

KNOWLEDGE INSTITUTE OF TECHNOLOGY

(An Autonomous Institution)

Approved by AICTE, Affiliated to Anna University, Chennai.
Accredited by NBA (CSE, ECE, EEE & MECH), Accredited by NAAC with 'A' Grade
KIOT Campus, Kakapalayam (PO), Salem-637504, Tamil Nadu, India.



Beyond Knowledge

MBA Regulations 2023

MASTER OF BUSINESS ADMINISTRATION

Curriculum and Syllabi – Third Semester

(For the Students Admitted from the Academic Year 2023-24 Onwards)

Version: 1.0

Date: 09/09/2023


CHAIRPERSON
Board of Studies

Faculty of Management Sciences
Knowledge Institute of Technology
KIOT Campus, Kakapalayam,
Salem-637 504



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SALEM-637504**

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MBA REGULATIONS 2023 (R2023)

CHOICE BASED CREDIT SYSTEM AND OUTCOME BASED EDUCATION

MASTER OF BUSINESS ADMINISTRATION

VISION OF THE INSTITUTE

- To be a world class institution to impart value and need based professional education to the aspiring youth and carving them into disciplined world class professional who have the quest for excellence, achievement orientation and social responsibilities.

MISSION OF THE INSTITUTE

A	To promote academic growth by offering state-of art undergraduate, postgraduate and doctoral programs and to generate new knowledge by engaging in cutting -edge research
B	To nurture talent, Innovation entrepreneurship, all-round personality and values system among the students and to foster competitiveness among students
C	To undertake collaborative projects which offer opportunities for long-term interaction with academia and industry
D	To pursue global standards of excellence in all our endeavors namely teaching, research, consultancy, continuing education and support functions.

VISION OF THE DEPARTMENT

To produce global leaders to manage enterprise in a challenging and highly competitive world through incorporation of domain expertise coupled with high ethical standards.

MISSION OF THE DEPARTMENT

M1	Developing analytical, problem solving and decision making skills for managing change.
M2	Nurturing leadership traits through continuous industry interaction and industry sponsored centers of excellence.
M3	Providing best management education through domestic and international collaborations leading to better cross cultural skills
M4	Facilitation by faculty who are thought leaders by their indulgence in intensive research and industrial consultancy.

PROGRAM EDUCATIONAL OBJECTIVES(PEOs)

PEO1	Graduates to be imparted with fundamental and specialized skills, in order to manage Enterprises that operate in an arena of complexity.
PEO2	Graduates to be nurtured with good leadership and learning, through faculty who are Thought leaders and being exposed to the scope of continuous industry.
PEO3	Graduates to be equipped to pursure the opportunities beyond the level of resources Available, to explore, new ventures in entrepreneurship and sustainable innovation.

PROGRAM OUTCOMES (POs)	
PO1	Apply knowledge of management theories and practices to solve business problems.
PO2	Foster analytical and critical thinking abilities for data- based decision making.
PO3	Ability to develop value based leadership ability.
PO4	Ability to understand, analyze and communicate global, economics, 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.
PO6	Ability to apply professional ethics and enhance business quality through lifelong learning.



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Date:
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Kakapalayam (PO), Salem – 637 504

www.kiot.ac.in

**MBA CURRICULUM - 2023
CHOICE BASED CREDIT SYSTEM AND OUTCOME BASED EDUCATION**

Courses of Study and Scheme of Assessment

Sl. No.	Course Code	Course Title	Periods / Week						Maximum Marks			
			CAT	CP	L	T	P	C	CIA	ESE	Total	
SEMESTER I												
THEORY												
1	MB23MA101	Statistics for Management	FC	4	3	1	0	4	40	60	100	
2	MB23GM301	Management Concepts and Organizational Behavior	PC	3	3	0	0	3	40	60	100	
3	MB23GM302	Managerial Economics	PC	3	3	0	0	3	40	60	100	
4	MB23GM303	Accounting for Managerial Decisions	PC	4	3	1	0	4	40	60	100	
5	MB23GM304	Business Law	PC	3	3	0	0	3	40	60	100	
6	MB23GM305	Entrepreneurship Development	PC	3	3	0	0	3	40	60	100	
7	MB23GM306	Universal Human Values and Ethics	MC	3	3	0	0	3	40	60	100	
SPECIAL ELECTIVE / EMPLOYABILITY ENHANCEMENT COURSES												
8	MB23PT701	Professional Skill Development –I	EEC	4	0	0	4	2	100	0	100	
9		Special Elective (Self Study*)	SE	2	2	0	0	2	40	60	100	
		Total		9	29	23	2	4	27	420	480	900
SEMESTER II												
THEORY												
1	MB23MA102	Quantitative Techniques	FC	4	3	1	0	4	40	60	100	
2	MB23GM307	Financial Management for Decision Making	PC	3	3	0	0	3	40	60	100	
3	MB23GM308	Human Resource Management	PC	3	3	0	0	3	40	60	100	
4	MB23GM309	Operations Management	PC	3	3	0	0	3	40	60	100	
5	MB23GM310	Business Research Methods	PC	3	3	0	0	3	40	60	100	
6	MB23GM311	Marketing Management	PC	3	3	0	0	3	40	60	100	
7	MB23GM312	Business Analytics and Information Systems	PC	3	3	0	0	3	40	60	100	
SPECIAL ELECTIVE / EMPLOYABILITY ENHANCEMENT COURSES / PRACTICALS												
8	MB23PT702	Data analysis and Business Modelling (Laboratory)	PC	4	0	0	4	2	60	40	100	
9	MB23PT703	Professional Skill Development –II	EEC	4	0	0	4	2	100	0	100	
10		Special Elective (Self Study*)	SE	2	2	0	0	2	40	60	100	
		Total		10	32	23	01	08	28	480	520	1000
SEMESTER III												
THEORY												
1	MB23GM313	International Business Management	PC	3	3	0	0	3	40	60	100	
2	MB23GM314	Strategic Management	PC	3	3	0	0	3	40	60	100	
3		Elective –I	PE	3	3	0	0	3	40	60	100	
4		Elective –II	PE	3	3	0	0	3	40	60	100	
5		Elective –III	PE	3	3	0	0	3	40	60	100	

6		Elective –IV	PE	3	3	0	0	3	40	60	100
7		Elective –V	PE	3	3	0	0	3	40	60	100
8		Elective –VI	PE	3	3	0	0	3	40	60	100
EMPLOYABILITY ENHANCEMENT COURSES											
9	MB23PT704	Professional Skill Development – III	EEC	4	0	0	4	2	100	0	100
10	MB23PT705	Summer Internship	EEC	0	0	0	0	2	100	0	100
		Total	10	28	24	0	04	28	520	480	1000
SEMESTER IV											
PRACTICALS											
1	MB23PW801	Project Work	PW	24	0	0	24	12	40	60	100
		Total	01	24	0	0	24	12	40	60	100

SUMMARY							
Sl. No.	Course Category	Credits per Semester				Credits	Credit %
		I	II	III	IV		
1	FC	4	4	0	0	8	8.42
2	MC	3	0	0	0	3	3.15
3	PC	16	20	6	0	42	44.21
4	PE	0	0	18	0	18	18.96
5	SE	2	2	0	0	04	04.21
6	EEC	2	2	4	0	8	8.42
7	PW	0	0	0	12	12	12.63
Total Subjects		09	10	10	01	95	100
Total Credits		27	28	28	12		


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Courses of Study and Scheme of Assessment (Regulations 2023)											
Sl. No.	Course Code	Course Title	Periods / Week					Maximum Marks			
			CAT	CP	L	T	P	C	CIA	ESE	Total
SEMESTER III (Professional Electives – Marketing)											
THEORY											
1	MB23MM501	Consumer Behaviour	PE	3	3	0	0	3	40	60	100
2	MB23MM502	Brand Management	PE	3	3	0	0	3	40	60	100
3	MB23MM503	Retail Management	PE	3	3	0	0	3	40	60	100
4	MB23MM504	Customer Relationship Management	PE	3	3	0	0	3	40	60	100
5	MB23MM505	Integrated Marketing Communication	PE	3	3	0	0	3	40	60	100
6	MB23MM506	Business to Business Marketing	PE	3	3	0	0	3	40	60	100
SEMESTER III (Professional Electives – Finance)											
1	MB23FM501	Security Analysis and Portfolio Management	PE	3	2	1	0	3	40	60	100
2	MB23FM502	Banking Overview and Operations	PE	3	3	0	0	3	40	60	100
3	MB23FM503	Risk and Insurance Management	PE	3	3	0	0	3	40	60	100
4	MB23FM504	International Finance	PE	3	3	0	0	3	40	60	100
5	MB23FM505	Risk Management in Banking	PE	3	2	1	0	3	40	60	100
6	MB23FM506	Financial Derivatives	PE	3	3	0	0	3	40	60	100
SEMESTER III (Professional Electives – Human Resource Management)											
1	MB23HR501	Strategic Human Resource Management	PE	3	3	0	0	3	40	60	100
2	MB23HR502	Industrial Relations and Labour Legislations	PE	3	3	0	0	3	40	60	100
3	MB23HR503	Organizational Design, Change and Development	PE	3	3	0	0	3	40	60	100
4	MB23HR504	Negotiation and conflict Management	PE	3	3	0	0	3	40	60	100
5	MB23HR505	Reward and Compensation Management	PE	3	3	0	0	3	40	60	100
6	MB23HR506	International Human Resource Management	PE	3	3	0	0	3	40	60	100
SEMESTER III (Professional Electives – Operations Management)											
1	MB23OM501	Lean Management	PE	3	3	0	0	3	40	60	100
2	MB23OM502	Project Management	PE	3	3	0	0	3	40	60	100
3	MB23OM503	Services Operations Management	PE	3	3	0	0	3	40	60	100
4	MB23OM504	Supply Chain and Logistics Management	PE	3	3	0	0	3	40	60	100
5	MB23OM505	Supply Chain Analytics	PE	3	3	0	0	3	40	60	100
6	MB23OM506	Total Quality Management	PE	3	3	0	0	3	40	60	100
SEMESTER III (Professional Electives – Business Analytics)											
1	MB23BA501	Data Mining for Business Intelligence	PE	3	3	0	0	3	40	60	100
2	MB23BA502	Deep Learning and Artificial Intelligence	PE	3	3	0	0	3	40	60	100
3	MB23BA503	Social Media Web Analytics	PE	3	3	0	0	3	40	60	100
4	MB23BA504	E-Business Management	PE	3	3	0	0	3	40	60	100
5	MB23BA505	Enterprise Resource Planning	PE	3	3	0	0	3	40	60	100
6	MB23BA506	Software Project Management	PE	3	3	0	0	3	40	60	100

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Special Electives*											
			CAT	CP	L	T	P	C	CIA	ESE	Total
1	MB23SE601	Fundamentals of Marketing	SE	2	2	0	0	2	40	60	100
2	MB23SE602	Social Media Marketing	SE	2	2	0	0	2	40	60	100
3	MB23SE603	Project Planning and Analysis	SE	2	2	0	0	2	40	60	100
4	MB23SE604	SAP F4 HANA - Accounting & Finance	SE	2	2	0	0	2	40	60	100
5	MB23SE605	Performance Management System	SE	2	2	0	0	2	40	60	100
6	MB23SE606	Human Resource Information System	SE	2	2	0	0	2	40	60	100
7	MB23SE607	Lean Management	SE	2	2	0	0	2	40	60	100
8	MB23SE608	Materials Management	SE	2	2	0	0	2	40	60	100
9	MB23SE609	Cloud Computing	SE	2	2	0	0	2	40	60	100
10	MB23SE610	Event Management	SE	2	2	0	0	2	40	60	100
11	MB23SE611	Circular Economy	SE	2	2	0	0	2	40	60	100
12	MB23SE612	Artificial Intelligence (AI)	SE	2	2	0	0	2	40	60	100
13	MB23SE613	Machine Learning	SE	2	2	0	0	2	40	60	100
14	MB23SE614	Environmental Social Governance	SE	2	2	0	0	2	40	60	100

*List of Special Elective courses is offered to the Students to choose from Maximum of one Special Elective course to be chosen for the two semesters (Semester-I, and Semester-II). The student has to complete the chosen Special Elective Course in the Particular semester of the Master of Business Administration Programme, for the award of the Degree.

Category	FC	RMC	PC	AC	PE	SE	EEC	PW	Remarks
Category Code	1	2	3	4	5	6	7	8	
CAT	Category of Course			CP	Contact Periods				
L	Lecture Hours			T	Tutorial Hours				
P	Practical Hours			C	Credits				
CIA	Continuous Internal Assessment			ESE	End Semester Examination				
FC	Foundational Courses			RMC	Research Methodology and IPR Courses				
PC	Professional Core Courses			AC	Audit Courses				
PE	Professional Elective Courses			SE	Special Elective Courses				
GM	General Management			MM	Marketing Management				
FM	Finance / Financial Management			HR	Human Resource Management				
OM	Operations Management			BA	Business Analytics				
PT/EEC	Employability Enhancement Course			PW	Project Work				


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MB23GM313	INTERNATIONAL BUSINESS MANAGEMENT	Version: 1.0				
Programme & Branch	PG - MASTER OF BUSINESS ADMINISTRATION	CP	L	T	P	C
		3	3	0	0	3
Course Objectives:						
1.	To understand the multinational dimensions in Business management of a Multi-National company and the business operations in more than one country.					
2.	To develop knowledge on various theories of international Business and Investment.					
3.	To learn various strategic options for global entry.					
4.	To Develop strong skills for production, marketing and financial aspects of International Business.					
5.	To understand the importance of HRM roles, functions and its needs of international business.					
INTRODUCTION: (Not for Examination)						
<p>Importance: International Business Management is crucial for MBA students because it equips them with the knowledge and skills needed to thrive in today's global economy. As businesses increasingly operate across borders, understanding international markets, cultures, and regulatory environments becomes essential for strategic decision-making and sustainable growth. MBA students learn to navigate the complexities of global business, including market expansion, risk management, and cross-cultural management. By mastering international business management, MBA graduates are better prepared to lead organizations in the competitive global market place, driving innovation, growth and success.</p> <p>Real Life Example(s): Market Expansion-Apple, Foreign Investment-Amazon (Whole Foods). Cross-Cultural Communication- Airbus, Global Strategy-Starbucks'.</p> <p>Linkages: International Business Management subjects connect to students by preparing them for global career opportunities, fostering a global mindset, and enhancing their strategic decision-making skills in diverse cultural and economic contexts.</p>						
UNIT-I	AN OVERVIEW OF INTERNATIONAL BUSINESS	9				
Definition and drivers of International Business- Changing Environment of International Business - Country attractiveness - Trends in Globalization- Effect and Benefit of Globalization-International Institution: UNCTAD Basic Principles and Major Achievements , Role of IMF, Features of IBRD, Role and Advantage of WTO.						
UNIT-II	THEORIES OF INTERNATIONAL TRADE AND INVESTMENT	9				
Theories of International Trade: Mercantilism, Absolute Advantage Theory, Comparative Cost Theory, Hecksher-Ohlin Theory-Theories of Foreign Direct Investment: Product Life Cycle, Eclectic, Market Power, Internationalisation-Instruments of Trade Policy: Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy, Balance of Payment.						
UNIT- III	GLOBAL ENTRY	9				
Strategic compulsions- Strategic options - Global portfolio management- Global entry strategy, different forms of international business, advantages - Organizational issues of international business- Organizational structures - Controlling of international business approaches to control - Performance of global business, performance evaluation system.						
UNIT - IV	PRODUCTION, MARKETING, FINANCIALS OF GLOBAL BUSINESS	9				
Global production: Location, scale of operations- cost of production- Standardization Vs Differentiation - Make or Buy decisions- global supply chain issues - Quality considerations. Globalization of markets: Marketing strategy- Challenges in product development- pricing- production and channel						

management. Foreign Exchange Determination Systems: Basic Concepts-types of Exchange Rate Regimes- Factors Affecting Exchange Rates.

UNIT-V	HUMAN RESOURCE MANAGEMENT IN INTERNATIONAL BUSINESS	9
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Selection of expatriate managers- Managing across cultures-Training and development- Compensation- Disadvantages of international business – Conflict in international business- Sources and types of conflict – Conflict resolutions – Negotiation –Ethical issues in international business – ethical decision making, (Case study in IBM – Not for Examination).

Total: 45 Periods

OPEN ENDED PROBLEMS / QUESTIONS

Course specific Open Ended Problems will be solved during the class room teaching. Such problems can be given as Assignments and evaluated as Internal Assessment only and not for the End Semester Examinations.

Course Outcomes: Upon completion of this course the students will be able to:		BLOOM'S Taxonomy
CO1	In Depth knowledge of driving factors of international Business Management.	L2-Understanding
CO2	Understanding of theories of trade and investment practiced in the global World.	L3-Apply
CO3	Deep Insights in to various market entry strategies followed by Global Organizational management.	L3-Apply
CO4	Ability to identify the various global production and supply chain issues and have an understanding of foreign exchange determination system	L3-Apply
CO5	Enhance the cognitive knowledge of managing business across the cultures	L3-Apply

TEXTBOOKS:

1.	Charles W.I. Hill and Arun Kumar Jain, International Business, 6 th edition, Tata McGraw Hill, New Delhi, 2010.
2.	Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffet, International Business, 7 th Edition, Cengage Learning, New Delhi, 2010.

REFERENCE BOOKS:

1.	Charles W. L. Hill, G. Tomas M. Hult, Rohit Mehtani, International Business: Competing in the Global Marketplace, 11 th Edition, McGraw Hill, 2018.
2.	S. Tamer Cavusgil, Gary Knight, John Riesenberger, International Business 4 th Edition, Pearson, 2017.
3.	K. Aswathappa, International Business, 5 th Edition, Tata Mc Graw Hill, New Delhi, 2012.
4.	Vyuptakesh Sharan, International Business, 3 rd Edition, Pearson Education in South Asia, New Delhi, 2011.

WEB REFERENCES:

	Publisher	Website link	Type of Content
1.	International Business Ethics Institute	http://www.business-ethics.org	Others
2.	Godaddy	http://www.internationalbusinesscorporation.com	Others

VIDEO REFERENCES:

	Video Details	Name of the Expert	Type of Content	Video link
1.	YouTube	J.K.Nayak/IIT	Lecture	https://youtu.be/XmewTgGxaas?si=zlyTnwcx4WiqA4oK

2.	YouTube	J.K.Nayak/IIT	Lecture	https://youtu.be/wFd8EgVNIJE?si=0i7ppa-SUKcE_Gdp
3.	YouTube	Dr.Yang	Lecture	https://youtu.be/VNBXiwWheEI?si=J9LemZRASczPapp

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	2	3	2	2	
CO2						1
CO3					3	
CO4	3	3	2			
CO5	2		2		3	
Average	1.4	1	1.4	0.4	1.6	0.2
1-Low, 2 -Medium, 3-High						

MB23GM314	STRATEGIC MANAGEMENT		Version: 1.0				
Programme & Branch	PG - MASTER OF BUSINESS ADMINISTRATION	CP	L	T	P	C	
		3	3	0	0	3	
Course Objectives:							
1.	To recognise how strategic thinking influences the ever-evolving corporate environment.						
2.	To comprehend the formulation, execution, and evaluation processes of a strategy.						
3.	To create awareness on various strategy evaluation and controlling approaches						
4.	To give an understanding about strategic analytical tools and techniques.						
5.	To provide knowledge on strategy formulation, types of strategies to implement.						
INTRODUCTION: (Not for Examination)							
Importance: Introductions set the stage for what follows, highlighting the importance of the topic at hand. They grab attention, provide context, and guide the reader or listener into the main discussion. In an educational setting, introductions can frame the subject matter, establish its relevance, and create interest in learning more. They can also offer a preview of what will be covered, giving a roadmap for understanding and engagement.							
Real Life Example(s): Netflix transitioned from DVD rentals to a streaming service, offering a vast library of movies and TV shows on-demand. Original Content: They invested heavily in producing high-quality original content, differentiating themselves from competitors and attracting subscribers. Global Expansion: Recognizing the potential of a global audience, Netflix expanded its service to numerous countries, becoming a major player in the global entertainment market.							
Linkages: Executing the formulated strategy through resource allocation and management.							
UNIT-I	INTRODUCTION AND CONCEPTS IN STRATEGIC MANAGEMENT		9				
Strategic Management as a process – Developing a strategic vision, Mission, Objectives, Policies – Factors that shape a company’s strategy – Environmental Scanning -Concepts of Core Competence- Crafting a strategy for competitive advantage.							
UNIT-II	STRATEGIC ANALYSIS AND CHOICE: TOOLS AND TECHNIQUES		9				
Porter's Five Force Model, BCG Matrix-GE Model- SWOT Analysis and TOWS Matrix- Market Life Cycle Model - Organizational Learning and the Experience Curve.							
UNIT- III	STRATEGY FORMULATION		9				
Formulation of strategy at corporate, business and functional levels- Strategy Alternatives - Stability Strategy -Growth Strategy- Retrenchment Strategy, and Combination Strategy.							
UNIT - IV	STRATEGY IMPLEMENTATION		9				
Types of Strategies: Offensive strategy, Defensive strategy, vertical integration, horizontal strategy; Tailoring strategy to fit specific industry and company situations- Strategy and Leadership, Resource Allocation as a vital part of strategy – Planning systems for implementation.							
UNIT-V	STRATEGY EVALUATION AND CONTROL		9				

Establishing strategic controls - Role of the strategist - benchmarking to evaluate performance – strategic information systems – Guidelines for proper control- Strategic surveillance -strategic audit - Strategy and Corporate Evaluation and feedback in the Indian and international context.

Total: 45 Periods

OPEN ENDED PROBLEMS / QUESTIONS

Course specific Open Ended Problems will be solved during the class room teaching. Such problems can be given as Assignments and evaluated as Internal Assessment only and not for the End Semester Examinations.

Course Outcomes:

Upon completion of this course the students will be able to:

BLOOM'S Taxonomy

C01	Evaluate the impact of strategic thinking on organizational adaptability and competitive advantage.	L2 - Understand
C02	Develop skills in creating, implementing, and assessing strategic plans within organizational contexts.	L2 - Understand
C03	Critically assess the effectiveness of different evaluation and controlling approaches in strategic decision-making.	L2 - Understand
C04	Utilize data-driven approaches for strategic analysis, decision-making, and problem-solving.	L2 - Understand
C05	Identify and analyze different types of strategies and their implications for organizational success.	L2 - Understand

TEXTBOOKS:

1.	Frank T. Rothaermel, Strategic Management - McGraw-Hill Education, Reprint 2023.
2.	John A Pearce II, Amita Mital, Strategic Management, TMH, New Delhi, Reprint 2022.

REFERENCE BOOKS:

1.	Appa Rao, Parvatheshwar Rao, Shiva Rama Krishna, Strategic Management and Business Policy, Excel Books, New Delhi, Reprint 2021.
2.	Sanjay Mohapatra, Cases Studies in Strategic Management, Pearson, New Delhi, 2012.
3.	P. Subba Rao, Business Policy and Strategic Management Text and Cases, Himalaya PublishingHouse, New Delhi, 2011.

