	0	0	3	50	50	100	4
5	PEC	MBAFM31X	Elective	MBA	4	0	0	3	50	50	100	4
6	PEC	MBAFM31X	Elective	MBA	4	0	0	3	50	50	100	4
7	PCC	MBAPR387	Project Phase I	MBA	0	0	4		50	50	100	2
					24	**0**	**4**	**-**	**350**	**350**	**700**	**26**

Finance- List of Electives

Sl No	Course Code	Course Title	Remarks
1	MBAFM313	Strategic Cost Management	**Choose any Four Courses**
2	MBAFM314	Investment Analysis & Portfolio Management	
3	MBAFM315	Tax Management	
4	MBAFM316	Advanced Financial Management	
5	MBAFM317	Mergers, Acquisitions & Corporate Restructuring	
6	MBAFM318	Corporate Valuation	

III Semester MBA (Core Specialisation- Human Resource)

SI. No.	Course and Course Code		Course Title	Paper Setting Board	Teaching Hours/Week			Examination				Credits
					Theory Lecture	Tutorial	Practical	Duration in hours	CIE Marks	SEE Marks	Total Marks	
					L	T	P					
1	PCC	MBA301	Innovation & Design Thinking	MBA	4	0	0	3	50	50	100	4
2	PCC	MBA302	International Business	MBA	4	0	0	3	50	50	100	4
3	PEC	MBAHR31X	Elective	MBA	4	0	0	3	50	50	100	4
4	PEC	MBAHR31X	Elective	MBA	4	0	0	3	50	50	100	4
5	PEC	MBAHR31X	Elective	MBA	4	0	0	3	50	50	100	4
6	PEC	MBAHR31X	Elective	MBA	4	0	0	3	50	50	100	4
7	PCC	MBAPR387	Project Phase I	MBA	0	0	4	-	50	50	100	2
					24	**0**	**4**	**-**	**350**	**350**	**700**	**26**

Human Resource- List of Electives

Sl No	Course Code	Course Title	Remarks
1	MBAHR313	Recruitment & Selection	**Choose any Four Courses**
2	MBAHR314	Human Resource Analytics	
3	MBAHR315	Organisational Change & Development	
4	MBAHR316	Compensation & Reward Management	
5	MBAHR317	Industrial Relations & Legislations	
6	MBAHR318	Personal Growth & Interpersonal Effectiveness	

III Semester MBA (Core Specialisation- Marketing)

SI. No.	Course and Course Code		Course Title	Paper Setting Board	Teaching Hours/Week			Examination				Credits
					Theory Lecture	Tutorial	Practical	Duration in hours	CIE Marks	SEE Marks	Total Marks	
					L	T	P					
1	PCC	MBA301	Innovation & Design Thinking	MBA	4	0	0	3	50	50	100	4
2	PCC	MBA302	International Business	MBA	4	0	0	3	50	50	100	4
3	PEC	MBAMM31X	Elective	MBA	4	0	0	3	50	50	100	4
4	PEC	MBAMM31X	Elective	MBA	4	0	0	3	50	50	100	4
5	PEC	MBAMM31X	Elective	MBA	4	0	0	3	50	50	100	4
6	PEC	MBAMM31X	Elective	MBA	4	0	0	3	50	50	100	4
7	PCC	MBAPR387	Project Phase I	MBA	0	0	4		50	50	100	2
					24	**0**	**4**	**-**	**350**	**350**	**700**	**26**

Marketing- List of Electives

Sl No	Course Code	Course Title	Remarks
1	MBAMM313	Consumer Behaviour	**Choose any Four Courses**
2	MBAMM314	Sales & Retail Management	
3	MBAMM315	Services Marketing	
4	MBAMM316	Marketing Research & Analytics	
5	MBAMM317	Logistics & Supply Chain Management	
6	MBAMM318	Rural Marketing	

III Semester MBA (Core Specialisation- Digital Business & Analytics)

Sl. No.	Course and Course Code		Course Title	Paper Setting Board	Teaching Hours/Week			Examination				Credits
					Theory Lecture	Tutorial	Practical	Duration in hours	CIE Marks	SEE Marks	Total Marks	
					L	T	P					
1	PCC	MBA301	Innovation & Design Thinking	MBA	4	0	0	3	50	50	100	4
2	PCC	MBA302	International Business	MBA	4	0	0	3	50	50	100	4
3	PEC	MBABA31X	Elective	MBA	4	0	0	3	50	50	100	4
4	PEC	MBABA31X	Elective	MBA	4	0	0	3	50	50	100	4
5	PEC	MBABA31X	Elective	MBA	4	0	0	3	50	50	100	4
6	PEC	MBABA31X	Elective	MBA	4	0	0	3	50	50	100	4
7	PCC	MBAPR387	Project Phase I	MBA	0	0	4		50	50	100	2
					24	**0**	**4**	**-**	**350**	**350**	**700**	**26**

Digital Business & Analytics- List of Electives

Sl. No.	Course Code	Course Title	Remarks
1	MBABA313	Python for Managers	**Choose any Four Courses**
2	MBABA314	Financial Analytics	
3	MBABA315	Digital Product Management	
4	MBABA316	Digital Banking & Cyber Security	
5	MBABA317	Big Data Analytics	
6	MBABA318	Web & Social Media Analytics	

III Semester MBA (Dual Specialization- Finance and Marketing)

SI. No.	Course and Course Code		Course Title	Paper Setting Board	Teaching Hours/Week			Examination				Credits
					Theory Lecture	Tutorial	Practical	Duration in hours	CIE Marks	SEE Marks	Total Marks	
					L	T	P					
1	PCC	MBA301	Innovation & Design Thinking	MBA	4	0	0	3	50	50	100	4
2	PCC	MBA302	International Business	MBA	4	0	0	3	50	50	100	4
3	PEC	MBAFM31X	Elective	MBA	4	0	0	3	50	50	100	4
4	PEC	MBAFM31X	Elective	MBA	4	0	0	3	50	50	100	4
5	PEC	MBAMM31X	Elective	MBA	4	0	0	3	50	50	100	4
6	PEC	MBAMM31X	Elective	MBA	4	0	0	3	50	50	100	4
7	PCC	MBAPR387	Project Phase I	MBA	0	0	4		50	50	100	2
				Total	**24**	**0**	**4**		**350**	**350**	**700**	**26**

Note: **Dual specialization – Finance and Marketing**: The students have to select two electives from finance and two electives from marketing from the list of elective courses on offer.

III Semester MBA (Dual Specialization- Finance and Human Resource)

SI. No.	Course and Course Code		Course Title	Paper Setting Board	Teaching Hours/Week			Examination				Credits
					Theory Lecture	Tutorial	Practical	Duration in hours	CIE Marks	SEE Marks	Total Marks	
					L	T	P					
1	PCC	MBA301	Innovation & Design Thinking	MBA	4	0	0	3	50	50	100	4
2	PCC	MBA302	International Business	MBA	4	0	0	3	50	50	100	4
3	PEC	MBAFM31X	Elective	MBA	4	0	0	3	50	50	100	4
4	PEC	MBAFM31X	Elective	MBA	4	0	0	3	50	50	100	4
5	PEC	MBAHR31X	Elective	MBA	4	0	0	3	50	50	100	4
6	PEC	MBAHR31X	Elective	MBA	4	0	0	3	50	50	100	4
7	PCC	MBAPR387	Project Phase I	MBA	0	0	4		50	50	100	2
				Total	**24**	**0**	**4**		**350**	**350**	**700**	**26**

Note: **Dual specialization – Finance and Human Resource:** The students have to select two electives from finance and two electives from human resource from the list of elective courses on offer.

III Semester MBA (Dual Specialization- Human Resource and Marketing)

SI. No.	Course and Course Code		Course Title	Paper Setting Board	Teaching Hours/Week			Examination				Credits
					Theory Lecture	Tutorial	Practical	Duration in hours	CIE Marks	SEE Marks	Total Marks	
					L	T	P					
1	PCC	MBA301	Innovation & Design Thinking	MBA	4	0	0	3	50	50	100	4
2	PCC	MBA302	International Business	MBA	4	0	0	3	50	50	100	4
3	PEC	MBAHR31X	Elective	MBA	4	0	0	3	50	50	100	4
4	PEC	MBAHR31X	Elective	MBA	4	0	0	3	50	50	100	4
5	PEC	MBAMM31X	Elective	MBA	4	0	0	3	50	50	100	4
6	PEC	MBAMM31X	Elective	MBA	4	0	0	3	50	50	100	4
7	PCC	MBAPR387	Project Phase I	MBA	0	0	4		50	50	100	2
				Total	**24**	**0**	4		**350**	**350**	**700**	**26**

Note: **Dual specialization – Human Resource and Marketing**: The students have to select two electives from Human Resource and two electives from Marketing from the list of elective courses on offer.

III Semester MBA (Dual Specialization- Finance and Digital Business & Analytics)

SI. No.	Course and Course Code		Course Title	Paper Setting Board	Teaching Hours/Week			Examination				Credits
					Theory Lecture	Tutorial	Practical	Duration in hours	CIE Marks	SEE Marks	Total Marks	
					L	T	P					
1	PCC	MBA301	Innovation & Design Thinking	MBA	4	0	0	3	50	50	100	4
2	PCC	MBA302	International Business	MBA	4	0	0	3	50	50	100	4
3	PEC	MBAFM31X	Elective	MBA	4	0	0	3	50	50	100	4
4	PEC	MBAFM31X	Elective	MBA	4	0	0	3	50	50	100	4
5	PEC	MBABA31X	Elective	MBA	4	0	0	3	50	50	100	4
6	PEC	MBABA31X	Elective	MBA	4	0	0	3	50	50	100	4
7	PCC	MBAPR387	Project Phase I	MBA	0	0	4		50	50	100	2
				Total	**24**	**0**	**4**		**350**	**350**	**700**	**26**

Note: **Dual specialization – Finance and Digital Business & Analytics**: The students have to select two electives from Finance and two electives from Digital Business & Analytics from the list of elective courses on offer.

III Semester MBA (Dual Specialization- Marketing and Digital Business & Analytics)

SI. No.	Course and Course Code		Course Title	Paper Setting Board	Teaching Hours/Week			Examination				Credits
					Theory Lecture	Tutorial	Practical	Duration in hours	CIE Marks	SEE Marks	Total Marks	
					L	T	P					
1	PCC	MBA301	Innovation & Design Thinking	MBA	4	0	0	3	50	50	100	4
2	PCC	MBA302	International Business	MBA	4	0	0	3	50	50	100	4
3	PEC	MBAMM31X	Elective	MBA	4	0	0	3	50	50	100	4
4	PEC	MBAMM31X	Elective	MBA	4	0	0	3	50	50	100	4
5	PEC	MBABA31X	Elective	MBA	4	0	0	3	50	50	100	4
6	PEC	MBABA31X	Elective	MBA	4	0	0	3	50	50	100	4
7	PCC	MBAPR387	Project Phase I	MBA	0	0	4		50	50	100	2
				Total	**24**	**0**	**4**		**350**	**350**	**700**	**26**

Note: **Dual specialization – Marketing and Digital Business & Analytics**: The students have to select two electives from Marketing and two electives from Digital Business & Analytics from the list of elective courses on offer.

IV Semester MBA (Core Specialization- Finance)

SI. No.	Course and Course Code		Course Title	Paper Setting Board	Teaching Hours/Week Theory Lecture L	Tutorial T	Practical P	Examination Duration in hours	CIE Marks	SEE Marks	Total Marks	Credits
1	PEC	MBAFM41X	Elective	MBA	3	0	0	3	50	50	100	3
2	PEC	MBAFM41X	Elective	MBA	3	0	0	3	50	50	100	3
3	PEC	MBAFM41X	Elective	MBA	3	0	0	3	50	50	100	3
4	PEC	MBAFM41X	Elective	MBA	3	0	0	3	50	50	100	3
5	PEC	MBAMC416	MOOC	MOOC (Choices are given by department) with minimum 8 weeks duration to be completed between Sem I to Sem IV					-	-	100	2
6	PCC	MBAIN486	Internship	-	-	-	16		50	50	100	8
7	PCC	MBAPR487	Project Work	-	-	-	8		50	50	100	4
				Total	**12**		**24**		**300**	**300**	**700**	**26**

Finance- List of Electives

Sl No	Course Code	Course Title	Remarks
1	MBAFM411	Financial Derivatives	**Choose any Four**
2	MBAFM412	Banking & Financial Services	
3	MBAFM413	International Financial Management	
4	MBAFM414	Risk Management & Insurance	
5	MBAFM415	Project Finance	

IV Semester MBA (Core Specialization- Human Resource)

SI. No.	Course and Course Code		Course Title	Paper Setting Board	Teaching Hours/Week			Examination				Credits
					Theory Lecture	Tutorial	Practical	Duration in hours	CIE Marks	SEE Marks	Total Marks	
					L	T	P					
1	PEC	MBAHR41X	Elective	MBA	3	0	0	3	50	50	100	3
2	PEC	MBAHR41X	Elective	MBA	3	0	0	3	50	50	100	3
3	PEC	MBAHR41X	Elective	MBA	3	0	0	3	50	50	100	3
4	PEC	MBAHR41X	Elective	MBA	3	0	0	3	50	50	100	3
3	SEC	MBAMC416	MOOC	MOOC (Choices are given by department) with minimum 8 weeks duration to be completed between Sem I to Sem IV					-	-	100	2
4	PCC	MBAIN486	Internship		-	-	16		50	50	100	8
5	PCC	MBAPR487	Project Work		-	-	8		50	50	100	4
				Total	**12**		**24**		**300**	**300**	**700**	**26**

HR- List of Electives

Sl No	Course Code	Course Title	Remarks
1	MBAHR411	International Human Resource Management	**Choose any Four**
2	MBAHR412	Human Resource Audit	
3	MBAHR413	Strategic Talent Management	
4	MBAHR414	Conflict & Negotiation Management	
5	MBAHR415	Work Place Ethics & Value Systems	

IV Semester MBA (Core Specialization- Marketing)

Sl. No.	Course and Course Code		Course Title	Paper Setting Board	Teaching Hours/Week			Examination				Credits
					Theory Lecture L	Tutorial T	Practical P	Duration in hours	CIE Marks	SEE Marks	Total Marks	
1	PEC	MBAMM41X	Elective	MBA	3	0	0	3	50	50	100	3
2	PEC	MBAMM41X	Elective	MBA	3	0	0	3	50	50	100	3
3	PEC	MBAMM41X	Elective	MBA	3	0	0	3	50	50	100	3
4	PEC	MBAMM41X	Elective	MBA	3	0	0	3	50	50	100	3
3	SEC	MBAMC416	MOOC	MOOC (Choices are given by department) with minimum 8 weeks duration to be completed between Sem I to Sem IV					-	-	100	2
4	PCC	MBAIN486	Internship		-	-	16		50	50	100	8
5	PCC	MBAPR487	Project Work		-	-	8		50	50	100	4
				Total	**12**		**24**		**300**	**300**	**700**	**26**

Marketing- List of Electives

Sl No	Course Code	Course Title	Remarks
1	MBAMM411	Digital & Social Media Marketing	**Choose any Four**
2	MBAMM412	Strategic Brand Management	
3	MBAMM413	International Marketing Management	
4	MBAMM414	Integrated Marketing Communication	
5	MBAMM415	B2B Marketing	

IV Semester MBA (Core Specialization- Digital Business & Analytics)

SI. No.	Course and Course Code		Course Title	Paper Setting Board	Teaching Hours/Week Theory Lecture L	Tutorial T	Practical P	Examination Duration in hours	CIE Marks	SEE Marks	Total Marks	Credits
1	PEC	MBABA41X	Elective	MBA	3	0	0	3	50	50	100	3
2	PEC	MBABA41X	Elective	MBA	3	0	0	3	50	50	100	3
3	PEC	MBABA41X	Elective	MBA	3	0	0	3	50	50	100	3
4	PEC	MBABA41X	Elective	MBA	3	0	0	3	50	50	100	3
3	SEC	MBAMC416	MOOC	MOOC (Choices are given by department) with minimum 8 weeks duration to be completed between Sem I to Sem IV					-	-	100	2
4	PCC	MBAIN486	Internship		-	-	16		50	50	100	8
5	PCC	MBAPR487	Project Work		-	-	8		50	50	100	4
				Total	**12**		**24**		**300**	**300**	**700**	**26**

Digital Business and Analytics - List of Electives

Sl No	Course Code	Course Title	Remarks
1	MBADB411	Business Intelligence	**Choose any Four**
2	MBADB412	Digital Business & E Commerce Management	
3	MBADB413	Digital Project Management	
4	MBADB414	Data Visualisation	
5	MBADB415	Predictive Analytics	

IV Semester MBA (Dual Specialization- Finance and Human Resource)

SI. No.	Course and Course Code		Course Title	Paper Setting Board	Teaching Hours/Week			Examination				Credits
					Theory Lecture	Tutorial	Practical	Duration in hours	CIE Marks	SEE Marks	Total Marks	
					L	T	P					
1	PEC	MBAFM41X	Elective	MBA	3	0	0	3	50	50	100	3
2	PEC	MBAFM41X	Elective	MBA	3	0	0	3	50	50	100	3
3	PEC	MBAHR41X	Elective	MBA	3	0	0	3	50	50	100	3
4	PEC	MBAHR41X	Elective	MBA	3	0	0	3	50	50	100	3
5	SEC	MBAMC416	MOOC	MOOC (Choices are given by department) with minimum 8 weeks duration to be completed between Sem I to Sem IV					-	-	100	2
6	PCC	MBAIN486	Internship		-	-	16		50	50	100	8
7	PCC	MBAPR487	Project Work		-	-	8		50	50	100	4
Total					**12**		**24**		**300**	**300**	**700**	**26**

Note: **Dual Specialisation- Finance and Human Resource**: The students have to select two elective each from finance and human resource from the list of elective courses on offer.

IV Semester MBA (Dual Specialization- Finance and Marketing)

<table>
<tr><th rowspan="3">SI. No.</th><th rowspan="3" colspan="2">Course and Course Code</th><th rowspan="3">Course Title</th><th rowspan="3">Paper Setting Board</th><th colspan="3">Teaching Hours/Week</th><th colspan="4">Examination</th><th rowspan="3">Credits</th></tr>
<tr><th>Theory Lecture</th><th>Tutorial</th><th>Practical</th><th rowspan="2">Duration in hours</th><th rowspan="2">CIE Marks</th><th rowspan="2">SEE Marks</th><th rowspan="2">Total Marks</th></tr>
<tr><th>L</th><th>T</th><th>P</th></tr>
<tr><td>1</td><td>PEC</td><td>MBAFM41X</td><td>Elective</td><td>MBA</td><td>3</td><td>0</td><td>0</td><td>3</td><td>50</td><td>50</td><td>100</td><td>3</td></tr>
<tr><td>2</td><td>PEC</td><td>MBAFM41X</td><td>Elective</td><td>MBA</td><td>3</td><td>0</td><td>0</td><td>3</td><td>50</td><td>50</td><td>100</td><td>3</td></tr>
<tr><td>3</td><td>PEC</td><td>MBAMM41X</td><td>Elective</td><td>MBA</td><td>3</td><td>0</td><td>0</td><td>3</td><td>50</td><td>50</td><td>100</td><td>3</td></tr>
<tr><td>4</td><td>PEC</td><td>MBAMM41X</td><td>Elective</td><td>MBA</td><td>3</td><td>0</td><td>0</td><td>3</td><td>50</td><td>50</td><td>100</td><td>3</td></tr>
<tr><td>5</td><td>SEC</td><td>MBAMC416</td><td>MOOC</td><td colspan="5">MOOC (Choices are given by department) with minimum 8 weeks duration to be completed between Sem I to Sem IV</td><td>-</td><td>-</td><td>100</td><td>2</td></tr>
<tr><td>6</td><td>PCC</td><td>MBAIN486</td><td>Internship</td><td></td><td>-</td><td>-</td><td>16</td><td></td><td>50</td><td>50</td><td>100</td><td>8</td></tr>
<tr><td>7</td><td>PCC</td><td>MBAPR487</td><td>Project Work</td><td></td><td>-</td><td>-</td><td>8</td><td></td><td>50</td><td>50</td><td>100</td><td>4</td></tr>
<tr><td colspan="5">Total</td><td>12</td><td></td><td>24</td><td></td><td>300</td><td>300</td><td>700</td><td>26</td></tr>
</table>

Note: **Dual Specialisation- Finance and Marketing:** The students have to select two elective each from finance and marketing from the list of elective courses on offer.

IV Semester MBA (Dual Specialization- Human Resource and Marketing)

SI. No.	Course and Course Code		Course Title	Paper Setting Board	Teaching Hours/Week			Examination				Credits
					Theory Lecture	Tutorial	Practical	Duration in hours	CIE Marks	SEE Marks	Total Marks	
					L	T	P					
1	PEC	MBAHR41X	Elective	MBA	3	0	0	3	50	50	100	3
2	PEC	MBAHR41X	Elective	MBA	3	0	0	3	50	50	100	3
3	PEC	MBAMM41X	Elective	MBA	3	0	0	3	50	50	100	3
4	PEC	MBAMM41X	Elective	MBA	3	0	0	3	50	50	100	3
5	SEC	MBAMC416	MOOC	MOOC (Choices are given by department) with minimum 8 weeks duration to be completed between Sem I to Sem IV					-	-	100	2
6	PCC	MBAIN486	Internship		-	-	16		50	50	100	8
7	PCC	MBAPR487	Project Work		-	-	8		50	50	100	4
				Total	**12**		**24**		**300**	**300**	**700**	**26**

Note: **Dual Specialisation- Human Resource and Marketing**: The students have to select two elective each from human resource and marketing from the list of elective courses on offer.

IV Semester MBA (Dual Specialization- Finance and Digital Business & Analytics)

SI. No.	Course and Course Code		Course Title	Paper Setting Board	Teaching Hours/Week			Examination				Credits
					Theory Lecture	Tutorial	Practical	Duration in hours	CIE Marks	SEE Marks	Total Marks	
					L	T	P					
1	PEC	MBAFM41X	Elective	MBA	3	0	0	3	50	50	100	3
2	PEC	MBAFM41X	Elective	MBA	3	0	0	3	50	50	100	3
3	PEC	MBABA41X	Elective	MBA	3	0	0	3	50	50	100	3
4	PEC	MBABA41X	Elective	MBA	3	0	0	3	50	50	100	3
5	SEC	MBAMC416	MOOC	MOOC (Choices are given by department) with minimum 8 weeks duration to be completed between Sem I to Sem IV					-	-	100	2
6	PCC	MBAIN486	Internship		-	-	16		50	50	100	8
7	PCC	MBAPR487	Project Work		-	-	8		50	50	100	4
				Total	**12**		**24**		**300**	**300**	**700**	**26**

Note: **Dual Specialisation- Finance and Digital Business & Analytics**: The students have to select two elective each from Finance and Digital Business & Analytics from the list of elective courses on offer.

IV Semester MBA (Dual Specialization- Marketing and Digital Business & Analytics)

SI. No.	Course and Course Code		Course Title	Paper Setting Board	Teaching Hours/Week			Examination				Credits
					Theory Lecture	Tutorial	Practical	Duration in hours	CIE Marks	SEE Marks	Total Marks	
					L	T	P					
1	PEC	MBAMM41X	Elective	MBA	3	0	0	3	50	50	100	3
2	PEC	MBAMM41X	Elective	MBA	3	0	0	3	50	50	100	3
3	PEC	MBABA41X	Elective	MBA	3	0	0	3	50	50	100	3
4	PEC	MBABA41X	Elective	MBA	3	0	0	3	50	50	100	3
5	SEC	MBAMC416	MOOC	MOOC (Choices are given by department) with minimum 8 weeks duration to be completed between Sem I to Sem IV					-	-	100	2
6	PCC	MBAIN486	Internship		-	-	16		50	50	100	8
7	PCC	MBAPR487	Project Work		-	-	8		50	50	100	4
				Total	**12**		**24**		**300**	**300**	**700**	**26**

Note: **Dual Specialisation- Marketing and Digital Business & Analytics**: The students have to select two elective each from Marketing and Digital Business & Analytics from the list of elective courses on offer.

I SEMESTER			
MODERN MANAGEMENT & ORGANISATIONAL BEHAVIOUR			
Course Code	**MBA101**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Theory	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L:T:P)	(4:0:0)	SEE	3 Hours
Total Hours	50 hours	Credits	04

Course Learning Objectives:

1 To discuss importance of modern management to society and individuals
2 To elaborate practice and applications of Corporate Social responsibility and Ethics
3 To analyse basic concepts and theories underlying individual behaviour and group dynamics
4 To apply Management and OB concepts to real-world business scenarios.

Module-1 Modern Management **(10 hours)**

Modern Management approaches, Management and Organizational Resources, Managerial Effectiveness, Managerial efficiency, Management Skill: A Classic View, A Contemporary View, The universality of management, The theory of characteristics, Career Stages, Life Stages, and Performance, Special career issues, Work from Home (WFH), Systems thinking in Modern Management, Gender Sensitivity, SDG 5: Gender equality, Recent trends in management.
Case: management challenges at Burger King (Text book 1)

Module-2 Corporate Social Responsibility & Ethics **(10 Hours)**

Corporate Social Responsibility (CSR), Arguments for and against CSR, Social responsiveness, Social responsibility activities and Management functions, The Davis Model of Corporate Social Responsibility, Ethics as a vital part of Management Practices, Code of Ethics, creating an Ethical Workplace; The golden rule, The utilitarian principle, Kant's categorical imperative, The professional ethic, The TV test, The legal test, The four-way test, Implications and challenges of diversity in organizations, negative dynamics and specific groups.
Case: Constructing an ethical organization at Price water house Coopers (Text book 1)

Module-3 Organisational Behaviour **(10 Hours)**

Emergence of Organizational Behaviour as a discipline, Organizational Behaviour trends, Evolving employment relationships, Five anchors of Organizational behaviour, OB Model
Case: Introducing Work Life balance at Oxford Manufacturing (Text book 2)

Module-4 Individual Behaviour **(10 hours)**

MARS Model of individual behaviour and performance, Types of Individual behaviour, Personality in Organisation,Values in the workplace, Schwartz Value Circumplex, Types of values, Emotions in the workplace, Types of emotions, Circumplex Model of Emotion, Managing emotions at work, Attitudes and Behaviour, Motivation, Maslow's Hierarchy of Needs, Four Drive Theory of Motivation, Work-related stress and its management.

1. Case: Can you read emotions from faces? (Reference book 2),
2. Case: Don't shoot the messenger communicating during project crisis

Self-Learning:
AI Powered Personality test – (Web link No. 6)

Module-5 Group Behaviour **(10 hours)**

Teams and Groups, Model of Team Effectiveness, Five-stage Model of Team Development. Team Cohesiveness, Process losses and Brooks's Law, Social loafing, Self-Directed Work Teams (SDWTs), Socio Technical Systems (STS) Theory Virtual teams,

Three foundations of trust in teams. Influence of power in workplace, Model of power in organizations, Sources of power, Contingencies of Power. Case: The shipping industry accounting team (Text book 2)
Skill Development Activity: 1. Interview on work place challenges - Conduct an interview with an employee who works in an MNC either from manufacturing or services by recording a video to be uploaded in google class. Students will be able to interpret their learning by relating the theories and concepts in to practice. Critical analysis of the role of diversity in work place also by analysing the organizational processes such as communication, leadership, motivation, stress management and negotiation styles 2. Personality tests: Conduct personality tests for employees of the organization as well as peer groups (at least 10) by using MBTI and Big-Five scales. Speak to the respondents and try to observe the trends in their personality to check if there is any gap in the observation and personality test results. Students will be able analyse different personality types by relating to concepts. Students will be able to apply the types of personality to the suitability of the roles they take up in the organization.

Course Outcomes: At the end of the course the student will be able:	
MBA101.1	Analyze the conflict management and negotiation in the workplace to foster industry requirements
MBA101.2	Assess evolving employment relationships and the application of OB models to contribute effectively to team environment
MBA101.3	Apply modern management approaches to enhance adaptability to contemporary work environments
MBA101.4	Examine the nuances of individual behaviour to develop value based leadership ability
MBA101.5	Evaluate ethical principles and models, to promote sustainable management decisions
MBA101.6	Identify the implications of diversity on managerial effectiveness in a changing work environment

Sl. No.	**Title of the Book**	**Name of the Author/s**	**Name of the Publisher**	**Edition and Year**
Textbooks				
1	Modern Management Concepts and Skills	Samuel C. Certo & S. Trevis Certo	Pearson Education	Twelfth Edition, 2017
2	Organizational Behavior	Steven L. McShane & Mary Ann Von Glinow,	McGraw Hill Education,	Sixth Edition, 2015
Reference Books				
1	Organizational behavior	Stephen P Robbins, Timothy A. Judge, NeharikaVohra	Pearson Education	Sixteenth Edition, 2015
2	Management	John R. Schermerhorn, Jr.,	Wiley India	Eighth Edition, 2010.
3	Organizational Behaviour	Fred Luthans	McGraw Hill Education	Twelfth Edition 2017

Additional Resources: Web links/NPTEL Courses

1. Swayam -NPTEL Final Course List (July - Dec 2025) - Google Drive
2. Organizational Behaviour 4e Student Resources - Oxford Learning Link
3. https://www.coursera.org/courses?query=organizational%20behavior
   https://www.greatlakes.edu.in/online/pgdm-online
4. https://hbsp.harvard.edu/download?url=%2Fcontent%2Fsample%2FW28172-PDF-ENG%2Fcontent&metadata=e30%3D
5. https://humanality.ai/test
6. https://www.personality-reveal.com/test

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**
MBA101.1	-	2	-	-	-	-	-
MBA101.2	-	-	-	-	2	-	2
MBA101.3	-	-	-	2	-	2	-
MBA101.4	-	-	2	-	-	-	-
MBA101.5	3	-	-	-	-	-	-
MBA101.6	-	-	-	2	-	-	-

1: Low 2: Medium 3: High

ECONOMICS FOR DECISION MAKING

Course Code	**MBA102**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Theory	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L:T:P)	(4:0:0)	SEE	3 Hours
Total Hours	50 hours	Credits	04

Course Learning Objectives:

1. To introduce the fundamentals, tools and theories of managerial economics.
2. To provide an understanding of the application of Economics in Business.
3. To learn the basic economic concepts.
4. To examine the concept of Demand, Production, Cost and Profit.

Module-1 Introduction to Managerial Economics (10 hours)

Introduction, Uses of Managerial Economics, Role and Responsibilities of Managerial Economist. Theory of the Firm: Firm and Industry, Objectives of the firm, alternate objectives of firm. Managerial theories: Baumol's Model, Marris's model of growth maximization, Williamson's model of managerial discretion.

Module-2 Demand and Supply Analysis (10 hours)

Law of Demand, Exceptions to the Law of Demand, Elasticity of Demand, Classification of Price, Income &Cross elasticity, Promotional elasticity of demand. Uses of elasticity of demand for Managerial decision making, Measurement of elasticity of demand. Law of supply, Elasticity of supply. (Problems on Price elasticity of demand)

Application of AI tools for Demand forecasting, elasticity analysis using real datasets.

Case study: Income Elasticity of demand, Jyothi nagar, Bangalore. (refer H.Kaushal, Case study solutions, Managerial Economics)

Module-3 Cost Analysis & Production Analysis (10 hours)

Concepts of Production, production function with one variable input - Law of Variable Proportions. Production function with 2 variable inputs and Laws of returns to scale, Indifference Curves, ISO-Quants & ISO-Cost line, least cost combination factor, Economies of scale, Diseconomies of scale. Technological progress and production function. Types of cost, Accounting and Economic cost, Cost curves, Cost – Output Relationship in the short run and in the long run, LAC curve. Break Even Analysis – Meaning, Assumptions, Determination of BEA, Limitations, Uses of BEA in Managerial decisions (with simple Problems).

Application of AI tools for BEP calculations, simulate cost-output scenarios, visualize production functions.

Module-4 Market Structure (10hours)

Perfect Competition, Features, Determination of price under perfect competition, Monopoly: Features, sources of Monopoly, Pricing under monopoly, Price Discrimination. Monopolistic Competition: Features, Pricing Under monopolistic competition, Product differentiation. Oligopoly: Features, Kinked demand Curve, Cartels, Price leadership.

Case study: Perfectly competitive markets- Theory and Real-world markets. (refer

H.Kaushal, Case study solutions, Managerial Economics.

Module-5 Indian Business Environment (10 hours)

Introduction, Structure of Indian Business Environment, Internal and External Environment. Political and Legal Environment, Economic Environment, Socio– Cultural Environment, Global Environment. Private Sector, Growth, Problems and Prospects, SMEs, Significance in Indian economy, challenges and prospects. Fiscal policy and Monetary Policy - types of fiscal policy – neutral policy, expansionary, and contractionary. Monetary policy- Objectives, Controlling inflation, Managing employment levels, and maintaining long-term interest rates. (Theory only)

Indian Industrial Policy- New industrial policy 1991, Production Linked Incentive (PLI) scheme for Promoting manufacturing of Telecom & Networking Products in India, New economic initiatives proposed by Indian government for economic growth Private Sector-Growth- like SDG#9 Atma Nirbhar Bharath Abhiyan. (Self-learning content)

Case Study: Tejas Networks & PLI Scheme

Skill Development Activity

1. Students will be divided into small groups and assigned the task of analyzing key economic indicators such as GDP growth, inflation rate, unemployment rate, fiscal deficit, current account balance, Index of Industrial Production, FDI inflows and stock market trends.
2. Students will study the most recent Union Budget and analysis its impact across various sectors such as agriculture, manufacturing, services, infrastructure and MSMEs.

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

MBA102.1	Apply managerial economic concepts and firm theories to real-world business decisions by integrating foundational frameworks and firm behaviour models.
MBA102.2	Analyse demand and supply determinants and apply elasticity concepts for strategic pricing, promotion, and revenue forecasting.
MBA102.3	Examine production and cost analysis tools, and evaluate break-even outcomes to support managerial decision-making and resource allocation.
MBA102.4	Appraise different market structures and evaluate firm pricing strategies under perfect competition, monopoly, monopolistic competition, and oligopoly.
MBA102.5	Evaluate the impact of fiscal and monetary policies on various sectors of the Indian economy, including SMEs and private enterprises.
MBA102.6	Apply economic theories and policy knowledge to assess macroeconomic factors, global trends, and government initiatives.

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Managerial Economics	Piyali Ghosh Geethika & Purba Roy Choudhury	McGraw Hill Education	Third Edition, 2017
2	Managerial Economics	D.M Mithani	Himalaya Publishing House	Seventh Edition, 2013
Reference Books				
1	Managerial Economics	Dominick Salvotore	Oxford Publishers	Second Edition, 2016
2	Managerial Economics	Samuelson & Marks	Wiley	Fifth Edition, 2015
3	Managerial Economics	R.Pannerselvam, P.Sivasankaran, P.Senthilkumar	Cengage Learning India Private Limited.	2018

Additional Resources: Web links/NPTEL Courses

1. https://www.edx.org/learn/managerial-economics
2. https://www.indiabudget.gov.in/economicsurvey/
3. https://onlinecourses.swayam2.ac.in/imb19_mg16/preview
4. https://www.youtube.com/watch?v=ZXDKdJO3V6Y

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**
MBA102.1	**3**	**-**	**-**	**3**	**-**	**-**	**-**
MBA102.2	**-**	**2**	**-**	**-**	**-**	**-**	**2**
MBA102.3	**2**	**-**	**-**	**-**	**-**	**-**	**2**
MBA102.4	**-**	**2**		**2**	**-**	**-**	**-**
MBA102.5	**-**	**-**	**2**	**2**	**2**	**-**	**-**
MBA102.6	**-**	**-**		**2**	**-**	**-**	**2**

1: Low 2: Medium 3: High

FINANCIAL ACCOUNTING & REPORTING

Course Code	**MBA103**	CIE MARKS	50
Course Type (Theory/Practical/Integrated)	Theory	SEE Marks	50
		Total Marks	100
Teaching Hours/Week(L:T:P)	(4:0:0)	SEE	3 Hours
Total Hours	50 hours	Credits	04

Course Learning Objectives:

1. To examine fundamental accounting concepts, and conventions
2. To analyse the preparation of financial statements of companies
3. To analyse financial statements of companies
4. To explain emerging issues in Accounting

Module-1 Introduction to Accounting (10 hours)

Introduction to Accounting, Need& Types, Concepts and Conventions of Accounting, Accepted accounting Principles (GAAP), Indian Accounting Standards, IFRS. Accounting as an Information System.

Explanation and Interpretation of Accounting Equation, Analyze the effects of transactions on the accounting equation. Journal and Ledgers (only theory).

Module-2 Depreciation Accounting (10 hours)

Depreciation-characteristics, types and causes of depreciation, types. Tax implication of depreciation. (Problems only on Straight line method and written down value method)

Module-3 Preparation of Financial Statements (10 hours)

Trial balance, Preparation of final accounts of companies in vertical form as per Companies Act of 2013 (Problems of Final Accounts of company), Window dressing.

Case Study problem on Final Accounts of Company-Appropriation accounts.

Self-learning topics: Compound entries, Adjustment entries, Closing entries & Opening entries

Module-4 Analysis of Financial Statements (10 hours)

Purpose of Financial Statement Analysis, Trend Analysis, Comparative Analysis, Financial Ratio Analysis, Case Study on Financial Ratio Analysis. (Theory and Problems).

Self-learning topics: Analysis of financial statements using Excel

Module-5 Emerging Issues in Accounting (10 hours)

Emerging Issues in Accounting-Human Resource Accounting, Forensic Accounting, Green Accounting, Sustainability Reporting, Automated Accounting Processes, Cloud-based Accounting, Data Analytics & Forecasting Tools, Blockchain, AI in Accounting, Big Data in Accounting (Theory only). Environmental, Social, and Governance (ESG) Reporting.

The PNB Fraud Case Study: Forensic Accounting and Risk Management Perspective

Skill Development Activity:
Financial Statement Analysis- The students collect Annual Reports of listed companies from different sectors, analyse the financial statements by using the tools like comparative statements, common-size analysis, trend analysis, ratio analysis, and cash flow analysis. Prepare reports showing the key findings on profitability, liquidity, solvency, growth trends with the help of charts/tables.

Course Outcomes: At the end of the course the student will be able to	
MBA103.1	Examine accounting principles to ensure accuracy in recording business transactions.
MBA103.2	Apply the knowledge of accounting standards to ensure consistency and compliance in financial reporting.
MBA103.3	Analyse business transaction through accounting equation and depreciation accounting
MBA103.4	Explain fundamental accounting concepts to facilitate the preparation of financial statements of company
MBA103.5	Examine liquidity, solvency and profitability of business concerns through the analysis and interpretation of financial statements.
MBA103.6	Examine emerging issues in accounting to stay relevant in changing business scenario.

Sl. No.	**Title of the Book**	**Name of the Author/s**	**Name of the Publisher**	**Edition and Year**
Textbooks				
1	Textbook of Accounting for Management	S N Maheshwari, CA Sharad K Maheshwari & Dr Suneel K Maheshwari	Vikas Publishing House	Fifth edition, 2023 (Reprint)
2	Accounting and Finance for Non-Finance Managers	Jai Kumar Batra	SAGE	2019
Reference Books				
1	Financial Accounting	Tulsian P C	Pearson Education Pvt. Ltd.	4^{th} Edition 2018
2	Essentials of Financial Accounting	Ashish K Bhattacharyya	PHI Learning Pvt Ltd, New Delhi	Third edition, 2012
3	Financial Accounting for Management -An Analytical Perspective	Ambrish Gupta	Pearsons	Fourth Edition 2013

Additional Resources: Web links/NPTEL Courses
1. https://ncert.nic.in/textbook/pdf/keac101.pdf 2. https://live.icai.org/bos/vcc/pdf/Depreciation_notes.pdf 3. https://egyankosh.ac.in/bitstream/123456789/80354/1/Unit-4.pdf 4. https://zapier.com/blog/predictive-analytics-software/ 5. https://onlinecourses.swayam2.ac.in/imb25_mg81/preview (SWAYAM COURSE for AI in Accounting) 6. https://www.bajajfinserv.in/ai-in-accounting (Role of AI in Accounting) 7. https://www.upwork.com/resources/ai-in-accounting (Role of AI in Accounting)

Course Articulation Matrix

Course Outcomes (COs)	**Program Outcomes (POs)**						
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**
MBA103.1	**2**	**2**	**-**	**-**	**-**	**-**	**-**
MBA103.2	**-**	**3**	**-**	**-**	**-**	**-**	**-**
MBA103.3	**2**	**2**	**-**	**-**	**-**	**-**	**-**
MBA103.4	**3**	**-**	**-**	**3**	**-**	**-**	**-**
MBA103.5	**-**	**3**	**-**	**-**	**-**	**3**	**-**
MBA103.6	**3**	**-**	**-**	**-**	**-**	**-**	**3**

1: Low 2: Medium 3: High

BUSINESS STATISTICS			
Course Code	**MBA104**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Theory	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L:T:P)	(4:0:0)	SEE	3 Hours
Total Hours	50 hours	Credits	04

Course Learning Objectives:

1. To apply measures of central tendency, dispersion, correlation, and regression to business problems.
2. To comprehend the concepts of probability distributions.
3. To study trends using time series analysis and forecast data.
4. To test hypothesis for research.

Module-1 Introduction to Statistics **(10 hours)**

Introduction to Statistics - functions, scope and limitations, Collection and presentation of data, Data collection techniques, Classification and tabulation of data, frequency distribution. Measures of central tendency - Requisites of a good average, Mean, Median, Quartiles, Deciles, Percentiles, Mode, properties and limitations. Measures of dispersion - Characteristics of ideal measure of dispersion, Absolute and relative measures, Range, Quartile Deviation, Standard Deviation, Coefficient of Variation, properties and limitations.
(Theory and Problems)
Analysis of SDG 1 – 17 global data - https://unstats.un.org/sdgs/dataportal

Module-2 Correlation and Regression **(10 hours)**

Correlation - Types, correlation and causation, methods of studying correlation, Scatter Diagram, Karl Pearson correlation, Spearman’s Rank correlation (one-way table only).

Regression - linear and non-linear regression, regression equations, coefficient of regression, using regression lines for prediction.
(Theory and Problems)

Module-3 Probability Theory **(10 hours)**

Introduction, terminology, addition theorem of probability, multiplication theorem of probability, pair and mutual independence, Bayes’s theorem, theoretical distributions – binomial, Fitting of binomial distribution, Poisson, Fitting of Poisson distribution, normal distribution. (Theory and Problems)
AI tool: Socrat.ai

Module-4 Time Series Analysis **(10 hours)**

Introduction, Components, Uses, Methods of Estimating Trend- Freehand Method, Moving Average Method, Semi-Average Method, Least Square Method. Measurement of seasonal variations: Method of Simple Averages - Ratio to Trend Method - Ratio to Moving Average Method (Theory and Problems)
Self learning Component: Using excel for time series analysis for stock market data.

Module-5 Hypothesis Testing **(10 hours)**

Hypotheses Testing: Types of hypothesis, Formulation of hypothesis, Procedure for testing, Errors in hypotheses testing. Parametric and Non-Parametric Tests -t-test, Z-test, f-test, Chi-square test, U-test, K-W Test, one way Analysis of Variance (problems on all tests).

Skill Development Activity:

To develop skills in applying statistical tools and techniques to solve real-world business problems through data analysis, interpretation and reporting.

Each student has to identify a business problem of an entrepreneur. Collect a small dataset (minimum 30 observations) either through secondary sources or primary survey. Present the data in tabular and graphical form. Compute descriptive statistics: mean, median, mode, standard deviation, variance. Apply one inferential statistical test (Z-test, t-test, chi-square, or correlation analysis).

Interpret the results and suggest actionable business recommendations. Submit a structured report (8-10 pages).

Course Outcomes: At the end of the course the student will be able to :	
MBA104.1	Explain the fundamental concepts in statistics.
MBA104.2	Categorise the data for descriptive statistical analysis.
MBA104.3	Examine theoretical distribution for business application.
MBA104.4	Estimate values using regression and time series analysis.
MBA104.5	Recommend decision based on hypothesis testing.
MBA104.6	Interpret statistical results leading to informed decision making.

Sl. No.	**Title of the Book**	**Name of the Author/s**	**Name of the Publisher**	**Edition and Year**
Textbooks				
1	Fundamentals of Statistics	S C Gupta	Himalaya Publishing House	Seventh Edition, Reprint 2021
2	BStat- A south Asian Perspective	Gerald Keller Hithesh Arora	Cengage Learning Pvt Ltd.	2018
Reference Books				
1	Research Methodology: A Step-by-Step Guide for Beginners	Ranjit Kumar	Sage Publications India Pvt Ltd	Fourth Edition 2014
2	Business Statistics	J K Sharma	Vikas Publishing House Pvt Ltd.	Fifth Edition, 2020

3	Research Methodology Concepts and Cases	Deepak Chawla Neena Sondhi	Vikas Publishing House Pvt Ltd.	2011

Additional Resources: Web links

1. https://oli.cmu.edu/jcourse/lms/students/syllabus.do?section=44924abb0a0000d16640a7f4552cefc3
2. https://www.youtube.com/watch?v=K7GShburb6A&pp=0gcJCfwAo7VqN5tD
3. https://www.youtube.com/watch?v=vEM4YnRFGoA&pp=0gcJCfwAo7VqN5tD

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBA104.1	2	-	-	-	-	-	-
MBA104.2	-	2	-	-	-	-	2
MBA104.3	-	3	-	-	-	-	-
MBA104.4	-	3	-	-	-	-	-
MBA104.5	2	2	-	-	-	-	-
MBA104.6	-	2	2	-	-	-	2

1: Low 2: Medium 3: High

MARKETING MANAGEMENT			
Course Code	**MBA105**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Theory	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L:T:P)	(4:0:0)	SEE	3 Hours
Total Hours	50 hours	Credits	04

Course Learning Objectives:

1. Analyze marketing concepts, tools, and ethical considerations to differentiate between selling, marketing, and customer value creation.
2. Evaluate consumer behavior, segmentation, targeting, and positioning strategies in diverse Indian and global market contexts.
3. Design product, pricing, channel, and promotional strategies that integrate sustainability, digital technologies, and contemporary marketing practices.
4. Develop a comprehensive marketing plan, including a live social media campaign, by applying theoretical knowledge to real-world business situations.

Module-1 Introduction to Marketing (10 hours)

Marketing V/s Selling, Customer value, Marketing Ethics- green marketing and green economy. Marketing Myopia. Marketing Environment, Environment Analysis. Cause and Social Marketing, 3V concepts of Nirmalaya Kumar Social Responsibility of marketing- new marketing realities, new responsibilities, new-age marketing, green marketing (SDG-12) Corporate Social Responsibility. Ethics in AI-Powered Marketing.
Case study 1: Hindustan Unilever’s Project Shakti – A social marketing initiative empowering rural women through micro-entrepreneurship.

Module-2 Analyzing Consumer Behavior (10 hours)

Introduction, Factors, Consumer characteristics, Consumer Buying Decision Process, Buying Roles, Buying Motives. The black box model of consumer behaviour, Market Segmentation, Targeting & Positioning (STP)- Market Segmentation- Concept, Requisites of Effective Segmentation, Bases for Segmenting, Market Segmentation Strategies. Segmentation method. Indian Consumer- Features, Classifying Indian consumer. -Targeting, Bases for identifying target, Customer target Marketing strategies, Positioning - Product Differentiation Strategies.
Case study 2: Pepperfry.com: Marketing to Manage Customer Experience
Self-Learning content- Customer Journey Mapping

Module-3 Product Management (10 hours)

Product Management- fundamentals, product hierarchy, product line, product mix-strategies, Appraisal of product lines, products and brands. Managing PLC of product/brand, New Product development, Stages, pricing strategy for new product. Packing as a marketing tool, Role of labeling in packing. Components of Product personality, Sustainability in Product Strategy. Brand- selecting brand name, selecting logo, brand extension- effects. Branding - Concept, Types, Brand Equity, strategies.

Module-4 Pricing, Marketing Channels (10 hours)

Pricing decisions- Significance, factor, objectives, Pricing Strategies.
Marketing Channels- Roles and purpose, Factors, Channel Design, Channel Management

Decision, Channel Conflict, Designing a physical Distribution System, Network Marketing. Contemporary Channels, Omnichannel Retail Strategy and Retailing in India. Product Distribution Logistics- Concept. distribution logistics v/s Supply Chain Management.
Module-5 Promotion, Direct Marketing, Marketing Planning (10 hours)
Promotions, Marketing communications- Integrated Marketing Communications (IMC), objectives, steps, Stages in designing message. Advertising- Objectives, Budget, Advertising Copy, AIDA model, Online and Mobile Advertising, social media. Sales Promotion- Tools and Techniques, Push-pull strategies. Personal selling- Steps. Publicity/Public Relation-word of mouth, sponsorships. Direct Marketing- Concept, scope. Digital marketing communications, digital marketing in India. Marketing Planning- Concept, Steps. Marketing Audit- components. Market Share analysis, Marketing cost analysis, Marketing Strategic Planning Process. Self-Learning content: Digital Marketing and Consumer Analytics Real-time projects- Live Digital Campaign: Design and execute a small social media campaign for a local business/start-up.

