

School of Management Studies and Research

Curriculum and Syllabus

(2024-2026)

MBA- Master of Business Administration

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Vision

KLE Technological University will be a national leader in Higher Education –recognised globally for innovative culture, outstanding student experience, research excellence and social impact.

Mission

KLE Technological University is dedicated to teaching that meets highest standards of excellence, generation and application of new knowledge through research and creative endeavours.

The three-fold mission of the University is:

- To offer undergraduate and post-graduate programs with engaged and experiential learning environment enriched by high quality instruction that prepares students to succeed in their lives and professional careers.
- To enable and grow disciplinary and inter-disciplinary areas of research that build on present strengths and future opportunities aligning with areas of national strategic importance and priority.
- To actively engage in the Socio-economic development of the region by contributing our expertise, experience and leadership, to enhance competitiveness and quality of life.

As a unified community of faculty, staff and students, we work together with the spirit of collaboration and partnership to accomplish our mission.

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Title: Vision and Mission Statements of the Department/School

Vision:

KLE Tech Department of Management will be a premier institute in management education by fostering an innovative culture, delivering a transformative student experience, driving impactful research, and contributing meaningfully to business and society.

Mission:

M1: To offer a program in an engaging and experiential learning environment, preparing students for success in their lives and professional careers.

M2: To strengthen management knowledge through research that addresses real-world management challenges and shapes professionals

M3: To engage with industry and community stakeholders by contributing to the region's socio-economic development.

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Title: Consolidated View of Program Educational Objectives (PEOs) /Program Outcomes (POs) and Program-Specific Objectives (PSOs)

Program Educational Objectives (PEOs)	Program Outcomes (POs)
PEO1: Graduates will demonstrate entrepreneurial and managerial competencies in management as they apply problem-solving skills to conceive, analyse, design and develop sustainable solutions with or without the technological avenues for the holistic development of an enterprise and oneself.	PO1: Apply knowledge of management theories and practices to solve business problems.
PEO2: Graduates will actively embrace leadership roles and strive to achieve professional and organizational goals with adherence to professional and ethical values, team expectations and sensitivities to cultural diversity.	PO2: Foster analytical and critical thinking abilities for data-based decision making.
PEO3: Graduates will be committed to practising management philosophy and ethics in industry and government organizations, meeting stakeholders'; growing expectations and contributing to societal development.	PO3: Ability to develop value-based leadership ability.
PEO4: Graduates will actively participate in ongoing professional development opportunities, continuously update and adapt core knowledge and abilities to compete in the ever-changing global enterprise and pursue new career opportunities.	PO4: Ability to understand, analyse and communicate global, economic, legal, and ethical aspects of business.
	PO5: Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
	PSO1: Ability to analyse, synthesize and solve organizational and societal issues.

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Title: Curriculum Structure -Overall

Semester		Total Program Credits: 88		
Course with course Code	I	II	III	IV
	Organizational Theory & Practice (20MBAC701)	Business Environment (20MBAC707)	Strategic Management (20MBAC801)	Legal Aspects of Business (20MBAC804)
	Managerial Economics (20MBAC702)	Entrepreneurship Development (20MBAC705)	Elective – I (20MBAE8XX)	Supply Chain Management (22MBAC801)
	Accounting for Managers (20MBAC703)	Financial Management (24MBAC703)	Elective – II (20MBAE8XX)	Elective – I (20MBAE8XX)
	Business Research Methods (22MBAC701)	Human Resource Management (24MBAC704)	Elective – III (20MBAE8XX)	Elective – II (20MBAE8XX)
	Marketing Management (24MBAC702)	Operations Management (20MBAC712)	Elective – IV (20MBAE8XX)	Elective – III (20MBAE8XX)
	Business Statistics and Analytics (24MBAC701)	Decision Modelling (24MBAC705)	Summer Internship (25MBAI801)	Elective – IV (20MBAE8XX)
	Industry Experience- Phase I (20MBAP701)	Digital Marketing for Rural Business (24MBAP701)	Climate Change & Sustainability Management (25MBAP801)	Industry Experience Phase-IV (24MBAP801)
	Entrepreneurship Phase- I (21MBAP701)	Managerial Communication and Aptitude (24MBAP702)	Industry Experience -Phase III (25MBAP802)	Entrepreneurship Phase – IV (24MBAP802)
	Business Communication (20MBAP703)	Industry Experience- Phase II (24MBAP703)	Entrepreneurship Phase – III (25MBAP803)	Research Experience Phase- II (24MBAR801)
		Entrepreneurship Phase – II (24MBAP704)	Research Experience Phase- I (25MBAR801)	Social Entrepreneurship Phase- II (24MBAP803)
			Social Entrepreneurship Phase- I (25MBAP804)	
	Credits	22	23	22

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			Page Year:

Title: Curriculum Structure- Semester-wise

Curriculum Structure for the year 2024-26 batch


I Semester

ISA: In-semester Assessment ESA: End Semester Assessment L: Lecture T: Tutorials P: Practical

Sr.No	Course code	Course Title	L	T	P	Evaluation scheme			Credit (L+T+P)	Exam Hours
						ISA	ESA	Total		
1	20MBAC701	Organizational Theory &Practice	3	0	0	50	50	100	3	3 hours
2	20MBAC702	Managerial Economics	3	0	0	50	50	100	3	3 hours
3	20MBAC703	Accounting for Managers	2	1	0	50	50	100	3	3 hours
4	22MBAC701	Business Research Methods	3	0	0	50	50	100	3	3 hours
5	24MBAC702	Marketing Management	2	0	1	50	50	100	3	3 hours
6	24MBAC701	Business Statistics and Analytics	3	0	0	50	50	100	3	2 hours
7	20MBAP701	Industry Experience- Phase I	0	0	3	100	--	100	3	-
	21MBAP701	Entrepreneurship Phase I								
8	20MBAP703	Business Communication	0	0	1	100	--	100	1	-
TOTAL			16	1	5				22	

Date

Program Head

	<p style="text-align: center;">FORM</p> <p style="text-align: center;">ISO 21001:2018</p>	<p style="text-align: center;">Document #: FMCD2004</p>	<p style="text-align: center;">Rev: 1.0</p>
<p>Title: Curriculum structure semester wise</p>			<p>Page</p>
			<p>Year:</p>

II Semester

ISA: In-semester Assessment ESA: End Semester Assessment L: Lecture T: Tutorials P: Practical

Sr.No	Course code	Course Title	L	T	P	Evaluation scheme			Credit (L+T+P)	Exam Hours
						ISA	ESA	Total		
1	20MBAC707	Business Environment	3	0	0	50	50	100	3	2 hours
2	20MBAC705	Entrepreneurship Development	3	0	0	50	50	100	3	3 hours
3	24MBAC703	Financial Management	2	1	0	50	50	100	3	2 hours
4	24MBAC704	Human Resource Management	2	1	0	50	50	100	3	2 hours
5	20MBAC712	Operations Management	3	0	0	50	50	100	3	3 hours
6	24MBAC705	Decision Modelling	2	0	0	50	50	100	2	2 hours
7	24MBAP701	Digital Marketing for Rural Business	0	0	1	80	20	100	1	2 hours
8	24MBAP702	Managerial Communication and Aptitude	0	0	2	80	20	100	2	2 hours
9	24MBAP703	Industry Experience- Phase II	0	0	3	50	50	100	3	3 hours
	25MBAP702	Entrepreneurship Phase – II	0							
TOTAL			15	2	6				23	

Date

Program Head

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Curriculum Structure for the year 2024-26 Batch

III Semester

ISA: In-semester Assessment ESA: End Semester Assessment L: Lecture T: Tutorials P: Practical

Sr. No	Course code	Course Title	L	T	P	Evaluation scheme			Credit (L+T+P)	Exam Hours
						ISA	ESA	Total		
1	20MBAC801	Strategic Management	3	0	0	50	50	100	3	3 hours
2	20MBAE8XX	Elective – I	3	0	0	50	50	100	3	3 hours
3	20MBAE8XX	Elective – II	3	0	0	50	50	100	3	3 hours
4	20MBAE8XX	Elective – III	3	0	0	50	50	100	3	3 hours
5	20MBAE8XX	Elective – IV	3	0	0	50	50	100	3	3 hours
6	25MBAI801	Summer Internship	0	0	3	50	50	100	3	3 hours
7	25MBAP801	Climate Change & Sustainability Management	0	0	1	80	20	100	1	--
8	25MBAP802	Industry Experience -Phase III	0	0	3	50	50	100	3	--
	25MBAP803	Entrepreneurship Phase – III								
	25MBAR801	Research Experience Phase- I								
	25MBAP804	Social Entrepreneurship Phase- I								
TOTAL			15	0	7				22	

Date

Program Head

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IV Semester

Sr.No	Course code	Course Title	L	T	P	Evaluation scheme			Credit (L+T+P)	Exam Hours
						ISA	ESA	Total		
1	20MBAC804	Legal Aspects of Business	3	0	0	50	50	100	3	3 hours
2	22MBAC801	Supply Chain Management	3	0	0	50	50	100	3	3 hours
3	20MBAE8XX	Elective - I	3	0	0	50	50	100	3	3 hours
4	20MBAE8XX	Elective – II	3	0	0	50	50	100	3	3 hours
5	20MBAE8XX	Elective – III	3	0	0	50	50	100	3	3 hours
6	20MBAE8XX	Elective - IV	3	0	0	50	50	100	3	3 hours
7	24MBAP801	Industry Experience Phase-IV	0	0	3	50	50	100	3	--
	24MBAP802	Entrepreneurship Phase – IV								
	24MBAR801	Research Experience Phase- II								
	24MBAP803	Social Entrepreneurship Phase- II								
TOTAL			18	0	3				21	


ISA: In-semester Assessment ESA: End Semester Assessment L: Lecture T: Tutorials P: Practical

Date

Program Head

Electives I, II, III, IV				
Marketing 20MBAE8XX	Finance 20MBAE8XY	Human Resource 20MBAE8XZ	Operations 20MBAE8XA	Business Analytics 20MBAE8XB
<ul style="list-style-type: none"> ▪ Sales Management ▪ Retail Management ▪ Rural Marketing ▪ Service Marketing ▪ Integrated Marketing Communications ▪ Industrial Marketing ▪ Product and Brand Management ▪ Digital Marketing 	<ul style="list-style-type: none"> ▪ Security Analysis and Portfolio Management ▪ Advanced Financial Management ▪ Merchant Banking and Financial Services ▪ International Financial Management ▪ Mergers, Acquisitions and Corporate Restructuring ▪ Derivatives and Risk Management ▪ Behavioural Biases and Investment ▪ Behavioural Finance 	<ul style="list-style-type: none"> ▪ Learning and Development ▪ Legal Aspects of Employment ▪ HR Operations ▪ Emerging Trends in HR Practices ▪ Talent and Competency Management ▪ Team Development and Leadership ▪ HR Analytics ▪ Emotional Intelligence in Practice ▪ Organisational Change and Development 	<ul style="list-style-type: none"> ▪ Total Quality Management ▪ Services Operations Management ▪ Project Management ▪ Inventory Management ▪ Logistics and Warehouse Management 	<ul style="list-style-type: none"> ▪ Data Science for Business ▪ Introduction to Python ▪ Data Visualisation Using Power Bi ▪ DBMS for Managers ▪ Perspective Analytics

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Curriculum Content- Course wise			Page 12 to 110 Year: 2025

2024-26 Batch
Course Content Semester I

Program: MBA		
Course Title: Organizational Theory & Practice	Course Code: 20MBAC701	
L-T-P: 3-0-0	Credits: 3	Contact Hrs: 03 Hours/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 40hrs		Exam Duration: 3 hrs
Course Content		
Particulars		
Module 1: Designing organizations: Organization: Meaning and characteristics, Organization Design: Meaning, purpose, Principles, factors affecting organization design, Design process, Managing organizational structure, Types of structures, Stake holder's management and future work place, organizational control 06 hrs		
Module 2: Introduction to Management: The evolution of management thought, approaches to management, Managerial functions, roles, traits and Skills, Ethics and Social Responsibilities of Management, Factors influencing Management, Recent trends and issues in Management, The manager as a planner and strategist 07 hrs		
Module 3: Introduction to Organizational Behavior (OB): Evolution of OB, fundamental concepts, current challenges and its relevance for managers, The foundation of individual behavior, Intelligence Quotient (IQ) and Emotional quotient (EQ), Decision making: introduction, characteristics, types and process. 07 hrs		
Module 4: Foundations of individual behaviour: Personality, determinants & theories of personality, Perception, Values, formation of values, types of values, Attitudes, types of attitudes, Changing attitudes, Cognitive dissonance theory, work related attitudes, Motivation, theories of motivation, using rewards to motivate employees, learning, theories of learning, stress management. 12 hrs		
Module 5: Behaviour in working environment: Leadership, contemporary issues in leadership, Introduction to Groups & Teams, Basics of power and politics, Organizational culture, Organizational change, diversity in workplace. Digital Workplace- role and Perspectives. Lean & Green Workspace. Reduced Inequalities, Ethical Challenges. 08 hrs		

References

- Jones Gareth R, George Jennifer M, Contemporary Management, TMH, 5th Edition, 2009
- Heinz Weihrich, Mark V Cannice, Harold Koontz, Management: A Global, Innovative and Entrepreneurial Perspective, Tata McGraw-Hill, 15th Edition, 2019
- Fred Luthons, Organizational Behavior, Tata McGraw-Hill, 12th Edition, 2017
- Stephen Robbins, Judge, Vohra, Organizational Behavior, Pearson, 18th Edition, 2018

Scheme for Semester End Examination (ESA)

UNIT		Module numbers	Instructions
UNIT I	5 Questions Each Question carries 20 Marks	I	All Questions Compulsory
		II	
		III	
		IV	
		V	

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Program: MBA		
Course Title: <u>Managerial Economics</u>	Course Code: 20MBAC702	
L-T-P: 3-0-0	Credits: 3	Contact Hrs: 03 Hours/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 40hrs		Exam Duration: 3 hrs
Course Content		
Particulars		
Module No. 1 Introduction: Concepts of economics and managerial economics, the circular flow of economic activity, nature of the firm, concept of profit, profit in a market system, economics and decision making. 5 hrs		
Module No. 2 Demand Theory: Demand Theory: Individual and market demand, total and marginal revenue, price elasticity, income elasticity, and cross elasticity, demand estimation. Supply Theory: Elasticity of supply, determinants of supply. 12 hrs		
Module No.3 Production and Costs: The production theory and analysis: The production function, Production with one-and two- variable inputs, economies of scale. Cost theory and analysis: The economic concept of cost, short run and long run cost functions. 9 hrs		
Module No. 4 Market Structure: Perfect competition and monopoly: Market structure, perfect competition, monopoly Competition and Oligopoly: monopolistic competition, oligopoly, barriers to entry, market failures. 7 hrs		
Module No.5 Pricing Decisions: Pricing of goods and services: Understanding value chain, pricing of multiple products, price discrimination, product bundling, peak-load pricing, cost-plus pricing. 7 hrs		
References <ul style="list-style-type: none"> • D. M. Mithani, Managerial Economics, Himalaya Publishing House, 8th edition, 2016. • H. Craig Petersen and W. Cris Lewis, Managerial Economics, 4th edition, Prentice- Hall India, 2005. • Mark Hirschy, Economics for Managers, 12th edition, Cengage Learning India Pvt Ltd, 2014. • William Boyes, The New Managerial Economics, 1st edition, Houghton Mifflin Company, 2003. • N Gergory Mankiw, Principles of Economics, 3rd edition, Thomson South-Western, 2003. • D N Dwivedi, Managerial Economics, 7th edition, Vikas Publication house, 2010. 		