WEB REFERENCES:

S. NO	Publisher	Website link	Type of Content
1.	Strategic Management Society	https://www.strategicmanagement.net/	Article
2.	Strategic Management	https://miro.com/blog/strategic-management-process/	Article

VIDEO REFERENCES:

S. NO	Video Details	Name of the Expert	Type of Content	Video link
1.	Strategic Management	Shaf Rasul, Investing in Technology & Property. United Kingdom	Lecture	https://www.youtube.com/watch?v=_BajRnOCSkk
2.	Strategic Management	Michael Nugent, , Business Mentor & Columnist, United Kingdom.	Lecture	https://www.youtube.com/watch?v=NsAsIFWDEUw

Mapping of Cos with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
C01	2	2	-	2	-	2
C02	2	2	-	2	-	3
C03	2	2	2	2	-	2
C04	2	2	2	2	-	3
C05	2	2	3	2	2	2
Average	2	2	1.4	2	0.4	2.4
1- Low , 2- Medium , 3- High						

Marketing Electives

MB23MM501	CONSUMER BEHAVIOUR	Version: 1.0				
Programme & Branch	PG - MASTER OF BUSINESS ADMINISTRATION	CP	L	T	P	C
		3	3	0	0	3
Course Objectives:						
1.	To develop an understanding of underlying concepts and issues in Consumer behavior in marketing.					
2.	Understand the core functional area of marketing.					
3.	Familiarize the marketing strategies and take decisions.					
4.	Impart key insights into the practical aspects of marketing.					
5.	Understand about the various aspects of Consumer Behavior and its application in Marketing.					
INTRODUCTION: (Not for Examination)						
Importance: Consumer behavior is the study of how individuals, groups, or organizations select, buy, use, and dispose of goods, services, ideas, or experiences to satisfy their needs and wants. It's an essential area of study because understanding why consumers make certain decisions helps businesses create products and services that align with consumer preferences, ultimately leading to more successful marketing strategies and increased customer satisfaction.						
Real Life Example(s): Spotify analyzes user listening habits and curates personalized playlists ("Discover Weekly") with new songs and artists predicted to appeal to each user's preferences. This is a great example of using consumer behavior understanding to target marketing effectively.						
Linkages: Consumer behavior is closely linked to marketing strategies and Marketing Management.						
UNIT-I	INTRODUCTION TO CONSUMER BEHAVIOUR	9				
Definition, Nature, Scope - Consumer Behaviour's Applications in Marketing- Consumer research process-Defining Research Objectives-Collecting & Evaluating Secondary Data-Primary Research Design-Collecting Primary Data-Analyzing Data & Report Preparation.						
UNIT-II	FACTORS AFFECTING CONSUMER BEHAVIOUR	9				
Factors influencing Consumer Behaviour- External Influences- Culture, Sub Culture, Social Class, Reference Groups, Family, Internal Influences- Needs & Motivations-Perception, Personality, Lifestyle, Values, Learning, Memory- Beliefs & Attitudes.						
UNIT- III	CONSUMER DECISION MAKING PROCESS	9				
Types of consumer decisions-Consumer Decision Making Process-Problem Recognition- Information Search-Alternative Evaluation-Purchase Selection-Post purchase Evaluation- Buying pattern in the new digital era.						
UNIT - IV	CONSUMER MOTIVATION & PERSONALITY	9				
Consumer Motivation- Needs, Goals, Motive arousal, Maslow's Hierarchy of Needs- Freud's Theory of Motivation, Consumer Personality-Self-concept theory-Psychoanalytic Theory-Neo-Freudian Theory, Trait Theory.						
UNIT-V	MARKETING COMMUNICATIONS, DECISION MAKING MODELS, CONSUMER RIGHTS	9				
Marketing Communication Process- Types of Communication systems- Interpersonal, Impersonal-Persuasive Communication-Consumer Decision Making Models-Black Box Model- Economic model - Howard & Sheth model- Consumer Protection Act 1986, rights of consumers.						
						Total: 45 Periods

OPEN ENDED PROBLEMS / QUESTIONS				
Course specific Open Ended Problems will be solved during the class room teaching. Such problems can be given as Assignments and evaluated as Internal Assessment only and not for the End Semester Examinations.				
Course Outcomes: Upon completion of this course the students will be able to:	BLOOM'S Taxonomy			
CO1	Understand the fundamental concepts and theories of consumer behavior.			
CO2	Analyze the psychological factors influencing consumer decision-making, including perception, learning, memory, and motivation.			
CO3	Explain the social and cultural influences on consumer behavior, including reference groups, social media, and cultural values.			
CO4	Identify the different stages of the consumer decision-making process.			
CO5	Explain the social and cultural influences on consumer behavior, including reference groups, social media, and cultural values.			
TEXTBOOKS:				
1.	Solomon, M. R. Consumer Behavior: Buying, Having, and Being, Pearson Education, 2022.			
2.	Schiffman, L. G., & Kanuk, L. L, Consumer Behavior, 12 th Edition, Pearson Education, 2021.			
REFERENCE BOOKS:				
1.	Blackwell, R. D., Miniard, P. W., & Engel, J. F. Consumer Behavior, 11 th Edition, Cengage Learning, 2020.			
2.	Foxall, G. Consumer Behaviour: A Practical Guide. Routledge,2021.			
3.	Szwacka-Mokrzycka, J, Contemporary Consumer Behaviour: A Contemporary Examination of the Behavior of Modern Consumers. Springer, 2022.			
WEB REFERENCES:				
S.NO	Publisher	Website link	Type of Content	
1	W. W. Norton & Company	https://wnorton.com/	Article	
2	Omni convert Blog	https://www.omniconvert.com/blog/consumer-behavior-in-marketing-patterns-types-segmentation/	Article	
VIDEO REFERENCES:				
S.No.	Video Details	Name of the Expert	Type of Content	Video link
1	NPTEL	Prof Zillur	Lecture	https://www.youtube.com/watch?v=UdiFux7FRhk&pp=ygU3VmIkZW8gRGV0YWlscwOYW11IG9mIHRoZSBFeHBlcnQgICAgY29uc3VtZXgYmVoYXZpb3VyIA%3D%3D
2	Brand Master Academy	Steven Hobe, CM Marketing Canada.	Lecture	https://www.youtube.com/watch?v=nHHUwzavecg

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	2	-	2	-	2
CO2	2	2	-	2	-	3
CO3	2	2	2	2	-	2
CO4	2	2	2	2	-	3
CO5	2	2	3	2	2	2
Average	2	2	1.4	2	0.4	2.4
2- Low , 2- Medium , 3- High						

MB23MM502		BRAND MANAGEMENT				Version: 1.0				
Programme & Branch		PG - MASTER OF BUSINESS ADMINISTRATION				CP	L	T	P	C
						3	3	0	0	3
Course Objectives:										
1.	To understand the concept of brands and brand equity.									
2.	To identify the brand strategy and brand analysis phases.									
3.	To understand the brand positioning strategy used by companies.									
4.	To determine the brand personality and understand brand value proposition.									
5.	To understand how we can measure brand equity.									
INTRODUCTION: (Not for Examination)										
Importance: Studying brand management equips MBA students with essential skills and knowledge that are pivotal for driving business success, fostering consumer loyalty, and creating a sustainable competitive advantage in the market.										
Real Life Example(s): Check the consistency and brand equity of Apple's product, find out the brand positioning of Nike, Brand extension strategy of Google, Samsung's diverse product portfolio.										
Linkages: Marketing management subject topics branding, brand equity, brand image and brand positioning are the foundation for studying brand management.										
UNIT-I		BRANDS AND BRAND EQUITY				9				
Brands and Branding - Introduction to Brand Management - Brand Management Process - Brands: What, Why, Where, When and How - Why is brand - building difficult - What are the components of brand equity.										
UNIT-II		STRATEGIC BRAND ANALYSIS				9				
Strategic perspective to view brand strategy - Three phases of brand analysis - Importance of brand analysis - Strategies for conducting brand analysis.										
UNIT-III		BRAND POSITIONING				9				
Essentials of brand positioning - How to position a brand - Brand Elements - What they are - How do we define and design them.										
UNIT-IV		BRAND PERSONALITY				9				
Why have it - How to create it - Guidelines in development - Brand Identity - What is value proposition - What are critical supports and how to build them.										
UNIT-V		MANAGING AND MEASURING BRAND EQUITY				9				
Qualitative ways to measure brand equity - How to manage brand equity - Managing Brands Over Time - Managing ageing brands - How to revitalize them - Requirements of a Brand Manager - What it takes to be one - What it takes to succeed.										
Total: 45 Periods										
		OPEN ENDED PROBLEMS / QUESTIONS								
Course specific Open Ended Problems will be solved during the class room teaching. Such problems can be given as Assignments and evaluated as Internal Assessment only and not for the End semester Examinations.										
Course Outcomes:										BLOOM'S
Upon completion of this course the students will be able to:										Taxonomy
CO1	Understand the brand concept and building of a new brand.									L2 - Understand
CO2	Apply the brand strategy to various brands for its development.									L3 - Apply
CO3	Use the brand positioning framework to develop a brand and Repositioning a brand.									L3 - Apply

CO4	Understand the brand personality of a brand and how it is valued.	L2 - Understand		
CO5	Understand measuring of a brand and revitalize the ageing brand.	L3 - Apply		
TEXTBOOKS:				
1.	Kevin Lane Keller, Vanitha Swaminathan, Strategic Brand Management: Building, Measuring, and Managing Brand Equity, 5 th Edition, Pearson Education, India 2019.			
2.	Tapan K. Panda, Product and Brand Management, 1st Edition, Oxford University Press, India 2016.			
REFERENCE BOOKS:				
1.	U C Mathur, Product and brand management Text and Cases, 2 nd Edition, Excel books, New Delhi 2012.			
2.	Kirti Dutta, Brand Management Principles and Practices, 2 nd Edition, Oxford University Press, India 2012.			
3.	YLR.Moorthi, Brand Management, The Indian Context, 2 nd Edition, Visionias Publisher, India 2014.			
WEB REFERENCES:				
	Publisher	Website link	Type of Content	
1.	Kingston University Research Repository	https://core.ac.uk/download/pdf/91129.pdf	Others	
2.	Biyani institute of science and management	https://gurukpo.com/Content/MBA/productandBrandManagement.pdf	Others	
VIDEO REFERENCES:				
	Video Details	Name of the Expert	Type of Content	Video link
1.	NPTEL	Prof. Abhishek Kumar / Army Institute of Management Kolkata	Lecture / Video	https://onlinecourses.nptel.ac.in/noc23_mg117/preview
2.	NPTEL	Prof. Vinay Sharma / IIT Roorkee	Lecture / Video	https://onlinecourses.nptel.ac.in/noc22_mg82/preview

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	-	-	2	-	-
CO2	1	1	-	2	-	2
CO3	3	1	-	1	-	-
CO4	1	-	-	1	-	-
CO5	1	3	-	-	-	1
Average	1.8	1	-	1.2	-	0.6
1-Low, 2 -Medium, 3-High						

MB23MM503		RETAIL MANAGEMENT				Version: 1.0				
Programme & Branch		PG - MASTER OF BUSINESS ADMINISTRATION				CP	L	T	P	C
						3	3	0	0	3
Course Objectives:										
1.	To understand the retailing concepts and trends.									
2.	To know the various retail formats and its services management.									
3.	To understand the techniques in retail management used by retail formats.									
4.	To know the retail promotional strategies.									
5.	To identify the retail shopper's behavior and how to handle the complaints raised by the retail shopper's.									
INTRODUCTION: (Not for Examination)										
Importance: Retail management equips MBA students with a broad set of skills and knowledge that are essential for success in the retail industry. It prepares them for various career paths, enhances their strategic and operational capabilities, and provides a deep understanding of consumer behavior and market dynamics.										
Real Life Example(s): Amazon's Customer-Centric Approach, Starbucks' Brand Loyalty Programs, IKEA's Innovative Store Design.										
Linkages: Marketing management subject topics significance and features of retail marketing under facets of marketing is the foundation for studying retail management.										
UNIT-I		INTRODUCTION				9				
Overview - Retailing concepts - Challenges and opportunities - Modern trends – Influences: Economic, social and cultural effects - Policy implications.										
UNIT-II		RETAIL FORMATS				9				
Retail formats - Organized vs. unorganized - Retail management: Locational importance - Atmospherics - Positioning and image-building - Service management.										
UNIT-III		RETAIL MERCHANDISING				9				
Retail shop management - Pricing decisions - Category management - Merchandising and space management – Inventory Management - Accounting and audit – Marketing Information System.										
UNIT-IV		RETAIL PROMOTION				9				
Aspects of retail promotion - Major types of retail promotion - Private labels – Creation - Advertising and promotion.										
UNIT-V		RETAIL SHOPPER BEHAVIOUR				9				
Retail shopper - Retail shopping behavior - Shopper profile - Complaints management.										
Total: 45 Periods										
OPEN ENDED PROBLEMS / QUESTIONS										
Course specific Open Ended Problems will be solved during the class room teaching. Such problems can be given as Assignments and evaluated as Internal Assessment only and not for the End semester Examinations.										
Course Outcomes:						BLOOM'S Taxonomy				
Upon completion of this course the students will be able to:										
CO1	Provide insights on retail operations.					L2 - Understand				
CO2	Understanding the retail formats and strategies required for retail management.					L3 - Apply				
CO3	Understanding the techniques used in retail management, merchandising, Products and pricing.					L2 - Understand				
CO4	Understanding retail promotion strategies.					L3 - Apply				

CO5	Gain knowledge about shopping behavior of retail shopper.			L3 - Apply
TEXT BOOKS:				
1.	Michael Levy, Barton, A. Weitz and Dhruv Grewal, Retail Management, 10 th Edition, Tata McGraw Hill, India 2023.			
2.	Patrick M. Dunne and Robert F Lusch, Robert F.Carver, James, Retailing, 8 th Edition, Thomson Learning, India 2013.			
REFERENCE BOOKS:				
1.	Chetan Bajaj, Rajnish Tow and Nidhi V. Srivatsava, Retail Management, 3 rd Edition, Oxford University Press, India 2016.			
2.	Swapna Pradhan, Retail Management -Text and Cases, 6 th Edition, Tata McGraw Hill, India 2020.			
3.	Arunangshu Giri, Pradip Paul, Satakshi Chatterjee, Retail Management Text and Cases, PHI Learning, Delhi 2021.			
WEB REFERENCES:				
	Publisher	Website link		Type of Content
1.	Indian Retailer	https://www.indianretailer.com/article/retail-business/retail/understanding-core-objectives-retail-management		Others
2.	Institute of management and information technology	https://www.imit.ac.in/note/18MBA401Arm.pdf		Others
VIDEO REFERENCES:				
	Video Details	Name of the Expert	Type of Content	Video link
1.	NPTEL	Dr. Yamini Karmarkar and Dr. Geeta Nema, Devi Ahilya Vishwavidyalaya / Indore	Lecture / Videos	https://onlinecourses.swayam2.ac.in/cec20_mg01/preview
2.	NPTEL	Prof. Swagato Chatterjee / IIT Kharagpur	Lecture / Videos	https://onlinecourses.nptel.ac.in/noc22_mg51/preview

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	-	-	3	-	1
CO2	1	2	-	1	1	-
CO3	2	3	-	1	1	-
CO4	1	1	-	2	1	-
CO5	2	1	-	1	1	3
Average	1.6	1.4	-	1.6	0.8	0.8
1-Low, 2 -Medium, 3-High						

MB23MM504	CUSTOMER RELATIONSHIP MANAGEMENT				Version: 1.0				
Programme & Branch	PG - MASTER OF BUSINESS ADMINISTRATION				CP	L	T	P	C
Course Objectives:									
1.	To study and understand the customer relationship management and marketing								
2.	To understand and develop the various concepts of customer relationship management								
3.	To describe an effective customer planning and requirements management								
4.	To develop effective marketing and CRM strategies for SFA								
5.	To learn the various concepts of CRM planning and tools for implementation								
INTRODUCTION: (Not For Examination)									
Importance: Customer Relationship Management (CRM) is crucial for MBA students / business people as it emphasizes understanding customer needs, building long-term relationships with their customers, and enhancing customer loyalty, which are essential skills for effective business leadership and sustainable growth in competitive market world.									
Real Life Example(s): Amazon's personalized recommendations based on past purchases and browsing history. Starbucks' loyalty program offering rewards and exclusive offers to frequent customers. Apple's direct communication with customers through feedback channels and product support services.									
Linkages: This course is already covered briefly in the marketing management subject in the second semester examination. Students have learn this course (CRM) connects various business functions such as marketing, sales, and customer service by focusing on managing interactions with current and potential customers. It integrates technology and strategies to streamline processes, enhance customer satisfaction, and ultimately drive business growth and profitability.									
UNIT-I	INTRODUCTION				9				
CRM-Definition, Emergence of CRM Practice, Factors responsible for CRM growth, CRM process, framework of CRM , Benefits of CRM, Types of CRM, Scope of CRM, Customer Profitability, Features Trends in CRM, CRM and Cost Benefit Analysis, CRM and Relationship Marketing.									
UNIT-II	CRM CONCEPTS				9				
Customer Value, Customer Expectation, Customer Satisfaction, Customer Centricity, Customer Acquisition, Customer Retention, Customer Loyalty, Customer Lifetime Value. Customer Experience Management, Customer Profitability, Enterprise Marketing Management, Customer Satisfaction Measurements, Web based Customer Support.									
UNIT- III	PLANNING FOR CRM				9				
Steps in Planning - Building Customer Centricity, Setting CRM Objectives, Defining Data Requirements, Planning Desired Outputs, Relevant issues while planning the Outputs, Elements of CRM plan, CRM Strategy : The Strategy Development Process, Customer Strategy Grid.									
UNIT - IV	CRM AND MARKETING STRATEGY				9				
CRM Marketing Initiatives, Sales Force Automation, Campaign Management, Call Centers. Practice of CRM: CRM in Consumer Markets, CRM in Services Sector, CRM in Mass Markets, CRM in Manufacturing Sector.									
UNIT-V	CRM PLANNING AND IMPLEMENTATION				9				
Issues and Problems in implementing CRM, Information Technology tools in CRM, Challenges of CRM Implementation. CRM Implementation Roadmap, Road Map (RM) Performance: Measuring CRM performance, CRM Metrics, (case study in CRM – Not for Examination)									
Total: 45 Periods									

OPEN ENDED PROBLEMS / QUESTIONS				
Course specific Open Ended Problems will be solved during the class room teaching. Such problems can be given as Assignments and evaluated as Internal Assessment only and not for the End semester Examinations.				
Course Outcomes: Upon completion of this course the students will be able to:			BLOOM'S Taxonomy	
CO1	Understand the basic customer relationship and evolution of CRM		L2-Understanding	
CO2	Understand and Provide insights on CRM Concepts		L2-Understanding	
CO3	Applying the CRM strategy and run effectively to the organization		L3-Apply	
CO4	Elucidate on CRM and Marketing Strategy		L3-Apply	
CO5	Create awareness and importance of CRM Planning and Implementation		L3-Apply	
TEXTBOOKS:				
1.	Peelen, Customer Relationship Management, 1 st edition, Pearson Education, 2022.			
2.	Francis & Stan Maklan Buttle , Customer Relationship Management : Concepts and Technologies, 4 th edition, T&F India, 2019.			
REFERENCE BOOKS:				
1.	Kincaid, J., Customer Relationship Management: Getting it right, Pearson, 2005.			
2.	Makkar, U. and Makkar, H.K., Customer Relationship Management, Tata McGraw-Hill Education, 2011.			
3.	Kumar, V. and Reinartz, W.J., Customer Relationship Management: A Databased Approach, Wiley India Pvt. Ltd., 2006.			
4.	G.Shainesh, Jagdish, N.Sheth, Customer Relationship Management A Strategic Prespective, Macmillan 2010.			
5.	Alok Kumar et al, Customer Relationship Management : Concepts and applications, Biztantra, 2008.			
WEB REFERENCES:				
	Publisher	Website link	Type of Content	
1.	Investopedia	https://www.investopedia.com/terms/c/customer_relation_management.asp	Others	
2.	Techtarget	https://www.techtarget.com/searchcustomerexperience/definition/CRM_customer_relationship-management	Others	
VIDEO REFERENCES:				
	Video Details	Name of the Expert	Type of Content	Video link
1.	YouTube	Person	Lecture	https://youtu.be/3UImwxYaNtI?si=mShm1AuqGr94MJAm
2.	YouTube	Person	Lecture	https://youtu.be/SXZJDL1avN8?si=OdCu3IsKXIWQwuKu
3.	YouTube	Person	Lecture	https://youtu.be/3UImwxYaNtI?si=mShm1AuqGr94MJAm

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1				2	3	2
CO2		3	2			
CO3					2	3
CO4	2				3	
CO5			3			2
Average						
1-Low, 2 -Medium, 3-High						

MB23MM505	INTEGRATED MARKETING COMMUNICATIONS	Version: 1.0				
Programme & Branch	PG - MASTER OF BUSINESS ADMINISTRATION	CP	L	T	P	C
		3	3	0	0	3
Course Objectives:						
1.	Understand the fundamental principles of integrated marketing communications.					
2.	Develop comprehensive IMC strategies that align with organizational goals.					
3.	Identify target audiences and tailor communications to meet their needs.					
4.	Apply ethical considerations in the development and execution of IMC plans.					
5.	Create cohesive brand messages across multiple marketing channels.					
INTRODUCTION: (Not for Examination)						
Importance: Integrated Marketing Communications (IMC) is a strategic approach to coordinating and harmonizing various marketing tools and channels to deliver a consistent and cohesive message to consumers.						
Real Life Example(s): Branding and Packaging: The campaign's central focus was on personalized Coke bottles, which served as both a branding tool and a product offering. The unique packaging stood out on store shelves and encouraged impulse purchases.						
Linkages: Integrated Marketing Communications (IMC) is a strategic approach that unifies various marketing methods to provide a consistent message across all channels. The core concept of IMC is to ensure that all forms of communication and messaging are meticulously linked together, creating a seamless experience for the customer.						
UNIT-I	AN INTRODUCTION TO INTEGRATED MARKETING COMMUNICATION (IMC)	9				
An Introduction to Integrated Marketing Communication (IMC) Meaning and role of IMC in Marketing process, one voice communication V/s IMC Introduction to IMC tools – Advertising, sales promotion, publicity, public relations, and event sponsorship The role of advertising agencies and other marketing organizations providing marketing services and perspective on consumer behavior.						
UNIT-II	UNDERSTANDING COMMUNICATION PROCESS	9				
Understanding communication process Source, Message and channel factors, Communication response hierarchy AIDA model, Hierarchy of effect model, Innovation adoption model, information processing model, The standard learning Hierarchy Attribution Hierarchy, and low 20% involvement hierarchy Consumer involvement- The Elaboration Likelihood (ELM) model The Foote, Cone and Belding(FCB) Model.						
UNIT- III	PLANNING FOR MARKETING COMMUNICATION (MARCOM)	9				
Establishing marcom Objectives and Budgeting for Promotional Programmes Setting communication objectives Sales as marcom objective, DAGMAR approach for setting ad objectives. Budgeting for marcom-Factors influencing budget Theoretical approach to budgeting viz. Marginal analysis and Sales response curve, Method to determine marcom budget.						
UNIT - IV	DEVELOPING THE INTEGRATED MARKETING COMMUNICATION PROGRAMME	9				
Planning and development of creative marcom Creative strategies in advertising, sales promotion, publicity, event sponsorships etc Creative strategy in implementation and evaluation of marcom- Types of appeals and execution styles Media planning and selection decisions steps involved and information needed for media planning Measuring the effectiveness of all Promotional tools and IMC.						
UNIT-V	DIGITAL MEDIA & ADVERTISING	9				
Digital Media Evolution of Technology, Convergence of Digital Media E- Commerce and Digital Media, Advertising on Digital Media Social Media, Mobile Adverting, EPR Advertising Laws & Ethics: Adverting & Law, Advertising & Ethics.						
						Total: 45 Periods

OPEN ENDED PROBLEMS / QUESTIONS				
Course specific Open Ended Problems will be solved during the class room teaching. Such problems can be given as Assignments and evaluated as Internal Assessment only and not for the End Semester Examinations.				
Course Outcomes: Upon completion of this course the students will be able to:			BLOOM'S Taxonomy	
CO1	To review and give a general understanding of the basics of traditional communication forms, such as advertising, personal selling, sales promotion and indirect promotion within various delivery vehicles from Broadcast to targeted social media.		L2 - Understand	
CO2	This course introduces students to the essential concepts and techniques for the development and designing an effective Integrated Marketing Communication programme.		L2 - Understand	
CO3	To know how IMC fits into the marketing mix.		L3 - Apply	
CO4	To develop awareness about marketing communications tools, and how Each can be used effectively- individually or in an integrated mix.		L3 - Apply	
CO5	To examine the process by which integrated marketing communications programs are planned, developed, executed and measured.		L2 - Understand	
TEXTBOOKS:				
1.	Don e. Schultz, 23obert23 i. tannenbaum, and 23obert f. lauterborn comprehensive overview of imc integrated marketing communications 2 nd edition, 2021.			
2.	Lawrence and principles of integrated marketing communications: an evidence-based approach 2 nd edition, 2021.			
3.	Philip kitchen and marwa tourky integrated marketing communications: a global brand-driven approach 2 nd edition, 2020.			
REFERENCE BOOKS:				
1.	Don e. 23obert23, 23obert23 i. tannenbaum, and 23obert f. lauterborn integrated marketing communications 1 st edition, 2017.			
2.	Kenneth e. clow marketing communication tools , integrated advertising, promotion, and marketing communications 8 th edition, 2019.			
3.	Robert L. Heath strategic integration of public relations with other marketing communication The Handbook of Strategic Public Relations and Integrated Marketing Communications 2 nd Edition, 2015.			
WEB REFERENCES:				
	Publisher	Website link	Type of Content	
1.	Baines, P. and Fill, C.	https://www.open.edu/openlearn/money-business/marketing/marketingcommunications-the-digital-age/content-section---references	Articles	
2.	American Marketing Association	https://www.ama.org/pen_spark	Articles	
3.	Indian publisher	https://google.com/app/5906216eb103daa6?hl=en-IN	Articles	
VIDEO REFERENCES:				
	Video Details	Name of the Expert	Type of Content	Video link
1.	YouTube	IIT Roorkee	Discussion	https://www.youtube.com/results?Search_query=INTEGRATED+MARKETING+COMMUNICATIONS

Mapping of COs with POs						
COs/POs	POs					
	PO1	PO2	PO3	PO4	PO5	PO6
C01	2	2	-	2	-	2
C02	1	2	-	-	-	3
C03	-	2	2	2	2	2
C04	2	-	2	2	-	3
C05	2	2	3	2	2	2
Average	2	2	1	1	1	1
1-Low, 2 -Medium, 3-High.						