Skill Development Activity: As part of this course, students will undertake a Skill Development Activity where they work in small groups to design and implement an integrated marketing project titled "From Idea to Market." Each group will select a product or service either real, hypothetical, or based on a local business and conduct market and consumer analysis through surveys, interviews, or secondary data. Based on their findings, students will apply concepts of segmentation, targeting, and positioning (STP) and design the marketing mix covering product, pricing, distribution channels, and promotional strategies. To strengthen practical exposure, students will execute a live social media campaign using simple digital tools such as Canva or Meta Business Suite and track consumer engagement. Finally, groups will present their strategies, campaign outcomes, and critical reflections in class, highlighting what worked, what challenges they faced, and what could be improved. This activity will help students analyze consumer behavior, evaluate marketing strategies, design innovative solutions, and develop real-world marketing skills, while also enhancing teamwork, communication, and leadership abilities.

Course Outcomes: At the end of the course the student will be able to:	
MBA105.1	Analyze the evolving role of marketing in dynamic business environments and evaluate ethical, social, and ecological responsibilities in marketing.
MBA105.2	Examine and apply consumer behavior theories to develop segmentation, targeting, and positioning strategies for marketing decision-making.
MBA105.3	Examine product and brand management decisions including product lifecycle, branding strategies, and innovations in the Indian context.
MBA105.4	Analyze pricing mechanisms, channel strategies, and distribution logistics in alignment with business goals and competitive environment.
MBA105.5	Examine and design integrated marketing communications using traditional, digital, and direct marketing tools in a competitive market landscape.

MBA105.6	Develop a comprehensive marketing plan with strategic planning tools including marketing audit, market share and cost analysis.

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbook				
1	Marketing Management	Philip Kotler, Kevin Lane Jagadeesh N Seth, G Shainesh	Pearson Education	Sixteenth edition, 2022
2	Marketing Management- Indian Context, Global Perspective.	Ramaswamy & Namakumari	Sage Publications	Sixth edition, 2018
Reference Books				
1	Marketing in India: Text and Cases	Neelamegham S	Vikas Publishing House	Third edition, 1978
2	Marketing Management	Philip Kotler	PHI Learning	Fourth edition, 2022
3	Principles of Marketing	Philip Kotler, Gary Armstrong, Prafulla Agnihotri	Pearson Education	Nineteenth edition, 2023

Additional Resources: Web links/NPTEL Courses

1. Case 1: https://www.researchgate.net/puhttps://www.researchgate.net/publication/366538001_Rural_Marketing_and_Product_Promotion_An_Analysis_of_the_Project_Shakthi_by_Hindustan_Unilever_Limitedblication/366538001_Rural_Marketing_and_Product_Promotion_An_Analysis_of_the_Project_Shakthi_by_Hindustan_Unilever_Limited
2. https://www.youtube.com/watch?v=65MQnEMf-uI
3. https://www.youtube.com/watch?v=TL0K0AhI7kE
4. https://www.youtube.com/watch?v=sR-qL7QdVZQ&t=360s
5. https://www.youtube.com/watch?v=uTIfDBH80HU&list=PLPjSqITyvDeUgSjU9XcEdZmd5Epz1L-Yn
6. Case 2: http://hbsp.harvard.edu/product/W17332-PDF-ENG

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**
MBA105.1	**1**	**-**	**-**	**1**	**-**	**-**	**1**
MBA105.2	**-**	**1**	**1**	**-**	**-**	**1**	**-**
MBA105.3	**2**	**2**	**-**	**-**	**-**	**-**	**2**
MBA105.4	**2**	**2**	**-**	**-**	**2**	**-**	**2**
MBA105.5	**-**	**3**	**-**	**3**	**-**	**3**	**-**
MBA105.6	**3**	**3**	**-**	**-**	**3**	**-**	**-**

1: Low 2 : Medium 3: High

MANAGERIAL COMMUNICATION			
Course Code	**MBA106**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Theory	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L:T:P)	(4:0:0)	SEE	3 Hours
Total Hours	50	Credits	04

Course Learning Objectives:

1. To assess principles of oral, written, and non-verbal communication to prepare effective business messages.
2. To analyse communication processes, barriers and cross-cultural differences to recommend appropriate strategies for successful communication.
3. To evaluate the effectiveness of communication practices to be aligned with ethical and responsible communication.
4. To examine negotiation strategies for effective conflict resolution and managerial decision making.

Module-1 Introduction **(10 hours)**

Introduction, Role, Classification, Purpose, Communication Process, Characteristics of successful communication. Communicating within Organizations, Levels, Communication flow, Barriers, Media choices, Legal Consequences and Communication Ethics, Ethical and responsible communication (SDG-16), Communication in a cross-cultural setting.
Self-learning: Communication barriers
Case Study: The Cost of Poor Communication (Web link #6)

Module-2 Oral Communication **(10 hours)**

Introduction, Principles, Barriers, Conversation control, Reflection and Empathy-two sides of effective oral communication. Modes, Effectiveness of oral communication.
Listening as a Communication Skill, Approaches to listening, how to be a better listener, Process, Nonverbal communication, classification.
Self-learning- Nonverbal Communication
Case Study: P & G Improves Coaching-By Listening (Web link # 5)

Module-3 Written Communication **(10 hours)**

Introduction, Purpose, Clarity, Principles, Approach -The 3X3 writing process for business communication Pre writing, Writing, Revising. Audience analysis, Writing Positive, Neutral, Persuasive and Bad-news Messages. Types, Business Letters-Introduction, Types, Writing Routine and Persuasive Letters, Positive and Negative Messages Writing, Employee Reviews, Recommendation Letters, Thank You Letters, Employment Communication-Writing CVs, Group discussion, Interview skills.
Case Studies of Effective Employer and Employee Communication (Web link #8)
AI tools for written Communication

Module-4 Business Reports **(10 hours)**

Introduction, Purpose, Kinds and Objectives, Organization & Preparing reports, short and long reports. Writing Proposals-Structure & preparation, writing memos, Media Management-The press release, Press conference, Media interviews. Group Communication-Meetings, Planning meetings, objectives, participants, timing, venue of meetings. Meeting Documentation-Notice, Agenda and Resolution & Minutes.

Case method of learning-Types, overcoming the difficulties of the case method, case analysis approaches. Self-Learning-Press Release
Module- 5 Presentation skills (10 hours)
Introduction, Elements, Designing & Delivering Business Presentations, Advanced Visual Support for managers. Negotiation skills-Introduction, Factors, Stages of negotiation process, Negotiation strategies. Impact of Technological Advancement on Business Communication, Technology-enabled Communication, Communication networks, Intranet, Internet, E-Mails, SMS, teleconferencing, videoconferencing. Etiquette Advantage in Managerial Communication Case Study: Teach by Example with These Negotiation Case Studies (web link#9)
Skill Development Activity: • Creating a Blog Students are divided into groups and asked to identify a theme. Each group researches, writes and designs a blog post with visuals and citations and then publishes it. • Business Pitching video Students prepare a short (3-5 mins) business pitch video on a start-up or business idea. They script the pitch, record using simple tools and present value proposition, target market and revenue model.

Course Outcomes: At the end of the course the student will be able to:	
MBA106.1	Develop an understanding of effective communication principles
MBA106.2	Apply oral and non-verbal communication skills in corporate world
MBA106.3	Build well-structured written communication for various business purposes
MBA106.4	Construct professional resumes and employment-related documents
MBA106.5	Choose appropriate communication strategies and etiquette in workplace
MBA106.6	Evaluate and integrate technological tools and case-based approaches in business situations

Sl. No.	**Title of the Book**	**Name of the Author/s**	**Name of the Publisher**	**Edition and Year**
Textbooks				
1	Communicating in Business	Ober Newman	Cengage Learning	Eighth Edition, 2018
2	Business Communication	P D Chaturvedi, Mukesh Chaturvedi	Pearson Education	Fourth edition, 2020.
Reference Books				
1	Communicating in Business	Williams, Krizn Logan, Merrier	Cengage Learning	Eighth edition, 2013

2	BCOM	Lehman, Dufrene, Sinha	Cengage Learning	Second Edition, 2012
3	Business Communication	Lesikar, Flatley, Rentz, Pane	Tata McGraw Hill	Thirteenth Edition, 2010

Additional Resources: Web links

1. https://www.youtube.com/watch?v=HAnw168huqA
2. https://www.indeed.com/career-advice/career-development/types- of-communication
3. https://www.youtube.com/watch?v=yml9dx9nUco
4. https://www.managementstudyguide.com/managerial-communication.htm/
5. https://contemporarymanagement.wordpress.com/wp-content/uploads/2011/12/learning_to_listen.pdf
6. https://pressbooks.bccampus.ca/technicalwriting/chapter/casestudy-costpoorcommunication/
7. https://www.studocu.com/in/document/bahra-university/strategict-management/communication-case-study-1/7838021
8. https://theemployeeapp.com/blog/leading-by-example-case-studies-of-effective-employer-and-employee-communication/
9. https://www.pon.harvard.edu/daily/teaching-negotiation-daily/teach-by-example-with-these-negotiation-case-studies/

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**
MBA106.1	**-**	**1**	**-**	**-**	**-**	**1**	**-**
MBA106.2	**2**	**-**	**-**	**-**	**-**	**2**	**-**
MBA106.3	**-**	**-**	**-**	**2**	**-**	**-**	**-**
MBA106.4	**3**	**-**	**-**	**-**	**-**	**-**	**-**
MBA106.5	**-**	**-**	**-**	**3**	**-**	**-**	**-**
MBA106.6	**-**	**-**	**-**	**-**	**1**	**-**	**-**

1: Low 2 : Medium 3: High

CORPORATE ETIQUETTE & PERSONALITY DEVELOPMENT-I

Course Code	**MBA187**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Theory	SEE Marks	-
		Total Marks	50
Teaching Hours/Week (L:T:P)	2:0:0	SEE	-
Total Hours	24	Credits	-

Course Learning Objectives:

1. To demonstrate an understanding of professionalism in terms of workplace behaviour.
2. To enhance communication and presentation Skills
3. To enhance team building and time management skills
4. To build a confident and positive personality aligned with professional goals

Module-1 Introduction to Personality Development (06 hours)

Significance of personality for business leaders, Self-awareness: Johari Window, SWOT & Emotional Intelligence (EQ), Developing a growth mindset & personal branding, Values, ethics, and professional integrity, MBA graduate to corporate professional: Mindset shift

Module-2 Communication Skills & Presentation Skills (06 hours)

Professional communication styles (assertive vs. aggressive vs. passive),Body Language, Listening skills and giving/receiving feedback , Building Self Esteem and Self Confidence, Public speaking and conversation skills.

Module-3: Corporate Etiquette and Grooming (06 hours)

Significance of Corporate Etiquettes in 21st Century; Grooming and Personal Hygiene-Personal grooming and dress sense; Social Etiquette-greetings and introductions, handshakes, eye contact, personal space, cultural sensitivity and cross-cultural manners

Module-4 Experiential Learning and Corporate Exposure (06 hours)

Preparation for industrial visits (behavior, dress code, observation etiquette), industrial visit to a company/organization, interaction with professionals and observation of workplace culture, Post-visit reflection and reporting.

Skill Development Activity:

1. Self-Reflection Journal- Students write a weekly journal reflecting on their strengths, weaknesses, goals, habits, and progress.
2. Self-Introduction- Students prepare and present a 60-second elevator pitch introducing themselves professionally.
3. GD on current topics
4. Public speaking sessions
5. Role Play of appropriate behaviour in different situations

Course Outcomes: At the end of the course the student will be able:	
MBA187.1	Explain the key elements of personality development
MBA187.2	Demonstrate effective communication and presentation skills.
MBA187.3	Show appropriate corporate etiquette and grooming standards.
MBA187.4	Analyse the importance of teamwork and group discussions skills.
MBA187.5	Discuss issues relating to personal grooming.
MBA187.6	Take part in industrial visits and professional interactions.

Sl. No.	**Title of the Book**	**Name of the Author/s**	**Name of the Publisher**	**Edition and Year**
Textbooks				
1	What We Think We Become	Durgesh Satpathy	Educreation Publishing	2018
2	Etiquette And Manners : The Best Guide to Etiquette and Manners	K.K. Singh	Galaxy Publishers	2017
Reference Books				
1	Power of Your Subconscious Mind	Joseph Murphy	Pirates	2015
2	The 5 AM Club – Own Your Morning. Elevate Your Life	Robin Sharma	HarperCollins.	2019

Additional Resources: Web links/NPTEL Courses

1. https://www.theknowledgeacademy.com/blog/what-is-personality-development/
2. https://onlinecourses.nptel.ac.in/noc25_hs174/preview
3. https://www.griet.ac.in/cls/Personality%20Development.pdf
4. https://www.cbs.de/en/blog/15-effective-presentation-tips-to-improve-presentation-skills
5. https://www.wikihow.com/Social-Etiquette
6. https://nios.ac.in/media/documents/beauty/Lesson_1_Grooming_Personality.pdf

Course Articulation Matrix

Course Outcomes (COs)	**Program Outcomes (POs)**						
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**
MBA187.1	-	-	2	-	2	2	2
MBA187.2	-	-	2	-	2	2	2
MBA187.3	-	-	2	-	-	2	2
MBA187.4	-	-	3	-	3	3	3
MBA187.5	-	-	3	-	3	3	3
MBA187.6	-	-	3	-	3	3	3

1: Low 2: Medium 3: High

INFORMATION TECHNOLOGY FOR BUSINESS			
Course Code	**MBA188**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Theory	SEE Marks	-
		Total Marks	50
Teaching Hours/Week (L:T:P)	0:0:4	SEE	-
Total Hours	40	Credits	-

Course Learning Objectives:

1. To apply IT tools and applications relevant to business operations.
2. To develop proficiency in advanced Excel for business data analysis and reporting.
3. To enable students to solve business problems using data-driven approaches.
4. To foster analytical thinking and decision-making skills using IT tools.

Module 1: Foundations of IT and Business Applications (08 Hours)

Introduction- Basic IT Concepts, Hardware, Software, Networks and Cloud
Introduction to Excel- Interface, Data Types, Basic Formulas, Business Use Cases of IT Tools

Module 2: Excel Fundamentals for Business Analysis (08 Hours)

Data Cleaning and Sorting Techniques, Logical, Text, Lookup Functions, Conditional Formatting, Named Ranges, Business Use: Sales Data, HR Data, Finance Entries

Module 3: Advanced Excel Tools for Strategic Modeling , (08 Hours)

PivotTables and Pivot Charts, Interactive Dashboards with Excel, Data Visualization using Charts, Sparklines
Linking Sheets, Using Slicers, Report Design Techniques, Microsoft Copilot.
Case study: Excel Error-JP Morgan Case
Self-Learning Component: Business modeling, financial dashboards, and scenario analysis.

Module 4: Google Tools for Automation (08 Hours)

Business Communication Tools- Email, Calendar, Teams, Google Workspace
Google sheet, Forms, Drive, Slide, collaboration

Module 5: AI, IT, Ethics, and Collaborative Business Tools (08 Hours)

Ethical and Legal Considerations in IT
AI prompting, Types of AI Prompts, Prompt Structure and Best Practices, Use Cases in Business Functions

Skill Development Activity:
Build and Automate a Sales Analysis Dashboard in Excel with AI Support Use Excel Ideas (AI Insights) to automatically generate charts and trends → compare them with your manually designed dashboard. Write a 1-page executive summary (with AI help e.g., Copilot/Chat GPT) explaining the top 3 business insights (e.g., best-performing region, product trends, seasonal demand

Course Outcomes: At the end of the course the student will be able to:	
MBA188.1	Apply IT concepts and tools to enhance business operations.
MBA188.2	Evaluate and apply advanced Excel features for efficient business data entry, formatting, and process automation.

MBA188.3	Analyze and interpret business data using Excel functions and dashboards.
MBA188.4	Design business models and perform scenario analysis using advanced Excel tools.
MBA188.5	Develop compelling business reports and communicate findings using Excel.
MBA188.6	Apply ethical, global, and teamwork principles in solving IT-related business problems.

Sl. No.	**Title of the Book**	**Name of the Author/s**	**Name of the Publisher**	**Edition and Year**
Textbooks				
1	Advanced Excel Formulas	Alan Murray	Apress	First Edition 2022
2	Excel Formulas & Functions for Dummies	Ken Bluttman	Wiley	Fifth Edition 2019
Reference Books				
1	Microsoft Excel VBA and Macros (Office 2021 and Microsoft 365)	Bill Jelen Tracy Syrstad	Pearson	First Edition 2022
2	Data Analysis with Excel	Manisha Nigam	BPB Publications	First Edition 2020
3	Mastering Advanced Excel	Ritu Arora	BPB Publications	First Edition 2023

Additional Resources: Web links/NPTEL Courses

1. https://onlinecourses.nptel.ac.in/noc25_mg113/preview
2. https://www.youtube.com/watch?v=Vl0H-qTclOg
3. https://youtube.com/playlist?list=PL6Omre3duO-N7yY1Uxl7hOC3gRMMomamK&si=xLTGTtotKMfZM7Y7
4. https://youtube.com/playlist?list=PLEiEAq2VkUUKf8aLrspLg3zuyJ5S-5K5S&si=cy8KKTs-U970fJ1a
5. https://www.henricodolfing.com/2024/07/case-study-jp-morgan-chase-london-whale.html

Course Articulation Matrix

Course Outcomes (COs)	**Program Outcomes (POs)**						
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**
MBA188.1	2	-	-	-	2	2	-
MBA188.2	3	3	-	-	-	3	-
MBA188.3	2	2	-	-	-	2	-
MBA188.4	-	2	-	2	-	-	2
MBA188.5	-	2	-	-	2	2	-
MBA188.6	-	-	3	3	3	-	-

1: Low 2: Medium 3: High

II SEMESTER			
HUMAN RESOURCE MANAGEMENT			
Course Code	**MBA201**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Theory	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L:T:P)	(4:0:0)	SEE	3 Hours
Total Hours	50 hours	Credits	04

Course Learning Objectives

1. To understand the foundations of HRM – meaning, nature, scope, evolution, principles, and its role in organizational performance.
2. To develop knowledge of HRM functions such as HR planning, recruitment, selection, training, development, compensation, and performance management.
3. To analyze HRM practices in diverse contexts, including MSMEs, service sectors, and Indian/Global perspectives.
4. To evaluate contemporary trends in HRM such as HRIS, employee well-being, diversity, inclusion, and people analytics.

Module-1 Introduction to HRM (10 hours)

Introduction, concept, scope of HRM, Importance and Evolution of HRM, HRM- Major functions, Principles, Models, HRM in India, HR Competencies, HRM and Firm Performance, Alignment of HRM activities to SDG goals.

Module -2 HRP, Recruitment and Training (10 hours)

HR Planning - Importance, Benefits, Factors, HRP Process, Tools for Demand Forecasting, Barriers, Challenges , Process of Job Analysis, Job Description and Job Evaluation.
Recruitment and Selection - Importance, Policies, Factors, Process, Sources, Evaluation of Recruitment Process, Recruitment Strategy, Selection Process -Types of Selection Tests, Factors, Future Trends in Recruitment.
Training and Development- Need, Importance, Training Need Analysis and techniques, Design Training Programme, Methods, Training evaluation.
Case study: Which is more important recruiting or retaining? (Text book 3)

Module -3 Compensation Management and Employee Relations (10 hours)

Compensation and Benefits -Total Compensation, Total Rewards System, Forms of Pay, External and Internal Factors, Establishing Pay Rates, Employee Benefits.
Performance Management and Appraisal -Objectives, Performance Management and Performance Appraisal, Common Problems with Performance Appraisals, Process, Types of Performance Rating Systems, Future of Performance Management.
Industrial Relations- Decent Workplace, International Labour Organisation, Industrial Relations, Objectives, Approaches of Industrial Relations Systems, Indian Context.
Self Learning: Leadership competency for HR (Reference book 1)

Module -4 Human Resource Management in MSMEs (10 hours)

HRM in MSME- Introduction, Impact of Weak Adoption of HRM in MSMEs. HRM in the Service Sector – Implications, Management Function, Services Sector vs Manufacturing Sector, HRM in Services and Manufacturing Sectors, HRM and Service Quality Correlation, Trade Unions in Services Sector.

Module-5 Future trends in HRM and HRIS (10 hours)

Future Trends in HRM- Hybrid work model, Employee Skill Development, Internal mobility, Diversity and inclusion in workforce, People analytics, Employee well-being, multi-generational workforces and All-in-One HR tools, AI tools used in HRM. Human Resource Information System (HRIS)- Concept, Database concepts and applications in HRIS, Steps in implementing an HRIS. Case study

Skill Development Activities:

- Students prepare a digital or physical poster showing how HRM practices (diversity, fair pay, training, well-being) align with at least 3 SDGs.
- Students research salary data for a role (e.g. HR executive, data analyst) from job portals and compare across industries.

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

MBA201.1	Apply HR planning, recruitment, selection, and training techniques to organizational contexts.
MBA201.2	Analyze compensation, performance management, and industrial relations practices for organizational effectiveness.
MBA201.3	Analyse HRM practices in MSMEs, large firms, and service sectors.
MBA201.4	Evaluate emerging HRM trends such as hybrid work, diversity, analytics, and employee well-being.
MBA201.5	Assess the impact of HRM principles, models, and competencies on firm performance.
MBA201.6	Identify HRIS solutions to support strategic HR decision-making.

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
Textbooks				
1	Human Resource Management: Theory and Practices,	R. C. Sharma, Nipun Sharma	Sage Publications India	First Edition 2019
2	Human Resource Management: Concepts, Practices and new paradigms	Amitabha Sengupta	Sage Publication India	First Edition, 2019
3	Human Resource Management	V.S.P Rao	Excel books	Third Edition, 2014
Reference Books				
1	Leadership: Theory and Practices	Peter G. Northouse	Sage Publication	Seventh Edition, 2016
2	Principle of Human Resource Management	George W. Bohlander, Scott A. Snell	Cengage Learning	Seventh Edition, 2009

Web links/Video Lectures/MOOCs

1. https://www.emerald.com/ijm/article/44/1/176/142782/Research-trends-in-human-resource-management-A
2. https://youtu.be/_d5QMwLC19Y
3. https://youtu.be/uMQMDQI7Hpk
4. https://youtu.be/4Kr0VpM14LI
5. https://www.sap.com/india/products/hcm/employee-central-hris/what-is-hris.html

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBA201.1	2	-	-	2	-	-	-
MBA201.2	-	2	-	-	2	-	-
MBA201.3	-	-	2	-	-	-	-
MBA201.4	-	2	-	-	-	-	-
MBA201.5	-	-	3	-	-	3	3
MBA201.6	3	-	3	-	3	-	-

1: Low 2 : Medium 3: High

FINANCIAL MANAGEMENT

Course Code	**MBA202**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Theory	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L:T:P)	(4:0:0)	SEE	3 Hours
Total Hours	50 hours	Credits	04

Course Learning Objectives:

1. To analyse the basic concepts of financial management.
2. To determine the future and the present value of cash flow.
3. To appraise investment proposals and determine working capital requirements
4. To estimate working capital requirements of an organisation

Module-1 Introduction (10hours)

Introduction -role and functions of finance managers. Interface of Financial Management with other functional areas. Indian Financial System-Structure, types, Financial markets, Financial Instruments, Financial institutions and financial services, Non-Banking Financial Companies (NBFCs). Emerging areas in Financial Management- Risk Management, Behavioural Finance, Financial Engineering, Derivatives (Theory).
Case: Corporate Governance in Non-Banking Financial Companies in India
Textbook 1: Ch 1, Textbook 2: Ch 1 and 2

Module-2 Time Value of Money (10 hours)

Concept–Future value of single cash flow & annuity, present value of single cash flow, annuity & perpetuity. Simple interest & Compound interest, Loan amortization. (Theory & Problem).
AI Tools for calculating Loan Amortization
Textbook 1: Ch 2, Textbook 2: Ch 32

Module-3 Investment Decisions (10 hours)

Capital budgeting process, Investment evaluation techniques – Net present value, Internal rate of return, modified internal rate of return, Profitability index, Payback period, discounted payback period, accounting rate of return.
Sources of Financing- Shares, Debentures, Term loans, Lease financing, Hybrid financing, Venture Capital, Angel investing Crowd Funding and private equity, Warrants and convertibles (Theory Only).
Textbook **1:** Ch 9&10
Self-Learning Content: Use Excel/Google Sheets for FV, PV, IRR, NPV functions.

Module-4 Working Capital Management (10 hours)

Management of Current Assets- Factors influencing working capital requirements, Current asset policy and current asset finance Policy, Determination of operating cycle and cash cycle, Estimation of working capital requirements of a firm. (Does not include Cash, Inventory & Receivables Management).
Case: Working Capital Management in a Small Enterprise - A case study of Raghunath Dye Chem Pvt Ltd Textbook 1: Ch 13

Module-5 Capital structure and dividend decisions (10 hours)

Capital structure and dividend decisions – Planning the capital Structure, Governance of Equity and Debt, Fall in interest rates and perils of Debt funding. Leverages, EBIT and EPS analysis. ROI & ROE analysis. Capital structure policy. Dividend policy – Factors-types - Stable Dividend, Stable Pay-out (No dividend Theories to be covered).
Case Study on EBIT-EPS analysis & Leverages.
Textbook 1: Ch 19&20, Textbook 2: Ch 19&20

Skill Development Activity:
1. Identifying the small or medium sized companies and understanding the Investment evaluation techniques used by them. 2. Using the annual reports of selected companies, students can study the working capital management employed by them. Students can also compare the working capital management of companies in the same sector.

Course Outcomes: At the end of the course the student will be able:	
MBA202.1	Analyze the evolving role of financial managers and the interface with other functions to optimize financial performance.
MBA202.2	Evaluate the applicability of time value of money principles in investment, financing, and valuation decisions.
MBA202.3	Apply capital budgeting techniques for selecting investment proposals with practical decision-making scenarios.
MBA202.4	Evaluate sources of finance and their relevance in structuring financial strategy for organizational needs.
MBA202.5	Analyze working capital requirements using operating and cash cycle concepts and recommend optimal policies.
MBA202.6	Assess leverage, EBIT-EPS analysis and dividend policy decisions for maximizing shareholder value.

Sl. No.	**Title of the Book**	**Name of the Author/s**	**Name of the Publisher**	**Edition and Year**
Textbooks				
1	Financial Management	Khan M. Y.& Jain P. K	McGraw Hill Education	Eighth edition, 2024
2	Financial Management Theory & Practice	Prasanna Chandra	McGraw Hill Education	Tenth edition, 2021
Reference Books				
1	Principles of corporate finance,	Brealey and Myers	McGraw Hill Education	Fourteenth edition, 2018
2	Fundamentals of Financial Management	Brigham and Houston,	Cengage Learning	Fourteenth edition, 2018
3	Corporate Finance	Vishwanath S. R.	Sage Publications	Third edition 2019

Additional Resources: Web links/NPTEL Courses
Web links/Video Lectures/MOOCs 1. https://www.pdfdrive.com/financial-management-and-analysis-workbook-step-by-step-exercises-and-tests-to-help-you-master-financial-management-and-analysis-e158595305.html 2. https://oldmis.kp.ac.rw/admin/admin_panel/kp_lms/files/digital/Core%20Books/Finance/Fundamentals%20of%20Financial%20Management_%20Concise%20Sixth%20Edition%20(%20PDFDrive%20).pdf 3. https://www.youtube.com/watch?v=CCQwz_Gwo6o 4. https://www.digimat.in/nptel/courses/video/110107144/L01.html 5. CASE STUDY LINK: https://www.researchgate.net/publication/390488750_Corporate_Governance_in_Non-Banking_Financial_Companies_in_India_-_A_Case_of_IL_FS 6. https://www.researchgate.net/publication/326735003_Working_Capital_Management_in_a_Small_Enterprise_-_A_case_study_of_Raghunath_Dye_Chem_Pvt_Ltd

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**
MBA202.1	2	2	-	-	-	2	-
MBA202.2	3	3	-	-	-	-	3
MBA202.3	-	1	-	-	1	-	-
MBA202.4	3	-	-	3	-	-	-
MBA202.5	-	2	-	-	2	-	-
MBA202.6	-	2	2	-	-	-	-

1: Low 2: Medium 3: High

RESEARCH METHODOLOGY & IPR			
Course Code	**MBA203**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Theory	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L:T:P)	(4:0:0)	SEE	3 Hours
Total Hours	50 hours	Credits	04

Course Learning Objectives:

1. To comprehend types of research,
2. To appraise research process and design
3. To illustrate sampling designs
4. To examine the significance of data collection

Module-1 Business Research **(10 hours)**

Business Research, types, process - management problem, defining the research problem, formulating the research Hypothesis, developing the research proposals, research design formulation, sampling design, planning and collecting the data for research, data analysis and interpretation. Research Application in business decisions, Features of a good research study, Ethical considerations in business research (SDG 16)

Case study 1: Understanding the Brand Equity of Nestlé Crunch Bar: A Market Research Case

Module-2 Business Research Design **(10 hours)**

Research Design- types, significance, errors affecting research design.

Exploratory Research - purpose, methods- Literature search, AI based literature review, experience survey, focus groups and comprehensive case methods.

Conclusive Research Design - Descriptive Research- Cross-sectional studies, longitudinal studies.

Experimental Research Design –formal and informal, Pre experimental design, Quasi-experimental design, True experimental design, statistical experimental design

AI Tool: AI Based literature review

Module-3 Sampling and Data Collection **(10 hours)**

Concepts, Probability Sampling – simple random sampling, systematic sampling, stratified random sampling, cluster sampling, Non-Probability Sampling –convenience sampling-judgmental sampling, snowball sampling- quota sampling, Errors in sampling.

Data collection- Primary data collection methods - Observations, survey, Interview and Questionnaire, Qualitative Techniques of data collection, Questionnaire design –process. Secondary data Sources.

Module-4 Scaling and Data Analysis **(10 hours)**

Scaling- types- Nominal scale, Ordinal scale, Interval scale, Ratio scale. Attitude measurement scale - Likert's Scale, Semantic Differential Scale, Thurstone scale, multi-Dimensional scaling.

Analysis- Editing, Coding, Classification, Tabulation, Validation Analysis and Interpretation, Use of SPSS for analysis of data, Report writing and presentation of results-Importance, types, report structure, guidelines for effective documentation.

Self-learning concept: Cronbach's Alpha, Simple visualization techniques, AI & Automation in Data Analysis, SPSS/Excel Hands-on Tutorials

Real-time Project: Define a business research problem, conducts a small-scale survey, analyzes data using SPSS/AI tools, and prepares a report.
Module-5 Intellectual Property Rights (10 hours)
Intellectual Property- Nature, Characteristics, Origin and Development, types, Intellectual Property System in India, Importance. Invention, Creativity, Intellectual Property, Protection of Intellectual Property Rights (IPRs), Patents, Copyrights, Trademarks, TRIPS and TRIMS , Industrial Designs, Integrated Circuits, Geographical Indications, Establishment of WIPO Application and Procedures. Case study 2: Apple vs. Samsung (Patent Infringement Case)

Skill Development Activity: As a part of this course, students will undertake a comprehensive business research project where they identify a real-world business problem and apply the entire research process to derive actionable insights. Working in groups, students will first define a management problem, formulate research objectives and hypotheses, and then design an appropriate research plan including sampling methods and data collection techniques. They will conduct a small-scale primary survey or interviews, supplemented by secondary data, and apply measurement and scaling techniques to design their questionnaire. Using tools such as SPSS, Excel, or AI-based analytics platforms, students will analyze the collected data, apply reliability checks like Cronbach’s Alpha, and generate meaningful visualizations to interpret the findings. The project will culminate in a structured research report and presentation that mirrors industry-standard documentation practices.

Course Outcomes: At the end of the course the student will be able :	
MBA203.1	Apply the business research process to formulate research problems, hypotheses, and appropriate design.
MBA203.2	Evaluate different research designs and select suitable methods for exploratory, descriptive, and experimental studies.
MBA203.3	Compare probability and non-probability sampling techniques and justify appropriate data collection methods.
MBA203.4	Apply scaling techniques and perform data analysis using tools like SPSS to interpret and present research findings.
MBA203.5	Develop business research reports effectively following appropriate structure and documentation standards.
MBA203.6	Evaluate different forms of Intellectual Property and apply procedures for IPR protection.

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Research Methodology: Methods and Techniques	C R Kothari and Gaurav Garg	New Age International Publishers	Fifth Edition, 2024
2	Intellectual Property Rights. India, IN	Neeraj, P., & Khusdeep, D..	PHI learning Private Limited.	Fifth Edition, 2023

Reference Books				
1	Research Methodology: A Step-by-Step Guide for Beginners	Ranjit Kumar	Sage Publications India Pvt Ld New Delhi	Fourth Edition 2014
2	Intellectual Property Rights	Radhakrishnan and Balasubramanian	Excel Books, New Delhi	First Edition, 2008
3	Intellectual Property Rights	David Brainridge	Pearson Education	Tenth Edition, 2018

Additional Resources: Web links/NPTEL Courses

1. https://www.youtube.com/watch?v=wuPqMenY56c
2. https://www.youtube.com/watch?v=rXBH3YcOI6k
3. https://www.youtube.com/watch?v=FlBFdEgrTBM
4. https://www.youtube.com/watch?v=t0hp7E85PVI

Case study 1:
https://hbsp.harvard.edu/product/519061-PDF-ENG
Case study 2:
https://www.researchgate.net/publication/347683182_The_conflict_between_Apple_and_Samsung_overpatents_and_copyrights

Course Articulation Matrix

Course Outcomes	Program Outcomes						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBA203.1	2	2	-	-	-	-	2
MBA203.2	3	3	3	-	-	3	-
MBA203.3	-	3	-	3	-	3	-
MBA203.4	3	3	-	-	3	3	-
MBA203.5	-	2	-	2	2	-	2
MBA203.6	2	-	-	2	-	-	2

1: Low 2: Medium 3: High

<table>
<tr><td colspan="4">BUSINESS ANALYTICS</td></tr>
<tr><td>Course Code</td><td>MBA204</td><td>CIE Marks</td><td>50</td></tr>
<tr><td rowspan="2">Course Type (Theory/Practical/Integrated)</td><td rowspan="2">Theory</td><td>SEE Marks</td><td>50</td></tr>
<tr><td>Total Marks</td><td>100</td></tr>
<tr><td>Teaching Hours/Week (L:T:P)</td><td>3:0:2</td><td>SEE</td><td>3 Hours</td></tr>
<tr><td>Total Hours</td><td>50</td><td>Credits</td><td>04</td></tr>
</table>

Course Learning Objectives:

1. To understand importance of Business Analytics.
2. To apply various statistical tools for decision making.
3. To forecast the trends using MS Excel Application.
4. To visualise data using Microsoft Power BI.

Module 1: Introduction to Business Analytics (10 Hours)

Evolution, Impacts and Challenges, Types, Models, Problem solving with analytics, Big Data, Business Analysis vs. Business Analytics, Data Scientist vs. Data Engineer vs. Data Analyst. Business Analysts- Tasks and skills.

Textbook: 1 Ch 1 & 2

Module 2: Dealing with Data Science & SQL (10 Hours)

Data, Dataset, Database, Data Collection Tools, Data Management, Benefits, best practices of data management, Data Quality- Dealing with missing data, Data visualisation**,** Data Science Project Life Cycle

SQL- Basics of Relational Databases, SQL Syntax- SELECT, WHERE, ORDER BY, Aggregations- COUNT, AVG, SUM, GROUP BY, Filtering and Conditional Logic (HAVING, CASE), Joins- INNER JOIN, LEFT JOIN, Use Cases- Extracting data subsets, cleaning datasets for analytics

Case Study- Netflix Big Data Analytics- The Emergence of Data Driven Recommendation

Self-Learning Component- Data Ethics and Privacy in Business Analytics

Textbook- 1 Ch 3; Textbook- 2 Ch 2

Module 3- Forecasting Techniques (10 Hours)

Introduction, Time Series data and its components, Forecasting Techniques and forecasting Accuracy- MAE, MAPE, MSE, RMSE. Exponential Smoothing Using Regression Analysis for Forecasting - Linear Trend Projection, Seasonality, Seasonality with Trend, Seasonality without trend. AI tools for forecasting. (Theory and Lab)

Textbook- 1 Ch 8

Module 4- Data Mining & Spreadsheet analysis (10 Hours)

Data sampling, Data Preparation, Variable representation, Unsupervised learning. AI tools for data mining.

Cluster analysis- *K*-Means Clustering, Hierarchical Clustering and Measuring Dissimilarity between Clusters, Hierarchical Clustering Versus *k*-Means Clustering, Association rules, Logistic regression. Customer Segmentation for Retail Store.

Spreadsheet analysis- Building Good Spreadsheet Models, What-If Analysis, Monte Carlo Simulation, AI tools for Spreadsheet Analytics

Textbook- 1 Ch 10

Module 5- Applications of Business Analytics (10 Hours)

Financial Analytics, Marketing Analytics, HR Analytics, Sustainable Supply Chain Analytics, Retail Industry, Sales Analytics, Web & Social Media Analytics, Healthcare Analytics, Energy Analytics, Transportation Analytics, Lending Analytics, Sports Analytics, Future of Business Analytics

Introduction to Power BI, Basic Report Design, Visual sync, Grouping, Visualization

Properties. Analysing E-commerce Sales Trends (Theory and Lab) Case study- Walmart’s Retail Link Supply Chain- A Case Study Solution Self-Learning Component- Advanced Power BI Features- DAX functions, Drill through, Bookmarks Textbook-2 Ch 1

Skill Development Activity: Business Dashboard Development using Power BI This activity focuses on building hands-on skills in visual storytelling using Power BI. Students will work with real-world datasets (sales, HR, marketing, etc.) to create dynamic dashboards featuring KPIs, slicers, charts, and interactive filters. The goal is to transform raw data into actionable insights through clean, effective visual design. This SDA develops analytical thinking, business communication, and data interpretation skills essential for business analysts and decision-makers in modern, data-driven organizations.

Course Outcomes: At the end of the course the student will be able :	
MBA204.1	To Analyze the evolution, scope, and types of business analytics to interpret real-world business problems and trends.
MBA204.2	To Evaluate data collection methods and apply SQL queries to clean and prepare data for business analytics.
MBA204.3	To Analyze and apply time-series forecasting techniques to generate business insights and performance metrics.
MBA204.4	To Evaluate the use of clustering, regression, and association rule techniques for uncovering patterns in large datasets
MBA204.5	To Analyze domain-specific analytics applications and assess the strategic use of dashboards in Power BI for decision-making.
MBA204.6	To Evaluate the ethical implications and business value of analytics tools in cross-functional areas such as marketing, HR, finance, and operations

Sl. No.	**Title of the Book**	**Name of the Author/s**	**Name of the Publisher**	**Edition and Year**
Textbooks				
1	Business Analytics - Descriptive, Predictive, Prescriptive	Jeffry D. Camm James J. Cochran Michael J. Fry Jeffrey W. Ohlmann	Cengage Learning	Fourth Edition, 2020
2	Business analytics- Methods, Models and Decisions	James R. Evans	Pearson Education	Second Edition, 2016
Reference Books				
1	Business Analytics- The science of Data Driven Decision Making	U. Dinesh Kumar	Wiley	Second Edition, 2022
2	Business Intelligence and Analytics: Systems for Decision Support	Efraim Turban, Ramesh Sharda, Dursun Delen	Pearson Education	Tenth Edition, 2018

3	SQL for Dummies	Allen G. Taylor	Wiley	Ninth Edition, 2019

Additional Resources: Web links/NPTEL Courses

1. https://www.youtube.com/watch?v=Km5MP93OkbY
2. https://onlinecourses.nptel.ac.in/noc23_mg103/preview
3. https://onlinecourses.nptel.ac.in/noc23_mg54/preview
4. https://durafshanjawad.medium.com/case-study-netflix-big-data-analytics-the-emergence-of-data-driven-recommendation-ada14ff30392
5. https://iprjb.org/journals/index.php/IJSCM/article/view/3311?srsltid=AfmBOoric0yqxqEmr7UUSvfSmr92tWSyhi_bxSyWA63qlSBv0ZOmhF7N&utm_source=chatgpt.com

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBA204.1	2	2	-	-	-	-	-
MBA204.2	2	2	-	-	2	-	-
MBA204.3	3	3	-	-	-	3	-
MBA204.4	-	2	-	2	-	-	-
MBA204.5	-	3	-	-	3	-	-
MBA204.6	-	3	3	-	3	-	3

1: Low 2: Medium 3: High

CORPORATE STRATEGY

Course Code	**MBA205**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Theory	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L:T:P)	(4:0:0)	SEE	3 Hours
Total Hours	50 hours	Credits	04

Course Learning Objectives:

1. To provide insights into the core concepts of strategic management.
2. To evaluate various corporate strategies in dynamic market environments.
3. To gain insights into various strategic management models and tools.
4. To apply the techniques of strategy implementation and evaluation.

Module-1 Overview of Strategic Management (10 hours)

Strategy and strategic management, Importance in modern organizations, Competitive advantage and strategic approaches, Company's strategy and business model, Tests for winning a strategy, Process of crafting and executing a strategy, Corporate governance- role of board of directors in strategy crafting and strategy executing process, Systems thinking in Strategic Management, SDG 9: Industry, Innovation and Infrastructure, 21st century challenges in Strategic Management.

Case Study (London Business School): citizen M: Radical innovation in the hotel industry –*Web link 1

Module-2 Evaluating External Environment (10 hours)

Strategically relevant components of a company's external environment, PESTEL analysis, Factors driving Industry Change and its Impact, Industry Analysis - Porter's Five Forces Model, Competitor analysis and SOAR framework, External Factor Evaluation (EFE) Matrix, Key Success Factors.

Case Study (Ivey Publishing): Netflix in India: The Way Ahead –*Web link 2

Module-3 Evaluating Internal Environment (10 hours)

Key internal forces, Resource Based View of the firm (RBV), Balanced Score Card, SWOT Analysis, Value Chain Analysis, Benchmarking. Internal Factor Evaluation (IFE) Matrix

Case Study (Ivey Publishing): Netflix in India: The Way Ahead –*Web link 2

Module-4 Corporate Strategies (10 hours)

Strategies in action, Integration strategies, Intensive strategies, Diversification strategies, Defensive strategies, Blue ocean strategy, Michael Porter's five generic strategies, First Mover Advantage, Late Mover Advantage

Case Study (HBR): Volvo Trucks (A): Penetrating the U.S. Market-*Web link 4

Case Study: Adani Group: How the World's 3rd Richest Man Is Pulling the Largest Con in Corporate History

Module-5 Strategy Implementation & Evaluation (10 hours)

Strategy implementation, Issues in strategy implementation, Resource allocation, Managing conflicts, Restructuring, Reengineering and E-Engineering, Linking performance and pay to strategies, Managing resistance to change, Creating a strategy-supportive culture, and production/operations concerns in implementing strategies. Strategy evaluation, Strategy evaluation framework, Characteristics of an effective evaluation system, Contingency

planning
Case Study (IMD): Singapore Airlines (A): The India Decision–*Web link 3
Self-Learning:
1. Generate Porter's five forces with AI -(Web link No. 6 & 7)

Skill Development Activity:

1. Case analysis followed by Group discussion -By dividing the class in to 10 teams of 6 members each by allocating presentation time of 10 minutes for each team to come ready with the solutions to the case study is supposed to enhance the team building, communication and problem-solving skills. The theme of the cases allocated could be based on Business ethics, Business Models, Social Responsibility, Environmental sustainability and corporate strategy and corporate politics. Students will be able to interpret their learning by applying the theories and concepts in to practice. Business model analysis, Critical thinking on strategies and implementation, analytical ability in the areas of social responsibility, environmental sustainability
2. Business models- Development of business models by 10 teams of 6 members each with an allocation of presentation time of 10 minutes to each team by including the following concepts.
   - Overview of the business,
   - Value proposition through products/services
   - Market analysis (marketing and sales strategy)
   - Strategic/operational plan
   - Customer segments

   Students will be able to interpret their learning by applying the theories and concepts in to practice.

Course Outcomes: At the end of the course the student will be able:	
MBA205.1	Analyze strategic management by emphasizing fundamental concepts
MBA205.2	Apply strategic thinking and decision-making skills to solve complex business problems
MBA205.3	Defend sustainable competitive advantage to achieve organizational goals that contribute effectively to team environment
MBA205.4	Support and implement strategies through resource allocation and managing conflicts
MBA205.5	Determine the competitive business strategies by analyzing global, economic, legal and ethical aspects of business
MBA205.6	Plan sustainable organizational growth strategies in competitive markets

Sl. No.	**Title of the Book**	**Name of the Author/s**	**Name of the Publisher**	**Edition and Year**
Textbooks				
1	Crafting and Executing Strategy: The Quest for Competitive Advantage – Concepts and Cases	Arthur A. Thompson Jr. Margaret A. Petera f John E. Gamble, A. J. Strickland III, Arun K. Jain	McGraw Hill Education	Twenty second Edition 2021

2	Strategic Management	Fred R. David	Prentice Hall India Publication	Fourteenth Edition 2013
Reference Books				
1	Contemporary Strategy Analysis	Robert M. Grant	Wiley India	Eighteenth Edition 2017
2	Strategic Management- Concepts and Cases	Upendra Kachru	Excel Books, New Delhi,	Eighth Edition 2006
3	Strategic Management – Competitiveness and Globalization:	Michael Hitt, Duane Ireland, Robert E. Hokinson	Cengage Learning	2018

Additional Resources: Web links/NPTEL Courses

1. https://hbsp.harvard.edu/download?url=%2Fcontent%2Fsample%2FLBS164-PDF-ENG%2Fcontent&metadata=e30%3D
2. https://hbsp.harvard.edu/download?url=%2Fcontent%2Fsample%2FW17100-PDF-ENG%2Fcontent&metadata=e30%3D
3. https://hbsp.harvard.edu/download?url=%2Fcontent%2Fsample%2FIMD724-PDF-ENG%2Fcontent&metadata=e30%3D
4. https://hbsp.harvard.edu/download?url=%2Fcontent%2Fsample%2F702418-PDF-ENG%2Fcontent&metadata=e30%3D
5. http://www.digimat.in/nptel/courses/video/122105024/L07.html
6. https://www.jeda.ai/resources/generate-porters-five-forces-with-ai
7. https://praxie.com/porters-five-forces-model-framework-online-template/
8. https://hindenburgresearch.com/adani/

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBA205.1	-	2	-	-	-	-	-
MBA205.2	-	-	-	-	2	-	2
MBA205.3	-	-	-	2	-	2	-
MBA205.4	-	-	2	-	-	-	-
MBA205.5	-	-	-	3	-	-	-
MBA205.6	2	-	-	-	-	-	-

1: Low 2: Medium 3: High

<table>
<tr><th colspan="4">ENTREPRENEURSHIP DEVELOPMENT</th></tr>
<tr><td>Course Code</td><td>MBA206</td><td>CIE Marks</td><td>50</td></tr>
<tr><td rowspan="2">Course Type (Theory/Practical/Integrated)</td><td rowspan="2">Theory</td><td>SEE Marks</td><td>50</td></tr>
<tr><td>Total Marks</td><td>100</td></tr>
<tr><td>Teaching Hours/Week (L:T:P)</td><td>(4:0:0)</td><td>SEE</td><td>3 Hours</td></tr>
<tr><td>Total Hours</td><td>50 hours</td><td>Credits</td><td>04</td></tr>
</table>

Course Learning Objectives:

1. To comprehend the significance of entrepreneurship in economic development.
2. To apply business model canvas technique and design comprehensive business plan.
3. To provide insights to students on entrepreneurship opportunities, sources of funding and institutions supporting entrepreneurers.
4. To identify innovative ideas, assess feasibility & analyse risks in entrepreneurial ventures.