Scheme for Semester End Examination (ESA)

UNIT		Module numbers	Instructions
UNIT I	5 Questions Each Question carries 20 Marks	I	All Questions Compulsory
		II	
		III	
		IV	
		V	

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Program: MBA		
Course Title: <u>Accounting for Managers</u>	Course Code: 20MBAC703	
L-T-P: 2-1-0	Credits: 3	Contact Hrs: 04 Hours/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 28hrs		Exam Duration: 3 hrs
Course Content		
Particulars		
Module 1:		
Introduction: Introduction of management accounting, accounting concepts and convention, GAAP and accounting standards, Accounting equation, International Financial Reporting Standards (IFRS). Introduction to IGAP and UGAP.		06Hrs
Module 2:		
Final accounts: Journal and ledger entries, Trading and profit and loss account, Final accounts for companies using tally.		7Hrs
Module3:		
Depreciation Methods and Financial statement analysis: Depreciation Methods: Straight line method and Written-down value method.		
Financial statement analysis: Advantages and limitation of ratio analysis as a management tool. Analysis and interpretation of financial statements, ratio analysis, liquidity, leverage, activity and profitability ratios.		8Hrs
Module 4:		
Cash-flow statement and analysis: Cash-flow statement and Contemporary topics. Ethics in accounting, A case on falsification of cash flows. Ethical Financial Practices for Sustainable Development.		04Hrs
Module 5:		
Elements of Costs: Preparation of cost sheet – Marginal costing and Standard Costing.		03Hrs
References:		
<ul style="list-style-type: none"> R. Narayanaswamy, Financial Accounting: A Managerial Perspective, Prentice Hall of India, 6thedn, 2017. N. Ramachandran and Ram Kumar Kakani, Financial Accounting for Management, TMH Publications, 5thedn, 2020. Ashish K Bhattacharya, Financial Accounting for Business Managers, Prentice Hall of India, 5thedn, 2012. Ambarish Gupta, Financial Accounting for Management: An Analytical Perspective, Pearson India Education Services, 5thedn, 2016. C Rama Gopal, Financial Management and Management Accounting, New Age International Publishers, 1st edn, 2011. 		

Scheme for Semester End Examination (ESA)

UNIT		Module numbers	Instructions
UNIT I	5 Questions Each Question carries 20 Marks	I	All Questions Compulsory
		II	
		III	
		IV	
		V	

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Program: MBA		
Course Title: Business Research Methods	Course Code: 22MBAC701	
L-T-P: 3-0-0	Credits: 3	Contact Hrs: 03 Hours/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 40hrs		Exam Duration: 3 hrs
Course Content		
Particulars		
Module 1: Introduction to business research: Meaning and objectives of research, Research Types, Qualitative and Quantitative approaches to research, Qualitative research – Focus group, case study, ethnography etc. advantages and limitations of qualitative and quantitative research, Quantitative Research Designs, Stages of research process, Characteristics of a Good Research.		
		08Hrs
Module 2: Review of Literature Introduction to Primary & Secondary data Review of literature: importance, purpose& process, types of literature reviews; structuring literature review, characteristics of a good research review, sources for review of literature, process of literature review.		
		07Hrs
Module3: Problem definition and hypothesis formulation: Research problem, definition of a research problem, identifying the problem, Use of secondary data in defining the problem, Review of literature and problem definition, Research Databases, hypothesis-setting, need, testing.		
		07Hrs
Module 4: Data Collection and summarization: Use of primary data in testing the hypothesis. Type I and Type II errors. Levels of measurement: Nominal, Ordinal, Interval, Ratio Scale, Census, Sampling, sampling techniques-probabilistic and non-probabilistic, Primary data collection, Questionnaire design, types of questions, Tabulation, frequency tables, charts and graphs, data summarization.		
		09Hrs
Module 5: Data Analysis and Report Writing in Research: Data processing, coding, labeling, eliminating records and missing values and outliers. testing of hypothesis for large and small samples, comparing two or more than two samples, correlation, and regression. On-parametric test – Chi-square, Discriminant Analysis, Multi-dimensional scaling, SEM,Report writing and ethics of research: Layout of the report, report writing and presentation, Plagiarism, ethical issues.		
		09Hrs

References:

- Cooper and Schlinder, Business Research Methods, 9th edition, 2011 TMH
- William Zikmund, Business Research Methods, 7th edition, 2009, Cengage Publication
- G. C. Beri, Business Research Methods & Statistics, 2nd edition, 2005, Tata McGraw-Hill.
- Uma Sekaran and Roger Bougie, Research Methods for Business, 5th ed, 2014, Wiley
- Uwe Flick, An Introduction to Qualitative Research, 1st edition, 2019, Sage Publications
- Gerard Guthrie, Basic Research Methods, 1st edition, 2010, Sage Publications
- G. C. Beri, Business Statistics, 2nd edition, 2005, Tata McGraw-Hill
- R I Lewin and David S Rubin, Statistics for Management, 7th edition, 2009, Pearson.
- Robert E. Stine, Dean Foster, Statistics for Business: Decision Making and Analysis, 1st edition, 2014, Pearson
- J K Sharma, Business Research Methods & Statistics, 2nd edition, 2006, Pearson.

Scheme for Semester End Examination (ESA)

UNIT		Module numbers	Instructions
UNIT I	5 Questions Each Question carries 20 Marks	I	All Questions Compulsory
		II	
		III	
		IV	
		V	

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Program: MBA		
Course Title: <u>Marketing Management</u>	Course Code: 24MBAC702	
L-T-P: 2-0-1	Credits: 3	Contact Hrs: 04 Hours/week
ISA Marks: 67	ESA Marks: 33	Total Marks: 100
Teaching Hrs: 28hrs		Exam Duration: 2 hrs
Course Content		
Particulars		
Module 1: Introduction: Introduction to Marketing, Core Concepts, Marketing Mix, Scanning the Marketing Environment Marketing Planning and Strategies, Customer Value and Customer Relationships. 08Hrs		
Module 2: Business Markets: Consumer Markets, Responsible Consumption Behaviour, Business Markets, Market Segments and Targets, Competitive Dynamics. Introduction to Rural Markets. 07Hrs		
Module 3: Branding and Integrated Marketing Channel: Brand Positioning, Brand Equity, Setting Product Strategy, Managing Services, Pricing Strategies and Programs, Integrated Marketing Channel: Retailing, Wholesaling, and Logistics. 07Hrs		
Module 4 Integrated Marketing Communications: Managing Mass Communications and personal communications of the organizations, Global Markets, hyper personalization and its influence on marketing. Introduction to Digital Marketing. 06Hrs		
References: <ul style="list-style-type: none"> Philip Kotler, Kevin Keller, Abraham Kohli and Mithleshwar Jha, Marketing Management: A South Asian Perspective, 14th edition, Pearson Publication. Ramaswamy Namakumari, Marketing Management, 5th edition, Tata McGraw Hill. Rajan Saxena, Marketing Management, 4th edition, Tata McGraw Hill. Michael Hutt, Dheeraj Sharma, B2B Marketing, 11th edition, Cengage Learning. 		

Scheme for Semester End Examination (ESA)

UNIT	5 Questions Each Question carries 20 Marks	Module numbers	Instructions
UNIT I		I	All Questions Compulsory
		II	
		III	
		IV	

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Program: MBA		
Course Title: Business <u>Statistics and Analytics</u>	Course Code: 24MBAC701	
L-T-P: 3-0-0	Credits: 3	Contact Hrs: 03 Hours/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hours: 40 hrs		Exam Duration: 3 hrs
Course Content		
Particulars		
Module No. 1. Introduction: Meaning of Data, quantitative and qualitative data, information, Concepts of management information systems, Types of MIS, Concept of Technology, Technology management, Meaning and Types of Networks, Data Warehousing and ethical issues related to systems. 8 hrs		
Module No. 2. Contemporary Technologies for Management: Machine Learning, E-commerce, Big Data, Artificial Intelligence, Generative AI and Internet on things (IoT). 5 hrs		
Module No 3: Introduction to Analytics & DBMS: Meaning of Analytics, What is business analytics?, elements of analytics, types of analytics, Career in analytics, Application of Analytics (Retail Analytics, Marketing Analytics, and Financial Analytics), Meaning of Database, DBMS (Data Base Management System), functions of DBMS, Actors of the scene, Role of database administrators, End Users, Meaning of SQL. 7 hrs		
Module No 4: Introduction to Statistical Methods: Definition and scope of statistics, Measures of Central Tendency (Mean, Median, and Mode), Measures of Dispersion (range, mean deviation, standard deviation, coefficient of variation), Bivariate data: Definition, scatter diagram, Simple correlation, Linear regression, Principle of least squares. 12 hrs		
Module No 5: Introduction to Qualitative Methods: Meaning of qualitative research, Types of qualitative research: phenomenological, ethnographic, grounded theory, historical, Case Study, Nominal Group Techniques, Interpretive Structural Modelling (ISM): Conceptual view of ISM, complex problems & solution forming processes, Creating an interpretive structural model, Theory of Constraints. 8hrs		
<ul style="list-style-type: none"> • Regi Mathew, Business Analytics: For Decision Making, Pearson Publications, 2020. • U Dinesh Kumar, Business Analytics: The Science of Data driven decision making, Wiley, 21 • Ramez Elmasri, Shamkant B.Navathe, Fundamentals of Database systems:, Pearson Publications ,2019 . • Rahul De, Managing Information Systems in Business, Government and Society, Wily India Publication; 1st Edition, 2012. 		

Scheme for Semester End Examination (ESA)

		Module numbers	Instructions
UNIT I	5 Questions Each Question carries 20 Marks	I	All Questions Compulsory
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		III	
		IV	

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Program: MBA		
Course Title: Industry Experience- Phase I	Course Code: 20MBAP701	
L-T-P: 0-0-3	Credits: 3	Contact Hrs: 06 Hours/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 90hrs		Exam Duration: --
Course Content		
Particulars		
<p>Student has to visit an organization on daily basis and perform the below mentioned tasks. The report shall be submitted.</p> <ul style="list-style-type: none"> • Organization Profile (Ownership type, MSME, MD/Owner, Revenue and employee strength, Product/services and market served, competitors) • Structure and HR Organization • Manpower planning and staffing • On boarding • Comp & Benefit • Time office • Performance Management System • Marketing organization • Finance organization • Operations organizations • Audits/Certification • Environment, Health and Safety • Ethical Practices and Corporate Social Responsibility. 		
		90Hrs

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Program: MBA		
Course Title: Business Communication	Course Code: 20MBAP703	
L-T-P: 0-0-1	Credits: 1	Contact Hrs: 02 Hrs/week
ISA Marks: 80	ESA Marks: 20	Total Marks: 100
Teaching Hrs: 28hrs		Exam Duration: --
Course Content		
Particulars		
Topic 1: Vocabulary and Verbal Skill <ul style="list-style-type: none"> • Synonyms and Antonyms • Accurate Pronunciation of vowels & consonants • Reading Comprehension • Sentence Completion • Error Detection • Root words and Word Analysis • English Grammar – Formatting sentences & Dictionary Usage 		
		06Hrs
Topic 2: Writing Skills <ul style="list-style-type: none"> • Essay • Short Notes • Interpretation • Correcting grammatical errors • Reflective writing • Letter and Email Writing 		
		06Hrs
Topic 3: Art of Communication <ul style="list-style-type: none"> • Components of Communication • Confident Body Language • Modulating Voice • Active Listening • Albert Mehrabian Study • Communication in a Team • Discussions and Debates 		
		06Hrs
Topic 4: Presentation Skills <ul style="list-style-type: none"> • Grooming • Managing anxiety • Visual and Vocal presentations • Formal presentation 		
		08Hrs
Topic 5:Trends in communication techniques		02Hrs
References: <ul style="list-style-type: none"> • Vilanilam J V, <i>More Effective Communication: A Manual for Professionals</i>, Sage Publications. • Shirley Taylor, 2005, <i>Communication for Business: A Practical Approach</i>, 4th Edition, Pearson Longman. • John M Penrose, Robert W. Rasberry, and Robert J. Myers, <i>Advanced Business Communication</i>, 3rd edition, Thomson South-Western. • Raymond V. Lesikar, <i>Basic Business Communication</i>: Irwin/McGraw-Hill, • Sam Phillips, <i>3000 Synonyms and Antonyms</i> 1st Edition, Goodwill Publishing House 		

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Semester II

Program: MBA		
Course Title: <u>Business Environment</u>	Course Code: 20MBAC707	
L-T-P: 3-0-0	Credits: 3	Contact Hrs: 03 Hours/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 40 hrs		Exam Duration: 3 hrs
Course Content		
Particulars		
Module 1: Introduction: Nature and scope, physical and business environment, a brief history of Indian business, meaning and characteristics of business, objectives of modern business, Macro and Micro business environment, Introduction to Open economy and its characteristics, Political, Economy, Differences in Culture, Ethical issues in International Business, Business and Politics and lobbying, Introduction to CSR, Business Ethics in India, Economics of informal sector. 9 hrs		
Module 2: Indian economy: Indian economy – Characteristics, objectives of emergence Indian planning process, Niti Ayog and India's development during plan period, National Income – Concepts, basic terminology, ways of measurement, GDP, GNP, NNP, per capita income, sectoral composition, growth trend and distribution of national income. 6 hrs		
Module 3: Economic policies: Economic policies, Fiscal policy, Economic survey, Union budget, Taxation, Industrial policies of India, effect of industrial policies on the economy, Industrial Pollution and Environmental Policy, India's recent monetary policy, Monetary Policy instruments, Introduction to FDI, FII. 11 hrs		
Module 4: International Trade Theories and trade blocks: International Trade Theories and trade blocks: Business cycles, Overview of Trade Theory, Mercantilism, Absolute Advantage, Comparative Advantage, Heckscher-Ohlin Theory, National Competitive Advantage (Porter's Diamond Model), Global Strategic Rivalry Theory, Raymond's Product life-cycle Theory, Political Economy of International Trade, Procedures for export and import, Trade blocks, introduction to IMF, Economics of competitive advantage. 9 hrs		
Module 5: Contemporary Topics: Poverty Elevation measures, Monetary Policy Committee Developments, Union Budget. Balance of Payments and Forex Reserves. 5 hrs		

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UNIT	5 Questions Each Question carries 20 Marks	Module numbers	Instructions
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Program: MBA		
Course Title: <u>Entrepreneurship Development</u>	Course Code: 20MBAC705	
L-T-P: 3-0-0	Credits: 3	Contact Hrs: 03 Hours/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 40hrs		Exam Duration: 3 hrs
Course Content		
Particulars		
Module 1: Introduction and concepts: Concept and Need of Entrepreneurship Development, Definition of Entrepreneur, Entrepreneurship, Innovation, Invention, Creativity, Business Idea, Opportunities through change. Concept of entrepreneur, manager and intrapreneur. Entrepreneurial traits, types and significance in today's context; definitions, characteristics of entrepreneurial types, qualities and functions of entrepreneurs, role, functions and importance of entrepreneurs in economic growth, Entrepreneurship as a career.		
		09Hrs
Module 2: Evolution and Theories of Entrepreneurship: Innovation Theory by Schumpeter & Imitating, Theory of High Achievement by McClelland, X-Efficiency Theory by Leibenstein, Theory of Profit by Knight, Theory of Social change by Everett Hagen, Effectuation theory of entrepreneurship, A positive theory of social entrepreneurship.		
		08Hrs
Module 3: Venture Process: Opportunity sensing and idea generation, Environmental assessment, marketing plan, organizational plan and financial plan, Sources of finance and financial planning, business plan, entrepreneurial growth strategies, franchising, stalling, sickness and revival and exiting the venture.		
		10Hrs
Module 4: Emerging trends in the entrepreneurship: Rural entrepreneurship, Social entrepreneurship, family business and entrepreneurship, and technology driven entrepreneurship. Entrepreneurship development: government and supporting agencies. Ethical and Environmental challenges.		
		09Hrs
Module 5: Contemporary issues and practices. Schemes, Incubation centres, Funding Options, and Angel investor		
		04Hrs
Reference: <ul style="list-style-type: none"> Hisrich, Robert D; Peters, Michael P and Shepherd, Dean A, <i>Entrepreneurship</i>, Tata McGraw Hill Publishing Company Limited Bagchi, Subroto, <i>The-High Performance Entrepreneurs</i> Penguin Books International Private Limited, New Delhi. Kuratko F Donald & Hodgetts M Richard, <i>Entrepreneurship a Contemporary Approach</i>, The Dryden Press. Robert A Baron and Scott A Shane, <i>Entrepreneurship A Process Perspective</i>, Thomson South Western. David H. Holt, <i>Entrepreneurship: New Venture Creation</i>, Prentice Hall of India 2002. Raj Shankar, <i>Entrepreneurship Theory & Practice</i>, Vijay Nicole Imprints Pvt Ltd. 		