MB23MM506	BUSINESS TO BUSINESS MARKETING	Version: 1.0				
Programme & Branch	PG - MASTER OF BUSINESS ADMINISTRATION	CP	L	T	P	C
		3	3	0	0	3
Course Objectives:						
1.	Understand the unique dynamics of the business to business marketplace, including buyer behavior, decision-making processes, and relationship-building strategies.					
2.	Learn how to develop comprehensive business to business marketing strategies that align with organizational goals and target audience needs.					
3.	Gain proficiency in leveraging data and analytics to inform Business to business marketing decisions, measure campaign effectiveness, and optimize performance.					
4.	Understand the importance of branding and positioning in the business to business space, and learn how to differentiate products or services in competitive markets.					
5.	Apply theoretical concepts and frameworks to real-world business to business marketing challenges through case studies, simulations, and hands-on projects.					
INTRODUCTION: (Not for Examination)						
<p>Importance: Business-to-Business marketing or business-to-business marketing, refers to the strategies and tactics used by companies to promote their products or services to other businesses rather than individual consumers. Unlike business to consumer (business-to-consumer) marketing, which targets individual customers, Business-to-Business marketing focuses on selling products or services to other companies or organizations.</p> <p>Real Life Example(s): Content Marketing: They create blog posts, whitepapers, case studies, and how-to guides that address common pain points and challenges faced by SMBs. For example, they might publish a blog post titled "5 Ways to Streamline Inventory Management for Your Small Business" or a case study highlighting how a particular client saw a significant increase in productivity after implementing their software.</p> <p>Linkages: They can take many forms, from supplier-customer relationships to strategic partnerships. By working together, companies can unlock a wealth of advantages. Reliable suppliers ensure a steady flow of materials and components, while partnerships can lead to groundbreaking innovations by combining expertise.</p>						
UNIT-I	INTRODUCTION TO BTOB MARKETING	9				
Business marketing and Business market customers, Market structure, Environment and Characteristics of Business Marketing, Strategic role of marketing, Commercial enterprises, Commercial and institutional customers.						
UNIT-II	ORGANIZATIONAL BUYING AND BUYER BEHAVIOR	9				
Organizational buyers' decision process - A Stepwise Model and A Process Flow Model, Organizational and business markets - Government as a customer, - Commercial enterprises - Commercial and institutional customers.						
UNIT- III	BTOB MARKETING STRATEGY	9				
Strategy making and strategy management process, Industrial product strategy- Managing Products for Business Markets, -Managing Services for Business Markets-and Managing Business Market channels The Growth-Share Matrix, Multifactor Portfolio Matrix, The Balanced Scorecard.						
UNIT - IV	BTOB MARKETING STP	9				
Market Segmentation, basic framework of segmentation, choosing target segments and positioning, -Pricing strategies for Business Markets, BtoB Advertising, Competitive bidding, Relationship marketing and CRM.						
UNIT-V	BUSINESS MARKETING COMMUNICATIONS AND CHANNELS	9				
B2B Advertising, Digital marketing,- Trade shows, exhibitions, business meets - Managing the sales force,- Deployment analysis -Business marketing channels and participants - Channel design and management decisions -BtoB logistics management,						

				Total: 45 Periods
OPEN ENDED PROBLEMS / QUESTIONS				
Course specific Open Ended Problems will be solved during the class room teaching. Such problems can be given as Assignments and evaluated as Internal Assessment only and not for the End Semester Examinations.				
Course Outcomes: Upon completion of this course the students will be able to:				BLOOM'S Taxonomy
CO1	Students will comprehend the unique dynamics of BtoB relationships, including the buying process, decision-making units, and supplier relationship management.	L2 - Understand		
CO2	Develop skills in effective communication tailored to BtoB interactions, including negotiation techniques, persuasive communication, and relationship building.	L2 - Understand		
CO3	Gain insights into strategic marketing principles specific to BtoB markets, including segmentation, targeting, and positioning strategies.	L2 - Understand		
CO4	Learn proven sales techniques and strategies for BtoB selling, including relationship selling, consultative selling, and value-based selling.	L3 - Apply		
CO5	Understand the role of supply chain management in BtoB operations, including procurement, logistics, inventory management, and risk mitigation strategies.	L3 - Apply		
TEXTBOOKS:				
1.	Michael D. Hutt, Robert E. Spekman, and Kenneth N. Hoffman Business Marketing Management 13 th Edition, 2023.			
2.	Gene Carrie and Geoffrey Meredith pens park B2B Marketing 5 th Edition, 2021.			
REFERENCE BOOKS:				
1.	Charles W.L. Hill and Gareth Jones Handbook of Business-to-Business Marketing Edward Elgar Publishing, edition 2021.			
2.	Paul Roetzer The B2B Marketing Playbook, How to Build a Sustainable Competitive Advantage Wiley, latest edition 2022.			
3.	Philip Kotler, Kevin Lane Keller, Roberta Bottler Marketing Management Pearson, latest edition 2024.			
WEB REFERENCES:				
S.NO	Publisher	Website link		Type of Content
1	Press India; First Edition (1 January 2015)	https://amp.brightedge.com/blog/best-b2b-marketing-books		Articles
VIDEO REFERENCES:				
S.NO	Video Details	Name of the Expert	Type of Content	Video link
1	YouTube	IIT Roorkee	Lecture	https://www.youtube.com/watch?v=BKer-uSxjIw&list=PLLy_2iUCG87C3qniP4kidTHN2HW03sfOc

Mapping of COs with POs						
COs/POs	POs					
	PO1	PO2	PO3	PO4	PO5	PO6
C01	3	2	-	2	-	-
C02	1	2	-	-	-	2
C03	-	2	1	2	2	3
C04	2	-	2	2	-	1
C05	2	2	3	2	2	3
Average	2	2	1	1	1	2
1-Low, 2 -Medium, 3-High.						

Finance Electives

MB23FM501	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	Version: 1.0				
Programme & Branch	PG - MASTER OF BUSINESS ADMINISTRATION	CP	L	T	P	C
		3	2	1	0	3
Course Objectives:						
1.	To understand the functions of security market.					
2.	To understand the some of the techniques used in fundamental analysis.					
3.	To know the techniques available for analysing the Securities and understand the management of a Portfolio.					
4.	To learn the capital assets pricing model and Arbitrage pricing theory.					
5.	To study about the portfolio evaluation techniques.					
INTRODUCTION: (Not for Examination)						
Importance: Security Analysis and Portfolio Management are vital components of the investment process, providing the necessary framework and tools for investors to navigate financial markets effectively and achieve their financial objectives.						
Real Life Example(s): This course will help the students become financial research analysts and investment advisers in various investment banking and non-banking sectors.						
Linkages: Students are studying the concepts of derivatives in Financial Derivatives courses.						
UNIT- 1	SECURITIES MARKET IN INDIA	6+3				
Financial system and Securities market; Products, participants and functions -Primary market and Secondary Market-Derivatives market-Regulatory Framework-Institutions- Exchanges, Depositories, Clearing corporations- Reforms.						
UNIT- 2	FUNDAMENTAL ANALYSIS	6+3				
Fundamental Analysis- Economic, Industry, Company – EMH - Forms of EMH – Tests – Implications for Investment Policies – Applied Valuation Techniques- Graham and Dodds investor ratios.						
UNIT- 3	TECHNICAL ANALYSIS	6+3				
Chart Patterns- Candle Sticks and Dow Theory - Trend – Trend reversals- Market Indicators - Moving Average – Exponential moving Average-MACD- Oscillators- RSI, ROC-Momentum.						
UNIT- 4	PORTFOLIO THEORY	6+3				
Diversification – Modern Portfolio theory - Markowitz model-Equilibrium Models: CAPM Multifactor Models-The Arbitrage Pricing Theory- Portfolio Risk.						
UNIT- 5	PORTFOLIO ANALYSIS	6+3				
Portfolio Analysis: Approaches in Portfolio Construction- Portfolio Performance Evaluation – Sharpe, Treynor’s and Jensen’s Measure-Portfolio Revision and Rebating.						
Total: 45 Periods						
Theory- 60% Problem- 40%						
OPEN ENDED PROBLEMS / QUESTIONS						
Course specific Open-Ended Problems will be solved during the classroom teaching. Such problems can be given as Assignments and evaluated as Internal Assessment only and not for the End semester Examinations.						
Course Outcomes: Upon completion of this course the students will be able to:						BLOOM’S Taxonomy

CO1	Understand the stock market functions and exchanges.	L2-Understand		
CO2	Apply the valuation techniques in fundamental analysis.	L3- Apply		
CO3	Analysis the movement of security price.	L4-Analysis		
CO4	Apply the portfolio and capital market theories.	L3- Apply		
CO5	Develop a portfolio of stocks and perform portfolio analysis.	L3- Apply		
TEXTBOOKS:				
1.	Prasanna Chandra, Investment Analysis and Portfolio Management,6 th edition, Tata McGraw Hill,2021.			
2.	S. Kevin, Security Analysis & Portfolio Management,3 rd edition, Prentice-hall of India Pvt Ltd, 2016.			
REFERENCE BOOKS:				
1.	Bhalla V.K., "Investment Management: Security Analysis and Portfolio Management", 19 th edition, S. Chand Publishing, New Delhi, 2018.			
2.	Donald E Fischer and Ronald J Jordan, Security Analysis & Portfolio Management, Prentice Hall of India Private Ltd, 2016.			
3.	M. Ranganatham, R. Madhumathi, Security Analysis and Portfolio Management,2 nd edition,Pearson Education,2011.			
WEB REFERENCES:				
	Publisher	Website link	Type of Content	
1.	NPTEL- IITs and IISc	https://onlinecourses.nptel.ac.in/noc21_mg99/preview	Others	
2.	Network 18 group-Reliance Group	https://www.moneycontrol.com/promo/mc_interstitial_dfp.php?size=1280x540	Others	
VIDEO REFERENCES:				
	Video Details	Name of the Expert	Type of Content	Video link
1.	NPTEL	Prof. J. P. Singh IIT Roorkee	Lecture	https://onlinecourse.s.nptel.ac.in/noc21_mg99/preview

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	-	2	1	1	2
CO2	3	3	-	2	-	2
CO3	2	3	-	1	1	2
CO4	3	3	-	1	1	2
CO5	3	3	-	1	1	2
Average	2.8	3	2	1.2	1	2
1 – Low, 2 –Medium, 3 – High						

MB23FM502	BANKING OVERVIEW AND OPERATIONS				Version: 1.0				
Programme & Branch	PG - MASTER OF BUSINESS ADMINISTRATION				CP	L	T	P	C
					3	3	0	0	3
Course Objectives:									
1.	To understand the Indian banking system.								
2.	To identify how banks raise their funds and various schemes of bank.								
3.	To explain the process of lending loans and financing to various sectors.								
4.	To understand fee based services provided by banks in India.								
5.	To understand e-banking services offered by banks.								
INTRODUCTION: (Not for Examination)									
Importance:									
Studying banking overview and operations equips MBA students with a comprehensive understanding of how banks function within the financial system, the regulatory environment, risk management practices, technological advancements, and strategic decision-making. This knowledge is crucial for a wide range of careers in finance, enhances financial literacy, and provides valuable insights for managing economic challenges and opportunities.									
Real Life Example(s):									
HDFC Bank: Retail Banking and Customer Experience, Yes Bank: Crisis Management and Restructuring, Punjab National Bank (PNB): Mergers and Acquisitions, State Bank of India (SBI): Digital Banking Transformation, IndusInd Bank: Sustainable Banking Practices.									
Linkages:									
Financial management subject topics Lending of loans and advances, Deposits, Know your customer, working capital financing provide a solid foundation for studying Banking overview and operations.									
UNIT-I		INTRODUCTION				9			
Introduction - Classification of banks - Banking history in India - Laws governing banking industry - Role of RBI - Role of Bank for International Settlements (BIS) - Concept of Universal banking - finance bank - Payment bank - Know Your Customer (KYC) - Anti-money laundering - Financial literacy - Financial inclusion.									
UNIT-II		SOURCES OF BANK FUNDS AND SCHEMES OF BANK				9			
Bank as a highly leverage institution - Money Multiplier - Liability based banking products (deposits) and asset based banking products (advances) - Asset and liability management (ALM) - Regulations governing acceptance of deposits and interest rates - Pradhan Mantri Jan-Dhan Yojana (PMJDY), Non-Resident (External) Account(NRE) & Non-Resident Ordinary(NRO), Exchange Earners' Foreign Currency(EEFC), Escrow accounts - Regulations of repatriation of funds.									
UNIT-III		LENDING OF LOANS				9			
Lending - Principles - Processes - Priority Sector Lending - Agricultural finance - Export & Import financing - Concept of Non-Performing Assets (NPA) and related issues - Consortium financing - Rural banking and microfinance - Term loan versus working capital financing.									
UNIT-IV		FEE BASED FINANCIAL SERVICES				9			
Other services of bank (provision of locker facility, custodial services, distribution service, Bankers cheque & demand draft, Bank Guarantee) - Fee based Services (Forex services, bankers to public issue of securities) - Payment services like Immediate Payment Service (IMPS), National Electronic Funds Transfer (NEFT) & Real Time Gross Settlement (RTGS) - Society for Worldwide Interbank Financial Telecommunications (SWIFT) - Performance management of banks (CAMELS).									
UNIT-V		ELECTRONIC BANKING				9			
Contemporary developments - Regulation of Electronic banking - Core Banking Solution and significance Evolution of Banking Technology - Concept of Digital Banking & Crypto currency and RBI regulation.									
Total: 45 Periods									

OPEN ENDED PROBLEMS / QUESTIONS

Course specific Open Ended Problems will be solved during the class room teaching. Such problems can be given as Assignments and evaluated as Internal Assessment only and not for the End semester Examinations.

Course Outcomes: Upon completion of this course the students will be able to:		BLOOM'S Taxonomy
CO1	Understand the functions of banks and Indian banking system.	L2 - Understand
CO2	Understand the sources available for the banks to raise funds and schemes available to the customers.	L2 - Understand
CO3	Apply the loan process concepts while sanctioning loan to the customer.	L3 - Apply
CO4	Infer the fee based services offered by banks.	L3 - Apply
CO5	Gain knowledge about e-banking concepts and transaction systems.	L3 - Apply

TEXTBOOKS:

1.	Padmalatha Suresh, Justin Paul, "Management of Banking and Financial Services", 4 th Edition, Pearson Education India, 2017.
2.	IIBF, "Legal and Regulatory Aspects of Banking", 4th Edition, Macmillan Publishers, New Delhi, 2021.

REFERENCE BOOKS:

1.	Meera Sharma, "Management of Financial Institutions – with emphasis on Bank and Risk Management", 2 nd Edition, PHI Learning Pvt. Ltd., New Delhi, 2010.
2.	Khan. M. Y, "Financial Services", 10 th Edition, McGraw-Hill Education, India, 2020.
3.	Vinod Kothari, "Banking Law and Practice in India", 28 th Edition, Lexis Nexis, India, January 2021.

WEB REFERENCES:

	Publisher	Website link	Type of Content
1.	Blogspot	https://mbauncle.blogspot.com/2012/10/sources-of-bank-funds_6810.html	Others
2.	Byjus	https://byjus.com/commerce/e-banking/	Others

VIDEO REFERENCES:

	Video Details	Name of the Expert	Type of Content	Video link
1.	IIBF	NISM, IIBF, NIA	Lecture	https://www.iibf.org.in/BFSI2.asp#collaboration-panel
2.	Course era	Rustom Manouchehri Irani	Lecture	https://www.coursera.org/learn/banking-and-financial-institutions

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1	-	-	-	-	2
CO2	3	2	-	1	-	2
CO3	2	2	-	2	-	1
CO4	2	-	-	1	-	3
CO5	2	1	-	2	-	1
Average	2	1	-	1.2	-	1.8
1-Low, 2 -Medium, 3-High						

MB23FM503	RISK AND INSURANCE MANAGEMENT	Version: 1.0				
Programme & Branch	PG - MASTER OF BUSINESS ADMINISTRATION	CP	L	T	P	C
		3	3	0	0	3
Course Objectives:						
1.	To Understand the concept of risk and its significance in decision-making.					
2.	To study the risk management techniques for managing the risk.					
3.	To learn about the principle of insurable interest.					
4.	To study the life insurance policy.					
5.	To know about the no life insurance market.					
INTRODUCTION: (Not for Examination)						
Importance:						
The Risk and Insurance Management course is essential because it teaches students how to identify, assess, and mitigate risks, and understand insurance's role in protecting against financial losses, ensuring both personal and organizational stability and security.						
Real Life Example(s):						
Apply to an insurance company such as Life Insurance Corporation of India, Max Life Insurance Company Limited, etc.						
Linkages:						
Students are studying the concepts of risk and return in financial management and decision-making courses.						
UNIT- I	NATURE OF RISK	9				
The Concept of Risk - Classification of Risk - Risk and Human Behavior - Attitude towards Risk- Human Response to Risk -Nature of Risk Management - Development of Risk Management - Economic reforms in India leading to Insurance sector reforms.						
UNIT- II	RISK MANAGEMENT ESSENTIALS	9				
Risk Management – Risk Management Process - Statement of Objectives - Identification of Risks – Evaluation of Risks / Exposures - Consideration and Selection of Risk Management Techniques Risk Control, Loss Prevention, Risk Avoidance, Risk Transfer, Risk Retention– Evaluation and Review – Risk Identification and Evaluation - Sources of Risk - Exposures to Risk - A framework for Potential Risk- Identification - Hazard and Loss Analysis.						
UNIT- III	PRINCIPLES OF INSURANCE CONTRACT	9				
Financial and Legal Definition of Insurance – Insurable Loss - Principle of Indemnity – Principle of Insurable Interest - Principle of Subrogation - Principle of Utmost Good Faith - Proximate Cause- Benefits and costs of insurance - Role in mobilizing savings - Evolution of various types and Bancassurance in India - Insurance Products-Life, Health, Commercial – Fire & Marine, Property, Liability.						
UNIT- IV	LIFE INSURANCE MARKET	9				
Life insurance policies - contract –conditions – Declaration – Exclusions – Nomination -claims settlements-Clauses limiting amount payable - Types of policy- Term, Endowment, Annuity, Unit Linked, Retirement or Pension Plans, Group Insurance.						
UNIT- V	NON-LIFE INSURANCE MARKET	9				
Scope and significance of non-life insurance -Market segmentation and product categories-Property insurance, Business insurance, Health Insurance-Liability risks and Insurance- valuation.						
Total: 45 Periods						
OPEN ENDED PROBLEMS / QUESTIONS						
Course specific Open-Ended Problems will be solved during the classroom teaching. Such problems can be given as Assignments and evaluated as Internal Assessment only and not for the End semester Examinations.						

Course Outcomes: Upon completion of this course the students will be able to:		BLOOM'S Taxonomy		
CO1	Understanding the relevance of various insurance products.	L2-Understand		
CO2	Apply the risk assessment and management.	L3-Apply		
CO3	Understand the principle of utmost good faith and its importance in insurance contracts.	L2-Understand		
CO4	Apply knowledge of different types of life insurance policies to recommend suitable coverage options.	L3-Apply		
CO5	Understand the various types of non-life insurance products available, such as property insurance, liability insurance, and Business insurance.	L2-Understand		
TEXTBOOKS:				
1.	George E.Rejda, Principles of Insurance and Risk Management, 14 th edition, Pearson Education, 2020			
2.	S. Arunajatesan, T.R. Viswanathan, Risk Management and Insurance, 1 st edition, Macmillan Publishers Ltd, 2009.			
REFERENCE BOOKS:				
1.	M.N. Mishra & S.B. Mishra, Insurance Principles and Practice, 22 nd edition, Sultan and Chand Publications, 2016.			
2.	Mark S.Dorfman, David A.Cather, Introduction to Risk Management and Insurance 10 th edition, PHI Learning, 2012.			
3.	Scott Harrington, Gregory Niehaus, Risk Management and Insurance, 2 nd edition, Tata McGraw Hill, 2010.			
4.	Harold Skipper, W.Jean Kwon Risk Management and Insurance: Perspective in a Global Economy, 1 st edition, Wiley, 2008			
5.	IRDA Annual Report.			
WEB REFERENCES:				
	Publisher	Website link	Type of Content	
1.	Insurance Regulatory and Development Authority of India	https://irdai.gov.in/	Others	
2.	My great learning	https://olympus.mygreatlearning.com/login	Others	
3	Insurance Institute of India	https://www.insuranceinstituteofindia.com/certificate-course	Others	
VIDEO REFERENCES:				
	Video Details	Name of the Expert	Type of Content	Video link
1.	SWAYAM	Dr.K.Uma Madurai Kamaraj University	Lecture	https://onlinecourses.swayam2.ac.in/cec20_mg24/preview
2.	SWAYAM	Dr. Girija Shankar Savitribai Phule Pune University,	Lecture	https://onlinecourses.swayam2.ac.in/cec20_mg08/preview

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
C01	3	-	-	2	1	2
C02	3	1	1	2	1	2
C03	3	-	-	2	1	2
C04	3	-	1	2	1	2
C05	3	1	-	2	1	2
Average	3	1	1	2	1	2
1 – Low, 2 –Medium, 3 – High						

MB23FM504	INTERNATIONAL FINANCE	Version: 1.0				
Programme & Branch	PG - Master Of Business Administration	CP	L	T	P	C
		3	3	0	0	3
Course Objectives:						
1.	To Understand the International Monetary System.					
2.	To Gain Knowledge in FII contributions.					
3.	To Understand the International bond & debt market.					
4.	To Understand the Financial ratios.					
5.	To Develop skills in Credit Monitoring Systems.					
INTRODUCTION: (Not for Examination)						
Importance: This paper's main goal is to help readers grasp the basic ideas of global markets, how to manage risk in them, and how to make judgements about finance and investments. The formulation of global market policies and regulations aids in the creation of a computational finance analytics strategy for profitable commercial ventures.						
Real Life Example(s): Starbucks has been scrutinized for its transfer pricing practices, where it sets prices for transactions between its subsidiaries in different countries. By doing so, Starbucks can shift profits to low-tax jurisdictions, reducing its overall tax burden. This highlights the complexity and controversy of transfer pricing in international finance. Apple earns a significant portion of its revenue from international markets. To manage currency risk, Apple uses hedging strategies, such as forward contracts and options, to protect against unfavorable currency fluctuations that could affect its profitability.						
Linkages: There are strong connections between international finance and many of the areas covered in an MBA programme such as Risk Management, Financial Derivatives, Corporate Finance, and Contemporary Financial Management. With the aid of this interdisciplinary approach, students are better equipped to manage the complexity of the global financial environment and gain a comprehensive understanding of how global corporate operations are conducted. Gaining knowledge of these connections enhances their management, operational, and strategic skills in a global setting.						
UNIT-I	INTERNATIONAL TRANSACTIONS	9				
Overview and Evolution of International Finance – Institutions for International Finance – Internationalization process – International Monetary and Financial System – Balance of Payments – Exchange Rate and money supply – International parity relations – Purchasing power parity – interest rate parity – Forward rate parity.						
UNIT-II	MULTINATIONAL FINANCIAL MANAGEMENT	9				
Process of overseas expansion – Reasons for cross-border investing – The theory of investment – Techniques of Project evaluation - Approaches for investment under uncertainty – FDI – Measuring and Managing Risk – International M&A – Financial Techniques in M&A – Regulations of M&A in major countries.						
UNIT- III	INTERNATIONAL MONETARY SYSTEM	9				
Introduction to Institutions of the Foreign Exchange Interbank Market - Foreign Exchange Spot and Market Transactions – forward market – Hedging and Speculation - Hedging FX Transaction Exposure- Eurocurrency market – international banking – structure and instruments.						

