

# **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: 06/07/2024**



**KNOWLEDGE INSTITUTE OF TECHNOLOGY, SALEM – 637504  
(AUTONOMOUS)**

Approved by AICTE, Affiliated to Anna University, Chennai, Accredited by  
NAAC 'A' Grade and NBA (B.E.: Mech, ECE, EEE & CSE)

**Department of Business Administration**

Table Of contents

S.NO	CONTENTS	PAGE NUMBER
1.	VISION, MISSION, PEOS	1
2.	PROGRAMME OUTCOMES	2
3.	CURRICULUM STRUCTURE	3-6
4.	SEMESTER - III - Syllabi	7-104
5.	SPECIAL ELECTIVE SUBJECTS	105-114
6.	SUMMER INTERNSHIP & PROJECT WORK	115-118

  
**CHAIRPERSON**

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



**KNOWLEDGE INSTITUTE OF TECHNOLOGY (AUTONOMOUS),  
SALEM-637 504.**

Approved by AICTE, Affiliated to Anna University,  
Accredited by NAAC and NBA (B.E.: Mech, ECE, EEE & CSE)

**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**

<b>A</b>	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>B</b>	To nurture talent, Innovation entrepreneurship, all-round personality and values system among the students and to foster competitiveness among students
<b>C</b>	To undertake collaborative projects which offer opportunities for long-term interaction with academia and industry
<b>D</b>	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**

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

**PROGRAM EDUCATIONAL OBJECTIVES(PEOs)**

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

<b>PROGRAM OUTCOMES (POs)</b>	
<b>PO1</b>	Apply knowledge of management theories and practices to solve business problems.
<b>PO2</b>	Foster analytical and critical thinking abilities for data- based decision making.
<b>PO3</b>	Ability to develop value based leadership ability.
<b>PO4</b>	Ability to understand, analyze and communicate global, economics, legal and ethical aspects Of business.
<b>PO5</b>	Ability to lead themselves and others in the achievement of organizational goals, contributing Effectively to a team environment.
<b>PO6</b>	Ability to apply professional ethics and enhance business quality through lifelong learning.

**KNOWLEDGE INSTITUTE OF TECHNOLOGY (AUTONOMOUS)  
SALEM-637 504**

**MASTER OF BUSINESS ADMINISTRATION**

Version:1.0

Courses of Study and Scheme of Assessment (Regulations 2023)

Date: 06/07/2024

**SEMESTER I**

Sl. No.	Course Code	Course Title	Periods / Week						Maximum Marks		
			CAT	CP	L	T	P	C	CIA	ESE	Total
<b>THEORY</b>											
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
<b>SPECIAL ELECTIVE / EMPLOYABILITY ENHANCEMENT COURSES</b>											
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
		<b>Total</b>	<b>9</b>	<b>29</b>	<b>23</b>	<b>2</b>	<b>4</b>	<b>27</b>	<b>420</b>	<b>480</b>	<b>900</b>

**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
<b>SPECIAL ELECTIVE / EMPLOYABILITY ENHANCEMENT COURSES / PRACTICALS</b>											
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
		<b>Total</b>	<b>10</b>	<b>32</b>	<b>23</b>	<b>01</b>	<b>08</b>	<b>28</b>	<b>480</b>	<b>520</b>	<b>1000</b>

**SEMESTER III**

**THEORY**

1	MB23GM313	International Business Management	PC	3	2	1	0	3	40	60	100
2	MB23GM314	Strategic Management	PC	3	2	1	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
		<b>Total</b>	<b>10</b>	<b>28</b>	<b>22</b>	<b>2</b>	<b>04</b>	<b>28</b>	<b>520</b>	<b>480</b>	<b>1000</b>
<b>SEMESTER IV</b>											
<b>PRACTICALS</b>											
1	MB23PW801	Project Work	PW	24	0	0	24	12	60	40	100
		<b>Total</b>	<b>01</b>	<b>24</b>	<b>0</b>	<b>0</b>	<b>24</b>	<b>12</b>	<b>60</b>	<b>40</b>	<b>100</b>