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UNIT	5 Questions Each Question carries 20 Marks	Module numbers	Instructions
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Program: MBA		
Course Title: <u>Financial Management</u>	Course Code: 24MBAC703	
L-T-P: 2-1-0	Credits: 3	Contact Hrs: 04 Hours/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 28hrs		Exam Duration: 2 hrs
Course Content		
Particulars		
Module 1:		
Introduction, Planning and Financial System: Introduction – Financial management and Indian Financial System, Business finance, Profit Vs Wealth maximization, Agency problem, Financial planning, Budgets and budgetary control: production budget, flexible Budget, sale budget and cash budget.		
07Hrs		
Module 2:		
Time Value and Capital Budgeting: Time value of money, Capital budgeting, Different phases of capital budgeting, Criteria for selection of projects, NPV, IRR, BCR, ARR, Simple and Discounted payback period criteria.		
08Hrs		
Module 3:		
Working Capital Management: Working capital management, Sources of working capital, Working capital estimation and financing (short-term and long-term).		
07Hrs		
Module 4:		
Introduction to long term and short term sources of capital, Leverages: Operating, Financial, and Combined leverages, Capital structure decisions, Planning the capital structure, Cost of capital: specific and composite cost. Hybrid Financing, modern methods of financing and valuation.		
06Hrs		
References:		
<ul style="list-style-type: none"> Prasanna Chandra, <i>Fundamentals of Financial Management</i>, 7thedn, Tata McGraw Hill. M. Y. Khan and P. K. Jain, <i>Financial Management</i>, 5thedn, Tata McGraw Hill Stephen A. Ross, Randolph W. Westerfield, Bradford D. Jordan, <i>Fundamentals of Corporate Finance</i>, 6thedn, Tata McGraw Hill. Aswath Damodaran, <i>Corporate Finance – Theory and Finance</i>, 2nd edition, Wiley India. Richard A. Brearley, and Stewart C. Myers, <i>Principles of Corporate Finance</i>, 7thedn, Prentice Hall of India. 		

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UNIT	5 Questions Each Question carries 20 Marks	Module numbers	Instructions
UNIT I		I	All Questions Compulsory
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Program: MBA		
Course Title: <u>Human Resource Management</u>	Course Code: 24MBAC704	
L-T-P: 2-1-0	Credits: 3	Contact Hrs: 04 Hours/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 28hrs		Exam Duration: 2 hrs
Course Content		
Particulars		
Module 1: Introduction to Human Resource Management (HRM): Characteristics, scope, objectives, functions and role of Human Resource Management (HRM), HRM versus personnel management, difference between HRM and HRD (Human Resource Development), qualities of Human Resource (HR) manager, HR manager as a strategic partner. HRM in Small and Entrepreneurial Firms. Ethics & HRM.		
		08Hrs
Module 2: Analyzing works and Compensation: Job design, analysis, description, specification, enrichment, enlargement and rotation, Introduction to compensation and benefits management - purpose, meaning, factors, challenges.		
		06Hrs
Module 3: Acquisition of human resources: Man power planning, objectives, Recruitment, sources of recruitment, selection techniques, Placement.		
		08Hrs
Module 4: Employee relations: Employee engagement, competency mapping, industrial relations, work life balance, employee empowerment Introduction to IHRM (International Human Resource Management), HR Ethical issues, part-time employment and contingent workforce management, Green HRM, contemporary HRM.		
		06Hrs
References: <ul style="list-style-type: none"> • Gary Dessler, <i>Human Resource Management</i>, 15th edition, Pearson, 2017. • Cynthia D. Fisher, Lyle F. Schoenfeldt, and James B. Shaw, <i>Human Resource Management</i>, Biztantra, 2008. • Ashwatappa K, <i>Human Resource Management</i>, 9th edition, Tata McGraw Hill, 2021. • Gary Dessler and Biju Varrkey, <i>Human Resource Management</i>, Pearson, 16th edition 2020. 		

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UNIT	5 Questions Each Question carries 20 Marks	Module numbers	Instructions
UNIT I		I	All Questions Compulsory
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Program: MBA		
Course Title: <u>Operations Management</u>	Course Code: 20MBAC712	
L-T-P: 3-0-0	Credits: 3	Contact Hrs: 03 Hours/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 40hrs		Exam Duration: 3 hrs
Course Content		
Particulars		
Module 1: Operations Management- Trends and challenges: Introduction to OM, Manufacturing Trends in India, Operations as a Key Functional Area, Operations Management: A Systems Perspective, Operations Management Functions, Challenges in Operations Management, Current Priorities for Operations Management.		
		08Hrs
Module 2: Facility Location: Globalization of operations, factors affecting location decisions, location planning methods and issues.		
		09Hrs
Module 3: Process and Capacity analysis: Planning premises and process implications, process redesign using Business Process Reengineering (BPR), definition and measures of capacity, time horizon and framework in capacity planning, alternatives for capacity augmentation, decision tree for capacity planning.		
		08Hrs
Module 4: Aggregate planning: Planning hierarchies in operations, aggregate production planning, necessity of aggregate plan, frame work for aggregate production planning, alternatives for managing demand and supply, strategies for aggregate production planning, Master Production Schedule. Resources planning: dependent demand attributes, framework, Materials Requirement Planning (MRP).		
		09Hrs

Module 5: Scheduling of operations: Need and basis for scheduling, loading of machines, scheduling of flow and job shops, issues in mass production systems, Sequencing. Role of materials management- materials and profitability, purchase functions, procurement procedures including bid systems, vendor selection and development, Inventory Management: concepts of inventory, types, classification, ABC VED, and FSN analysis. Inventory model – Economic order quantity (EOQ), Inventory records, Industry 4.0	06Hrs
References: <ul style="list-style-type: none"> • Mahadevan B, Operations Management: Theory and Practice, Pearson Education. • Ritzman LP and Krajewski LJ, Foundations of Operations Management, Prentice Hall. • Gaither N and Fraizier G, Operations Management, Thomson South-Western. • Monks JG, Operations Management: Theory and Problems, 3rd edition, McGraw Hill. • Klassen RD and Larry J. Menor LJ, Cases in operations Management, Sage. 	

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UNIT		Module numbers	Instructions
UNIT I	5 Questions Each Question carries 20 Marks	I II III IV V	All Questions Compulsory

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Program: MBA		
Course Title: Decision Modelling	Course Code: 24MBAC705	
L-T-P: 2-0-0	Credits: 1	Contact Hrs: 02 Hours/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 28hrs		Exam Duration: 2 hours
Course Content		
Particulars		
Module 1: Linear Programming: Introduction, assumptions formulation for LPP, Cases on unique, multiple, unbounded and infeasible optimal solutions. Method to obtain optimal Solution: Graphical method, simplex method, Big-M method (Software tools to introduce- MS-Solver or TORA) 9 hours		
Module 2: Transportations problems: Introduction to TP. Initial basic feasible solution using NWCRM, MMM, VAM. Degeneracy and No-Degeneracy in TP. Test for optimality using MODI method. Assignment problem: Introduction to AP. Formulation of AP and obtaining optimum solution using Hungarian method. (Software tools for hands on experience- MS-Solver or TORA) 8 hours		
Module 3: Queuing Theory: Meaning and Characteristics of the queuing system, Types of queuing models. MCDM (Multi Criteria Decision Modeling): Meaning MCDM, Analytical hierarchy process structure of a decision problem, Saaty's scale, structuring hierarchy problems. Simulation: Meaning, Types, Steps, Monte Carlo Simulation, Random number generations. 6 hours		
Module 4: Game theory: Introduction to Game theory. Formulation of payoff matrix. Pure and Mixed Strategy. Zero sum game. Minimax and Maxmin Criterion. Dominance Principal. 5 hours		
References: <ul style="list-style-type: none"> • Vohra N. D., 2004, <i>Quantitative Techniques in Management</i>, Tata-McGraw Hill. • J K Sharma, Operations Research, Theory and Applications, Trinity press, 5th Edition • Frederick S. Hillier and Gerald J. Lieberman, <i>Introduction to Operations Research</i>, McGraw-Hill Science. • Prem Kumar Gupta and Hira D. S., 2007, <i>Operations Research</i>, S Chand & Co. • Ravindran A., Don T. Phillips, and James J. Solberg, 1987, <i>Operations Research: Principles and Practice</i>, 2nd edition, Wiley International. Thomas L Saaty, Luis G Vargas, Models, Methods, Concepts & Applications of the Analytic Hierarchy Process, Springer publication, 2012		

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Course Title: <u>Digital Marketing for Rural Business</u>		Course Code: 24MBAP701	
L-T-P: 0-0-1	Credits: 1	Contact Hrs.: 02 Hours/week	
ISA Marks: 80	ESA Marks: 20	Total Marks: 100	
Teaching Hrs. 28 hrs.		Exam Duration: 2 hours	
Student has to choose an FPO (Farmer Producer organizations)/Cottage industry/Home industry /Co-operative societies/Self-help group and has to visit on weekly basis and perform the below mentioned tasks.			
Course Content			
Task 1: Knowing Rural Business			
<ul style="list-style-type: none">To collect information regarding FPO (Farmer Producer organizations) /Cottage industry/Home industry /Co-operative societies/Self-help group.Understanding the product and the business.Knowing about the technicality of the product.Understanding the market demand.			
Knowing the mode of operations (Buying and selling).5Hrs			
Task 2: Understanding through Secondary Data			
<ul style="list-style-type: none">Analyze current trends in rural product consumption.Identify specific rural products with high growth potential.Research the target audience demographics, psychographics, and online behaviorDefine specific KPIs for each campaign goal (e.g., website traffic, social media engagement, conversion rate).Undergoing the SWOT analysis.			
6Hrs			
Task 3: Digital Marketing Plan development			
<ul style="list-style-type: none">Outline a plan: for ongoing campaign optimization based on data insights and identified areas for improvement.Campaign Goals: Define specific, measurable, achievable, relevant, and time-bound (SMART) goals for the digital marketing campaign (e.g., increase brand awareness by X% within Y months).Digital Channels: Select the most suitable digital channels for reaching the target audience (e.g., social media platforms, content marketing, influencer marketing, e-commerce platform, Website, Video Channels). Justify your choices based on audience behavior and product type.Content Strategy: Develop a plan for creating engaging content for each chosen channel, highlighting the product's story, benefits, and cultural significance (if applicable).Budget Allocation: Allocate a budget for each chosen digital channel, considering content creation, advertising costs (if applicable), and influencer partnerships (if applicable). 6Hrs			
Task 4: Execution of the Plan			
<ul style="list-style-type: none">Campaign Timeline: Create a detailed timeline outlining key activities, content publishing schedule, and launch dates for different campaign elements.Social Media Management: Develop a social media strategy outlining posting frequency, content formats (images, videos, stories), and appropriate hashtags.Influencer Marketing (Optional): If implementing influencer marketing, outline the selection criteria for influencers, collaboration details, and content expectations.			

<p>Website & E-commerce Integration (Optional): If selling products online, ensure website optimization for rural audiences and consider integrating an e-commerce platform.8Hrs</p>
<p>Task 5: Report Writing</p> <ul style="list-style-type: none"> • Present the information on digital marketing activities conducted and their specific result. • Summarize the key takeaways from the project, including challenges encountered and lessons learned. • Present specific recommendations for future marketing initiatives to further promote the chosen rural products. <p style="text-align: right;">3Hrs</p>

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Program: MBA		
Course Title: <u>Managerial Communication and Aptitude</u>	Course Code: 24MBAP702	
L-T-P: 0-0-2	Credits: 2	Contact Hrs: 04 Hours/week
ISA Marks: 80	ESA Marks: 20	Total Marks: 100
Teaching Hrs: 56hrs		Exam Duration: 2 hours
Course Content		
Particulars		
Part 1: Managerial Communication		
Topic 1: Discussions and Debates		
<ul style="list-style-type: none"> Understanding discussion Parameters measured in Group Discussions Video Analysis of Group Discussions (Identifying Individual flaws and improvement through Mock Videos) 		
15Hrs		
Topic 2: Writing Skills		
<ul style="list-style-type: none"> Business letters Covering letter Resume writing Email etiquette 		
05Hrs		
Topic 3: Interview Skills		
<ul style="list-style-type: none"> What companies expect Showing Commitment and Learning Ability Handling difficult questions Understanding interviewer psychology Situation Reaction and Presence of Mind Dressing right Interview etiquette 		
10Hrs		
Part 2: Managerial Aptitude		
Arithmetical Reasoning:		
<ul style="list-style-type: none"> Number Systems and Speed Math Factors and Multiples Combinations Probability Percentages Interest Alligations and Averages Man-Hour Calculations 		
14Hrs		
Analytical Thinking		
<ul style="list-style-type: none"> Data Analysis Data Interpretation Data Sufficiency Puzzles 		
06Hrs		
Verbal Logic		
<ul style="list-style-type: none"> Verbal Analogy Verbal Classification 		

<ul style="list-style-type: none"> • Letter and Number Series • Decoding the Codes 	04Hrs
Non – Verbal Logic <ul style="list-style-type: none"> • Non – Verbal Analogy • Non – Verbal Classification • Pattern Completion • Pattern Comparison 	02Hrs
References: <ul style="list-style-type: none"> • Vilanilam J V, <i>More Effective Communication: A Manual for Professionals</i>, Sage Publications. • Shirley Taylor, 2005, <i>Communication for Business: A Practical Approach</i>, 4th Edition, Pearson Longman. • John M Penrose, Robert W. Rasberry, and Robert J. Myers, <i>Advanced Business Communication</i>, 3rd edition, Thomson South-Western. • Raymond V. Lesikar, <i>Basic Business Communication</i>: Irwin/McGraw-Hill, 1999. • Sam Phillips, <i>3000 Synonyms and Antonyms 1st Edition</i>, Goodwill Publishing House. • John Jackman and Wendy Wren, <i>Nelson English Evaluation Pack – Book 5</i>, Thomas Nelson. 	

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Program: MBA		
Course Title: Industry Experience -Phase II	Course Code: 24MBAP703	
L-T-P: 0-0-3	Credits: 3	Contact Hrs: 06 Hours/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 90hrs		Exam Duration: 3 hours
Course Content		
Particulars		
Identify the problems and prospects faced by start-ups, mini or micro enterprise. Provide possible solution. Or The students have to undergo AI certification course mandatorily in the second phase. 90Hrs		

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Program: MBA		
Course Title: Business Venture Phase - I	Course Code: 25MBAP702	
L-T-P: 0-0-3	Credits: 3	Contact Hrs: 06 Hours/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 90hrs		Exam Duration: --
Course Content		
Particulars		
Students are expected to work on the following points:		
<ol style="list-style-type: none"> 1. Individual SWOT (Strengths, weakness, opportunities and Threats) Analysis 2. PESTEL (Political, Economic, Social, Technological, Environmental and Legal Analysis) 3. Identification of ideas through market scanning 4. Idea to Opportunity Mapping 5. Build Lean Startup Canvas 6. Develop the resource mapping for the finalized Idea 7. Feasibility Study & Business Plan Development <ul style="list-style-type: none"> • Marketing • Organizational • Operational and • Financial 8. Funding raising & Resource Mobilization Plan 		
		90Hrs

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2024-26 Batch
Course Content Semester III

Program: MBA		
Course Title: <u>Strategic Management</u>	Course Code: 20MBAC801	
L-T-P: 3-0-0	Credits: 3	Contact Hrs: 03 Hours/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 40hrs		Exam Duration: 3 hrs
Course Content		
Particulars		
Module 1: Fundamentals of Strategic Management: Basic concept of strategy and strategic management, importance of strategy in an Organization, what makes strategy a winning phenomenon Managerial Process of Strategy Planning: Process of strategy planning, developing of strategic vision, setting objectives, strategic plans, execution of strategy and strategic plans.		
		10 hrs
Module 2: Analysis of External Environment: Industry analysis, industry value chain, competitive environment analysis, key drivers and factors for success. Analysis of Internal Environment: Internal value chain, resources and competences.		
		08 hrs
Module 3: Generic Strategies: Generic competitive strategies – low cost, differentiation, focused Making Strategic Choices: Alliances and partnerships, mergers and acquisitions, integration, outsourcing, strategic fit, diversification.		
		08 hrs
Module 4: Strategy Implementation and Strategic Measurement: Building resources, developing capabilities, introduction to balance score card . Strategic Leadership: Strategy as organisational process, factors of strategic leadership. Introduction to Corporate Social Responsibility.		
		08 hrs
Module 5: Strategy and Management control: Responsibility Centre (Revenue center, expense center, marketing centers, Research and development centers, Profit centers, transfer price in brief, investment centers).		
		06 hrs
References: <ul style="list-style-type: none"> Arthur A Thompson Jr, A J Strickland III, John E Gamble, and Arun K Jain, <i>Crafting and Executing Strategy – the quest for competitive advantage</i>, Tata McGraw Hill Porter, M.E., <i>Competitive advantage: Creating and sustaining superior performance</i>, Simon and Schuster 		

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Program: MBA		
Course Title: Climate Change & Sustainability Management	Course Code: 25MBAP801	
L-T-P: 0-0-1	Credits: 1	Contact Hrs: 02 Hours/week
ISA Marks: 80	ESA Marks: 20	Total Marks: 100
Teaching Hrs: 28 Hrs		Exam Duration: 2 hours
Course Content		
Particulars		
<ul style="list-style-type: none"> • Evolution of sustainability philosophy 	28 Hrs	
<ul style="list-style-type: none"> • Impact of Climate change from the perspectives of Social, Environmental, Economics and Organizational Management. 		
<ul style="list-style-type: none"> • The international climate negotiations framework, bodies, Sustainable development goals (SDG), debates and discussions. 		
<ul style="list-style-type: none"> • Domestic politics of climate change and government initiatives and Policies to minimize the climate change impact. 		
<ul style="list-style-type: none"> • Integrating climate change and development: a sectoral view covering Agriculture, Water resources, Energy, Industrialization, Urbanization and Health and Hygiene, Corporate Social Responsibility (CSR). 		