Module -1 Introduction **(10 hours)**

Entrepreneur - Evolution, Functions, Types, Intrapreneur- an emerging class, Concept of Entrepreneurship, Entrepreneurial Culture, Creativity and Innovation - Sources of Innovative ideas, Role of creative thinking, Methods of generating ideas, the Innovation Process, Creative Problem Solving.
Case Study: Case study 4 – Entrepreneurial Qualities (Reference Book #3)

Module-2 Business Model and Business Plan **(10 hours)**

Developing Business Model - Types, components of an effective business model, Osterwalder Business Model Canvas.
Business Plan – Concept, Writing a Business plan, Data Collection, Structure of a Business Plan. Self Study Component: Sustainable Business Models - Circular Economy, Zero waste, Renewable Energy, Sharing economy.

Module-3 New Venture Creation **(10 hours)**

Micro and Small Enterprises - Scope, Objectives, Role of MSE, promotion of MSE.
Methods to initiate new ventures - Pathways to new ventures for entrepreneurs, acquiring established entrepreneurial ventures, franchising.
Funding new ventures - Venture capital, Angel investors, Debt vs Equity financing, Business Incubators, Bank funding, Institutional funding. AI tool: Socrat.ai

Module-4 Family Business **(10 hours)**

Family Business - Importance, Types, The Founder, The next generation, responsibilities and rights of shareholders of a family business, Compensation, Non-Family manager, Succession, Pitfalls of the family business, strategies for improving the capability of family business. Forms of business organization - Sole Proprietorship, Partnership, Limited liability partnership, Joint Stock Companies and Cooperatives.

Module-5 Emerging Trends in Entrepreneurship Development **(10 hours)**

Emerging Trends - Start up India, Stand up India, Hackathons for youth, Digital Entrepreneurship, scope and opportunities; Social Entrepreneurship, motivation and support for social Entrepreneurship; Rural Entrepreneurship, opportunities; Women Entrepreneurship, prospects for women Entrepreneurship, low women Entrepreneurs; Agri-preneurship, Role of Social media platforms in promoting entrepreneurship.
Case Study: Case study 7—Beauty Products - (Reference Book #3)

Skill Development Activity:
To gain practical exposure, analytical thinking, entrepreneurial awareness. Each student has to visit a local micro or small enterprise, prepare a short case study on scope, objectives, growth, prospects, and challenges of the enterprise. Submit a structured report (4-5 pages).

Course Outcomes: At the end of the course the student will be able to :	
MBA206.1	Examine the role of entrepreneurs, micro and small enterprises and family business in the economy.
MBA206.2	Explain the significance of creativity in generating ideas and initiating new ventures.
MBA206.3	Develop effective business model and plan using appropriate tools and data.
MBA206.4	List the sources of funding for new ventures and entrepreneurial opportunities.
MBA206.5	Analyse the dynamics of family businesses for sustainable growth.
MBA206.6	Evaluate emerging trends in entrepreneurship.

Sl. No.	**Title of the Book**	**Name of the Author/s**	**Name of the Publisher**	**Edition and Year**
Textbooks				
1	Entrepreneurial Development	S S Khanka	S Chand & Company Pvt Ltd.	Revised Edition, Reprint 2014
2	Entrepreneurship – A South Asian Perspective	Donald F Kuratko T.V. Rao	Cengage Learning India Pvt Ltd.	2012
Reference Books				
1	Entrepreneurship and New Venture Creation	A Sahay V Sharma	Excel Books	First edition, Reprint 2009
2	Entrepreneurship	Rajeev Roy	Oxford University Press	Fourth Impression 2013
3	Entrepreneurship Development and Project Management	Neeta Baporikar	Himalaya Publishing House	Fourth Revised Edition, 2018

Additional Resources: Web links

1. https://www.youtube.com/watch?v=hZWF6t5DlgA
2. https://www.youtube.com/watch?v=jQ8rt9DxQOY
3. https://www.youtube.com/watch?v=9TA7TGW5B4A

Course Articulation Matrix

Course Outcomes (COs)	**Program Outcomes (POs)**						
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**
MBA206.1	**3**		**-**	**2**	**-**	**-**	**3**
MBA206.2	**-**	**2**	**-**	**-**	**-**	**-**	**2**
MBA206.3	**2**	**2**	**-**	**-**	**-**	**2**	**2**
MBA206.4	**2**	**-**	**-**	**-**	**-**	**-**	**2**
MBA206.5	**-**	**-**	**-**	**1**	**1**	**-**	**1**
MBA206.6	**2**	**-**	**-**	**3**	**-**	**-**	**3**

1: Low 2: Medium 3: High

CORPORATE ETIQUETTE & PERSONALITY DEVELOPMENT-II			
Course Code	**MBA287**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Theory	SEE Marks	-
		Total Marks	50
Teaching Hours/Week (L:T:P)	(3:0:0)	SEE	-
Total Hours	28 hours	Credits	-

Course Learning Objectives:

1. To enhance self-awareness and develop a well-rounded personality.
2. To enhance communication and presentation skills.
3. To foster confidence and leadership qualities for professional success.
4. To help students adapt to organizational culture and office dynamics.

Module-1 Interpersonal Skills and Conflict Management (07 hours)

Handling difficult conversations and giving constructive criticism, Dealing with workplace conflict and negotiation techniques, Team dynamics and collaboration strategies, Empathy, respect, and managing workplace relationships, Emotional agility and stress management, Personality types and interpersonal compatibility.

Module-2 Business & Social Etiquette in the Digital World (07 hours)

Email, phone, and video conferencing etiquette, WhatsApp and corporate chat usage- Do's and Don'ts, LinkedIn presence and professional networking, Building a digital personal brand, Etiquette during hybrid meetings (physical + virtual), Managing your online reputation.

Module-3 Career Readiness & Professional Branding (07 hours)

Resume writing and ATS-friendly formats, Group discussion & case analysis techniques, Interview preparation: HR and technical rounds, Networking skills and industry interactions

Module-4 Experiential Learning and Corporate Exposure (07 hours)

Understanding Organizational Culture and Dynamics, Workplace Norms, Team Dynamics, Hierarchy and Reporting Structures, Professional Boundaries, Problem-Solving and Decision-Making in Real-World Scenarios, Adaptability and Resilience in a Corporate Setting, Developing Professional Responsibility and Accountability. Industrial visit to a company/organization, interaction with professionals and observation of workplace culture, Post-visit reflection and reporting.

Skill Development Activity:

1. Role Play: Workplace Conflict Scenarios
2. "Pass the Ball" – Active Listening Game
3. Group Task with a Twist (Simulated Conflict)
4. Email Etiquette Workshop
5. Digital Etiquette Scenarios (Group Discussion)
6. Professional Digital Introduction Exercise

Course Outcomes: At the end of the course the student will be able:	
MBA287.1	Apply effective interpersonal communication and conflict management strategies
MBA287.2	Develop essential career readiness skills
MBA287.3	Practice adaptability, decision-making, and professional responsibility
MBA287.4	Prepare and present career-oriented documents
MBA287.5	Develop a consistent professional identity and personal brand that aligns with

	industry expectations in both physical and digital professional spaces.
MBA287.6	Analyze diverse organizational cultures and dynamics

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	What We Think We Become	Durgesh Satpathy	Educreation Publishing	2018
2	Digital Etiquette for Youngsters: Being Kind and Safe	Mr. Sajeev Kumar K. V.	Notion Press	2024
Reference Books				
1	The One Thing	Gary Keller	Hodder And Stoughton	2013
2	Personal Branding, Storytelling and Beyond	Dr. Amit Nagpal and Dr. Prakash Hindustani	Story Mirror Infotech Pvt. Ltd.	2016

Additional Resources: Web links

1. https://www.indeed.com/career-advice/career-development/interpersonal-conflict
2. https://www.thebusinesswomanmedia.com/whats-business-digital-etiquette/
3. https://online.hbs.edu/blog/post/personal-branding-at-work
4. https://www.myperfectresume.com/career-center/resumes/how-to/write

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBA287.1	-	-	2	-	2	2	2
MBA287.2	-	-	3	-	3	3	3
MBA287.3	-	-	2	-	-	2	2
MBA287.4	-	-	2	-	2	2	2
MBA287.5	-	-	3	-	3	3	3
MBA287.6	-	-	3	-	3	3	3

1: Low 2: Medium 3: High

SOCIETAL PROJECT			
Course Code	**MBA288**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Theory	SEE Marks	-
		Total Marks	50
Teaching Hours/Week (L:T:P)	(0:0:2)	SEE	-
Duration	24 hours	Credits	00

Course Learning Objectives:

1. To encourage students to explore topics of social relevance.
2. To analyse the significance of societal subject with the objective to create social awareness.

Guidelines for Societal Project

- The societal project shall be undertaken from the next day of the completion of First Semester End Examination for a period of two weeks.
- Every student shall be assigned an internal guide and the student shall seek the guidance of the internal guide on a continuous basis. The guide shall give a certificate to the effect that the candidate has worked satisfactorily under his/her guidance.
- Students need to analyse the societal problem taken for study and prepare a report of 12- 15 pages to be submitted to respective guide allotted.
- Any societal issue, which a large segment of the population recognizes as a valid concern, can be taken as the topic for the study.
- Students need not go to the company for this Project. It's a desk-based research work on any social topic. Students need to collect data/information from primary or secondary sources

Possible topics for Societal Project:

1 Drug abuse
2 Women's safety
3 Cybercrime
4 Caste discrimination
5 Gender discrimination
6 Pollution
7 Waste Management
8 Child abuse
9 Malnutrition
10 Green consciousness
11 Unorganised labour
12 Farmers suicides
13 Problems of working women
14 Alcoholism

Note: The list is indicative and not exhaustive. The students may choose relevant topics by discussing with the internal guide.

Evaluation

1. Internal assessment (CIE) by the internal guide.
2. The Societal Project carries 50 marks for internal assessment (CIE) by the internal guide.

Contents of the Societal Project

1. Cover page
2. Certificate from the Guide and Dean – MBA indicating the bonafide performance of Societal Project by the student

3. Declaration by the student 4. Acknowledgement 5. Table of contents 6. List of tables and graphs 7. Executive summary Chapter 1: Introduction to the Societal Problem Chapter 2: Objectives and Methodology Chapter 3: Analysis and Discussion Chapter 4: Learning Outcomes Chapter 5: Conclusion	
Bibliography	
Annexure relevant to the projects such as figures, graphs, photographs etc.	
Course Outcomes: At the end of the course the student will be able to:	
MBA288.1	To identify societal challenges
MBA288.2	To list the objectives of the study
MBA288.3	To examine the causes of the problem
MBA288.4	To analyse the impact on the society
MBA288.5	To propose solutions to the problem
MBA288.6	To list the learning outcomes of the study

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**
MBA288.1	3	-	-	3	-	-	-
MBA288.2	3	-	-	-	-	-	-
MBA288.3	3	-	-	3	-	-	-
MBA288.4	3	-	-	3	-	-	-
MBA288.5	2	-	-	-	-	2	-
MBA288.6	2	-	2	-	-	-	-

1: Low 2: Medium 3: High

Rubrics for Societal Project Evaluation

Internal Assessment by the Guide

Sl. No	Aspects	Marks Allotted
1	Introduction to the societal problem	10
2	Objectives and Methodology	10
3	Analysis and Discussion	10
4	Learning Outcome	10
5	Impact on society and conclusion	10
Total		**50**

Societal Project Report

Title of the Project

Submitted by Student Name
(USN)

Submitted to
St Joseph Engineering College
(An Autonomous Institution)

In partial fulfillment of the requirements for the award of the degree of

MASTER OF BUSINESS ADMINISTRATION

Under the guidance of
INTERNAL GUIDE
(Name & Designation)

Department of Business Administration
St Joseph Engineering College, Mangaluru – 575 028

Month, Year

DECLARATION

I, (Student Name), hereby declare that the Societal Project Report is prepared by me under the guidance of (Internal Guide Name), Department of Business Administration, St. Joseph Engineering College (An Autonomous Institution), Mangaluru. I also declare that this Societal Project Report is towards the partial fulfillment of the university/college Regulations for the award of degree of Master of Business Administration by Visvesvaraya Technological University, Belagavi. I further declare that this Societal Project is based on the original work undertaken by me and has not been submitted for the award of any degree/diploma from any other University / Institution.

Place: **Signature of the Student**
Date: **(Name of the Student)**

Table of Contents

Sl. No	Contents	Page Nos.
Certificate from College Declaration Contents List of Tables List of Figures Executive Summary		
Chapter-1	Introduction to the Societal Problem	XXX
Chapter-2	Objectives and Methodology	XXX
Chapter-3	Analysis and Discussion	XXX
Chapter-4	Learning Outcome	XXX
Chapter-5	Conclusion	XXX
Bibliography		
Annexures		

List of Tables

Sl. No	Particulars	Page Nos
1	ABC Analysis	XXX
2	FSN Analysis	XXX
3	EOQ	XXX
4	Stock of Raw materials	XXX

List of Figures

Sl. No	**Particulars**	**Page Nos.**
1	ABC Analysis	XXX
2	FSN Analysis	XXX
3	EOQ	XXX
4	Stock of Raw materials	XXX

III SEMESTER			
INNOVATION & DESIGN THINKING			
Course Code	**MBA301**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Theory	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L:T:P)	(4:0:0)	SEE	3 Hours
Total Hours	50 hours	Credits	04

Course Learning Objectives:

1. To comprehend design thinking and its phases.
2. To examine the evolution, concepts & models of design thinking.
3. To analyse the context, methods and mindsets related to design thinking.
4. To identify opportunities to ideate and develop solutions by applying design thinking.

Module-1 Innovation & Design Thinking **(10 hours)**

Innovation - Concern for innovation, Concept, Characteristics, Components, Sources, Types, Creativity-Concept, Process, Managing Innovations-Product, Process, Innovation Diffusion, Sustainable Innovation, Design Thinking as a Solution, The Value of Design Thinking, A Look at the History of Design Thinking.

AI tools for Design thinking

Case Study-You can't innovate like APPLE (Textbook-2)

Module-2 Design Innovation Process & Sense Intent **(10 hours)**

Core Principles of Successful Innovation, Model of the Design Innovation Process, Seven Modes of the Design Innovation Process, Sense Intent-Mindsets, Sensing Changing Conditions, Seeing Overviews, Foreseeing Trends, Reframing Problems, Forming an Intent, Sense Intent-Methods, Buzz Reports, Popular Media Scan, Key Facts, Innovation Sourcebook, Trends Expert Interview, Keyword Bibliometrics, Ten Types of Innovation Framework, Intent Statement.

Module-3 Know Context & Know People **(10 hours)**

Know Context- Mindsets, Knowing Context History, Understanding Frontiers, Seeing System Overviews, Understanding Stakeholders, Using Mental Models, Know Context: Methods Contextual Research Plan, Popular Media Search, Publications Research, Eras Map & Innovation Evolution Map.

Know People-Mindsets, Observing Everything, Building Empathy, Immersing in Daily Life, Listening Openly, Looking for Problems and Needs. Know People: Methods Research Participant Map, Research Planning Survey, User Research Plan, Five Human Factors & POEMS

Self-Learning- Using Mental Models

Module-4 Frame Insights & Explore Concepts **(10 hours)**

Frame Insights-Mindsets, Exploring Systems, Looking for Patterns, Constructing Overviews, Identifying Opportunities, Developing Guiding Principles. Frame Insights: Methods Observations to Insights, Insights Sorting, User Observation Database Queries, User Response Analysis, Venn Diagramming, Tree/Semi-Lattice Diagramming.

Explore Concepts-Challenging Assumptions, standing in the Future, Exploring Concepts at the Fringes, Seeking Added Value, Narrating Stories about the Future.

Explore Concepts-Methods Principles to Opportunities, Opportunity Mind Map, Value

Hypothesis, Persona Definition, Ideation Session, Concept-Generating Matrix. Self-Learning- User Response Analysis
Module- 5 Frame solutions & Realize Offerings (10 hours)
Frame solutions-Mindsets, Conceiving Holistic Solutions, Conceiving Options, Making Value Judgments, Envisioning Scenarios, Structuring Solutions, Frame solutions: Methods Morphological Synthesis, Concept Evaluation, Prescriptive Value Web, Concept-Linking Map, Foresight Scenario, Solution Diagramming. Self-Learning- Morphological Synthesis Realize Offerings-Mindsets, Reiterating Prototypes, Evaluating in Reality, Defining Strategies, Implementing in Reality, Communicating Vision, Realize Offerings: Methods Strategy Roadmap, Platform Plan, Strategy Plan Workshop, Pilot Development and Testing, Implementation Plan Case study- Real world Examples of design thinking in Business (Web link # 5 & 6)

Skill Development Activity:
Students are divided into teams and given a real-world problem or everyday object. Each team uses brainstorming and design-thinking techniques to reimagine the product/service or propose on innovative solution, then presents a prototype or concept sketch. Students enhance creative problem solving, teamwork, and idea generation skills while applying innovative thinking to practical business challenges.

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

MBA301.1	Examine innovation and creativity in contemporary organizational and social contexts
MBA301.2	Apply design thinking as a human-centered approach to problem-solving and opportunity identification.
MBA301.3	Appraise the Design Thinking process from a business management perspective.
MBA301.4	Apply the knowledge and skills of Design Thinking for product and service innovations.
MBA301.5	Assess holistic and sustainable solutions that address real-world challenges.
MBA301.6	Develop innovation strategies and design thinking tools to implement and communicate innovative offerings effectively.

Sl.No	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	101 Design Methods – A Structured Approach to Driving Innovation in Your Organization	Vijay Kumar	John Wiley & Sons	2013
2	Innovation Management	Dr. C.S.G. Krishnamacharyulu, Dr. Lalitha Ramakrishnan	Himalaya Publishing House	Reprint Edition 2025

Reference Books				
1	The Design of Business – Why Design Thinking is the Next Competitive Advantage	Roger Martin,	Harvard Business Press	2009
2	Design Thinking – Integrating innovation, Customer experience, & Brand Value	Thomas Lockwood	Allworth Press,	2009
3	Design Thinking Methodology	Emrah Yayici	ArtBizTech	2016

Additional Resources: Web links

1. https://www.youtube.com/watch?v=3RemkU4BH8U
2. https://www.youtube.com/watch?v=gHGN6hs2gZY
3. https://www.youtube.com/watch?v=Tvu34s8iMZw
4. https://www.interaction-design.org/literature/article/5-stages-in-the-design-thinking-process
5. https://online.hbs.edu/blog/post/design-thinking-examples
6. https://www.theknowledgeacademy.com/blog/design-thinking-case-study/

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**
MBA301.1	**-**	**-**	**-**	**-**	**-**	**2**	**2**
MBA301.2	**2**	**-**	**-**	**-**	**-**	**-**	**2**
MBA301.3	**-**	**2**		**2**	**-**	**-**	**-**
MBA301.4	**3**	**-**	**-**	**-**	**-**	**-**	**-**
MBA301.5	**-**	**-**	**2**	**-**	**2**	**-**	
MBA301.6	**-**	**-**	**-**	**-**	**2**	**-**	**2**

1: Low 2: Medium 3: High

INTERNATIONAL BUSINESS			
Course Code	**MBA302**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Theory	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L:T:P)	(4:0:0)	SEE	3 Hours
Total Hours	50 hours	Credits	04

Course Learning objectives:

1. To list the challenges of Global Business Environment.
2. To explore knowledge on International Institutions involved in global business.
3. To comprehend the theories of international business.
4. To examine the contemporary issues in global business.

Module-1 Introduction to International Business (10 Hours)

Evolution, Nature and Scope, Characteristics, Factors, Changing scenario of International Business, Challenges, Modes of entry into International Business, Internationalization Process.

Basics of International Marketing- Environment and cultural dynamics of global markets, functions of International Marketing, Major actors in International Marketing, Competitive Global Marketing Strategies.

Module-2 International Business Environment (10 Hours)

Components, Political Environment, Legal Environment, Economic Environment, Technological Environment, Socio and Cultural Environment, Ethics in International Business and CSR in International Business.

AI tools for visualizing global economic, political, and legal factors.

Module-3 Theories of International Business (10 Hours)

Mercantilism, Theory of absolute cost advantage, Comparative cost advantage theory, Comparative cost advantage with money, Relative factor endowment theory, Product life cycle theory, Global strategic rivalry theory, Porter’s National Competitive Advantage Theory.

Case Study: The nature of service characteristics and their impact on internationalization: A multiple case study of born global firms

Module-4 International Institutions (10 Hours)

UNCTAD- Introduction, Principles and achievements, IMF-Role and objectives, WTO-Role and advantages, TRIMS, TRIPS Features, Economic Integration-Introduction, Levels of Economic Integration, Regional Economic Integration in Europe, USA, ASEAN, SAARC, SAPTA.

Module-5 Multi-National Corporations (10 Hours)

Concept, factors, Importance, MNCs in India, Organizational structure of MNCs, Transfer of Technology, Global Competitiveness, Indicators of competitiveness, Technology of Global competitiveness.

Global HRM- Characteristics, Nature, factors and Functions

Global Finance-Features of Global Capital Market, Growth, Global equity market.

International Production Management-Coordinating Global Manufacturing System.

Case Study: Analysis of Sustainability Reporting of an Agri-Food Giant

Skill Development Activities Suggested
1. Identify the companies and study the factors affecting their business at international level. List the challenges of companies operating in different countries. 2. Study the various ethical practices adopted by various companies and also issues faced by them. Examine the role of corporate social responsibility (CSR) in international business practice.

Course Outcomes At the end of the course the student will be able to	
MBA302.1	Apply international business concepts and entry strategies to address global market challenges.
MBA302.2	Analyze the impact of political, economic, legal, technological, and socio-cultural environments on international business decisions.
MBA302.3	Evaluate classical and modern theories of international business to assess their relevance in current global trade practices.
MBA302.4	Examine the role and effectiveness of international institutions and economic integration in promoting global trade.
MBA302.5	Analyze the operations, structures, and competitive strategies of multinational corporations in a global context.
MBA302.6	Develop integrated global management strategies by applying concepts of global HRM, finance, and production management.

Sl. No.	**Title of the Book**	**Name ofthe Author/s**	**Name of the Publisher**	**Edition and Year**
Textbooks				
1	International Business: Text and Cases	Francis Cherunilam	PHI Learning Pvt Ltd.	Seventh Edition, 2024
2	International Business	Subba Rao	Himalaya Publishing House	Fifth Edition, 2023
3	International Business Environment	Vyuptakesh Sharan	Pearson Education India	Third Edition, 2010
Reference Books				
1	International Business	K. Aswathappa	McGraw Hill Education India	Seventh Edition, 2020
2	International Economics	D. M. Mithani	Himalaya Publishing House Pvt. Ltd	Ninth Revised Edition, 2021

Weblinks/ Video Links

1. https://www.youtube.com/playlist?list=PLIkqtRtuM1TpZSwdYXySBeRyUE8wRlEqL
2. https://en.wikipedia.org/wiki/International_trade_theory?
3. https://hbr.org/1990/03/the-competitive-advantage-of-nations?
4. https://ebooks.lpude.in/commerce/mcom/term_3/DCOM501_INTERNATIONAL_BUSINESS.pdf
5. https://drive.google.com/file/d/1auBZ2aLLluicx5FQ5VKxYpmmLG1rV6rg/view?usp=drive_link
6. https://www.mdpi.com/2071-1050/12/11/4491?utm_source
7. https://www.sciencedirect.com/science/article/abs/pii/S0148296321002873

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBA302.1	-	-	2	2	2	2	-
MBA302.2	-	3	-	3	-	3	-
MBA302.3	2	2	-	2	-	-	-
MBA302.4	-	-	-	2	2	2	-
MBA302.5	3	3	-	-	3	3	-
MBA302.6	3	-	3	-	3	-	3

1: Low 2: Medium 3: High

<table>
<tr><td colspan="4">STRATEGIC COST MANAGEMENT</td></tr>
<tr><td>Course Code</td><td>MBAFM313</td><td>CIE Marks</td><td>50</td></tr>
<tr><td rowspan="2">Course Type (Theory/Practical/Integrated)</td><td rowspan="2">Theory</td><td>SEE Marks</td><td>50</td></tr>
<tr><td>Total Marks</td><td>100</td></tr>
<tr><td>Teaching Hours/Week (L:T:P)</td><td>(4:0:0)</td><td>SEE</td><td>3 Hours</td></tr>
<tr><td>Total Hours</td><td>50 hours</td><td>Credits</td><td>04</td></tr>
</table>

Course Learning Objectives:

1. To apply cost management tools, techniques and applications in business decision-making.
2. To analyse cost structures, overhead allocation and activity-based costing for operational efficiency.
3. To develop competency in applying marginal costing, budgetary control for performance evaluation.
4. To comprehend cost audit, reporting and strategic cost control methods relevant to different industries.

Module-1 Introduction to Cost Management (10 hours)

Cost Management- phases and steps- scope and use of Cost Accounting- types of cost centres- cost unit- Cost concepts- Classification of cost based on financial nature, element wise and functional and cost behaviour, Methods of costing- absorption and marginal- Strategic view of Cost Management- Preparation of a cost sheet. Illustrative Problems on cost sheet- AI tools for cost sheet preparation- Process costing- illustrative examples.

Module-2 Overheads (10 hours)

Overheads- classification and collection- Cost Allocation vs Cost Apportionment- Absorption of Overhead- methods, Problems on distribution of overheads, Under and Over absorption- Activity Based Costing (ABC)- inadequacy of traditional methods, Cost Drivers and cost pools, allocation of overheads under ABC, developing ABC system- illustrative Problems on ABC.

Case study: Allocation of costs- The Avadh Meal. (Reference book-2)

Module-3 Marginal Costing (10 hours)

Marginal Costing- Features, Applications, limiting factors analysis- make or buy- price fixation, discontinuance or diversification of product line, accept or reject new order and subcontracting- temporary cessations of operations- CVP analysis- break-even point- margin of safety- PV ratio- limitations of CVP analysis- illustrative problems- Differential Cost Analysis.

Module-4 Budgetary Control and Standard Costing (10 hours)

Budgetary Control- objectives, Essentials of Effective Budgeting, budgeting process- sales budget- production budget- master budget- flexible budget- illustrative problems- Zero base budgeting- cash budget- performance budgeting- budgetary control ratios- Standard Costing- advantages- variance analysis- material and labour variances- illustrative problems

Case study: Budgetary controls- The Resignation (Reference book-2)

Module-5 Cost Audit & Reporting to Management (10 marks)

Cost Audit & Reporting to Management-objectives, advantages, Cost Audit report cost audit v/s financial audit- Management Audit- Objectives and Scope. Reporting to Management- Cost Reduction and Cost Control- Target Costing- methods of establishment of target cost, SDG #12 Target costing for eco-friendly product design. (Theory only).

Responsibility accounting- Responsibility Centers- Revenue and Expense- Transfer Pricing- guiding principles and methods.

Self- learning: Cost Management for Specific Sectors – Gold, Agriculture, IT sector, Phrama and others .

Skill Development Activity

1. The student can choose any product and get details about the actual cost of material, wages and other cost and prepare a cost statement.
2. The student can visit an NGO to explore and document the various cost heads such as program expenses, administrative costs, fundraising costs, and operational overheads. The focus is on identifying how cost structures in non-profit organisations differ fundamentally from those in profit-making business. This exercise provides insights into social accounting.

Course Outcomes: At the end of the course the student will be able :	
MBAFM313.1	To analyze the objectives and tools of cost management for effective decision-making.
MBAFM313.2	To evaluate overhead allocation methods using traditional and Activity-Based Costing to improve cost efficiency and decision relevance.
MBAFM313.3	To analyze marginal and differential costing techniques and **assess** the suitability of process costing in various contexts.
MBAFM313.4	To examine effective budgetary control systems and variances using standard and flexible budgeting tools for performance improvement.
MBAFM313.5	T**o** evaluate costing methods for informed managerial decision-making.
MBAFM313.6	To assess the effectiveness of responsibility centers and transfer pricing methods and formulate cost strategies for specific industry sectors.

Sl. No.	**Title of the Book**	**Name of the Author/s**	**Name of the Publisher**	**Edition and Year**
Textbooks				
1	Cost and Management Accounting	Arora M. N	Vikas Publications	Eleventh Edition, 2021
2	Strategic Cost Management	Ravi M Kishore	Taxmann	Fifth Edition, 2024
Reference Books				
1	Cost Accounting	M.Y. Khan and P.K. Jain	McGraw Hill Education	Fourteenth Edition, 2008
2	Case Study Solutions – Finance	H Kaushal	Macmillan	Second Edition, 2010
3	Cost Accounting	Jawaharlal & Seema Srivastava	Tata McGraw Hill Publishers	Fourth Edition, 2009
Additional Resources: Web links/NPTEL Courses				

1. https://journal.ump.edu.my/ijim/article/view/5983/1166
   http://indianresearchjournals.com/pdf/APJMMR/2013/April/7.pdf
   https://www.youtube.com/watch?v=fWPPfUiPdHA
2. https://www.coursera.org/lecture/construction-cost-estimating/introduction-to-cost-

estimating and-cost-control-xXOyj 3. https://www.icsi.edu/WebModules/Publications/FULL_BOOK_PP-CMA-2017-JULY_4.pdf https://www.pdfdrive.com/cost-management-e20763553.html https://www.academia.edu/31736202/Cost_Management_Accounting_and_Control

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**
MBAFM313.1	**2**	**2**	**-**	**-**	**-**	**-**	**-**
MBAFM313.2	**2**	**2**	**-**	**-**	**-**	**-**	**-**
MBAFM313.3	**-**	**-**	**3**	**-**	**-**	**-**	**3**
MBAFM313.4	**-**	**3**	**-**	**-**	**-**	**-**	**3**
MBAFM313.5	**2**	**-**	**-**	**2**	**-**	**-**	**2**
MBAFM313.6	**-**	**3**	**-**	**-**	**3**	**-**	**-**

1: Low 2: Medium 3: High

INVESTMENT ANALYSIS & PORTFOLIO MANAGEMENT			
Course Code	**MBAFM314**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Theory	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L:T:P)	(4:0:0)	SEE	3 Hours
Total Hours	50 hours	Credits	04

Course Learning Objectives:

1. To explain the various financial instruments and highlight the functioning of financial markets.
2. To analyse the risk and return aspects of securities
3. To explain the theories of portfolio management.
4. To evaluate managed portfolios.

Module-1 Introduction to Investments (10 hours)

Investment Avenues, Attributes, Investment v/s speculation, Criteria for evaluation of Investment, Investment Process. Functions of financial markets, Financial Instruments-Money Market Instruments, Capital Market Instruments, Derivatives. Securities Market-Primary Market, Secondary Market. Stock Market Indicators- Indices of Indian Stock Exchanges, Common errors in investment management. Qualities for successful investing, ESG investing. (only Theory).

Self-learning: Sources of investment information, investor protection, intraday trading, swing trading and scalping.

Module-2 Risk, Return and Portfolio Analysis (10 hours)

Return and Risk- Concept of return, individual security returns, Concept of Risk, Causes of Risk, Types of Risk- Systematic risk- Market Risk, Interest Rate Risk, Purchasing Power Risk, Unsystematic Risk- Business risk, Financial Risk-Diversifiable risk and non-diversifiable risk. Calculation of Risk and returns of individual securities, Portfolio Risk and Retur, Portfolio Analysis- Markowitz Model, Diversification, Efficient Frontier. (Theory & Problems).

Module-3 Valuation of Securities (10 hours)

Bond features, Types of Bonds, Determinants of interest rates, Bond Valuation, Bond yields – YTM and YTC, Bond pricing theorems, Bond Duration, Immunisation, Bond Management Strategies. Preference Shares- Concept, Features, Valuation. Equity Shares- Concept, Valuation, Dividend Valuation Models (Theory & Problems)

Module-4 Fundamental and Technical Analysis (10 hours)

Macro-Economic and Industry Analysis, Fundamental analysis-EIC Frame Work, Economy Analysis, Industry Analysis, Company Analysis.

Technical Analysis – Concept, Theories- Dow Theory, Eliot Wave theory. Charts-Types, Trends and Trend Reversal Patterns. Mathematical Indicators –Moving Average Convergence-Divergence, Relative Strength Index (Theory only).

Market Efficiency- Efficient Market Hypothesis, Forms of Market Efficiency, Empirical tests for different forms of market efficiency-Behavioural Finance – Heuristic driven biases, emotional and social influences-critique of Behavioural finance

Self-learning: Market inefficiency, strategies for overcoming psychological biases.

Module-5 Single Index Model and CAPM (10 hours)

Sharpe's Single Index Model, Capital Asset Pricing Model-Assumptions, CAPM Equation, Capital Market Line, Security Market Line, CML vs SML, Optimum Portfolio Construction. Arbitrage Pricing Theory: Equation, Assumption, CAPM vs APT (Theory & Problems). Mutual Funds - Types, Participants, Measures of Mutual Fund Performance- Portfolio performance Evaluation – Sharpe, Treynor and Jensen measures (Theory & Problems)
Self-learning: Asset allocation in response to evolving market conditions, ten commandments of investing, strategies of great masters-Benjamin Graham, Warren Buffet, John Templeton, John Bogle and Rakesh Jhunjhunwala.

Skill Development Activity:
Paper trading simulation game: Each student participant will be given a sum of virtual money for investing which serves as their "play money." The core of the game involves making hypothetical trades based on real-time market data. Participants select stocks, cryptocurrencies, commodities, or other financial instruments, much like they would in a live trading scenario. They can place various order types—market orders, limit orders, stop-loss orders—to buy or sell assets. The platform then tracks the performance of these virtual trades, reflecting gains or losses based on actual market fluctuations. The objective is to grow the virtual portfolio through successful trades, experiment with different trading styles using fundamental and technical analysis. Participants can analyse their performance over time, identify patterns in their successes and failures, and refine their strategies before venturing into the complexities and financial risks of live trading.

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

MBAFM314.1	Analyse various investment avenues and financial instruments for investment decision making.
MBAFM314.2	Explain the role of securities markets and market indicators.
MBAFM314.3	Appraise the valuation methodologies for securities.
MBAFM314.4	Examine investment strategy applying fundamental analysis and technical analysis.
MBAFM314.5	Determine the risk- return aspects of individual securities and portfolio for diversification.
MBAFM314.6	Construct portfolios applying portfolio models for better performance.

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Investment Analysis and Portfolio Management	Prasanna Chandra	McGraw-Hill Education	Sixth edition, 2021
2	Security Analysis and Portfolio Management	Punithavathy Pandian	Vikas Publishing House	Second edition, 2021
Reference Books				
1	Investments	William F. Sharpe, Gordon J. Alexander and Jeffery V.Bailey	PHI Learning Pvt Ltd	Sixth edition, 2016
2	Investments	Zvi Bodie, Alex Kane, Alan J. Marcus and Pitabas Mohanty	McGraw Hill Education	Eleventh edition,2019
3	Security Analysis and Portfolio Management	S. Kevin	PHI Learning Pvt Ltd	Second edition,2021

Additional Resources: Web links:

1. https://www.incrediblecharts.com/
2. https://in.tradingview.com/
3. https://www.screener.in/
4. https://flattrade.in/algotrading
5. https://stockcharts.com

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**
MBAFM314.1			**1**	**2**			
MBAFM314.2	**1**			**1**			
MBAFM314.3	**2**	**2**					
MBAFM314.4	**3**					**1**	
MBAFM314.5	**2**	**2**		**2**			
MBAFM314.6		**2**		**2**			

1: Low 2: Medium 3: High

TAX MANAGEMENT			
Course Code	**MBAFM315**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Theory	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L:T:P)	(4:0:0)	SEE	3 Hours
Total Hours	50 hours	Credits	04

Course Learning Objectives:

1. To appraise the students with a comprehensive understanding of basic concepts of Income tax.
2. To determine the computation of taxable Income under different heads.
3. To list the deductions available while computing Income
4. To appraise the students with basic principles and broad understanding of the Indian Indirect tax laws.

Module-1 Introduction to Direct Tax (10 hours)

Income Tax Act, 1961, Basic Concepts and definitions, Basis of charge and scope of total income, Residential Status and Incidence of Tax, Incomes which do not form part of Total Income (Sec.10), Tax Evasion, Tax Avoidance, Tax Planning (Problems on residential Status and incidence of tax of an Individual Assessee). Significance of progressive taxation in providing social justice.

Self Learning topics: Historical development of Income Tax in India, Distinction between Direct and Indirect Taxes in India

Module-2 Income from Salaries (10 hours)

Cocepts - Salary, Allowances, Valuation & Taxability of Perquisites, Death cum Retirement benefits, Deductions from Salary Income. Income from House Property (Theory Only). (Problems on Leave Encashment, HRA, Gratuity and Taxable salary)

Module-3 Income from Business or Professions & Capital Gains (10 hours)

Income under the head Profit and Gains of Business or Professions and its computation, basic method of accounting, scheme of business deductions/allowance-Depreciation. (Problems on computation of income from business/ profession of Individual assessee and Depreciation).

Income under capital gain, computation of capital gain, deductions from capital gains. (Problems on computation of Income from capital gain).

Module-4 Computation of Tax Liability (10 hours)

Problems on computation of taxable income and tax liability of individual assessee under both old and new regime. (Only Deductions u/s 80C, 80CCC, 80CCD, 80D, 80DD, 80E, 80U to be covered). Setoff and carry forward of losses (Theory only). Computation of taxable income of a company with special reference to MAT. Psychological and behavioural factors in tax compliance.

Self-learning topics: Taxation benefits for Start Ups(Sec 80-IAC, etc.) and Dividend taxation.

Module-5 Overview of Indirect Taxation (10 hours)

Basic concepts of GST, Features, Significance, GST council, Goods and Services Tax Network (GSTN)-Features, functions Goods and services exempted from GST. Input Tax Credit (only theory). GST Registration-Meaning, Persons liable and not liable for Registration, Types of Registration. Customs Act-Meaning of Customs Duty Types of Duties and Exemption from Customs Duty. (Theory only). GST Concessions to promote green economy.

Case Study on GST Tax Evasion Practices.

Skill Development Activity:
Creating a Tax File for an individual assessee. The students collect basic details of the individual assessee, list income sources, Identify Exemptions & Deductions, Compute Taxable Income, Calculate Tax Liability and prepare the report. The marks are awarded based on data collection & completeness, accuracy of calculations, organization and explanation & understanding.

Course Outcomes: At the end of the course the student will be able to:	
MBAFM315.1	Examine the basic concepts of income to determine incidence of tax liability of an individual.
MBAFM315.2	Examine tax provisions to determine Gross Total Income from different heads
MBAFM315.3	Analyse tax provisions to determine Taxable Income by allowing deductions and exemptions.
MBAFM315.4	Determine taxable income of an individual under old and new tax regime.
MBAFM315.5	Apply tax provisions to compute taxable income of a company
MBAFM315.6	Identify provisions related to GST registration, exemptions and input tax credit and applicability of customs duties under the Customs Act.

Sl. No.	**Title of the Book**	**Name of the Author/s**	**Name of the Publisher**	**Edition and Year**
Textbooks				
1	Income Tax Law & Accounts	H.C. Mehrotra & Dr. S.P. Goyal	Sahitya Bhawan Publications	Sixty-fifth edition, 2024-25
2	Students Guide to Income Tax	Vinod Singhania and Kapil Singhania, –	Taxmann Publications.	Sixty-eighth edition, 2023
Reference Books				
1	Direct Taxation	CA Sheetal Trivedi-Shukla, Dr. Nishikant Jha, Vaibhav R. Ashar	Himalaya Publishing House	2023
2	Indirect Taxes Law and practices	VS Datey	Taxman Publications	Forty fourth Edition 2020
3	GST & Customs Law	K.M Bansal	Taxman Publications	Twelfth Edition 2025

Additional Resources: Web links/NPTEL Courses

1. https://cleartax.in/glossary/direct-tax
2. https://cleartax.in/s/salary-income
3. https://taxguru.in/income-tax/profits-gains-business-profession.html
4. https://www.indiafilings.com/learn/capital-gains-tax/
5. https://tax2win.in/guide/how-to-calculate-income-tax-on-salary

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)					
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
MBAFM315.1	**2**	**2**	**-**	**-**	**-**	**-**
MBAFM315.2	**-**	**2**	**-**	**-**	**-**	**-**
MBAFM315.3	**2**	**2**	**-**	**-**	**-**	**-**
MBAFM315.4	**-**	**3**	**-**	**3**	**-**	**-**
MBAFM315.5	**-**	**2**	**-**	**-**	**2**	**-**
MBAFM315.6	**3**	**-**	**-**	**-**	**-**	**-**

1: Low 2: Medium 3: High

<table>
<tr><th colspan="4">ADVANCED FINANCIAL MANAGEMENT</th></tr>
<tr><td>Course Code</td><td>MBAFM316</td><td>CIE Marks</td><td>50</td></tr>
<tr><td rowspan="2">Course Type (Theory/Practical/Integrated)</td><td rowspan="2">Theory</td><td>SEE Marks</td><td>50</td></tr>
<tr><td>Total Marks</td><td>100</td></tr>
<tr><td>Teaching Hours/Week (L: T:P)</td><td>4:0:0</td><td>SEE</td><td>3 Hours</td></tr>
<tr><td>Total Hours</td><td>50</td><td>Credits</td><td>04</td></tr>
<tr><td colspan="4">Course Learning Objectives:
1. To explain the concept capital structure and capital structure theories
2. To discuss the dividend policy of the firm.
3. To be aware of the management of working capital and its financing
4. To analyse management of inventory and receivables.</td></tr>
<tr><td colspan="4">Module -1 Capital Structure Decision (10 Hours)</td></tr>
<tr><td colspan="4">Capital structure & market value of a firm. Theories of capital structure – NI approach, NOI approach, Modigliani Miller approach, Traditional approach. Advanced Capital Budgeting Techniques Planning the capital structure: EBIT and EPS analysis. ROI & ROE analysis. (Theory and Problems).
Textbook 1: Chapters 11,18,19,20</td></tr>
<tr><td colspan="4">Module -2 Dividend Policy (10 Hours)</td></tr>
<tr><td colspan="4">Dividend policy, Theories - relevance and irrelevance dividend decision. Walter's & Gordon's model, Modigliani & Miller approach. Dividend policies – stable dividend, stable pay out and growth, Green Dividends. Bonus shares and stock split corporate dividend behaviour. (Theory and Problems).
Case Study: The impact of dividend policy on firm performance: A case study of the industrial sector in Nigeria
Self-Learning Component: Role of Behavioural Finance in Dividend Decision-Making
Textbook 1: Chapters 30,31</td></tr>
<tr><td colspan="4">Module -3 Working Capital Management Policy (10 Hours)</td></tr>
<tr><td colspan="4">Working capital management – Determination of level of current assets. Sources for financing working capital. Bank finance for working capital. (No problems on estimation of working capital). Working capital financing: Short term financing of working capital, long term financing of working capital. Working capital leverage. (Theory). Green Banking for Working Capital –AI Tools is Working Capital Management
Textbook 1: Chapters 13,14,17</td></tr>
<tr><td colspan="4">Module -4 Inventory Management and Receivables Management (10 hours)</td></tr>
<tr><td colspan="4">Inventory Management, Determinations of inventory control levels - ordering, reordering, danger level. EOQ model. Pricing of raw material. Monitoring and control of inventories, ABC Analysis. (Theory and problems), AI tools in Inventory Management. Receivables Management – Credit management through credit policy variables, marginal analysis, Credit evaluation: Numerical credit scoring and Discriminate analysis. Control of accounts receivables, Problems on credit granting decision. Cash Management – Forecasting cash flows –preparation of Cash budgets (Theory and Problems)
Textbook 1: Chapters 14,15,16</td></tr>
<tr><td colspan="4">Module -5 Cash Management and Recent Development in AFM (10 hours)</td></tr>
<tr><td colspan="4">Cash Management, Forecasting cash flows – Cash budgets, long-term cash forecasting,</td></tr>
</table>

monitoring collections and receivables, optimal cash balances – Baumol model, Miller-Orr model, Strategies for managing surplus fund. (Theory and Problems). Recent Developments in Advanced Financial Management- Crypto currency, Block chain technology, Cloud funding, Digitization of financial transactions-big data project finance, Behavioural Finance,Derivative markets in developing countries. (Theory only) Real Time Project: Predictive cash forecasting in practice. Self-Learning Component: Blockchain Technology in Financial Transactions Case Study: Genpact Predictive Cash Management Textbook 1: Chapter 25,26,27,28,36

Skill Development Activity: Financial Dashboard Students will create a simple financial dashboard in Excel using real-world data like cash flows, capital budgeting, and inventory. The dashboard will include key metrics such as NPV, EBIT-EPS, EOQ, and working capital ratios. This hands-on task helps students apply financial concepts, make informed decisions, and build digital and analytical skills needed for finance roles.

Course Outcomes: At the end of the course the student will be able :	
MBAFM316.1	Evaluate capital structure theories and apply EBIT-EPS analysis for financing decisions.
MBAFM316.2	Analyze dividend policy models and assess their relevance in organizational context.
MBAFM316.3	Examine short- and long-term working capital strategies
MBAFM316.4	Apply EOQ, ABC analysis, and credit evaluation tools to optimize inventory and receivables.
MBAFM316.5	Assess cash forecasting models and modern techniques for cash optimization.
MBAFM316.6	Assess recent developments in financial management.

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Financial Management	M.Y. Khan & P.K. Jain	Tata McGraw Hill	Eighth edition, 2018
2	Financial Management	Prasanna Chandra	Tata McGraw Hill	Tenth edition, 2019
Reference Books				
1	Fundamentals Of Financial Management	James C. Van Horne John M. Wachowicz, Jr	Pearson Education	Thirteenth Edition
2	Financial Management and Policy	James C. Van Horne	Prentice Hall	Twelfth Edition

3	Advanced Financial Management	Dr. Santosh R. Jadhav, Pawan V. Jhabak, Prof. Rajiv Mishra, Raju N. Savkare	Himalaya Publishing House	First Edition

Additional Resources: Web links/NPTEL Courses

1. https://www.youtube.com/watch?v=oAmn2V6xXr8&list=PLBxED5Q9UWhA81Efz5gR1cEidMTQiCOgP
2. https://opentuition.com/acca/afm/
3. https://www.youtube.com/watch?v=CCQwz_Gwo6o
4. https://www.researchgate.net/publication/334324470_The_impact_of_dividend_policy_on_firm_performance_A_case_study_of_the_industrial_sector

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBAFM316.1	1	1	-	-	-	-	1
MBAFM316.2	2	2	2	-	-	2	-
MBAFM316.3	3	3	-	-	-	-	3
MBAFM316.4	3	3	-	-	3	3	-
MBAFM316.5	3	3	-	3	-	-	3
MBAFM316.6	-	2	2	2	-	-	-

1: Low 2: Medium 3: High

MERGERS, ACQUISITIONS & CORPORATE RESTRUCTURING			
Course Code	**MBAFM317**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Theory	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L:T:P)	(4:0:0)	SEE	3 Hours
Total Hours	50 hours	Credits	04

Course Learning Objectives:

1. To analyse the reasons for mergers, acquisitions and corporate restructuring.
2. To analyse the financial aspects of mergers
3. To understand the process of merger integration
4. To discuss the anti-takeover strategies

Module-1 Mergers and Acquisitions (10 hours)

Mergers and Acquisitions - Classification of mergers, Types of acquisitions, Merger Motives, Theories of Mergers, Mergers and industry lifecycle, Value drivers in mergers and acquisitions, Reasons for failure of M&A, Synergy, Types of synergy.

Case study- Daimler Chrysler: A case of corporate merger

Module-2 Corporate Restructuring (10 hours)

Corporate Restructuring - reasons for restructuring, types, sell-off, spin-off, divestitures, demerger, Equity Carve-out, Leveraged Buy-Outs (LBO), Management Buy-Out (MBO), Master Limited Partnership (MLP), Limited Liability Partnership (LLP) Joint Ventures and Strategic Alliances.

Merger Process - Five-stage model, Due diligence, need, people involved in due diligence process, steps in due diligence, Types of due diligence including HR due diligence, attributes of effective due diligence team, reasons for failure of due diligence, HR aspects of M&A, Post merger issues, tools for integration, post-merger growth strategies.

Case study – India Yamaha Motor: A case on Corporate Restructuring

Module-3 Determination of Exchange Ratio (10 hours)

Methods of determining the exchange ratio - based on EPS, Market Price per share and Book value per share-calculation of maximum exchange ratio desired by acquiring firm and minimum exchange ratio desired by target firm, Post merger EPS and P/E, Measurement of True cost (Theory and Problems).

Self Study Component: Financial Implications of merger

Module-4 Financial evaluation of merger (10 hours)

Merger as a capital budgeting decision, Discounted cash flow approach, Estimation of Free cash flows, Computation of value of the firm with and without synergy (Theory and Problems).

AI tool – Socrat.ai

Module-5 Takeovers & Takeover Defences (10 hours)

Forms of takeovers, Takeover defences- bankmail, greenmail, crown jewel, poison pill, grey knight, shark repellant, white knight, pacman defense, Benefits and disadvantages of takeovers, SEBI Takeover code

Legal issues in M & A, Competition Act- 2002, Competition Commission of India (CCI), relevant sections of Companies Act, 1956, Buyback of shares.