<b>SUMMARY</b>							
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
<b>Total Subjects</b>		<b>09</b>	<b>10</b>	<b>10</b>	<b>01</b>	<b>95</b>	<b>100</b>
<b>Total Credits</b>		<b>27</b>	<b>28</b>	<b>28</b>	<b>12</b>		

Master of Business Administration (MBA)											
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
<b>SEMESTER III ( Professional Electives – Marketing )</b>											
<b>THEORY</b>											
1	MB23MM501	Consumer Behaviour	PE	3	3	0	0	3	40	60	100
2	MB23MM502	Brand Management	PE	3	2	1	0	3	40	60	100
3	MB23MM503	Retail Management	PE	3	2	1	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	2	1	0	3	40	60	100
6	MB23MM506	Business to Business Marketing	PE	3	2	1	0	3	40	60	100
<b>SEMESTER III ( Professional Electives – Finance )</b>											
1	MB23FM501	Security Analysis and Portfolio Management	PE	3	2	1	0	3	40	60	100
2	MB23FM502	Banking Operations in Business	PE	3	3	0	0	3	40	60	100
3	MB23FM503	Risk and Insurance Management	PE	3	2	1	0	3	40	60	100
4	MB23FM504	International Finance	PE	3	3	0	0	3	40	60	100
5	MB23FM505	Financial Markets	PE	3	2	1	0	3	40	60	100
6	MB23FM506	Financial Derivatives	PE	3	3	0	0	3	40	60	100
<b>SEMESTER III ( Professional Electives – Human Resource Management )</b>											
1	MB23HR501	Strategic Human Resource Management	PE	3	2	1	0	3	40	60	100
2	MB23HR502	Industrial Relations and Labour Legislations	PE	3	2	1	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	2	1	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	2	1	0	3	40	60	100
<b>SEMESTER III ( Professional Electives – Operations Management )</b>											
1	MB23OM501	Lean Management	PE	3	3	0	0	3	40	60	100
2	MB23OM502	Project Management	PE	3	2	1	0	3	40	60	100
3	MB23OM503	Services Operations Management	PE	3	2	1	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	2	1	0	3	40	60	100
6	MB23OM506	Total Quality Management	PE	3	3	0	0	3	40	60	100
<b>SEMESTER III ( Professional Electives – Business Analytics )</b>											
1	MB23BA501	Data Mining for Business Intelligence	PE	3	2	1	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 and Web Analytics	PE	3	2	1	0	3	40	60	100
4	MB23BA504	E-Business Management	PE	3	2	1	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

Special Electives*											
Sl. No.	Course Code	Course Title	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				



MB23GM313	INTERNATIONAL BUSINESS MANAGEMENT	CP	L	T	P	C
		3	2	1	0	3
<b>Programme &amp; Branch</b>	<b>PG - MASTER OF BUSINESS ADMINISTRATION</b>	<b>Version: 1.0</b>				
	<b>Course Objectives:</b>					
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.					
	<b>INTRODUCTION (Not for Examination)</b>					<b>2</b>
<b>Importance</b>	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.					
<b>Real-Life Examples</b>	Market Expansion-Apple					
	Foreign Investment-Amazon (Whole Foods)					
	Cross-Cultural Communication- Airbus					
<b>Linkages</b>	Management Concepts & Organizational Behavior and Managerial Economics					
	Financial Management and Human Resource Management					
<b>UNIT-I</b>	<b>AN OVERVIEW OF INTERNATIONAL BUSINESS</b>					<b>6+3</b>
	Definition and drivers of International Business (L2)- Changing Environment of International Business (L4) - Country attractiveness (L3)- Trends in Globalization (L2) - Effect and Benefit of Globalization (L2) -International Institution: UNCTAD Basic Principles and Major Achievements, Role of IMF, Features of IBRD, Role and Advantage of WTO (L2).					
<b>UNIT-II</b>	<b>THEORIES OF INTERNATIONAL TRADE AND INVESTMENT</b>					<b>6+3</b>
	Theories of International Trade: Mercantilism, Absolute Advantage Theory, Comparative Cost Theory, Hecksher-Ohlin Theory (L2) -Theories of Foreign Direct Investment: Product Life Cycle, Eclectic, Market Power(L2), Internationalization - Instruments of Trade Policy : Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy (L2), Balance of Payment (L2).					
<b>UNIT- III</b>	<b>GLOBAL ENTRY</b>					<b>6+3</b>