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Program: MBA		
Course Title: Summer Internship	Course Code: 25MBAI801	
L-T-P: 0-0-3	Credits: 3	Contact Hrs: 06 Hours/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 90hrs		Exam Duration: 3 hours
Course Content		
Particulars		
<p>Students should execute the below mentioned tasks in the identified organizations activities:</p> <ul style="list-style-type: none"> • Identification of Problem • Review of Literature • Research Gap • Objectives & Research Methodology • Data Analysis • Conclusion 		
		90 hrs

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Program: MBA		
Course Title: Industry Experience -Phase III	Course Code: 25MBAP802	
L-T-P: 0-0-3	Credits: 3	Contact Hrs: 06 Hours/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 90hrs		Exam Duration: -3 hours
Course Content		
Particulars		
<p>Student has to do one mandatory research project in any sector/domain.</p> <p>Note: Introduction, literature review, methodology, findings, suggestions and conclusion, suggestion for future research, practical/theoretical implications.</p> <p style="text-align: right;">90 hrs</p>		

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Program: MBA		
Course Title: Entrepreneurship Phase – III	Course Code: 25MBAP803	
L-T-P: 0-0-3	Credits: 3	Contact Hrs: 06 Hours/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 90hrs		Exam Duration: -3 hours
Course Content		
Particulars		
Students are expected to work on the following activities:		
<ol style="list-style-type: none"> 1. Operationalize the enterprise 2. Strengthen the Marketing / Operational / Organizational Plan 3. Build the customer base and develop customer relationship 4. Assess the profit and revenue flow 5. Plan for enterprise registration 		
		90 hrs

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Program: MBA		
Course Title: Research Experience - Phase I	Course Code: 25MBAR801	
L-T-P: 0-0-3	Credits: 3	Contact Hrs: 06 Hours/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 90hrs		Exam Duration: - 3 hours
Course Content		
Particulars		
This track will be offered to few selected and interested students.		
Tasks <ul style="list-style-type: none"> • Broad area of Research • Review of Literature • Research design • Research proposal 		
		90 hrs

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Program: MBA		
Course Title: Social Entrepreneurship Phase – I	Course Code: 25MBAP804	
L-T-P: 0-0-3	Credits: 3	Contact Hrs: 06 Hours/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 90hrs		Exam Duration: 3 hours
Course Content		
Particulars		
<p>Students are expected to work on the following activities:</p> <ol style="list-style-type: none"> 1. Discuss what social entrepreneurship is and how it differs from business entrepreneurship. 2. Following certain biography exercises, identify your skills and gifts. 3. Identify characteristics of successful social entrepreneurs. 4. Identify areas of our economy/society where social entrepreneurs work 5. Translate a social problem into an opportunity. 6. Prepare a report to create an implementation. 		
		90 hrs

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IV Semester

Program: MBA		
Course Title: <u>Legal Aspects of Business</u>	Course Code: 20MBAC804	
L-T-P: 3-0-0	Credits: 3	Contact Hrs: 03 Hours/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 40hrs		Exam Duration: 3 hrs
Course Content		
Particulars		
Module 1: Legal environment of business, meaning and nature of law, classification of law, sources of Indian law, Evolution of business law.		
		04 hrs
Module 2: Indian Contract Act, 1872 – Nature and kinds of contracts, offer and acceptance, consideration, capacity of contract, free consent, legality of object and consideration, void agreements, contingent contracts, discharge of contracts, remedies for breach of contract, quasi contract, contracts of indemnity and guarantee, contract of bailment and pledge, contracts of agency.		
		10 hrs
Module 3: Negotiable Instruments Act, 1881 – Nature and kinds of negotiable instruments, various kinds of negotiable instruments, negotiation and endorsement, presentment of a negotiable instrument. dishonour and discharge of negotiable instrument, bouncing of cheques. Sale of Goods Act, 1930 – classification of goods, conditions & warranties, passing of ownership rights, rights of an unpaid seller, remedies for breach of Contract of Sale of Goods.		
		10 hrs
Module 4: Companies Act, 1956 (with latest amendments 2019) – Nature and kinds of companies, formation, memorandum, articles, prospectus, capital – shares, debentures, borrowing powers, minimum subscription, appointment of directors, membership, winding up of companies, Partnership Act 1932.		
		08 hrs
Module 5: Consumer Protection Act, 1986 – Salient features and objectives, different consumer redressal forums, composition and jurisdiction of district, state and national forum, mode of complaints, procedures for disposal of complaints, penalty. Right to Information Act, Information Technology Act, Introduction to Environment Protection Act, Introduction to Competition Act, Introduction to Foreign Exchange Management Act 1999, Introduction to Intellectual Property Rights.		
		08 hrs

References:

- Saha Ray H.K., *Law of Contracts*, Eastern Law Book House.
- Kapoor N D, *Elements of Mercantile Law*, Sultan Chand.
- Gogna, P. P. S. *A Textbook of Business Law*, S. Chand & Co.

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Program: MBA		
Course Title: <u>Supply Chain Management</u>	Course Code: 22MBAC801	
L-T-P: 3-0-0	Credits: 3	Contact Hrs: 03 Hours/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 40hrs		Exam Duration: 3 hrs
Course Content		
Particulars		
Module 1: Introduction: Objectives, importance, decision phases, process view, competitive and supply chain strategies, achieving strategic fit, supply chain drivers, obstacles, framework, facilities, inventory, transportation, information, sourcing, pricing.		
		07 hrs
Module 2: Designing the distribution network, role of distribution, factors influencing distribution, design options, e-business and its impact, distribution networks in practice, network design in the supply chain, Designing global supply chain networks, Minimizing impact of Supply chains on nature.		
		07hrs
Module 3: Planning Demand and Supply in supply chain: Demand forecasting, aggregate planning, Sales and Operation planning. Planning and Managing Inventories in Supply Chain: Managing economies of scale, Managing uncertainty in supply chain and its impact on profit, society and nature. Designing and Planning transportation networks: Role of transportation, modes and their performance, transportation infrastructure and policies, design options and their trade-offs, tailored transportation, role of logistics in SCM, third party and fourth party logistics.		
		10 hrs
Module 4: Lack of supply chain coordination and the Bullwhip effect, obstacle to coordination, managerial levers, building partnerships and trust, continuous replenishment and vendor-managed inventories, collaborative planning, forecasting and replenishment, Demand driven supply chain.		
		08 hrs
Module 5: Information technology (IT) in the supply chain: Role of IT, IT Framework, Supply Chain Technology Innovation, customer relationship management, supplier relationship management, Supply Chain IT in practice, Green SCM: Introduction, Need, Challenges and Benefits. Reverse supply chain management, Supply chain risk management.		
		08 hrs

References:

- Chopra, S. and Meindl P, *Supply Chain Management – Strategy, Planning and Operation*, Pearson/PHI, 4th Edition, 2011.
- Sahay B.S., *Supply Chain Management* in the 21st Century.
- Coyle J, C., John Langlely, Gibson, B., Novack, R. and Bardi E. *A Logistics Approach to Supply Chain Management*, Cengage Learning India Pvt Ltd.

Scheme for Semester End Examination (ESA)

UNIT		Module numbers	Instructions
UNIT I	5 Questions Each Question carries 20 Marks	I	All Questions Compulsory
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Program: MBA		
Course Title: Industry Experience -Phase IV	Course Code: 24MBAP801	
L-T-P: 0-0-3	Credits: 3	Contact Hrs: 06 Hours/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 90hrs		Exam Duration: 3 hours
Course Content		
Particulars		Hours
Student has to do one mandatory project work in any functional area in an organization as per the mutual interest of the organization and student.		90 hrs

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Program: MBA		
Course Title: <u>Entrepreneurship Phase – IV</u>	Course Code: 24MBAP802	
L-T-P: 0-0-3	Credits: 3	Contact Hrs: 06 Hours/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 90hrs		Exam Duration: 3hours
Course Content		
Particulars		Hours
Pre requisite: Entrepreneurship Phase – III		90 hrs
Students are expected to work on the following activities: <ul style="list-style-type: none">• Develop the expansion Strategy• Develop the market and consumer base• Continue on enterprise registration process• Design the diversification strategy		

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Program: MBA		
Course Title: Research Experience - Phase II	Course Code: 24MBAR801	
L-T-P: 0-0-3	Credits: 3	Contact Hrs: 06 Hours/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 90hrs		Exam Duration: 3 hours
Course Content		
Particulars		Hours
Prerequisite: Research Experience Phase I		90 hrs
Tasks: <ul style="list-style-type: none"> • Instrument development • Data collection and Analysis • Findings and Discussions • Draft paper 		

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Program: MBA		
Course Title: <u>Social Entrepreneurship Phase – II</u>	Course Code: 24MBAP803	
L-T-P: 0-0-3	Credits: 3	Contact Hrs: 06 Hours/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 90hrs		Exam Duration: -- hrs
Course Content		
Particulars		Hours
Prerequisite: Social Entrepreneurship Phase I		90 hrs
<p>Students are expected to work on the following activities:</p> <ul style="list-style-type: none"> • Apply the Social Business Model Canvas and lean startup methods for planning, developing, testing, launching and evaluating social change venture. • Analyze different business models for social change ventures • Recommend the best entity structure for their proposed social change venture • Compare funding options for social change venture • Choose to create and implement a plan to make your vision happen 		

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ELECTIVES

Marketing

Program: MBA		
Course Title: <u>Sales Management</u>	Course Code: 25MBAE801	
L-T-P: 2-1-0	Credits: 3	Contact Hrs: 04 Hours/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 28hrs		Exam Duration: 2 hrs
Course Content		
Particulars		
Module No. 1. Introduction to Sales Management: Introduction, evolution of sales management, nature importance of sales management, role and skills of modern sales people, sales management positions/sales as a career, responsibilities (social, ethical, legal) of sales person.		
		08Hrs
Module No. 2. Planning sales team: Nature of organization, types, characteristics of the organization, sales budget, designing of sales territories, sales objectives, quotas and targets, role of ICT in sales organization.		
		08Hrs
Module No. 3. Sales-force Management: Recruitment and placement, training and development, motivation, leadership, evaluation, and sales-force compensation. Personal selling: process, sales data generation using sales navigation tools, varying the sales data quality, lead generation methods or channels, the role of CRM in sales management. Sales CRM, CRM-B2B, B2C, the impact of sales CRM on the sales process.		
		07Hrs
Module No. 4. Contemporary topics: Global Sales-force management, Role of technology in Sales-force and Distribution channel, discounting management, Use of Neural Networks to forecast sales. Sales analytics, AI application in sales processes, customer relationship management, and sales forecasting, along with ethical considerations.		
		05Hrs
References: <ul style="list-style-type: none"> • Spiro, Stanton, Rich, Management of Sales force, 11, Tata McGraw Hill, 2013 • Krishna K H., M Cavale, Sales and Distribution Management, 2, Tata McGraw Hill, 2014 • Tapan K Panda, Sunil Sahadev, Sales Management, 2, Oxford Higher Education., 2014 		

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UNIT		Module numbers	Instructions
UNIT I	5 Questions Each Question carries 20 Marks	I	All Questions Compulsory
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Program: MBA		
Course Title: Retail Management	Course Code: 25MBAE802	
L-T-P: 2-1-0	Credits: 3	Contact Hrs: 04 Hours/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 28hrs		Exam Duration: 2 hrs
Course Content		
Particulars		
Module 1: Introduction to Retailing: Meaning and Characteristics, social and economic significance, opportunities, the management decision process Retailing in India- present and future, the opportunity and challenges for the un-organized retail sector in India. Types of Retailers: Food Retailers, General Merchandise Retailers, Non-store Retailers, Service Retailing, e-tailing models, Types of Ownership, and Multichannel Retailing.		
		05 hrs
Module 2: Customer buying behavior: Buying process, types of buying decisions, social factors influencing buying process, market segmentation using cluster analysis and collaborative filtering, and decision tree. Retail market strategy: Definition, target market, and retail format, building sustainable competitive advantage, growth strategies, strategic retail planning process, financial strategy in retailing management and retail locations, standard operating procedures in retail format.		
		07 hrs
Module 3: Information & supply chain management: Creating strategic advantage, information flow, logistics, distribution center, a collaboration between retailers & vendors, last-mile delivery, and Use of technology in retail process & merchandise management Customer relationship management (CRM): CRM process, identifying target customers, acquiring, retaining, and developing customers, developing CRM programs, Calculating customer value, and marketing decision making.		
		11 hrs
Module 4: Contemporary topics: Green retailing, the influence of environmental factors on consumer spending patterns, emerging trends in retail management, retailing analytics (Market Basket analytics, RFM analysis, Optimizing Direct mail Campaigns, Scan *Pro Model).		
		05 hrs
References: <ul style="list-style-type: none"> Michael Levy, Barton Weitz, Ajay Pandit, <i>Retail Management</i>, Tata Mc GRAW Hill SwapnaPradhan, <i>Retail Management</i>, Tata McGraw Hill Wayne L Winston, <i>Marketing Analytics</i>, Wiley, 2014 		

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UNIT		Module numbers	Instructions
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Program: MBA		
Course Title: Rural Marketing	Course Code: 25MBAE803	
L-T-P: 2-1-0	Credits: 3	Contact Hrs: 04 Hours/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 28hrs		Exam Duration: 3 hrs
Course Content		
Particulars		
Module 1: Introduction to rural marketing: Rural market environment: Evolution of rural marketing; definition of rural India & rural marketing; rural market structure – demographic; political; economical; political; technological environment; major problems in rural marketing Rural economy: Economic scenario in rural India; the transition of rural economy; rural economic structure; employment structure; incomes & consumption; rural infrastructures. 05 hrs		
Module 2: Marketing in rural India: agricultural inputs and produce, Fast Moving Consumer Goods (FMCG) & consumer durables, and rural & cottage industry products Understanding the rural market: Rural consumer behavior: Consumer buying behavior models, factors affecting consumer behavior, characteristics of rural consumer, consumer buying process, opinion leadership process, brand loyalty. 10 hrs		
Module 3: Rural Marketing Strategy: Segmenting, Targeting and Positioning, Product strategy, product mix rural packaging, branding in rural India, fake brands, the pricing strategy the in rural market, distribution and communication strategy used by companies in rural India. 07 hrs		
Module4: Contemporary topics: Digital and mobile marketing, Use of E-commerce and Agri-Tech Platforms, Customized Communication Strategies, Rural Influencer Marketing, leveraging SHGs and Cooperatives, Data-Driven Marketing and CRM, Green and Sustainable Marketing. 06 hrs		
References: <ul style="list-style-type: none"> Kashyap, P., & Rant S, <i>The Rural Marketing Book</i>, Biztantra Gopalaswamy T.P., <i>Rural Marketing</i>, Vikas Publishing House 		

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UNIT	5 Questions Each Question carries 20 Marks	Module numbers	Instructions
UNIT I		I	All Questions Compulsory
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Program: MBA		
Course Title: Services Marketing	Course Code: 25MBAE804	
L-T-P: 2-1-0	Credits: 3	Contact Hrs: 04 Hours/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 28hrs		Exam Duration: 2 hrs
Course Content		
Particulars		
Module1: Introduction: Meaning of services, evolution of service marketing and role of technology, characteristics of services, services marketing mix. Gaps model of service quality: Customer gap, provider gap. Consumer behaviour in services: Consumer choice, consumer experience, post-experience evaluation, understanding differences among consumer. Customer expectations of services: Meaning and types of service expectations, factors that influence customer expectations, and issues involving customer service. Customer perceptions of services: Customer perceptions, customer satisfaction, service quality, service encounters.		
		07 hrs
Module2: Building customer-relationship: Relationship marketing, relationship value of customers, customer profitability segments, relationship development strategies, and relationship challenges, managing service promises. Service recovery: Impact of service failure and recovery, how customers respond to service failures, customers recovery expectations, service recovery strategies, service guarantees.		
		05 hrs
Module 3: Service development and design: Challenges of service design, new service development, types of new services, stages in new services, service blueprinting, Use of Customer defined service standards, physical evidence, service inventory, pricing services and managing demand and supply.		
		11 hrs
Module 4: Contemporary topics (role of technology in services marketing).		
		05 hrs
References: <ul style="list-style-type: none"> V. A. Zeitaml, D. D. Gremler, M. J. Bitner and Ajay Pandit, <i>Services Marketing</i>, TMH Christopher Lovelock, <i>Principles of Services Marketing</i>, Pearson Education 		