Case study – Acquistion of Raasi Cements by India Cements: A case on takeover

Case studies from MACR – Bhagaban Das & Sonalika Das

Skill Development Activity:
1. Track post-merger financial and operational performance. Choose a completed merger and track post-merger performance (3-5 years). **2.** Prepare a dashboard with EPS, market capitalization, integration status, etc. Use Excel/Power BI-based dashboard with visual analytics and commentary.

Course Outcomes: At the end of the course the student will be able to:	
MBAFM317.1	Explain the types of mergers, forms of corporate restructuring and their significance in strategic management of companies.
MBAFM317.2	Apply various methods for determining exchange ratios to decide the feasibility of mergers.
MBAFM317.3	Explain the role of due diligence and post-merger integration in mergers of companies.
MBAFM317.4	Evaluate mergers using DCF and FCF approaches and measure synergy.
MBAFM317.5	Examine the regulatory aspects of M&A and key provisions of the Competition Act.
MBAFM317.6	Analyse takeover and takeover defenses.

Sl. No.	**Title of the Book**	**Name of the Author/s**	**Name of the Publisher**	**Edition and Year**
Textbooks				
1	Mergers and Acquisitions	Rajinder S. Aurora,Kavita Shetty and Sharad R.Kale	Oxford University Press	First Edition, 2011
2	Creating Value from Mergers and Acquisitions	Sudi Sudarsanam	Pearson Education	First Edition, 2007
Reference Books				
1	Taxmann's Mergers Acquisitions & Corporate Restructuring Strategies & Practices	Rabi Narayan Kar and Minakshi	Taxmann Publications	Third Edition, 2017
2	Mergers and Acquisitions	Sheeba Kapil and Kanwal N. Kapil	Wiley	First Edition, 2015
3	Takeovers, Restructuring and Corporate Governance	J. Fred Weston, Mark L. Mitchell, J. Harold Mulherin	Pearson Education	Fourth Edition, 2003
Additional Resources: Web links 1. https://www.youtube.com/watch?v=bjRhBgi7B0A 2. https://www.youtube.com/watch?v=o2HTlHaOj_Y 3. https://www.youtube.com/watch?v=dOmFyeBhwnM				

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBAFM317.1	**2**	**-**	**2**	**-**	**-**	**-**	**-**
MBAFM317.2	**2**	**2**	**-**	**-**	**-**	**-**	**-**
MBAFM317.3	**-**	**-**	**-**	**-**	**2**	**2**	**-**
MBAFM317.4	**2**	**2**	**-**	**-**	**-**	**-**	**-**
MBAFM317.5	**3**	**-**	**-**	**3**	**-**	**-**	**-**
MBAFM317.6	**3**	**-**	**-**	**3**	**-**	**-**	**-**

1: Low 2: Medium 3: High

CORPORATE VALUATION			
Course Code	**MBAFM318**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Theory	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L:T:P)	(4:0:0)	SEE	3 Hours
Total Hours	50 hours	Credits	04

Course Learning Objectives:

1. To introduce to the DCF models of valuation.
2. To understand value-based management methods.
3. To comprehend strategic financing decisions.
4. To examine the components of organizational architecture.

Module-1 Corporate valuation (10 hours)

Overview-Context of valuation-approaches to valuation-Features of the valuation process-Enterprise DCF Model-Analysing historical performance-Estimating the cost of Capital-Forecasting performance-Estimating the continuing value- Calculating and interpreting the results-Other DCF models: Equity DCF Model- Dividend discount model, Free Cash Flow to Equity (FCFE) model- Adjusted present value model-Economic profit model-Applicability and Limitations of DCF analysis (Theory and problems).

Self learning: Stakeholder theory, creation of shared value and triple bottom line.

Module-2 Non-DCF approaches to valuation (10 hours)

Book value approach, adjusted book value approach, stock and debt approach (numerical problems in each of these methods). Market inefficiency and valuation- Relative Valuation-Steps, Equity Valuation Multiples, Enterprise valuation Multiples, Choice of multiple-best practices using Multiples-Assessment of relative evaluation. (Theory and problems).

Module-3 Advanced issues in valuation (10 hours)

Valuation of companies of different kinds, valuation in different contexts, Loose ends of valuation-Valuation of intangible assets- Patents, trademarks, copy rights and licenses; Franchises; Brands. (Theory and problems).
Strategic financing decisions- Capital structure and value in a perfect world,-Signalling theory- Dividend policy and firm value-implications of real world imperfections-implications for dividend policy-dividend policy formulation-Share buyback and valuation.(Theory)

Module-4 Organisational architecture (10 hours)

Nature of man-Key components of organizational architecture-Factors that have a bearing on the organizational architecture-assignment of decision-making authority-Individual performance measurement-divisional performance measurement and transfer pricing. (Theory).
Self learning: Management innovation and organisation architecture.

Module-5 Value-Based Management (10 hours)

Value-Based Management- Methods and Key premises of VBM-Marakon approach-Alcar approach-McKinsey Approach-Stern Stewart approach- BCG approach-Lessons from the experiences of VBM adopters. (Theory).
Self learning: Lessons from the experience of VBM adopters-Selective cases.

Skill Development Activity:
Students would be provided with a standardized set of historical financial statements (e.g., 5 years of income statements, balance sheets, and cash flow statements) for a publicly traded company, along with a brief industry overview. Their task would be to construct a comprehensive DCF model from scratch, including revenue forecasts, operating expense projections, working capital assumptions, CAPEX estimations, free cash flow to firm calculations, and terminal value determination.

Course Outcomes: At the end of the course the student will be able:	
MBAFM318.1	Examine the context, features and approaches to valuation
MBAFM318.2	Analyse the DCF and non DCF models of valuation
MBAFM318.3	Analyse the valuation of intangible assets
MBAFM318.4	Examine the strategic financing decisions
MBAFM318.5	Analyse the key components of organizational architecture
MBAFM318.6	Evaluate the value-based management approaches

Sl. No.	**Title of the Book**	**Name of the Author/s**	**Name of the Publisher**	**Edition and Year**
Textbooks				
1	Corporate Valuation and Value Creation	Prasanna Chandra	McGraw Hill Education	First edition, 2011
2	Damodaran on Valuation	Aswath Damodaran	John Wiley & Sons	Second edition, 2006
Reference Books				
1	The Valuation Handbook: Valuation Techniques from Today's Top Practitioners	Rawley Thomas and Benton E. Gup	John Wiley & Sons	First edition, 2010
2	Corporate Valuation: A Guide for Managers and Investors	Phillip R. Daves, Michael C. and Ehrhardt Ron E. Shrieves	Thomson/South-Western,	First edition, 2004
3	Corporate Valuation: an easy guide to measuring value	David Frykman and Jakob Tolleryd	Financial Times/ Prentice Hall	First edition, 2003

Additional Resources: Web links:

1. https://pages.stern.nyu.edu/~adamodar/
2. https://www.vaia.com/en-us/explanations/business-studies/actuarial-science-in-business/valuation-simulations/
3. https://corporatefinanceinstitute.com/resources/financial-modeling/valuation-

modeling-in-excel/

4. https://valuingtools.com/en/valuation-simulator/

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBAFM318.1	2	-	-	2	-	-	-
MBAFM318.2	-	3	-	-	2	-	-
MBAFM318.3	1	-	-	-	-	1	-
MBAFM318.4	-	-	-	2	2	-	-
MBAFM318.5	-	-	-	3	3	-	3
MBAFM318.6	-	-	2	2	-	-	-

1: Low 2: Medium 3: High

RECRUITMENT AND SELECTION			
Course Code	**MBAHR313**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Theory	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L:T:P)	(4:0:0)	SEE	3 Hours
Total Hours	50 hours	Credits	04

Course Learning Objectives

1. To assess methods and techniques of Job analysis.
2. To appraise internal hiring and its significance in the industry.
3. To classify external hiring source based on the job position and specification.
4. To analyses resume/CV/Bio data and shortlist the suitable candidates.

Module-1 Workforce Planning and Recruitment Analytics (10 hours)

Concept of Work, Organizations, Millennials at the work place and sustainability, Key Characteristics, Types of Millennial, Strategic Issues in Recruitment, Overview of the Hiring Process, Factors Affecting Recruitment, Recruitment Strategy, An Internal Approach, Recruitment Strategy- An External Approach, Sources of recruitment, Organizational Best Practices, Process of Recruitment, Using job portals for hiring- Naukri.com, Monster.com, Indeed and LinkedIn, Mass mailing candidates, Boolean search for candidate profiles, Head hunting. Recruitment strategies to reduce gender bias in job ads, JD wording, and selection panels.

Textbook 1, Pg. 95-115, Textbook 2 Pg. 1-4

Case Study of Hindustan Coca-Cola Beverage Pvt.Ltd, Gangyal, Jammu, India.

Module -2 Job Analysis, Job Description and Job Design (10 hours)

Concept of job analysis, Process, Determine Appropriate Information Sources and Collect Job-Related Data, Job Description, Why Competency Based Recruitment, steps of job search, Motivational Job Specification, Creation of Functional Specification and Behavioural Specification, Employer branding, social media, Job Design and re-design.

Textbook 1 Pg. 22-63

AI tools in recruitment and applicant tracking.

Module -3 Job Evaluation (10 hours)

Concept, Process, Obtain Job KSAOs, Qualifications, Examine Compensable Factors Using the Rating/Weighting Evaluation Method, Determine Overall Job Value, Hay Group Pioneer in Job Evaluation, Determining Compensation using Job Evaluation Data, Legal and Ethical Considerations for Job Evaluation, Online Salary Survey.

Textbook 1 Pg. 73-92

Self-learning: Online salary surveys on platforms like PayScale, Glassdoor

Module -4 Selection and Interview Strategy (10 hours)

Applicant Tracking System, Interview Strategy and Process, Millennials shaping the recruitment landscape in the organizations, Strategies for recruiting and selecting Generation Y, Interviewing Techniques, Remote interview concept, The overall BEI Process, Assessment Centre and development centre, Selection through consultancies.

Textbook 1 Pg. 119-165

Module -5 Testing and Assessment (10 hours)

Test related to Assessment of Knowledge, Skills, and Abilities, Personality Assessment; Non-Interviewing Methods- Graphology, Skills Assessment, Games and Group Activity for Leadership Assessment, Administration of Tests and Assessments, Key Interviewer Skills. Making the Hire-Assessment of Candidate and Job Fit, Bio data, Resume and CV and Application Forms, Background Checks, Reference Checks, Pre-employment Testing, Making a Job Offer, Induction, Placement. Textbook 1 Pg. 170-193, Pg.197-217 A Case Study of Tech Mahindra on Recruitment & Selection: Hiring the Right Person. Self-learning: Writing a professional resume and LinkedIn profile, Versant test

Skill Development Activity: (Describe the activity)

1. Create a recruitment advertisement from the employer's perspective through a self-designed poster.
2. Develop a flowchart showing the business model of MNCs outsourcing its manpower needs to a staffing firm.
3. Construct an organizational job evaluation chart taking into consideration the significance of various jobs.

Course Outcomes: At the end of the course the student will be able :	
MBAHR313.1	Apply workforce planning and recruitment strategies to address organizational staffing tailored to workforce characteristics.
MBAHR313.2	Analyze job roles through structured job analysis, and develop competency-based job descriptions and specifications for strategic talent acquisition.
MBAHR313.3	Evaluate various job evaluation methods and compensable factors to determine fair compensation structures.
MBAHR313.4	Design and assess effective selection strategies and interview techniques for optimizing candidate selection.
MBAHR313.5	Evaluate testing and assessment tools for knowledge, skills, personality, and leadership competencies to ensure accurate selection.
MBAHR313.6	Apply methods of making hiring decisions including background checks, job offers, and onboarding processes to ensure organizational integration.

Sl. No.	**Title of the Book**	**Name of the Author/s**	**Name of the Publisher**	**Edition and Year**
Textbooks				
1	Recruitment and Selection-Strategies for Workforce Planning &Assessment	Carrie A. Picardi	Sage Publication	First Edition 2020

2	How to Recruit, Incentives and Retain Millennials.	Dheeraj Sharma	Sage Publications	First Edition 2020
Reference Books				
1	Human Resource Management:	Amitabha Sengupta	Sage Publication	First Edition 2018
2	Performance Management and Appraisal system	T. Venkateshwar Rao	Sage Publication	First Edition 2004

Additional Resources: Web links/NPTEL Courses

1. http://www.icmrindia.org/casestudies/catalogue/Human%20Resource%20and%20Organization%20Behavior/HROB044.html
2. https://hr.ucr.edu/recruitment/guidelines/process.html
3. https://www.researchgate.net/publication/282667869_A_Case_Study_on_Recruitment_Selection
4. https://www.ijimt.org/papers/77-M469.pdf

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**
MBAHR313.1	**3**	**3**			**3**		
MBAHR313.2	**3**	**3**				**3**	
MBAHR313.3	**2**			**2**		**2**	
MBAHR313.4		**3**			**3**		**3**
MBAHR313.5		**1**	**1**				**1**
MBAHR313.6			**1**	**1**		**1**	

1: Low 2: Medium 3: High

HUMAN RESOURCE ANALYTICS			
Course Code	**MBAHR314**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Theory	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L:T:P)	(4:0:0)	SEE	3 Hours
Total Hours	50 hours	Credits	04

Course Learning Objectives:

1. To understand the different analytical approaches used by HR professionals to solve real business problems
2. To assess human resource management activities such as forecasting requirements and availability of numbers and types of skill sets needed by an organization.
3. To apply HR analytics framework and tools to collect, process and transform HR data into meaningful information for organizational decision making
4. To design data driven HR analytics strategies, dashboards and reports for effective business impact.

Module -1 Introduction to HR Analytics (10 hours)

Introduction, Pitfalls, What is not HR Analytics, Evolution, Talent Management, Aligning human resources to business through HR analytics. Steps in implementation, Conducting HR Analytics, Text analytics.

Self learning: Evolution of HR Analytics

Module 2: Forecasting and Measuring HR Value Propositions (10 hours)

Introduction, Value Proposition and HR Decisions, Sustainability in HR Decisions, HR Analytics and HR Value Propositions, HR Optimization through HR Analytics, HR Forecasting, HR Plan and HR Analytics, Predictive HR Analytics. Data driven decision making (SDG-17)

AI tools for Predictive HR Analytics.

Module 3: HR Analytics and Data (10 hours)

Introduction, HR Data and Data Quality, HR Data Collection, Steps for HR Data Collection, Big Data for Human Resources, Transforming HR Data into HR Information, Process of Data Collection for HR Analytics, Data Collection for Effective HR Measurement, HR Reporting, Types and Forms of HR Reports, Data Visualization or HR Report Visualization, Performing Root Cause Analysis, Datafication of Human Resources

Case study: People Analytics: Real Case Studies (web link #6)

Module 4 Applications of HR Metrics and Creating HR Dashboards (10 hours)

HR Metrics, Types of HR Metrics, Staffing Metrics, Training and Development Metrics, Application-oriented Exercises- Dashboards, Few Key Excel Add-ins/Functions to Help Create Dashboards, Name Range, The Developer Tab, Form Controls, Important Excel Formulas Useful for Creating Dashboards, VLOOKUP, INDEX, SUMIF, AVERAGEIF and COUNTIF, Application of Excel Functions in Creating HR Dashboards, Storyboarding-Connecting the Dots and Integrating the Findings.

AI tools in Excel

Module -5 HR Analytics and statistical tools (10 hours)

Correlation and regression Analysis- Meaning, assumption, application using PSPP and R Commander T-test-One sample T test, Paired t test, Independent Sample T Test- Application using PSPP and R Commander. ANOVA, One Way ANOVA, Application using PSPP and R Commander. Case Study: HR Analytics Case Studies with Business Impact (Web link #5)

Skill Development Activity:

- Prepare a dashboard using Excel functions through real time data of any company and generate the output.

Course Outcomes: At the end of the course the student will be able to:	
MBAHR314.1	Appraise the fundamental concepts of Human Resource Analytics
MBAHR314.2	Analyze HR data to identify value propositions for evidence-based decision making
MBAHR314.3	Develop the ability to manage HR data for effective measurement and reporting
MBAHR314.4	Apply statistical methods/tools to analyze problems and draw insights
MBAHR314.5	Build HR dashboards to monitor/communicate key HR metrics
MBAHR314.6	Utilize analytics to align HR practices with organizational goals

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Practical Applications of HR Analytics	Pratyush, Banerjee; Jatin Pandey; Manish Gupta	SAGE Texts	2019
2	HR Analytics- Understanding Theories and Applications	Bhattacharya, Dipak Kumar	SAGE Texts	2017
Reference Books				
1	Applying Advanced Analytics to HR Management Decisions: Methods for Selection, Developing Incentives And Improving Collaboration	Sesil James, C	Pearson Education	2017
2	Predictive Analytics- Mastering the HR Matrix	Martin Edwards and Kirsten Edwards	Kogan Page	Second Edition, 2019

3	Fundamentals of HR Analytics: A Manual on Becoming HR Analytical	Fermin Diez, Mark Bussin, Venessa Lee	Emerald Publishing Limited	2019

Additional Resources: Web links

1. https://www.youtube.com/watch?v=2m9BIRGIKfQ
2. https://www.youtube.com/watch?v=9QLY0hXA4hk
3. https://onlinecourses.nptel.ac.in/noc24_hs126/preview
4. https://avidus.in/wp-content/uploads/2022/08/HR-Analytics.pdf
5. https://www.aihr.com/blog/hr-analytics-case-studies/
6. https://www.effectory.com/knowledge/people-analytics-5-real-case-studies/

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**
MBAHR314.1	**-**	**1**	**-**	-	-	-	-
MBAHR314.2	**-**	**2**	**2**	-	-	-	-
MBAHR314.3	**2**	**2**	-	-	-	-	-
MBAHR314.4	**3**	**-**	-	**3**	-	-	-
MBAHR314.5	-	**3**	-	**-**	**3**	-	-
MBAHR314.6	-	**-**	-	**2**	**2**	-	-

1: Low 2: Medium 3: High

ORGANISATIONAL CHANGE AND DEVELOPMENT			
Course Code	**MBAHR315**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Theory	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L:T:P)	(4:0:0)	SEE	3 Hours
Total Hours	50 hours	Credits	04

Course Learning Objectives:

1. To understand the foundations, types, and drivers of organizational change, along with the roles and responsibilities of change agents.
2. To analyze and apply various models, strategies, and tools to effectively plan, implement, and manage organizational change.
3. To evaluate the core principles, values, and interventions of Organization Development (OD) to enhance organizational effectiveness.
4. To develop consulting and analytical skills related to data gathering, feedback, and ethical decision-making in change and development processes.

Module-1 Organizational Change (10 hours)

Organizational change - Nature of 21st century organization, environmental forces driving change, the implications of worldwide trends for change management, Types of organizational change, Organization change roles, Requirements for becoming a successful change leader, Application of Lewin's model of change, OD practitioners.AI tools for organization change and development.

Case study: Analyzing Opportunities for Organization Development work at Norther County Legal services (Reference book 1)

Module -2 Building and Energizing the Need for change (10 hours)

Organizations as systems, levels and characteristics of change, key change models, systems theory, and social construction approaches. Need for change, identifying barriers, and building awareness. Differentiating between organizational vision and change vision to create a compelling direction for transformation.

Module -3 Measuring Change: Designing Effective Control System (10 hours)

Control processes to facilitate change, Measures that lead to challenging but achievable goals, Use measures and controls, Change Management, Controls during design and early stages of the change project, organizational change agents.

Measurement tools for change process - Strategy maps, balanced scorecard, risk exposure calculator.

Module -4 Models of Change (10 hours)

Organization change models - Kurt Lewin's Three-Step, McKinsey 7-S, Action Research, Burke–Litwin, Kotter's Eight-Step, ADKAR, and the Integrated Model of Change. Comparing these models. Key action planning tools - To-do lists, responsibility charting, contingency planning, surveys, project planning, force field and stakeholder analysis, leverage analysis, and other change-management tools.

Self-learning Concepts : Organizational changes in modern industries (Text book 2)

Module -5 Organization Development (OD) Practitioner & Process (10 hours)

History of OD, OD Activities, Values, Beliefs and Assumptions of OD, Laboratory Training and T-Groups Action Research and Survey Feedback, Organizational Culture, Reengineering Organizational Learning, Organizational Effectiveness and Employee

Engagement.
Values -Importance to practioners, Core Values, Changes to OD Values, Values Statement, Ethical Issues of OD. Organization change and development and its relation with world SDGs.

Skill Development Activities:
Engage with OD and change management professionals to identify and evaluate organizational change and development interventions

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

MBAHR315.1	To assess various types of organizational changes and their implications.
MBAHR315.2	To identify strategies to address and overcome resistance to change within organizations.
MBAHR315.3	To analyze organizational change scenarios using established models and frameworks.
MBAHR315.4	To evaluate interventions aimed at enhancing team effectiveness and collaboration.
MBAHR315.5	To identify personalized interventions to foster individual employee development and growth.
MBAHR315.6	To apply strategies to prepare organizations for techno-structural and comprehensive change initiatives.

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Organization Development	Wendell French, Cecil H Bell Veena Vohra	Pearson	Sixth edition, 2007
2	Organizational Change- An Action-Oriented Toolkit	Gene Deszca, Cynthia Ingols, Tupper F. Cawsey	Sage Publications	First edition, 2019
Reference Books				
1	Organization Development	Donald L. Anderson	SAGE South Asia	Fourth edition, 2013

Web links/Video Lectures/MOOCs

1. https://www.youtube.com/watch?v=VDduIzjAjWE
2. https://www.researchgate.net/publication/353915158_ORGANIZATIONAL_CHANGE_AND_DEVELOPMENT
3. https://www.msmgf.org/files/msmgf/documents/org_dev/organisationalchange and development.pdf

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**
MBAHR315.1	**2**	**-**	**-**	**2**	**-**	**-**	**-**
MBAHR315.2	**-**	**2**	**-**	**-**	**-**	**2**	**-**
MBAHR315.3	**-**	**2**	**-**	**-**	**-**	**-**	**-**
MBAHR315.4	**-**	**-**	**-**	**2**	**-**	**-**	**-**
MBAHR315.5	**3**	**-**	**3**	**-**	**3**	**-**	**-**
MBAHR315.6	**-**	**-**	**3**	**-**	**-**	**3**	**3**

1: Low 2: Medium 3: High

COMPENSATION & REWARD MANAGEMENT			
Course Code	**MBAHR316**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Theory	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L:T:P)	(4:0:0)	SEE	3 Hours
Total Hours	50 hours	Credits	04

Course Learning Objectives:

1. To know the theoretical and practical developments in the area of compensation and benefits.
2. To discuss the strategic importance of compensation for the achievement of organizational goals.
3. To understand the relationship between compensation objectives and business strategy.
4. To discuss the role of compensation in attracting, motivating, and retaining a high-quality workforce.

Module-1 Compensation (10 hours)

Concept, Total Compensation/Reward, Components and Types, Approaches to compensation, Wages/Salaries, Theories of Wages, Compensation and Motivation - Compensation Strategy, Compensation Policy, Base of Compensation Management, The Psychological Contract, Legal Issues in Compensation Management, Factors Affecting Employee Compensation/Wage Rates/Wage Structure/Levels of Pay.

Textbook 1: Ch -1

Module-2 Compensation Management (10 hours)

Concept, The Pay Model, Methods of Wage Payment, Essentials of a Satisfactory Wage System, National Wage Policy in India, Wage Policy at the Organizational Level, Wage Problems in India, Components/Functions of Compensation Management. Fixed and variable pay.

Textbook 1: Ch-2

AI Tools for payroll processing Saral Paypack, Keka HR, GreytHR

Module-3 Wage Determination Practices (10 hours)

Introduction, Management's Strategy, Reward Policy, Reward Management Processes, Pay Reviews, Planning and Implementing Pay Reviews, Rates Fixation, Controlling Payroll Costs, Boardroom Pay, Divergent Systems and Institutions for Wage Fixation in Practice in India, Fringe Benefits, Fringe Benefits and Current Practices, Internal Audit of Compensation and Benefits; types of Direct and Indirect compensation, Merit pay, Incentive Pay, Deferred Pay, Pay for time, Recreational facilities. Statutory and Non-statutory benefits.

Textbook 1: Ch-3, Ch-7, Ch-10

Case study: New Delhi shopping point

Module-4 Contingent Pay, Pay for Performance, Competence (10 hours)

Competency-Based Pay Framework, Model and Challenges, Skill-Based Pay, Team-Based Rewards-Gainsharing, Profit-Sharing Profit-Related Pay and Beyond Other Cash Payments and Allowances, Overtime Payments, Attendance Bonuses, Shift Pay, Clothing

Allowances, Honoraria, Payments for Qualifications, Pay for Excellence, Managerial Compensation and Rewards, Sales Force Incentive Programmes, Pay for Performance-Steps in the design for pay for performance, Hardship allowance and sustainability, special allowance, conveyance allowance. Textbook 1: Ch-5 Self-learning topics: • Gig Economy and Compensation Challenges (Uber, Swiggy, Zomato examples) • Remote Work and Compensation Adjustments (post-COVID trends)
Module-5 Administration & Controlling Salary Costs (10 hours)
Salary Survey data, Salary- Costs, Planning, Budget, Control, Reviews, Guidelines for Salary Review Process, responding to Negative Salary Review, Manager's Guide to Annual Salary Review, Fixing of Salary, Method of Paying Salary, Flexibility, Process of Wage and Salary Fixation. Sustainability and partnerships in compensation practices. Non-financial Benefits/Rewards- Role, types, Planning, Few Most Effective Non-financial Benefits/Rewards to Motivate Employees, Heineken's Refreshing Approach to Reward. Textbook 1: Ch-6, Ch-9 Case study: Employee Compensation and Benefits: Case Study on Presidency College, Bangalore.

Skill Development Activity:

1. Develop a pay slip for employees based on compensation and reward system either manually or by using MS excel.
2. Analyse the interface of a HRMS software like saral pay pack.
3. Create a MS-excel template for CTC calculation for 10 employees.

Course Outcomes: At the end of the course the student will be able :	
MBAHR316.1	Apply compensation theories and legal frameworks to organizational pay structures.
MBAHR316.2	Analyze organizational wage systems and formulate effective compensation policies.
MBAHR316.3	Evaluate wage determination practices and their impact on payroll and employee benefits.
MBAHR316.4	Assess pay-for-performance and competency-based compensation frameworks.
MBAHR316.5	Develop and implement salary cost control mechanisms and non-financial reward strategies.
MBAHR316.6	Evaluate the effectiveness of compensation and reward strategies in enhancing organizational performance.

Sl. No.	**Title of the Book**	**Name of the Author/s**	**Name of the Publisher**	**Edition and Year**
Textbooks				
1	Compensation Management	R. C. Sharma, Sulabh Sharma	Sage Publication	First Edition 2024

			India	
2	Compensation and Benefit Design	Biswas, Bashker, D	Pearson Education	First Edition 2013
Reference Books				
1	Human Resource Information Systems: Basics, Applications, and Future Directions	Michael J. Kavanagh, Mohan Thite, Richard D. Johnson	Sage Publication India	Third edition, 2015
2	Competency-Based Human Resource Management	AnindyaBasu Roy, SumatiRaym	Sage Publication India	First Edition 2019
3	Compensation and Reward Management	Singh, B D	Excel Books	First 2007

Web links/Video Lectures/MOOCs

1. https://saralpaypack.com/payroll-software/
2. https://www.youtube.com/@SaralbyRelyon
3. https://www.google.com/search?q=case+study+on+compensation+and+benefits&sca_esv=78b
4. https://testlify.com/case-studies-of-compensation-and-benefits-programs/
5. https://www.igntu.ac.in/eContent/IGNTU-eContent-638670815118-MBA-TourismandTravelManagement-2-RohitRaviundraBorlikar-MBAT201-OBHRM-3.pdf
6. https://www.proprofs.com/quiz-school/it/story.php?title=mji5mtexmgxdnv

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBAHR316.1	2	-	-	2	-	-	-
MBAHR316.2	1	1	-	-	-	-	-
MBAHR316.3	-	3	-	3	-	-	-
MBAHR316.4	-	-	2	-	2	-	-
MBAHR316.5	-	-	3	-	3	-	3
MBAHR316.6	2	-	-	-	2	2	-

1: Low 2: Medium 3: High

INDUSTRIAL RELATIONS & LEGISLATIONS

Course Code	**MBAHR317**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Theory	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L:T:P)	(4:0:0)	SEE	3 Hours
Total Hours	50 hours	Credits	04

Course Learning Objectives

1. To discuss the principles of IR and develop an awareness of the significance of industrial peace.
2. To explain the concept of Industrial Relations.
3. To assess the components and meaning of sustaining Industrial peace anchored on harmonious Employee-Management relations.
4. To discuss the various Industrial acts.

Module-1 Fundamental Aspects of Industrial Relations (10 hours)

Industrial Relation-Concept, Scope, Objectives, Types, Characteristics, Importance, approaches, Models, Recent Trends, Managing IR Changes, Participants. The Shops and Establishment act, 1953. Sustainable development goals and labour relations

Textbook 1, Ch-1, Textbook 4, Ch-3

AI tools for grievance handling, Vakil AI

Module-2 Labour Legislation in India (10 hours)

Evolution, Objectives, Types, Constitutional Provisions for the Protection of Labour Workforce in India, Rights of Woman Workers, Labour Laws and Codes. Concept and steps of Grievance, Need for a Grievance Redressal procedure, Legislative aspects in India, Model of Grievance redressal Procedure.

Textbook 1, Ch-2, Textbook 2, Ch-14

Case study on Awareness of New Code on Wages

Module-3 Collective Bargaining (10 hours)

Collective bargaining- Concept, function, Importance, principles and forms of Collective bargaining, Process, Negotiation, forms of negotiation, Workers' Discipline Management, causes of indiscipline, disciplinary Action - service rules, misconduct, investigation of allegations, showcase notice, charge sheet, domestic enquiry, Report of findings, punishments to be imposed. Workers' participation in Management.

Textbook 2, Ch-14, Ch-17

Self-learning: Future of trade unions and gig economy workers

Module-4 Employee Relation (10 hours)

Introduction, significance, maintaining employee relations through unions. Legal provisions to maintain employee relation- works committee, conciliation, board of conciliation, voluntary arbitration, and adjudication.

Textbook 2, Ch-8

Case study on Robe River

Survey on sentiment analysis and predict dissatisfaction or unrest.

Module-5 Labour Laws (10 hours)

Factory Act 1948, Contract labour Act (Regulation and Abolition) Act 1970, The Payment of Wages Act, 1936 – the Minimum Wages Act, 1948. Industrial Dispute Act 1947, Trade Union act 1926. Employee State Insurance Act 1948, Employee Compensation Act 1923, Maternity Benefit Act 1961, Employee provident Fund and Miscellaneous Provisions Act 1952, Gratuity Act 1972, Bonus Act 1965. Recent amendments –Labour Codes 2020, POSH Act, Apprenticeship Act 1961 and amendments. Textbook 4- Ch-1,2,3,4,5,6 Case Study: Industrial Relations at Cummins India Limited Self-learning: 1. Famous strikes and lockouts in India (e.g., Maruti Suzuki Manesar case) 2. Judicial interpretations of key labour legislations 3. Best practices in IR from successful organizations

Skill Development Activity:

1. Visit any factory and understand their Grievance redressal Procedure.
2. Discuss with IR Manager/ Factory Manager of two manufacturing firms and review the process of strikes and lockout they had in last decade. Prepare a report on the same.
3. Discuss with IR Manager of two national Banks and review the process of Trade unions they have had in the last decade. Prepare a report on the same.

Course Outcomes: At the end of the course the student will be able to:	
MBAHR317.1	Analyze the fundamental aspects, participants, and current trends in Industrial Relations.
MBAHR317.2	Evaluate the objectives, scope, and constitutional provisions of labour legislation in India, and assess their effectiveness.
MBAHR317.3	Analyze the process and significance of collective bargaining and negotiation in maintaining industrial discipline
MBAHR317.4	Evaluate different grievance redressal mechanisms and models to determine their suitability and efficiency in addressing employee concerns and disputes.
MBAHR317.5	Analyze the role and limitations of trade unions and legal bodies in fostering employee relations, and assess the relevance of statutory provisions.
MBAHR317.6	Evaluate the effectiveness and contemporary relevance of various labour laws and recent labour codes in promoting social justice in Indian industries.

Sl. No.	**Title of the Book**	**Name of the Author/s**	**Name of the Publisher**	**Edition and Year**
Textbooks				
1	Industrial Relations and Labour Laws for Managers	Parul Gupta	Sage Publications India	First Edition 2019

2	Employee Relations Management	P N Singh and Neeraj Kumar	Pearson Education	First Edition 2011
Reference Books				
1	Industrial Relations and labor laws	S.C. Srivastava	Vikas Publications	Eighth Edition, 2023
2	Fundamentals of Industrial Relations	Shyam Boregowda Ramu, N K Ramachandra Gowda, Y T Krishne Gowda	New Age International Publications	First Edition 2019
3	Labour laws for Managers	B D Singh	Excel books	First Edition 2012

Additional Resources: Web links/NPTEL Courses

1. https://www.google.co.in/search?q=case+study+on+industrial+relations&oq=case+study+on+Industrial+&aqs=chrome.2.69i57j0l5.11303j0j8&sourceid=chrome&ie=UTF-8
2. http://sdmimd.ac.in/SDMRCMS/cases/CIM2012/9.pdf
3. https://www.sciencedirect.com/science/article/pii/S2212567114001798
4. https://www.jstor.org/stable/20635444
5. https://vvgnli.gov.in/sites/default/files/VVGNLI%20Case%20Studies%20Series-Third%20Edition.pdf
6. https://www.proprofs.com/quiz-school/story.php?title=industrial-relations-403-hr

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBAHR317.1	3	-	-	-	3	3	-
MBAHR317.2	-	3	-	3	-	-	3
MBAHR317.3	2	-	-	-	2	-	-
MBAHR317.4	-	2	2	-	-	2	-
MBAHR317.5	3	-	3	-	-	-	3
MBAHR317.6	-	-	-	1	1	-	-

1: Low 2: Medium 3: High

PERSONAL GROWTH & INTERPERSONAL EFFECTIVENESS

Course Code	**MBAHR318**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Theory	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L:T:P)	(4:0:0)	SEE	3 Hours
Total Hours	50 hours	Credits	04

Course Learning Objectives

1. To enhance students' self-awareness, self-esteem, and personal growth for effective functioning in personal and professional roles.
2. To develop interpersonal trust, communication, and relationship-building skills for improved teamwork and collaboration.
3. To analyze human personality, emotional intelligence, creativity, and neuro-functioning for better decision-making and problem-solving.
4. To apply concepts of transactional analysis, conflict resolution, and personal effectiveness for achieving holistic growth and leadership readiness.

Module-1 Dynamics of Personal Growth (10hours)

Dynamics of Personal Growth - Scope .Self-awareness and self-esteem, life roles, social roles and organizational roles, role clarity and role boundaries. Ego states- Id, ego and super ego and defense mechanism. Developing a self-improvement plan. AI tools related to personal growth and development.

Case study : Self-awareness – Communist prison camp (Reference book 2)

Module -2 Interpersonal Trust (10hours)

Interpersonal Trust- Openness, confidentiality, blind spot and unknown part of personality. Self- disclosure, seeking feedback, self-reflection and practicing new behaviors. Discovering facets of interpersonal trust through Johari Window.

Module -3 Understanding Human Personality (10hours)

Understanding Human Personality - Personality theories, Carl Jung's theory of personality types and Myers Briggs Type Indicator test (MBTI). Trait theories- Type A and B, Emotional intelligence.

Basic functions of mind-Creativity and innovation. Blocks to creativity. Creativity processes and tools- convergent and divergent thinking, Six thinking hats.

Self-learning concepts: Emotional agility (Weblink 6)

Module -4 Attitudes, Beliefs, Values and Personal change (10hours)

Attitudes, Beliefs, Values and their impact on Behaviour. Personal change - Requisites, Social adjustments and habit formation, Locus of control, Habits of personal effectiveness, Seven habits of highly effective people

Self-learning Concepts: IKIGAI – Japanese concept for purpose (Weblink 7)

Module -5 Interpersonal relations and personal growth (10 hours)

Interpersonal relations and personal growth- Interpersonal needs for openness, inclusion and control. Discovering the interpersonal orientation through FIRO-B. Conflict resolution and negotiation, time management and honoring the commitments.

Transactional Analysis- Ego states, types of transactions and time structuring. Life position, scripts and games, T-group sensitivity training, encounter groups, appreciative enquiry and group relations conference

Skill Development Activities: 1. Students must undergo psychometric test MBTI and prepare a personal growth plan based on the results 2. Students are expected to conduct an in-depth study about various personality traits and submit a detailed report.

Course Outcomes: At the end of the course the student will be able to:	
MBAHR318.1	Apply self-awareness and role clarity for personal development.
MBAHR318.2	Analyze trust and communication to strengthen relationships.
MBAHR318.3	Apply personality theories to understand individual differences.
MBAHR318.4	Evaluate the impact of values and beliefs on effectiveness.
MBAHR318.5	Analyze approaches for conflict resolution and time management.
MBAHR318.6	Evaluate tools like transactional analysis and group training for growth.

Sl. No.	**Title of the Book**	**Name of the Author/s**	**Name of the Publisher**	**Edition and Year**
Textbooks				
1	Organizational Behavior: Human Behavior at work	John W. Newstrom and Keith Davis	McGraw Hill Education	Twelfth edition, 2007
2	Human Relations in organizations	Robert N. Lussier	McGraw Hill Education	Seventh edition, 2006
Reference books				
1	Organization Development	Wendell French, Cecil H Bell, Veena Vohra	Pearson	Sixth edition, 2007
2	Development of Management Skills	Whetten & Cameron	Pearson	Eighth edition, 2011
3	Seven Habits of Highly Effective People	Stephen R Covey	Simon & Schuster	Twelfth edition, 2019
Web links/Video Lectures/MOOCs 1. https://mcpt.co.uk/transactional-analysis-and-ego-states/ 2. https://www.verywellmind.com/the-id-ego-and-superego-2795951?utm_ 3. https://psychologyfanatic.com/johari-window/ 4. https://en.wikipedia.org/wiki/Six_Thinking_Hats?utm_ 5. https://shorturl.at/OKYck 6. https://cdn.bookey.app/files/pdf/book/en/emotional-agility.pdf 7. https://shorturl.at/T3pvp				

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**
MBAHR318.1	**2**	**-**	**-**	**-**	**2**	**-**	**-**
MBAHR318.2	**-**	**2**	**2**	**-**	**-**	**-**	**-**
MBAHR318.3	**2**	**-**	**-**	**-**	**-**	**-**	**-**
MBAHR318.4	**-**	**-**	**2**	**-**	**-**	**-**	**-**
MBAHR318.5	**-**	**3**	**-**	**3**	**3**	**-**	**-**
MBAHR318.6	**-**	**-**	**-**	**3**	**-**	**3**	**3**

1: Low 2: Medium 3: High

CONSUMER BEHAVIOUR

Course Code	**MBAMM313**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Theory	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L:T:P)	(4:0:0)	SEE	3 Hours
Total Hours	50 hours	Credits	04

Course Learning Objectives:

1. To appraise the concept of consumer behaviour, decision making by consumers, behavioural variables and its influences on consumer behaviour.
2. To elaborate the social and cultural dimensions of consumer behaviour.
3. To develop insight of internal and external influences of consumer behaviour.
4. To infer the consumer behaviour for service and manufacturing sectors

Module-1 Introduction **(10 hours)**

Consumer Behaviour- Concept, Consumer v/s Customer, Nature & characteristics of Indian Consumers. Consumerism- concepts, Rights & Responsibilities, Benefits. Consumer Behaviour and Society. Factors influencing consumer behaviour- Marketing Campaigns, Economic Conditions, Personal Preferences, Group Influence, Purchasing Power. Consumer Empowerment in the Digital Era, Ethical Consumerism.

Case study: Sustaining an Ethnic Soft Drink - Paper Boat: Brand Positioning and Consumer Behavior

Module-2 Models of Consumer Behaviour **(10 hours)**

Input-Process-Output Model, Nicosia Model, Howard Sheth Model, Engel-Kollat-Blackwell Models, factors- Internal, External, Situational. Consumer Decision Making-Process, Levels, four views of consumer decision making. On-line Decision Making-concept, process. Situational Influences- Nature, Characteristics and consumption behaviour.

Self-study content: Psychological Theories in Consumer Behavior

Module-3 Individual Influences on Consumer Behaviour **(10 hours)**

Motivation- Basics, Needs, Goals, Positive v/s Negative Motivation, Rational Vs Emotional motives, Motivation Process, Arousal of motives. Motivation Theories and Marketing Strategy - Maslow’s Hierarchy of Needs, McGuire’s Psychological Motives. Personality- Basics, Theories of Personality and Marketing Strategy (Freudian Theory, Neo-Freudian Theory, Trait Theory), Applications of Personality concepts in Marketing, Personality and understanding consumer diversity, Brand Personality, Self and Self-Image. Perception: Basics, Marketing implications, Elements of Perception.

Case study: Could Gen Z Consumer Behaviour Make Capitalism More Ethical?

Module-4 Individual Influences on Consumer Behaviour and CR **(10 hours)**

Learning- Elements, Marketing Applications of Behavioural Learning Theories, Classical Conditioning, Pavlovian Model, Neo-Pavlovian Model. Attitude- Basics, nature, Models of Attitude and Marketing Implication, Tri-component Model of attitude, Cognitive-Affective-Conative components

Consumer buying habits and perceptions of emerging non-store choices, Research and applications of consumer responses to direct marketing approaches, Issues of privacy and ethics.

Module-5 External Influences on Consumer Behaviour	**(10 hours)**
Social Class- Basics, Social class v/s Social status, the dynamics of status consumption, Features, Five Social-Class Categories in India. Culture- Basics, Characteristics, Factors, Role of customs, values and beliefs in Consumer Behaviour. Groups- Nature of Groups, Types. Family- The changing structure of family, Family decision making and consumption related roles, Dynamics of husband-wife decision making, the family life cycle & marketing strategy, Traditional family life cycle & marketing implications, Reference Groups- power & benefits, Factors, Types. Self-study content: Exploring the influence of gender on consumer behavior, in decision-making processes in the family and personal choices (SDG 5) Real-time projects: Study how consumers make purchasing decisions in the e-commerce space, including site usability, product reviews, and recommendations.	

Skill Development Activity:
As part of this course, students will carry out a Consumer Behaviour Research and Analysis Project that enables them to apply theoretical models to real-world consumption patterns. Working individually or in small groups, students will select a specific product category or brand (such as online grocery platforms, ethnic beverages like Paper Boat, or fashion e-commerce sites) and study how consumers make decisions across the stages of the buying process. The project will involve analyzing internal influences such as motivation, personality, perception, and learning, as well as external factors including family, social class, culture, and reference groups. Students will collect data through short surveys, online reviews, or observational methods, and evaluate consumer attitudes, decision-making styles, and perceived risks in both offline and digital contexts. The outcome will be a structured report and presentation where students integrate consumer behaviour models (e.g., Engel-Kollat-Blackwell, Howard-Sheth) with practical insights, and propose marketing strategies such as brand positioning, CRM approaches, and digital engagement tactics.

Course Outcomes: At the end of the course the student will be able :	
MBAMM313.1	Analyze the evolving consumer landscape and the influence of cultural, economic, social, and psychological factors on consumer behaviour.
MBAMM313.2	Evaluate various consumer behaviour models and decision-making frameworks in the context of online and offline environments.
MBAMM313.3	Analyze the impact of individual-level factors such as motivation, perception, and personality on buying behaviour.
MBAMM313.4	Evaluate the influence of learning and attitudes on global consumer behaviour and develop ethical marketing strategies accordingly.
MBAMM313.5	Analyze the external influences of family, culture, social class, and reference groups on consumer buying decisions.
MBAMM313.6	Evaluate opinion leadership, innovation diffusion, and post-purchase behaviour to inform customer relationship management strategies.

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Consumer Behavior	Leon Schiff man, Lesslie Kanuk	Pearson Education	Tenth edition, 2010
2	Consumer Behaviour: A Managerial Perspective	Dr Dheeraj Sharma, Jagdish N Sheth, Banwari Mittal	Cengage Learning	First edition, 2015
Reference Books				
1	Consumer Behavior: Building Marketing Strategy	Del I. Hawkins, & Others	Tata McGraw Hill	Eleventh edition, 2010
2	Consumer Behavior	Satish K. Batra & S H Kazmi,	Excel Books	Second edition, 2010
3	Consumer Behavior in Indian Perspective	Suja Nair	Himalaya Publications	Second edition, 2020

Additional Resources: Web links/NPTEL Courses

1. https://youtu.be/jSrC-EWYIJQ
2. https://youtu.be/dptzjrKRAm8
3. https://www.digimat.in/nptel/courses/video/110105074/L01.html
4. https://youtu.be/ctMpHpJouoU
5. Case study: https://hbsp.harvard.edu/product/IMB647-PDF-ENG
6. https://hbsp.harvard.edu/product/H061D6-PDF-ENG

Course Articulation Matrix

Course Outcomes	Program Outcomes						
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**
MBAMM313.1	**1**	**1**	**-**	**-**	**-**	**-**	**1**
MBAMM313.2	**1**	**1**	**1**	**-**	**-**	**1**	**-**
MBAMM313.3	**-**	**1**	**-**	**1**	**-**	**1**	**-**
MBAMM313.4	**2**	**2**	**-**	**-**	**2**	**2**	**-**
MBAMM313.5	**-**	**3**	**-**	**3**	**3**	**-**	**3**
MBAMM313.6	**3**	**-**	**-**	**3**	**-**	**-**	**3**

1: Low 2: Medium 3: High

SALES & RETAIL MANAGEMENT			
Course Code	**MBAMM314**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Theory	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L:T:P)	(4:0:0)	SEE	3 Hours
Total Hours	50 hours	Credits	04

Course Learning Objectives:

1. To understand the concepts, techniques and approaches in Sales Management.
2. To emphasize on the Sales Manager's problems and dilemmas.
3. To develop skills for generating, evaluating and selecting sales strategies.
4. To develop an understanding of the contemporary retail management, issues, strategies and trends.

Module-1 Sales Management **(10 Hours)**

Personal Selling, sales management process, Emerging Trends, Qualities and Responsibilities of a sales manager. Selling skills & selling strategies- selling and buying styles, selling- situations, skills, process. sales presentation, Handling customer objections, Follow-up action

Textbook 1: chapter :6,12. Text book 2: chapter 3,4. Reference text book1 :1-6,9

Module -2 Management of Sales Territory & Sales Quota **(10Hours)**

Sales territory-concepts, size, designing. Sales quota- procedure, Types, Methods of setting quota. Recruitment and selection of sales force, Training of salesforce.

Text book1: Chapter 13, Text book 2: Chapter :13, Reference book: Chapter :10-13

Module -3 Retail Management **(10Hours)**

Retailing, Perspectives on Retailing, World of Retailing, Retail management- introduction, emergence of organizations of retailing, Types (Retail Formats) ,Multichannel Retailing, Customer Buying Behaviour, role of retailing, trends in retailing, FDI in Retail, Problems of Indian Retailing, Current Scenario.

Textbook 1: Chapter 1-5,13. Text book 2:Chapter 1-4,15

Module-4 Setting up Retail organization **(10Hours)**

Size and space allocation, location strategy, factors Affecting the location, Retail location Research and Techniques, Objectives of Good Store Design.

Retail Market Strategy - Financial Strategy, Human Resource Management, Information Systems and supply chain management & Logistics. Store Layout and Space planning- Types of Layouts, role of Visual Merchandiser, Visual Merchandising Techniques, Controlling Costs and Reducing Inventories Loss, Exteriors, Interiors. Store Management.

Textbook 1: Chapter 7-12. Text book 2: Chapter :5-11

Module-5 Retail Pricing & Internationalization of Retailing **(10Hours)**

Retail Pricing- Factors, strategies. Retail promotion strategies. Research in Retailing-Importance, Trends, Areas. Customer Audits, Brand Management in retailing, Retail Audit and ethics, responding to a retail Audit, problems in conducting a retail audit. International Retailing- Evolution, Motives, International Retail Environment – Socio-Cultural, Economic, Political, Legal, Technological and issues in international retailing. Online Retailing-Challenges and opportunities Retail Analytics Case Study: Customer Analytics at Big Basket. Textbook 1: Chapter 5,9,14-17. Text book 2: Chapter :9,10,13-16.