UNIT – IV	BORROWING AND LENDING: INTERNATIONAL SOURCES OF FINANCE	9		
Bond Markets of various countries – Fixed and floating rate notes - Syndicate loans – Syndicated Euro credits – ADR – GDR – Managing interest rate risk – Bond prices and yields – Bond Management – Tools and Techniques.				
UNIT-V	INTERNATIONAL RISK ASSESSMENT AND OTHER INTERNATIONAL MARKETS	9		
Country and political risk analysis – benefits and risks of international portfolio investment – assessing country creditworthiness – futures markets and instruments – options markets and instruments – option pricing – option pricing theory in financial risk assessment.				
Total: 45 Periods				
OPEN-ENDED PROBLEMS / QUESTIONS				
Course specific Open-Ended Problems will be solved during the classroom teaching. Such problems can be given as Assignments and evaluated as Internal Assessment only and not for the End semester Examinations.				
Course Outcomes: Upon completion of this course, the students will be able to:		BLOOM'S Taxonomy		
CO1	Learn about the evolution, process, and system of International Finance.	L1- Remember		
CO2	Identify the concepts of international mergers and acquisitions, financial techniques and regulations.	L2- Understand		
CO3	Understand about international Monetary system.	L2- Understand		
CO4	Knowing about ADR, GDR and Bond Management.	L2- Understand		
CO5	Explore the learning in international Risk Assessment.	L3 - Apply		
TEXTBOOKS:				
1.	Jeff Madura, International Corporate Finance, 13 th Edition Cengage Learning, 2021.			
2.	P G Apte, "International Financial Management", 8 th Edition, Cengage Learning, 2021.			
REFERENCE BOOKS:				
1.	Anuj Verma, Pinky Agarwal and Shika Singh, "International Financial Management" Revised Edition, SYB Gen Learning, 2023.			
2.	Alan C. Shapiro, Multinational Financial Management, 5 th Edition, PHI Learning, 2010.			
3.	Eunand Resnik, International Financial Management, 5 th Edition, Tata McGraw Hill, 2011.			
WEB REFERENCES:				
	Publisher	Website link	Type of Content	
1.	NSE INDIA – Annual Report Publications	https://www.nseindia.com/resources/exchange-communication-press-releases	Securities Market Operations.	
2.	Goldman Sachs Research	https://www.goldmansachs.com/intelligence/series/goldman-sachs-research/	International Securities Market Operations.	
VIDEO REFERENCES:				
	Video Details	Name of the Expert	Type of Content	Video link
1	NPTEL – International Finance	Prof. A.K. Misra, Vinod Gupta School of Management, IIT Kharagpur.	Lecture	http://www.digimat.in/nptel/courses/video/110105057/L01.html .
2.	IMF You Tube Videos	Dr. Piere-Oliver Gourinchas, Director (R&D), IMF.	Lecture	https://www.youtube.com/watch?v=Ji_AY9uFSYk

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3		1		
CO2	3	2		1		1
CO3	3	2	1	1	1	1
CO4	2	1		2		1
CO5	2	2	1	2	1	
Average	2.6	2	0.4	1.4	0.4	0.6
1- Low, 2- Medium, 3- High						

MB23FM505	RISK MANAGEMENT IN BANKING		Version: 1.0				
Programme & Branch	PG - MASTER OF BUSINESS ADMINISTRATION		CP	L	T	P	C
			3	2	1	0	3
Course Objectives:							
1.	To study the different types of risks in banks.						
2.	To understand risk assessment and its role within the risk management process.						
3.	To understand the regulatory frame works in regard to risk management in Banks.						
4.	To know the measurement of interest rate risk.						
5.	To study the ethics in banking.						
INTRODUCTION: (Not for Examination)							
Importance: The significance of risk management in banking is in its capacity to provide students with the knowledge and abilities to recognize, evaluate, and address possible risks to a bank's bottom line. This helps to prevent losses and make wise decisions.							
Real Life Example(s): Apply in Banking and Financial sector.							
Linkages: Students are studying the concepts of risk in financial management and decision-making courses.							
UNIT-I	RISKS AND RISK MANAGEMENT		9				
Understanding Risk - Nature of Risk, Source of Risk-Need for risk management, Benefits of Risk Management-Types of risks in banking-Regulatory framework for risk management- Risk Management approaches -Risk Classification using ERM Wheel.							
UNIT-II	RISK MEASUREMENT AND ASSESSMENT		6+3				
Identification-measurement-mitigation-risk and regulatory capital- Portfolio Beta PV01 – Portfolio duration- Key rate duration – Convexity - Spread analysis - Yield curve analysis - Concept of Value at Risk - Types of VaR measures - VaR reporting to RBI - Stress testing and back-testing VaR – Conditional VaR and its relevance - Comparison between VaR and cVaR.							
UNIT-III	CREDIT RISK MANAGEMENT		9				
Capital adequacy- risk rating and pricing-loan policy – capital requirement- credit risk approach – credit ratings- stress test-Credit risk mitigation- Credit derivatives, Securitization-Credit VaR- Analysis of counterparty credit ratings and adjustment of credit spreads in the valuation - Credit default swaps (CDS) -Sovereign Credit Rating – Rating – Probability of Default (PD) – LGD - Stress testing.							
UNIT-IV	INTEREST RATE RISK		9				
Interest rate risk-relationship between interest rates and option free bond prices-Duration and Price volatility-GAP and earnings sensitivity-Measuring Interest rate risk with duration gap- Economic value of equity sensitivity analysis-Usage of derivatives to manage Interest risk- micro hedging- macro hedging- SWAPS-caps –floor.							
UNIT-V	ETHICS IN BANKING		9				
Introduction to Ethics: An Overview - Ethics, Business Ethics and Banking- An Integrated Perspective-Banking and Normative Ethics in Management-Ethics, Financial Services and Regulation.							
Total: 45 Periods							
Theory-80 % Problem- 20%							

OPEN ENDED PROBLEMS / QUESTIONS				
Course specific Open-Ended Problems will be solved during the classroom teaching. Such problems can be given as Assignments and evaluated as Internal Assessment only and not for the End semester Examinations.				
Course Outcomes: Upon completion of this course the students will be able to:			BLOOM'S Taxonomy	
CO1	Understand the risk management issues in banks.		L2-Understand	
CO2	Analysis different risks faced by banks, risk mitigation, tools and techniques used and risk management framework and process.		L4-Analysis	
CO3	Apply different credit risk concepts and applications in banks.		L3-Apply	
CO4	Apply different Interest rate risk concepts and applications in banks.		L3-Apply	
CO5	Understand the ethics in banking and their financial services regulations.		L2-Understand	
TEXTBOOKS:				
1.	Anthony Saunders, Marcia Millon Cornett, Financial Institutions Management: A Risk Management Approach, 10 th edition, McGraw Hill, 2021.			
2.	Joel Bessis, Risk Management in Banking, 4 th edition, John Wiley & Sons Ltd, 2015.			
REFERENCE BOOKS:				
1.	Michel Crouhy, Dan Galai, Robert Mark, The Essentials of Risk Management, 2 nd edition, McGraw Hill, 2014.			
2.	Padmalatha Suresh, Justin Paul, Management of Banking and Financial Services, 3 rd edition, Pearson Education, 2014.			
3.	John Hull, Risk Management and Financial Institutions, IIBF, (2010), Risk Management, Macmillan, Wiley, 2012.			
WEB REFERENCES:				
	Publisher	Website link	Type of Content	
1.	NPTEL- IITs and IISc	https://archive.nptel.ac.in/courses/110/106/110106040/	Others	
2.	Indian Institute of Banking & Finance	https://www.iibf.org.in/training_Risk_Management.asp	Others	
VIDEO REFERENCES:				
	Video Details	Name of the Expert	Type of Content	Video link
1.	NPTEL- IITs and IISc	Prof. J. P. Singh IIT Roorkee	Lecture	https://archive.nptel.ac.in/courses/110/107/110107128/

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	1	-	1	1	1
CO2	3	3	1	1	1	2
CO3	3	3	-	1	-	1
CO4	3	-	-	1	-	1
CO5	3	-	-	1	-	1
Average	3	2.3	1	1	1	1.2
1 – Low, 2 –Medium, 3 – High						

MB23FM506	FINANCIAL DERIVATIVES	Version: 1.0				
Programme & Branch	PG- MASTER OF BUSINESS ADMINISTRATION	CP	L	T	P	C
		3	3	0	0	3
Course Objectives:						
1.	To Understand the Financial Derivatives and Types.					
2.	To Assess Forward Market & Future Market Long-Position and Short- Short-position payoff.					
3.	To Understand the Concepts of Options and Option Pricing Strategies.					
4.	To Learn about SWAPS and FIIs.					
5.	To Understand the Derivatives Fundamental Regulatory Work.					
	<p>INTRODUCTION: (Not for Examination)</p> <p>Importance: The potential to help with risk management and safeguard investor assets is the subject of financial derivatives. Decisions about a variety of issues, like risk management, hedging, market arbitrage, and speculation, are made with it in mind.</p> <p>Real Life Example(s): A coffee producer anticipates that the price of coffee beans will fall in the next six months. To protect against this potential price drop, the producer enters into a futures contract to sell coffee beans at a fixed price for six months. This futures contract locks in a selling price, thus hedging against the risk of falling prices.</p> <p>Linkages: Knowledge of financial derivatives is related to fundamental disciplines like financial management, which are related to the themes of contemporary financial markets.</p>					
UNIT-1	INTRODUCTION	9				
Financial Derivatives Meaning - Types of Derivatives – Forward Contracts – Futures Contracts – Options – Swaps – Differences between Cash and Future Markets – Types of Traders – OTC and Exchange Traded Securities – Types of Settlement – Uses and Advantages of Derivatives – Risks in Derivatives.						
UNIT-II	FUTURES CONTRACT	9				
Specifications of Futures Contract - Margin Requirements – Marking to Market - Hedging using Futures – Types of Futures Contracts – Securities, Stock Index Futures, Currencies and Commodities – Delivery Options – Relationship between Future Prices, Forward Prices and Spot Prices.						
UNIT- III	OPTIONS	9				
Definition of Options – Exchange Traded Options, OTC Options – Specifications of Options – Call and Put Options – American and European Options – Intrinsic Value, Time Value of Options–Option payoff - options on Securities - Stock Indices, Currencies, and Futures – Options pricing models – Differences between future and Option contracts.						
UNIT – IV	SWAPS	9				
Definition of SWAP – Interest Rate SWAP – Currency SWAP - Role of Financial Intermediary – Warehousing – Valuation of Interest Rate Swaps and Currency SWAPs Bonds and FRNs – Credit Risk.						

UNIT-V	DERIVATIVES IN INDIA	9		
Evolution of Derivatives Market in India - Regulations - framework – Exchange Trading in Derivatives – Commodity Futures – Contract Terminology and Specifications for Stock Options and Index Options in NSE – Contract Terminology and Specifications for stock futures and Index futures in NSE – Contract Terminology and Specifications for Interest Rate Derivatives.				
Total: 45 Periods				
OPEN-ENDED PROBLEMS / QUESTIONS				
Course specific Open-Ended Problems will be solved during the classroom teaching. Such problems can be given as Assignments and evaluated as Internal Assessment only and not for the End semester Examinations.				
Course Outcomes: Upon completion of this course the students will be able to:		BLOOM'S Taxonomy		
CO1	Possess good skills in hedging risks using derivatives.	L1- Remember		
CO2	Understand future contracts and options.	L2- Understand		
CO3	Learning in-depth about options and swaps.	L3- Apply		
CO4	Knowing about the evolution of derivative markets.	L2- Understand		
CO5	Develop in-depth knowledge about stock options and index futures in NSE.	L2 - Understand		
TEXTBOOKS:				
1.	John.C. Hull, "Options, Futures and other Derivative Securities", 11 th Edition, PHI Learning, 2023.			
2.	Rajiv Srivastava, "Derivatives and Risk Management", 2 nd Edition, Oxford University Press, 2020.			
REFERENCE BOOKS:				
1.	S.L. Gupta, Financial Derivatives- Theory, Concepts and Practice, 9 th Edition, PHI Publication, 2018.			
2.	D.C. Patwari, Ansul Bhargava, "Options and Futures: An Indian Perspective, 2 nd Edition, Jaico Publications, 2018.			
WEB REFERENCES:				
	Publisher	Website link	Type of Content	
1.	NSE INDIA – Annual Report Publications	https://www.nseindia.com/resources/exchange-communication-press-releases	Futures & Options Trading.	
2.	ANMI Journal	https://anmi.in/Showflip/showjournaltopics	Association of National Exchange Members of India Magazine.	
VIDEO REFERENCES:				
	Video Details	Name of the Expert	Type of Content	Video link
1.	NPTEL Video – Financial Derivatives & Risk Management	Prof. J. P. Singh, IIM, Roorkee.	Lecture	https://archive.nptel.ac.in/courses/110/107/110107128/
2.	NPTEL Video – Financial Institutions and Markets	Prof. Jitendra Mahakud, IIT, Kharagpur	Lecture	https://www.youtube.com/watch?v=CFs9txOytkU

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
C01	3	3		1		
C02	3	2		1		1
C03	3	2	1	1	1	1
C04	3	1		2		1
C05	3	2	1	2	1	
Average	3	2	0.4	1.4	0.4	0.6
1-Low, 2- Medium, 3- High						

Human Resource Management Electives

MB23HR501	STRATEGIC HUMAN RESOURCE MANAGEMENT	Version: 1.0				
Programme & Branch	PG - MASTER OF BUSINESS ADMINISTRATION	CP	L	T	P	C
		3	3	0	0	3
Course Objectives:						
1.	To understand the concept and practical understanding of the role of HR professionals as strategic partners in organizations.					
2.	To Explain the HR strategies, policies, and systems for HR Development.					
3.	To Discuss the appropriate technology tools in the HRM system.					
4.	To classify the career and competency development for career growth and organizational success.					
5.	To identify the roles and responsibilities of a coach, including the boundaries and ethical considerations.					
INTRODUCTION: (Not for Examination)						
Importance: Strategic Human Resource Management (SHRM) represents a critical approach in modern business management, focusing on aligning human resource policies and practices with the strategic objectives of an organization.						
Real Life Example(s): This course will help the students become HRD professional in various consultancy firm and IT Sector.						
Linkages: Students studied basic concept in subject like Management Concepts & Organizational Behavior and Human Recourses Management.						
UNIT-I	CONTEXT OF SHRM	9				
SHRM - SHRM models - strategic HRM vs Traditional HRM - Barriers to Strategic HR - Adopting an Investment Perspective - Understanding and Measuring Human capital - Human side of corporate Strategies.						
UNIT-II	HUMAN RESOURCE DEVELOPMENT	9				
Meaning – Strategic framework for HRM and HRD – Vision, Mission and Values – Importance – Challenges to Organisations – HRD Functions- Roles of HRD Professionals – HRD Needs Assessment - HRD practices – Measures of HRD performance – Links to HR, Strategy and Business Goals – HRD Program Implementation and Evaluation – Recent trends.						
UNIT- III	E-HRM	9				
e- Employee profile – e- selection and recruitment - Virtual learning and Orientation – e - training and development – e-learning strategies - e- Performance management – Use of mobile applications in HR functions – Development and Implementation of HRIS – Designing HR portals – Issues in employee privacy – Employee surveys online.						
UNIT - IV	CAREER & COMPETENCY DEVELOPMENT	9				
Career Concepts – Roles – Career stages – Career planning and Process – Career development Models – Career Motivation and Enrichment –Designing Effective Career Development Systems – Competencies and Career Management – Competency Mapping Models – Equity and Competency based Compensation.						
UNIT-V	EMPLOYEE COACHING & COUNSELING	9				
Need for Coaching – Role of HR in coaching – Coaching and Performance – Skills for Effective Coaching – Coaching Effectiveness – Need for Counseling – Role of HR in Counseling – Components of Counseling Programs – Counseling Effectiveness.						
						Total: 45 Periods

		OPEN ENDED PROBLEMS / QUESTIONS			
Course specific Open Ended Problems will be solved during the class room teaching. Such problems can be given as Assignments and evaluated as Internal Assessment only and not for the End semester Examinations.					
Course Outcomes: Upon completion of this course the students will be able to:				BLOOM'S Taxonomy	
CO1	Understand how HR strategies align with overall organizational goals.			L2 - Understand	
CO2	Understand the Strategic framework for HRM, HRD and their applications.			L2 - Understand	
CO3	Apply the e- selection and recruitment in the organization.			L3 - Apply	
CO4	Apply the effective career development systems in the work place.			L3 - Apply	
CO5	Apply active listening techniques in a counseling session.			L3 - Apply	
TEXTBOOKS:					
1.	Strategic Human Resource Management, Jaffrey A Mello, Cengage Learning, 5 th edition, paperback, 2023.				
2.	Charles R. Greer, Strategic HRM, 2 nd edition, Pearson education, Asia, New Delhi, 2007.				
REFERENCE BOOKS:					
1.	Gary Dessler, Human Resource Management, 17 th edition, Pearson, New Delhi, 2017.				
2.	Luis R.Gomez-Mejia, David B.Balkin, Robert L Cardy. Managing Human Resource. 8 th edition, Pearson, New Delhi, 2014.				
3.	Wayne Cascio, Managing Human Resource, McGraw Hill, 2015.				
WEB REFERENCES:					
	Publisher	Website link		Type of Content	
1.	Forbes	https://www.forbes.com/advisor/business/strategic-human-resource-management/		Others	
2.	India free notes	https://indiafreenotes.com/umbms-strategic-human-resource-management-hr-policies/		Others	
VIDEO REFERENCES:					
	Video Details	Name of the Expert	Type of Content	Video link	
1.	NPTL	Prof. Ashish Pandey, IIT Bombay	Lecture	https://www.youtube.com/watch?v=tNTrgjl6lTo&list=PLOzRYVm0a65ey68FxO33DwMsBi2HO3hnR	
2.	Others	Prof.S.P.Singh, Gurukul Kangri Universit, Haridwar	Lecture	https://www.youtube.com/watch?v=r5QNO00OMdE	

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	1	-	2	-	1
CO2	2	3	-	-	2	1
CO3	2	-	3	-	-	1
CO4	2	-	-	-	-	1
CO5	2	1	3	-	-	1
Average	2	1	1.2	0.4	0.4	1
1-Low, 2- Medium, 3- High						

MB23HR502	INDUSTRIAL RELATIONS AND LABOUR LEGISLATIONS	Version: 1.0				
Programme & Branch	PG - MASTER OF BUSINESS ADMINISTRATION	CP	L	T	P	C
		3	3	0	0	3
Course Objectives:						
1.	To explore conceptual understanding of industrial relations and trade union movements.					
2.	To understand the legal procedure settling industrial disputes at an individual.					
3.	To understand the rules related to factories, wages, payment of wages and bonus.					
4.	To know the legal provisions related to industrial employment, apprenticeship, equal remuneration, gratuity and employee's compensation.					
5.	To learn the laws related employees' provident fund and Miscellaneous provisions.					
INTRODUCTION: (Not for Examination)						
Importance: This course aims to develop students' awareness of how organizations and HR managers adhere to legal compliance in order to run the industry smoothly.						
Real Life Example(s): This course will help the students to have basic understanding about various legal procedure followed in industrial disputes frame compensation structure for selected industries.						
Linkages: Nil						
UNIT-I	INDUSTRIAL RELATIONS	9				
Concept, scope, objectives, Importance - Approaches to IR - Industrial relations system in India - Trade Unions Act, 1926 - trade union movement in India - objective, role, functions - procedure for registration of trade unions - Rights and responsibilities - Employee relations in IT sector.						
UNIT-II	INDUSTRIAL CONFLICTS AND LABOUR WELFARE	9				
The Industrial Disputes Act, 1947 - Disputes - Impact - Causes - Strikes - Prevention - Industrial Peace - Government Machinery - Conciliation - Arbitration - Adjudication - Labour welfare - statutory- Voluntary- welfare funds - welfare of unorganized labour.						
UNIT- II	LABOUR LEGISLATIONS-I	9				
Factories Act, 1948 - Minimum Wages Act, 1948 - Payment of Wages Act, 1936 - Payment of Bonus Act, 1965.						
UNIT - IV	LABOUR LEGISLATIONS-II	9				
The Industrial employment (standing orders) Act, 1946 - The Apprentices act, 1961 -The Equal Remuneration act, 1976 - Payment of Gratuity act 1972 - Employee compensation act in 2013.						
UNIT-V	LABOUR LEGISLATIONS-III	9				
Employees' Provident fund and Miscellaneous provisions act, 1952 - Employees' state insurance (ESI) Act, 1948 - Maternity Benefit Act, 1961 - Contract Labour Regulations and Abolition Act, 1970.						
Total: 45 Periods						
OPEN ENDED PROBLEMS / QUESTIONS						
Course specific Open Ended Problems will be solved during the class room teaching. Such problems can be given as Assignments and evaluated as Internal Assessment only and not for the End semester Examinations.						
Course Outcomes: Upon completion of this course the students will be able to:						BLOOM'S Taxonomy
CO1	Understand the Industrial relations system and Trade unions.					L2-Understand

CO2	Understand the industrial disputes and labour welfare measures.	L2-Understand
CO3	Understand the legal provisions for factory workers, wages and Bonus	L2-Understand
CO4	Understand the legal provisions for equal remuneration, gratuity, compensation, industrial employment, and Apprenticeship.	L2-Understand
CO5	Understand the legal provisions for EPF, ESI, Maternity, and contract labours	L2-Understand

TEXTBOOKS:

1.	Mamoria C.B. and SathishMamoria, Dynamics of Industrial Relations, Himalaya Publishing House, 16 th edition, New Delhi, 2016.
2.	ArunMonappa, RanjeetNambudiri, PatturajaSelvaraj. Industrial relations &Labour Laws. Tata McGraw Hill, 2 nd edition, 2017

REFERENCE BOOKS:

1.	Kapoor N. D , Elements of Mercantile Law, Sultan Chand, 34 th edition, India, 2014.
2.	P.K. Padhi, Industrial Laws, PHI, 4 th edition, 2017.
3.	P.N.Singh, Neeraj Kumar. Employee relations Management, Pearson Education, 1 st edition, 2011.