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UNIT		Module numbers	Instructions
UNIT I	5 Questions Each Question carries 20 Marks	I	All Questions Compulsory Back
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Program: MBA		
Course Title: Integrated Marketing Communications	Course Code: 24MBAE802	
L-T-P: 2-1-0	Credits: 3	Contact Hrs: 04 Hours/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 28hrs		Exam Duration: 2 hrs
Course Content		
Particulars		
Module 1: Integrated marketing communication: Integrated marketing communication: The evolution of IMC, reasons for growing importance of IMC, the promotional mix- advertising, direct marketing, internet marketing, sales promotion, publicity, public relations, personal selling, promotion management, IMC planning process. 04 hrs		
Module 2: Consumer Decision Making Process: Steps of effective communication, communication objectives, consumer decision-making process, consumer behavioral analysis and role of Big-data, models used to analyze advertising impact on consumer decision making-Communication response Hierarchy- AIDA & Hierarchy of Effects model. 08 hrs		
Module 3: Organizing for advertising and promotion: The role of advertising agencies, agency compensation, evaluating agencies, developing the integrated marketing communication program, role of creative advertising in modern times Establishing objective and budgeting for promotional program: Determining Promotional objectives, DAGMAR approach for setting objectives establishing and allocating budget, Media Planning strategies: An overview of Media planning, Establishing objectives, developing-message strategies and executional frameworks, effectiveness of celebrity endorsements and implementation media strategies, evaluation and follow up. 12 hrs		
Module 4: Contemporary topics: Social and ethical aspects of promotional tools, Introduction to social media as a business tool: use of face book, YouTube, twitter and LinkedIn as modern tools for business operations and communications. 04 hrs		

References:

- Belch, M.A., and Belch, G.E., *Advertising and Promotion*, Tata Mc-Graw Hill Publication
- Shah, K. and D'souza, A., *Advertising & Promotion*, Tata Mc-Graw Hill Publication.
- Kenneth E. Clow, Donald E. Baack, *Integrated advertising promotion and Marketing Communications*, 3rd Edition, Pearson Publication

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UNIT		Module numbers	Instructions
UNIT I	5 Questions Each Question carries 20 Marks	I	All Questions Compulsory Back
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Program: MBA		
Course Title: Industrial Marketing	Course Code: 25MBAE805	
L-T-P: 2-1-0	Credits: 3	Contact Hrs: 04 Hours/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 28hrs		Exam Duration: 2 hrs
Course Content		
Particulars		
Module1:		

<p>Basic concept of Industrial Marketing: Industrial Marketing, consumer and industrial products, consumer and industrial marketing, differences of consumer and industrial marketing.</p> <p>Industrial markets: Industrial customers, specificities of industrial markets, the environment of Industrial Marketing. The specificities and the risks in international markets. The trends in globalization of industrial markets.</p> <p>05 hrs</p>
<p>Module 2:</p> <p>Organization's purchasing behavior, system of purchasing decisions: System of taking decisions in the Industrial Marketing. The poles in the system of taking purchasing decisions in Industrial Marketing. Factors that affect the purchasing decision in Industrial Marketing. Process of taking purchasing decisions for industrial products. Types of purchasing activities in Industrial Marketing. Marketing Strategies for the purchasing activities and the stages of the process of taking purchasing decisions. Information sources that are used from members of the Taking purchasing decisions' system. Account based marketing and planning.</p> <p>10 hrs</p>
<p>Module 3:</p> <p>Pricing and Promotion in Industrial Marketing: The importance of pricing in Industrial Marketing. In-house and external factors determine the price. Procedures, processes and pricing policies. The mixture promotion in industrial marketing. Sales promotion, advertising, directs marketing, public relations and personal selling.</p> <p>Distribution of industrial products: The importance of industrial products. Administration and revitalization of existing industrial products. The Marketing distribution functions, main forms of intermediate, forms of industrial channels. Design, selection and management of distribution channels.</p> <p>08 hrs</p>
<p>Module 4:</p> <p>Contemporary topics</p> <p>Systematic approach to the management and control of supplier/customer relationships, interactive strategic marketing planning: A new approach. Smart Business to business strategy.</p> <p>05 hrs</p>
<p>References:</p> <ol style="list-style-type: none"> 1. Tomaras P. (2009). Industrial Marketing. Published by the author. Athens, (ISBN: 978-960-90674-3-0). (in Greek) 2. Ralph S Alexander, Richard M Hill, Industrial Marketing, 3rd edition.

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UNIT		Module numbers	Instructions
UNIT I	5 Questions Each Question carries 20 Marks	I	All Questions Compulsory
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Program: MBA		
Course Title: Product and Brand Management	Course Code: 24MBAE803	
L-T-P: 2-1-0	Credits: 3	Contact Hrs: 04 Hours/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 28hrs		Exam Duration: 2 hrs
Course Content		
Particulars		
Module 1: Introduction: Introduction to Product Management, Role and Functions of Product Managers, Product Mix and SBU Strategies, Portfolio analysis (BCG / GE Multifactor Matrix), Marketing Planning.		
		07 hrs
Module 2: Focus on creating/identifying value propositions for the clients, Product decisions over the PLC, New Product Development processes, Pricing, and Promotion strategies, channel management, managing growth.		
		07 hrs
Module 3: Introduction to Brand Management- Branded House Vs House of Brands, Corporate Brand, Brand prism by Kapferer Model, Brand Anatomy, Branding Decisions- Line Extensions, Category Extension, Brand Equity – Concept and measure.		
		08 hrs
Module 4: Contemporary Practices: Omnichannel marketing, Data-driven decision making, Experiential marketing, Sustainable and socially responsible practices, Digital transformation: Leveraging technology, such as AI and automation, to enhance customer engagement through competitive products.		
		06 hrs
References: <ul style="list-style-type: none"> • Donald R Lehamann, Product management 4th Edition, Mcgrow Higher Ed • Marc Annacchino, New Product Development, 2003 Ed, Elsevier Butterworh-Heinemann • SaaksvuoriAntti, Product Lifecycle management, Springer- Verlag • Kevin Lane Keller, M G Parameswaran, Isaac Jacob, Strategic Brand Management, 2008, Person publication • David Aaker, Brand Management, TMH publication • YLR Murthy, Brand management Indian prospective, Vikas Publications 		

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UNIT	5 Questions Each Question carries 20 Marks	Module numbers	Instructions
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Program: MBA		
Course Title: Digital Marketing	Course Code: 24MBAE801	
L-T-P: 2-0-1	Credits: 3	Contact Hrs: 04 Hours/week
ISA Marks: 67	ESA Marks: 33	Total Marks: 100
Teaching Hrs: 28hrs		Exam Duration: 2 hrs
Course Content		
Particulars		
Module 1:		
Introduction to digital marketing: Need and relevance for digital marketing, the evolution of digital marketing, digital marketing framework, challenges/issues concerning digital marketing, and future of digital marketing.		
04 hrs		
Module 2:		
Digital marketing and the four Ps, Digital marketing models creation, value chain digitization, search marketing: search engine optimization, search advertising, Email marketing, display advertising, social media communities and targeting advertising, content marketing, influence and amplification, and affiliate marketing and strategic partnership, digital media creativity, Customer experience, website, and app layout design essentials, Basic website planning & creation, e-commerce management.		
11 hrs		
Module 3:		
Consumer buying behavior in digital age, Social media and customer engagement: the social feedback cycle, open access to information and the connected customers. The new role of the customer: social interactions on social media. Customer Relationships: Social CRM.		
08 hrs		
Module 4:		
Ethical components in digital marketing, mobile and its impact, Evolving Business Models, Emerging Channels and Opportunities, Emerging Opportunities for Digital Marketing Professionals. Google Analytics.		
05 hrs		
References:		
<ul style="list-style-type: none"> Punnet Bhatia, Fundamentals of digital marketing, Person India, 2nd edition. Jeremy Kagan, Digital marketing: strategy and Tactics, WessexInc. Ryan Damian, Understanding Digital Marketing, Kogan Page Ltd. Ian Dodson, The Art of Digital marketing: The Definitive Guide to creating strategic, targeted and Measurable online campaigns, Wiley, 2016. Seema Gupta, Digital Marketing, McGraw Hill, 2017. Danny Sullivan, Jennifer Grappone, CouzinGradiva, Search engine optimization an hour a day, Wiley, 3rd edition. 		

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UNIT		Module numbers	Instructions
UNIT I	5 Questions Each Question carries 20 Marks	I	All Questions Compulsory
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Finance

Program: MBA		
Course Title: Security Analysis & Portfolio Management	Course Code: 20MBAE811	
L-T-P: 2-1-0	Credits: 3	Contact Hrs: 04 Hours/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 28hrs		Exam Duration: 3 hrs
Course Content		
Particulars		
Module 1: Introduction to Investments: Concepts of investment, Objectives and Dimensions of investment, investment Vs speculation, Gambling, Investment Avenues, Investment Process, Foreign Portfolio Investment (FPI), Sovereign Wealth Funds (SWFs).		
		03 hrs
Module 2: Security Risk, Return & Valuation: Unsystematic & Systematic Risk, Analysing Risk & Return, Estimation of Beta, Alpha, Correlation and r^2 using SLRM. Stock Return, Anticipated Return, Single period & Multi period Dividend Discount Model, Constant Growth Model, Two Stage Growth Model. Valuation through P/E Ratio, Preferred Stock Valuation. Introduction to Bonds, Green Bonds, Bond Risk, Bond Return, Convexity & Duration of the Bond. Practical exercises.		
		9 hrs
Module 3: Fundamental Analysis: Economic, Industry and Company Analysis. Practical exercises. Technical analysis: Meaning, Dow Theory, Support & Resistance Levels, Charts & Patterns, Indicators: Volume of Trade, Simple Moving Average, Oscillators: RSI, ROC, Stochastic Oscillator. Practical exercises.		
		8 hrs
Module 4: Portfolio Models/Theories: Markowitz Model, Efficient Frontier, Capital allocation between risky and risk-free assets, Sharpe Index Model, Corner Portfolio, Capital Asst Pricing Theory, SML, CML, Arbitrage Pricing Theory. Practical exercises.		
		05 hrs
Module 5: Portfolio Evaluation & Revision: Portfolio Revision, Strategies, Techniques, Portfolio Evaluation, Sharpe, Treynor & Jensen performance Indices, Benefits of International Portfolio Investment & Risk. Asset Management Companies. Practical exercises.		
		03 hrs
References: <ul style="list-style-type: none"> • Punithavati Pandyan, <i>Security Analysis and Portfolio Management</i>, Latest edition, Vikas Publication. • Kevin S, <i>Portfolio Management</i>, 2nd edition, Prentice H, • Alexander, Sharpe, Bailey, <i>Fundamentals of Investment</i>, Pearson, • Chndra Prasanna, <i>Investment Analysis and Portfolio Management</i>, 3rd Edition, TMH • Danesh Khatri, <i>Security Analysis and Portfolio Management</i>, Mc Millan Publications. 		

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UNIT	5 Questions Each Question carries 20 Marks	Module numbers	Instructions
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Program: MBA		
Course Title: Advanced Financial Management	Course Code: 20MBAE812	
L-T-P: 3-0-0	Credits: 3	Contact Hrs: 03 Hours/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 40hrs		Exam Duration: 3 hrs
Course Content		
Particulars		
Module 1: Working Capital Management – Determination of level of current assets, Sources for financing working capital, Bank finance for working capital, Estimation of working capital. Working capital leverage. Inventory Management – objectives, techniques: ABC Analysis, Stock level Analysis, Economic Order Quantity (EOQ), LIFO & FIFO 09 hrs		
Module 2: Cash Management Cash management – Nature and motives, Marketable securities, Basic strategies Forecasting cash flows – Cash budgets, optimal cash balances – Baumol model, Miller-Orr model, Strategies for managing surplus fund. 08 hrs		
Module 3: Payables Management: Objectives and importance, Process of payables Management, Challenges and key metrics to strengthen payables. Receivables Management – Objectives, Credit policies, Credit terms, Collection policies, 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. Bills discounting and factoring: Meaning and process. 10 hrs		
Module 4: Capital Structure Decisions – capital structure & market value of a firm. Theories of capital structure – NI approach, NOI approach, Modigliani Miller approach, traditional approach. Arbitrage process in capital structure, planning the capital structure: EBIT and EPS analysis. ROI & ROE analysis, Capital structure policy. 07 hrs		
Module 5: Dividend Policy – Theories of dividend policy: relevance and irrelevance dividend decision. Walter's & Gordon's model, Modigliani & Miller approach. Dividend policies –stable dividend, stable payout and growth, Bonus shares and stock split corporate dividend behavior. Legal & procedural aspects of dividends Corporate Dividend Tax. 06 hrs		

Reference books:

- M.Y. Khan & P.K. Jain, *Financial Management*, 6/e, TMH, 2011.
- Prasanna Chandra, *Financial Management*, 8/e, TMH, 2011.
- Brigham & Ehrhardt, *Financial Management: Theory & Practice*, 10/e, Cengage Learning,
- Ross, Westerfield & Jaffe, *Corporate Finance*– TMH – 8/e, 2010
- Vanhorne, *Financial Management & Policy*, 12/e, Pearson
- Keown, Martin, Petty. Scott, *Financial management: principles and applications*, PHI.
- Brearly and Myers, *Principle of Corporate Finance*–, 10/e, TMH, 2012.
- Ashwath Damodaran, *Corporate Finance: Theory & Practice*, 2/e, Wiley India Pvt. Ltd., 2009.

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UNIT		Module numbers	Instructions
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Program: MBA		
Course Title: Merchant Banking & Financial Services	Course Code: 20MBAE813	
L-T-P: 3-0-0	Credits: 3	Contact Hrs: 03 Hours/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 40hrs		Exam Duration: 3 hrs
Course Content		
Particulars		
Module 1: Money Market & Merchant banking Merchant banking: Origin, Functions of Lead managers, SEBI Guidelines for Merchant bankers. Money Market: Structure – Organised and Un-organized Market, Call Money Market, Bills market, Market for Government Securities. Money market Instruments: Treasury Bills, Repurchase Agreements / Reverse Repo, Commercial bills, Commercial papers, Certificate of deposit.		
		07 hrs
Module 2: Credit rating: Definition and meaning, Process of credit rating of financial instruments, rating methodology, rating agencies, rating symbols of different companies. Securitization of debt: Meaning, Features, Special Purpose Vehicle, Types of securitisable assets, Benefits of Securitization, Issues in Securitization. Factoring: Meaning, Definition, Functions, Types, Cost of Factoring, Forfeiting (Problems) Non-Banking Finance Companies: Functions, RBI Guidelines.		
		07 hrs
Module 3: Banking and banking instruments Banking: Meaning and Definition, Evolution of Indian Banks, Introduction to Indian Financial System (IFS), new banking licenses and BASEL norms Types of banks -Public Sector, Regional Banks. Functions - Primary & secondary function. Bank Clearing House: Clearing Procedure. Hi-tech Banking: Modern technology in Banking, Core banking, E Banking, ATM, EFTS, RTGS, Internet Banking, Mobile Banking. Banking Products, Instruments: Accounts and deposits, Loans, Cards, Investments and FOREX etc. Concepts of Universal Banking Types of assets and liabilities for the bank, Asset liability management, Procedure for lending for individuals. International Banking: Exchange rates and Forex Business, Correspondent banking and NRI Accounts, FCNR deposits, Letters of Credit, Foreign currency Loans, Facilities for Exporters and Importers, Role of ECGC, RBI and EXIM Bank		
		12 hrs
Module 4: Leasing: Concept, Steps in Leasing Transactions, Types of Lease, Legal frameworks, Advantages and disadvantages of Leasing, Contents of a Lease Agreement, Matters on Depreciation and Tax, Problems in leasing, Factors influencing Buy or Borrow or Lease Decision. Hire Purchasing: Concepts and features, Hire Purchase Agreement, Comparison of Hire Purchase with Credit sale, Instalment sale and Leasing. Banks and Hire Purchase, Reverse mortgage (Problems related to outright purchase, HP and Leasing)		
		07 hrs

Module 5: Venture Capital: Concept, features, Origin in India and the current Indian Scenario. Overview, Stages of VC. Private Equity – principles, governance, conflicts and transparency. Microfinance - Evolution, Need for microfinance, Interest Rates, Standards & Principles, Impact on the Society, Benefits & limitations. Financial Inclusion- meaning and significance.	
07 hrs	
References: <ul style="list-style-type: none"> • Banking and Finance: Theory and Practice —Clifford Gomez, 1/e, PHI, 2011. • Bank Financial Management-Indian Institute of Banking and Finance, 1/e, Macmillan, 2010. • Management of Banking and financial services – Padmalatha& Justin Paul, 2/e, Pearson, 2010. • Financial Markets and Services – Gordon & Natarajan, 7/e, Himalaya publishing, 2011. • Financial services- Khan M.Y, 6/e, McGraw Hill, 2011. • Banking Theory and Practice – Shekar&Shekar, Vikas, 20/e, 2011. • Merchant Banking & Financial services- Vij&Dhavan, 1/e, McGraw Hill, 2011. • Indian Financial System – Machiraju, 4/e, Vikas, 2010. 	