Skill Development Activity: I

1. Interview a salesperson in a retail store and write a brief report about what they like and dislike about their jobs, their salary, travelling allowances, sales quotas, why they chose a sales career, and what does it take to succeed in this profession.
2. Go to a kirana store and a supermarket and compare the following:
   a) Store arrangement
   b) No of brands carried
   c) Pricing policies – are discounts given?
   d) Service – personal or impersonal? Etc.
3. Go to at least three kirana stores in your neighbourhood and discuss with them the importance of location, pricing, credit policy, etc. What percentages of goods are sold ‘loose’ in each locality and compare this with the approximate income range of the customers? What are the retailer’s losses when a customer defaults in payment? Does he make up for it by increasing his prices to other customers?

Course Outcomes: At the end of the course the student will be able:

MBAMM314.1	Evaluate the structure, formats, and functions of retail businesses and sales dynamic environment
MBAMM314.2	Discuss meaning, characteristics, types and setting up of retail business
MBAMM314.3	Examine the factors affecting retail pricing and retail promotion strategies and store layout
MBAMM314.4	Assess the role of pricing, promotional strategies, and retail audits in improving retail performance.
MBAMM314.5	Evaluate the structure, formats, and functions of retail businesses in a dynamic environment.
MBAMM314.6	Evaluate store layout, visual merchandising, and retail operation training of sales force strategies to improve organizational effectiveness.

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Managing Retail	Piyush kumar Sinha Dwarika prasad uniyal	Oxford Higher education	Second edition edition,2012
2	Retail management	Arif sheikh Kaneez fatima	Himalaya publishing house	First edition 2022

Reference Books				
1	Sales & Distribution Management	Tapan K. Panda & Sunil Sahadev,	Oxford University Press	Sixth Edition, 2012
2	Retail Management	Levy &Weitz	McGraw Hill Education	Tenth Edition,2023
3	Sales and retail management	Anand Vyas Jyothi Vyas	Vyas Publication	First edition, 2024

Additional Resources: Web links/NPTEL Courses

1. https://www.youtube.com/watch?v=6G2ZkG7gWc&list=PLLy_2iUCG87AiylGO1sAFD26k36VIwD6e
2. https://onlinecourses.nptel.ac.in/noc22_mg51/preview
3. https://onlinecourses.swayam2.ac.in/cec20_mg01/preview

Course Articulation Matrix

Course outcome COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBAMM314.1	2	2	-	-	2	-	-
MBAMM314.2	2	2	-	-	-	-	2
MBAMM314.3	2	2	-	2	-	-	-
MBAMM314.4	-	-	2	2	-	2	-
MBAMM314.5	-	-	3	3	3	-	-
MBAMM314.6	-	-	3	3	3	-	-

1: Low 2: Medium 3: High

SERVICES MARKETING			
Course Code	**MBAMM315**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Theory	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L:T:P)	(4:0:0)	SEE	3 Hours
Total Hours	50 hours	Credits	04

Course Learning Objectives:

1. To explain the fundamental concepts, frameworks, and characteristics of services marketing, including the service marketing triangle, 7Ps, and service gaps model.
2. To analyze customer expectations, perceptions, and behavior in service encounters using tools such as market research and the SERVQUAL model.
3. To evaluate strategies for designing and delivering high-quality services, including capacity management, employee roles, customer participation, and service communication.
4. To design practical service marketing solutions and quality improvement strategies for real-world service organizations, integrating digital tools, AI, and sustainable practices.

Module-1 Introduction to services (10 hours)

Services- Concepts, Scope, contribution, growth of service sector, Goods and Services Categorization, characteristics, service marketing triangle, service marketing mix, service gaps framework. Consumer behaviour in services- Search, Experience and Credence property, consumer expectation of services- two levels of expectation, Zone of tolerance, Factors. Customer perception of services- Factors, strategies, Service encounters, Customer satisfaction, , Emerging Service Sectors–gig economy, app-based services, cloud kitchens.

Case study: Uber and the Sharing Economy: Global Market Expansion and Reception

Module-2 Market Research for Customer Expectation (10 hours)

Customer expectations- Key reasons for GAP1, marketing research to understand customer expectation, Types of service research, building customer relationship through retention strategies –Relationship marketing, Evaluation Of customer relationships, Benefits, levels of retention strategies, Market Segmentation-Basis & targeting in services, Relationship Marketing.

Self-study content: Explore online resources on how services can be segmented and targeted using data analytics

Module-3 Customer defined service (10 hours)

Customer defined service standards: “Hard” & “Soft” standards, challenges of matching supply & demand in capacity, four common types of constraints facing services, optimum v/s maximum use of capacity, strategies for matching capacity & demand, Capacity Management.

Yield management-balancing capacity utilization, pricing. Waiting line strategies- four basic Waiting line strategies. Leadership &Measurement system for market-driven service performance- key reasons for GAP-2 service leadership- Creation of service vision and implementation, Service quality as a profit strategy, Role of service quality in offensive and defensive marketing, Kano Model.

Case study: A case study on Zomato – The online Foodking of India.
Module-4 Employee role in service designing and delivery (10 hours)
Employee role in service designing- Boundary spanning roles, Emotional labour, Source of conflict, Quality, productivity trade-off, Strategies for closing GAP 3. Customer's role in service delivery-Importance, Strategies for enhancing Customer participation, Delivery through intermediaries, Key intermediaries for service delivery, Intermediary control strategies.
Module-5 Role of services marketing communication (10 hours)
Role of marketing communication- Key reasons for GAP 4 involving communication, four categories of strategies to match service promises with delivery, Role of AI in service communication. Pricing of services- Role of price and value in provider GAP 4, Role of non- monitory cost, Price as an indicator of service quality –Approaches to pricing services, pricing strategies. SERVQUAL Model. Physical evidence in services- Importance, Elements, Strategies, Guidelines. Service scapes- Types, Objective and Goals, Role, Approaches for understanding service scapes effects, Framework for understanding services capes. Real-time projects- SERVQUAL Analysis- evaluating a local service provider (e.g., restaurant, retail store) using the SERVQUAL model to measure service quality and identify service delivery gaps.

Skill Development Activity:

As part of this course, students will undertake a Service Quality and Customer Experience Analysis Project to practically apply service marketing concepts. Working in groups, students will identify a local service provider such as a restaurant, bank branch, retail outlet, or app-based service and evaluate its service delivery using the SERVQUAL model. They will conduct customer surveys to measure gaps between expectations and perceptions across dimensions like reliability, responsiveness, assurance, empathy, and tangibles, while also observing service encounters and the role of physical evidence or servicescapes. The project will require students to analyze customer expectations, service gaps (GAP 1–4), and employee or intermediary roles in delivery, linking their findings to the service marketing triangle and 7Ps framework. Based on the analysis, groups will propose actionable strategies for capacity management, waiting line design, relationship marketing, and communication improvements, highlighting the potential role of digital tools and AI in enhancing service quality. Each team will present its findings through a professional report and class presentation, including recommendations for closing service gaps and improving customer satisfaction.

Course Outcomes: At the end of the course the student will be able:	
MBAMM315.1	Analyze the nature and scope of services and evaluate consumer perception and expectations in the service context.
MBAMM315.2	Evaluate the use of market research and segmentation techniques to understand and meet customer expectations.

MBAMM315.3	Analyze service performance standards, capacity constraints, and yield management strategies in service design.
MBAMM315.4	Evaluate the roles of employees, customers, and intermediaries in service delivery and their influence on customer satisfaction.
MBAMM315.5	Analyze the impact of service marketing communication and pricing on managing service quality gaps.
MBAMM315.6	Evaluate the importance of physical evidence and service scapes in shaping consumer experience and brand perception.

Sl. No.	**Title of the Book**	**Name of the Author/s**	**Name of the Publisher**	**Edition and Year**
Textbooks				
1	Services Marketing	Valarie A. Zeithaml, Mary Jo Bitner, Dwayne D. Gremler	McGraw Hill Education	Seventh edition, 2019
2	Services Marketing	Ravishankar	Excel Books New Delhi	First edition, 2002
Reference Books				
1	Intelligent Marketing: Employing New-Age Technologies	V. Kumar	Sage Publications India	First edition, 2021
2	Services Marketing	Rajendra Nargundkar	McGraw Hill	Third edition, 2013
3	Services Marketing	Govind Apte	Oxford University press	First edition, 2011

Additional Resources: Web links/NPTEL Courses

1. https://www.mooc-list.com/course/services-marketing-concepts-applications-edx
2. http://www.ibscdc.org/services-marketing-case-studies.asp
3. https://nptel.ac.in/courses/110/105/110105038/
4. Case study: https://hbsp.harvard.edu/product/W04C79-PDF-ENG
5. Case study: https://jmra.in/archive/volume/7/issue/1/article/15857/pdf

Course Articulation Matrix

Course Outcomes	**Program Outcomes**						
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**
MBAMM315.1	**1**	**1**	**-**	**1**	**-**	**-**	**-**
MBAMM315.2	**2**	**2**	**-**	**-**	**-**	**-**	**2**
MBAMM315.3	**2**	**2**	**2**	**-**	**-**	**2**	**-**
MBAMM315.4	**-**	**2**	**-**	**2**	**-**	**2**	**2**
MBAMM315.5	**-**	**3**	**-**	**3**	**3**	**-**	**3**
MBAMM315.6	**3**	**3**	**-**	**-**	**3**	**-**	**-**

1: Low 2: Medium 3: High

MARKETING RESEARCH & ANALYTICS

Course Code	**MBAMM316**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Theory	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L:T:P)	4:0:0	SEE	3 Hours
Total Hours	**04**	Credits	03

Course Learning Objectives:

1. Equip students with the key concepts and methods of marketingresearch.
2. Learn the application of research tools to solve real-life businessproblems.
3. Provide students with an overview of career opportunities inMarketing research
4. Design and implement marketing research to analyze rural consumer behavior.

Module-1 Marketing Research Dynamics **(10 hours)**

Introduction, need, Nature and Scope, Marketing Research in the 21st Century (Indian Scenario), limitations, threats. Introduction to marketing intelligence- marketing intelligence (MI), components, need, Domains of MI. Ethics in marketing research. Design of consumer experiments using Conjoint Analysis.

Module -2 Marketing Research Projects **(10 hours)**

Design and implementation of Marketing Research Projects, defining research questions, identifying respondents, sampling accuracy andsufficiency. Issues around studying human subjects, Product Research-Analysis of Diffusion of products. Fieldwork Management- Planning and managing data collection operations, training field staff, monitoring progress, and quality control procedures. Ethical Review Boards.

Case: Rural Consumer Behavior in Developing Economies: A Review of Social and Marketing Interventions

Module - 3 Decision Support System **(10 hours)**

Marketing Decision Support System-meaning, Use of Decision Support Systems in Marketing Research, Data base & Data warehousing. The three Vs Volume, Velocity & Varity, The Fourth V- Value. Elements of data base, types of data base, using marketing data base for marketing intelligence, ways to gather consumer data.

AI Tools- for dashboards and marketing decision support.

Case Study: Rural Marketing Strategies

Module -4 Applications of Marketing Research **(10 hours)**

Applications of Marketing Research- Introduction, Consumer Market Research, Business-to Business Market Research, Product Research, Product Adoption decisions, Pricing Research, Motivational Research, Distribution Research, Advertising Research, Media research, Sales Analysis and Forecasting, Product prototypes, evaluating prototypes, Luxury and Lifestyle products.

AI-Powered Consumer Insight Research- Using AI and machine learning tools to extract deep consumer insights, sentiment analysis, and real-time trend prediction.

Voice and Conversational Commerce Research- Exploring consumer behavior in interactions with voice assistants and chatbots, optimizing marketing for voice-driven search and purchases.

Module -5 Predictive Analysis **(10 hours)**

Concept, how good are models at predictive behavior, benefits and applications, pitfalls, importance of predictive model, process of predictive analytics. Predictive Analytics, Data Mining and Big Data_ Myths, Misconceptions and Methods by Steven Finlay. AI Tools: build simple predictive models for marketing data
Skill Development Activity From Insight to Impact: Designing Data-Driven Rural Marketing Strategies. Students will work in groups to design and implement a marketing research project focused on rural consumer behavior in developing economies. They will define research questions, design surveys using methods like Conjoint Analysis, and develop a sampling plan for target respondents. Students will conduct data collection, ensuring quality control and monitoring progress, before applying AI tools to perform predictive analytics and identify patterns in consumer behavior. Finally, each group will present their findings and marketing recommendations, practicing their ability to analyze data, use AI for insights, and effectively communicate research outcomes.

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

MBAMA316.1	Apply marketing research methods and marketing intelligence tools to solve business problems.
MBAMA316.2	Analyze research designs, sampling methods, and data collection techniques for marketing projects.
MBAMA316.3	Develop marketing decision support solutions using databases and data warehousing concepts.
MBAMA316.4	Evaluate the application of marketing research across consumer, business, and emerging technology contexts.
MBAMA316.5	Apply predictive analytics, data mining, and AI-based techniques to interpret and forecast market trends.
MBAMA316.6	Create and present a comprehensive marketing research project incorporating ethical practices and analytical insights.

Sl. No.	Title of the Book	Name ofthe Author/s	Name of the Publisher	Editionand Year
Textbooks				
1	Marketing Research- An Applied Orientation	Naresh K Malhotra & Satya Bhushan Dash	Pearson Education	Seventh edition 2019
2	Business Intelligence and Analytics: Systems for decision support	Ramesh Sharda, Dursun Delen, Efraim Turban	Pearson	Tenth Edition 2018
Reference books				
1	Market Research: Text and cases	Rajendra Nargundkar	McGrawHill Education	Fourth Edition 2019

2	The Effective Useof Market Research: How to drive and focus better business decisions	Robin J Birn	Viva	Fourthedition 2017
3	Marketing Research: A Global Outlook	V Kumar	Sage Publications	First Edition 2015

Web links/Video Lectures/MOOCs

1. https://nptel.ac.in/courses/110107113/
2. https://www.researchgate.net/publication/379449350_RURAL_MARKETING_STRATEGIES_A_CASE_STUDY_OF_DABUR_INDIA_LIMITED
3. https://www.jmsr-online.com/article/rural-consumer-behavior-in-developing-economies-a-review-of-social-and-marketing-interventions-278

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBAMA316.1	3	3	-	-	-	3	-
MBAMA316.2	-	2	-	2	-	2	-
MBAMA316.3	2	2	-	-	-	-	2
MBAMA316.4	-	2	-	2	-	-	-
MBAMA316.5	3	3	-	-	-	-	3
MBAMA316.6	-	-	3	3	3	-	-

1: Low 2: Medium 3: High

LOGISTICS & SUPPLY CHAIN MANAGEMENT			
Course Code	**MBAMM317**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Theory	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L: T:P)	(4:0:0)	SEE	3 Hours
Total Hours	50 hours	Credits	04

Course Learning Objectives:

1. To understand the basic concepts of logistics and supply chain management
2. To provide insights for establishing efficient, effective and sustainable supply chains.
3. To comprehend the role of Information Technology in warehousing, transportation and Inventory management in SCM.
4. To examine international logistics and its environment

Module-1 Supply Chain (10 hours)

Concepts, Scope, supply chain framework, key issues in SCM, benefits. Elements of Logistics, types, Innovations in Supply Chain. Estimating customer demand, forecasting in Supply Chain. Metrics of supply Chain, Drivers of supply chain, Bull whip effect, Overview National Logistics Policy.

Self-learning :CSCM(Circular supply chain management)

Text book 1 and 2. Chapter 1, chapter 2

Module – 2 Warehouse Management System (10 hours)

Warehousing- scope, primary functions, Types. Warehouse Layout Design, criteria. Warehouse Management System.

Distribution Management, Designing the distribution network, role of distribution, factors, distribution networks in practice, network design in the supply chain, factors affecting the network design decisions. HUB & SPOKE vs Distributed Warehouses.

Text book 2 chapter 4, Text book 1 Part 2

Module -3 Inventory Management (10 hours)

Concept, various costs associated with inventory, EOQ, buffer stock, lead time reduction, reorder point re-order level fixation, ABC analysis, SDE/VED Analysis. Goals, need, impact of inventory management on business performance. Types of Inventories, Alternative approach for classification of inventories, components of inventory decisions, inventory cost management, business response to stock out, replenishment of inventory, material requirements planning.

AI tools-Inventory management and stock measurement.

Text book 1 Part 2, Text book 2-chapter 5

Module -4 Transportation (10 hours)

Role, functions, mode of transportation and criteria of decision. Transportation Infrastructure. Factors impacting road transport cost, hazards in transportation, State of Ocean Transport, Packaging Issues in Transportation, role of containerisation.

International Logistics - Logistics and Environment, Methods and tools facilitating International Logistics, challenges, Integrated Supply Chain and Logistics Value Chain,

Supply Chain Security Initiatives in the USA. Sourcing Decisions in Global SCM- Logistics, trends, Key issues in Global sourcing, Factors influencing Outsourcing. Performance Management in Supply Chain. Text book 1 part 2, Text book 2 -chapter 6
Module -5 Logistics Management (10 hours)
Logistics of part of SCM, logistics costs, inbound and out bound logistics. Demand Management and Customer Service- CPFRP, customer service, expected cost of stock outs. Reverse logistics Recent Issues in SCM-Role of IT in supply chain management, CRM Vs SCM, Benchmarking concept, features and implementation, outsourcing – basic concepts, value addition in SCM. Case study :Sustainable Supply chain management: A case study at IKEA. Text book 1 Part 3, Text book 2 chapter 8

Skill Development Activity:

1. The Role of E-Commerce in Supply Chain Management, Green Supply Chain Management. integrates environmental thinking into SCM, from product design to material sourcing, manufacturing, and final product delivery.
2. Students are expected to choose any four Indian Organizations and study their supply chain in terms of drivers of the Supply chain and submit a report.
3. Evaluation should be done based on the submission of paper report by students.

Course Outcomes: At the end of the course the student will be able	
MBAMM317.1	Analyse modern SCM frameworks and emerging technologies, inventory management**,** to design resilient and efficient supply chains.
MBAMM317.2	Assess and optimize transportation networks and Logistics management for the business and able to recommend areas of improvement.
MBAMM317.3	Examine concepts and activities of Warehouse management, Bullwhip concepts to actual organizations
MBAMM317.4	Analyse the role of technology Network and distribution in logistics and supply chain management.
MBAMM317.5	Discover knowledge and functions of CRM, SCM value chain concepts in real word experience.
MBAMM317.6	Analyse strategic procurement and International Logistics technique and response to stockout in real word scenario

Sl. No.	**Title of the Book**	**Name of the Author/s**	**Name of the Publisher**	**Edition and Year**
Textbooks				
1	Supply chain- Logistics management	Donald Bowersox, David J closs, M.Bixby cooper, John C Bowersox	Tata Mc Graw hill Publishing company	Sixth Edition,2023

2	Integrated supply chain and Logistics management	Rajat K,Baisya	Sage Publication India Pvt Ltd.	First edition,2020
Reference Books				
1	Supply Chain Management-Strategy, Planning and Operation,	Sunil Chopra, Peter Meindl, D.V.Kalr,	Pearson	First Edition, 2018
2	Logistics and Supply Chain	Martin Christopher	Pearson Education	First Edition 2023
3	Global Logistics and supply chain management	John mangan Chandra Lalwan Ram singh	Wiley	Fourth Edition,2024

Additional Resources: Web links/NPTEL Courses

1. https://onlinecourses.nptel.ac.in/noc24_hs128/preview
2. https://www.youtube.com/watch?v=Eg7m4iTooUE&t=170s
3. https://www.coursera.org/lecture/supply-chain-principles/welcome-to-supply-chain-management-w5Gzu

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**
MBAMM317.1	**2**	**2**	**-**	**-**	**-**	**2**	**-**
MBAMM317.2	**3**	**3**	**-**	**-**	**3**	**-**	**-**
MBAMM317.3	**2**	**2**	**-**	**2**	**-**	**-**	**-**
MBAMM317.4	**-**	**1**	**-**	**1**	**-**	**-**	**-**
MBAMM317.5	**-**	**-**	**2**	**-**	**2**	**-**	**-**
MBAMM317.6	**-**	**-**	**3**	**-**	**-**	**-**	**3**

1: Low 2: Medium 3: High

RURAL MARKETING

Course Code	**MBAMM318**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Theory	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L:T:P)	(4:0:0)	SEE	3 Hours
Total Hours	50 hours	Credits	04

Course Learning Objectives:

1. To examine the concepts, classifications, and environment of rural and agri-business markets in India.
2. To analyze factors influencing rural consumer behavior and apply marketing concepts.
3. To evaluate rural marketing strategies and propose solutions for better customer satisfaction.
4. To design innovative and sustainable marketing initiatives using digital and sectoral interventions.

Module-1 Introduction (10hours)

Agri-business marketing and rural marketing concepts, classification of rural markets, rural vs. urban markets. Rural marketing environment: Population, occupation pattern, income generation, location of rural population, expenditure pattern, literacy level, land distribution, land use pattern, irrigation, development programs, infrastructure facilities, rural credit institutions, rural retail outlets, rural areas requirement, rural demand and rural market index, the challenges and opportunities in promoting agricultural products and services in both urban and rural markets.

Textbook 1: Ch 2

Module -2 Rural Consumer behaviour (10 hours)

Consumer buying behaviour- Models, Factors, Characteristics of Rural Consumer-Age and Stages of the Life cycle, Occupation and Income, Economic circumstances, Lifestyle, Personality and Brand Belief, Information Search and pre-purchase Evaluation, Rise of Consumerism, Brand Loyalty.

Researching Rural Market- Sensitizing rural market, Research design- reference frame, Research approach, Diffusion of innovation, Development studies, PRA approach, The need for PRA, Sampling, Operational aspects of data collection.

Textbook 1: Ch 3&4.

Module -3 Rural Marketing of FMCG (10 hours)

Indian FMCG industry- characteristics, Challenges, Rural Marketing of FMCGs.

Rural Marketing of Consumer durables- Issues related to consumer durables.

Rural marketing of financial services- objectives and approaches, Evolution of rural banking after independence, Challenges, opportunities, marketing strategies for banking services.

Case Study: Rural marketing strategies: A case study of Dabur India Limited

Textbook 1: Ch 2, Ch 6, Ch 10.

Module -4 Marketing of agricultural inputs and products (10 hours)

Indian tractor industry- Concept, Challenges, factors, future prospects, marketing strategies. Fertilizer industry in India- Marketing, classification, Challenges, marketing strategies. Profiling of Indian agricultural produces marketing- challenges, Strategies to promote marketing of agricultural product.Corporate sector in agri-business- Reasons, opportunities, benefits. AI Tool: CropIn AI Textbook 2: Ch 2 & 3.
Module - 5 Initiatives and prospects of rural market (10 hours)
Initiatives of Rural Marketing- measures by Government Initiatives, Co-operative and Private Sector, Present Scenario-Rural Female Empowerment, Micro Financing, Mobility in Emerging Markets, Growing Rural Tourism. E- Commerce- Importance, Impact of E-Marketing, Digital Village, Role of social media in rural marketing. Information Technology- Impact, E-Chaupal, Project Shakti, Web-casting-online training and guidance to farmers. Future of Rural Marketing- Changing Role, Rural Income and Demand, Problems, Chemical fertilizers, Certified seeds and Agricultural Equipment, Tractors, Engines, Pump Sets, Marketing of Agricultural products- Online Marketers-Exploring innovative approaches and emerging trends in agri-business and rural marketing for a sustainable future. Case Study: ITC’s e-Choupal – Taking E-Business to Farmers Self Learning Content : Grameen Bank & Self-Help Groups in India. Textbook 1: Ch10, Ch13.

Skill Development Activity: 1. Visit a village and undertake research about the buying pattern of rural consumers. 2. Each student to give presentation of 5 minutes with respect to rural consumer buying behaviour.

Course Outcomes: At the end of the course the student will be able to:	
MBAMM318.1	Analyze the scope, environment, and classification of rural and agri-business markets to understand challenges and opportunities.
MBAMM318.2	Evaluate the behavioural and socio-economic factors influencing rural consumer decision-making and their implications for marketers.
MBAMM318.3	Analyze marketing strategies for rural FMCG, durables, and financial services with focus on consumer satisfaction and service outreach.
MBAMM318.4	Evaluate marketing strategies for agricultural inputs and produce to promote corporate engagement in agribusiness.
MBAMM318.5	Analyze the role of digital innovations, IT and government-private initiatives in enhancing rural marketing effectiveness.
MBAMM318.6	Evaluate emerging rural market trends and propose sustainable marketing solutions through innovative practices.

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Rural Marketing	Pradeep Kashyap	Pearson Education	2023
2	Agribusiness and Technology: Revolutionizing the future of farming	Gopal Swamy & Punam	Sujit Sahgal	2023
Reference Books				
1	Rural Marketing	Dogra & Karminder Ghuman	Tata McGraw Hill	2018
2	Rural Marketing: Developing the Non-Urban Consumer	Sanal Kumar Velayudhan	Sage Publications India	Third edition, 2022
3	Agricultural Marketing in India	S S Acharya NL Aggarwal	CBS Publishers	Sixth edition, 2020

Additional Resources: Web links/NPTEL Courses

Web links/Video Lectures/MOOCs

1. https://youtu.be/Hguauxu_0bM
2. https://youtu.be/d8-k2LbP-y4
3. https://youtu.be/WttNQtX5cyA
4. https://youtu.be/OpU33j9wVss
5. https://youtu.be/jpqZb0ZhA2s

Case Study Link:

6. https://www.researchgate.net/publication/379449350_RURAL_MARKETING_STRATEGIES_A_CASE_STUDY_OF_DABUR_INDIA_LIMITED
7. https://www.ceew.in/sustainable-agriculture-initiatives/e-choupal-initiative-case-study?utm_source=chatgpt.com

Course Articulation Matrix

COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBAMM318.1	2	2	-	-	-	2	-
MBAMM318.2	3	3	-	-	-	-	3
MBAMM318.3	-	1	-	-	1	-	-
MBAMM318.4	3	-	-	3	-	-	-
MBAMM318.5	-	2	-	-	2	-	-
MBAMM318.6	-	2	2	-	-	-	-

1: Low 2: Medium 3: High

PYTHON FOR MANAGERS			
Course Code	**MBABA313**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Practical	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L:T:P)	4:0:0	SEE	3 Hours
Total Hours	50 hours	Credits	04

Course Learning Objectives:

1. To analyse various functions of python.
2. To evaluate business activities using python
3. To understand machine learning and its applications.
4. To apply data visualization tools.

Module 1: Introduction to Python (10 Hours)

Overview of Python and its applications in business, Python syntax and basic programming constructs (variables, data types, operators), Introduction to data structures in Python (lists, tuples, dictionaries, sets), Control flow statements (if-else, loops), Functions and modular programming,

Practical: Setting up the Python environment (Anaconda, Jupyter Notebooks), Writing and executing simple Python scripts, using basic control flow (if-else statements), Creating and using basic functions, Importing and using a basic library (e.g., math), AI tools for Writing Python scripts.

Case Study: Exploratory Data Analysis and Visualization: Netflix data Using Python Libraries

Textbook 1: Chapter 1 and 2

Module 2: Data Handling and Analysis with Python (10 Hours)

Introduction to libraries and packages File handling (reading and writing files), Introduction to NumPy for numerical data handling, Pandas for data manipulation and analysis, Data cleaning and pre-processing techniques

Practical: Working with lists and dictionaries, importing and reading files using Python, performing basic numerical operations with NumPy, Creating and manipulating simple Pandas Data Frames, Cleaning data, AI tools in Data cleaning

Self-Learning Component: Exploratory Data Analysis (EDA) with Pandas Profiling

Textbook 1: Chapter 3

Module 3: Data Visualization (10 Hours)

Importance of data visualization in business decision-making, Overview of visualization libraries (Matplotlib, Seaborn), Principles of creating effective visualizations, Types of charts and their applications (line charts, bar charts, histograms), Customizing visualizations, Representing ESG (Environmental, Social, Governance) KPIs visually.

Practical: Matplotlib, Seaborn, Line plot, histogram Plot, Scatter Plot, Pie Plot, Pair Plot.

Case Study: Netflix Case Study (EDA): Unveiling Data-Driven Strategies for Streaming

Textbook 1: Chapter 5

Module 4: Business Applications of Python (10 Hours)

Overview of Python in various business domains (marketing, finance, Human Resources), Automation and scripting for repetitive tasks, analysing business data to extract insights, Predictive analytics using Python.

Practical: NumPy Financial, Future Value, Present Value, NPV, VAR, Sentiment Analysis,

Eye Gaze Analytics, Content Marketing Real time Projects: HR Analytics Dashboard Textbook 1: Chapter 6
Module 5: Application of Machine Learning & AI in Business (10 Hours)
Basic concepts of machine learning, Types of machine learning algorithms, Applications of machine learning in business, machine learning process, Supervised and Unsupervised Learning, Ethical considerations in machine learning, Challenges, and limitations of machine learning in business, Future trends in machine learning for business, Text Analytics. Predictive analytics for renewable energy demand. AI-driven waste management systems. Self-Learning Components: Natural Language Processing (NLP) for Business Insights Textbook 2: Chapter 1 and Chapter 2

Skill Development Activity: Build a Business Profit Forecasting Tool Using Python Students will create a simple Python-based tool to forecast monthly or quarterly business profits using past sales, cost, and expense data. They will use Pandas for data handling, apply linear regression models from scikit-learn, and visualize trends with Matplotlib. This activity helps students build practical skills in financial forecasting and apply Python for strategic business planning.

Course Outcomes: At the end of the course the student will be able:	
MBABA313.1	Apply Python to solve structured business problems.
MBABA313.2	Evaluate data handling and pre-processing using Python libraries.
MBABA313.3	Develop visualizations and interpret patterns with Python tools.
MBABA313.4	Apply Python-based tools for financial and data-driven insights.
MBABA313.5	Assess business issues using ML models and ethical considerations.
MBABA313.6	Develop and present Python solutions showing entrepreneurial thinking

Sl. No.	**Title of the Book**	**Name of the Author/s**	**Name of the Publisher**	**Edition and Year**
Textbooks				
1	Basic Python for Data Management, Finance, and Marketing	Art Yudin	Apress	First Edition, 2021
2	Machine Learning using Python	Manaranjan Pradhan, U Dinesh Kumar	Wiley	First Edition, 2019
Reference Books				
1	Python Programming for Economics and Finance	Thomas J. Sargent John Stachurski	QuantEcon	First Edition, 2024
2	Python for Data Analysis	Wes McKinney	O'Reilly	First Edition, 2012
3	Python Crash Course	Eric Matthes	No Strach Press	Second Edition, 2019

Additional Resources: Web links/NPTEL Courses
1. https://youtu.be/wUSDVGivd-8?si=AmsVe5pUEIXa_rAN 2. https://www.codecademy.com/catalog/language/python 3. https://www.learnpython.org/#google_vignette 4. https://www.analyticsvidhya.com/blog/2023/06/netflix-case-study-eda-unveiling-data-driven-strategies-for-streaming/?utm_source=chatgpt.com 5. https://www.researchgate.net/publication/375419825_Exploratory_Data_Analysis_and_Visualization_Netflix_data_Using_Python_Libraries

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBABA313.1	1	1	-	-	-	1	-
MBABA313.2	3	3	3	-	-	-	-
MBABA313.3	-	3	-	3	-	3	-
MBABA313.4	-	2	-	-	2	-	2
MBABA313.5	-	1	1	1	-	-	-
MBABA313.6	-	2	-	-	2	2	-

1: Low 2: Medium 3: High

FINANCIAL ANALYTICS			
Course Code	**MBABA314**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Theory	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L:T:P)	(4:0:0)	SEE	3 Hours
Total Hours	50 hours	Credits	04

Course Learning Objectives:

1. To understand financial data analysis and modeling.
2. To apply machine learning for financial insights.
3. To build financial models for decision support.
4. To utilize statistical tools for financial forecasting

Module 1: Introduction to Financial Analytics (10 Hours)

Introduction – Importance, Types, Component, Implementation, Corporate Financial Analytics, Investment Financial Analytics, Fraud detection analytics, Risk analytics, Profitability analytics, Portfolio management analytics, Current Financial Challenges.
Textbook 1: Ch 1

Module 2: Portfolio and Fraud Analytics using R (10 Hours)

Portfolio Risk and Return, Sharpe ratio, Markowitz Theory,
Financial Fraud Analytics, Types, Techniques, Key Metrics-Models for fraud detection, Steps in implementation-challenges and future directions. Benford's Law, Key Concepts, Application of Benford's Law-Limitations.
Portfolio Analytics using R. Technical analysis: EMA, RSI. Predicting Credit Card Frauds.
Self-Learning Component: Financial Risk Management
Textbook 1: Ch 3 Textbook 2: Ch:4

Module 3: Financial Modelling using MS Excel (10 Hours)

Financial Data Types, Financial Data, Market Data, Business Data, Net Present Value, Internal Rate of Return, Enterprise Value, Practical application of discounted cash flow (DCF) and comparable company analysis (CCA), Event studies. AI tool for modelling. DCF & CCA valuation
Textbook 2: Ch 5-7

Module 4: Financial statistics using R (10 Hours)

Time series and Forecasting, Stationarity, Auto-Regressive (AR) Models, Moving Average (MA) Processes, ACF, PACF, ARMA Model, ARIMA Model, Stationarity- ADF Test, univariate and Multivariate GARCH models *(Theory & Lab)*
Textbook 1: Ch 6

Module 5: Machine Learning and Financial Analytics (10 Hours)

Theory: Adoption of Machine Learning in Financial Analytics, Importance of Machine Learning in Financial Analytics, Competitive Advantages, Applications of Machine Learning in Finance: Process Automation, Algorithmic Trading, Risk Assessment, Natural Language Processing (NLP) for Financial Sentiment Analysis, Implementation Challenges of ML in corporate sector, Future Trends and Considerations.
Case Study: Financial Distress Model Prediction Using Machine Learning:
Self-Learning Component: Machine Learning for Trading
Textbook 1: Ch 8

Skill Development Activity: GARCH Modelling
The Skill-Based Activity (SBA) involves implementing GARCH (Generalized Autoregressive Conditional Heteroskedasticity) models using R to analyse and forecast financial market volatility. Students will work with real stock market time-series data, test for stationarity, and build appropriate GARCH models (e.g., GARCH(1,1), EGARCH, TGARCH) to understand volatility clustering. This hands-on activity develops key technical skills in financial econometrics, enhances interpretation of statistical output, and deepens insights into market risk behaviour—essential for roles in trading, investment analysis, and risk management

Course Outcomes: At the end of the course the student will be able:	
MBABA314.1	To Analyse core concepts of financial analytics and its applications in modern finance.
MBABA314.2	To Apply analytical tools in R to evaluate portfolio performance and detect financial fraud.
MBABA314.3	To Evaluate investment decisions using financial modeling techniques in Excel.
MBABA314.4	To Analyse and forecast financial time series using statistical models in R.
MBABA314.5	To Evaluate the role of Machine Learning in financial analytics and propose viable applications.
MBABA314.6	To Develop financial strategies and solutions using integrated analytical approaches across platforms.

Sl. No.	**Title of the Book**	**Name of the Author/s**	**Name of the Publisher**	**Edition and Year**
Textbooks				
1	Financial Analytics with R: Building a Laptop Laboratory for Data Science	Mark J. Bennett Dirk L. Hugen	Cambridge University Press	First Edition, 2016
2	Financial Modeling	Simon Benninga	MIT Press	Fifth Edition, 2022
Reference Books				
1	Financial Modeling and Valuation: A Practical Guide to Investment Banking and Private Equity	Paul Pignataro	Wiley	Second Edition, 2022
2	Financial Analytics	Pitbas Mohanty	Wiley	First Edition 2023
3	Financial Data Analytics: with Machine Learning, Optimization and Statistics	Sam Chen, Ka Chun Cheung, Phillip Yam, Kaiser Fan	Wiley	First Edition 2024

Additional Resources: Web links/NPTEL Courses

1. https://www.cfainstitute.org/en/rpc-overview/fintech#:~:text=Fintech%2C%20or%20financial%20technology%2C%20refers,of%20financial%20services%20and%20products.
2. https://www.coursera.org/specializations/wharton-fintech
3. https://youtube.com/playlist?list=PLqMl6r3x6BUTG9VqVohMvS4aLc53uC_GC&si=wVCFVyBNeegHOiXn
4. https://www.youtube.com/watch?v=wPp9XYisds4
5. https://www.researchgate.net/publication/367536737_Financial_Distress_Model_Prediction_Using_Machine_Learning_A_Case_Study_on_Indonesia%27s_Consumers_Cyclical_Companies?utm_source=chatgpt.com

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**
MBABA314.1	**2**	**2**	**-**	**-**	**-**	**2**	**-**
MBABA314.2	**-**	**2**	**-**	**2**	**-**	**2**	**-**
MBABA314.3	**3**	**3**	**-**	**-**	**3**	**-**	**-**
MBABA314.4	**-**	**2**	**2**	**-**	**-**	**2**	**-**
MBABA314.5	**-**	**2**	**-**	**2**	**-**	**-**	**2**
MBABA314.6	**2**	**-**	**-**	**-**	**2**	**-**	**2**

1: Low 2: Medium 3: High

DIGITAL PRODUCT MANAGEMENT

Course Code	**MBABA315**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Theory	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L:T:P)	4:0:0	SEE	3 Hours
Total Hours	50 hours	Credits	04

Course Learning Objectives:

1. To understand digital product lifecycle and management fundamentals.
2. To develop strategic product vision and roadmap for business growth.
3. To examine customer-centric approach for product development and decision-making.
4. To leverage AI to enhance product management strategies and execution

Module 1: Introduction to Digital Product Management (10 Hours)

Concept, characteristics, types, digital Product Life Cycle, key aspects - Responsibilities, Lifestyle stages, Cross Function Teams, Key Principles, Customer-Centricity in the Product Development Process

Digital transformation and digital products, Traditional product management, horizons of digital product management. Digital Product Manager Skills and strategies, Roles and Responsibilities

Textbook 1: Ch 1

Module 2: Product Strategy: Creating Business Value (10 Hours)

Product vision: Exploring customer needs, forming a clear value proposition, Value, Empathy Maps, finding a Valuable Problem, Kano analysis, product vision, finding the opportunity, mapping JTBD and the value proposition/ Product Strategy: The Product Positioning Statement, Identifying the Customer, Market Strategies, Ansoff Matrix, Five Forces Model, Key Product Benefits and Differentiation, Porter's Generic Strategies, Expressing Your Strategy, Creating and Capturing Business Value. AI tools for market research. Value Proposition Canvas

Self-Study Component: Analyse an AI-First Product, Deconstruct a Value Proposition of digital products

Textbook 1: Ch 3

Module 3: Product Roadmaps (10 Hours)

Roadmap, Roadmap Audience, Building the Roadmap-Goals and Objectives, Levels of Detail-Developing Your Roadmap Using Themes- Prioritising Your Roadmap-Impact Vs Effort/ Roadmaps and Other Artefacts-Project Plan, Release Schedule, Backlogs and Roadmaps, Presenting Your Roadmap, Roadmap Timescales, Integrating Roadmaps Across Teams

Textbook 1: Ch 4

Module 4: Customer Experience and Decision Making (10 Hours)

Customer Experience, Relation Between Usability, User Experience and Customer Experience, Double Diamond Design Process, Problem and Feature Identification, Price Setting, Revenue Model.

Problem And Feature Prioritisation- The Customer Experience Pyramid, Kano analysis, RICE

Data-Driven Decisions: Giff Constable's Truth curve, Discovering Uncertainties: Valuable/usable/ feasible/viable, Key Milestones and Metrics, AARRR funnel, Validation techniques, creating new products versus improving Existing ones.

Textbook 1: Ch 5

Module 5: Digital product management using AI (10 Hours)

AI-Powered Product Management, Best Practices for AI-Enhanced Product Management

Developing a Go-to-Market Strategy with AI, Implementing Your AI-Enhanced GTM Strategy Intersection of Digital Product Management and AI. Use of data analytics for product managers, UX design in product management, Agile and Lean methodologies, sustainability in digital products.
Case study: Individual Case Study & Report: Spotify
Textbook 1: Ch 7

Skill Development Activity: Classroom Simulation
Students will participate in a classroom simulation where they form cross-functional teams to manage a product feature development cycle using Agile methodology. Each team will assume roles such as Product Manager, UX Designer, Data Analyst, and Developer. They will conduct a sprint planning session, define user stories, allocate tasks, and run a mock development sprint. The activity culminates in a sprint review and retrospective, where teams reflect on their performance and suggest improvements. This hands-on experience enhances collaboration, decision-making, and practical understanding of AI-driven digital product management in real-time business scenarios.

Course Outcomes: At the end of the course the student will be able :	
MBABA315.1	To analyse the principles and responsibilities involved in digital product management.
MBABA315.2	To evaluate product strategies using market analysis tools and frameworks.
MBABA315.3	To apply prioritization frameworks and decision-making models for roadmap and product development.
MBABA315.4	To evaluate customer experience using design thinking and usability metrics.
MBABA315.5	To develop an ai-enhanced go-to-market strategy for a digital product.
MBABA315.6	To analyse cross-functional collaboration and digital product life cycle for sustainable innovation.

Sl. No.	**Title of the Book**	**Name of the Author/s**	**Name of the Publisher**	**Edition and Year**
Textbooks				
1	Digital Product Management	Kevin J. Brennan, Sallie Godwin, Filip Hendrickx	BCS, The Chartered Institute for IT	First Edition, 2022
2	Digital Product Management A Complete Guide	Gerardus Blokdyk	5STAR Cooks	Second Edition, 2021
Reference Books				
1	Digital Product Management, Technology and Practice: Interdisciplinary Perspectives	Troy J. Strader	Business science reference	First Edition, 2011
2	Building Digital Products The Ultimate Handbook for Product Managers	Alex Mitchell	Independently Published	Second Edition, 2019

3	Product Management in the Digital Era: Theory and Practice	Srinivas R Pingali, Shankar Prakash, Kiran Pedada, Jyothi R Korem	Routledge India	First Edition, 2024

Additional Resources: Web links/NPTEL Courses

1. https://www.linkedin.com/pulse/what-digital-product-key-principles-management-ai-powered-rajoo-jha-iiqxc/
2. https://www.productside.com/the-ultimate-guide-to-digital-product-management/
3. https://youtu.be/6_aB0M8aVpU?si=U_qie9hSrejFNKIB
4. https://www.linkedin.com/pulse/what-trends-shaping-future-product-management-ravi-preyadarshi-6pyvc/
5. https://www.techtarget.com/searchcio/definition/digital-ecosystem
6. https://www.researchgate.net/publication/383598771_Individual_Case_Study_Report_Spotify

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**
MBABA315.1	**2**	**2**	**2**	**-**	**-**	**-**	**-**
MBABA315.2	**3**	**-**	**3**	**3**	**-**	**-**	**3**
MBABA315.3	**3**	**3**	**-**	**-**	**3**	**-**	**-**
MBABA315.4	**-**	**1**	**1**	**1**	**-**	**-**	**-**
MBABA315.5	**-**	**3**	**-**	**3**	**3**	**-**	**3**
MBABA315.6	**-**	**-**	**3**	**-**	**3**	**-**	**-**

1: Low 2: Medium 3: High

DIGITAL BANKING & CYBER SECURITY

Course Code	**MBABA316**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Theory	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L:T:P)	4:0:0	SEE	3 Hours
Total Hours	50 hours	Credits	04

Course Learning Objectives:

1. To understand the foundational concepts of banking technology and its evolution.
2. To analyse the role of technology in delivering banking services and products.
3. To evaluate the impact of digital payments on the banking industry.
4. To develop strategies for mitigating cybersecurity risks in the banking sector.

Module 1: Banking and Information Technology (10 Hours)

Computerisation in Banks, Various Committees Relevant to Technology in Banking
Technology Transformation in Banks- Advanced Ledger Posting Machines (ALPM), Branch-Level Computerization, Total Branch Automation.
Core Banking- Features, Business Components, Data Centre,
Alternate delivery channels- Automatic Teller Machines (ATMs), Mobile Banking System, Point of Sale (POS) Terminals, Internet Banking, Telebanking, Chatbots, E-Wallets, Robots, Social Media, Wearables.
Role of RBI in technology, open banking, Neo Banking, Understanding digital delivery channels
Case study: Digital transformation and its effects on the competency framework
Textbook 1: Ch 1-4

Module 2: Applications of Information Technology in Banking (10 Hours)

Technologies used in Banking, Computing, Three-tier Architecture Software,
Virtualization-Key Components, Service-Oriented Architecture (SOA),
Storage- Types, Technologies, Data replication techniques,
Networking- Software-Defined Networking (SDN), Load Balancing, Wireless Communications Protocols, Bluetooth, NGFW, Cloud Computing, Edge computing: Serverless Computing, Low-code and No-code Platforms, GI Cloud (MEGHRAJ), File and Message transferring Technologies
Textbook 1: Ch 8-9

Module 3: Payments and Settlement Systems (10 Hours)

Introduction, Need, Characteristics, Evolution, Electronic Payment System, Initiatives in Developing Payment Procedures, Global Payment Systems Real Time Gross Settlement (RTGS), National Electronic Funds Transfer System, Cheque Truncation System (CTS), National Automated Clearing House (NACH), National Financial Switch (NFS)
Self-Learning Component: Global Payment Systems (SWIFT, Fedwire)
Textbook 2: Ch 2

Module 4: Retail Digital Payment Systems (10 Hours)

Introduction, Principles, National Payments Corporation of India (NPCI), Retail Payment Systems, RuPay Cards, Aadhaar Enabled Payment System (AEPS), Unified Payment Interface (UPI), Bharat Interface for Money (BHIM), National Electronic Toll Collection (NETC), Bharat QR, Central Bank Digital Currency (CBDC), Payment System Flowchart.
Textbook 2: Ch 3

Module 5: Introduction to Cyber Security (10 Hours)
Information Security, Information Security and CIA Triad, Threats and Vulnerabilities, Layers of Information Security, People, Process and Technology Cyber Security Governance- Principles of Cyber Security Governance, Roles and Responsibilities Risk Management-Steps, Types of Cyber Security Risks, Business Impact Analysis, Cyber Security Compliance, System Audit. Textbook 1: Ch 15-20

Skill Development Activity:
Cyber Risk Analysis and Digital Payment Innovation Mapping Students will analyse cybersecurity risks in digital banking platforms and create a risk heat map using tools like Excel. They will also map digital payment innovations such as UPI, RuPay, and CBDC to real-world use cases using current data. This activity enhances analytical thinking, practical tech skills, and understanding of digital transformation in banking.

Course Outcomes: At the end of the course the student will be able:

MBABA316.1	To Understand how banking has evolved through IT, automation, and new models.
MBABA316.2	To Evaluate how core banking, data centres, and delivery channels improve efficiency.
MBABA316.3	To Analyse banking IT architecture using virtualization, cloud, and edge computing.
MBABA316.4	To Assess the design, features, and regulations of payment and settlement systems.
MBABA316.5	To Examine retail digital payments and upcoming fintech innovations.
MBABA316.6	To Analyse cybersecurity, risk, and governance in digital banking protection.

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Information Technology & Digital Banking	Indian Institute of Banking & Finance (IIBF)	Macmillan Education India	First edition, 2023
2	Introduction to Fintech	Chandrahauns Chavan, Atul Patankar	Pearson	First Edition, 2024
Reference Books				
1	FinTech Future: The Digital DNA of Finance	Sanjay Phadke	Atlantic Publishers and Distributors (P) Ltd	First Edition, 2023
2	FinTech for Dummies	Steven O'Hanlon, Susanne Chishti	Wiley	First Edition, 2020
3	The Handbook of Banking Technology	Tim Walker, Lucian Morris	Wiley	First Edition, 2021

Additional Resources: Web links/NPTEL Courses

https://www.cfainstitute.org/en/rpc-overview/fintech#:~:text=Fintech%2C%20or%20financial%20technology%2C%20refers,of%20financial%20services%20and%20products.
https://youtube.com/playlist?list=PLqMl6r3x6BUTG9VqVohMvS4aLc53uC_GC&si=wVCFVyBNeegHOiXn
https://www.youtube.com/watch?v=wPp9XYisds4
https://www.theseus.fi/handle/10024/122409

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**
MBABA316.1	**1**	**-**	**-**	**1**	**-**	**-**	**-**
MBABA316.2	**2**	**2**	**-**	**-**	**2**	**-**	**-**
MBABA316.3	**2**	**-**	**-**	**-**	**-**	**2**	**-**
MBABA316.4	**-**	**3**	**-**	**3**	**-**	**-**	**3**
MBABA316.5	**-**	**2**	**-**	**-**	**2**	**2**	**-**
MBABA316.6	**-**	**3**	**-**	**3**	**-**	**-**	**3**

1: Low 2: Medium 3: High

BIG DATA ANALYTICS

Course Code	**MBABA317**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Theory	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L:T:P)	4:0:0	SEE	3 Hours
Total Hours	50 hours	Credits	04

Course Learning Objectives:

1. To analyse various aspects of big data and its application.
2. To understand application of R studio for data cleaning.
3. To analyse big data using visualisation tools of R studio
4. To evaluate various applications of big data analytical tools in business.