	Strategic compulsions (L2) – Strategic options (L2) – Global portfolio management (L2) - Global entry strategy (L4), different forms of international business, advantages (L3) - Organizational issues of international business (L2) – Organizational structures (L2) – Controlling of international business approaches to control (L2) – Performance of global business, performance evaluation system (L3).	
<b>UNIT- IV</b>	<b>PRODUCTION, MARKETING, FINANCIALS OF GLOBAL BUSINESS</b>	<b>6+3</b>
	Global production: Location, scale of operations (L2) - cost of production (L2) - Standardization Vs Differentiation (L3) - Make or Buy decisions (L2) - global supply chain issues (L3) - Quality considerations (L2). Globalization of markets: Marketing strategy (L4) - Challenges in product development (L2)- pricing-production and channel management (L2). Foreign Exchange Determination Systems: Basic Concepts-types of Exchange Rate Regimes (L2) - Factors Affecting Exchange Rates (L2).	
<b>UNIT- V</b>	<b>HUMAN RESOURCE MANAGEMENT IN INTERNATIONAL BUSINESS</b>	<b>6+3</b>
	Selection of expatriate managers (L2) - Managing across cultures (L2) -Training and development (L3) – Compensation (L2) - Disadvantages of international business (L2) – Conflict in international business (L2) - Sources and types of conflict (L2) – Conflict resolutions (L2) – Negotiation –Ethical issues in international business – ethical decision making (L2). (Case study in IBM – Not for Examination).	
	<b>Total No. of Periods</b>	<b>47</b>
	<b>OPEN-ENDED PROBLEMS/QUESTIONS</b>	
	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.	
	<b>Course Outcomes:</b>	
	<b>Upon completion of this course the students will be able to:</b>	<b>Bloom's Taxonomy</b>
CO1	Understand in depth knowledge of driving factors of international Business Management.	L2– Understand
CO2	Understand 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
	<b>TEXT BOOKS:</b>	
1.	Charles W.I. Hill and Arun Kumar Jain, International Business, 6th edition, Tata McGraw Hill, New Delhi, 2010.	
2.	K. Aswathappa, International Business, 6 <sup>th</sup> Edition, Tata Mc Graw Hill, New Delhi, 2018	
	<b>REFERENCE BOOKS:</b>	

1.	Charles W. L. Hill, G. Tomas M. Hult, Rohit Mehtani, International Business: Competing in the Global Marketplace, 11th Edition, McGraw Hill, 2018.		
2.	S. Tamer Cavusgil, Gary Knight, John Riesenberger, International Business 4 <sup>th</sup> Edition, Pearson, 2017.		
3.	Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffet, International Business, 7th Edition, Cengage Learning, New Delhi, 2010.		
4.	Vyuptakesh Sharan, International Business, 3rd Edition, Pearson Education in South Delhi, 2011.		
<b>WEB REFERENCES:</b>			
	<b>Publisher</b>	<b>Website link</b>	<b>Topic</b>
1.	International Business Ethics Institute	<a href="http://www.business-ethics.org">http://www.business-ethics.org</a>	Global Ethics Training, Creating Speak Up Cultures, Codes of Ethics
<b>VIDEO REFERENCES:</b>			
	<b>Video Details</b>	<b>Name of the Expert</b>	<b>Topic</b>
	<b>Video link</b>		
1.	YouTube	J.K.Nayak / IIT	International Business
2.	YouTube	Lon Schiffbauer	What is Globalization?