WEB REFERENCES:

	Publisher	Website link	Type of Content
1.	Dr. Babasaheb Ambedkar Open University Ahmedabad	https://baou.edu.in/assets/pdf/PGDHR_201_slm.pdf	Others
2.	The Institute of Company Secretaries of India	https://www.icsi.edu/media/webmodules/publications/7.%20Industrial,%20Labour%20and%20General%20Laws.pdf	Others

VIDEO REFERENCES:

	Video Details	Name of the Expert	Type of Content	Video link
1.	NPTEL	Prof.Kalyan Chakravarthi Vinod Gupta School of Management, IIT Kharagpur	Lecture	https://www.youtube.com/watch?v=6J-VvleH06k
2.	NPTEL	Prof.Anuradha Sharma, Department of Humanities and Social Sciences, IIT Delhi.	Lecture	https://www.youtube.com/watch?v=Y4XHzX5VE7g&t=64s

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	2	-	-	1	-
CO2	3	2	-	-	1	-
CO3	2	1	3	-	-	-
CO4	-	-	-	2	-	-
CO5	-	3	-	-	-	-
Average	1.4	1.6	0.6	0.4	0.4	-
2- Low, 2- Medium, 3- High						

MB23HR503	ORGANISATIONAL DESIGN, CHANGE AND DEVELOPMENT	Version: 1.0				
Programme & Branch	PG - MASTER OF BUSINESS ADMINISTRATION	CP	L	T	P	C
		3	3	0	0	3
Course Objectives:						
1.	To understand the fundamentals of organizational design.					
2.	To study the process of organizational change and factors resisting to change.					
3.	To study the process and techniques of organizational development.					
4.	To learn about organizational development interventions.					
5.	To study about organizational evolution.					
INTRODUCTION: (Not for Examination) Importance: Understand the organizational structure - strategic decision-making - OD interventions - team building - challenges and opportunities in organizational design. Real Life Example(s): The organizational structure of MNC. Linkages: Studied the fundamentals in Management concepts and organizational behavior in first semester.						
UNIT I	ORGANIZATIONAL DESIGN	9				
Organizational Design - Determinants - Components - Basic Challenges of design - Differentiation, Integration, Centralization, Decentralization, Standardization, Mutual adjustment - Mechanistic and Organic Structures - Technological and Environmental Impacts on Design-Importance of Design - Success and Failures in design.						
UNIT II	ORGANIZATIONAL CHANGE	9				
Meaning, Nature, Forces for change - change agents - Change process - Types and forms of change -Models of change - Resistance to change - individual factors - organizational factors - techniques to overcome change - Change programs - job redesign.						
UNIT III	ORGANIZATIONAL DEVELOPMENT	9				
Introduction - evolution - basic values and assumptions - foundations of OD - Process of OD - managing the phases of OD - Organizational diagnosis - Process-stages - Techniques - Remote work optimization - Agile Transformation.						
UNIT IV	OD INTERVENTION	9				
Human process interventions - Individual, group and inter-group human relations - structure and technological interventions - strategy interventions - sensitivity training - survey feedback, process consultation - team building - inter-group development.						
UNIT V	ORGANIZATIONAL EVOLUTION AND SUSTENANCE	9				
Organizational life cycle - Models of transformation - Models of Organizational Decision making - Organizational Learning - Innovation, Intrapreneurship and Creativity - HR implications - Challenges and opportunities of organizational design and change in global contexts - Strategies for managing diversity and inclusion in global organizations.						
Total: 45 Periods						
OPEN ENDED PROBLEMS / QUESTIONS						
Course specific Open-Ended Problems will be solved during the class room teaching. Such problems can be given as Assignments and evaluated as Internal Assessment only and not for the End semester Examinations.						

Course Outcomes: Upon completion of this course the students will be able to:		BLOOM'S Taxonomy
CO1	To understand the fundamentals of organizational design and factors that influences organizational design.	L2-Understand
CO2	To understand the process of organizational change, types, and models of change in organizations.	L2-Understand
CO3	To understand the stages and techniques of organizational development.	L2-Understand
CO4	To understand organizational development interventions.	L2-Understand
CO5	To understand the organizational evolution and sustenance.	L2-Understand

TEXT BOOKS:

1.	Gareth R. Jones, Mary Mathew. Pearson, 2020.
2.	Wendell L. French, Cecil H. Bell, Jr, Veena Vohra - Organization Development: Behavioral Science Interventions for Organizational Improvement, Sixth Edition 2017.

REFERENCE BOOKS:

1.	Rajiv Shaw: Surviving Tomorrow: Turnaround Strategies in Organisational Design and Development, Vikas Publishing House.
2.	Thomas G. Cummings, Christopher G. Worley: Organisation Development and Change, Thomson Learning.

WEB REFERENCES:

	Publisher	Website link	Type of Content
1.	Journal of change management	https://doi.org/10.1080/14697010500359250	Article
2.	Harvard Business Review	https://hbr.org/search?term=j.%20s.%20mouton	Article

VIDEO REFERENCES:

	Video Details	Name of the Expert	Type of Content	Video link
1.	YouTube	Paul Gibbons	Lecture	https://www.youtube.com/watch?v=QwBrauJjFsM
2.	YouTube	Lex Sisney	Lecture	https://www.youtube.com/watch?v=EgXHAtfpVnY

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	-	1	1	2	-
CO2	1	2	-	1	-	-
CO3	1	2	-	-	-	1
CO4	1	-	-	-	3	-
CO5	1	-	2	1	-	2
Average	1	2	1	1	2.5	1.5
1- Low, 2- Medium, 3- High						

MB23HR504	NEGOTIATION AND CONFLICT MANAGEMENT	Version: 1.0				
Programme & Branch	PG - MASTER OF BUSINESS ADMINISTRATION	CP	L	T	P	C
		3	3	0	0	3
Course Objectives:						
1.	To Understand the fundamentals of negotiation theory.					
2.	To Learn negotiation skills and strategies.					
3.	To Understand different conflict resolution models and strategies.					
4.	To Understand the techniques to manage conflicts.					
5.	To Understand different conflict resolution models.					
<p>INTRODUCTION: (Not for Examination) Importance: understanding fundamentals of negotiation- negotiation strategies- conflict management-conflict resolution.</p> <p>Real Life Example(s): when two parties of an agreement get difference of opinion on the agreement terms the concept of negation will come into picture.</p> <p>Linkages: Studied negation and it's importance in Human resource Management in first semester and the application will be study industrial relations and labor legislation at third semester.</p>						
UNIT I	FUNDAMENTALS OF NEGOTIATION	9				
Nature, Characteristics of negotiation - Dimensions of Negotiation -Structure - Norms & values - Types of Negotiation - Negotiation process - Perception and Preparation -Communication and Influence - Techniques of Negotiation - Issues in negotiation.						
UNIT II	NEGOTIATION STRATEGIES	9				
Strategy and planning for negotiation - Strategy and Tactics for distributive bargaining - Integrative negotiation - Negotiation power - source of power - Cross culture Negotiation - Ethics in negotiation.						
UNIT III	INTRODUCTION TO CONFLICT MANAGEMENT	9				
Understanding conflict, components, perspective of conflict - Types of conflict - Models of conflict (Process & Structural) - Sources of conflict - Contingency approach, conflict management process, conflict domain, conflict trends, conflict distribution, conflict mapping and tracking-conflict & performance - Advantages & Disadvantages of Conflict.						
UNIT IV	MANAGING INTERPERSONAL, GROUP AND ORGANIZATIONAL CONFLICT	9				
Individual difference - Personalities & abilities - Interpersonal conflict - Group conflict - Organizational conflict - Dealing with difficult subordinates & boss-Technique to resolve team conflict - organizational conflict strategies.						
UNIT-V	CONFLICT RESOLUTION AND COST	9				
Conflict resolution models - framework model - classical ideas - new developments in conflict resolution - Environmental conflict resolution - gender and conflict resolution - Assessing the cost of workplace conflict.						
Total: 45 Periods						
OPEN ENDED PROBLEMS / QUESTIONS						
Course specific Open-Ended Problems will be solved during the class room teaching. Such problems can be given as Assignments and evaluated as Internal Assessment only and not for the End semester Examinations.						

Course Outcomes: Upon completion of this course the students will be able to:		BLOOM'S Taxonomy		
CO1	To understand the negotiation styles and their effectiveness.	L2 - Understand		
CO2	To learn negotiation strategies and cross-cultural negotiation.	L2 - Understand		
CO3	To understand the conflict resolution strategies.	L2 - Understand		
CO4	To Identify common sources of conflict in the workplace and strategies to prevent or mitigate them.	L2 - Understand		
CO5	To the different conflict resolution models and cost associated with it.	L2 - Understand		
TEXTBOOKS:				
1.	Negotiation - Lewicki, Saunders, Barry, TMGH, 2014.			
2.	Corporate Conflict Management - concepts & skills by Eirene Rout, Nelson Omika, PHI, 2007.			
REFERENCE BOOKS:				
1.	Negotiation- Communication for diverse settings- Michael Spangle, Sage Publication, 2008.			
2.	Managing conflict and negotiation, B.D. Singh, 1st edition, Excel books, 2008.			
3.	Conflict Management: Practical guide to develop negotiation strategies, Barbara A Budjac Corvette, Pearson Prentice Hall, 2006.			
WEB REFERENCES:				
	Publisher	Website link	Type of Content	
1.	Carnegie Mellon University Library Publishing Service	https://onlinelibrary.wiley.com/journal/17504716	Article	
2.	Harvard Management	https://www.pon.harvard.edu/tag/negotiation-and-conflict-management/	Article	
VIDEO REFERENCES:				
S.No.	Video Details	Name of the Expert	Type of Content	Video link
1.	YouTube	Prof.A.Malik	Lecture	https://www.youtube.com/watch?v=wYb_PK TawE4&ab_channel=nptelhrd
2.	YouTube	Prof.Chris segrin	Lecture	https://www.youtube.com/watch?v=Mgi4On nn1sc&ab_channel=collegeofsbs

COs	Mapping of COs with POs					
	POs					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2			1	2	2
CO2	2	1		1	1	2
CO3	3	3		1	1	2
CO4	3	2	1	2		3
CO5	1	1		2	2	1
Average	2.2	2.5	1	1	1.5	2
1-Low, 2 -Medium, 3-High						

MB23HR505	REWARD AND COMPENSATION MANAGEMENT	Version: 1.0				
Programme & Branch	PG - MASTER OF BUSINESS ADMINISTRATION	CP	L	T	P	C
		3	3	0	0	3
Course Objectives:						
1.	To impart skills in designing analyzing and restructuring reward management systems, policies and strategies.					
2.	To understand the various dimensions of Compensation Management.					
3.	To understand and managing reward system in an organization.					
4.	To learn how to frame employee performance related compensation.					
5.	To know about the executive compensation and it impacts in business growth.					
INTRODUCTION: (Not for Examination)						
Importance: This course aims to improve students' understanding of how HR managers implement various techniques of pay strategies used by the organization to motivate, retain, and satisfy all employees who work in the organization.						
Real Life Example(s): This course will help the students to frame compensation structure for selected industries.						
Linkages: Students studied basic concept of compensation Management in Human Recourses Management.						
UNIT-I	INTRODUCTION	9				
Compensation – Definition – objectives – principles of compensation formulation - Compensation Design and strategy - theories of wage determination - Wage Structure - types of wages – wage boards - wage policy - compensation trends and reward system in India.						
UNIT-II	EMPLOYEE COMPENSATION AND LABOUR MARKET	9				
Macroeconomics of Labour markets - Unemployment and its impact on labour market - Neoclassical microeconomics of labour markets - models, supply and demand – economic model Implications on employee compensation - economic theories and employee compensation – valuation of employee compensation.						
UNIT- III	MANAGING EMPLOYEE BENEFITS	9				
Nature and types of employee benefits - statutory employee benefits in India – Deferred compensation plan - Non-monetary benefits - Reward - Meaning, Elements, Types - Basic concepts of reward management - Designing reward system - Difference between reward and compensation.						
UNIT – IV	PERFORMANCE RELATED COMPENSATION	9				
Performance management system (PMS) -performance objectives – indicators - standards and metric - effective performance modeling - dimensions of performance - competency based pay Team Compensation – Gain Sharing Incentive Plan – Profit Sharing Plan – ESOPs.						
UNIT-V	EXECUTIVE AND SALES COMPENSATION PLAN	9				
Executive Compensation – Components, Theories, Design - Relationship between Fixed and variable pay Executive Incentive Programmes - Sales Compensation plan - design and administration – sales incentives and motivations - Compensation Management in Multi- National organisations - Case Study.						
						Total: 45 Periods

OPEN ENDED PROBLEMS / QUESTIONS				
Course specific Open Ended Problems will be solved during the class room teaching. Such problems can be given as Assignments and evaluated as Internal Assessment only and not for the End semester Examinations.				
Course Outcomes: Upon completion of this course the students will be able to:			BLOOM'S Taxonomy	
CO1	Understand the basics of Compensation Management and Reward system, Theories, and strategies.		L2 - Understand	
CO2	Understand the Macro and micro economics of labour market and employee compensation.		L2 - Understand	
CO3	Apply the reward management system in the organization.		L3 – Apply	
CO4	Understand the Performance related compensation in the organization.		L2 - Understand	
CO5	Apply the characteristics of executive compensation and its determinants.		L3 – Apply	
TEXTBOOKS:				
1.	Richard.I. Henderson: Compensation Management In A Knowledge Based World – Pearson Education, 10 th edition, 2007.			
2.	George T Mulkovich & Jerry Newmann, Compensation planning, McGraw Hill Publication, 9 th Edition, 2017.			
REFERENCE BOOKS:				
1.	Richard Thrope & Gill Homen: Strategic Reward Systems- Prentice-Hall, 2000			
2.	B. D. Singh, Compensation and Reward Management, Excel Publication, 3 rd edition, 2017.			
3.	Dewakar goel, Performance Appraisal and Compensation Management, PHI learning, 2008.			
WEB REFERENCES:				
	Publisher	Website link	Type of Content	
1.	HR platform for modern business	https://www.hibob.com/hr-glossary/compensation-management-objectives/	Others	
2.	AIHR Academy to Innovate HR	https://www.aihr.com/blog/compensation-and-benefits/	Others	
VIDEO REFERENCES:				
	Video Details	Name of the Expert	Type of Content	Video link
1.	MHRD	Dr.Rashmi Sharma Lal Bahadur Shastri Institute of Management Delhi	Lecture	https://www.youtube.com/watch?v=VNE6INpW3o8
2.	NPTEL	Prof.Aradhna Malik Vinod Guptha School of Management	Lecture	https://www.youtube.com/watch?v=nKIJ7pakz_U

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1	1	1	2	-	1
CO2	2	-	1	-	2	1
CO3	2	-	1	-	-	1
CO4	2	-	1	-	2	1
CO5	2	1	1	-	-	1
Average	1.8	0.4	1	0.4	0.8	1
1-Low, 2- Medium, 3- High						

MB23HR506		INTERNATIONAL HUMAN RESOURCE MANAGEMENT					Version:1.0					
Programme & Branch		PG - MASTER OF BUSINESS ADMINISTRATION					CP	L	T	P	C	
							3	3	0	0	3	
Course Objectives:												
1.	To understand the importance, models of IHRM.											
2.	To infer the various HRM strategies.											
3.	To explain the recruitment and selection of HRM.											
4.	To identify the training methods and performance Appraisal.											
5.	To explain the international compensation.											
INTRODUCTION (Not for Examination)												
Importance: Understand the IHRM strategies – Staffing approaches – trends in international Training – International labour standards.												
Real Life Example(s): Cultural and labour standards followed by India and United states.												
Linkages: Studied human resource management basic concepts of HRM such as recruitment, selection, training, performance management in second semester.												
UNIT-I		INTRODUCTION TO IHRM					9					
Definition – Evolution of HRM - Importance of IHRM, Models of IHRM – Matching Model, Harvard Model, Contextual Model, 5P Model, European Model, IHRM policies, Standardization and Localization of HRM practices.												
UNIT-II		HRM STRATEGIES					9					
Internationalization and world business – Strategic orientation, IHRM in cross border Mergers and Acquisitions, International Alliances – IHRM & Competitive advantage – Cultural context of IHRM.												
UNIT-III		RECRUITMENT AND SELECTION					9					
International Managers staffing – Approaches to staffing – Role of Expatriates – Role of Inpatriate – recruitment and selection methods - Current practices.												
UNIT-IV		TRAINING AND DEVELOPMENT, PERFORMANCE APPRAISAL					9					
Expatriate training program, components, types, effectiveness measures, HCN training - Trends in international training and development – repatriation process and training - International performance Management methods – cultural issues in Performance Management.												
UNIT-V		INTERNATIONAL COMPENSATION					9					
Components of international compensation - Approaches to international compensation – Challenges and choices - International Labor Standards – emerging Issues.												
Total: 45 Periods												
Course Outcomes: Upon completion of this course the students will be able to:										BLOOM'S Taxonomy		
CO1	Understanding of the basics of IHRM, models and practices.										L2 - Understand	
CO2	Implement strategic orientation and cultural context towards IHRM.										L2 - Understand	

CO3	Apply the International practices on recruitment and selection.	L3- Apply		
CO4	Understand the International perspectives on training, development, performance appraisal.	L2 - Understand		
CO5	International practices on compensation management.	L3 - Apply		
TEXTBOOKS:				
1.	Peter J Dowling & D E. Welch: International Human Resource Management, 7 th Edition, Cengage Publication, 2017.			
2.	Miguel Martinez Lucio & Robert MacKenzie, International Human Resource Management, 2 nd Edition, Sage Publication, 2022.			
REFERENCE BOOKS:				
1.	Ibraiz Tarique, Dennis Briscoe & randall, International Human Resource Management – Policies and Practices for Multinational Enterprises, 5 th edition, Routledge Publication, 2022.			
2.	Anne – WilHar Zing, Ashly Pinnington, International human Resource Management, 3 rd edition, Sage Publication, 2010.			
WEB REFERENCES:				
	Publisher	Website link	Type of Content	
1.	Taylors & Francis	https://www.tandfonline.com/toc/rijh20/current	Articles on recent advancements	
2.	Wiley Online	https://onlinelibrary.wiley.com/journal/17488583	Articles on recent advancements	
VIDEO REFERENCES:				
	Video Details	Name of the Expert	Type of Content	Video link
1.	YouTube	Anthony colaco	Lecture	https://shorturl.at/DDTUW=DSIMS_DSGS
2.	YouTube	Simple Learning Tips	Lecture	https://shorturl.at/346ru

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	1				
CO2				2		
CO3			3		1	
CO4		2				
CO5	2			1	3	
Average	0.2	0.6	0.6	0.6	0.8	
1–Low, 2–Medium, 3–High.						

MB230M501	LEAN MANAGEMENT		Version: 1.0				
Programme & Branch	PG - MASTER OF BUSINESS ADMINISTRATION		CP	L	T	P	C
			3	3	0	0	3
Course Objectives:							
1.	To Create awareness and importance of Lean management in different industries.						
2.	To understand issues and challenges in implementing and developments in lean manufacturing techniques in business.						
3.	To understand contributions of Lean Management System for improving organizational performance.						
4.	To understand the implementation of kanban and JIT in organization.						
5.	To inculcate the practices of using tools used in Lean management and implementation.						
INTRODUCTION (Not for Examination)							
Importance: Lean helps eliminate waste in processes, like extra steps or inventory. This streamlines operations and boosts productivity.							
Real Life Example(s): The company incorporates elements of lean startup methodology. They focus on building a minimum viable product (MVP) with core features first. This allows them to gather early user feedback and iterate quickly, reducing rework and speeding up development cycles.							
Linkages: Students studying Second Semester Operations Management will learn Philosophy of Lean Management and apply in real time company scenario for lean management techniques in Company.							
UNIT-I	INTRODUCTION TO LEAN MANAGEMENT AND LEAN ELEMENTS		9				
Evolution of lean; Global competition, Cost subtraction Principle ,Performance Management, Balance score card, Five Lean Principles, Muda, Mura and Muri							
UNIT-II	LEAN TOOLS AND TECHNIQUES		9				
Various tool of LM, Impact of Seiri Seiton Seiso Seiketsu and Shitsuke, Poke Yoke , Kaizen, Need for TPM, Pillars of TPM, Implementation of TPM, Overall Equipment Effectiveness (OEE) and its computation							
UNIT- III	LEAN SYSTEM		9				
Lean systems: Features manufacturing and services, Work flow, Small lot sizes, Pull Method, Kanban, problem solving, Just In Time							
UNIT - IV	PROJECT SELECTION FOR LEAN		9				
Resource and project selection, Selecting projects, Process mapping, Current and future Value stream mapping, project suitable for lean initiatives.							
UNIT-V	LEAN MANAGEMENT AND IMPLEMENTATION		9				
Standardized work, Continuous improvement, Lean projects: Training, selecting the members, preparing project plan, implementation, review. Productivity Improvement: Process, machinery Operator and equipment.							
Total: 45 Periods							
OPEN-ENDED PROBLEMS / QUESTIONS							
Course specific Open Ended Problems will be solved during the classroom teaching. Such problems can be given as Assignments and evaluated as Internal Assessment only and not for the End Semester Examinations.							

Course Outcomes: Upon completion of this course, the students will be able to:		BLOOM'S Taxonomy
CO1	The learners will be able to understand the importance of Lean Management application in service and manufacturing industries.	L2 - Understand
CO2	Learners will be able to identify and apply various Lean tools and techniques, such as 5S, Kanban, Poka-Yoke, and Kaizen.	L3 - Apply
CO3	Learners will develop the skills to analyze and optimize end-to-end value streams within an organization, identifying bottlenecks and inefficiencies for Improvements.	L4 - Analyze
CO4	Learners will be able to take Lean initiatives within an organization, designing and implementing Lean practices.	L3 - Apply
CO5	Learners will learn how to establish key performance indicators (KPIs) and metrics to measure the impact of Lean initiatives.	L4- Analyze

TEXTBOOKS:

1. James P. Womack and Daniel T. Jones, Lean Thinking: Banish Waste and Create Wealth in Your Corporation, third edition, Simon and Schuster, 2019.
2. Taiichi Ohno, Toyota Production System: Beyond Large-Scale Production, third edition, Productivity Press, 2015.