Module 1: Introduction to Big Data Analytics (10 Hours)

Overview, characteristics (Volume, Variety, Velocity, Veracity, and Value), and importance. Applications of Big Data Analytics in various industries. Introduction to R programming language- History, features, and installation. Basics of R- Data types, variables, operators, and basic functions. Introduction to RStudio- Interface, basic commands, and scripts

Basic operations in R: Arithmetic operations, variable assignments, and basic function usage.Writing and running simple R scripts

Case Study: Big Data case study of Walmart

Textbook 1: Ch1

Module 2: Data Wrangling and Cleaning (10 Hours)

Understanding data structures in R- Vectors, matrices, lists, and data frames. Data import and export- Reading and writing CSV, Excel, and other file formats. Data manipulation using dplyr- select, filter, mutate, arrange, and summarize functions. Handling missing data: Detection, imputation, and removal techniques, AI tools for Data cleaning.

Importing and exporting datasets in R. Using dplyr for data manipulation tasks. Identifying and handling missing data in a sample dataset.

Textbook 1: Ch1

Module 3: Exploratory Data Analysis (EDA (10 Hours)

Importance, Descriptive statistics- Mean, median, mode, standard deviation, and variance. Data visualization using ggplot2- Introduction to various types of plots (histograms, bar plots, scatter plots, box plots). Identifying patterns, trends, and outliers in data.

Performing descriptive statistics on a sample dataset. Creating various plots using ggplot2 to visualize data. Conducting EDA on a sample dataset to uncover insights. Big Data for Climate Action and Disaster Management.

Self -Learning Component: Data Visualization with Tableau

Textbook 1: Ch2

Module 4: Advanced Data Analytics Techniques (10 Hours)

Concept, importance, Common text processing tasks- Tokenization, stemming, and lemmatization. Techniques for text analysis- Bag of Words (BoW), Term Frequency-Inverse Document Frequency (TF-IDF), and topic modeling. Introduction to sentiment analysis and its applications. AI Tool for Data analytics. Customer Churn Prediction Clustering, Classification and Association Rule.

Textbook 1: Ch 4,5

Module 5: Big Data Technologies and Their Integration (10 Hours)

Introduction to Big Data technologies: Hadoop, Spark, and their ecosystems. Key components of Hadoop: HDFS (Hadoop Distributed File System) and MapReduce. Introduction to Apache Spark: Core concepts, Spark SQL, and Spark MLlib. Overview of how R integrates with Big Data technologies: RHadoop, SparkR, and other packages. Benefits and limitations of integrating R with Hadoop and Spark. Ethical Considerations

in Big Data, Legal frameworks governing Big Data. Textbook 2: Ch 1-3

Skill Development Activity: Classroom Simulation
Students will participate in a classroom simulation where they form cross-functional teams to manage a product feature development cycle using Agile methodology. Each team will assume roles such as Product Manager, UX Designer, Data Analyst, and Developer. They will conduct a sprint planning session, define user stories, allocate tasks, and run a mock development sprint. The activity culminates in a sprint review and retrospective, where teams reflect on their performance and suggest improvements. This hands-on experience enhances collaboration, decision-making, and practical understanding of AI-driven digital product management in real-time business scenarios.

Course Outcomes: At the end of the course the student will be able :	
MBABA317.1	To Apply R programming fundamentals for data analysis and reporting in real-world scenarios.
MBABA317.2	To Analyze and transform datasets using R for effective data wrangling and exploratory data analysis.
MBABA317.3	To Evaluate insights derived from data visualization and descriptive analytics to support decision-making.
MBABA317.4	To Develop advanced analytical models using NLP and machine learning techniques.
MBABA317.5	To Integrate Big Data technologies (Hadoop, Spark) with R to solve large-scale data problems.
MBABA317.6	To Evaluate ethical and legal implications in Big Data Analytics practices.

Sl. No.	**Title of the Book**	**Name of the Author/s**	**Name of the Publisher**	**Edition and Year**
Textbooks				
1	Data Science & Big Data Analytics	EMC Education Services	Wiley	First edition, 2015
2	Big Data Analytics with R and Hadoop	Vignesh Prajapati	Packt	First edition, 2013
Reference Books				
1	Big Data Analytics with R	Simon Walkowiak	Packt	First edition, 2016
2	Big Data Analytics	Venkat Ankam	Packt	First edition, 2016
3	R for Data Science	Hadley Wickham, Mine Çetinkaya-Rundel, Garrett Grolemund	O'Reilly Media	Second edition, 2023

Additional Resources: Web links/NPTEL Courses

1. https://youtu.be/JK2MdJAWEGc?si=QQlOqAi_VVdH6q9G
2. https://onlinecourses.nptel.ac.in/noc22_mg09/preview
3. https://onlinecourses.nptel.ac.in/noc22_mg67/preview
4. https://www.projectpro.io/article/how-big-data-analysis-helped-increase-walmarts-sales-turnover/109?formCode=MG0AV3

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**
MBABA317.1	**2**	**2**	**-**	**-**	**-**	**2**	**-**
MBABA317.2	**3**	**3**	**-**	**-**	**3**	**-**	**3**
MBABA317.3	**-**	**2**	**-**	**-**	**2**	**-**	**-**
MBABA317.4	**-**	**2**	**-**	**-**	**2**	**-**	**-**
MBABA317.5	**3**	**-**	**-**	**3**	**3**	**-**	**3**
MBABA317.6	**-**	**-**	**2**	**2**	**-**	**2**	**-**

1: Low 2: Medium 3: High

<table>
<tr><th colspan="4">WEB & SOCIAL MEDIA ANALYTICS</th></tr>
<tr><td>Course Code</td><td>MBABA318</td><td>CIE Marks</td><td>50</td></tr>
<tr><td rowspan="2">Course Type (Theory/Practical/Integrated)</td><td rowspan="2">Theory</td><td>SEE Marks</td><td>50</td></tr>
<tr><td>Total Marks</td><td>100</td></tr>
<tr><td>Teaching Hours/Week (L:T:P)</td><td>4:0:0</td><td>SEE</td><td>3 Hours</td></tr>
<tr><td>Total Hours</td><td>50 hours</td><td>Credits</td><td>04</td></tr>
<tr><td colspan="4">Course Learning Objectives:
1. To apply social media analytics to evaluate engagement and performance across platforms.
2. To examine web analytics tools and techniques to measure and enhance site metrics.
3. To conduct qualitative evaluations and surveys to improve user experience and site usability.
4. To analyse competitive and web traffic data to identify trends and optimize online strategies.</td></tr>
<tr><td colspan="4">Module 1: Introduction to social media and Web analytics (10 Hours)</td></tr>
<tr><td colspan="4">Social Media Landscape, Need, SMA in Small and Large Organisations- Application of SMA in Different Social Media Platforms.
Web Analytics- Definition, Process, Key Terms- Site References, Keywords and Key Phrases, Building Block Terms- Visit Characterization Terms, Content Characterization Terms, Conversion Metrics; Categories: Offsite Web, on Site Web, Web Analytics Platform, Web Analytics Evolution, Need of Web Analytics, Advantages & Limitations.
Textbook: Ch 1-4</td></tr>
<tr><td colspan="4">Module 2 Data Collection and Web Analytics Fundamentals (10 Hours)</td></tr>
<tr><td colspan="4">Nodes, Ties and Influencers, Social Network, Web Data and Methods. Capturing Data-Web Logs, Web Beacons, Java Script Tags, Packet Sniffing; Outcome Data- E-commerce, Lead Generation, Brand/ Advocacy and Support, Competitive Data: Panel Based Measurement, ISP Based Measurement, Search Engine Data, Organisational Structure. Type and Size of Data, Identifying Unique page Definition, Cookies, Link Coding Issues. Open-source tool for social network analysis
Textbook: Ch 5-8</td></tr>
<tr><td colspan="4">Module 3: Web Metrics & Analytics (10 Hours)</td></tr>
<tr><td colspan="4">Common Metrics- Hits, Page Views, Visits, Unique Page Views, Bounce, Bounce Rate & its Improvement, Average Time On-Site, Real-Time Report, Traffic Source Report, Custom Campaigns, Content Report, Google Analytics; KPIs- Need, Characteristics, Perspective and Uses. Graphs and Matrices- Basic Measures for Individuals and Networks. Random Graphs & Network Evolution, Social Context- Affiliation & Identity. Web analytics Tools: A/B testing, Online Surveys, Web Crawling and Indexing. Natural Language Processing Techniques for Micro-Text Analysis
Self-Learning Component: KPI Development, Funnel Analysis, Data Visualization Principles, Attribution Models.
Textbook: Ch 12</td></tr>
<tr><td colspan="4">Module 4: Facebook Analytics (10 Hours)</td></tr>
<tr><td colspan="4">Parameters, Demographics. Analyzing Page Audience- Reach and Engagement Analysis. Post-Performance on FB; Social Campaigns- Goals and Evaluating Outcomes, Measuring and Analyzing Social Campaigns, Social Network Analysis Like Instagram, LinkedIn,</td></tr>
</table>

YouTube etc. AdWords, Benchmarking, Categories of Traffic- Organic Traffic, Paid Traffic. Google Analytics- Google Website Optimizer, Implementation Technology, Limitations, Performance Concerns, Privacy Issues. Social Media Analytics for Climate Action Campaigns. Case Study: Leveraging Social Media Marketing: A Case Study of Starbucks Digital Success Textbook 2: Ch 4-8
Module 5: Qualitative Analysis **(10 Hours)**
Heuristic Evaluations- Conducting a Heuristic Evaluation, Benefits of Heuristic Evaluations; Site Visits- Conducting a Site Visit, Benefits of Site Visits; Surveys: Website Surveys, Post-Visit Surveys, Creating and Running a Survey, Benefits of Surveys. Web analytics 2.0- Web Analytics 1.0 & its Limitations, Introduction to WA 2.0, Competitive Intelligence Analysis and Data Sources; Website Traffic Analysis- Traffic Trends, Site Overlap and Opportunities. Business Storytelling Textbook 2: Ch 9-14

Skill Development Activity: Digital Footprint Analysis Students will be able analyse their personal online presence using social media and web analytics tools. Through guided self-assessment and peer review, learners interpret engagement metrics, identify digital patterns, and suggest optimization strategies. This hands-on task enhances analytical thinking, self-awareness, and digital branding skills aligned with real-world marketing and analytics practices.

Course Outcomes: At the end of the course the student will be able :	
MBABA318.1	To Understand core principles and uses of Web and Social Media Analytics across platforms and organizations.
MBABA318.2	To Analyse data collection methods and web structures for effective analytics.
MBABA318.3	To Analyse key metrics, KPIs, and tools to assess digital performance and social impact.
MBABA318.4	To Evaluate social media campaigns using platform-specific analytics.
MBABA318.5	To Examine heuristics, surveys, and traffic data to assess website performance and user behaviour.
MBABA318.6	To Apply Web Analytics 2.0 for qualitative and competitive intelligence insights.

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Social Media Analytics	Mathew Ganis, Avinash Koihrka	IBM Press	Second Edition, 2017
2	Social Media Analytics Strategy	Alex Gonçalves	Apress	First Edition, 2016
Reference Books				
1	Social Media Analytics Strategy: Using Data to Optimize Business Performance	April Ursula Fox	Apress	Second Edition, 2022
2	Creating Value With Social Media Analytics	Gohar F. Khan	CreateSpace Independent Publishing	First Edition, 2018
3	Social Media Data Mining and Analytics, An Indian Adaptation	Gabor Szabo, Gungor Polatkan, P. Oscar Boykin, Antonios Chalkiopoulos	Wiley	First Edition, 2025

Additional Resources: Web links/NPTEL Courses

1. https://searchbusinessanalytics.techtarget.com/definition/social-media-analytics
2. https://analytics.facebook.com/
3. https://gameanalytics.com/blog/best-tools-for-mobile-game-developers.html
4. https://www.jetbrains.com/pycharm/features/scientific_tools.html.
5. https://www.researchgate.net/publication/382586535_Leveraging_Social_Media_Marketing_A_Case_Study_of_Starbucks_Digital_Success

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**
MBABA318.1	**2**	**2**	**-**	**-**	**-**	**-**	**-**
MBABA318.2	**-**	**2**	**-**	**2**	**-**	**-**	**-**
MBABA318.3	**2**	**-**	**-**	**-**	**-**	**-**	**2**
MBABA318.4	**-**	**3**	**-**	**-**	**3**	**-**	**-**
MBABA318.5	**-**	**3**	**-**	**3**	**-**	**3**	**-**
MBABA318.6	**-**	**3**	**3**	**-**	**-**	**-**	**-**

1: Low 2: Medium 3: High

<table>
<tr><th colspan="4">PROJECT PHASE- I</th></tr>
<tr><td>Course Code</td><td>MBAPR387</td><td>CIE Marks</td><td>50</td></tr>
<tr><td rowspan="2">Course Type (Theory/Practical/Integrated)</td><td rowspan="2">Practical</td><td>SEE Marks</td><td>50</td></tr>
<tr><td>Total Marks</td><td>100</td></tr>
<tr><td>Teaching Hours/Week (L:T:P)</td><td>0:0:4</td><td>SEE</td><td>3 Hours</td></tr>
<tr><td>Duration</td><td>50 hours</td><td>Credits</td><td>02</td></tr>
</table>

Course Learning Objectives:

1. To identify areas of business research in a systematic and scientific manner.
2. To list primary/secondary data related to the problem identified.

Guidelines for Project Phase – I

- The project phase - I shall be for a period of 4 weeks immediately after the completion of 2nd Semester Examinations but before the commencement of the 3rd semester classes.
- The project phase - I shall be compulsory for all the students opting for all specializations.
- The students shall identify a research problem/area from their respective specialization.
- Each student shall be assigned an internal guide based on the specialization.
- The student shall seek the guidance of the internal guide on a continuous basis, and the guide shall give a certificate to the effect that the candidate has worked satisfactorily under his/her guidance.
- The project phase - I examination shall be conducted during 3rd semester and the prescribed credit shall be included in the 3rd semester.
- The student shall present the synopsis of the project work before the commencement of project phase –I. The expert committee consisting of the Dean – MBA, domain expert and the internal guide shall review the synopsis and may: a. Approve b. Approve with modification or c. Reject for fresh synopsis. If rejected, the student shall prepare a fresh synopsis and present the same to the expert committee for approval.
- The project phase - I shall be considered as a head of passing and shall be considered for the award of degree. Those who do not take up/complete the project phase I shall be declared fail and shall have to complete during subsequent examinations after satisfying the project phase I requirements.
- On completion of the project phase I, the student shall prepare a report using the word processor viz., MS Word, Times New Roman font sized 12, on a page layout of A4 size with 1 inch margin all sides (1.5inch on left side) and 1.5 line spacing. The report shall not exceed 100 pages.
- The report shall be hardbound with facing sheet of royal blue colour indicating the title, name of the college and month & year of admission.
- The student shall submit two hard copies of the report along with electronic copy in pdf format before the commencement of 3rd semester examinations.
- The student shall enclose a certificate by the Guide, Dean – MBA and the Principal indicating the bonafide performance of the project.
- A declaration shall be given by the student to the effect that the work is independently carried out by him/her.
- Spiral binding not permitted.

Evaluation

- Internal assessment (CIE) by the internal guide.
- Internal evaluation will be done by the internal guide.

- External valuation shall be done by a faculty member of other institute with minimum of 10 years’ experience/industry expert.
- The viva –voce examination will be conducted by the Guide and an external examiner drawn from other Institute with minimum of 10 years of experience/expert from the industry.
- Project phase - I carries 100 marks consisting of 50 marks for internal assessment (CIE) by the internal guide, average of 25 marks from both internal and external evaluation and 25 marks for viva-voce examination. Minimum passing marks Project Phase - I is 50% in each of the components such as internal assessment (CIE), report evaluation and viva- voce examination.
- Plagiarism: It is compulsory for the student to get the plagiarism check done before submission of the capstone project report. Plagiarism of up to 10% is allowed in the project work and report should consist 90% of original content/work.

Contents of the Project Phase – I Report

- Cover page
- Certificate from the College
- Declaration by the student
- Acknowledgement
- Table of contents
- List of tables and graphs
- Executive summary

Chapter 1: Introduction
Introduction, conceptual background of the study
Chapter 2: Literature review
Literature review with research gap
Chapter 3: Research Design
Statement of the problem, Need for the study, Research Questions, Objectives, Scope of the study, Research methodology, Hypotheses, Limitations.
Chapter 4: Data collection
Presentation of the data collected
Chapter 5: Conclusion

Bibliography
Annexure relevant to the projects such as figures, graphs, photographs etc.

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

MBAPR387.1	To identify the research area
MBAPR387.2	To review the literature pertaining to the topic
MBAPR387.3	To identify the research gap
MBAPR387.4	To list the objectives of the study
MBAPR387.5	To develop the research methodology
MBAPR387.6	To list the limitations of the study

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**
MBAPR387.1	**3**	**-**	**-**	**3**	**-**	**-**	**-**
MBAPR387.2	**3**	**3**	**-**	**-**	**-**	**-**	**-**
MBAPR387.3	**3**	**3**	**-**	**-**	**-**	**-**	**-**
MBAPR387.4	**3**	**3**	**-**	**3**	**-**	**-**	**-**
MBAPR387.5	**-**	**2**	**-**	2	**-**	**-**	**-**
MBAPR387.6	**-**	**2**	**-**	**2**	**-**	**-**	**-**

1: Low 2: Medium 3: High

Allotment of marks for Project Phase -1

Sl. No	Particulars	Marks Allotted
1.	Internal Assessment by the Guide based the presentations by Students (CIE)	**50**
2.	Project phase - I Report Evaluation by the Guide & External Examiner -Average of the marks awarded by the two Examiners shall be the final evaluation marks for the Project Phase – I	**25**
3.	Viva-Voce Examination to be conducted by the Guide and an External examiner from the Industry/ Institute (Joint Evaluation)	**25**
Total		**100**

Rubrics for Project Phase -I Evaluation and Viva voce Examination

A . Internal Assessment by the Guide (based on presentation by the students)

Sl. No	Aspects	Marks Allotted
1	Presentation mechanics	5
2	Presentation content	5
3	Presentation-Supporting materials	5
4	Initiative, independence in problem solving.	5
5	Review of literature	5
6	Identification of research gap	5
7	Statement of the problem	5
8	Objectives of the study	5
9	Details of data collected	5
10	Limitations and conclusion	5
Total		**50**

B. Report Evaluation by the Guide & External Examiner. Average of the marks awarded by the two Examiners shall be the final marks.

Sl. No	**Aspects**	**Marks Allotted**
1	Introduction and Review of literature	5
2	Research gap and Statement of the problem	5
3	Objectives of the study	5
4	Details of data collected	5
5	Limitations and conclusion	5
	Total	**25**

5. Viva-Voce Examination to be conducted by the HOD/ Guide and an External examiner from the Industry/ Institute (Joint Evaluation)

Sl. No	**Aspects**	**Marks allotted**
1	Presentation Skill	5
2	Communication Skill	5
3	Introduction, review of literature and research gap	5
4	Statement of the problem and objectives of the study	5
5	Data collected, limitations and conclusions	5
	Total	**25**

Note: Formats are given below

Project Phase - I Report

Title of the Project

Submitted by
Student Name
(USN)

Submitted to
St Joseph Engineering College
(An Autonomous Institution)

In partial fulfillment of the requirements for the award of the degree of

MASTER OF BUSINESS ADMINISTRATION

Under the guidance of

INTERNAL GUIDE

(Name & Designation)

Department of Business Administration
St Joseph Engineering College, Mangalore – 575 028

Month, Year

DECLARATION

I, (Student Name), hereby declare that the Project Phase - I Report is prepared by me under the guidance of (Internal Guide Name), Department of Business Administration, St. Joseph Engineering College (An Autonomous Institution), Mangaluru. I also declare that this Project Phase - I is towards the partial fulfillment of the university/college regulations for the award of degree of Master of Business Administration by Visvesvaraya Technological University, Belagavi. I further declare that this Project Phase - I is based on the original work undertaken by me and has not been submitted for the award of any degree/diploma from any other University / Institution.

Place: **Signature of the Student**
Date: **(Name of the Student)**

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1	ABC Analysis	XXX
2	FSN Analysis	XXX
3	EOQ	XXX
4	stock of Raw materials	XXX

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<tr><td colspan="4" align="center">FINANCIAL DERIVATIVES</td></tr>
<tr><td>Course Code</td><td>MBAFM411</td><td>CIE Marks</td><td>50</td></tr>
<tr><td rowspan="2">Course Type (Theory/Practical/Integrated)</td><td rowspan="2">Theory</td><td>SEE Marks</td><td>50</td></tr>
<tr><td>Total Marks</td><td>100</td></tr>
<tr><td>Teaching Hours/Week (L:T:P)</td><td>(3:0:0)</td><td>SEE</td><td>3 Hours</td></tr>
<tr><td>Total Hours</td><td>40 hours</td><td>Credits</td><td>03</td></tr>
</table>

Course Learning Objectives:

1. To provide an overview of financial derivatives
2. To explain the functioning of commodity derivative markets
3. To determine valuation of derivative instruments.
4. To describe credit derivatives and value at risk.

Module-1 Introduction to Financial Derivatives (8 hours)

Concept, types, features, exchange-traded vs OTC derivatives, Factors, functions, uses. Derivative market players - Hedgers, speculators and arbitragers, Derivatives market in India. Commodity derivatives, Commodity derivative exchanges (with commodities traded) in India, Trading sessions, delivery and settlement system of commodity derivatives, Forward market commission, functions.

Self Study Component: Evolution of Derivatives market

Module-2 Forwards and Futures (8 hours)

Concept, features, Forwards vs Futures, types of futures contract, Contract specification, futures trading process, Marking-to-market process, types of margins, valuation of forwards/futures, valuation of stock /forwards futures, valuation of index futures, valuation of commodity forwards/futures, convenience yield, valuation of currency futures, cost of carry model, hedging strategies - short and long hedge, cross hedging, hedge ratio.

Module-3 Option Contracts (8 hours)

Concept, Features, contract specifications, types of option contracts, intrinsic value and time value of options, covered and naked calls, payoff function of call and put options, valuation of options, factors affecting option prices, Binomial model, Black Scholes model, Put-call parity, valuation of currency options, valuation of options on futures, option greeks

AI tool: Socrat.ai

Module-4 Option Trading Strategies (8 hours)

Option Trading Strategies - Hedging using call and put options, hedging with writing call and put options, Spread strategies, bull spread using calls and puts, bear spread using call and put options, butterfly spread, combination strategies, straddle, strangle, strip and strap (illustrative problems).

Credit Derivatives, Total Return Swap (TRS), Credit Default Swap (CDS), Types of CDS, Asset Backed Securities (ABS), Collateralized Debt Obligation (CDO), Credit Spread Options

Module-5 Financial Swaps (8 hours)

Concept, Features, Types - Interest rate swap, currency swap, equity swap and commodity swap, Mechanics of interest rate swaps, valuation of interest rate swaps (Theory and Problems). Forward Rate Agreement (FRA), Interest Rate Caps/Floors/Collars, Types of Interest Rates, Zero Rate-Forward Rate, Value-at-Risk- VaR Models-Stress testing and back testing (Theory and Problems).

Skill Development Activity:

Futures Contract Simulation Exercise - Using historical stock/index/commodity data,

simulate a futures contract: Identify spot price, margin requirements, and contract specifications. Compute forward/futures price using cost of carry. Prepare Mark-to-Market statements. Apply a hedging strategy (short or long hedge). Use Excel tool for calculations.

Course Outcomes: At the end of the course the student will be able to :	
MBAFM411.1	Examine the features and relevance of derivative instruments.
MBAFM411.2	Explain the functioning of derivatives markets.
MBAFM411.3	Compare the mechanics of trading in financial derivatives.
MBAFM411.4	Explain the valuation models of forwards, futures, options and swaps.
MBAFM411.5	Develop trading strategies for risk management using financial derivatives
MBAFM411.6	Apply hedging strategies for managing risk using forwards, futures and options.

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Options Futures and Other Derivatives	John C.Hull and Sankarshan Basu	Pearson Education	Tenth Edition,2018
2	Financial Derivatives: Text and Cases	Prakash B. Yaragol	Vikas Publishing	First Edition,2018
Reference Books				
1	Futures and Options	N.D.Vohra and B.R.Bagri	McGraw Hill Education	Second Edition,2017
2	Derivatives and Risk Management	Rajiv Srivastava	Oxford University Press	Second Edition,2014
3	Commodity and Financial Derivatives	S. Kevin	Prentice Hall India	Second Edition,2014

Additional Resources: Web links

1. https://www.youtube.com/shorts/RY-LZvgE7gg?feature=share
2. https://www.youtube.com/watch?v=nf9ByTdX0aY
3. https://www.youtube.com/watch?v=NW1ziUDjB7w

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBAFM411.1	1	-	-	1	-	-	-
MBAFM411.2	3	1	-	-	-	-	-
MBAFM411.3	-	3	-	1	-	-	-
MBAFM411.4	2	3	-	-	-	-	1
MBAFM411.5	-	1	1	-	-	-	-
MBAFM411.6	-	3	-	-	2	-	-

1: Low 2: Medium 3: High

BANKING & FINANCIAL SERVICES

Course Code	**MBAFM412**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Theory	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L:T:P)	(3:0:0)	SEE	3 Hours
Total Hours	40 hours	Credits	03

Course Learning Objectives:

1. To explain the Structure and functions of Public sector Banks and Commercial Banking in India.
2. To discuss the functions of various Financial Services in India.
3. To analyse the role of Banking and Financial Services in Business organizations
4. To examine the functioning of NBFC 's in India.

Module-1 Structure of Banking in India (8 hours)

Banking System and Structure in India, Types of banks, Credit creation and Deployment of Funds. Role of Reserve Bank and GOI as regulator of banking system, Banking sector reforms, Provisions of Banking Regulation Act & Reserve Bank of India Act, Quantitative and Qualitative Measures of Credit Control, Recent trends in Banking- SDG #9 Banking Technology, Neo banking, Payment banking, Fintech, Crypto currency, Bank Performance analysis and Future of Banking.

Module-2 Commercial Banking (8 hours)

Primary & secondary function, Role of commercial banks in socio economic development, Services rendered. Banking Technology, Concept of Universal Banking, Home banking, ATMs-Internet banking, Mobile Banking, Core banking solutions, Debit, Credit and Smart cards, Electronic Payment systems, MICR, Cheque Truncation ECS, EFT, NEFT, RTGS. Applications of artificial intelligence, machine learning, chatbots, block chain in banking and financial services.

Module -3 Financial Services (8 hours)

Introduction, fund based and fee-based , Merchant Banking- Services offered, Recent developments in merchant banking, Issue management – Post and Pre issue management, Issue pricing, preparation of prospectus, Issue Management, Underwriting, Private Placement, Book Building vs Fixed price issues

Module -4 NBFCs and Consumer Finance (8 hours)

NBFCs- Overview, Role and Functions, Types of NBFCs in India Regulatory framework. Consumer Finance- Modes of consumer finance, Role, Features, Types, Procedure for granting finance & terms of financing credit. Factoring and Forfaiting, Micro-finance- The paradigm, NGOs and SHGs, Microfinance delivery mechanisms, Model Services, Challenges, Future of Micro finance.

Leasing & Hire Purchase- Concept, Types, Evaluation. Problems in Evaluation of Leasing & Hire Purchase

Case Study: 1. Leasing Finance-Urmila Limited and Palmer Industries (H.Kaushal-case study-Finance).

2. Yes Bank's green financing initiatives in India. Web link: https://www.yesbank.in/about-us/sustainability-at-yes-bank/sustainable-finance

Module -5 Credit Rating and Depository System (8 hours)

Credit Rating, Process of credit rating and Rating methodology, Credit rating agencies in India-CRISIL, ICRA, CARE - symbols. Venture Capital- Concept, Features, Process. Stages, Performance of Venture Capital Funded Companies in India.

Depository System- Objectives, Dematerialisation/ Rematerialisation of shares, Electronic settlement of shares, NSDL& CDSL. Process of Clearing and Settlement. Securitization of Debt- process, types, benefits.Mutual Funds-Concepts, Structure, Functions, Participants, Types of Funds, Types of Schemes. Performance of Mutual Funds, Factors contributing for the growth of mutual funds in India. (Self-Learning content)

Skill Development Activity Students are divided in groups and asked to study recent public issues/initial public offerings (IPOs) in India (e.g., from NSE/BSE). They have to choose 2-3 recent IPOs and collect data on study prospectus, SEBI guidelines, subscription status, pricing strategy, grey market premium, and final listing performance.

Course Outcomes: At the end of the course the student will be able:	
MBAFM412.1	Examine the structure of banking in India and evaluate regulatory measures and technological advancements in banking operations.
MBAFM412.2	Evaluate the role of commercial banks in socio-economic development and **assess** the impact of digital and AI-driven banking services.
MBAFM412.3	Appraise the role of NBFCs, consumer finance, and microfinance institutions and evaluate leasing and hire purchase decisions using case-based methods.
MBAFM412.4	Analyze the scope of financial services and examine merchant banking practices including issue management and underwriting.
MBAFM412.5	Explain the structure and function of the depository system and appraise the role and performance of mutual funds and securitization in financial markets.
MBAFM412.6	Evaluate credit rating methodologies, venture capital processes, and examine their contribution to startup and corporate funding in India.

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Banking and Financial Services	Mukund Sharma	Himalaya Publishing House	First Edition, 2015
2	Merchant Banking and Financial Services	Madhu Vij & Swati Dhawan	McGraw Hill Education	Second Edition, 2017
Reference Books				
1	Financial Markets and Services	Gordon & Natarajan	Himalaya publishing	Tenth Edition, 2016
2	Financial services	Khan M.Y	McGraw Hill Education	Tenth Edition, 2019
3	Indian Financial System	Bharati V Pathak	Pearson Education	Fifth Edition, 2018

Additional Resources: Web links/NPTEL Courses
1. https://ibsintelligence.com/market-news/ 2. https://www.toppr.com/guides/general-awareness/banking/structure of-banking-in-india/ 3. https://slideplayer.com/slide/8811567/ 4. https://www.youtube.com/watch?v=zsanyYtQQ2I

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBAFM412.1	2	-	-	2	-	-	-
MBAFM412.2	-	-	2	2	-	-	-
MBAFM412.3	-	3	-	-	-	-	3
MBAFM412.4	-	2	-	-	2	-	-
MBAFM412.5	3	3	-	-	-	-	-
MBAFM412.6	-	2	2	-	-	-	-

INTERNATIONAL FINANCIAL MANAGEMENT

Course Code	**MBAFM413**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Theory	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L:T:P)	(3:0:0)	SEE	3 Hours
Total Hours	40 hours	Credits	03

Course Learning Objectives:

1. To explain the components of balance of payments.
2. To examine the functions, structure and instruments in foreign exchange markets.
3. To study the theories of exchange rate movements.
4. To examine foreign exchange exposure.

Module-1 International Financial Environment (8 hours)

Features, Importance, rewards & risk of international finance, Goals of MNC, International Business methods, Balance of Payments (BoP), Fundamentals of BoP, Accounting components of BOP, Equilibrium & Disequilibrium, (Problems on BoP).

International Monetary System: Evolution, Gold Standard, Bretton Woods system, the flexible exchange rate regime, the current exchange rate arrangements, the Economic and Monetary Union (EMU), Dedollarisation.

Module-2 Foreign Exchange Market (8 hours)

Function and Structure of the Forex markets, participants, Types of transactions and Settlements Dates, Exchange rate quotations, Determination of Exchange rates in Spot markets. Exchange rates determinations in Forward markets. Exchange rate Behaviour, Cross Rates, Bid-Ask , Spread (Theory & Problems).

Foreign exchange risk management: Hedging against foreign exchange exposure, Forward Market, Futures Market

Self Study Component: Indian Foreign Exchange market

Module-3 International Financial Markets and Instruments (8 hours)

Foreign Portfolio Investment - International Bond & Equity market. GDR, ADR, International Financial Instruments - Foreign Bonds & Eurobonds, Global Bonds. Floating rate Notes, Zero coupon Bonds, International Money Markets, International Banking services: Correspondent Bank, Representative offices, Foreign Branches.

AI tool: Socrat.ai

Module-4 Forecasting Foreign Exchange rate (8 hours)

Measuring exchange rate movements, Exchange rate equilibrium, Factors affecting foreign exchange rate, Forecasting foreign exchange rates. Interest Rate Parity, Purchasing Power Parity &International Fisher effects, Arbitrage, Types of Arbitrage – Locational, Triangular and Covered Interest Arbitrage. (Theory & Problems).

Case study: Introduction of managed floating exchange rate regime in India – International Financial Management- Vyuptakesh Sharma

Module-5 Foreign Exchange exposure (8 hours)

Foreign Exchange exposure, Management of Transaction exposure, Translation exposure, Economic exposure, Political Exposure, Interest rate exposure. International Capital Budgeting: Concept, Evaluation of a project.

Skill Development Activity:
1. Choose one country (except India). Identify two components of BoP. Analyze the BoP of the past 2–3 years. and explain the trends. **2.** Select any two currencies (e.g., USD-INR, EUR-INR). collect spot and forward rates from a reliable financial website. Measure Bid-Ask Spread and Forward Premium or Discount. Explain what factors might influence changes in these rates.

Course Outcomes: At the end of the course the student will be able to :	
MBAFM413.1	Explain the role of international financial management for an economy.
MBAFM413.2	Analyse the mechanics of exchange rate markets.
MBAFM413.3	Identify factors affecting exchange rate determination.
MBAFM413.4	Classify forms of foreign exchange exposure for multinational companies.
MBAFM413.5	Evaluate hedging strategies to mitigate foreign exchange exposure.
MBAFM413.6	Analyse Foreign portfolio instruments and international budgeting decisions.

Sl. No.	**Title of the Book**	**Name of the Author/s**	**Name of the Publisher**	**Edition and Year**
Textbooks				
1	International Financial Management	Cheol Eun, Bruce Resnick and Tuugi Chuluun	McGraw Hill Education	First Edition, 2007
2	International Corporate Finance	Jeff Madura	Cengage Learning	Tenth Edition, 2012
Reference Books				
1	International Financial Management	Madhu Vij	Taxmann Publications	Fourth Edition, 2021
2	International Finance	Rajiv Srivatsava	Oxford University Press	First Edition, 2014
3	International Financial Management	Vyuptakesh Sharma	Prentice Hall	Sixth Edition, 2012
Additional Resources: Web links				
https://www.youtube.com/watch?v=iTrJmGJJnrQ https://www.youtube.com/watch?v=9phqDzH1rJE https://www.youtube.com/watch?v=GCPRCt8qFkA https://m.youtube.com/watch?v=CS1uMMRQAwM https://www.youtube.com/watch?v=Q8QxKAW7wKE				

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**
MBAFM413.1	3	-	-	3	-	-	-
MBAFM413.2	-	1	-	1	-	-	-
MBAFM413.3	1	1	-	2	-	-	-
MBAFM413.4	3	-	-	3	-	-	-
MBAFM413.5	3	3	-	2	-	-	-
MBAFM413.6	1	2	-	2	-	-	-

1: Low 2: Medium 3: High

RISK MANAGEMENT & INSURANCE			
Course Code	**MBAFM414**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Theory	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L:T:P)	(3:0:0)	SEE	3 Hours
Total Hours	40 hours	Credits	03

Course Learning Objectives:

1. To explain the concept of risk and loss exposure
2. To trace the history and regulations of insurance industry in India
3. To explain the basics of life insurance plans
4. To appraise the significance of general insurance policies

Module-1 Introduction to Risk Management (8 hours)

Risk and Uncertainty-Types, Burden, Sources, Methods of handling Risk-Degree of Risk, Management of Risk. Risk Identification- Business Risk Exposures, Individual Exposures, Exposures of Physical Assets, Exposures of Financial Assets, Human Assets, Legal Liability and Work-Related Injury, Emerging Risks – cyber risk, climate risk, geopolitical risk.

Module-2 Risk Management and Insurance (8 hours)

Evaluating the Frequency and Severity of Losses, Risk Control, Risk Financing Techniques, Risk Management Decision Methods- Pooling Arrangements and Diversification of Risk. Advanced Issues in Risk Management- Changing Scope of Risk Management, Insurance Market Dynamics-Loss Forecasting, Financial Analysis in Risk Management, Decision Making, Other Risk Management Tools, Enterprise Risk Management (ERM). Introduction to Insurance- Risk and Insurance, Characteristics, Types, Requirements of an Insurable Risk, Adverse Selection and Insurance, Insurance vs. Gambling, Insurance vs. Hedging, Essentials of Insurance Contracts. Insurance sector Reforms in India. IRDA-Duties and powers of IRDA-IRDA Act 1999

Self-study content: AI for loss forecasting, financial analysis in risk management, and predictive analytics for risk assessment

Module-3 Life Insurance (8 hours)

Concepts, Growth of Actuarial Science, Life insurance- Features, Contract, Documents, Premium Calculations, Classification- Duration, Premium, Payment, Participation in Profit, Number of Persons Assured, Payment of Policy Amount, Money Back Policies, Unit Linked Plans. Annuities-Need of Annuity Contracts, Annuity V/s Life Insurance, Classifications. Laws Related to General Insurance-General Insurance, Unit Linked Plans, Digital Distribution of Life Insurance

Case study: Insuring the Poor: Bajaj Allianz Microinsurance Initiatives in India

Module-4 General Insurance (8 hours)

Health Insurance- Individual Medical Expense Insurance ,Long Term Care Coverage, Disability Income Insurance, Medi-claim Policy, Group Medi-claim Policy, Personal Accident Policy, Features of Group Health Insurance, Group Availability Plan, Government health schemes (e.g., Ayushman Bharat) (SDG 3). Fire Insurance-Essentials, Types, Coverage. Marine Insurance-Types, principles, Important Clauses, Policies, Marine Risks. Motor Vehicles Insurance-Need, Types, Factors to be considered for Premium Fixing.
Module-5 Management of Insurance Companies (8 hours)
Functions and Organization of Insurers- Types, Organizational Structure of Insurance Companies, Functions of Insurers. Underwriting-Principles, Underwriting in Life Insurance, Underwriting in nonlife Insurance. Claims Management-Claim Settlement in General Insurance- Claim Settlement in Life Insurance. Marketing of insurance products – distribution channel, Critical Success factors for Insurance Players.

Skill Development Activity:

As part of this course, students will engage in a Practical Risk and Insurance Simulation Project designed to bridge theoretical learning with real-world application. Students will be divided into small groups and assigned the task of identifying and analyzing risk exposures for a chosen business, community, or household scenario, covering areas such as physical, financial, human, and emerging risks like cyber or climate risk. They will then evaluate the frequency and severity of potential losses, propose appropriate risk control and risk financing strategies, and map these against available insurance solutions in the Indian market. Each group will prepare a comparative analysis of different insurance products life, health, motor, fire, and marine highlighting their features, premium structures, and suitability for the identified risks. Using publicly available insurance company data, IRDA reports, or case studies, students will also analyze market dynamics, regulatory aspects, and the role of IRDA in consumer protection. The activity will culminate in a structured report and presentation where students recommend an integrated risk management plan combining self-insurance, insurance products, and preventive measures.

Course Outcomes: At the end of the course the student will be able:	
MBAFM414.1	Analyze the nature, types, and sources of risk and apply risk identification techniques in business and personal contexts.
MBAFM414.2	Evaluate various risk management strategies and the role of insurance in mitigating losses.
MBAFM414.3	Analyze the features, types, and premium structures of life insurance products and related laws.
MBAFM414.4	Evaluate the structure and function of general insurance products and identify optimal coverage for various risk exposures.
MBAFM414.5	Analyze the internal operations of insurance companies, including underwriting, claims management, and marketing of insurance products.
MBAFM414.6	Evaluate the regulatory framework and institutional structure of the Indian insurance sector including IRDA and insurance reforms.

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Principles of Risk Management and Insurance	George E. Rejda,	Pearson	Ninth edition, 2007
2	Insurance and Risk Management	P. K. Gupta	Himalaya Publishing	First edition, 2007
Reference Books				
1	Risk Management and Insurance	C. Arthur Williams, Michael L. Smith	McGraw-Hill	Fifth edition, 1985
2	Fundamentals of Risk and Insurance	Emmett J. Vaughan, Therese Vaughan	Wiley	First edition, 2015
3	Risk Management and Insurance	Mark S Dorfman	Pearson Education	Eighth edition, 2005

Additional Resources: Web links/NPTEL Courses

1. https://www.youtube.com/watch?v=mktNDebfF3o
2. https://www.youtube.com/watch?v=Z7Mo5TjqyDQ
3. http://www.technofunc.com/index.php/domain-knowledge/insurance-domain/item/principles-of-insurance
4. Case study 1: https://hbsp.harvard.edu/product/INS107-PDF-ENG

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBFM414.1	3	3	-	-	-	-	3
MBFM414.2	3	3	3	-	-	3	-
MBFM414.3	-	2	-	2	-	2	-
MBFM414.4	2	2	-	-	2	2	-
MBFM414.5	-	2	-	2	2	-	2
MBFM414.6	2	-	-	2	-	-	2

1: Low 2: Medium 3: High

PROJECT FINANCE

Course Code	**MBAFM415**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Theory	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L:T:P)	(3:0:0)	SEE	3 Hours
Total Hours	40 hours	Credits	03

Course Learning Objectives:

1. To appraise and evaluate implementation of a project.
2. To assess financial and social risk concerned with project implementation.
3. To rate multiple projects using various methods.
4. To analyse various aspects of project management.

Module-1 Planning & Analysis Overview (8 hours)

Capital budgeting concepts, objectives and Phases, levels of decision making, Resource Allocation Framework: Key criteria for allocation of resource, elementary investment strategies. Generation and screening of project ideas: Generation of ideas, monitoring the environment, regulatory framework for projects–corporate appraisal, preliminary screening, project rating index. Sustainable project Idea generation. SDG#11.

Module-2 Project Appraisal (8 hours)

Market and demand analysis, technical analysis, Financial Analysis- Estimation of cost of project and means of financing, estimates of sales and production, cost of production, working capital requirement and its financing, estimates of working results, break-even points, projected cash flow statement, projected balance sheet. Project cash flows Appraisal criteria- Net Present Value, benefit-cost ratio, internal rate of returns, payback period, accounting rate of returns, investment appraisal in practice. (Theory & Problems).

Case study: Breakeven Analysis-Sales and Advertising: Ganesh Company. (refer H.Kaushal-case study-Finance)

Module-3 Estimation of Risk (8 hours)

Types and measure of risk, simple estimation of risk, sensitivity analysis, scenario analysis, Monte Carlo simulation, Decision tree analysis, selection of projects under risk, risk analysis in practice.
Special decision situations- Choice between mutually exclusive projects of unequal life, optimal timing decision, determination of economic life, interrelationships between investment and financing aspects, inflation and capital budgeting, International Capital Budgeting. (Theory & Problems).
Application of Excel AI / Power BI AI for forecasting financial viability.

Module-4 Social Cost-Benefit Analysis (8 hours)

Rationale for SCBA, UNIDO approach to SCBA, Little and Mirle approach to SCBA. Multiple projects and constraints-Constraints, methods of ranking, mathematical programming approach, linear programming model, Qualitative Analysis- Qualitative factors in capital budgeting, strategic aspects, strategic planning and financial analysis, informational asymmetry and capital budgeting, organizational considerations. (Theory & Problems).

Module-5 Multiple projects and constraints (8 hours)

Multiple projects and constraints: Constraints, methods of ranking, mathematical programming approach, linear programming model. Qualitative factors in capital budgeting. Judgmental, Behavioral, Strategic and Organizational Considerations. Environmental appraisal of projects- types and dimensions of a project, environmental impact assessment and environmental impact statement (Theory & Problems). Project Management- Forms of project organization, project planning, project control, human aspects of project management, prerequisites for successful project implementation. Project review and administrative aspects- Control of in-progress projects, The Post-audit, Abandonment Analysis, administrative aspects of capital budgeting, agency Problem, evaluating the capital budgeting system of an organization. (Theory).

Skill Development Activity Students will be assigned a hypothetical or real project (e.g., construction of a dam, establishment of a manufacturing unit, development of a highway, IT park, etc). They will conduct a basic Environment Impact Assessment (EIA) of the project. Students will present findings through a report and a presentation, including charts, diagrams and sustainability considerations.

Course Outcomes: At the end of the course the student will be able :	
MBAFM415.1	Apply capital budgeting principles and resource allocation strategies to evaluate and screen project ideas effectively.
MBAFM415.2	Analyse market demand, technical feasibility, and financial viability using detailed projections and appraisal criteria.
MBAFM415.3	Assess project risk through techniques like sensitivity and scenario analysis, and handle special decision-making situations
MBAFM415.4	Evaluate projects using social cost-benefit analysis and integrate qualitative factors like strategy and information asymmetry.
MBAFM415.5	Optimize project selection under constraints using linear programming and assess environmental and organizational impact.
MBAFM415.6	Plan, implement, and monitor projects by integrating project management tools with capital budgeting and review systems.

Sl. No.	**Title of the Book**	**Name of the Author/s**	**Name of the Publisher**	**Edition and Year**
Textbooks				
1	Project Planning: Analysis, Selection, Implementation and Review	Prasanna Chandra	Tata McGraw Hill, publications	Seventh Edition, 2012
2	Project Management and Control	Narendra Singh	Himalaya Publishing House	First Edition, 2007
Reference Books				
1	Project Management	Bhavesh M. Patel	Vikas Publication	Second Edition, 2000

2	Project Management: The Managerial Process	Clifford F. Gray Erik W.Larson Gautam V. Desai	Tata McGraw Hill, publications	Fourth Edition, 2011
3	Project Management	S. Choudhury	Tata McGraw Hill, publications	First Edition, 2017

Additional Resources: Web links/NPTEL Courses

1. https://nptel.ac.in/courses/105106149
2. https://www.youtube.com/watch?v=HtXDcu6l2_w
3. https://onlinecourses.nptel.ac.in/noc25_mg153/preview
4. https://www.youtube.com/watch?v=bZBKt4BU8V4

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBAFM415.1	2	2					
MBAFM415.2		2		2			2
MBAFM415.3			2		2		
MBAFM415.4		2		2			
MBAFM415.5		2			2		
MBAFM415.6	2	2					2

1: Low 2: Medium 3: High

INTERNATIONAL HUMAN RESOURCE MANAGEMENT			
Course Code	**MBAHR411**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Theory	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L:T:P)	(3:0:0)	SEE	3 Hours
Total Hours	40 hours	Credits	03

Course Learning Objectives:

1. To identify the application of IHRM in global organizations.
2. To analyse international staffing and training process in the context of IHRM.
3. To assess the compensation and performance management systems in an international perspective.
4. To examine the role of culture in international business.

Module-1 Introduction to IHRM **(8 hours)**

Drivers of internationalization of business, IHRM-Objectives, Challenges, Difference between IHRM and Domestic HRM, Functions of global HRM, Emergence of Global HR Manager, Approaches to IHRM, Systems thinking to IHRM, Morgan's model of IHRM.

SDG 10: Reduce inequality within and among countries,

Case study : Measuring the Results of the HR Function –*Web link 6

Module-2 International Culture Management **(8 hours)**

International Culture Management, Culture and Cross-Cultural Management, Role of culture in International business, Models of Culture- Hofstede's Four Cultural Dimensions, Globe's Nine Cultural Dimensions, Edgar Schein's Model of Culture, Schneider's Culture Model, Differences in national cultures and impact on global business organizations.

Case (IVEY publishing) : HRM in Multinational Banks in Tanzania –*Web link 2

Module-3 Inernational Staffing Management **(8 hours)**

Trends in International Staffing, Approaches to international staffing, changing recruitment trends, differentiating between PCNs, TCNs and HCNs, Selection criteria for overseas assignments, International transfers, Expatriate management, Role of expatriates in international assignments, Repatriation process, Individual reactions to re-entry, The international assignment process, Dimensions of international assignment success.

Case: Non-diverse internal mobility (expatriation) and external hiring: Alternative staffing strategies at OW Bunker–*Web link 3

Module-4 International Training Management **(8 hours)**

Training and development: Domestic Versus International Organizations, Technology trends in international training, Three-tier training needs assessment model, Emerging learning and development model in international organizations, Components of effective pre departure training for expatriates, Tasks and activities associated with global leadership, Knowledge sharing in MNCs.