COs	Mapping of COs with POs					
	POs					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	1	3	2	1
CO2	3	3	1	3	2	2
CO3	3	3	2	3	3	2
CO4	2	3	1	3	2	3
CO5	2	2	3	2	2	3
<b>Avg.</b>	<b>2.6</b>	<b>2.6</b>	<b>1.6</b>	<b>2.8</b>	<b>2.2</b>	<b>2.2</b>
<b>1 – Low, 2 –Medium, 3 – High</b>						

MB23GM314	STRATEGIC MANAGEMENT	CP	L	T	P	C
		3	2	1	0	3
Programme & Branch	PG - MASTER OF BUSINESS ADMINISTRATION	Version: 1.0				
<b>Course Objectives:</b>						
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.					
<b>INTRODUCTION (Not for Examination)</b>						2
<b>Importance</b>	Highlighting the how organizations develop and implement strategies to achieve competitive advantage, ensuring long-term success in a dynamic business environment. It equips individuals with the tools to analyze market trends, make informed decisions, and drive organizational growth.					
<b>Real-Life Examples</b>	Netflix - transitioned from DVD rentals to a streaming service, offering a vast library of movies and TV shows on-demand.					
	Apple Inc - How refines its strategy to maintain its leadership in the tech industry.					
	Amazon's - expansion from an online bookstore to a global e-commerce giant					
<b>Linkages</b>	Marketing Management					
	Human Resource Management					
	Financial Management					
<b>UNIT-I</b>	<b>INTRODUCTION AND CONCEPTS IN STRATEGIC MANAGEMENT</b>					6+3
Strategic Management as a process (L3) - Developing a strategic vision, Mission, Objectives, Policies (L3) - Factors that shape a company's strategy (L3) - Environmental Scanning(L3) - Concepts of Core Competence (L3) - Crafting a strategy for competitive Advantage (L3).						
<b>UNIT-II</b>	<b>STRATEGIC ANALYSIS AND CHOICE: TOOLS AND TECHNIQUES</b>					6+3
Porter's Five Force Model, BCG Matrix-GE Model (L3) - SWOT Analysis and TOWS Matrix (L3) - Market Life Cycle Model (L3) - Organizational Learning and the Experience Curve (L3).						
<b>UNIT- III</b>	<b>STRATEGY FORMULATION</b>					6+3
Formulation of strategy at corporate, business and functional levels (L3) - Strategy Alternatives (L3) - Stability Strategy -Growth Strategy (L2) - Retrenchment Strategy, and Combination Strategy (L2).						
<b>UNIT- IV</b>	<b>STRATEGY IMPLEMENTATION</b>					6+3
Types of Strategies: Offensive strategy, Defensive strategy, vertical integration, horizontal strategy (L3); Tailoring strategy to fit specific industry and company situations (L3) - Strategy and Leadership, Resource allocation as a vital part of strategy (L3) - Planning systems for implementation (L3).						

UNIT- V	STRATEGY EVALUATION AND CONTROL			6+3
	Establishing strategic controls (L3) - Role of the strategist (L3) - benchmarking to evaluate performance (L3) - strategic information systems (L2) - Guidelines for proper control (L2) - Strategic surveillance (L3) - strategic audit (L3) - Strategy and Corporate Evaluation (L3) and feedback in the Indian and international context (L3).			
	<b>Total No. of Periods</b>			<b>47</b>
	<b>OPEN-ENDED PROBLEMS/QUESTIONS</b>			
	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.			
	<b>Course Outcomes:</b>			
	<b>Upon completion of this course the students will be able to:</b>			<b>Bloom's Taxonomy</b>
CO1	Evaluate the impact of strategic thinking on organizational adaptability and competitive advantage.			L2- Understand
CO2	Develop skills in creating, implementing, and assessing strategic plans within organizational contexts.			L3 - Apply
CO3	Critically assess the effectiveness of different evaluation and controlling approaches in strategic decision-making.			L2- Understand
CO4	Utilize data-driven approaches for strategic analysis, decision-making, and problem-solving.			L3- Apply
CO5	Identify and analyze different types of strategies and their implications for organizational success.			L3 - Apply
	<b>TEXT BOOKS:</b>			
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.			
	<b>REFERENCE BOOKS:</b>			
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 Publishing House, New Delhi, 2011.			
	<b>WEB REFERENCES:</b>			
	<b>Publisher</b>	<b>Website link</b>	<b>Topic</b>	
1.	Hubspot	<a href="https://blog.hubspot.com/sales/growth-strategy">https://blog.hubspot.com/sales/growth-strategy</a>	Growth Strategy	
	<b>VIDEO REFERENCES:</b>			
	<b>Video Details</b>	<b>Name of the Expert</b>	<b>Topic</b>	<b>Video link</b>
1.	Strategic Management	Shaf Rasul, Investing in Technology & Property, United Kingdom	Basic of Strategic Management	<a href="https://www.youtube.com/watch?v=_BajRnOC SKK">https://www.youtube.com/watch?v=_BajRnOC SKK</a>
2.	Strategic Management	Michael Nugent, , Business Mentor & Columnist, United Kingdom.	Nature of Strategic Management	<a href="https://www.youtube.com/watch?v=NsAsIFW DEUW">https://www.youtube.com/watch?v=NsAsIFW DEUW</a>