REFERENCE BOOKS:

1. Shigeo Shingo, Poka-Yoke: Improving Productivity by Preventing Errors, second Edition, Productivity Press, 2008
2. Jeffrey K. Liker, The Lean CEO: Building High-Performance Organizations, second Edition, Penguin Random House, 2004
3. Masaaki Imai, Gemba Kaizen: A Practical Guide to Implementing Lean Manufacturing, third Edition, 2007

WEB REFERENCES:

	Publisher	Website link	Type of Content
1.	Lean Enterprise Institute	https://www.lean.org/	Article
2.	Lean Transition Solution	https://leantransitionsolutions.com/Lean-Technology/what-is-lean-management	Article

VIDEO REFERENCES:

	Video Details	Name of the Expert	Type of Content	Video Link
1.	Youtube	David Miller	Lecture	https://www.youtube.com/watch?v=gixa9MHNPaM
2.	Youtube	Paul Akers	Lecture	https://www.youtube.com/watch?v=oarLDeAFSj4&pp=ygUQTGVhbiBNYW5hZ2VtZW50IA%3D%3D

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	2	-	2	-	2
CO2	2	2	-	2	-	3
CO3	2	2	2	2	-	2
CO4	2	2	2	2	-	3
CO5	2	2	3	2	2	2
Average	2	2	1.4	2	0.4	2.4
1- Low , 2- Medium , 3- High						

MB23OM502	PROJECT MANAGEMENT	Version: 1.0				
Programme & Branch	PG - MASTER OF BUSINESS ADMINISTRATION	CP	L	T	P	C
		3	3	0	0	3
Course Objectives:						
1.	Understand project initiation, planning, execution, and closure.					
2.	Develop skills in scheduling, resource allocation, and risk management.					
3.	Foster effective team communication and collaboration.					
4.	Monitor project progress and implement corrective actions.					
5.	Utilize project management tools and techniques for successful project delivery.					
INTRODUCTION: (Not for Examination)						
Importance: Project management is a structured approach to planning, executing, and overseeing projects to achieve specific goals and meet success criteria within a specified timeframe. It is a critical discipline that integrates processes, methodologies, skills, and experience to deliver project objectives effectively and efficiently.						
Real Life Example(s): Real-Life Example: Building a Hospital, A hospital construction project requires complex coordination of various tasks, resources, and stakeholders. Project management plays a crucial role in: Planning and Scheduling- Breaking down construction into phases, sequencing tasks, and creating a realistic timeline ensures timely completion. Resource Management-Assigning skilled personnel, allocating materials efficiently, and managing equipment usage optimizes resource utilization. Budget Control- Tracking costs, identifying potential cost overruns, and taking corrective actions helps stay within the allocated budget.						
Linkages: Integrate project activities with daily operations, ensuring that project tasks complement and enhance ongoing work processes and Operations Management.						
UNIT-I	PROJECT MANAGEMENT	9				
Meaning Of Project-Project Management-Nature of Projects-Project Management System- Project Life Cycle- Project Management Process.						
UNIT-II	PROJECT ANALYSIS	9				
Types Of Analysis –Technical Analysis-Economic Analysis-Financial Analysis-Sensitivity Analysis-Social Analysis-Institutional Analysis.						
UNIT- III	ORGANIZING SYSTEM AND PROCESSOR FOR PROJECT IMPLEMENTATION	9				
Working Of System-Design Of System-Project Work System Design- Work Breakdown Structure- Project Execution Plan- Project Procedure Manual.						
UNIT – IV	PROJECT RISK MANAGEMENT	9				
Concept of Risk- Five Stage Process in Risk Management- Types of Risks- Project Risk Management – An Integrated Approach Project Risk Analysis and Management (PRAM).						
UNIT-V	MONITORING AND CONTROL	9				
Meaning Of Project Monitoring- Activities to Monitor- Project Control- The Essent’s of Control- Post Evaluation Approach- Project Benefit Monitoring and Evaluation-Difference Between Monitoring And Evaluation- Project Benefit Monitoring Methods- PBM Methods-PBM Reports Scheduling PBM Activities- Project Completion-Impact Evaluation.						
						Total: 45 Periods

OPEN-ENDED PROBLEMS / QUESTIONS				
Course specific Open Ended Problems will be solved during the classroom teaching. Such problems can be given as Assignments and evaluated as Internal Assessment only and not for the End Semester Examinations.				
Course Outcomes: Upon completion of this course the students will be able to:	BLOOM'S Taxonomy			
CO1	Identify and explain the key stages of the project lifecycle.			
CO2	Apply scheduling techniques to create project timelines and milestones			
CO3	Demonstrate effective communication skills in project management contexts			
CO4	Monitor project progress using relevant metrics and tools			
CO5	Apply project management techniques such as Gantt charts and critical path analysis.			
TEXTBOOKS:				
1.	Vasant Desai, Project management, Himalaya publishing house, edition 2008.			
2.	Harold Kerzner, Project Management : A Systems Approach to Planning, Scheduling, and Controlling, Infotech standards india pvt ltd. Wiley 13th, 2022.			
REFERENCE BOOKS:				
1.	Schwalbe, Kathy, Information Technology Project Management, Cengage, 8th Edition, 2015.			
2.	James P .Lewis, Project Planning Scheduling & Control: Tata Mcgraw Hill Education Pvt Ltd.Third Edition 2009.			
3.	S.Chowdary, Project Management : Publishers, By Mcgraw Hill Education Pvt Ltd.2012.			
WEB REFERENCES:				
	Publisher	Website link	Type of Content	
1.	Project Management Institute	https://www.pmi.org/	Website	
2.	Project Management Basics	https://www.projectmanager.com/blog/project-management-101-quick-reference-guide	Website	
VIDEO REFERENCES:				
	Video Details	Name of the Expert	Type of Content	Video link
1.	Project Management	David McLachlan, Agile Coach, project manager, product owner.	Lecture	https://www.youtube.com/watch?v=2gmCr40uT4U
2.	Project Management	Dr.M.K. Baruna, IIT- Indian Institute of Technology Roorkee	Lecture	https://www.youtube.com/watch?v=Jk-JwtScIlw

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	2	-	2	-	2
CO2	2	2	-	2	-	3
CO3	2	2	2	2	-	2
CO4	2	2	2	2	-	3
CO5	2	2	3	2	2	2
Average	2	2	1.4	2	0.4	2.4
1- Low , 2- Medium , 3- High						

MB23OM503	SERVICE OPERATION MANAGEMENT	Version: 1.0				
Programme & Branch	PG - Master Of Business Administration	CP	L	T	P	C
		3	3	0	0	3
Course Objectives:						
1.	To Understand the Product and Services in Operations Management.					
2.	To Learn about the Structure of Service Design.					
3.	To Understand the Service Quality Models.					
4.	To Learn about the types of Service Facilities.					
5.	To Understand the key components of Supply Chain Management.					
INTRODUCTION: (Not for Examination)						
Importance: SOP helps to Gain the information and abilities required to maximize service delivery, raise customer happiness, boost operational effectiveness, and spur company expansion can be attained by studying service operations management.						
Real Life Example(s): Uber's success relies heavily on its service operations management. From driver-partner management to customer service and dynamic pricing, effective SOM enables Uber to deliver a consistent and reliable service worldwide. Amazon Web Services (AWS): AWS provides a range of cloud services globally. Efficient service and operations management ensures high availability, reliability, and scalability of its services, leading to high customer satisfaction and retention.						
Linkages: The study of Service Operations Management is inherently interdisciplinary, drawing from and contributing to various subjects such as Operations Management, Marketing Management, and Entrepreneurship Development.						
UNIT-I	INTRODUCTION	9				
Services – Importance, role in the economy, service sector – Nature, Growth. Nature of services - distinctive characteristics, Service Package, Service classification -dominant logic, open-systems view. Service Strategy – Strategic service vision, competitive environment, generic strategies, winning customers - Role of information technology - stages in service firm competitiveness.						
UNIT-II	SERVICE DESIGN	9				
New Service Development – Design elements – Service Blueprinting - Process Structure – generic approaches. Service Encounter – triad, creating service orientation, service profit chain - Front-office Back-office Interface – service decoupling, Technology in services – self-service, automation, e-commerce, e-business, technology innovations.						
UNIT- III	SERVICE QUALITY	9				
Service Quality-Dimensions, Service Quality Gap Model-Measuring Service Quality–Quality, Process Improvement – productivity improvement - DEA, quality tools, benchmarking, Quality Cycle improvement programs.						
UNIT – IV	SERVICE FACILITY	9				
Supporting facility - Service scopes, Facility design – nature, objectives, process analysis, Service facility layout - Service Facility Location – considerations, facility location techniques – urban, metropolitan – SERVQL metric, Euclidean, center of gravity, retail outlet location, location set covering problem. Vehicle routing and Scheduling.						

UNIT-V	MANAGING CAPACITY AND DEMAND		9	
Managing Demand – Strategies; Managing capacity – Basic strategies, Supply management tactics, operations planning, and control -Yield management - Inventory Management in Services Retail Discounting Model, Newsvendor Model; Managing Waiting Lines – Queuing systems - The psychology of waiting Managing for growth - expansion strategies, franchising, globalization.				
Total: 45 Periods				
OPEN-ENDED PROBLEMS / QUESTIONS				
Course specific Open Ended Problems will be solved during the classroom teaching. Such problems can be given as Assignments and evaluated as Internal Assessment only and not for the End Semester Examinations.				
Course Outcomes: Upon completion of this course, the students will be able to:			BLOOM'S Taxonomy	
CO1	Appreciation of the nature of service operations.		L1- Remember	
CO2	Ability to design services.		L2- Understand	
CO3	Ability to inculcate quality in service design and delivery.		L2- Understand	
CO4	Apply models to design service facilities.		L3- Apply	
CO5	Ability to grow and sustain service business.		L2- Understand	
TEXTBOOKS:				
1.	James A. Fitzsimmons, Mona J, Fitzsimmons, Sanjeev Bordoloi, Service Management –Operations, Strategy, Information Technology, 8 th Edition, McGraw-Hill Education –2018.			
2.	Richard D. Metters, "Successful Service Operations Management", 2 nd Edition, Cengage Learning, 2012.			
REFERENCE BOOKS:				
1.	Robert Johnston, Graham Clark, "Service Operations Management", 5 th Edition Pearson Education, 2005.			
2.	Bill Hollins and Sadie Shinkins, "Managing Service Operations", Revised Edition, Sage, 2006.			
WEB REFERENCES:				
	Publisher	Website link	Type of Content	
1.	American Society for Quality (ASQ)	https://asq.org.in/	Quality Management.	
2.	INFORMS (Institute for Operations Research and the Management Sciences)	https://www.informs.org/	Quality Management	
VIDEO REFERENCES:				
	Video Details	Name of the Expert	Type of Content	Video link
1.	NPTTEL- Service and Operations Management	Prof. Pradip Kumar ray, IIT, Kharagpur	Lecture	https://www.youtube.com/watch?v=_9697WzjwRA
2.	YouTube	Dr. Harvey Miller, Sobey's School of Business, St. Mary's University.	Lecture	https://www.youtube.com/watch?v=3F33ZantQdI

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
C01	3	3		1		
C02	3	2	1	1		1
C03	3	2	1	1	1	1
C04	3	1		2	1	1
C05	3	2	1	2	1	1
Average	3	2	0.6	1.4	0.6	0.8
1- Low , 2- Medium , 3- High						

MB23OM504	SUPPLY CHAIN AND LOGISTICS MANAGEMENT	Version: 1.0				
Programme & Branch	PG - MASTER OF BUSINESS ADMINISTRATION	CP	L	T	P	C
		3	3	0	0	3
Course Objectives:						
1.	Understand the fundamentals of supply chain management, including its historical evolution, its pivotal role in modern economies, and its significance.					
2.	Analyze and design distribution networks within supply chains by considering various influencing factors and selecting appropriate strategies to optimize network efficiency and responsiveness.					
3.	Develop effective inventory management strategies, including demand forecasting techniques, to minimize costs and maximize service.					
4.	Evaluate transportation modes, infrastructure, and policies to design efficient and cost-effective logistics solutions that meet the dynamic needs of supply chain operations.					
5.	Explore and assess innovative technologies and strategies that are transforming supply chain management, such as AI, IoT, and blockchain, and understand their potential to enhance supply chain.					
INTRODUCTION (Not for Examination)						
Importance:						
Cost Efficient management of supply chain and logistics leads to cost savings through optimized inventory levels, streamlined transportation, and reduced warehousing costs. Effective SCM ensures timely delivery of products, leading to enhanced customer satisfaction and loyalty. SCM helps in identifying and mitigating risks such as supply disruptions, quality issues, and market fluctuations, thus enhancing resilience.						
Real Life Example(s):						
When students order textbooks for their courses, they engage with a supply chain without necessarily realizing it. Publishers produce the textbooks, which are then distributed to retailers or online platforms. The process involves various stages, including printing, transportation, warehousing, and retailing, all of which constitute a textbook supply chain.						
Linkages:						
Operations Management Second Semester Pull Push System topic integrates the real life application and extends to the supply chain management subject for decision making in network design.						
UNIT-I	INTRODUCTION	9				
Supply Chain- Fundamentals, Evolution, Role in Economy, Importance, Decision Phases, Enablers & Drivers of Supply Chain Performance; Supply chain strategy; Supply Chain Performance Measures.						
UNIT-II	SUPPLY CHAIN NETWORK	9				
Distribution Network Design- Role in supply chain, Influencing factors, design options, online sales and distribution network, Distribution Strategies; Network Design in supply chain- Role, influencing factors, framework for network design, Impact of uncertainty on Network Design.						
UNIT- III	PLANNING DEMAND, INVENTORY AND SUPPLY	9				
Managing supply chain cycle inventory and safety inventory - Uncertainty in the supply chain ,Analyzing impact of supply chain redesign on the inventory, Risk Pooling, Managing inventory for short life-cycle products, multiple item -multiple location inventory management; Pricing and Revenue Management.						
UNIT - IV	LOGISTICS	9				
Transportation - Role, Modes and their characteristics, infrastructure and policies,transport documentation, design options, trade-offs in transportation design, intermodal transportation. Logistics outsourcing - catalysts, benefits, value proposition. 3PL, 4PL, 5PL, 6PL; International Logistics -objectives, importance in global economy, Characteristics of global supply chains, Incoterms.						

UNIT-V	SUPPLY CHAIN INNOVATIONS			9
Supply Chain Integration, SC process restructuring, IT in Supply Chain; Agile Supply Chains Legible supply chain, Green Supply Chain, Reverse Supply chain; Supply chain technology trends AI, Advanced analytics, Internet of Things, Intelligent things, conversational systems, robotic process automation, immersive technologies, Blockchain.				
Total: 45 Periods				
OPEN-ENDED PROBLEMS / QUESTIONS				
Course specific Open Ended Problems will be solved during the classroom teaching. Such problems can be given as Assignments and evaluated as Internal Assessment only and not for the End semester Examinations.				
Course Outcomes: Upon completion of this course, the students will be able to:				BLOOM'S Taxonomy
CO1	Understanding of supply chain fundamentals.			L2 – Understand
CO2	Ability to design supply chain networks to enhance supply chain Performance.			L4 – Analyze
CO3	Ability to plan demand based on inventory and supply.			L3 - Apply
CO4	Understanding the role of logistics in supply chain performance.			L2 – Understand
CO5	Awareness of innovations for sustainable supply chains.			L2 – Understand
TEXTBOOKS:				
1.	John J. Coyle, Edward J. Bardi, and C. John Langley Jr, Designing the Supply Chain: Concepts, Strategies, and Case Studies, 12 th Edition, Pearson, 2023.			
2.	Joseph S. Gattorna, Principles of Logistics Management, 6 th Edition, Pearson, 2021.			
REFERENCE BOOKS:				
1.	Sunil Chopra, Peter Meindl, and D.V. Kalra, Supply Chain Management: Strategy, Planning, and Operation, 7 th Edition, Pearson, 2018.			
2.	John T. Mentzer , Fundamentals of Supply Chain Management: Twelve Drivers of Competitive Advantage, 1 st Edition, SAGE Publications, 2012.			
3.	David Simchi-Levi, Philip Kaminsky, and Edith Simchi-Levi, Designing and Managing the Supply Chain: Concepts, Strategies, and Case Studie, 3 rd Edition, McGraw-Hill Education, 2015.			
WEB REFERENCES:				
	Publisher	Website link		Type of Content
1.	Tech target	https://www.techtarget.com/searcherp/definition/supply-chain-management-SCM		Article
2.	Supply Chain Management	https://scm.ap.gov.in/		Article
3.	Tech target	https://www.techtarget.com/searcherp/definition/supply-chain-management-SCM		Article
VIDEO REFERENCES:				
	Video Detail	Name of the Expert	Type of Content	Video Link
1.	YouTube	Eric Kimberl	Lecture	https://www.youtube.com/watch?v=XnxtKuAtjAc
2.	Youtube	Sonu singh	Lecture	https://www.youtube.com/watch?v=Wj6KuqUWgZs&pp=ygUEUONNIA%3D%D

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	2	-	2	-	2
CO2	2	2	-	-	-	3
CO3	-	2	2	2	2	2
CO4	2	-	2	2	-	3
CO5	2	2	3	2	2	2
Average	2	2	1	1	1	1
1- Low , 2- Medium , 3- High						

MB230M505	SUPPLY CHAIN ANALYTICS		Version: 1.0				
Programme & Branch	PG - MASTER OF BUSINESS ADMINISTRATION		CP	L	T	P	C
			3	3	0	0	3
Course Objectives:							
1.	To Recall basic concepts and terminology related to supply chain analysis.						
2.	To Demonstrate the use of software tools for supply chain analysis.						
3.	To Utilize software tools for data analysis and visualization in supply chain analysis.						
4.	To Evaluate the impact of external factors on supply chain performance.						
5.	To Assess the effectiveness of multi-criteria decision-making models in supply chain optimization.						
INTRODUCTION (Not for Examination)						2	
Importance: Analytics – Supply Chain – Warehouse – Risk management – Inventory Management – Transportation network – Scheduling algorithms – Fuzzy logic.							
Real-life Example(s): Nike Supply Chain Visibility, Coco-Cola Route Optimization.							
Linkages: Fundamental Knowledge in Business Operations and Logistics.							
UNIT-I	INTRODUCTION					7	
Introduction: Introduction to analytics – descriptive, predictive and prescriptive analytics, Data Driven Supply Chains – Basics, transforming supply chains, Barriers to implementation, Road Map.							
UNIT-II	WAREHOUSING DECISIONS					9	
Warehousing Decisions: Types of warehouse decisions – ‘P-Median’ Methods - Guided LP Approach - Balmer – Wolfe Method, Greedy Drop Heuristics, Dynamic Location Models, Space Determination and Layout Methods							
UNIT- III	INVENTORY MANAGEMENT					9	
Inventory Management: Inventory aggregation Models, Dynamic Lot sizing Methods, Multi-Echelon Inventory models, Risk Analysis in Supply Chain - Measuring transit risks, supply risks, delivering risks, Risk pooling strategies.							
UNIT – IV	TRANSPORTATION NETWORK MODELS					9	
Transportation Network Models: Multistage Transshipment and Transportation Problems, Set covering and Set Partitioning Problems, Advanced Vehicle Routing Problem Heuristics, Scheduling Algorithms-Deficit function Approach and Linking Algorithms.							
UNIT-V	MULTI CRITERIA DECISION MAKING MODELS					9	
Multi Criteria Decision Making Models: Analytic Hierarchy Process (AHP), Data Envelopment Analysis (DEA), Fuzzy Logic and Techniques, the analytical network process (ANP), TOPSIS-Application in SCM.							
Total: 45 Periods							
OPEN-ENDED PROBLEMS / QUESTIONS							
Course specific Open Ended Problems will be solved during the classroom teaching. Such problems can be given as Assignments and evaluated as Internal Assessment only and not for the End semester Examinations.							
Course Outcomes: Upon completion of this course, the students will be able to:						BLOOM’S Taxonomy	
CO1	Understanding of supply chain analytics fundamentals.					L2- Understand	
CO2	Analyze warehouse models to enhance supply chain performance.					L3 - Apply	

C03	Analyze models and strategies for inventory management in supply chains.	L3 - Apply		
C04	Understand network models in transportation.	L2 - Understand		
C05	Understand and make decision using multi-criteria in applications of SCM.	L2 - Understand		
TEXT BOOKS:				
1.	Nada R. Sanders, Big data driven supply chain management: A framework for implementing analytics and turning information into intelligence, Pearson Education, Noida, 2014.			
2.	Michael Watson, Sara Lewis, Peter Cacioppi, Jay Jayaraman, Supply Chain Network Design: Applying Optimization and Analytics to the Global Supply Chain, Pearson Education, Noida, 2013.			
REFERENCE BOOKS:				
1.	Muthu Mathirajan, Chandrasekharan Rajendran, Sowmyanarayanan Sadagopan, Arunachalam Ravindran, Parasuram Balasubramanian, Analytics in Operations/Supply Chain Management, I.K. International Publishing House Pvt. Ltd., New Delhi, 2016.			
2.	Gerhard J. Plenert, Supply Chain Optimization through Segmentation and Analytics, CRC Press, Taylor & Francis Group, Abingdon, 2014.			
3.	Anna Nagurney, Min Yu, Amir H. Masoumi, Ladimer S. Nagurney, Networks Against Time: Supply Chain Analytics for Perishable Products, Springer, Switzerland, 2013.			
WEB REFERENCES:				
	Publisher	Website link	Type of Content	
1.	Courser	https://www.coursera.org/articles/supply-chain-analytics	Article	
2.	McKinsey & Company	https://www.mckinsey.com/capabilities/operations/our-insights/big-data-and-the-supply-chain-the-big-supply-chain-analytics-landscape-part-1	Article	
VIDEO REFERENCES:				
	Video Details	Name of the Expert	Type of Content	Video Link
1.	NPTEL	Prof.Rajat Agrawal IIT Roorkee	Lecture	https://onlinecourses.nptel.ac.in/noc23mg16/preview
2.	Coursera	Mr.Yao Zhao Rutgers the State University New Jersey	Lecture	https://www.coursera.org/earn/supply-chain-analytics

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	-	-	-	-	-
CO2	2	1	-	-	-	-
CO3	-	2	-	-	-	-
CO4	-	2	-	-	-	-
CO5	-	2	-	-	-	-
Average	0.8	1.4	-	-	-	-
1-Low, 2 -Medium, 3-High						

MB23OM506		TOTAL QUALITY MANAGEMENT				Version: 1.0				
Programme & Branch		PG - MASTER OF BUSINESS ADMINISTRATION				CP	L	T	P	C
		3	3	0	0	3				
Course Objectives:										
1.	To understand the fundamentals of TQM.									
2.	To understand the TQM principles.									
3.	To understand the TQM tools and technique.									
4.	To understand the role of TQM in organizational improvement.									
5.	To understand the application of ISO tools in organizations.									
INTRODUCTION: (Not for Examination)										
Importance: can understand the fundamentals of TQM- tools and techniques-quality system.										
Real Life Example(s): Application of 5S in hospitals.										
Linkages: studied the fundamentals of quality concepts and its essentials in operations management in second semester.										
UNIT I		INTRODUCTION				9				
Introduction - Need for Quality – Evaluation of Quality – Definitions of Quality – Dimensions of product and service quality – Basic concepts of TQM – TQM frame work – Contributions of Deming, Juran, and Crosby – Barriers of TQM – Quality statements – Customer focus – Customer orientation, Customer satisfaction, Customer complaints – Customer retention – Costs of Quality.										
UNIT II		TQM PRINCIPLES				9				
Leadership – Strategic quality planning, Quality Councils – Employee involvement – Motivation, Empowerment, Team and Teamwork, Quality circles Recognition and Reward, Performance appraisal – Continuous process improvement PDCA cycle, 5S, Kaizen Supplier partnership – Partnering, Supplier selection, Supplier Rating.										
UNIT III		TQM TOOLS AND TECHNIQUES -I				9				
The seven traditional tools of quality – New management tools – Six sigma: Concepts, Methodology, applications to manufacturing, service sector including IT – Bench marking – Reason to bench mark, Bench marking process – FMEA – Stages, Types.										
UNIT IV		TQM TOOLS AND TECHNIQUES - II				9				
Control Charts – Process Capability – Concepts of Six Sigma – Quality Function Development (QFD) – Taguchi quality loss function – TPM – Concepts, improvement needs – Performance measures.										
UNIT-V		QUALITY SYSTEMS				9				
Need for ISO 9000 – ISO 9001 - 2008 Quality System – Elements, Documentation, Quality Auditing – QS 9000 -ISO 14000 – Concepts, Requirements and Benefits – TQM Implementation in manufacturing and service sectors.										
TOTAL: 45 PERIODS										
OPEN ENDED PROBLEMS / QUESTIONS										
Course specific Open-Ended Problems will be solved during the class room teaching. Such problems can be given as Assignments and evaluated as Internal Assessment only and not for the End semester Examinations.										

Course Outcomes: Upon completion of this course the students will be able to:		BLOOM'S Taxonomy
CO1	Students can understand the fundamentals of TQM.	L2 - Understand
CO2	Students can learn the principles of TQM.	L2 - Understand
CO3	Students can learn to apply TQM techniques for organizational issues.	L2 - Understand
CO4	Students can understand the role of TQM in organizational improvement.	L2 - Understand
CO5	Students can learn the fundamentals of ISO tools.	L2 - Understand

TEXT BOOKS:

1.	Dale H. Besterfield, et al., "Total quality Management", Pearson Education Asia, Third Edition.2020.
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REFERENCE BOOKS:

1.	Suganthi.L and Anand Samuel, "Total Quality Management", Prentice Hall (India) Pvt. Ltd., 2006.
2.	Dale H. Besterfield, et al., "Total quality Management", Pearson Education Asia, Third Edition.