Case: South wood School: A Case Study in Training and Development–*Web link 4

Module-5 Performance Management & Total Rewards **(8 hours)**

lobal Performance Management, Key components of PMS, Factors affecting PMS, Performance Management of International employees, Variables affecting expatriate performance, Issues and challenges in international performance management, PMSs in six leading economies: China, India, Japan, South Korea, UK and USA. Complexities of International compensation management, International total rewards objectives for MNCs, Approaches to international compensation, Key components of global total rewards programme, International trends in global total rewards. Case: Xiamen Airlines: Pay for Performance–*Web link 5 Self-Learning: AI Powered communication, HR management & workflow automation -(Web link No. 1)

Skill Development Activity:

1. Students should compare and contrast HR practices, Recruitment, Selection and Training practices in various countries by referring to case studies and compile a report. Students will be able to interpret their learning by applying the theories and concepts in to practice. Analysis of impact of global factors in shaping HR practices
2. Activity on cross cultural management and diversity across different countries through role play to be uploaded in google class. This will enhance critical thinking and mind mapping. Students will be able to interpret their learning by applying the theories and concepts in to practice. Critical analysis of the role of culture in international business practices.

Course Outcomes: At the end of the course the student will be able:	
MBAHR411.1	Apply IHRM principles to international assignments to solve complex HR problems.
MBAHR411.2	Examine global HR practices within diverse regulatory and cultural environments
MBAHR411.3	Evaluate strategies for managing knowledge and training in global firms to contribute to team environment.
MBAHR411.4	Analyze international performance and compensation systems.
MBAHR411.5	Determine global staffing approaches and expatriate management by analyzing global, economic, legal and ethical aspects of business.
MBAHR411.6	Identify the impact of cultural models on international HR decision-making.

Sl. No.	**Title of the Book**	**Name of the Author/s**	**Name of the Publisher**	**Edition and Year**
Textbooks				
1	International Human Resource Management	Peter J. Dowling, Denice E. Welch	Cengage Learning.	Fourth Edition 2021
2	International Human Resource Management	Srinivas R. Kandula,	Sage Publication	First Edition, 2017

Reference Books				
1	International Human Resource Management	Anne-Wil Harzing, Ashly H. Pinnington,	Sage Publication	Fourth Edition, 2015
2	International Human Resource Management, Text and Cases	K Ashwathappa, Sadhana Dash	Tata McGraw-Hill	First Edition, 2008
3	International Human Resource Management: Globalization, National Systems and Multinational Companies	Tony Edwards, Chris Rees	Pearson Education	First Edition, 2007

Additional Resources: Web links/NPTEL Courses

1. https://www.googleadservices.com/pagead/
2. https://hbsp.harvard.edu/download?url=%2Fcontent%2Fsample%2F907C40-PDF-ENG%2Fcontent&metadata=e30%3D
3. https://hbsp.harvard.edu/download?url=%2Fcontent%2Fsample%2FCBS041-PDF-ENG%2Fcontent&metadata=e30%3D
4. https://www.shrm.org/content/dam/en/shrm/membership/students/Southwood-T-D-SW-Final.pdf
5. https://hbsp.harvard.edu/download?url=%2Fcontent%2Fsample%2FW15163-PDF-ENG%2Fcontent&metadata=e30%3D
6. https://hbsp.harvard.edu/download?url=%2Fcontent%2Fsample%2FHEC067-PDF-ENG%2Fcontent&metadata=e30%3D
7. https://www.shiksha.com/provider/nptel-226723/courses/human-resources-spl251

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBAHR411.1	-	3	-	-	-	-	-
MBAHR411.2	2	-	-	-	-	-	-
MBAHR411.3	-	-	-	-	2	2	-
MBAHR411.4	-	-	2	2	2	-	-
MBAHR411.5	-	3	-	3	-	-	3
MBAHR411.6	-	-	-	2	2	-	-

1: Low 2: Medium 3: High

HUMAN RESOURCE AUDIT			
Course Code	**MBAHR412**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Theory	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L:T:P)	(3:0:0)	SEE	3 Hours
Total Hours	40 hours	Credits	03

Course Learning Objectives:

1. To discover the need for HR Accounting and HR Auditing
2. To develop a conceptual understanding of HR Audit and approaches to measuring HR
3. To discuss the concepts of Internal and External Audit
4. To design workplace policies using a scorecard approach

Module-1 Human Resource Development (HRD) (8 hours)

H R D -Strategies and Systems, HR as Strategic Partner, Need for HR Accounting and HR Auditing, Good Industrial Relation Index, Components of HRD Audit, Elements of good HRD, Role of HR Manager in HRD.

Self Learning- Industrial Relation Index

Module -2 Human Resource (HR) Audit (8 hours)

The Audit System, Basic concepts and components, Identifying goal of HR Audit, Forming Audit team, Approaches to measuring HR, Audit Strategies, HR Systems, HR Competencies, Benefits, Documents & Competency required for HR Audit.

AI tools for creating HR Audit checklist.

Module -3 Areas for HR Audit (8 hours)

Audit of HR Planning, Training and Development, Industrial Relations, Managerial compliance and corporate strategies, Culture, Quality, Communication, Competencies, Decision Making, Engagement, Relational Audit, Task, Systems, HRIS System, Measuring impact of HR policies on the corporate goals. Sustainable HR Audit (SDG-8)

Self Learning: Relational Audit

Module -4 HR Audit process (8 hours)

Audit Methodology- Planning questions, Interview, Observation, Questionnaire, Collecting Audit data, Analyzing and interpreting data, Assessing organization ability to change, Action Plan; Audit Report, Developing Credibility of HR Dept, Internal - External Audit, Attitude Survey, Job Satisfaction Survey, Approaches to HR Audit - (i) Cooperative approach, (ii) Outside authority approach, (iii) Statistical approach, (iv) Compliance approach and (v) Management by objectives (MBO)

Case Study: Successful HR Audit Case Studies (web link #6)

Module-5 HR Scorecard Approach & HR Audit for Legal Compliance (8 hours)

Measuring Business Impact, Components, Use of HR Scorecard for Audit, Measuring HR effectiveness through HR Scorecard, Balanced Scorecard, HR Research, HRD Audit as OD Intervention. Using scorecard approach in formulating workplace policies; Recruitment and Selection, Formulating FIR Audit for Start-up companies; HR Audit in practice-Cases in the manufacturing industry, Service industry; Extracts of an Illustrative Audit Report.

Assessment and Development Centre: concepts, importance, and uses of assessments centre

in selecting employees, difference between assessment and development centre. AI tools for HR Scorecard Case Study- HR Bulb's Functional HR Audit Unleashed (web link# 5)

Skill Development Activity:
Design an HR Audit Plan for Small Scale Organization Faculty divides students into audit teams. Each team selects or is assigned a mock small scale organization profile. Students prepare an audit checklist. Teams assign roles and simulate the process. Teams prepare Audit Report and make presentation.

Course Outcomes: At the end of the course the student will be able to:	
MBAHR412.1	Assess the strategic role of Human Resource Development (HRD).
MBAHR412.2	Appraise knowledge of Human Resource Audit (HRA) concepts and practices.
MBAHR412.3	Analyze and evaluate various HR systems and competencies.
MBAHR412.4	Develop skills to design and implement the HR audit process.
MBAHR412.5	Apply HR Scorecard and balanced scorecard approaches to measure HR effectiveness.
MBAHR412.6	Assess HRD and HRA practices across different Industries.

Sl. No.	**Title of the Book**	**Name of the Author/s**	**Name of the Publisher**	**Edition and Year**
Textbooks				
1	HRD Audit: Rejuvenating HR function for Business Excellence	TV Rao	Routledge (Taylor & Francis)	First South Asia Edition 2025
2	HR Audit	Durdana Ovais Rajni Gyanchandani	Everest Publishing House	2017
Reference Books				
1	HRD Audit: Evaluating the Human Resource Function for Business Improvement	T V Rao	Notion Publication	Classic edition 2013
2	HRD Score Card: Linking People, Strategy and Performance	Brian E Becker, Mark A Huselid, Dave Ulrich	Harvard Business Review Press	2001
3	Human Resource Accounting and Auditing	Trupti Shelke, Vaibhav Galadagekar	Himalaya Publishing House	2022
Additional Resources: Web links 1. https://www.youtube.com/watch?v=F2DmIFRYH_k				

2. https://www.youtube.com/watch?v=dO-_O1MbGjw
3. https://www.hrlineup.com/hr-audit-meaning-importance-types-process-benefits/
4. https://egyankosh.ac.in/bitstream/123456789/6656/1/Unit-17.pdf
5. https://www.thehrbulb.com/case-study.php
6. https://europe-hr-solutions.com/resources/hr-audit-case-studies-lessons-from-companies-that-got-it-right-and-wrong/

Course Articulation Matrix

Course Outcomes (COs)	**Program Outcomes (POs)**						
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**
MBAHR412.1	**-**	**-**	**1**	**-**	**-**	**-**	**-**
MBAHR412.2	**-**	**1**	**-**	**1**	**-**	**-**	**-**
MBAHR412.3	**-**	**-**	**3**	**-**	**-**	**3**	**-**
MBAHR412.4	**-**	**-**	**-**	**-**	**-**	**-**	3
MBAHR412.5	**2**	**-**	**-**	**2**	**-**	**-**	**-**
MBAHR412.6	**-**	**3**	**-**	**3**	**-**	**-**	**-**

STRATEGIC TALENT MANGEMENT

Course Code	**MBAHR413**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Theory	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L: T:P)	(3:0:0)	SEE	3 Hours
Total Hours	40 hours	Credits	03

Course Learning Objectives:

1. To analyze core concepts and frameworks in talent management systems.
2. To develop integrated approaches for succession planning and talent retention.
3. To evaluate competency mapping and performance assessment techniques.
4. To list the approaches to performance management.

Module 1: Fundamentals of Talent Management (8 Hours)

Talent as the engine of the new economy, talent workers vs knowledge workers, Leveraging talent for strategic advantage, Understanding the talent value chain, Elements of talent-friendly organizations, talent management process, Talent Management System (TMS) - Components, Challenges in creating and implementing TMS.

Creating Talent-Friendly and Eco-Responsible Organizations. AI tools in Talent Management

Case Study: Unilever in India - Managing Human Resources

Textbook 1: Chapters 1,2,5,10

Module 2: Talent Planning & Succession Strategy (8 Hours)

Concept of talent planning, Succession management process, Integrating succession planning with career planning, Designing effective succession planning programs, Sustainable Succession Planning Strategic accountability in workforce development, Use of balanced scorecard in talent planning, Creating a contingency plan and building a talent reservoir, Compensation management within the talent management framework.

Self-Learning Component: Ethical Issues in AI-Driven Succession Planning

Textbook 1: Chapters. 1, 2, 5.

Module 3: Talent Development and Retention (8 Hours)

Identifying and developing high-potential talent, Coaching for sustained and desired change, Integrating coaching, training, and development into talent management, Employee motivation and engagement for retention, Strategies to retain key talent, Measuring return on talent and using analytics, Making outplacement part of the talent strategy, Developing a Talent Management Information System (TMIS). AI tools in Talent Development

Case Study: The Role of Human Resource Management in Fostering Sustainable Organizational Development

Textbook 1: Chapters 4 ,5,6,7

Module 4: Competency Mapping and Performance (8 Hours)

Types, Competency-based HR systems , Link between competencies and performance, The five-level competency model, Developing organizational competency frameworks, Competencies in career development, Methodology of competency mapping,Tools for competency assessment- BEI, CIT, 360° feedback, and psychological tests.

Textbook 2: Chapters 5, 12

Module 5: Performance Assessment & Assessment Centres (8 Hours)

Approaches, Competency-based performance evaluation, Diagnosing reasons for poor performance, Designing effective performance management systems, Sources of error in performance measurement, Concept and importance of Assessment and Development

Centres, Techniques used-management games, in-basket exercises, role plays, job simulations, psychometric tests - Steps, assessor profile, and documentation in Assessment Centres. Case Study: Modified assessment center approach facilitates organizational change Real Time Project: Design a virtual assessment centre for hiring fresh graduates. Textbook 2: Chapters 4,5,8,12,20

Skill Development Activity: Competency Mapping Exercise Using Role Profiles Students will select a job role and conduct a competency mapping exercise by identifying core, functional, and behavioral competencies required for that role. They will use tools like BEI (Behavioral Event Interview) frameworks and 360° feedback templates to map and rate competencies. This activity builds skills in job analysis, HR planning, and performance alignment, enabling students to apply theoretical knowledge to real-world HR practices.

Course Outcomes: At the end of the course the student will be able:	
MBAHR413.1	Evaluate talent-management systems aligned with strategic goals.
MBAHR413.2	Analyze succession strategies using scorecards and talent reservoirs.
MBAHR413.3	Evaluate coaching, retention, and motivation using ROI and analytics.
MBAHR413.4	Apply competency tools (360° feedback, psychometrics) to assess needs.
MBAHR413.5	Analyze performance methods and causes of poor performance.
MBAHR413.6	Evaluate the use of Assessment Centres for talent development.

Sl. No.	**Title of the Book**	**Name of the Author/s**	**Name of the Publisher**	**Edition and Year**
Textbooks				
1	Strategic Talent Management	Robert J Greene	Taylor and Francis Group	First Edition, 2020
2	Strategy-Driven Talent Management: A Leadership Imperative	Robert F Silzer Ben Dowell	Guilford Group	First Edition, 2009
Reference Books				
1	The Talent Management: Handbook	Lance A. Berger Dorothy R. Berger	McGraw Hill	Third Edition 2018
2	Strategic Talent Management – Attract, Develop, & Retain Top Performers	Simone Janson	Best of HR – Berufebilder.de	First Edition, 2024
3	Global Talent Management: Challenges, Strategies, and Opportunities	Akram Al Ariss	Springer	First Edition,2014
Additional Resources: Web links/NPTEL Courses 1. https://www.youtube.com/watch?v=5b2qiYzG_tE 2. https://www.youtube.com/watch?v=wYJc98g-kaY 3. https://www.youtube.com/watch?v=YIYWWFf3TfI				

4. https://www.emerald.com/jmd/article-abstract/30/9/893/245557/Modified-assessment-center-approach-facilitates?redirectedFrom=fulltext
5. https://ibscdc.org/Case_Studies/Human%20Resource%20and%20Organization%20Behavior/Human%20Resource%20and%20Organization%20Behavior/HROA007.htm?utm_source=chatgpt.com
6. https://www.researchgate.net/publication/386087941_The_Role_of_Human_Resource_Management_in_Fostering_Sustainable_Organizational_Development

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**
MBAHR413.1	1	1	-	-	1	-	1
MBAHR413.2	3	-	3	-	3	-	-
MBAHR413.3	-	2	2	-	-	-	-
MBAHR413.4	-	3	-	3	-	-	-
MBAHR413.5	-	-	3	-	3	3	-
MBAHR413.6	-	2	-	-	2	-	2

1: Low 2: Medium 3: High

CONFLICT & NEGOTIATION MANAGEMENT			
Course Code	**MBAHR414**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Theory	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L:T:P)	(3:0:0)	SEE	3 Hours
Total Hours	40 hours	Credits	03

Course Learning objectives:

1.To identify the types, causes, and effects of conflicts and their impact on organizational performance.

2. To analyze conflict management strategies and apply techniques for resolving disputes at individual, team, and organizational levels.

3. To evaluate negotiation strategies and incorporate ethical, cultural, and power dynamics in conflict resolution.

4. To develop negotiation and interpersonal skills for handling impasses and promoting sustainable dispute settlement.

Module-1 Introduction (08 hours)

Conflict- Productive (functional) and Destructive (dysfunctional) conflicts, Levels of conflict, Process and Structural Models. Myths about conflicts - cognitive (Pseudo conflict), process (simple conflict) and Inter-personal conflict (ego conflict), Causes of conflict: common causes, organizational and interpersonal of conflict: traditional, Contemporary and Integrationist, Causes for work place conflicts – Harassment and discrimination.

Textbook- 1&2

Module -2 Analogy of Conflict (08 hours)

Stages of conflicts- grievances, personal needs, lack of monetary benefits and Incentives, promotion and recognition, harassment, discrimination, prejudice and Bias, identity, unconcern attitudes of administration, frustration, escalation of Conflicts, and violence, Cost and effects of conflicts. Perspectives of conflict - organizational and individuals. Spectrum of conflicts- Personal conflicts, group conflicts, labour conflicts, social and political conflicts, Contingency conflict management process, Cost of Workplace Conflict, conflict mapping and tracking.

Self-Learning content: conflict mapping diagram for a common organizational conflict (like employee vs management).

Textbook-1&2

Module -3 Conflict Management (08 hours)

Managing conflict- Thomas conflict resolution approach (Avoiding, Accommodating, Compromising, Competing, Collaboration) behavioural style and conflict handling, Cosier Schank model of conflict resolution. Strategies for resolving Individual, Team and organizational level conflict, Conflict Resolution Process, Skills for conflict management. Conflict Regulation Reduction, Resolution, Transformation.

AI Tool: nexlaw.ai

Textbook-1

Module -4 Negotiation (08 hours)

Negotiation strategies –Foundations, process, Principles, Factors and essential skills, tricks, psychological advantage, Techniques, issues. Negotiation strategies- Strategy and tactics for distributive bargaining.

Dispute Settlement Negotiation (DSN) and Deal Making Negotiation (DMN), importance of BATNA (Best alternative to a negotiated agreement) and ZOPA (Zone of possible agreement) in Dispute Settlement, Negotiation Strategy and tactics for integrative negotiation, negotiation strategy and planning. Finding and using negotiation power, sources of power, Implications of Negotiation on Policy making, Ethics in negotiation. Case Study: Vishakha and others v. State of Rajasthan Textbook: 1&2
Module - 5 Managing Impasse and difficult negotiations (08 hours)
Concept, Third party approaches- Third party interventions, formal intervention methods – Arbitration, Mediation and Process Consultation, Informal intervention methods, best practices in negotiation. Case Study: Mediation and Conciliation in Collective Labor Conflicts in India. Textbook-1

Skill Development Activity:

- Solve various case studies dealing with conflict between teams and organizations.
- Conduct Role Plays for different scenarios.
- Ask students to identify three unconscious factors that may affect their negotiation effectiveness and ask them to explain why or how that phenomenon may occur.

Course Outcomes: At the end of the course the student will be able:	
MBAHR414.1	Analyze the types, levels, and causes of organizational conflicts, and evaluate their implications for managerial decision-making.
MBAHR414.2	Evaluate the process and structural models of conflict to design effective conflict management strategies across individual, team, and organizational levels.
MBAHR414.3	Apply negotiation strategies, including distributive and integrative bargaining, to resolve workplace disputes and achieve win–win solutions
MBAHR414.4	Critically assess the role of ethics, culture, and power in negotiation and conflict management, and integrate these aspects into sustainable business practices.
MBAHR414.5	Develop soft skills such as persuasion, mediation, reconciliation, and emotional intelligence to manage impasse and difficult negotiations.
MBAHR414.6	Formulate innovative conflict resolution mechanisms using negotiation, arbitration, and third-party interventions to support organizational and entrepreneurial growth.

Sl. No.	**Title of the Book**	**Name of the Author/s**	**Name of the Publisher**	**Edition and Year**
Textbooks				
1	Corporate Conflict Management	Eirene Leela Rout, Nelson Omiko,	PHI Learning Pvt. Ltd	2017
2	Negotiations	Roy J. Lewicki, David M. Saunders, Bruce Barry	Mc Graw Hill	2022

Reference Books				
1	Negotiating Agreement without Givingin	Fisher,R and Ury.W	Hutchinson Business Books	2022
2	Contemporary Conflict Resolution,	Oliver Ramsbotham, Hugh Miall, Tom Woodhouse,	Polity publishers,	2011

Additional Resources: Web links/NPTEL Courses Web links/Video Lectures/MOOCs

1. https://www.youtube.com/watch?v=wYb_PKTawE4
2. https://freevideolectures.com/course/3144/international-business-communication/28
3. https://www.coursera.org/lecture/negotiation-skills-conflict/week-2-outline-neVhB
4. https://www.pdfdrive.com/negotiation-and-conflict-management-e34393592.html
5. https://www.researchgate.net/publication/339850653_MANAGING_CONFLICT_AND_NEGOTIATION
   Case Stydy:
6. https://en.wikipedia.org/wiki/Vishakha_and_others_v._State_of_Rajasthan?utm_source=chatgpt.com
7. https://link.springer.com/chapter/10.1007/978-3-319-92531-8_18?utm_source=chatgpt.com

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBAHR414.1	2	2	-	2	-	-	-
MBAHR414.2	-	2	2	-	-	2	-
MBAHR414.3	-	-	3	-	3	-	3
MBAHR414.4	-	-	2	2	-	-	-
MBAHR414.5	-	-	2	-	2	-	-
MBAHR414.6	3	3	-	3	-	-	-

1: Low 2: Medium 3: High

WORKPLACE ETHICS & VALUE SYSTEMS			
Course Code	**MBAHR415**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Theory	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L:T:P)	(3:0:0)	SEE	3 Hours
Total Hours	40 hours	Credits	03

Course Learning Objectives:

1. To understand the ethical practices at workplace.
2. To address the ethical issues which arise in the work environment.
3. To acquaint students with various ethical problems at work place.
4. To evaluate ethical dilemmas and organizational value system to develop responsible workplace practices.

Module-1 Workplace Ethics (8 hours)

Introduction, Principles, Development of Personal Ethics, Workplace Ethics for Employees-Ethical behavior in workplace- Professionalism, Ethical violations by employees, Employee Attitude and Ethics, Employee Etiquettes. Benefits, investor loyalty, customer satisfaction, profits

Case Study: Microsoft Manages Legal and Ethical Issues (Textbook-2)

Module -2 Professionalism at Workplace (8 hours)

Unethical Conduct for employees and employers. Factors leading to Unethical Behaviors. Types of unethical behaviors. Measures. Rewarding ethical behavior

Case Study- Enron: Questionable Accounting leads to collapse

Module -3 Business Ethics and Corporate Governance (8 hours)

Overview, Corporate Governance, Ethical issues in human resource management-Principle of ethical hiring, Firing, worker safety, whistle blowing, Equality of opportunity, Discrimination, Ethics and remuneration, Ethics in retrenchment. Ethical Dilemmas at workplace, Ethical issues in global business, corporate responsibility of employers, Corporate Social Responsibility (CSR) and sustainability ethics (SDG-12)

Self learning-Whistle blowing

Case Study : Starbucks 'Mission: Social Responsibility and Brand Strength(Textbook 2)

Module -4 Workplace Privacy & Ethical decision making (8 hours)

Watching what you say and what you do in the workplace, Hardware, Software and Spyware, Plagiarism and Computer Crimes, Convenience and Death of Privacy, Defence of employee privacy rights, Framework for Ethical decision making

Self learning-Plagiarism

AI Tools for Ethical Hackers

Module-5 Ethical leadership & Harassment at Workplace (8 hours)

Leadership styles, Habits of strong ethical leaders, rules of professional responsibility, ASME code of ethics. Discrimination, sexual harassment, creating awareness about workplace harassment, Vishaka Dutta vs. State of Rajasthan –Supreme Court directions, Compulsory workplace guidelines.

Skill Development Activity:
To solve case studies on Workplace Ethics Students are given real or hypothetical workplace ethics case studies in groups. Each group discusses the situation, identifies ethical dilemmas, analyses possible courses of action and present their recommended solution with justification. Students develop critical thinking, decision making and ethical reasoning skills, while learning to balance organizational interests with professional integrity and social responsibility.

Course Outcomes: At the end of the course the student will be able to:	
MBAHR415.1	Appraise the fundamental principles of workplace ethics and professional conduct.
MBAHR415.2	Analyze the causes and consequences of unethical behavior in organizations
MBAHR415.3	Apply ethical frameworks and decision-making models to real-world workplace dilemmas.
MBAHR415.4	Assess importance of legal, social, and cultural aspects of workplace discrimination and harassment.
MBAHR415.5	Evaluate the role of ethical leadership and corporate governance in promoting organizational ethics.
MBAHR415.6	Appraise privacy and ethical environment in the workplace.

Sl. No.	**Title of the Book**	**Name of the Author/s**	**Name of the Publisher**	**Edition and Year**
Textbooks				
1	Ethical Theory and Business	Tom L. Beauchamp, Norman E. Bowie and Denis Arnold	Cambridge University Press	Tenth Edition, 2020
2	Business Ethics – Ethical Decision making and cases	O.C. Ferrell, John Fraedrich, and Linda Ferrell	Cengage Learning	Indian Reprint Ninth Edition, 2014
Reference Books				
1	Business Ethics and Corporate Governance	B N Ghosh	Tata McGraw Hill	2012
2	Business Ethics and Corporate Governance	S Prabhakaran	Excel Books	Reprint 2011
3	Ethics in the Workplace	Dean Bredeson, Keith Goree	Cengage Learning	2011

Additional Resources: Web links

1. https://www.youtube.com/watch?v=Aqqk1FUyIrw
2. https://builtin.com/articles/workplace-ethics
3. https://www.indeed.com/career-advice/career-development/why-ethics-is-important-in-the-workplace
4. https://online.hbs.edu/blog/post/ethics-and-accountability-in-the-workplace

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**
MBAHR415.1	-	-	-	2	-	2	-
MBAHR415.2	-	-	2	2	-	-	-
MBAHR415.3	2	-	-	-	-	-	-
MBAHR415.4	-	-	-	2	-	-	-
MBAHR415.5	-	-	2		2	-	-
MBAHR415.6	-	-	-	2	-	-	-

1: Low 2: Medium 3: High

DIGITAL & SOCIAL MEDIA MARKETING

Course Code	**MBAMM411**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Theory	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L: T:P)	(3:0:0)	SEE	3 Hours
Total Hours	40 hours	Credits	03

Course Learning Objectives:

1. To explain the important concepts related to e-marketing
2. To assess the use of different electronic media for designingmarketing activities.
3. To analyze the latest techniques of e-marketing.
4. To assess the impact of social media marketing

Module-1 Introduction to Digital Marketing **(10 hours)**

Overview, Concept, TraditionalVs Digital Marketing, Role, Digital Marketing Process, Digital Landscape. Digital advertising Market in India. Skills required in Digital Marketing, Digital Marketing Planning and Strategy.

Case: The Impact of Digital Marketing Adoption on Firm Performance: A Case Study of Small and Medium Enterprises in India

Module-2 Display Advertising **(10 hours)**

Display Advertising- Concept, Types of display ads, Buying Models, Display Plan, Segmenting and customizing Messages, Targeting- contextual targeting, placement targeting, remarketing, interest categories, geographic and language tagging.

Programmatic Digital Advertising, You Tube Advertising, The P-O-E-MFramework, Challenges faced by Display Advertising

AI tools for display advertising

Module-3 Social Media Marketing **(10 hours)**

Social Media Strategy Cycle

Face Book Marketing- Types of ads, Facebook for business & Facebook insights

LinkedIn Marketing- LinkedIn Strategy, LinkedIn Analytics

Twitter Marketing- Building Content Strategy, Twitter usage, Twitter for Business, Twitter Analytics

Instagram- Objectives of Instagram, Instagram Reels and Hashtags.

Snap Chat- How does it work? What's the secret? Discover feed and its features

AI tools for social media marketing

Module-4 Mobile Marketing **(10 hours)**

Mobile Usage, Mobile Advertising- Mobile Advertising Models, Mobile Marketing Toolkit, Mobile Marketing features- Location based services, social marketing on mobile, QR Codes, Augmented Reality, Gamification. Mobile Analytics, WhatsApp Marketing

Live Project: Create a mobile marketing plan for a specific business.

Case: Digital Marketing: Strategies, Trends, Implementation, and Practices

Module-5 Search Engine Advertising **(10 hours)**

Search Advertising-Introduction, Key terms and concepts. Advertising in search, The elements of a search ad, Targeting options, Bidding and ranking for search ads, Tracking, Advantages and challenges.

Ad Placement, Ad Ranks, Creating FirstAd Campaign, Performance Reports.

Social Media Marketing- Buildinga successful Strategy

Live Project: Create a digital marketing plan

Search Engine Optimization- How search engines work, concept of Search Engine Optimization (SEO), On-Page Optimization, Off-Page Optimization, Social media Reach, Maintenance- SEO tactics, Google Search Engine, Web Analytics- Key Metrics- concepts only.

Skill Development Activity

1. Digital Campaign Design Challenge -Students pick a local brand/startup and design a mini digital campaign (with display ads + social media ads).
2. Mobile Marketing Plan- students create a mobile marketing plan for a product (e.g., a café, retail shop, or college event) using QR codes, WhatsApp broadcast, and Instagram reels.
3. Banner Ad Design Challenge- Students design a static or animated banner Ad for a given product

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

MBAMM411.1	Apply digital marketing tools and techniques in business contexts.
MBAMM411.2	Analyze different advertising formats and targeting strategies.
MBAMM411.3	Develop digital strategies for social, mobile, and search platforms.
MBAMM411.4	Evaluate campaign performance using analytics tools.
MBAMM411.5	Create integrated digital marketing solutions for business problems.
MBAMM411.6	Design and present a complete digital marketing project.

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Digital Marketing	Seema Gupta	McGraw Hill Education	Third Edition 2017
2	Internet Marketing: Integrating Online and Offline Strategies.	M. L. Roberts and Debra Zahay,	Cengage Learning	Fourth Edition 2018
3	Marketing 4.0: Moving from Traditional to Digital	Philip Kotler, Hermawan Kartajaya, Iwan Setiawan	Wiley	First Edition 2017
Reference Books				
1	Emarketing: The Essential Guide to Online Marketing	Rob Strokes	Quirk Marketing	Fifth Edition 2018
2	E-Commerce: An Indian Perspective	P. T. Joseph	Prentice Hall,	Fourth edition, 2013

Web links/Video Lectures/MOOCs

1. https://www.redandyellow.co.za/content/uploads/woocommerce_uploads/2017/10/e marketing_textbook_download.pdf.
2. https://jier.org/index.php/journal/article/view/350
3. https://iprjb.org/journals/index.php/IJSMP/article/view/2453

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBAMM411.1	3	3	-	-	-	3	-
MBAMM411.2	-	2	-	2	-	-	-
MBAMM411.3	2	-	-	2	-	-	2
MBAMM411.4	-	2	-	-	-	2	2
MBAMM411.5	3	-	3	-	-	-	3
MBAMM411.6	-	-	3	-	3	3	-

1: Low 2: Medium 3: High

STRATEGIC BRAND MANAGEMENT

Course Code	**MBAMM412**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Theory	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L:T:P)	(3:0:0)	SEE	3 Hours
Total Hours	40 hours	Credits	03

Course Learning Objectives:

1. To examine the role of brands in consumers' daily experiences and in creating shareholder value
2. To enhance students' ability to think creatively and critically about the strategies and tactics involved in building, leveraging, defending, and sustaining inspired brands
3. To Understand the significance and key elements of a brand including its impact on business value.
4. To explain the concept of managing brands throughout their lifecycle, including brand growth, extensions, and rejuvenation.

Module-1 Brand Management (10 hours)

Brand –concept, Functions of Brand to consumer, Role of Brand, Product Vs Brand, Branding- concept, Creation of Brands through goods, services, people, Organization, Retail stores, places, online, entertainment, ideas, challenges to Brand Builders. Brand Management-concept, Strategic Brand Management - Process, Strong Indian Brands.

Text book 1: chapter 1-3, Text book 2: chapter: 1,3,13

Module -2 Customer Based Brand Equity (CBBE) (10 hours)

Customer-Based Brand Equity-concept, Model of CBBE Brand Equity- concept, Sources, Steps in Building Brands, Brand building blocks, Brand Building Implications, David Aaker's Brand Equity Model. Brand Identity & Positioning, Brand identity - Need for Identity & Positioning, Dimensions, Brand identity prism, Brand positioning – concept, point of parity & point of difference, positioning guidelines, Brand Values - Core Brand values, Brand mantras, Internal branding.

Text book 1: Chapter 2-5, Text book 2:2,3,5

Module -3 Choosing Brand Elements to Build Brand Equity (10 hours)

Criteria for choosing brand elements, options & tactics for brand elements-Brand name, naming guidelines, Naming procedure, Awareness, Brand Associations, Logos & Symbols, Characters, Slogans, Benefits, Packaging. Leveraging Brand Knowledge- concept, Dimensions, Meaning of Leveraging Secondary Brand Knowledge & Conceptualizing the leverage process. Sustainable branding

Self learning:Brand experience and customer journey mapping.

Text book 1: Chapter 2,4,5,7, Text book 2: Chapter:2,4,7

Module -4 Brand Value chain (10 hours)

Designing Brand Tracking studies, Establishing brand Equity Management Systems. Methods for measuring Brand Equity- Qualitative Techniques & Quantitative Techniques, Comparative methods- Brand based comparisons, marketing-based comparisons. Managing Brand Equity - Brand Reinforcement, Brand Revitalization, Brand Crisis. Luxury Brand Management - Luxury definition and relativity, luxury goods and luxury brands, basic psychological phenomena associated with luxury purchase, luxury retail.

AI tools :tools for real time detection of brand exposure in sponsorship and marketing. Text book 1: Chapter 8,9,12 Text book 2: Chapter:9,12,13
Module -5 Designing and sustaining branding strategies (10 hours)
Brand hierarchy, branding strategy, Brand extension and brand transfer, Managing Brand Imitations - concept, Kinds, Factors, Imitation Vs Later market entry, First movers' advantages, Free rider effects, Benefits for later entrants, Imitation Strategies. Assignment: Measuring Brand Strength, Brand rejuvenation and re-launch. Geographic extension, sources of opportunities for a global brand, single name to global brand, consumers & globalization, conditions favouring marketing, barriers to globalization, managerial blockages, organization for a global brand, pathways to globalization. Case study :Doves "campaign for real beauty" Text book 1: Chapter 8,11,12,13 Text book 2: Chapter:8,11,12
Skill Development Activity: 1. Go to a supermarket and find the brand elements in various brands of soaps, mobiles, jeans, and other product. 2. If you would start an MBA College, what would the positioning be with POP's and POD's 3. Students need to submit report for the evaluation procedure on following activities.

Course Outcomes: At the end of the course the student will be able:	
MBAMM412.1	Analyse branding concepts and their Value chain, globalization importance across products, services, and organizations.
MBAMM412.2	Examine branding strategies including brand architecture, Brand Revitalization, and Blockage to imitation threats.
MBAMM412.3	Evaluate the effectiveness of designing brand, Customer-Based Brand Equity (CBBE) models and identity-positioning tools and market blockages
MBAMM412.4	Analyse criteria and techniques to choose brand elements and leverage secondary brand associations
MBAMM412.5	Design a brand development strategy, Brand management techniques for a start-up business
MBAMM412.6	Develop global branding perspectives and pathways aligned with business elements, Brand Associations and consumer behaviour.

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Strategic Brand Management	Kevin Lane Keller	Pearson education	Fifth edition,2020
2	Strategic Brand Management	M.G Parameswaran, Issac Jacob, Kevin Lane Keller	Pearson education	Third edition,2014
1	Strategic Brand Management	Richard Elliott Larry Percy	Oxford university Press	Fourth edition,2007
2	The New Strategic Brand Management	Jean, Noel, Kapferer	Kogan Page India	Fifth Edition 2012
3	Strategic Brand management	Kevin lane Keller Vanitha Swaminathan Issac C Jacob	Pearson education	Fifth edition,2020
Additional Resources: Web links/NPTEL Courses https://onlinecourses.nptel.ac.in/noc23_mg117/preview https://swayam.gov.in/nd2_imb19_mg04/preview https://www.youtube.com/watch?v=b2vdmoOMcz0				

Course Articulation Matrix

Course outcome COs	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBAMM412.1	1	1	-	-	-	1	-
MBAMM412.2	3	3	-	3	-	-	-
MBAMM412.3	3	-	3	-	-	-	3
MBAMM412.4	-	2	-	2	2	-	-
MBAMM412.5	-	-	-	2	2	-	-
MBAMM412.6	2	-	2	-	-	-	-

1: Low 2: Medium 3: High

INTERNATIONAL MARKETING MANAGEMENT

Course Code	**MBAMM413**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Theory	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L: T:P)	3:0:0	SEE	3 Hours
Total Hours	50	Credits	04

Course Learning Objectives:

1. To comprehend global marketing concepts and key environmental challenges.
2. To apply research to identify international market opportunities.
3. To develop global marketing mix strategies.
4. To list the trends in foreign trade.

Module -1 International marketing, Global E-marketing (10 Hours)

Scope and challenges, difference between international marketing and domestic marketing, the dynamic environment of international trade, transition from domestic to international markets, orientation of management and companies The Death of Distance, communications, Targeting the individual customers, relationship marketing, interactivity, Speed to market, living in an age of technical discontinuities, new technologies change the rules of competition, components of the electronic value chain. AI for Content Marketing

Case Study: San Pellegrino’s Global Marketing Strategies

Textbook 1: Chapters 1, 2, 12, 13, 16, 18

Module -2 Global Research & Cultural Environment (10 Hours)

International marketing research, problems in secondary and primary data, multicultural research, research on internet, estimating market demand, analysing and interpreting research, responsibility for research, communicating with decision makers. Identifying foreign markets, classification based on demand and development, division of world markets. Basic aspects of society and culture, approaches to cultural factors, impact on marketing of industrial and consumer products.AI tools for Global Research in Marketing

Self – Learning Component: Digital consumer behaviour & multicultural market research

Textbook 1: Chapters 3, 4, 5, 6, 8, 9–11

Module -3 Global Marketing Management (10 Hours)

Global perspective , global gateways, global marketing management, planning for global markets, market entry strategies, organizing for global competition. Quality, green marketing, product and culture, product adaptation and standardization, global product development, marketing services and brands globally. Business markets, global standards , business services, trade shows, relationship marketing in B2B context. AI Augmented Analytics

Case Study: Global Marketing Strategy Weikfeld Products Teaching Notes Case Synopsis

Self-Learning Component: Digital Consumer Behavior and Cultural Nuances in E-Research

Textbook 1: Chapters 3, 4, 5, 6, 8, 9–11

Module -4 Licensing, Alliances, FDI, Marketing (10 Hours)

Licensing, strategic alliances, manufacturing subsidiaries, entry modes, marketing control , optimal strategies. Distribution, competitive advantage, local channels, wholesaling, retailing, global logistics, channel design. Global pricing, marginal cost, transfer pricing, counter trade, systems pricing, price quotation, INCO terms. Promotions – international advertising, sales promotion, direct mailing, personal selling, exhibitions, generic promotions.

Real Time Project: Design a Real-Time Market Entry Simulation for "Made in India" Export Textbook 1: Chapters 12, 14, 15, 16, 17, 18
Module -5 Recent trends in India's foreign trade (10 Hours)
Institutional support for exports, India's trade policy, export assistance schemes – documentation and export procedures. India as a globalization hub, post-liberalization growth, competitive strengths, strategies for sustainable advantage, potential for "Made in India", globalization initiatives by Indian companies. WTO regulations and impact, challenges and undesirable effects of globalization, six major changes in global marketing. Export of Green Goods ("Made in India" eco-products). Textbook 1: Chapters 2, 13, 14, 19

Skill Development Activity: Cross-Cultural Marketing Campaign Students will pick a global brand and create a marketing campaign for a different country. They will change the message, design, and promotion to match the culture and habits of that country. They will use tools like Hofstede's cultural dimensions to understand differences. This activity helps students learn how to adapt marketing for different cultures and understand global customers better.

Course Outcomes: At the end of the course the student will be able:	
MBAMM413.1	Analyze domestic vs. international marketing for global entry planning.
MBAMM413.2	Evaluate marketing decisions using cultural and consumer insights.
MBAMM413.3	Analyze digital transformation's role in international marketing.
MBAMM413.4	Evaluate global pricing, distribution, and promotion strategies.
MBAMM413.5	Assess market opportunities through international marketing research.
MBAMM413.6	Examine India's trade policies and globalization strategies.

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	International Marketing	Philip R. Cateora, Mary C. Gilly, John L. Graham	McGraw Hill Education	Eighteenth Edition
2	International Marketing	Masaaki Kotabe, Kristiaan helsen, Prateek Maheshwari	Wiley	First Edition, 2021
Reference Books				
1	Global marketing management	Warren J. Keegan, C. Green Mark	Pearson Education	Ninth Edition
2	International marketing	Sia distributors	Sia Publishers	First Edition, 2023
3	International marketing	Michael Czinkota, Illka A. Ronkainen	Cengage Learning	Tenth Edition, 2013

Additional Resources: Web links/NPTEL Courses

1. https://www.wtamu.edu/~sanwar.bus/otherlinks.htm
2. https://youtube.com/playlist?list=PLWOx4cbGdwRLMWVWsTKWF1VoMD0dkUWY7&si=zmOUmYnnNtF0Pn1k
3. https://uniathena.com/short-courses/diploma-in-international-marketing-management
4. https://www.researchgate.net/publication/373980017_Case_Study_of_Global_Marketing_Strategy_Weikfeld_Products_Teaching_Notes_Case_Synopsis
5. https://www.localizationinstitute.com/case-study-san-pellegrinos-global-marketing-strategies/?utm_source=chatgpt.com

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**
MBAMM413.1	2	2	-	2	-	-	2
MBAMM413.2	1	1	-	1	-	-	-
MBAMM413.3	-	-	-	-	2	-	2
MBAMM413.4	-	3	-	3	-	-	-
MBAMM413.5	3	-	3	-	-	3	-
MBAMM413.6	2	-	2	-	-	-	2

1: Low 2: Medium 3: High

INTEGRATED MARKETING COMMUNICATION			
Course Code	**MBAMM414**	CIE MARKS	50
Course Type (Theory/Practical/Integrated)	Theory	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L:T:P)	(3:0:0)	SEE	3 Hours
Total Hours	40 hours	Credits	03

Course Learning Objectives:

1. To build a comprehensive framework for integrated marketing communications.
2. To the study the advertising, publicity, personal selling, direct marketing and sales promotion.
3. To enhance knowledge of emerging trends in integrated marketing communications.
4. To acquaint the students with the latest internet and e-marketing techniques, ethically way of handling business.

Module-1: Introduction to IMC **(8 hours)**

Integrated Marketing Communication- Role of IMC in marketing process, IMC planning model, Marketing and promotion Process model. Communication Process, steps involved in developing IMC programme, Effectiveness of marketing communications. Advertising- Purpose, Role, Functions, Types, Advertising Vs Marketing mix, Advertising appeal in various stages of PLC.

Application of AI tools in Content creation & ad copywriting.

Module-2: Advertising Agency **(8 hours)**

Advertising Agency- Type of agencies, Services offered by various agencies, Criteria For selecting the agencies and evaluation. Advertising objectives and Budgeting: Goal setting ,DAGMAR approach, various budgeting methods used. Monitoring, Evaluation and control: Measurement in advertising, various methods used for evaluation, Pre-testing, Post testing.

Module-3: Media planning **(8 hours)**

Media planning- Factors, Developing Media plan, Importance, Problems encountered, Advertising Media, Media Evaluation, Print, Broadcast media, Support media in advertising. Media strategy- Creativity, Elements, implementation, Importance of Headline and body copy. New media-The internet, mobile, social media and related platforms.
Case study: 1. HLL's Media strategy for close-up. (Case studies in Marketing Communications- ICFAI University) 2. Coca-Cola's "Share a Coke" Campaign and Zomato & Swiggy (India)

Module-4 Direct marketing and Promotion **(8 hours)**

Direct Marketing- Features, Functions, Growth, Advantages/Disadvantages, And Direct Marketing Strategies. Promotion- tools used, Conventional/unconventional, drawbacks, push pull strategies, Co-operative advertising, Integration with advertising and publicity.

Public relation and Publicity- Objectives, tools of public relations, Public Relation strategies, Goals of publicity, Corporate Advertising -Role, Types, Limitations, PR Vs Publicity.

Module-5 International Advertising **(8 hours)**

International Advertising- Global environment , Decision areas, Industrial advertising- B 2 B Communication, Special issues in Industrial selling. Internet advertising- Components, Types .SDG #8 - Advertising Laws & Ethics- Advertising & Law, Advertising & Ethics, Pester Power, Intellectual Property Rights, ASCI Case study: Titan watches: Advertising in Global markets. (Case studies in Marketing Communications- ICFAI University)
Skill Development Activity Individual or in pairs, students will prepare creative advertising copy (headline, body text, tagline, call-to-action) and design other IMC tools. The task will emphasize creativity, clarity, and alignment with the IMC objectives. Students can use basic design software (Canva, MS PowerPoint, Photoshop etc). the final output will be showcased in class or uploaded on a digital platform.

Course Outcomes: At the end of the course the student will be able to:	
MBAMM414.1	Explain the role of IMC and apply advertising objectives, budgeting, and evaluation techniques to build effective communication strategies.
MBAMM414.2	Develop media plans by integrating media strategy and creative elements with advertising goals for impactful campaign delivery.
MBAMM414.3	Design integrated promotional campaigns using tools from direct marketing, sales promotion, and media strategy.
MBAMM414.4	Apply public relations and publicity techniques along with advertising and communication planning to enhance brand image.
MBAMM414.5	Evaluate strategies in international, industrial, and internet advertising while considering legal and ethical frameworks.
MBAMM414.6	Create a comprehensive IMC plan using traditional and digital tools to solve real-world marketing problems ethically.

Sl. No.	**Title of the Book**	**Name of the Author/s**	**Name of the Publisher**	**Edition and Year**
Textbooks				
1	Advertising and Promotions IMC Perspectives.	George E.Belch	Tata McGraw Hill Publications	Ninth Edition, 2012
2	Advertising an IMC Perspective	S.N. Murthy & U Bhojanna	Excel Books	First Edition, 2007
Reference Books				
1	Marketing management	Ramaswamy Namakumari	SAGE Publications	Sixth Edition, 2018
2	Advertising & Integrated Brand Promotion	Thomas O'Guinn, Chris Allen, Richard J.Semenik	Cenage Learning	First Edition, 2009
3	Integrated Marketing Communications	Niraj Kumar	Himalaya Publishing House	First Edition, 2013

Additional Resources: Web links/NPTEL Courses

1. https://www.digimat.in/nptel/courses/video/110107158/L04.html
2. https://www.academia.edu/13180608/E_Book_IMC_Integrated_Marketing_Communication
3. https://www.pdfdrive.com/integrated-marketing-communications-d41011351.html
4. https://www.digimat.in/nptel/courses/video/110107158/L03.html
5. https://www.youtube.com/watch?v=GyxdlocMSpY
6. https://www.youtube.com/watch?v=dQNRWF1BaTc
7. https://www.youtube.com/watch?v=iGZZqpytetE
8. https://www.youtube.com/watch?v=-WXxxR-Ry3E
9. http://www.gurukpo.com
10. https://www.youtube.com/watch?v=uuFGD7eCrhc

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**
MBAMM414.1	**2**	**2**	**-**	**-**	**-**	**2**	**-**
MBAMM414.2	**-**	**2**	**-**	**-**	**-**	**-**	**2**
MBAMM414.3	**-**	**2**	**-**	**-**	**2**	**2**	**-**
MBAMM414.4	**-**	**-**	**3**	**-**	**-**	**3**	**-**
MBAMM414.5	**-**	**-**	**-**	**3**	**-**	**-**	**3**
MBAMM414.6	**-**	**-**	**-**	**2**	**-**	**-**	**2**

1: Low 2: Medium 3: High

B2B MARKETING

Course Code	**MBAMM415**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Theory	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L:T:P)	(3:0:0)	SEE	3 Hours
Total Hours	40 hours	Credits	03

Course Learning Objectives:

1. To understand the basic concepts related to B2B marketing
2. To explain the marketing mix elements in a B2B corporate strategy
3. To examine the buying processes, key stakeholders, and the purchasing orientations of different business customer firms.
4. To analyse how to handle downturns, declining sales, and navigate uncertain markets.

Module-1 B2B Marketing (8 hours)

Concept, significance. Business Markets, characteristics. Classification of Business Products and Markets. Elements of B2B offering, strategic tools for managing product offerings.

Self learning :understanding buying behaviour and online dynamics

Textbook 1: Ch 1-3. Textbook 2: Ch 1,2.

Module-2 Purchasing Behaviour (8 hours)

Factors affecting purchasing decisions, purchasing orientation, Segmenting purchase categories. Purchase Process-. Buying situations and marketer actions. Online buying. Traditional marketing approach- uncertainties of buyer and supplier/ marketer. Supplier uncertainties. Relationship variables. Impact of IT. Inter-firm Relationships and Networks.