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
<b>Avg.</b>	<b>2</b>	<b>2</b>	<b>2.3</b>	<b>2</b>	<b>2</b>	<b>2.4</b>
<b>1 – Low, 2 –Medium, 3 – High</b>						

MB23MM501	CONSUMER BEHAVIOUR				CP	L	T	P	C
Programme & Branch	PG - MASTER OF BUSINESS ADMINISTRATION				3	3	0	0	3
					Version: 1.0				
	<b>Course Objectives:</b>								
1.	To develop an understanding of underlying concepts and issues in Consumer behavior in marketing.								
2.	To understand the core functional area of marketing.								
3.	To familiarize the marketing strategies and take decisions.								
4.	To impart key insights into the practical aspects of marketing.								
5.	To understand about the various aspects of Consumer Behavior and its application in Marketing.								
	<b>INTRODUCTION (Not for Examination)</b>								2
<b>Importance</b>	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.								
<b>Real-Life Examples</b>	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.								
<b>Linkages</b>	Consumer behavior is closely linked to marketing strategies and Marketing Management.								
<b>UNIT-I</b>	<b>INTRODUCTION TO CONSUMER BEHAVIOUR</b>								9
	Definition(L1), Nature(L2), Scope(L2) - Consumer Behaviour's Applications in Marketing(L2)- Consumer research process(L2)-Defining Research Objectives(L2)-Collecting & Evaluating Secondary Data(L2)-Primary Research Design(L2)-Collecting Primary Data(L2)- Analyzing Data & Report Preparation(L2).								
<b>UNIT-II</b>	<b>FACTORS AFFECTING CONSUMER BEHAVIOUR</b>								9
	Factors influencing Consumer Behaviour(L2)- External Influences(L2)- Culture, Subculture, Social Class, Reference Groups, Family, Internal Influences(L2)- Needs & Motivations(L2)-Perception, Personality, Lifestyle, Values, Learning, Memory(L2)-Beliefs & Attitudes(L2).								
<b>UNIT- III</b>	<b>CONSUMER DECISION MAKING PROCESS</b>								9
	Types of consumer decisions(L2)-Consumer Decision Making Process(L2)-Problem Recognition(L2)- Information Search-Alternative Evaluation(L2)-Purchase Selection(L2)-Post purchase Evaluation(L2)- Buying pattern in the new digital era(L2).								
<b>UNIT- IV</b>	<b>CONSUMER MOTIVATION &amp; PERSONALITY</b>								9
	Consumer Motivation(L2)- Needs, Goals, Motive arousal, Maslow's Hierarchy of Needs(L2)- Freud's Theory of Motivation, Consumer Personality(L2)-Self-concept theory(L2)-Psychoanalytic Theory(L2)-Neo-Freudian Theory, Trait Theory(L2).								