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Program: MBA		
Course Title: International Financial Management	Course Code: 20MBAE814	
L-T-P: 2-1-0	Credits: 3	Contact Hrs: 04 Hours/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 28 hrs		Exam Duration: 3 hrs
Course Content		
Particulars		
<p>Module 1:</p> <p>Introduction:International financial environment, Emerging challenges, Nature of international financial functions and scope, Balance of Payments: BoP Structure, Capital account convertibility, The International Monetary System, International Monetary Fund (IMF), International Bank for Reconstruction and Development (IBRD), Exchange rate regimes, The European Monetary System and European Monetary Union. 06 hrs</p>		
<p>Module 2:</p> <p>Foreign Exchange Market Mechanism: Exchange rate quotation, Cross rates, Factors influencing exchange rates, Process of arbitrage, Spot and Forward rate, Covered interest arbitrage, Speculation in Forward market, Exchange Rate Theories: Purchasing Power Parity (PPP), Interest Rate Parity (IRP), BoP and Exchange Rate, Methods of Forecasting Exchange Rates. 08 hrs</p>		
<p>Module 3:</p> <p>Exchange Rate Risk Assessment: Exchange rate risk of an enterprise, Types of exposure (Transaction, Translation and Economic exposure) and evaluation, tools and techniques of foreign exchange risk management, management of transactions exposure, management of operating exposure, economic exposure. Internal techniques of hedging. 08 hrs</p>		
<p>Module 4:</p> <p>International Working Capital and Capital Budgeting: Foreign working capital management, Foreign capital budgeting (evaluation of projects) Capital Budgeting, Evaluating Merger and Acquisition. Risk Adjustment in the Capital Budgeting Process, Sensitivity Analysis. 06 hrs</p>		
<p>Text Books:</p> <ul style="list-style-type: none"> P. K. Jain, J. Peyrard, S. S. Yadav, International Financial Management, 1stEdn, Macmillan Publishers. Vyuptakesh Sharan, International Financial Management, 6thEdn, 2012, PHI Learning. <p>References:</p> <ul style="list-style-type: none"> Jeff Madhura, <i>International Financial Management</i>, South-Western David K Eiteman, Arthur I Stonehill and Michel H Moffett, <i>Multinational Business Finance</i>, 10thedn, Pearson Education Prakash G Apte, <i>International Financial Management</i>, 5thedn, TMH Resnick, B. G., & Eun, C. S, <i>International Financial Management</i>. 7thEdn, 2014, McGraw Hill International. 		

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Program: MBA		
Course Title: Mergers, Acquisition and Corporate Restructuring.	Course Code: 20MBAE815	
L-T-P: 3-0-0	Credits: 3	Contact Hrs: 03 Hours/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 40hrs		Exam Duration: 3 hrs
Course Content		
Particulars		Hours
Module 1: Introduction to Mergers: Definition, reasons for merger and acquisition, mergers strategy, growth, synergy, diversification, economic motives, M & A as a strategic perspective, merger process, due diligence process, methods of financing mergers.		06 hrs
Module 2: Introduction to acquisitions; takeover tactics, antitakeover measures, SEBI takeover code, new takeover code.		06hrs
Module 3: Business Valuation: Introduction, valuation approaches/methods, Asset based approach to valuation, Earnings based approach to valuation, Market value-based approach to valuation Fair value method to valuation, Market value added approach (MVA), Economic Value Added (EVA).		12 hrs
Module 4: Post Merger Challenges of M &A: Organizational and human aspects, post-acquisition audit and organizational learning; Accounting for Amalgamation and Demerger, Taxation aspects of Amalgamation and Demerger, technology alignment.		08 hrs
Module 5: Corporate Restructuring: Corporate restructuring, different methods of restructuring, joint ventures, sell off and spin off, divestitures, equity carve out, leveraged buy outs (LBO), management buy outs, master limited partnerships, employee stock ownership plans (ESOP).		08 hrs
References: <ul style="list-style-type: none"> Patrick A Gaughan, <i>Mergers, Acquisition and Corporate Restructuring</i>, John Wiley and Sons Co Seth Dua and Associates, <i>Taxation Aspects of Mergers and Acquisitions</i>, Fred Weston, Kwang S Chung, Susan E Hoag, <i>Mergers, Restructuring and Corporate Control, PHI</i> M.Y. Khan and P.K. Jain, <i>Financial Management</i>, 5th edn, TMH Ashwath Damodaran, <i>Corporate Finance-Theory and Practice</i>, John Wiley & Sons Ramanujam S, <i>Mergers: The new dimension for Corporate Restructuring</i>, Tata McGraw-Hill Kamal Ghosh Ray, <i>Mergers and Acquisitions</i>, PHI, 2011 Mergers and Acquisitions, ICAI Publisher. 		

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UNIT I	5 Questions Each Question carries 20 Marks	I	All Questions Compulsory
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Program: MBA		
Course Title: Derivatives & Risk Management	Course Code: 24MBAE816	
L-T-P: 3-0-0	Credits: 3	Contact Hrs: 03 hours/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 40 hrs		Exam Duration: 3 hrs
Course Content		
Particulars		
Module 1: Introduction to Derivatives: Risk Management, Process, Types of Business Risks, Meaning of Derivatives, Products, Factors driving growth of derivatives. Derivative Markets in India (Derivatives Trading at NSE, BSE, NCDEX & MCX), Participants, Functions, Regulatory framework. Introduction to Stock & Index Derivatives, Agriculture, Metal & Energy Derivatives, Currency and Interest Rate Derivatives, Trading Mechanism, Terminologies.		
		06 hrs
Module 2: Forward Contracts: An overview of Forward Contracts, Features, Basis, Carry Price Model, Pricing Forward Contracts (No Income, Known Income & Known Yield), Hedging strategies & application, Practical exercises.		
		07 hrs
Module 3: Futures Contracts: Meaning, Parties, Terminologies, Basis, Trading procedure, Margin System, Open interest, Pay offs, Valuation of Future contracts, Speculation, Hedging & Arbitration strategies, Practical exercises.		
		08 hrs
Module 4: Option Contracts: Meaning, Types, Parties, Pay Offs, Intrinsic and Time Value, Application of Options (Speculation & Hedging strategies), Combination Strategies (Strips, Straps, Straddle, Strangle), Spreads (Bullish & Bearish Butterfly Spreads), Option Valuation using Black and Scholes Model & Binomial Model, Zero Cash Flow Portfolio, Diagrammatic presentation of One & Two step Binomial Process, Practical exercises.		
		12 hrs
Module 5: SWAPS: Types, Developing Interest Rate swaps and Currency swaps, Valuation of Currency swaps. Practical exercises.		
		7 hrs
References: <ul style="list-style-type: none"> • Vohra and Bagri, Options and Futures, 2ndedn, TMH. • John C Hull, <i>Options, Futures and other Derivatives</i>, 6thedn, Pearson Education • Derivatives & Risk Management by Rajiv Srivastava, Oxford Publication. • Derivatives & Risk Management by Dhanesh Kumar Kharti, Mcmillan Publication. • Commodity Derivatives by Indian Institute of Banking & Finance. 		

- NCFM Derivatives Market, Options Strategies, Currency, Interest Rate & Commodities Market Module downloaded material.
- Options and Futures & Options Markets by John C Hull, PHI Publication.
- Financial Derivatives by S SS Kumar, PHI Learning, 2007.

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Program: MBA		
Course Title: Behavioral Biases and Investment	Course Code: 21MBAE811	
L-T-P: 2-0-1	Credits: 3	Contact Hrs: 04 Hours/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 28hrs		Exam Duration: 3 hrs
Course Content		
Particulars		
Module 1: Introduction: History of behavioral finance, Traditional finance theories, Introduction to link between behavioral finance and market behavior. 06 hrs		
Module 2: Traditional finance theories: Capital asset pricing model, efficient frontier, efficient market hypothesis, expected utility theory, Modern portfolio theory Behavioral finance theories: Prospect theory, mental accounting and loss aversion, value function, weighting function. 06hrs		
Module 3: Neurofinance: The trinity of the brain, Traditional finance v/s Behavioural finance v/s Neurofinance, the reward system of the brain, loss avoidance system of the brain, role of genes, the neural mechanism of disposition effect and loss aversion, Hormone and its role during market volatility, Cognitive strategies for strengthening financial decision making. 07 hrs		
Module 4: Behavioural biases: Introduction to behavioral biases, categorization of behavioral biases Heuristic driven biases: Introduction and evolution of heuristics, reasons for using heuristics, types and uses, Heuristics driven biases, Heuristics and portfolio construction Behavioural finance: The road ahead 09 hrs		
References: <ul style="list-style-type: none"> Sujata Kapoor and Jaya Mamata Prosad, Behavioural finance, 2019, Sage Publication. Kadir C Yalcin, Behavioural finance, 2012, LAP Lambert Academic Publishing Value investing and behavioral finance, Parag Parikh, McGraw Hill Education India 		

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Program: MBA		
Course Title: Behavioural Finance	Course Code: 22MBAE811	
L-T-P: 2-0-1	Credits: 3	Contact Hrs: 04 Hours/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 28hrs		Exam Duration: 3 hrs
Course Content		
Particulars		
Module 1: Introduction: History of behavioral finance, market inefficiency, behavioral finance hypothesis and rationality. Market that drives the market: Greed, Hope, and Fear.		
		05 hrs
Module 2: Investment strategies and behavioral finance: traditional strategies and their drawbacks, behavioral based modern strategies, trend in behavioral investment strategies.		
		06hrs
Module 3: Emotional and social forces role in behavioral finance Introduction to emotional finance theory, unconscious phantasies, phantastic objects, state of mind and its impact on judgment to investors, application of emotional finance in real world. Asset pricing bubbles: An emotional finance perspective. Social and its influence on investors behavior, culture and its impact on investors behavior, social interaction and investment, impact of social interactions on investor behavior, portfolio construction with mood effects, modeling moods' using Kano.		
		09 hrs
Module 4: Institutional investors (II) behavioral biases: understanding irrational behaviors of II's, psychological, sociological and biological factors affecting behavior, behavioral anomalies, investment decision making process of II's. Demystifying behavioral biases of portfolio managers, financial analysts, planners and advisors, practical application of behavioral finance, and way forward.		
		08 hrs
References: <ul style="list-style-type: none"> Sujata Kapoor and Jaya Mamata Prosad, Behavioural finance, 2019, Sage Publication. 		

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Human Resource

Course Title: Learning and Development	Course Code: 20MBAE821	
L-T-P: 3-0-0	Credits: 3	Contact Hrs: 03 Hours/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 40hrs		Exam Duration: 3 hrs
Course Content		
Particulars		Hours
Module 1: Introduction to learning, training and development, Meaning and significance of learning, theories of learning, learning process, Training meaning, significance, purpose and process, Training Department and Trainers' Roles, Employee learning cycle.		08 hrs
Module 2: Training Needs Analysis: Meaning and significance of training needs, types of needs, components of needs, data collection, analysis and interpretation, Training design and development.		08hrs
Module 3: Training methods: on the- job and off –the- job training Management Development Program (MDP): Need, factors affecting MDP, methods, process. Learning Management System. 10 hrs		
Module 4: Evaluating Training Programs: Meaning, significance, Donald Kirkpatrick's evaluation model, data collection for training evaluation, designs of training evaluation, process, Return on Investment in training, a search for best practices in evaluation.		08 hrs
Module 5: Technology enabling learning: E-learning and use of technology for training, creativity and its role in Learning and Development, knowledge management, Career in Training.		06 hrs
References: <ul style="list-style-type: none"> Noe A Raymond, <i>Employee Training & Development</i>, McGraw Hill Publication. Rolf Lynton & Udai Pareek, <i>Training for organizational transformation</i>, Sage Publications, New Delhi. Jackie Clifford & Sara Thorpe, <i>Workplace Learning & Development: Delivering Competitive Advantage for your organisation</i>, Kogan Page Limited (2007). Tony Bingham, <i>The New Social Learning</i>, 1st Edition, 2012, Cengage Learning India Pvt. Ltd, New Delhi. Rao T.V, <i>Performance Appraisal – Theory and Practice</i>. 		

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Program: MBA		
Course Title: Legal Aspects of Employment	Course Code: 20MBAE822	
L-T-P: 3-0-0	Credits: 3	Contact Hrs: 03 Hours/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 40hrs		Exam Duration: 3 hrs
Course Content		
Particulars		
Module 1: Introduction to labour legislation, Indian constitution and Labour Legislations, International Labour Organization and its influence on Labour Legislations in India. 06 hrs		
Module 2: The Occupational Safety, Health and Working Conditions Code, 2020, The Factories Act, 1948, Shops and Establishment Law, Contract Labour (Regulation and Abolition Act, 1986). 10hrs		
Module 3: The Industrial Relations Code, 2020: Trade Union Act, 1926, Industrial Disputes Act, Industrial Employment (Standing Orders) Act, 1946. 10 hrs		
Module 4: Wage Code 2019, Minimum Wages Act, 1948, Payment of Wages Act, 1936, Equal Remuneration Act, 1976, Payment of Bonus Act. 05 hrs		
Module 5: Code on Social Security, 2020: Employees Compensation Act, 1923, The Employees' State Insurance Act, 1948, The Maternity Benefit Act, 1961, The Employee's Provident Fund and Miscellaneous Provision Act, 1952, Payment of Gratuity Act, The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act 2013 Recent amendments in labour laws, Digital Personal Data Protection Act, 2023(DPDPA). 09 hrs		
References: <ul style="list-style-type: none"> • Pathak, A, <i>Legal Aspects of Business</i>, Tata McGraw Hill, 2018 • Srivastava. S. C, <i>Labour Law in Factories, Mines, Plantation etc</i>, Printice Hall. • Mishra S.N, <i>Labour and Industrial Laws</i>, Central Law Publications, Allahabad. • Taxman's Labour new Labour and Industrial Laws with draft rules, 2023 		

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Program: MBA		
Course Title: HR Operations	Course Code: 24MBAE823	
L-T-P: 2-1-0	Credits: 3	Contact Hrs: 04 Hours/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 28hrs		Exam Duration: 2 hrs
Course Content		
Particulars		
<p>Module 1: Introduction to HR Operations, HR Policies, importance, types of HR Policies, On boarding: importance, objectives, process, HRIS (human resource information system) – concept, objectives, how Managers Use the HRIS? Separation. 07 hrs</p>		
<p>Module 2: Compensation Management (CM): Introduction to Compensation Management: Overview of HRM, role of compensation in organizations, introduction to compensation management, Factors influencing employee remuneration, Process of Compensation Management, Architecture of Compensation, Executive Compensation, flexi compensation Performance appraisal.07 hrs</p>		
<p>Module 3: Indian Industrial Relations (IR) – An overview, need and objectives. Importance of harmonious IR, Conditions for congenial IR, IR in the post-Independence period, Conflict, Process of conflict, conflict resolution Grievance procedure and Discipline management: Grievance, meaning and forms, approaches to grievance machinery, Grievance procedures, Industrial Discipline and Misconduct, Domestic Enquiry, Code of Discipline in Industry, Retention, Attrition, Exit interviews, Absenteeism management. 08 hrs</p>		
<p>Module 4: Collective Bargaining in India: Definition, Essential conditions for the success of collective bargaining, collective bargaining process, prerequisites for collective bargaining. Outsource employee management Contemporary topics. 06 hrs</p>		
<p>References:</p> <ul style="list-style-type: none"> • MonappaArun, <i>Industrial Relations</i>, Tata McGraw Hill Publishing Company Ltd, 1/e, 2002. • Mishra S.N.<i>Labour and Industrial Laws</i>, Central Law Publications, Allahabad • Michael J. Kavanagh (Editor), Mohan Thite, <i>Human Resource Information Systems: Basics, Applications, and Future Directions</i>, SAGE Publications • Piyali Ghosh, ShefaliNandan, <i>Industrial Relations and Labour Laws</i>, McGraw Hill Education (India) Private Ltd. 		