WEB REFERENCES:

S.No	Publisher	Website link	Type of Content
1.	Science Direct	https://www.sciencedirect.com/science/article/pii/S2212827117300586	Article
2.	South American Journal of Nursing	https://www.texilajournal.com/thumbs/article/Nursing_Vol%201_Issue%201_Article_8.pdf	Article

VIDEO REFERENCES:

S.No	Video Details	Name of the Expert	Type of Content	Video link
1.	NPTEL	Prof. Raghu Nandan Sengupta IIT Kanpur	Lecture	https://onlinecourses.nptel.ac.in/noc20_mg34/preview
2.	Udemy	Dany Frann	Lecture	https://www.udemy.com/course/total-quality-managementb/?couponCode=IND21PM

COs	Mapping of COs with POs					
	POs					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	-	-	1	2	2
CO2	2	1	-	1	1	2
CO3	3	3	-	1	1	3
CO4	3	1	1	3	-	3
CO5	1	1	-	2	2	1
Average	2.2	1.5	1	1.5	1.5	2.2
1-Low, 2 -Medium, 3-High						

Business Analytics Electives

MB23BA501	DATAMINING FOR BUSINESS INTELLIGENCE	Version: 1.0				
Programme & Branch	PG - MASTER OF BUSINESS ADMINISTRATION	CP	L	T	P	C
		3	3	0	0	3
Course Objectives:						
1.	Understand data mining techniques and their applications for knowledge discovery.					
2.	Master the data mining process, evaluate model performance, and apply validation techniques.					
3.	Utilize data visualization and build effective forecasting models using time series and multivariate regression.					
4.	Apply classification and clustering algorithms to categorize and group data, and leverage market basket analysis.					
5.	Explore advanced machine learning and AI techniques for solving complex data mining problems.					
INTRODUCTION (Not for Examination)						
Importance: Data mining sifts through vast amounts of data to unearth hidden patterns and trends. This knowledge empowers businesses to make data-driven decisions and optimize operations. Retail store analyzes customer purchase history using data mining. They discover that customers who buy razors often also purchase shaving cream. This insight allows them to strategically place shaving cream near the razors, prompting customers to consider buying both items (upsell).						
Real Life Example(s): Retail store analyzes customer purchase history using data mining. They discover that customers who buy razors often also purchase shaving cream.						
Linkages: Data Mining for Business Intelligence subjects connect to students by preparing them for global career opportunities, fostering a global mindset, and enhancing their decision-making skills in diverse cultural and economic contexts in the field of data mining and analytics for taking decision in company.						
UNIT-I	INTRODUCTION	9				
Data mining, Text mining, Web mining, Spatial mining, Process mining, Dataware house and datamarts.						
UNIT-II	THEORIES OF INTERNATIONAL TRADE AND INVESTMENT	9				
Datamining process - KDD, CRISP-DM, SEMMA and Domain-Specific , Classification and Prediction performance measures -RSME, MAD, MAP, MAPE, Confusion matrix, Receiver Operating Characteristic curve & AUC;Validation Techniques - hold-out, k-fold cross-validation, LOOCV, random subsampling, and bootstrapping.						
UNIT- III	PREDICTION TECHNIQUES	9				
Data visualization, Time series- ARIMA, Winter Holts, Vector Autoregressive analysis, Multivariate regression analysis.						
UNIT - IV	PRODUCTION, MARKETING, FINANCIALS OF GLOBAL BUSINESS	9				
Classification - Decision trees, k nearest neighbour, Logistic regression, iscriminant analysis, Clustering, Market basket analysis						
UNIT-V	MACHINE LEARNING AND AI	9				
Genetic algorithms, Neural network, Fuzzy logic, Support Vector Machine ,Optimization techniques - Ant Colony, Particle Swarm, DEA						
Total: 45 Periods						

OPEN-ENDED PROBLEMS / QUESTIONS				
Course specific Open Ended Problems will be solved during the classroom teaching. Such problems can be given as Assignments and evaluated as Internal Assessment only and not for the End semester Examinations.				
Course Outcomes: Upon completion of this course, the students will be able to:	BLOOM'S Taxonomy			
CO1	Learn to apply various data mining techniques into various areas of different domains.			
CO2	Be able to interpret competently on the topic of data mining for business intelligence. Know the basics of data mining processes, algorithms & systems well enough to interact with CTOs, expert data miners, consultants, etc.			
CO3	Apply various prediction techniques.			
CO4	Learn about supervised and unsupervised learning technique.			
CO5	Develop and implement a basic trainable neural network (or) a fuzzy logic system to design and manufacturing.			
TEXTBOOKS:				
1.	G. K. Gupta, Introduction to Data mining with Case Studies, Prentice hall of India, 2020.			
2.	Giudici, Applied Data mining – Statistical Methods for Business and Industry, John Wiley, 2019.			
REFERENCE BOOKS:				
1.	Jaiwei Ham and Micheline Kamber, Data Mining concepts and techniques, Kauffmann Publishers, 2016.			
2.	Efraim Turban, Ramesh Sharda, Jay E. Aronson and David King, Business Intelligence, Prentice Hall, 2022.			
WEB REFERENCES:				
	Publisher	Website link	Type of Content	
1.	Wiley	https://onlinelibrary.wiley.com/library-info/resources/text-and-datamining	Others	
2.	Informa Connect	https://informaconnect.com/certificate-in-data-mining-business-intelligence/	Others	
VIDEO REFERENCES:				
	Video Details	Name of the Expert	Type of Content	Video Link
1.	YouTube	J.K.Nayak/IIT	Lecture	https://youtu.be/XmewTgGxas?si=zlyTnwcx4WiqA4oK
2.	Youtube	Shashank	Lecture	https://www.youtube.com/watch?v=pKvWD0f18Pc
3.	Youtube	Astha Goel	Lecture	https://www.youtube.com/watch?v=cLI_bIlqoU&list=PLp3VBEX2epTybhJNIfCoFceWwIMmEqK

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
C01	2	2	3	2	2	
C02	2	2	2	3	2	1
C03	2	2	3	3	3	1
C04	3	3	2	3		
C05	2	2	2	3	3	3
Average	2.2	2.2	2.4	2.8	2	1
1-Low, 2 -Medium, 3-High						

MB23BA502	DEEP LEARNING & ARTIFICIAL INTELLIGENCE	Version:1.0				
Programme & Branch	PG - MASTER OF BUSINESS ADMINISTRATION	CP	L	T	P	C
		3	3	0	0	3
Course Objectives:						
1.	To understand the fundamentals of deep learning and its applications.					
2.	To explain the Bayesian learning principles and their relevance in deep learning.					
3.	To understand the fundamentals of Artificial Intelligence.					
4.	To explain the problem-solving methods in artificial intelligence.					
5.	To understand the Artificial Intelligence applications.					
INTRODUCTION (Not for Examination)						
Importance: Understand Problem Solving Approach - Neural network - search strategies - AI applications.						
Real Life Example(s): Smartphone's with Virtual Assistants (combines Speech Recognition & Natural Language Processing) - Self-Driving Cars (combines Perception, Planning & Moving).						
Linkages: Studied basic business analytics concepts in data-driven decision making, data management, data visualization, and descriptive analytics in second semester.						
UNIT-I	INTRODUCTION TO DEEP LEARNING	9				
Introduction to Deep Learning - Bayesian Learning - Decision Surfaces - Linear Classifiers - Linear Machines with Hinge Loss - Optimization Techniques - Gradient Descent - Batch Optimization.						
UNIT-II	INTRODUCTION TO NEURAL NETWORK	9				
Introduction to Neural Network - Multilayer Perceptron - Back Propagation Learning - Unsupervised Learning with Deep Network - Auto encoders -Convolutional Neural Network - Building blocks of CNN - Transfer Learning.						
UNIT-III	INTRODUCTION TO AI	9				
Introduction - Definition - Future of Artificial Intelligence - Characteristics of Intelligent Agents - Typical Intelligent Agents - Problem Solving Approach to Typical AI problems.						
UNIT-IV	PROBLEM SOLVING METHODS	9				
Problem solving Methods - Search Strategies - Uninformed - Informed - Heuristics - Local Search Algorithms and Optimization Problems - Searching with Partial Observations.						
UNIT-V	APPLICATIONS	9				
AI applications - Language Models - Information Retrieval - Information Extraction - Natural Language Processing - Machine Translation - Speech Recognition - Robot - Hardware - Perception - Planning - Moving.						
Total: 45 Periods						
Course Outcomes: Upon completion of this course the students will be able to:					BLOOM'S Taxonomy	
CO1	Understanding the concepts of deep learning.				L2 - Understanding	

CO2	Understanding to Neural Network.	L2 – Understanding		
CO3	Understanding of Artificial intelligence and its future.	L2 – Understanding		
CO4	Implement appropriate problem-solving methods.	L2 – Understanding		
CO5	Interpret the applications of Artificial intelligence.	L3 - Apply		
TEXTBOOKS:				
1.	Ian Good fellow, Yoshua Benjio, Aaron Courville , Deep Learning, The MIT Press, 2016.			
2.	Richard O. Duda, Peter E. Hart, David G. Stork, Pattern Classification, John Wiley & Sons Inc,2018.			
REFERENCE BOOKS:				
1.	Dan W.Patterson, Introduction to AI and ES, Pearson Education, 2015.			
2.	Tom Taulli, Artificial Intelligence Basics: Understanding AI Impact and Opportunities, 1 st Edition, Apress Publication, 2019.			
WEB REFERENCES:				
	Publisher	Website link	Type of Content	
1.	Journal For Research in Applied Science and Engineering Technology	https://www.ijraset.com/research-paper/paper-on-artificial-intelligence	Article	
2.	Journal of Artificial Intelligence Research (JAIR)	https://www.jair.org/index.php/jair	Article	
VIDEO REFERENCES:				
	Video Details	Name of the Expert	Type of Content	Video link
1.	NPTEL	Prof.Prabir kumar biswas	Lecture	https://shorturl.at/0sXNO
2.	YouTube	Prof.Mithish M Khapra	Lecture	https://shorturl.at/vN6Cx

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	-	3	-	-	-	2
CO2	-	-	3	-	-	-
CO3	-	1	-	-	2	-
CO4	3	-	-	2	-	-
CO5	-	2	-	-	-	3
Average	0.6	1.2	0.6	0.4	0.4	1
1-Low, 2-Medium, 3-High.						

MB23BA503	SOCIAL MEDIA AND WEB ANALYTICS				Version: 1.0				
Programme & Branch	PG - MASTER OF BUSINESS ADMINISTRATION				CP	L	T	P	C
					3	3	0	0	3
Course Objectives:									
1.	Study the history and evolution of online communities and social media platforms.								
2.	Students will understand social media rules, privacy, ethics, and tracking methods.								
3.	Able to learn the sentiment analysis and mobile analytics.								
4.	Study the basics of behavior analysis, outcome analysis and experience analysis.								
5.	Grasp the importance of Google Analytics, identify KPIs, generate reports, and integrate Google Analytics with other platforms.								
INTRODUCTION (Not for Examination)									
Importance: Social media audience, Data collection, Policies, Sentiment analysis, Mobile analytics, Behaviour analysis, Experience analysis, Google analytics.									
Real-life Example(s): Google analytics of Twitter.									
Linkages: Student should have studied Business Analytics and Information systems.									
UNIT-I	INTRODUCTION				9				
Evolution of online communities - History and Evolution of Social Media - Social Media vs. traditional media - Social Media Audience and Goals for using Social Media - Understanding Social Media: Strong and weak ties – Influencers and its types . What is Web Analytics? - Data Collection techniques for web analytics , Web Analytics Fundamentals.									
UNIT-II	SOCIAL MEDIA POLICIES				9				
Social Media Policy - Define- Importance - Etiquette – Privacy, Ethical problems posed by emerging social media technologies - The Basics of Tracking Social Media - Setting Objectives – KPI for social media – Reach – Impressions - Engagement Metrics .									
UNIT- III	SOCIAL MEDIA ANALYTICS				9				
Sentiment Analysis – Sentiments, Opinions, Emotions and Topics, Social Metrics, Social Analytics & Available Data (Facebook, Twitter, & LinkedIn), Mobile Analytics, Metrics, Mobile Platform.									
UNIT – IV	KEY METRICS IN WEB ANALYTICS				9				
Behaviour Analysis – Click Stream Data Analysis, Outcome Analysis – Conversion tracking, Experience Analysis – Research Data, Website Experimentation and Testing, Making Web analytics Actionable.									
UNIT-V	GOOGLE ANALYTICS				9				
Importance of Google Analytics, Setting up GA account, Account Structure, GA Access levels ,Type of reports, Google Analytics Integration, Linking Google Adwords, Google Adsense and Third party platforms and applications.									
Total: 45 Periods									
OPEN-ENDED PROBLEMS / QUESTIONS									
Course specific Open Ended Problems will be solved during the classroom teaching. Such problems can be given as Assignments and evaluated as Internal Assessment only and not for the End semester Examinations.									
Course Outcomes: Upon completion of this course, the students will be able to:								BLOOM'S Taxonomy	
CO1	Understand the evolution of social media, its differences from traditional media, audience dynamics, influencer roles, and the basics of web analytics.							L2 - Understand	

CO2	Understand social media rules, privacy principles, ethical considerations, and effective tracking methods.	L2 - Understand		
CO3	Understand the sentiment analytics and mobile analytics.	L2 - Understand		
CO4	Understand the behavior analysis, outcome analysis and experience analysis.	L2 - Understand		
CO5	Understand the significance of Google Analytics, identify key performance indicators, report generation and integration.	L2 - Understand		
TEXTBOOKS:				
1.	Ganis, Kohirkar ,Social Media Analytics, 1/e, Pearson Education, New Delhi, 2017.			
2.	Alhlou Feras, Shiraz Asif, Eric Fettman, Google Analytics Breakthrough: From Zero to Business Impact, Wiley India, New Delhi, 2016.			
REFERENCE BOOKS:				
1.	Takeshi Moriguchi, Web Analytics Consultant Official Textbook, Web Analytics Consultant Association, 7 th Edition, 2016.			
2.	Feras Alhlou, Shiraz Asif, and Eric Fettman, Google Analytics Breakthrough: From Zero to Business Impact, Wiley India, 2016.			
3.	K. M. Shrivastava, Social Media in Business and Governance, Sterling Publishers Private Limited, 2013.			
WEB REFERENCES:				
	Publisher	Website link	Type of Content	
1.	Analytics Vidhya	https://www.analyticsvidhya.com/blog/2017/02/social-media-analytics-business/	Article	
2.	Research Gate	https://www.researchgate.net/publication/259148570_The_Power_of_Social_Media_Analytics	Article	
VIDEO REFERENCES:				
	Video Details	Name of the Expert	Type of Content	Video Link
1.	Google Analytics	Simplilearn	Lecture	https://www.youtube.com/watch?v=xSumxLEH-dI
2.	Google Analytics	Google Analytics Academy	Lecture	https://analytics.google.com/analytics/academy/course/6

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	-	-	-	2	-	-
CO2	-	-	-	-	-	2
CO3	2	-	-	-	-	-
CO4	2	-	-	-	-	-
CO5	2	-	-	-	-	-
Average	1.2	-	-	0.4	-	0.4
1-Low, 2 -Medium, 3-High						

MB23BA504	E-BUSINESS MANAGEMENT		Version: 1.0				
Programme & Branch	PG - MASTER OF BUSINESS ADMINISTRATION		CP	L	T	P	C
			3	3	0	0	3
Course Objectives:							
1.	To enhance the level of practical knowledge about E-Business.						
2.	To understand the practices to start an online business.						
3.	To demonstrate the use of e-business tools and applications to solve business problems.						
4.	To evaluate the effectiveness of different web design techniques and frameworks.						
5.	To be able to implement digital technologies in business.						
INTRODUCTION (Not for Examination)			2				
Importance: An E-Business subject in an MBA course is vital for teaching future leaders how to effectively use digital technologies and strategies to succeed in today's digital business environment.							
Real-life Example(s): Amazon: Using online strategies for personalized recommendations and efficient logistics to become global retail leader. Netflix: Applying data analytics to personalize content and improve user experience.							
Linkages: Pre-requisite: Basic computer skills, understanding of business concepts, internet technologies, marketing fundamentals, financial literacy, business communication skills, information systems, and legal and ethical knowledge.							
UNIT-I	INTRODUCTION TO E-BUSINESS		9				
E-Business, E-Business vs E-commerce, Economic forces – advantages – myths –Web 2.0 and Social Networking, Mobile Commerce, S-commerce.							
UNIT-II	LAUNCHING AN E-BUSINESS		9				
Launching an E-Business: Different phases of Launching an E-Business. Important Concepts in E-Business. Bricks and Clicks business models in E-Business.							
UNIT- III	E-BUSINESS APPLICATIONS		7				
E-Business Applications: E-Procurement, E-Communication, E-Delivery, E-Auction, E-Trading.							
UNIT – IV	WEBSITE DESIGN AND DEVELOPMENT		9				
Website Design and Development: Advantages of Website, Principles of Web Design, Life Cycle Approach for Building a Website, Different Ways of Building a Website.							
UNIT-V	TECHNOLOGY FOR ONLINE BUSINESS		9				
Technology for Online Business: Mechanism of Making Payment Through Internet, Online Payment Mechanism, Electronic Payment Systems, Payment Gateways, Visitors to Website, Tools for Promoting Website, Plastic Money, Debit Card, Credit Card etc.							
Total: 45 Periods							
OPEN ENDED PROBLEMS / QUESTIONS							
Course specific Open Ended Problems will be solved during the classroom teaching. Such problems can be given as Assignments and evaluated as Internal Assessment only and not for the End semester Examinations.							

Course Outcomes: Upon completion of this course, the students will be able to:		BLOOM'S Taxonomy		
CO1	Understand the difference between e-business and e-commerce.	L2 - Understand		
CO2	Develop a plan to launch an e-business.	L3 - Apply		
CO3	Evaluate e-business applications for efficiency.	L3 - Apply		
CO4	Design innovative solutions for e-business growth.	L2 - Understand		
CO5	Recognize economic forces and trends shaping digital business.	L2 - Understand		
TEXT BOOKS:				
1.	Harvey M.Deitel, Paul J.Deitel, Kate Steinbuhler, e-business and e-commerce for managers, Pearson, 2011.			
2.	Efraim Turban, Jae K. Lee, David King, Ting Peng Liang, Deborrah Turban, Electronic Commerce – A managerial perspective, Pearson Education Asia, 2010.			
REFERENCE BOOKS:				
1.	Dave Chaffey, "Digital Business and E-Commerce Management", 6 th Edition, Pearson Education, New Delhi, 2015.			
2.	Kenneth C. Laudon and Carol Guercio Traver, "E-Commerce Business: Technology, Society", 10 th Edition, Pearson Education, New Delhi, 2014.			
WEB REFERENCES:				
	Publisher	Website link	Type of Content	
1.	Techtarget	https://www.techtarget.com/searchcio/definition/e-business	Others	
2.	Digitalsilk	https://www.digitalsilk.com/digital-trends/ecommerce-technology/	Others	
VIDEO REFERENCES:				
	Video Details	Name of the Expert	Type of Content	Video Link
1.	NPTEL	Prof. Mamata Jenamani, IIT Kharagpur	Lecture	https://www.youtube.com/watch?v=vzb5gyms-60&list=PLDb-yHQXnvp9wCMDKSGdrU6yuQAEpYk7
2.	UDEMY	Daniele Protti	Lecture	https://www.udemy.com/course/software-project-management-the-complete-course/

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	-	-	-	-	-
CO2	3	-	2	-	-	-
CO3	3	-	2	1	3	-
CO4	3	1	2	-	2	1
CO5	2	-	-	-	-	-
Average	2.8	1	2	1	2.5	1
1-Low, 2 -Medium, 3-High						

MB23BA505	ENTERPRISE RESOURCE PLANNING	Version: 1.0				
Programme & Branch	PG - MASTER OF BUSINESS ADMINISTRATION	CP	L	T	P	C
		3	3	0	0	3
Course Objectives:						
1.	To exhibit the theoretical aspects of Enterprise Resource Planning.					
2.	To provide practical implication on ERP Suite implementation.					
3.	To Evaluate the effectiveness of different ERP implementation strategies and their impact on organizational processes.					
4.	To Recall the importance of post-implementation maintenance for ERP systems and understand its impact on both organizational and industrial contexts.					
5.	To Analyse how these emerging trends can optimize ERP functionalities and improve overall business performance.					
INTRODUCTION (Not for Examination)					2	
Importance:						
Studying ERP in an MBA program is crucial for understanding integrated business processes, enhancing decision-making, improving efficiency, and gaining a competitive advantage .						
Real-life Example(s):						
Walmart- Supply Chain and Inventory Optimization, Nike-Streamlined Order Processing and Inventory Management. Toyota-Just-In-Time Manufacturing Integration.						
Linkages:						
Pre-requisite: Studied business processes, database management and IT infrastructure in Business analytics and information system in Second semester.						
UNIT-I	INTRODUCTION					9
Overview of enterprise systems – Evolution- Risks and benefits- Fundamental technology - warehouse management.						
UNIT-II	ERP SOLUTIONS AND FUNCTIONAL MODULES					7
Overview of ERP software solutions, BPR, Project management, Functional modules- Organizational data, master data and document flow.						
UNIT- III	ERP IMPLEMENTATION					9
Planning Evaluation and selection of ERP systems - Implementation life cycle - ERP implementation, Methodology and Frame work- Training – Data Migration. People Organization in implementation- Consultants, Vendors and Employees.						
UNIT – IV	POST IMPLEMENTATION					9
Maintenance of ERP- Organizational and Industrial impact; Success and Failure factors of ERP Implementation.						
UNIT-V	EMERGING TRENDS ON ERP					9
Extended ERP systems and ERP add-ons -CRM, SCM, Business analytics - Future trends in ERP systems-web enabled, Wireless technologies, cloud computing and Augmented reality.						
Total: 45 Periods						
OPEN ENDED PROBLEMS / QUESTIONS						
Course specific Open Ended Problems will be solved during the classroom teaching. Such problems can be given as Assignments and evaluated as Internal Assessment only and not for the End semester Examinations.						