<b>UNIT- V</b>	<b>MARKETING COMMUNICATIONS, DECISION MAKING MODELS, CONSUMER RIGHTS</b>			<b>9</b>
	Marketing Communication Process(L2)- Types of Communication systems(L2)- Interpersonal, Impersonal(L2)-Persuasive Communication(L2)-Consumer Decision Making Models(L2)-Black Box Model(L2)- Economic model (L2)- Howard & Sheth model(L2)- Consumer Protection Act 1986, rights of consumers(L2).			
	<b>Total No. of Periods</b>			<b>47</b>
	<b>OPEN-ENDED PROBLEMS/QUESTIONS</b>			
	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.			
	<b>Course Outcomes:</b>			
	<b>Upon completion of this course the students will be able to:</b>			<b>Bloom's Taxonomy</b>
CO1	Understand the fundamental concepts and theories of consumer behavior.			L2 - Understand
CO2	Analyze the psychological factors influencing consumer decision-making, Including perception, learning, memory, and motivation.			L2 - Understand
CO3	Explain the social and cultural influences on consumer behavior, Including reference groups, social media, and cultural values.			L2 - Understand
CO4	Identify the different stages of the consumer decision-making process.			L2 - Understand
CO5	Explain the social and cultural influences on consumer behavior, including reference groups, social media, and cultural values.			L2 - Understand
	<b>TEXT BOOKS:</b>			
1.	Solomon, M. R. Consumer Behavior: Buying, Having, and Being, Pearson Education, 2022.			
2.	Schiffman, L. G., & Kanuk, L. L, Consumer Behavior, 12 <sup>th</sup> Edition, Pearson Education, 2021.			
	<b>REFERENCE BOOKS:</b>			
1.	Blackwell, R. D., Miniard, P. W., & Engel, J. F. Consumer Behavior, 11 <sup>th</sup> 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.			
	<b>WEB REFERENCES:</b>			
	<b>Publisher</b>	<b>Website link</b>	<b>Topic</b>	
1.	W. W. Norton & Company	<a href="https://wnorton.com/">https://wnorton.com/</a>	Article	
2.	Omni convert Blog	<a href="https://www.omniconvert.com/blog/consumer-behavior-in-marketing-patterns-types-segmentation/">https://www.omniconvert.com/blog/consumer-behavior-in-marketing-patterns-types-segmentation/</a>	Article	
	<b>VIDEO REFERENCES:</b>			
	<b>Video Details</b>	<b>Name of the Expert</b>	<b>Topic</b>	<b>Video link</b>
1.	NPTel	Prof Zillur	Lecture	<a href="https://www.youtube.com/watch?v=UdiFux7FRhk&amp;pp=ygU3VmlkZW8gRGV0YWlscwOYW11IG9mIHROZSBFeHBlcnQgICAgY29uc3VtZXgYmVoYXZpb">https://www.youtube.com/watch?v=UdiFux7FRhk&amp;pp=ygU3VmlkZW8gRGV0YWlscwOYW11IG9mIHROZSBFeHBlcnQgICAgY29uc3VtZXgYmVoYXZpb</a>



				3VyIA%3D%3D
2.	Brand Master Academy	Steven Hobe, CM Marketing Canada.	Lecture	<a href="https://www.youtube.com/watch?v=nHHUwzavecg">https://www.youtube.com/watch?v=nHHUwzavecg</a>

COs	Mapping of COs with POs					
	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
Avg.	2	2	2.3	2	2	2.4
1 - Low, 2 - Medium, 3 - High						