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Program: MBA		
Course Title: Emerging Trends in HR Practices	Course Code: 20MBAE824	
L-T-P: 3-0-0	Credits: 3	Contact Hrs: 03 Hours/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 40hrs		Exam Duration: 3 hrs
Course Content		
Particulars		
Module 1: Strategic Human Resource Management: strategic perspective in human resource management, human resource as a competitive advantage, linkage between business strategy and HRM. 08 hrs		
Module 2: HRD Audit: Need for HRD Audit, Concepts of HRD Audit, Role of HRD Audit in business improvement, HRD Audit Methodology and Issues. Documents to manage HR Audit 08 hrs		
Module 3: HR Accounting: HR Accounting: Definition, need, methods and valuation models, benefits of Human Resource Accounting. 08 hrs		
Module 4: HR Automation:Artificial Intelligence in HR: Definition of Artificial Intelligence (AI), role of Artificial Intelligence in HR, benefits of Artificial Intelligence in HR, barriers to adopting AI technologies. 10 hrs		
Module 5: Human Resource Management during and post pandemic,Hybrid work model, HR in Gig economy,Contemporarytopics in HR. 06 hrs		
References: <ul style="list-style-type: none"> • T. V. Rao HRD Audit, Response Books • Lyle Spencer (Jr) Re-engineering of HR, John Wiley and Sons • Dowling, Welch International HRM – Managing People in International Context, Thompson Learning, South Western Publications • Kenneth L. Murrell and Mimi Meredith, Empowering Employees, 2000, Paperback • Susan E. Jackson Randall S. Schuler Strategic Human Resource Management, 2nd Ed, 2012, Wiley India Pvt. Ltd • Pratyush Banerjee, Jatin Pandey and Manish Gupta, Practical Applications of HR Analytics, 2019, SAGE Publications India Pvt. Ltd. 		

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Program: MBA		
Course Title: Talent & Competency Management	Course Code: 20MBAE825	
L-T-P: 3-0-0	Credits: 3	Contact Hrs: 03 Hours/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 40hrs		Exam Duration: 3 hrs
Course Content		
Particulars		
Module 1: Talent acquisition & Management; recruitment, selection & staffing in Indian & international context, different approaches to multinational staffing decision, Pre-recruitment study through social media, cross national advertising, selection criteria & technique, interviews for international selection, international staffing issues, career planning and management, socialization of new employees, Assessment and Development centres. Application Tracking system, Job portals, Recruitment agencies, Evaluation of talent management strategies. 10 hrs		
Module 2: Competency: meaning, definition, competencies for competitive advantage, myths about competency, history of competency, hiring the best available people, development of the personal competency framework. 06 hrs		
Module 3: Competency Mapping: meaning, definition & types, Competency method in HRM – features & approaches, Competency mapping procedures and steps - business strategies, performance criteria, criteria sampling, tools for data collection, data analysis. 08 hrs		
Module 4: Competency Model for HR: HR-Head, HR-Manager, HR-Executive, Competency based application: position requirement, HR competency audit, analysis, position fulfillment. Design of competency model and Competency Gap Analysis for Team competencies and Role competencies. 08 hrs		
Module 5: HR in knowledge era: HR in knowledge industry, HR in virtual organizations, HR in mergers and acquisitions, outplacement, outsourcing HR functions, employee leasing, HR audit. 08 hrs		
References 1. Ivancevich, John M., Human Resource Management, Tata McGraw Hill, New Delhi.		

2. Dessler, Gary, Human Resource Management, Pearson Education
3. Mathi, Robert, and John Jackson, Human Resource Management, Thomson Learning Inc
4. Radha R Sharma, 360 Degree feedback, Competency Mapping and assessment Centers, Tata Mc-Graw Hill
5. Patrick Hayes, The Benefits and Challenges of Leveraging Social Media Recruitment Practices, 2013, Grin Verlag [Back](#)
6. Sanghi, Seema. The Handbook of Competency Mapping: Understanding, Designing and Implementin

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Program: MBA		
Course Title: Team Development and Leadership	Course Code: 20MBAE826	
L-T-P: 3-0-0	Credits: 3	Contact Hrs: 03 Hours/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 40hrs		Exam Duration: 3 hrs
Course Content		
Particulars		
Module 1: Foundations of Group Behavior: Defining and classifying groups, stages of group development, group properties, group decision making, group behavior an Asian perspective and global implications.		
		09 hrs
Module 2: Understanding Work Teams: Importance of teams, difference between groups and teams, types of teams: problem-solving teams; self-managed work teams; cross functional teams; virtual teams; creating effective teams; Factors determining team success; team composition; work design and team processes, team building and team based work and global implications.		
		10 hrs
Module 3: Self-Managed Work Teams: Self-managed work teams: meaning and scope, potential advantages and disadvantages, leadership roles (internal and external) in self-managed work teams (SMWTs) – facilitating conditions for SMWTs, virtual teams: meaning, scope and objectives, advantages and disadvantages, barriers to communication, challenges of supervision.		
		06 hrs
Module 4: Introduction to Leadership: Definition, role and significance of leadership in organizations, theories of leadership, types of leaders, FIROB framework and Johari window.		
		09 hrs
Module 5: Leadership in 21st century: The challenges of globalization and technology advancement to leadership development, change management and leadership, Personal change in the uncertainties, leadership functions, best practices in leadership development, contemporary leaders in business, Government and Society, Succession planning.		
		06 hrs
References: <ul style="list-style-type: none"> • Dr. Ratan Reddy B., <i>Team Development & Leadership</i>, Jaico Publishing, 2004. • Jai B.P. Sinha <i>Culture and Organizational Behavior</i>, (Sage Texts) for Team Development, 2008. • Sahu R.K, <i>Group Dynamics</i>, Excel Publications. • Lussier/Achua, <i>Leadership Theory, Application and Skill development</i>. • Gary Yukl, <i>Leadership in Organizations</i> (Pearson Education – LPE) for Leadership, 6/e. • Fred Luthons, <i>Organizational Behavior</i>, 10th edition, McGraw-Hill. • Stephen Robbins, <i>Organizational Behavior</i>, 11th edition, Prentice Hall of India. 		

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Program: MBA		
Course Title: HR Analytics	Course Code: 22MBAE821	
L-T-P: 3-0-0	Credits: 3	Contact Hrs: 03 Hours/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 40hrs		Exam Duration: 3 hrs
Course Content		
Particulars		
Module 1: HR Analytics in Perspective: Traditional HRM, Changing Trends in HRM and Emergence of Strategic HRM, Role of Analytics, Defining HR Analytics, HR Analytics: The Third Wave for HR value creation, HR Measurement journey in tune with HR maturity journey Understanding the organizational system (Lean), Locating the HR challenge in the system, The Scope of Big Data in HR Analytics, Scope of Text Analytics in HR Analytics.		
		08 hrs
Module 2: Understanding HR Analytics: Introduction, How to Conduct a Purposeful Workforce Analytics, Key Influencers in the HR Analytics Process, Application and Status of HR Analytics. HRA Frameworks: Current approaches to measuring HR and reporting value from HR contributions, Strategic HR Metrics versus Benchmarking, HR Scorecards & Workforce Scorecards and how they are different from HR Analytics.		
		08 hrs
Module 1: HR Analytics in Perspective: Traditional HRM, Changing Trends in HRM and Emergence of Strategic HRM, Role of Analytics, Defining HR Analytics, HR Analytics: The Third Wave for HR value creation, HR Measurement journey in tune with HR maturity journey Understanding the organizational system (Lean), Locating the HR challenge in the system, The Scope of Big Data in HR Analytics, Scope of Text Analytics in HR Analytics.		
		08 hrs
Module 4: Insight into Data Driven HRA: Typical data sources, Typical questions faced (survey), Typical data issues, Connecting HR Analytics to business benefit (case studies), Techniques for establishing questions, Building support and interest, Obtaining data, Cleaning data (exercise), Supplementing data. Workforce Planning and Talent Sourcing Analytics: Workforce Planning and its Use - Steps to Workforce Planning- Supply, Demand, Gap and Solution Analysis (Markov Chain, Scatter Plot, Trend Analysis) - Job Analysis - Steps to come out with JD - Types of Job Evaluation - Concepts and Metrics - Types of Job Redesign - Concepts and Metrics.		
		08 hrs
Module 5: HR Dashboards: Statistical software used for HR analytics: MS-Excel, IBM- SPSS, IBMAMOS, SAS, and R programming and data visualisation tools such as Tableau, Plotly, Click view and Fusion Charts.		
		08 hrs

References: <ul style="list-style-type: none"> • Moore, McCabe, Duckworth, and Alwan. The Practice of Business Statistics: Using Data for Decisions, Second Edition, New York: W.H.Freeman, 2008. • Predictive analytics for Human Resources, Jac Fitz-enz, John R. Mattox, II, Wiley, 2014. • Human Capital Analytics: Gene Pease Boyce Byerly, Jac Fitz-enz, Wiley, 2013. • The HR Scorecard: Linking People, Strategy, and Performance, by Brian E. Becker, Mark A. Huselid, Mark A Huselid, David Ulrich, 2001. • HR Analytics: The What, Why and How, by Tracey Smith 	

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Program: MBA		
Course Title: Emotional Intelligence in Practice	Course Code: 24MBAE821	
L-T-P: 3-0-0	Credits: 3	Contact Hrs: 03 Hours/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 40hrs		Exam Duration: 3 hrs
Course Content		
Particulars		
Module 1: Introduction to Emotional Intelligence: Concept of emotions its components and types, concept of intelligence and its types, Background and concept of emotional intelligence, Components of emotional intelligence, developing emotional intelligence.		
		06Hrs
Module 2: Models and Measures of Emotional Intelligence: Ability model and mixed model of emotional intelligence, Emotional Quotient Inventory (EQ-i), Mayer Salovey Caruso Emotional Intelligence Test (MSCEIT), Emotional & Social Competence Inventory (ESCI), Self-Report Emotional Intelligence Test (SREIT), Wong and Law Emotional Intelligence Scale (WLEIS), Trait Emotional Intelligence Questionnaire (TEIQue), Genos Emotional Intelligence Inventory (GenosEI)		
		10Hrs
Module 3: Promoting Emotional Intelligence in organization: Emotional intelligence and organizational behaviour, Emotional intelligence in training and development, Emotional intelligence and job performance, emotional intelligence in teams and workgroups		
		10 Hrs
Module 4: The Power of Emotional Intelligence: Managing emotions in the workplace, emotionally intelligent manager, Emotional intelligence and leadership- resonant and transformational leadership, benefits of emotional intelligence: employee engagement, employee satisfaction, organizational commitment, successful conflict resolution.		
		09Hrs
Module 5: Emotional Intelligence and Everyday life: Emotional intelligence and stress and burnout, emotional intelligence and life satisfaction, emotional intelligence and wellbeing, emotional intelligence and work-life balance, smart practices		
		07 Hrs
References <ul style="list-style-type: none"> Kadadi, S. V., Emotional intelligence- Encompassing Your Skill Set, Walnut Publication, 2021 Goleman, D., Working With Emotional Intelligence, New York: Bantam, 2000 Goleman, D., Emotional Intelligence: Why It Can Matter More than IQ, New York: Bantam, 2006 Ciarrochi, J., Forgas, J. P., & Mayer, J. D., Emotional Intelligence in Everyday Life (2nd Edition). New York Psychology Press, Inc, 2006 		

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Program: MBA		
Course Title: Organizational Change and Development	Course Code: 24MBAE822	
L-T-P: 3-0-0	Credits: 3	Contact Hrs: 03 Hours/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 40hrs		Exam Duration: 3 hrs
Course Content		
Particulars		
Module 1: Organizational change- Introduction, nature of change, Internal & External changes, types of change, Models of change- Lewis's Force field, Systems Model, Action research model, organizational vision and strategic planning. Resistance to change- reasons for the resistance, overcoming resistance for the change, change and person and manager, systematic approach to making change- factors for effective change, skills of leaders in change management, designing the change.		
		08 hrs
Module 2: Organization Development -Introduction, history, evolution of OD, OD interventions: Definition, factors to be considered, choosing and sequencing, intervention activities, classification of OD interventions, results of OD, typology of interventions based on target groups. Process of Organization Development: Entering into OD relationship, developing a contract.		
		12 hrs
Module 3: Diagnosing Organizations - Need for diagnostic models, organization, group, individual level diagnosis, Collecting and analyzing the diagnostic information, Feeding Back of diagnostic information, Designing interventions, overview of interventions, evaluating and Institutionalizing OD Interventions, OD personal & Interpersonal Interventions: Career Life Planning Interventions, Team development Interventions, role analysis Intergroup Development & work team development interventions:		
		12 hrs
Module 4: The Future of OD: The changing environment, Fundamental strengths of OD, Implications of OD for the client, ethical standards in OD, OD's future. OD Consultant's role, issues in consultant-client relationship, Power, Politics & OD, Research on OD. Monitoring and stabilizing action programs, Emerging issues and values, Future trends in OD.		
		08 hrs
References <ul style="list-style-type: none"> • Donald R. Brown. An experiential Approach to Organization Development Pearson 2010 • Kavita Singh Organization Change & development Excel Books 2010 • Wendell French, Cecil Bell Organization Development: Behavioral Science Interventions for Organizations Pearson 2017 • Thomas G. Cummings, Christopher G. Worley Organization Development and Change Cengage 2014 • Tupper Cawsy, Gene Deszca, Cynthia A. Inglos Organizational Change: An Action – Oriented Toolkit Sage 2011 P. G. Aquinas Organization Structure and Design: Applications and Challenges Excel 2008		

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Operations

Program: MBA		
Course Title: Total Quality Management	Course Code: 24MBAE831	
L-T-P: 2-1-0	Credits: 3	Contact Hrs: 04 Hours/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 28hrs		Exam Duration: 2 hrs
Course Content		
Particulars		Hours
Module 1 Total Quality Management and Organization: Customer Focus – customer perception of quality, dimensions of product and service quality cost of quality, Quality loss function. Impact of poor Quality on Economy, Society and Environment Total Quality Management (TQM), QM framework, benefits, awareness and obstacles, Overview of the contributions of various Quality Management gurus- concepts of Quality circle, Japanese 5S principles, Poka-Yoke, process improvement and Kaizen Quality Management System: ISO and Business Excellence Models, Need for Standardization.		
		08 hrs
Module 2 Tool kit for TQM: Kano model, seven Quality Improvement tools(Q-7) Quality Function Deployment: QFD, Voice of customer, House of quality Six Sigma: Introduction to six sigma and various tools, DMAIC process and implementation, DPMO		
		12hrs
Module 3 TQM and Advanced Manufacturing Technology and systems: Lean Management System: Introduction, lean is green, learning the business, lean manufacturing system model and green manufacturing system model, lean - green management model and social returns of being green. Quality 4.0: Quality 4.0 and the Fourth Industrial Revolution, Connected Ecosystems, Automation: From Manual Labor to Autonomy, Delivering Value and Impact Through Data Science, Elements of a Quality 4.0 Strategy, The 11 Axes of Quality Quality Management for E-Services: Quality Factors of E-service management.		
		08 hrs
References: <ul style="list-style-type: none"> Chopra S and Meindl P, <i>Supply Chain Management – Strategy, Planning and Operation</i>, Pearson/PHI, 4th Edition, 2011 Sahay BS, <i>Supply Chain Management in the 21st Century</i> Coyle J, C John Langley, Gibson B, Novack R and Bardi E. <i>A Logistics Approach to Supply Chain Management</i>, Cengage Learning India Pvt Ltd 		

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Program: MBA		
Course Title: Service Operations Management	Course Code: 20MBAE832	
L-T-P: 3-0-0	Credits: 3	Contact Hrs: 03 Hours/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 40hrs		Exam Duration: 3 hrs
Course Content		
Particulars		
Module 1: Role of Services in an Economy, Service Economy, Nature of Services, Service Strategy.		
		07 hrs
Module 2: Technology in services, Service Quality, Service Encounter, Support Facility, Service Facility Location, Service Documentation.		
		08hrs
Module 3: Forecasting Demand for services, Managing Capacity with respect to demand, managing waiting lines, capacity planning, service supply relationships, impact of technology on Service Operations.		
		09 hrs
Module 4: Customer requirement assessment, customer satisfaction parameters and indices, customer feedback collection and analysis, customer service evaluation, Service Training, Service Costing, Grievance Management.		
		08 hrs
Module 5: IT enabled customer service: Call-centre operations and management, web-enabled services, (Enterprise Resource Planning) ERP enabled field and technical support services, telemarketing and servicing. Green challenges in AI world.		
		08 hrs
References:		
<ul style="list-style-type: none"> Fitzsimons, AJ and Fitzsimmons MJ, <i>Service Management Operations, Strategy and Information Technology</i>, Tata McGraw Hill, 2006. Haksever C, Render, Russell RS, Murdick RG, <i>Service Management and Operations</i>, Pearson. Schemenner R, <i>Service Operations Management</i>, Prentice Hall Hill, AV, <i>Field Service Management: An Integrated Approach to Increasing Customer Satisfaction</i>, Business One Irwin/ APICS 		