Course Outcomes: Upon completion of this course, the students will be able to:		BLOOM'S Taxonomy		
CO1	Understand the fundamental concepts of ERP.	L2 - Understand		
CO2	Analyse the possibility for implementing ERP.	L3 - Apply		
CO3	Evaluate the ERP package chosen for implementation.	L3 - Apply		
CO4	Implement ERP with necessary modifications.	L2 - Understand		
CO5	Assess the successful implementation of ERP package	L2 - Understand		
TEXT BOOKS:				
1.	Alexis Leon, Enterprise Resource Planning Demystified, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2014.			
2.	Simha R. Magal, Jeffrey Word, Integrated Business processes with ERP systems, John Wiley & Sons, 2012.			
REFERENCE BOOKS:				
1.	Mahadeo Jaiswal and Ganesh Vanapalli, ERP Macmillan India, 2009 .			
2.	Vinod Kumar Grag and N.K. Venkitakrishnan, ERP- Concepts and Practice, Prentice Hall of India, 2006.			
3.	Summer, ERP, Pearson Education, 2008.			
WEB REFERENCES:				
	Publisher	Website link	Type of Content	
1.	Sagesoftware	https://www.sagesoftware.co.in/erp/what-is-erp/	Others	
2.	Researchgate	https://www.researchgate.net/publication/344453940_A_Research_Study_on_the_ERP_System_Implementation_and_Current_Trends_in_ERP	article	
VIDEO REFERENCES:				
	Video Details	Name of the Expert	Type of Content	Video Link
1.	Nptel	Dr. Inderdeep Singh IIT-Roorkee	Lecture	https://www.youtube.com/watch?v=NzyhYxUCjlg&t=46s
2.	Youtube	Windows of Wisdom	Lecture	https://www.youtube.com/playlist?list=PLWOx4cbGdwRjNws0EHwU8IYLs-vy5WbjN

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	-	-	-	-	2	-
CO2	1	-	-	-	-	-
CO3	-	2	-	-	-	-
CO4	1	-	-	-	-	-
CO5	1	-	-	-	-	-
Average	0.6	0.4	-	-	0.4	-
1-Low, 2 -Medium, 3-High						

MB23BA506	SOFTWARE PROJECT MANAGEMENT	Version: 1.0				
Programme & Branch	PG - MASTER OF BUSINESS ADMINISTRATION	CP	L	T	P	C
		3	3	0	0	3
Course Objectives:						
1.	To Understand how to manage software projects effectively, including dealing with challenges and seizing opportunities.					
2.	To Learn how to measure and analyze software development processes to improve efficiency.					
3.	To Gain knowledge of ensuring software quality and managing risks associated with development.					
4.	To Develop skills in planning software projects, integrating business goals, and continuously improving processes.					
5.	To Master techniques for testing, verifying, and validating software, ensuring it meets quality standards and performs well.					
INTRODUCTION (Not for Examination)					2	
<p>Importance: Studying Software Project Management in an MBA program teaches managers how to efficiently handle software projects, ensuring they're completed on time, within budget, and in line with business goals.</p> <p>Real-life Example(s): Space X- Falcon 9 rocket demonstrates the application of software project management in coordinating the design, testing, and deployment phases to meet stringent safety standards and deadlines.</p> <p>Linkages: Pre-requisite: Studied software testing in Business analytics and information system in Second semester.</p>						
UNIT-I	SPM CONCEPTS	9				
Definition, Components of SPM, Challenges and opportunities, Tools and techniques, Managing human resource and technical resource, Costing and pricing of projects, Training and development.						
UNIT-II	SOFTWARE MEASUREMENTS	7				
Monitoring & Measurement of Software development - cost, size and time metrics, Methods and tools for metrics, Issues of metrics in multiple projects.						
UNIT- III	SOFTWARE QUALITY AND RISK ISSUES	9				
Quality in Software development, Quality assurance, Quality standards and certifications, Risk issues in Software development and implementation, Identification of risks, Resolving and avoiding risks, Tools and methods for identifying risk management.						
UNIT - IV	QUALITY PLANNING	9				
Planning Concepts, Integrating Business and Quality Planning. Prerequisites to Quality Planning, The Planning Process - Define, Build, Implement and Improve Processes, Process Management Concepts.						
UNIT-V	QUALITY CONTROL PRACTICES	9				
Testing Concepts, Developing Testing Methodologies, Verification and Validation Methods, Software Change Control, Defect Management, Metrics and Measurement - Measurement Concepts, Measurement in Software, Variation and Process Capability.						

Total: 45 Periods				
OPEN ENDED PROBLEMS / QUESTIONS				
Course specific Open Ended Problems will be solved during the class room teaching. Such problems can be given as Assignments and evaluated as Internal Assessment only and not for the End semester Examinations.				
Course Outcomes: Upon completion of this course, the students will be able to:			BLOOM'S Taxonomy	
CO1	Recognize the concept of software project management.		L2-Understanding	
CO2	Explain project management in terms of the software development process.		L2-Understanding	
CO3	Find ways to reduce the risks involved in project management.		L2-Understanding	
CO4	Apply the concepts in preparing the quality plan & documents.		L3- Apply	
CO5	Assess the quality of software product.		L3 - Apply	
TEXT BOOKS:				
1.	Bob Hughes, Mike Cotterell and Rajib Mall, Software Project Management, McGraw Hill Publishing Company, 6 th Edition, 2017.			
2.	Roger S. Pressman, Software Engineering: A Practitioners Approach, McGraw Hill International Edition, New Delhi, 7 th Edition, 2010.			
REFERENCE BOOKS:				
1.	Alan Gillies, Software Quality – Theory and Management, Thomson Learning, 3 rd edition, 2011.			
2.	Stephen Kan, Metrics and Models in Software Quality Engineering, Pearson Education Asia, 8 th Impression 2009.			
3.	Richard H. Thayer (Edited), Software Engineering Project Management, IEEE, John Wiley & Sons, 2 nd edition, 2001.			
WEB REFERENCES:				
	Publisher	Website link	Type of Content	
1.	Javatpoint	https://www.javatpoint.com/software-project-management	Others	
2.	Geeksforgeeks	https://www.geeksforgeeks.org/software-engineering-software-project-management-spm/	Others	
VIDEO REFERENCES:				
	Video Details	Name of the Expert	Type of Content	Video Link
1.	NPTEL	Prof. Rajib Mall, Prof. Durga Prasad Mohapatra IIT Kharagpur, NIT Rourkela	Lecture	https://www.youtube.com/playlist?list=PLTmppuptzqEtgEsXy8wELihMCxGfOq4fd
2.	UDEMY	Daniele Protti	Lecture	https://www.udemy.com/course/software-project-management-the-complete-course/

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	-	-	-	-	2	-
CO2	1	-	-	-	-	-
CO3	-	2	-	-	-	-
CO4	1	-	-	-	-	-
CO5	1	-	-	-	-	-
Average	1	2	-	-	2	-
1-Low, 2 -Medium, 3-High						

MB23PT704	PROFESSIONAL SKILL DEVELOPMENT - III	Version: 1.0				
Programme & Branch	PG - MASTER OF BUSINESS ADMINISTRATION	CP	L	T	P	C
		4	0	0	4	2
Course Objectives:						
1.	Able to make the students to be ready for the corporate life.					
2.	Develop strong aptitude and logical reasoning skills for confident problem-solving.					
3.	Present management concepts in an easy-to-understand and captivating way, illustrating a strong grasp of the topic and its practical importance.					
4.	Able the students to research companies, analyze their operations and strategies, and present their findings clearly.					
INTRODUCTION (Not for Examination)						
Importance: Interview Etiquettes – Aptitude - Banking awareness - Concept Presentation and Company presentation.						
UNIT-I	CAMPUS TO CORPORATE	24				
Resume Building, Grooming and Dress code, Body language and gestures, Group Discussion, Mock Interview, First impression, Etiquettes, Managing cultural diversity.						
UNIT-II	APTITUDE AND LOGICAL REASONING – III	18				
Permutation Combination, Probability, Data Interpretation, Partnership, Sequential Input Output, Syllogism, Cubes & Cuboid, Data Sufficiency, Venn diagram, Ranking & Ordering, Banking awareness.						
UNIT- III	CONCEPTS PRESENTATION-III	6				
Presentation on any topics from the papers prescribed in the third semester and via voce.						
UNIT – IV	COMPANY PRESENTATION & FIELD STUDY	12				
Presentation on any sectors/companies following with a viva voce (or) Presentation on any field study on their respective specialization following with a viva voce.						
Total: 60 Periods						
Course Outcomes: Upon completion of this course, the students will be able to:						BLOOM'S Taxonomy
CO1	Apply the corporate etiquettes learnt in the organization.					L3 - Apply
CO2	Apply tricks & tactics to Solve problems logically.					L3 - Apply
CO3	Demonstrate the ability to effectively convey managerial ideas clearly using visual aids and engaging communication.					L3 - Apply
CO4	Apply the skills in researching companies and presenting their findings clearly.					L3 - Apply
CO5	Apply the corporate etiquettes learnt in the organization.					L3 - Apply
TEXT BOOKS:						
1.	K.K.Ramachandran & K.K.Karthick , From Campus to Corporate, Pearson Publication, 2016.					
2.	R.S.Agarwal, Quantitative Aptitude, S.Chand, 2017.					
REFERENCE BOOKS:						
1.	Gangadhar Joshi, Campus to Corporate- Your roadmap to employability, SAGE, 2015.					

2.	N.K.Gupta,Banking Awareness,IBC Academy Publication,5 th Edition.			
3.	Banking Awareness, Arihant publication, 2023.			
WEB REFERENCES:				
	Publisher	Website link	Type of Content	
1.	IndiaBix	https://www.indiabix.com/aptitude/questions-and-answers	Others	
2.	TOI	https://timesofindia.indiatimes.com/blogs/voices/campus-to-corporate-navigating-the-transition-to-the-working-world/	Article	
VIDEO REFERENCES:				
	Video Details	Name of the Expert	Type of Content	Video Link
1.	Resume Building	Great Learning	Resume preparation	https://www.mygreatlearning.com/academy/learn-for-free/courses/resume-building
2.	Quantitative Aptitude for IBPS PO	Class Central	Aptitude preparation	https://www.classcentral.com/classroom/youtube-quantitative-aptitude-for-ibps-po-by-lokesh-sharma-i-unacademy-studios-vault-54268

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	-	2	-	-	-	3
CO2	2	2	-	-	-	3
CO3	-	2	-	2	-	3
CO4	2	2	-	1	-	3
CO5	-	-	-	-	-	-
Average	0.8	-	-	0.6	-	2.4
1-Low, 2 -Medium, 3-High						

Special Electives

MB23SE612	ARTIFICIAL INTELLIGENCE (AI)	Version:1.0				
Programme & Branch	PG - MASTER OF BUSINESS ADMINISTRATION	CP	L	T	P	C
		2	2	0	0	2
Course Objectives:						
1.	To Understand the Basic of Artificial Intelligence (AI).					
2.	To understand the problem solving methods.					
3.	To understand the Knowledge Representation of Artificial Intelligence (AI).					
4.	To understand the Software Agents of Artificial Intelligence (AI).					
5.	To understand the Applications of Artificial Intelligence (AI).					
INTRODUCTION (Not for Examination)						
Importance: it helps to understand search strategies - knowledge representation - AI architecture - AI application.						
Real Life Example(s): Smartphone's with Virtual Assistants (combines Speech Recognition & Natural Language Processing) - Self-Driving Cars (combines Perception, Planning & Moving)						
Linkages: studied basic business analytics concepts in data-driven decision making, data management, data visualization, and descriptive analytics in second semester.						
UNIT-I	INTRODUCTION	6				
Introduction - Definition - Future of Artificial Intelligence - Characteristics of Intelligent Agents - Typical Intelligent Agents - Problem Solving Approach to Typical AI problems.						
UNIT-II	PROBLEM SOLVING METHODS	6				
Problem solving Methods - Search Strategies - Uninformed - Informed - Heuristics - Local Search Algorithms and Optimization Problems - Searching with Partial Observations -Constraint Satisfaction Problems - Constraint Propagation - Backtracking Search - Game Playing - Optimal Decisions in Games - Alpha - Beta Pruning - Stochastic Games.						
UNIT-III	KNOWLEDGE REPRESENTATION	6				
First Order Predicate Logic - Prolog Programming - Unification - Forward Chaining - Backward Chaining - Resolution - Knowledge Representation - Ontological Engineering -Categories and Objects - Events - Mental Events and Mental Objects - Reasoning Systems for Categories - Reasoning with Default Information.						
UNIT-IV	SOFTWARE AGENTS	6				
Architecture for Intelligent Agents - Agent communication - Negotiation and Bargaining - Argumentation among Agents -Trust and Reputation in Multi-agent systems.						
UNIT-V	APPLICATIONS	6				
AI applications - Language Models - Information Retrieval - Information Extraction - Natural Language Processing - Machine Translation - Speech Recognition - Robot - Hardware - Perception - Planning - Moving.						
						Total: 30 Periods
Course Outcomes:						BLOOM'S
Upon completion of this course the students will be able to:						Taxonomy
CO1	Understanding of Artificial intelligence and its future.					L2 -Understand
CO2	Implement appropriate problem solving methods.					L2 - Understand
CO3	Apply feasible knowledge representation of Artificial intelligence.					L2 - Understand

CO4	Demonstrate the software agents of Artificial intelligence.	L2 - Understand		
CO5	Interpret the applications of Artificial intelligence	L2 - Understand		
TEXT BOOKS:				
1.	Kevin Night and Elaine Rich, Nair B., Artificial Intelligence (SIE), McGraw Hill Publication, 2022.			
2.	Deepak Khemani, A First Course in Artificial Intelligence, McGraw Hill publication, 2017.			
REFERENCE BOOKS:				
1.	Patterson, Introduction to AI and ES, Pearson Education, 2015.			
2.	Tom Taulli, Artificial Intelligence Basics: Understanding AI Impact and Opportunities, 1 st Edition, Apress Publication, 2019.			
WEB REFERENCES:				
	Publisher	Website link	Type of Content	
1.	Tech Target	https://www.techtarget.com/	Article	
2.	Britannica	https://www.britannica.com/	Others	
VIDEO REFERENCES:				
	Video Details	Name of the Expert	Type of Content	Video link
1.	YouTube	Edureka	Lecture /Real - time applications	https://www.youtube.com/watch?v=oV74Najm6Nc
2.	NPTEL	Prof. Mausam	Lecture	https://onlinecourses.nptel.ac.in/noc24_cs08/preview

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	-	3	-	-	-	2
CO2	-	-	3	-	-	-
CO3	-	1	-	-	2	-
CO4	3	-	-	2	-	-
CO5	-	2	-	-	-	3
Average	0.6	1.2	0.6	0.4	0.4	1
1-Low, 2-Medium, 3-High						

MB23SE613	MACHINE LEARNING	Version: 1.0				
Programme & Branch	PG - MASTER OF BUSINESS ADMINISTRATION	CP	L	T	P	C
		2	2	0	0	2
Course Objectives:						
1.	To Understand what machine learning, artificial intelligence, and deep learning are, and how they're used practically.					
2.	To Figure out how machines can be taught to make decisions by studying techniques like Conjoint Analysis, Linear Discriminant Analysis, and Naïve Bayes.					
3.	To explore more advanced ways that machines can learn, like Random Forests, Support Vector Machines (SVM), and Ensemble Methods.					
4.	To understand how neural networks work, starting from simple ones and moving up to more complicated structures like Convolutional Neural Networks (CNNs).					
5.	To analyze data that changes over time, like stock prices or weather patterns, using techniques like Simple Exponential Smoothing and Auto-Regressive Integrated Moving Average (ARIMA).					
INTRODUCTION (Not for Examination)					1	
<p>Importance: Machine Learning equips professionals to bridge business and technology, driving innovation and strategic, data-driven decisions in an AI-driven world.</p> <p>Real-life Example(s): Machine Learning could lead initiatives such as personalized customer recommendations at Amazon, fraud detection at JPMorgan Chase, or predictive maintenance at General Electric, driving innovation and efficiency across industries.</p> <p>Linkages: Machine learning involve knowing math basics like algebra and statistics, being able to program, usually in Python or R, and understanding how to analyze data.</p>						
UNIT-I	INTRODUCTION					5
Introduction to Machine Learning – Artificial Intelligence – Deep Learning- Practical Applications of Machine Learning, Artificial Intelligence , Deep Learning – Dimensionality Reduction Techniques – Factor Analysis.						
UNIT-II	SUPERVISED MACHINE LEARNING TECHNIQUES					6
Conjoint Analysis – Full/fractional factorial design, choice cards, attribute Importance. Linear Discriminant Analysis - Fisher's method, Mahalanobis method , Standardised coefficients, Unstandardized coefficients, Structured coefficients. Naïve Bayes – Bayes theorem, conditional probability, building naïve bayes classifier.						
UNIT- III	ADVANCED SUPERVISED MACHINE LEARNING TECHNIQUES					6
Random Forest – Out of bag error rate , variable importance , tuning hyperparameters. SVM – hyperplanes and support vectors ,SVM model building . Ensemble Methods – bagging, boosting, adaboost, gradient boosting, extreme gradient boosting, bias variance trade off, Synthetic minority oversampling technique.						
UNIT - IV	ARTIFICIAL NEURAL NETWORKS					6
Neural networks – Neural network model building – Perceptron – Bias – Activation Function – Hidden layers – Forward Propagation – Backward Propagation – Introduction to Convolutional Neural Network and Reinforcement Learning.						
UNIT-V	TIME SERIES ANALYSIS					6
Visualizing time series data - Components of Time Series Data - Stationarity of the Data - Differencing the Time Series – Time Series Models - Simple Exponential Smoothing, Double Exponential Smoothing, Holt's Model, Holt Winters – additive model, multiplicative model - Auto-Regressive Integrated Moving Average Model Building- Residual Analysis - Auto ARIMA Model.						
						Total: 30 Periods

OPEN-ENDED PROBLEMS / QUESTIONS				
Course specific Open Ended Problems will be solved during the classroom teaching. Such problems can be given as Assignments and evaluated as Internal Assessment only and not for the End semester Examinations.				
Course Outcomes: Upon completion of this course, the students will be able to:			BLOOM'S Taxonomy	
CO1	Understand the various concepts of machine learning and artificial intelligence.		L2 - Understand	
CO2	Understand supervised machine learning techniques to build classification models.		L2 - Understand	
CO3	Understand the advanced machine learning techniques.		L2 - Understand	
CO4	Understand and explain the concept of artificial neural network and apply it predictive modeling.		L2 - Understand	
CO5	Understand the trend and seasonality components and build predictive models for time series Forecasting.		L2 - Understand	
TEXTBOOKS:				
1.	Daniel T.Larose and Chantal D, Larose, Data Mining and Predictive Analytics, Wiley, 2 nd Edition, 2018.			
2.	Dean Abbot, Applied Predictive Analytics- Principles and techniques for the professional data analyst, Wiley, 2018.			
REFERENCE BOOKS:				
1.	Efraim Turban, Ramesh Sharda, DusunDelen, Business Intelligence and Analytics- Systems for Decision support, Pearson, 10 th Edition, 2018.			
2.	MehmedKantardzic, Data Mining- Concepts, Models, Methods and Algorithms, Wiley, 2 nd Edition, 2018.			
3.	Gordon S.Linoff, MichealJ.A.Berry, Data Mining Techniques, Wiley, 3 rd Edition, 2017.			
WEB REFERENCES:				
	Publisher	Website link	Type of Content	
1.	Oracle	https://www.oracle.com/in/businessanalytics/what-is-machine-learning-foranalytics/#:~:text=Machine%20learning%20for%20analytics%20is,Providing%20ana20analytics%2Ddriven%20in sights.	Article	
2.	indatalabss	https://indatalabs.com/blog/machine-learning-in-business-analytics	Article	
VIDEO REFERENCES:				
	Video Details	Name of the Expert	Type of Content	Video Link
1.	NPTEL	Prof.Balamaran Ravindran, Department of Computer Science and Engineering, IIT Madras.	Lecture	https://nptel.ac.in/courses/106106139
2.	Great Learning	Dr.Abhinanda Sarkar, Faculty Director, Great Learning.	Lecture	https://www.mygreatlearning.com/academy/learn-for-free/courses/introduction-to-machine-learning1

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	-	2	-	-	-	1
CO2	-	2	-	-	-	1
CO3	-	2	-	-	-	1
CO4	-	2	-	-	-	1
CO5	-	2	-	-	-	1
Average	-	2	-	-	-	1
1-Low, 2 -Medium, 3-High						

MB23SE614	ENVIRONMENTAL SOCIAL GOVERNANCE	Version: 1.0				
Programme & Branch	PG - MASTER OF BUSINESS ADMINISTRATION	CP	L	T	P	C
		2	2	0	0	2
Course Objectives:						
1.	Provide a comprehensive understanding of the key concepts, principles, and frameworks related to Environmental, Social, and Governance factors.					
2.	Analyze the global regulatory landscape related to ESG, including emerging standards, reporting requirements, and compliance frameworks.					
3.	Analyze real-world case studies and best practices from leading organizations across industries to illustrate successful ESG integration strategies and outcomes.					
4.	Discuss the ethical dimensions of ESG, including considerations of social justice, equity, human rights, and diversity, equity, and inclusion (DEI) within the context of sustainable business practices.					
5.	Equip students with the skills to identify, assess, and mitigate environmental, social, and governance risks and opportunities within organizations and investment portfolios.					
INTRODUCTION: (Not for Examination)						
<p>Importance: ESG performance can significantly influence a company's reputation and brand value. Consumers, employees, investors, and other stakeholders increasingly prefer to engage with organizations that demonstrate a commitment to environmental stewardship, social justice, and ethical governance practices.</p> <p>Real Life Example(S): Unilever has committed to reducing its environmental footprint by implementing sustainable sourcing practices, reducing waste and emissions, and promoting renewable energy use. For instance, they have set ambitious targets to achieve zero waste to landfill across their manufacturing operations and have committed to sourcing 100% of their agricultural raw</p> <p>Linkages: Environmental, Social, and Governance (ESG) factors are increasingly recognized as critical components of sustainable business practices.</p>						
UNIT-I	INTRODUCTION TO ESG	6				
Definition and evolution of ESG - Importance of ESG in business sustainability - Key stakeholders and their interests						
UNIT-II	ENVIRONMENTAL DIMENSION OF ESG	6				
Climate change and carbon footprint - Energy efficiency and renewable resources - Waste management and pollution control						
UNIT- III	SOCIAL DIMENSION OF ESG	6				
Diversity, equity, and inclusion - Labor practices and human rights - Community engagement and philanthropy - ESG integration frameworks - ESG risk assessment and management						
UNIT - IV	GOVERNANCE DIMENSION OF ESG	6				
Corporate governance structures - Transparency and accountability - Board diversity and independence - Examining ESG strategies of leading companies						
UNIT-V	ESG MEASUREMENT AND REPORTING	6				
ESG frameworks (e.g., GRI, SASB, TCFD) - ESG data collection and analysis - ESG reporting standards and guidelines - Success factors and challenges in ESG implementation - Lessons learned and future trends in ESG						
Total: 30 Periods						

OPEN ENDED PROBLEMS / QUESTIONS				
Course specific Open Ended Problems will be solved during the class room teaching. Such problems can be given as Assignments and evaluated as Internal Assessment only and not for the End Semester Examinations.				
Course Outcomes: Upon completion of this course the students will be able to:	BLOOM'S Taxonomy			
CO1	Students will gain a comprehensive understanding of the key concepts, principles, and frameworks underlying Environmental L2 - Understand			
CO2	Students will learn to evaluate and interpret various ESG metrics, data sources L2 - Understand			
CO3	Students will explore how ESG factors can be integrated into investment decision-making processes L3 - Apply			
CO4	Students will examine best practices for ESG reporting and disclosure, including regulatory requirements L3 - Apply			
CO5	Students will explore the principles of corporate governance, including board composition L2 - Understand			
TEXTBOOKS:				
1.	Rear Admiral Sanjay Roye, Decoding Esg - A Comprehensive Guide To Environmental, Social And Governance Principles White Falcon Publishing, 2022.			
2.	Barbara Ioana Negrea And Adrian Mihai, Implementing Environmental, Social And Governance (Esg) Principles For Sustainable Businesses Springer, 2023.			
REFERENCE BOOKS:				
1.	Karlheinz Spitz, John Trudinger, and Matthew Orr, Environmental Social Governance: Managing Expectations 1 st Edition, 2022.			
2.	Margo van Selm and Achim Roessler Investing for a Sustainable Future 2 nd Edition, 2023.			
3.	Matthew E. Kahn, Robert G. Eccles, and George Serafeim How Socially Responsible Companies are Changing the World 2 nd Edition, 2020.			
WEB REFERENCES:				
S.NO	Publisher	Website link	Type of Content	
1.	CRC Press	https://chatgpt.com/c/9c5a5e5d-0857-4884-8f41-a9c11f97e234	Articles	
2.	Amazon Digital Services LLC	https://sasb.ifrs.org/	Articles	
3.	Wiley	https://www.unepfi.org/	Articles	
VIDEO REFERENCES:				
S.NO	Video Details	Name of the Expert	Type of Content	Video link
1.	YouTube	Organization	Lecture	https://www.youtube.com/watch?v=AkbGz3CYvqE

Mapping of COs with POs						
COs/POs	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	2	-	2	-	2
CO2	1	2	-	-	-	3
CO3	-	2	2	2	2	2
CO4	2	-	2	2	-	3
CO5	2	2	3	2	2	2
Average	2	2	1	1	1	1
1-Low, 2 -Medium, 3-High.						