Research on B2B markets- Marketing Information System, Research facilities, Analysis of competition - Benchmarking. Case Study.

Textbook 1: Ch 2,5,6,11,14. Textbook 2: Ch 2,3

Module -3 B2B strategy and Market Segmentation (8 hours)

Process, approach. Responsible strategy-CSR and sustainability, Green Management Practices in B2B, Customer value and strategy. Standard industrial classification, Account based marketing (ABM). SEO in B2B, sustainable B2B practices

B2B Market Segmentation- Significance, Basis, Challenges in B2B markets**.** Textbook 1: Ch 3-6,10,14 Textbook 2: Ch:4-6

Module -4 Market Communication (8 hours)

Brand expression, Communication mix and customer acquisition process. Relationship Communication, sales responsibilities. The relationship communication process, call preparation, selling to low-priority and high- priority customers. Personalized communications, Value selling and consequences- order fulfilment-relationship building, Vertical specialization- Choosing industry, specialization

Textbook 1: Ch 8-10, text book 2 Ch:7,8,9

Module -5 Relationship Portfolio & Pricing strategies (8 hours)

Principles of Portfolio management, identifying key accounts, Classification criteria. Relationship life cycle, declassification, managing loyalty. Price setting in B2B markets- 3 Cs of pricing-cost, customer and competition-Pricing- strategy, price positioning, role of sales force in pricing, bid pricing, internet auctions, ethical aspects of B2B pricing
Case study :The contingent effect of product relations on B2B firms' pricing strategy Evidence from India
AI tools: Tools for Ad creating and Portfolio management
Textbook 1: Ch:7,9,13 text book 2: Ch:9,10,12

Skill Development Activity:

1. Interview a salesperson and write a brief report about what they like and dislike about their jobs, their salary, travelling allowances, sales quotas, why chose sales career, and what does it take to succeed in this profession.
2. Ask your friends if they would buy certain goods like groceries, vegetables, socks, mobile, pens etc from the roadside vendor as against a regular shop. Group the products into low risk and high-risk ones.
3. Students can make a presentation on any product or the services of student choice, covering selling strategies and one day work exposure towards merchandising in any big retail outlets of respective places where the institute if operating.
4. Rural colleges can send the students to the city nearby to observe the merchandising planning in retail outlets and to make a small report.

Course Outcomes: At the end of the course the student will be able:	
MBAMM415.1	Analyse the core concepts, characteristics, and SEO and ABM tools used in B2B marketing
MBAMM415.2	Evaluate Market communication, portfolio strategies, and inter-firm relationship variables in B2B markets
MBAMM415.3	Examine integrated B2B communication strategies based on branding, value selling, and Relationship communication
MBAMM415.4	Apply strong pricing strategies, online buying ideas for B2B marketing
MBAMM415.5	Apply ethical and sustainable approaches in B2B strategies, including CSR and green practices, vertical specialization.
MBAMM415.6	Evaluate buyer behaviour, 3Cs, and challenges in B2B markets

Sl. No.	**Title of the Book**	**Name of the Author/s**	**Name of the Publisher**	**Edition and Year**
Textbooks				
1	B2B marketing	Michael D hutt, Dheeraj sharma Thomas W.speh Douglas Hoffman	Cengage Publications	Thirteen edition,2024
2	Business to Business marketing	Ross Brennan, Louise Canning & Raymond McDowell	Sage Publications	Fifth edition, 2020

Reference Books				
1	B2B marketing strategy	Heidi taylor	Kogan page	First edition,2017
2	B2B Marketing: Text and Cases	Krishna K. Havaldar Shailendra Dasari	McGraw Hill Education	Fifth edition, 2021
3	B2B marketing strategy	Michael D.hutt Dheeraj sharma Thomas W.speh	Cengage Publications	Eleventh edition ,2014

Additional Resources: Web links/NPTEL Courses

1. https://onlinecourses.nptel.ac.in/noc23_mg120/preview
2. https://onlinecourses.swayam2.ac.in/imb24_mg109/preview
3. https://www.youtube.com/watch?v=f2N0XcUOd34
4. https://onlinecourses.swayam2.ac.in/cec20_mg12/preview

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBAMM415.1	3	3	-	-	-	3	-
MBAMM415.2	2	-	2	2	-	-	-
MBAMM415.3	-	2	2	-	2	-	-
MBAMM415.4	-	-	2	2	-	-	2
MBAMM415.5	2	2	-	2	-	-	-
MBAMM415.6	3	-	-	-	3	-	3

1: Low 2: Medium 3: High

BUSINESS INTELLIGENCE			
Course Code	**MBABA411**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Theory	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L:T:P)	(3:0:0)	SEE	3 Hours
Total Hours	40 hours	Credits	03

Course Learning Objectives:

1. To understand BI concepts, architecture, and business value.
2. To apply data warehousing, mining, and modelling techniques.
3. To analyse decision-making, DSS, and knowledge management.
4. To analyse role of Artificial intelligence in knowledgemanagement system

Module 1: Introduction to Business Intelligence (8 Hours)

Concept, BI’s big four, Evolution of BI, Architecture of BI, Components of BI, Styles of BI, Business Value ofBI analytical application, BI analysis Cycle, Development of BI systems, Benefits of BI, Ethics in BI.

Case: Adoption of business intelligence systems in Indian fashion retail

Module 2: Foundations & Technologies for Decision Making (8 Hours)

Characteristics, Representation of the decision- making process- Rationality and problem solving- Phases of the decision-making process- Types of decisions- Approaches to the decision-making process. Definition of decision support system,
Development of a decision support system, Key Characteristics and Capabilities of DSS, Components of decision support systems.

Module 3: Data Warehousing (8 Hours)

Concept, Characteristics, Types, Data warehousing process -its components, OLTP & OLAP and its operations, Data warehouse architecture, Data warehousing implementation issues, Real-time data warehousing, Traditional Vs Active Data Warehousing Environments.

AI tools explore OLAP operations (drill-down, slice, dice).

Module 4: Mathematical models & Data Mining (8 Hours)

Structure of mathematical models, Development of a model, Classes ofmodels, Data Mining- Models and methods for data mining,
Data mining, classical statistics and OLAP, Applications of datamining, Data mining process, Data mining methods (in brief)

Case: A review on Data Mining for Indian Online Retail Industry

Module 5: Knowledge Management & Artificial Management (8 Hours)

Explicit and Tacit Knowledge, Taxonomy of Knowledge, Approaches to knowledge management, KMS cycle, Components ofKMS. Artificial Intelligence, Concepts of Expert Systems, Knowledge
engineering, Development of expert systems, Benefits of expert systems

Skill Development Activities

- Build a simple dashboard using a real dataset to demonstrate Sales, HR, Financial Data, etc., using simple BI tools
- Data Mining (Simple Classification Task)

Course Outcomes: At the end of the course the student will be able to:	
MBABA411.1	Apply the concepts and components of Business Intelligence architecture and systems to design basic BI solutions.
MBABA411.2	Analyze the decision-making process and differentiate between various types and phases of decision-making with reference to Decision Support Systems.
MBABA411.3	Evaluate the role of data warehousing, OLAP, and real-time systems in enhancing business intelligence capabilities.
MBABA411.4	Apply data mining techniques and mathematical models to solve business problems and derive meaningful insights.
MBABA411.5	Analyze the approaches and components of knowledge management systems and expert systems in organizational decision support.
MBABA411.6	Evaluate the ethical implications and strategic benefits of using Business Intelligence, Artificial Intelligence, and Knowledge Management in a business context.

Sl. No.	**Title of the Book**	**Name of the Author/s**	**Name ofthe Publisher**	**Edition and Year**
Textbooks				
1	Business Intelligence and Analytics: Systemsfor decision support	Ramesh Sharda, Dursun Delen, Efraim Turban	Pearson	Tenth Edition 2018
2	Business Intelligence: DataMining and Optimization for Decision Making	Carlo Vercellis	Wiley	First Edition 2009
Reference Books				
1	Business Intelligence for Dummies	Swain Scheps	Wiley	First Edition 2008
2	Fundamentals of Business Intelligence (Data-Centric Systems and Applications)	Wilfried Grossmann, Stefanie Rinderle-Ma	Springer	First Edition 2015

Web links/Video Lectures/MOOCs

1. https://www.javatpoint.com/expert-systems-in-artificial-intelligence
2. https://www.tutorialspoint.com
3. https://www.youtube.com/watch?v=Hg8zBJ1DhLQ
4. https://www.researchgate.net/publication/262236250_Adoption_of_business_intelligence_systems_in_Indian_fashion_retail
5. https://ijritcc.org/index.php/ijritcc/article/view/2198
6. https://onlinecourses.nptel.ac.in/noc24_cs65/preview

Course Articulation Matrix

Course Outcomes(COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBABA411.1	2	-	-	2	-	2	-
MBABA411.2	2	2	-	-	-	-	-
MBABA411.3	-	2	-	2	-	2	-
MBABA411.4	-	-	2	-	-	2	2
MBABA411.5	3	-	-	3	3	-	-
MBABA411.6	-	-	3	3	3	-	-

1: Low 2: Medium 3: High

<table>
<tr><th colspan="4">DIGITAL BUSINESS & E COMMERCE MANAGEMENT</th></tr>
<tr><td>Course Code</td><td>MBABA412</td><td>CIE Marks</td><td>50</td></tr>
<tr><td rowspan="2">Course Type (Theory/Practical/Integrated)</td><td rowspan="2">Theory</td><td>SEE Marks</td><td>50</td></tr>
<tr><td>Total Marks</td><td>100</td></tr>
<tr><td>Teaching Hours/Week (L:T:P)</td><td>(3:0:0)</td><td>SEE</td><td>3 Hours</td></tr>
<tr><td>Total Hours</td><td>40 hours</td><td>Credits</td><td>03</td></tr>
</table>

Course Learning Objectives:

1. To understand digital business activities and their impact on modern enterprises.
2. To examine regulatory implications of digital business technologies and their applications.
3. To investigate IoT and Artificial Intelligence technologies and their business uses.
4. To analyse digital strategy forces and their role in business development and growth

Module 1: Introduction to digital business (8 Hours)

Basics of Digital business, Stages of Digital Business Development, Activities, Success factors of digital business, Mobile business, Basics of Mobile business, Mobile application and user structure, Success factor of mobile business. Digital Government -Basics of Digital Government- Open Government and E-Participation- Services and User Structure of Digital Government-Success Factors of Digital Government**.**

Case study: Amazon's Digital Transformation Strategy

Textbook 1: Ch1-4

Module 2: Digital Business Technology and Regulation (8 Hours)

Basics of Digital Business Technology, Technology at the Human-Machine Interface, Security in Digital Business, Digital Payment Systems and Applications, Regulation of Digital Business**.**

Textbook 1: Ch 5

Module 3: Internet of Things and Artificial Intelligence (8 Hours)

Basics of Internet of Things, Applications of the Internet of Things, Internet of Robotic Things, IoT User Behaviour, Success Factors of IoT. Artificial Intelligence Services and Applications. Big Data Cloud Computing, NLP for e-commerce

Self-Learning component: Exploring Generative AI for Personalized E-Commerce

Textbook 1: Ch 6

Module 4: Digital Business Strategy (8 Hours)

Four Forces of Digital Strategy- Convergence, Determinants of Convergence, Digital Business Value Activity System, Strategy Development in Digital Business- Taxonomy of Digital Business Strategy Development-Digital Business Target Plan-Digital Business Situational Analysis-Digital Business Strategy Formulation-Digital Business Strategy Implementation-Digital Business Strategy Audit, Digital Business Strategy Simulation

Textbook 1: Ch 12

Module 5: Digital Business Implementation (8 Hours)

Digital Business Implementation, Pre-implementation Analysis Phase- SWOT Analysis, Benchmarking, Customer Demand and Preferences, Digital Business Strategy Concept, Definition of Digital Business Implementation Model Master Plan. Option Selection, Design/ Development, Pilot Testing and Training, Deployment, Monitoring and Audit, Targets of Digital Business Implementation. Digital Business 3+3 Audit and Evaluation System, Assessment Areas: Design, Process, and Outcome, Assessment Levels: Company, Digital Business Offer, and Customer.

Case study: Digital Business Model, Wikipedia Case study, eBay Case study, E-Commerce Case Study, LinkedIn Case study, Amazon Case Study Textbook 1:Ch 15-16

Skill Development Activity: Digital Transformation Blueprint: SWOT to Strategy Students will form groups and select a real-world business (or use a provided case such as Amazon or LinkedIn). Each group will conduct a SWOT analysis of the company's current digital presence. They will then benchmark it against a digitally mature competitor, assess customer digital preferences, and propose a digital business strategy blueprint. This activity develops skills in strategic thinking, analytical assessment, and digital transformation planning.

Course Outcomes: At the end of the course the student will be able :	
MBABA412.1	To Explain concepts of digital business, digital government, IoT, AI, and digital strategy.
MBABA412.2	To Analyse digital technologies, cybersecurity, IoT, AI services, and digital payments for business operations.
MBABA412.3	To Evaluate business models, regulations, big data, and cloud strategies for innovation and compliance.
MBABA412.4	To Analyse digital strategies using convergence theories, IoT, AI trends, and human-machine interaction.
MBABA412.5	To Apply SWOT, benchmarking, customer analysis, and digital value chains for business transformation.
MBABA412.6	To Assess success factors of digital businesses, mobile services, digital government, IoT, and AI governance.

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Digital Business and Electronic Commerce: Strategy, Business Models and Technology	Bernd W. Wirtz	Springer International Publishing	First Edition, 2021
2	Digital Business and E-Commerce Management	Dave Chaffey, Tanya Hemphill David Edmundson-Bi Rd	Pearson	Seventh Edition, 2019
Reference Books				
1	Introduction to Electronic Commerce and Social Commerce	Efraim Turban Judy Whiteside David King Jon Outland	Springer International Publishing	Fourth Edition, 2017
2	Trends in E-Business, E-Services, and E-Commerce: Impact of Technology on Goods, Services, and Business Transactions	In Lee	IGI Global	First Edition, 2014

3	Toolbox Digital Business: Leadership, Business Models, Technologies and Change (Management for Professionals)	Ralf T. Kreutzer	Springer	First Edition, 2023

Additional Resources: Web links/NPTEL Courses

https://www.youtube.com/watch?v=r4jr2Q83X9Y
https://elearning-adbi.org/courses/introduction-to-e-commerce/
https://onlinecourses.nptel.ac.in/noc19_mg54/preview
https://www.researchgate.net/publication/360765493_The_Integration_of_Digital_Business_Models_The_Amazon_Case_Study

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBABA412.1	**3**	**-**	**-**	**3**	**-**	**3**	**-**
MBABA412.2	**2**	**2**	**-**	**2**	**-**	**-**	**2**
MBABA412.3	**-**	**2**	**-**	**2**	**-**	**-**	**2**
MBABA412.4	**-**	**-**	**2**	**-**	**-**	**-**	**2**
MBABA412.5	**-**	**3**	**3**	**-**	**3**	**-**	**-**
MBABA412.6	**2**	**-**	**-**	**-**	**2**	**-**	**-**

1: Low 2: Medium 3: High

DIGITAL PROJECT MANAGEMENT

Course Code	**MBABA413**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Theory	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L:T:P)	(3:0:0)	SEE	3 Hours
Total Hours	40 hours	Credits	03

Course Learning Objectives:

1. To develop effective digital consulting and presales strategies.
2. To create and execute comprehensive digital project plans.
3. To optimize digital project estimation and pricing models.
4. To implement and monitor digital projects successfully.

Module 1: Introduction to Digital Project Management (8 Hours)

Concept, Regular Software Projects vs. Digital Projects, Project Management of Digital Projects-Mapping Digital Capabilities Across a Solution Value Chain, Digital Project Phases, Digital Project Lifecycle, Content Project Activities,
Project Governance- Governance of Digital Projects, PMO Roles and Responsibilities,
Digital Project Execution Models- Challenges in Digital Project Execution,
Case Study: Digital project management: The case study of Croatia
Textbook 1: Ch1

Module 2: Consulting and Presales in Digital Projects (8 Hours)

Digital consulting framework- Research, evaluate, Validate. Presales Engagement- Proof of Concept (PoC), Prerequisites. Articulating Win Themes and Business Value Propositions in the Solution- Understanding Key Business Drivers and the Digital Program Vision- Understanding Existing Challenges and Defining the Future State-Articulating the Digital Transition Themes-Articulating Solution Tenets-Articulating Value Proposition.
Textbook 1: Ch2

Module 3: Digital Project Planning (8 Hours)

The Project Management Plan, Key Points of the Plan- Collaboration Plan, Quality Management Plan, The Training Plan, Process Improvement Plan, Communication Plan, Risk Management Plan, Risk Management Plan, Risk Management Plan.
Textbook 1: Ch3

Module 4: Digital Project Estimation and Pricing (8 Hours)

Estimation Framework- Pricing Models, Estimation Models- Function Point Estimation, SMC Estimation Model, User Story Based Estimation, Estimation Model Details. Pricing Models-nLinear Pricing Models & Nonlinear Pricing Models.
Textbook 1: Ch 4

Module 5: Execution and Monitoring of Digital Projects (8 Hours)

Models Used in Digital Project Management- Earned Value Management, Digital Maturity Model, Quantitative Risk Management Model, The Continuous Execution Model. Tools Used in Digital Project Management- Issue Management Tools, DevOps and Continuous Integration Tools. Project Planning Tools. Collaboration Tools, Agile Project Management Tools, Test Management Tools. Templates Used in Digital Project Management- Resource Induction Template, RACI Template for Project Governance. Digital Project Execution- The Waterfall Model, The Prototype Model, Iterative Execution Model, Agile Execution Model.
Textbook 1: Ch 5-6

Skill Development Activity:
Students will simulate the setup of a project governance structure by creating a RACI (Responsible, Accountable, Consulted, Informed) matrix for a digital transformation project. They will assign roles across departments such as IT, operations, and marketing, based on a given project scenario. This hands-on activity enhances understanding of stakeholder responsibilities, improves cross-functional thinking, and develops decision-making and collaboration skills critical for real-world digital project management.

Course Outcomes: At the end of the course the student will be able :	
MBABA413.1	To Analyse the lifecycle, governance, and execution challenges of digital projects across various industries
MBABA413.2	To Evaluate the consulting and presales practices in digital project proposals, including value articulation.
MBABA413.3	To Analyse and integrate multiple planning components to develop a comprehensive digital project plan.
MBABA413.4	To Evaluate estimation frameworks and pricing strategies used in digital project environments.
MBABA413.5	To Analyse digital execution and monitoring models using agile, EVM, and collaboration tools.
MBABA413.6	To Evaluate the role of digital tools, templates, and models in managing modern digital projects.

Sl. No.	**Title of the Book**	**Name of the Author/s**	**Name of the Publisher**	**Edition and Year**
Textbooks				
1	Complete Guide to Digital Project Management from Pre-Sales to Post-Production	Shailesh Kumar Shivakumar	Apress	First Edition, 2018
2	Digital Project Management: The Complete Step-by-Step Guide to a Successful Launch	Taylor Olson	J Ross Publishing	First Edition, 2015
Reference Books				
1	Project Management Under Internet Era	Shaopei Lin , Dan Huang	Springer	First Edition 2020
2	Fundamentals of Project Management	Joseph Heagney	Amacom	Sixth Edition, 2022
3	Rethinking Project Management for a Dynamic and Digital World	Darren Dalcher	Routledge	First Edition, 2022

Additional Resources: Web links/NPTEL Courses
https://thedigitalprojectmanager.com/personal/new-pm/digital-project-management/ https://www.linkedin.com/pulse/what-digital-project-management-pm-explained-girdler-cet-pmp/ https://youtu.be/jEKmD2N7ljQ?si=DTmpHKXt0ruqLOW7 https://www.researchgate.net/publication/376687008_Digital_project_management_The_case_study_of_Croatia

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBABA413.1	2	2	-	-	-	-	2
MBABA413.2	-	2	2	-	-	2	-
MBABA413.3	3	-	-	-	3	-	-
MBABA413.4	-	3	-	3	-	3	-
MBABA413.5	-	2	-	-	2	-	-
MBABA413.6	2	-	2	-	-	-	2

1: Low 2: Medium 3: High

<table>
<tr><th colspan="4">DATA VISUALIZATION</th></tr>
<tr><td>Course Code</td><td>MBABA414</td><td>CIE Marks</td><td>50</td></tr>
<tr><td rowspan="2">Course Type (Theory/Practical/Integrated)</td><td rowspan="2">Theory</td><td>SEE Marks</td><td>50</td></tr>
<tr><td>Total Marks</td><td>100</td></tr>
<tr><td>Teaching Hours/Week (L:T:P)</td><td>(3:0:0)</td><td>SEE</td><td>3 Hours</td></tr>
<tr><td>Total Hours</td><td>40 hours</td><td>Credits</td><td>03</td></tr>
</table>

Course Learning Objectives:

1. To understand the Significance of Data Visualization.
2. To design Clear and Insightful Visualizations.
3. To analyse visualizations for accuracy, relevance, and the impact of design choices.
4. To apply Data Visualization in Strategic Decision-Making.

Module 1: Foundations of Data Visualization (8 Hours)

Concept, Importance,, Evolution, Key Concepts, Exploring principles of visual perception and cognition, Significance of colour theory, typography, and layout in effective visual communication.
Types of Visualizations- Overview of common types of charts, graphs, and dashboards, Choosing appropriate visualizations for different types of data and business scenarios.
Textbook 1: Ch 1-2

Module 2: Data Visualization Tools and Technologies (8 Hours)

Introduction, Overview of industry-standard data visualization tools (e.g., Tableau, Power BI, etc.), Hands-on training in using selected tools to create basic visualizations, Advanced Features and Techniques, Techniques for integrating data from various sources into visualization platform.
Textbook 1: Ch 5-7

Module 3: Design Principles for Effective Visualization (8 Hours)

Designing Clear and Impactful Visualizations, Principles of effective visualization design, Best practices in creating visually appealing and informative charts and dashboards, Storytelling through visualisation, Integrating narratives with data visualizations for persuasive communication. AI tools for Dashboard design suggestions.
Textbook 2: Ch 5-7

Module 4: Interpretation and Critique of Visualizations (8 Hours)

Evaluating Visualizations, Critiquing visualizations for accuracy and relevance, Assessing the suitability of visualizations for specific business contexts, Interpreting Complex Visualizations, Techniques for interpreting visualizations with complex datasets.
Case study: COVID Tracking Project data
Self-Learning Component: Principles of Data Analysis and Visualization
Textbook 2: Ch 8

Module 5: Application of Data Visualization in Business Strategy (8 Hours)

Strategic Decision-Making with Data Visualization, Real-world case studies, developing skills to leverage visualizations for strategic insights and communication at the managerial level. Dashboard: Renewable energy
Textbook 2: Ch 9-10

Skill Development Activity: Dashboard integrating KPI metrics using PowerBI
Students will be able to critically evaluate their ability to design, interpret, and apply visualizations for business decision-making. Through reflective tasks, dashboard reviews, and self-evaluation of tool usage (e.g., Tableau, Power BI), students assess their progress in transforming data into strategic insights. SBA fosters independent learning, visual

storytelling, and analytical thinking—skills essential for effective managerial communication and data-driven strategy.

Course Outcomes: At the end of the course the student will be able :	
MBABA414.1	To Analyse the historical evolution, principles, and cognitive basis of data visualization.
MBABA414.2	To Evaluate and apply visualization tools like Tableau and Power BI for effective data insights.
MBABA414.3	To Analyse visual elements—layout, colour, typography—to design impactful charts and dashboards.
MBABA414.4	To Evaluate and critique visualizations for accuracy, bias, and suitability to business context.
MBABA414.5	To Analyse complex visualizations and interpret their implications for strategic decisions
MBABA414.6	To Evaluate real-world cases where data visualization influenced business strategy and outcomes.

Sl. No.	**Title of the Book**	**Name of the Author/s**	**Name of the Publisher**	**Edition and Year**
Textbooks				
1	Storytelling with data	Cole Nussbaumer Knaflic	Wiley	First Edition, 2015
2	Fundamentals of Data Visualization	Claus O. Wilke	O'Reilly	First Edition, 2019
Reference Books				
1	Data Visualization: A Practical Introduction	Kieran Healy	Princeton	First Edition, 2015
2	Everyday Data Visualization: Design effective charts and dashboards	Desireé Abbott	Manning	First Edition, 2024
3	Impactful Data Visualization: Hide and Seek with Graphs	Kavitha Ranganathan	Penguin Business	First Edition, 2023
Additional Resources: Web links/NPTEL Courses				
1. https://www.tableau.com/learn/articles/data-visualization 2. https://www.coursera.org/articles/data-visualization 3. https://youtu.be/ZUeWXNK-9yA?si=q2ZDTDOG0e1b5ZhF 4. https://www.youtube.com/watch?v=MiiANxRHSv4 5. https://pmc.ncbi.nlm.nih.gov/articles/PMC7188179/				

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**
MBABA414.1	**2**	**2**	**-**	**-**	**-**	**-**	**-**
MBABA414.2	**2**	**2**	**-**	**-**	**2**	**-**	**-**
MBABA414.3	**2**	**2**	**-**	**-**	**-**	**2**	**-**
MBABA414.4	**-**	**2**	**-**	**2**	**-**	**-**	**-**
MBABA414.5	**-**	**3**	**-**	**-**	**3**	**-**	**-**
MBABA414.6	**-**	**2**	**2**	**-**	**2**	**-**	**2**

1: Low 2: Medium 3: High

PREDICTIVE ANALYTICS

Course Code	**MBABA415**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Theory	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L:T:P)	(3:0:0)	SEE	3 Hours
Total Hours	40 hours	Credits	03

Course Learning Objectives:

1. To equip students with practical tools to apply predictive analytics in strategic business decisions.
2. To develop the ability to evaluate causal claims using structured reasoning and data methods.
3. To encourage critical thinking through analytical interpretation of business problems.
4. To foster communication of data insights in strategic, actionable formats.

Module 1: Foundations of Predictive Analytics (8 Hours)

Concept, Business Analytics vs. Predictive Analytics, Structured and Unstructured Data- Characteristics and Comparisons.

Units of Observation- Individuals, Firms, Time, Panels, Understanding the Data,Generating Process (DGP). Data Applications- Queries, Pattern Discovery, Causal Inference, Temporal Dimensions of Data: Lag, Lead, and Trends, Passive vs. Active Prediction, Practical Use of Pivot Tables for Exploratory Analysis, Communicating Data- Presenting Evidence to Stakeholders

Textbook 1: Ch 1

Module 2: Reasoning with Data (8 Hours)

Logical Reasoning, Deductive vs. Inductive Approaches. Formulating Empirically Testable Hypotheses. Identifying and Avoiding Selection Bias, From Sample to Population: Inferential Statistics and Estimators, Role of Reasoning in Active Predictions, Understanding Assumptions in Statistical Reasoning, Assessing the Validity of Conclusions Drawn from Data, Communicating Uncertainty in Business Forecasting.

Self-Learning Component: Data Science workflows, Exploratory analysis using Pivot Tables

Textbook 1: Ch 2-3

Module 3: Causality and Scientific Method (8 Hours)

Role of Scientific Method in Establishing Causal Relationships, Experimental vs. Non-Experimental Data- Designs and Trade-offs, Identifying Treatment Effects and Estimating Causal Impact, Regression as a Descriptive and Predictive Tool, Single and Multi-level Treatment Regression, Least Squares Estimation and Model Fit, Assumptions in Regression Modeling, Application of Dummy and Control Variables, Interpreting Coefficients in Strategic Contexts, Designing Predictive Models for Strategy Evaluation

Textbook 1: Ch 4-5

Module 4: Advanced Causal Inference and Prediction (8 Hours)

Causal vs. Correlational Relationships in Regression, Threats to Valid Causal Inference- Endogeneity and Omitted Variable Bias, Role of Control Variables and Proxy Variables in Regression, Advanced Regression Methods- Instrumental Variables (IV) and 2SLS Estimation

Panel Data Techniques- Fixed Effects, Difference-in-Differences, Modeling Dichotomous Outcomes: Linear Probability, Logit, and Probit Models, Interpretation of Marginal Effects in Predictive Models, Model Evaluation: Goodness of Fit, Residual Analysis, Hypothesis Testing

Case Studies on Marketing Campaigns and Causal Attribution, Application of Predictive Models in Real Business Scenarios, Ethics in Data Modeling and Misinterpretation Risks

Forecasting demand to reduce waste and optimize supply chains

Textbook 1: Ch 7

Module 5: Applications and Communication of Predictive Results	(8 Hours)
Identification and Reliability in Predictive Models, Extrapolation, Interpolation, and Forecasting Accuracy, Assessing Bias- Identification Damage Control, Variable Co-Movement, Communicating Predictive Insights to Decision-Makers, Building Executive Dashboards and Strategic Reports, Critical Analysis of Data-Driven Claims in Business Context, Developing Written Summaries and Presentations of Predictive Results, Writing Business Cases Using Predictive Evidence. Predictive Employee Attrition Model, Sales Forecasting Dashboard **Case study:** Predictive Analytics to Improve Inventory Performance Textbook 1: Ch 9	

Skill Development Activity:

Building a Predictive Business Dashboard Using Power BI

It involves creating a predictive dashboard using Excel or Power BI. Students will work with real or simulated business data to build interactive visualizations that support strategic decision-making. This hands-on exercise enhances technical proficiency in data modeling and fosters the ability to communicate insights effectively. The SDA bridges theory and practice by applying predictive analytics tools to real-world business scenarios, aligning with industry expectations for data-driven decision-making skills.

Course Outcomes: At the end of the course the student will be able :	
MBABA415.1	To Apply structured data analysis to business strategy formulation
MBABA415.2	To Evaluate and apply reasoning methods for data interpretation
MBABA415.3	To Apply regression and causal inference tools to derive business insights
MBABA415.4	To Analyse and interpret advanced predictive models for decision making
MBABA415.5	To Develop and communicate data-driven recommendations effectively
MBABA415.6	To Apply multi-method analytics across business domains to support innovation

Sl. No.	Title of the Book	Name of the Author/s	Name of the Publisher	Edition and Year
Textbooks				
1	Predictive Analytics for Business Strategy	Jeffrey T. Prince, Amarnath Bose	McGraw-Hill Education	First Edition 2020
2	Predictive Analytics	Eric Siegel	Wiley	First Edition 2016
Reference Books				
1	Predictive Analytics for the Modern Enterprise: A Practitioner's Guide to Designing and Implementing Solutions	Nooruddin Abbas Ali	O'Reilly	First Edition 2024
2	Predictive Analytics for Dummies	Mohamed Chaouchi, Anasse Bari	Wiley	Second Edition 2017

3	Forecasting and Predictive Analytics	Swapnil Saurav	Eka Publishers	First Edition 2022

1. **Additional Resources: Web links/NPTEL Courses**
2. https://www.youtube.com/watch?v=TkMxTVfQ8-0&t=2s
3. https://youtube.com/playlist?list=PLyqSpQzTE6M8p6r5De8t34EChIT683NcB&si=4KGXE8WWthN0pnND
4. https://www.youtube.com/watch?v=tdV9L3C-hxQ
5. https://youtube.com/playlist?list=PLJbapLNotMzifvrVPfTkD3w4Tj2HuiLBG&si=_s8yhvsQBcfMnJ2u
6. https://onlinecourses.swayam2.ac.in/imb20_mg19/preview
7. https://www.journal.oscm-forum.org/publication/article/predictive-analytics-to-improve-inventory-performance-a-case-study-of-an-fmcg-company

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**
MBABA415.1	**3**	**3**	**-**	**-**	**-**	**-**	**3**
MBABA415.2	**-**	**2**	**-**	**-**	**-**	**2**	**-**
MBABA415.3	**2**	**-**	**-**	**2**	**-**	**-**	**2**
MBABA415.4	**-**	**3**	**-**	**3**	**-**	**-**	**-**
MBABA415.5	**-**	**-**	**3**	**-**	**3**	**3**	**-**
MBABA415.6	**2**	**-**	**2**	**-**	**2**	**-**	**-**

1: Low 2: Medium 3: High

INTERNSHIP			
Course Code	**MBAIN486**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Practical	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L:T:P)	(0:0:16)	SEE	3 hours
Duration	4 weeks	Credits	8

Course Learning Objectives:

1. To appraise the students to the work culture and interpersonal dynamics of the organization.
2. To examine the structure, processes, products, services and financial position of an organization.
3. To apply theoretical concepts in the real-life situation at the workplace.
4. To develop interpersonal skills.

General Guidelines

1. The Internship shall be for a period of 4 weeks during the 4^{th} Semester.
2. The student shall seek the guidance of the internal guide and external guide from the organization on a continuous basis.

Contents of the Internship Report

Cover page
Certificate from Organisation
Certificate from College
Declaration
Acknowledgments
Table of Contents
List of Tables
List of Figures
Executive Summary

Chapter 1: Introduction to the Organisation

- Establishment of the company
- Position in Industry
- Types of services/products given/produced
- Mission statement and aim of the company
- Policy of the Company (policies concerning customer services, HR, production, advertising/promotion, environment etc.)
- SWOT Analysis of the company/organisation

Chapter 2: Organisation

- Structure and Financial Analysis
- Departments and functions of each department
- Organizational chart of the company
- Key Personnel
- Analysis of financial statements

Chapter 3: Description of Work Responsibilities

- Describe the department you worked in
- Layout of the office
- Project/experiential learning/organizational analysis
- Machines, Computer programmes used

Chapter 4: Experience Gained and Problems Faced

- What did you learn? How will this experience help you in the future?
- Problems faced
- What was missing/lacking?
- How could you have done your work better?
- How could you have gained more experience

Chapter 5: Summary, Recommendations and Conclusion,

Your thoughts, views and comments in general about the company and your work experience

Bibliography

Annexures relevant to the internship such as figures, graphs, photographs, financial statements etc.

Course Outcomes:

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

MBAIN486.1	Explain the details of the establishment and mission of the organisation
MBAIN486.2	Examine the organisation structure
MBAIN486.3	Analyze the financial statements of the organization
MBAIN486.4	List the work responsibilities in the organization
MBAIN486.5	Discuss the experience gained and problems faced in the organisation
MBAIN486.6	Summarise the thoughts, views and comments about the internship experience

Course Articulation Matrix

Course Outcomes (COs)	**Program Outcomes (POs)**						
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PSO1**	**PSO2**
MBAIN486.1	-	-	-	3	-	-	-
MBAIN486.2	-	-	-	-	3	-	-
MBAIN486.3	3	1	-	-	-	-	-
MBAIN486.4	-	-	-	-	-	-	3
MBAIN486.5	-	-	-	-	-	3	-
MBAIN486.6	-	-	-	-	3	-	-

Internship Evaluation:

1. Internal assessment (CIE) by the internal guide
2. Internal evaluation will be done by the internal guide.
3. External valuation shall be done by a faculty member of other institute with minimum of 10 years' experience/industry expert.
4. The viva –voce examination will be conducted by the Guide and an external examiner drawn from other Institute with minimum of 10 years of experience/expert from the industry.
5. Internship carries 100 marks consisting of 50 marks for internal assessment (CIE) by the internal guide, average of 25 marks from both internal and external evaluation and 25 marks for viva-voce examination. Minimum passing marks of the

industry internship is 50% in each of the components such as internal assessment (CIE), report evaluation and viva-voce examination.

6. The report shall be prepared using the word processor viz., MS Word, Times New Roman font sized 12, on a page layout of A4 size with 1inch margin all sides (1.5inch on left side) and 1.5 line spacing. The report shall not exceed 100 pages.
7. Submission of Report: Students should submit **Two** hard copies of the Internship Report along with an electronic copy in PDF format.
8. The report shall be hard bound with facing sheet of **White colour.**

Allotment of marks for Internship

Sl. No	**Particulars**	**Marks Allotted**
1.	Internal Assessment by the Internal Guide (CIE)	50
2.	Internship Report Evaluation by the Guide & External Examiner -Average of the marks awarded by the two Examiners shall be the final evaluation marks for the Internship	25
3.	Viva-Voce Examination to be conducted by the Guide and an External examiner from the Industry/ Institute (Joint Evaluation)	25
Total		**100**

Rubrics for Internship Evaluation and Viva voce Examination

1. **Internal Assessment by the Guide.**

Sl. No	**Aspects**	**Marks Allotted**
1	First Presentation	5
2	Second Presentation	5
3	Third Presentation	5
4	Details of the establishment of the company	5
5	SWOT analysis of the organization	5
6	Organisation structure	5
7	Financial statement analysis	5
8	Work responsibilities in the organization	5
9	Learning experience	5
10	Summary, Recommendations and Conclusion	5
	Total	**50**

2. **Report Evaluation by the Guide & External Examiner. Average of the marks awarded by the two Examiners shall be the final marks.**

Sl.No	**Aspects**	**Marks Allotted**
1	Details of the establishment of the company and SWOT analysis	5
2	Organisation structure	5

3	Financial statement analysis	5
4	Work responsibilities in the organization	5
5	Learning experience and conclusion	5
	Total	**25**

3. **Viva-Voce Examination to be conducted by the HOD/ Guide and an External examiner from the Industry/ Institute (Joint Evaluation)**

Sl. No.	Aspects	Marks allotted
1	Presentation Skill	5
2	Communication Skill	5
3	Establishment of the company and SWOT analysis	5
4	Financial statement analysis and work responsibilities	5
5	Learning experience and conclusion	5
Total		**25**

Note: Formats are given below

Internship Report
(Company Name)

Submitted by
Student Name
(USN)

Submitted to

St. Joseph Engineering College (An Autonomous Institution)

In partial fulfillment of the requirements for the award of the degree of

MASTER OF BUSINESS ADMINISTRATION

Under the guidance of

INTERNAL GUIDE
(Name & Designation)

EXTERNAL GUIDE
(Name & Designation)

Department of Business Administration
St. Joseph Engineering College, Mangaluru – 575 028

Month, Year

DECLARATION

I, (Student Name), hereby declare that the Internship Report is prepared by me under the guidance of – (Internal Guide Name) and (External Guide Name). I also declare that this Internship is towards the partial fulfillment of the university/college Regulations for the award of degree of Master of Business Administration by Visvesvaraya Technological University, Belagavi. I further declare that this Internship is based on the original work undertaken by me and has not been submitted for the award of any degree/diploma from any other University / Institution.

Place: **Signature of the Student**
Date: **(Name of the Student)**

Table of Contents

Sl. No	Contents	Page Nos.
Certificate from Organisation Certificate from College Declaration Acknowledgments Table of Contents List of Tables List of Figures Executive Summary		
Chapter-1	Introduction to the organisation.	XXX
Chapter-2	Organisation Structure and Financial Analysis	XXX
Chapter-3	Description of Work Responsibilities	XXX
Chapter-4	Experience Gained and Problems Faced	XXX
Chapter-5	Conclusion, Summary and Recommendations	XXX
Bibliography		
Annexures		

List of Tables

Sl. No	Particulars	Page Nos
1	ABC Analysis	XXX
2	FSN Analysis	XXX
3	EOQ	XXX
4	Stock of Raw materials	XXX

List of Figures

Sl. No	Particulars	Page Nos
1	ABC Analysis	XXX
2	FSN Analysis	XXX
3	EOQ	XXX
4	Stock of Raw materials	XXX

PROJECT WORK			
Course Code	**MBAPR487**	CIE Marks	50
Course Type (Theory/Practical/Integrated)	Practical	SEE Marks	50
		Total Marks	100
Teaching Hours/Week (L:T:P)	(0:0:8)	SEE	3 hours
Duration	-	Credits	4

Course Learning Objectives:

1. To analyse the data collected in project phase – I.
2. To examine the trends of data collected.
3. To present the findings of the study.
4. To recommend the suggestions based on the study conducted.

Guidelines for Project Work

1. The project work shall be carried out in the 4th semester.
2. The project work shall be compulsory for all the students opting for all specializations.
3. The students shall analyse the data and present the findings of the problem identified in project phase – I.
4. Each student shall be assigned an internal guide based on the specialization.
5. The student shall seek the guidance of the internal guide on a continuous basis, and the guide shall give a certificate to the effect that the candidate has worked satisfactorily under his/her guidance.
6. The project work examination shall be conducted during 4th semester and the prescribed credit shall be included in the 4th semester.
7. On completion of the project work, the student shall prepare a report using the word processor viz., MS Word, Times New Roman font sized 12, on a page layout of A4 size with 1inch margin all sides (1.5inch on left side) and 1.5 line spacing. The report shall not exceed 100 pages.
8. The report shall be hardbound with facing sheet of royal blue colour indicating the title, name of the college and month & year of admission (spiral binding not permitted)
9. The student shall submit **two** hard copies of the report along with electronic copy in pdf format before the commencement of 4th semester examinations.
10. The student shall enclose a certificate by the guide, Dean – MBA and the Principal indicating the bonafide performance of the project.
11. A declaration shall be given by the student to the effect that the work is independently carried out by him/her.

Evaluation

1. Internal assessment (CIE) by the internal guide.
2. Internal evaluation will be done by the internal guide.
3. External valuation shall be done by a faculty member of other institute with minimum of 10 years' experience/industry expert.
4. The viva –voce examination will be conducted by the Guide and an external examiner drawn from other Institute with minimum of 10 years of experience/expert from the industry.
5. Project work carries 100 marks consisting of 50 marks for internal assessment (CIE) by the internal guide, average of 25 marks from both internal and external evaluation and 25 marks for viva-voce examination. Minimum passing marks for project work is 50% in each

of the components such as internal assessment (CIE), report evaluation and viva-voce examination.

6. Plagiarism: It is compulsory for the student to get the plagiarism check done before submission of the project work report. Plagiarism of up to 10% is allowed in the project work and report should consist 90% of original content/work.

Contents of the Project Work Report

1. Cover page
2. Certificate from the College
3. Declaration by the student
4. Acknowledgement
5. Table of contents
6. List of tables and graphs
7. Executive summary

Chapter 1: Introduction
Introduction, Objectives, Scope of the study, Research methodology, Hypotheses, Limitations.
Chapter 2: Data Analysis - I
Chapter 3: Data Analysis - II
Chapter 4: Findings
Chapter 5: Summary, Recommendations and Conclusion
Bibliography
Annexure relevant to the project work

Course Outcomes:

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

MBAPR487.1	To present the hypotheses
MBAPR487.2	To present the data using charts and figures
MBAPR487.3	To analyse the data using statistical tools
MBAPR487.4	To test hypotheses using relevant tests
MBAPR487.5	To summarise the findings
MBAPR487.6	To list recommendations from the study

Course Articulation Matrix

Course Outcomes (COs)	Program Outcomes (POs)						
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
MBAPR487.1	3	-	-	3	-	-	-
MBAPR487.2	3	3	-	-	-	-	-
MBAPR487.3	3	3	-	-	-	-	-
MBAPR487.4	3	3	-	3	-	-	-
MBAPR487.5	-	2	-	3	-	2	-
MBAPR487.6	-	2	-	2	-	-	-

: Low 2: Medium 3: High

Allotment of marks for Project Work

Sl.No	Particulars	Marks Allotted
1.	Internal Assessment by the Guide based the presentations by Students (CIE)	**50**
2.	Project work report Evaluation by the Guide & External Examiner - Average of the marks awarded by the two Examiners shall be the final evaluation marks for the project work	**25**
3.	Viva-Voce Examination to be conducted by the Guide and an External examiner from the Industry/ Institute (Joint Evaluation)	**25**
Total		**100**

Rubrics for Project Work Evaluation and Viva voce Examination

1. **Internal Assessment by the Guide (based on presentation by the students)**

Sl. No	Aspects	Marks Allotted
1	Presentation mechanics	5
2	Presentation content	5
3	Presentation-Supporting materials	5
4	Initiative, independence in problem solving.	5
5	Presentation of hypotheses	5
6	Presentation of data using charts and figures	5
7	Analysis of data using statistical tools	5
8	Hypotheses testing using relevant tests	5
9	Summary of findings	5
10	Recommendations and conclusion	5
	Total	**50**

2. **Report Evaluation by the Guide & External Examiner. Average of the marks awarded by the two Examiners shall be the final marks.**

Sl. No	Aspects	Marks Allotted
1	Presentation of hypotheses	5
2	Analysis of data using statistical tools	5
3	Hypotheses testing using relevant tests	5
4	Summary of findings	5
5	Recommendations and conclusion	5
	Total	**25**

3.**Viva-Voce Examination to be conducted by the HOD/ Guide and an external examiner from the Industry/ Institute (Joint Evaluation)**

Sl. No	Aspects	Marks allotted
1	Presentation Skill	5
2	Communication Skill	5
3	Analysis of data using statistical tools	5
4	Presentation of hypotheses and testing	5
5	Summary, Recommendations and conclusion	5
Total		**25**

Note: Formats are given below

Report of Project Work

Title of the Project

Submitted by

Student Name

(USN)

Submitted to

St. Joseph Engineering College (An Autonomous Institution)

In partial fulfillment of the requirements for the award of the degree of Master of Business Administration

Under the guidance of

INTERNAL GUIDE
(Name & Designation)

Department of Business Administration
St. Joseph Engineering College, Mangaluru – 575 028

Month, Year

DECLARATION

I, (Student Name), hereby declare that the Project Work Report is prepared by me under the guidance of (Internal Guide Name), Department of Business Administration, St Joseph Engineering College (An Autonomous Institution), Mangaluru I also declare that this Project Work is towards the partial fulfillment of the university/college Regulations for the award of degree of Master of Business Administration by Visvesvaraya Technological University, Belagavi. I further declare that this Project Work is based on the original work undertaken by me and has not been submitted for the award of any degree/diploma from any other University / Institution.

Place: **Signature of the Student**

Date: **(Name of the Student)**

Table of Contents

Sl. No	Contents	Page Nos.
Certificate from College Declaration Acknowledgment Table of Contents List of Tables List of Figures Executive Summary		
Chapter-1	Introduction	XXX
Chapter-2	Data Analysis - I	XXX
Chapter-3	Data Analysis - II	XXX
Chapter-4	Findings	XXX
Chapter-5	Summary, Recommendations and Conclusion	XXX
Bibliography		
Annexures		

List of Tables

Sl. No	Particulars	Page Nos
1	ABC Analysis	XXX
2	FSN Analysis	XXX
3	EOQ	XXX
4	Stock of Raw materials	XXX

List of Figures

Sl. No	Particulars	Page Nos
1	ABC Analysis	XXX
2	FSN Analysis	XXX
3	EOQ	XXX
4	Stock of Raw materials	XXX

Rubrics for Continuous Internal Evaluation (CIE) for MBA program

Sl. No.	Components	Max. Marks	CIE	Procedure
Internal Tests				
1	Internal Test I	50	25	Average of 2 tests reduced to 25 marks (50+50 =100/4 = 25)
2	Internal Test II	50		
Assignments				
3	Assignment I	20	10	Average of 2 Assignments (20+20 = 40/4 =10)
4	Assignment II	20		
Other Assessments				
5	Seminar	20	5	Average of 3 Assessments (20+20+20 = 60/4=15)
6	Quiz	20	5	
7	Skill Development Activity	20	5	
			50	

Core Values of the Institution

SERVICE

A Josephite will keep service as the prime goal in everything that is undertaken. Meeting the needs of the stakeholders will be the prime focus of all our endeavors.

EXCELLENCE

A Josephite will not only endeavor to serve, but serve with excellence. Preparing rigorously to excel in whatever we do will be our hallmark.

ACCOUNTABILITY

Every member of the SJEC Family will be guided to deliver on assurances given within the constraints set. A Josephite will always keep budgets and deadlines in mind when delivering a service.

CONTINUOUS ADAPTATION

Every member of the SJEC Family will strive to provide reliable and continuous service by adapting to the changing environment.

COLLABORATION

A Josephite will always seek to collaborate with others and be a team-player in the service of the stakeholders.

Objectives

- Provide Quality Technical Education facilities to every student admitted to the College and facilitate the development of all round personality of the students.
- Provide most competent staff and excellent support facilities like laboratory, library and internet required for good education on a continuous basis.
- Encourage organizing and participation of staff and students in in-house and outside Training programmes, seminars, conferences and workshops on continuous basis.
- Provide incentives and encouragement to motivate staff and students to actively involve in research-innovative projects in collaboration with industry and R &D centres on continuous basis
- Invite more and more number of persons from industry from India and abroad for collaboration and promote Industry-Institute Partnership.
- Encourage consultancy and testing and respond to the needs of the immediate neighbourhood.

St Joseph Engineering College

AN AUTONOMOUS INSTITUTION

Affiliated to VTU, Belagavi | Recognised by AICTE, New Delhi
Accredited by NAAC with A+ Grade
B.E. (ECE, EEE, ME, CIV), MBA & MCA Accredited by NBA, New Delhi

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