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Program: MBA		
Course Title: Project Management	Course Code: 20MBAE833	
L-T-P: 3-0-0	Credits: 3	Contact Hrs: 03 Hours/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 40hrs		Exam Duration: 3 hrs
Course Content		
Particulars		
Module No. 1 Capital resource scarcity, Organizational Context, Idea generation and screening, Project feasibility study -Market, Technical, Financial and environmental.		
		06 hrs
Module No. 2 Project Scheduling: Introduction Network construction, Activity on Arrow, Activity on node, Dummy activity, Computation of activity times, Critical Path, Project scheduling with CPM, Program Review and Evaluation Technique, Crashing of events, resource leveling.		
		12 hrs
Module No. 3 Project Life Cycle Management: Leadership and Project Manager's role, Scope Management, Work Breakdown Structure Project charter, Project Team Building, Process Groups, Conflict and Negotiation, Project Appraisal, Project Closure and Termination. Post closure analysis of project impact on society and environment.		
		12 hrs
Module No. 4 Project Appraisal, Project Closure and Termination. Post closure analysis of project impact on Society and environment.		
		06 hrs
Module No 5 Introduction to Project Management Software.		
		04 hrs
References: <ul style="list-style-type: none"> • Jeffrey K. Pinto, <i>Project Management</i>, Pearson Publication 2009 • Gido I Clements, <i>Project Management</i> Cengage Learning • The Managerial Process, <i>Project Management</i>- by Clifford Gray and Erik Larson TMH, 3rd Edition 		
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Program: MBA		
Course Title: Inventory Management	Course Code: 20MBAE834	
L-T-P: 3-0-0	Credits: 3	Contact Hrs: 03 Hours/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 40hrs		Exam Duration: 3 hrs
Course Content		
Particulars		
Module 1		
Materials Management Role of materials management- materials and profitability, Purchase functions, Procurement procedures including bid systems, Vendor selection and development, Vendor rating, ethics in purchasing, Roles and responsibilities of purchase professionals, Purchase requisition, Purchase order, Amendments, Forms used and records maintained.		
10 hrs		
Module 2		
Dependent and independent demand, need for inventory, types of inventories, effect of inventory on profitability. Demand Forecasting, qualitative and quantitative methods.		
10 hrs		
Module 3		
Inventory costs, Inventory models – Economic order quantity (EOQ), Assumptions of EOQ model, Concepts of lead time, Inventory model with continuous replenishment, Inventory model with discounts, Multi item inventory models, Model with uncertain demand, Inventory model with variable demand and fixed lead time, Inventory model with fixed demand and variable lead time, inventory model with variable demand and lead time.		
13 hrs		
Module 4		
Inventory as substitute for capacity, Dependent inventory management (MRP), Collaborative Planning, Forecasting and Replenishment, JIT systems.		
03 hrs		
Module 5		
Role of inventory in food security, impact of real time data communication on inventory management. Use of Internet of Things in real-time inventory monitoring. Green Inventory Management.		
04 hrs		
References		
<ul style="list-style-type: none"> • Buffa and Sarin, Operations Management • Max Muller, Essentials of Inventory Management • Narasimhan Sitaraman and McLeavey Dennis, Production Planning and Inventory Control 		

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Program: MBA		
Course Title: Logistics & Warehouse Management	Course Code: 20MBAE835	
L-T-P: 3-0-0	Credits: 3	Contact Hrs: 03 Hours/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 40hrs		Exam Duration: 3 hrs
Course Content		
Particulars		
Module 1		
Introduction: Inventory Flow, Information Flow, Planning and Coordination flows, Operational flows, Difference between Logistics and Supply Chain Management Linkage of Logistics to other functions, Objectives of Logistics Management, 5Ps and & 7 Rs of Logistics. Modes of transportation and documentation.		
10 hrs		
Module 2		
Location Selection and Network Design: Transportation – Location Trade-offs, Location Models, Locating Service Organisations. Transportation Modeling, Routing, Transshipment, Multi location and multi-item warehouse modeling.		
12 hrs		
Module 3		
Warehouse Management: Warehouse Operations, Material Handling and Packaging, Parts and Service Support, Bar coding, RFID, Electronic Data Interchange (EDI), Automated material handling, Warehouse Management Systems (WMS), use of robotic systems (such as KIVA systems by Amazon), inventory profiling, storage policies and order sequencing policies in warehouse operations.		
08 hrs		
Module 4		
Strategic Logistic Practices: International Logistics, Third party and Fourth party logistics, ERP and Ecommerce & Logistics.		
06 hrs		
Module 5		
Reverse Logistics and its impact on Environment: Definition, evolution and trends. Economic and environmental impact.		
04 hrs		
References		
<ul style="list-style-type: none"> G. Raghuram and Rangaraj, <i>Logistics and Supply Chain Management: Cases and Concepts</i> Laxmi Publications (2015) Christopher, M; Richard Irwin <i>Logistics and Supply Chain Management</i> Chopra and Mendal, <i>Supply Chain Management</i> 		

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Business Analytics

Program: MBA		
Course Title: Data Science for Business	Course Code: 24MBAE841	
L-T-P: 3-0-0	Credits: 3	Contact Hrs: 03 Hours/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 40hrs		Exam Duration: 3 hrs
Course Content		
Particulars		
Module 1: Introduction: What is data science, Why Data Science, Applications for data science, Data Scientists Roles and Responsibility? Data Science vs. Data Analytics, Data Science in Business, Market basket analysis, Natural Language processing, Network analysis, Data wrangling, Supervised learning, unsupervised learning. <div style="text-align: right;">08hrs</div>		
Module 2: Analytics Process: What is Analytics, objectives of analytics, steps in analytics process, Types of Analytics: Big Data Analytics, Web and Social Media, Analytics project proposal, modeling process, Application of models. <div style="text-align: right;">08 hrs</div>		
Module 3: Model & Analysis: Descriptive Analytics (Types of data measurement scale, data visualization), Predictive Analytics (Regression, logistic & support regression-nearest neighbours, Decision Trees, random forest, and clustering, Prescriptive Analytics (linear programming, integer programming, multi-criteria decision-making models such as goal programming and analytic hierarchy process), Feature Engineering, analytics using orange and MS Excel software. <div style="text-align: right;">10 hrs</div>		
Module 4: Introduction to Association Rule, Data Mining and Preprocessing Data mining- definition and functionalities, KDD Process, Data Cleaning: - Missing values, Noisy data, data integration and transformations, Association rule mining: support and confidence and frequent item sets, market basket analysis, Apriori algorithm, Incremental ARM, Associative classification- Rule Mining <div style="text-align: right;">06 hrs</div>		
Module 5: Models Implementation: Descriptive application models, Predictive application models, Model Management (Model objective, Access and manage data, validate data, deploy of the model), Underfitting, Overfitting, Evaluating Performance of Model (Confusion Matrix, F-score, Receiver Operating characteristics (ROC) Curves), Model monitoring. <div style="text-align: right;">08 hrs</div>		
References: <ul style="list-style-type: none"> • Business Analytics: For Decision Making, Regi Mathew, Pearson Publications. • Business Analytics: The Science of Data driven decision making, U Dinesh Kumar, Wiley. • Essentials of Business Analytics: An Introduction to the methodology and its application, Bhimasankaram Pochiraju, Sridhar Seshadri, Springer. • Introduction to Data Science, Laura Igual Santi Seguí, Springer. 		

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Program: MBA		
Course Title: Introduction to Python	Course Code: 24MBAE843	
L-T-P: 3-0-0	Credits: 3	Contact Hrs: 03 Hours/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 40hrs		Exam Duration: 3 hrs
Course Content		
Particulars		
Module 1: Python Basics: Overview, Python Features, Basic Syntax, Variable Types, Basic Operators, decision making, Loops, Python Data Structures - Lists and Tuples, Sets, Dictionaries, Date & time, Functions, Scope of Variables, Function overloading, Operator overloading, Objects and Classes.		
		08hrs
Module 2: Working with Data in Python: Reading files with Open, writing files with Open, loading data with Pandas, working with and saving with Pandas, Array oriented Programming with Numpy, Data cleaning and preparation, Plotting and Visualization, data Aggregation and Group Operations.		
		08 hrs
Module 3: Machine Learning and Cognitive Intelligence: Introduction to Machine Learning- History and Evolution, Machine Learning categories: Supervised, Unsupervised and Reinforcement learning. Framework for building ML Systems, Introduction to deep learning, neural networks.		
		08 hrs

Module 4: Supervised Learning: Introduction to classification, Linear Regression, Metrics for evaluating linear model, Multivariate regression, Non-Linear Regression, K-Nearest Neighbour, Decision Trees, Logistic Regression, Support Vector Machines, Model Evaluation, Applications of supervised learning in multiple domains.	07 hrs
Module 5: Reinforcement learning & Unsupervised Learning: Clustering, Hierarchical clustering, Partitioning Clustering- K-mean clustering, Applications of unsupervised learning in multiple domains, Introduction to Reinforcement learning, Types and SARSA, Deep Q-Networks (DQN), and policy gradient methods like Trust Region Policy Optimization (TRPO) and Proximal Policy Optimization (PPO).	09 hrs
References: <ul style="list-style-type: none"> Machine Learning. by Saikat Dutt (Author), Subramanian Chandramouli (Author), Amit Kumar Das ,Pearson Publication 1st Edition ,2018 Business Analytics: The Science of Data driven decision making, U Dinesh Kumar, Wiley 	

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Program: MBA		
Course Title: Data Visualization using Power BI	Course Code: 24MBAE844	
L-T-P: 3-0-0	Credits: 3	Contact Hrs: 03 Hours/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 40hrs		Exam Duration: 3 hrs
Course Content		
Particulars		
Module 1: Getting Started with Visualization : Introduction to Data Visualization - The role of data visualization in data analysis and Communication, Types of data visualizations (e.g., charts, graphs, maps), Data visualization tools and software, Overview of popular data visualization tools and software (e.g., Tableau, Excel, Python libraries), Importance of visual hierarchy and consistency in visualization design. Dimensions vs. Measures, Discrete vs Continuous, Application of Discrete and Continuous Fields 08hrs		
Module 2: Exploratory Data Visualization Data exploration and visual data profiling, Univariate and multivariate data visualization, Visualizing patterns, outliers, and distributions, Storytelling with Data, Narrative structure in data storytelling, building data-driven narratives, using visualizations to support storytelling. 08 hrs		
Module 3: Introduction to PowerBI Working with data – Importing from flat files, excel files, other Sources, Data Sources in Power BI Desktop, Loading Data in Power BI Desktop, Views in Power BI Desktop, Query Editor in Power BI 10 hrs		

Module 4: Data Transformation : Transform, Clean, Shape, and Model Data Manage Data Relationship, editing a Relationship, Cross Filter Direction, Saving Work file Measures. Data Analysis Expressions 06 hrs
Module 5: Introduction to Power Query & Power Map – Introduction to Power View – Power View visualizations – Power View filtering options,Preparing geospatial data – Publish from Power BI desktop – Publish Dashboard to Web. 08 hrs
References: <ul style="list-style-type: none"> • "Storytelling with Data: A Data Visualization Guide for Business Professionals" by Cole Nussbaumer Knaflic: Focuses on the art of storytelling through data visualization. • "The Visual Display of Quantitative Information" by Edward R. Tufte: A classic book on data visualization principles. • "Data Points: Visualization That Means Something" by Nathan Yau: Explores the principles of meaningful data visualization.

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Program: MBA		
Course Title: DBMS for Managers	Course Code: 24MBAE845	
L-T-P: 3-0-0	Credits: 3	Contact Hrs: 03 Hours/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 40hrs		Exam Duration: 3 hrs
Course Content		
Particulars		
Module 1: Introduction : Introduction to Database systems, basic concepts and definitions: Data, Information, Data Warehouse, Fields, Records, Files. What is Database Management System, History of Database System ,Purpose of Database System, Advantages and Disadvantages of Database System		
		06hrs
Module 2: Different Databases and Transactions: Data administrator- Functions and responsibilities of Data base Administrator (DBA),Types of Database systems: centralized database systems, parallel database Systems, client/server database systems, Distributed database systems.		
		06 hrs
Module 3: Introduction to E-R Data Model and RDBMS: The Relational Model, Introduction to SQL Working with relations of RDBMS, Advantages and Disadvantages of Relational Database System. E-R Data Model: Introduction, Basic E-R Concepts-Entities, relationship, Attributes & constraints.		
		08 hrs

Module 4: Introduction to SQL : Installation of SQL, SQL: Data Definition, datatypes, schema definition, Basic structure of SQL Queries, Creating tables, DML operations, DDL commands for creating and altering, Set Operations, Aggregate Functions, NULL values <div style="text-align: right;">10 hrs</div>
Module 5: Database Queries Creating a database and other relevant feature. Creating a new table, naming the fields, table design, changing the table design, insert and delete a field, Understanding unique values, choosing and Setting primary key, creating composite primary keys, indexing ,Manipulating the table in database, (renaming, deleting, copying in database), adding records,, Performing operations (insert, delete, update) Sorting and filtering the data ,Data Normalization <div style="text-align: right;">10 hrs</div>
References: <ul style="list-style-type: none"> Database Systems Concepts, Design and Applications, S K Singh, Pearson Microsoft Office Access 2007-Bible, Groh, Stockman, Powell, Prague, Irwin, Reardon, Wiley, Latest Edition Ramez Elmasri ,ShamkantB.Navathe, Fundamentals of Database systems:, Pearson Publications ,2019

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Program: MBA		
Course Title: Perspective Analytics	Course Code: 25MBAE841	
L-T-P: 3-0-0	Credits: 3	Contact Hrs: 03 Hours/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 40hrs		Exam Duration: 3 hrs
Course Content		
Particulars		
Module 1: Introduction to Perspective analytics: Prescriptive analytics, Prescriptive versus predictive analytics, Importance of Prescriptive analytics, Applications of Perspective		
		05hrs
Module 2: Linear Programming: Introduction, assumptions formulation for LPP, Cases on unique, multiple, unbounded and infeasible optimal solutions, Goal programming. Method to obtain optimal Solution: Graphical method, simplex method, Big-M method (Software tools to introduce- MS-Solver or TORA)		
		10 hrs
Module 3: Transportations problems: Introduction to TP. Initial basic feasible solution using NWCRM, MMM, VAM. Degeneracy and No-Degeneracy in TP. Test for optimality using MODI method. Assignment problem: Introduction to AP. Formulation of AP and obtaining optimum solution using Hungarian method. (Software tools for hands on experience- MS-Solver or TORA)		
		09 hrs

Module 4: Game & Queuing Theory: Meaning and Characteristics of the queuing system, Types of queuing models, Introduction to Game theory. Formulation of payoff matrix. Pure and Mixed Strategy. Zero sum game. Minimax and Maxmin Criterion. Dominance Principal.	08 hrs
Module 5: Multi-attribute decision-making (MADM) Interpretive Structural Modeling (ISM): Conceptual view of ISM, complex problems & solution forming processes, Creating an interpretive structural model. Analytical hierarchy process (AHP): Meaning MCDM, Analytical hierarchy process structure of a decision problem, Saaty's scale, structuring hierarchy problems. Technique for Order of Preference by Similarity to Ideal Solution (TOPSIS) Simulation: Meaning, Types, Steps, Monte Carlo Simulation, Random number generations.	08 hrs
References: <ul style="list-style-type: none"> • Vohra N. D., 2004, <i>Quantitative Techniques in Management</i>, Tata-McGraw Hill. • J K Sharma, Operations Research, Theory and Applications, Trinity press, 5th Edition • Prem Kumar Gupta and Hira D. S., 2007, <i>Operations Research</i>, S Chand & Co. • Ravindran A., Don T. Phillips, and James J. Solberg, 1987, <i>Operations Research: Principles and Practice</i>, 2nd edition, Wiley International. • Thomas L Saaty, Luis G Vargas, Models, Methods, Concepts & Applications of the Analytic Hierarchy Process, Springer publication, 2012 • Sharan B. Merriam, Elizabeth J. Tisdell, Qualitative Research: A Guide to Design and Implementation, Jossey-Bass publication, 4th edition, 2015 • U Dinesh Kumar. Business Analytics: The Science of Data-Driven Decision Making. Wiley India, 2017 	

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