MB23MM502	BRAND MANAGEMENT	CP	L	T	P	C	
		3	2	1	0	3	
Programme & Branch	PG-MBA- Master of Business Administration	Version: 1.0					
<b>Course Objectives:</b>							
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.						
<b>INTRODUCTION (Not for Examination)</b>						2	
<b>Importance</b>	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.						
<b>Real-Life Examples</b>	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.						
<b>Linkages</b>	Marketing management subject topics branding, brand equity, brand image and brand positioning are the foundation for studying brand management.						
<b>UNIT-I</b>	<b>BRANDS AND BRAND EQUITY</b>						6+3
	Brands and Branding(L1) - Introduction to Brand Management(L1) - Brand Management Process(L1) - Sources of brand equity(L2) - Steps of brand building(L1) - Creating customer value(L2) - Brand Choice and Decision Models(L2).						
<b>UNIT-II</b>	<b>STRATEGIC BRAND ANALYSIS</b>						6+3
	Brand strategy (L1)- Strategic perspective to view brand strategy(L1) - Designing a branding strategy(L2) - Three phases of brand analysis(L3) - Importance of brand analysis(L2) -Advantages of conducting brand analysis(L1) - Strategies for conducting brand analysis(L1).						
<b>UNIT- III</b>	<b>BRAND POSITIONING</b>						6+3
	Brand positioning(L1) - Identifying and establishing brand positioning(L2) - Positioning guidelines(L2) - Defining and establishing brand mantras(L1) - Internal branding - Brand Audit(L2)						
<b>UNIT- IV</b>	<b>BRAND PERSONALITY</b>						6+3
	Brand Personality(L1) - Brand personality traits(L1) - Key ingredients of a strong brand personality(L1) -Importance of brand personality(L2) - Types of brand personalities(L2) - Brand Image and Personality(L1) - Brand Identity(L1) - Brand valuation (L3)- Brand Tracking and Monitoring(L1) - Critical supports to build a Brand(L3).						
<b>UNIT- V</b>	<b>MANAGING AND MEASURING BRAND EQUITY</b>						6+3

	Brand Equity(L1) – Choosing brand elements to build brand equity(L1) – Establishing a Brand Equity Management System(L2) – Qualitative and Quantitative research techniques to measure brand equity(L2) – Managing brand equity (L3)- Managing Brands Over Time (L3)- Managing ageing brands (L3)- Revitalizing Brands (L2)- Requirements of a Brand Manager(L2).			
	<b>Total No. of Periods</b>			<b>47</b>
	<b>OPEN-ENDED PROBLEMS/QUESTIONS</b>			
	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.			
	<b>Course Outcomes:</b>			
	<b>Upon completion of this course the students will be able to:</b>			<b>Bloom's Taxonomy</b>
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	Understand brand positioning concept and know establishing brands.			L2 - Understand
CO4	Understand the brand personality of a brand and how it is valued.			L3 - Apply
CO5	Understand measuring of a brand and revitalize the ageing brand.			L3 - Apply
	<b>TEXT BOOKS:</b>			
1.	Kevin Lane Keller, Vanitha Swaminathan, Strategic Brand Management: Building, Measuring, and Managing Brand Equity, 5 <sup>th</sup> Edition, Pearson Education, India 2019.			
2.	Tapan K. Panda, Product and Brand Management, 1st Edition, Oxford University Press, India 2016.			
	<b>REFERENCE BOOKS:</b>			
1.	U C Mathur, Product and brand management Text and Cases, 2 <sup>nd</sup> Edition, Excel books, New Delhi 2012.			
2.	Kirti Dutta, Brand Management Principles and Practices, 2 <sup>nd</sup> Edition, Oxford University Press, India 2012.			
3.	YLR.Moorthi, Brand Management, The Indian Context, 2 <sup>nd</sup> Edition, Visionias Publisher, India 2014.			
	<b>WEB REFERENCES:</b>			
	<b>Publisher</b>	<b>Website link</b>		<b>Topic</b>
1.	Kingston University Research Repository	<a href="https://core.ac.uk/download/pdf/91129.pdf">https://core.ac.uk/download/pdf/91129.pdf</a>		Others
2.	Biyani institute of science and management	<a href="https://gurukpo.com/Content/MBA/productandBrandManagement.pdf">https://gurukpo.com/Content/MBA/productandBrandManagement.pdf</a>		Others
	<b>VIDEO REFERENCES:</b>			
	<b>Video Details</b>	<b>Name of the Expert</b>	<b>Topic</b>	<b>Video link</b>
1.	NPTEL	Prof. Abhishek Kumar / Army Institute of Management Kolkata	Lecture / Video	<a href="https://onlinecourse.s.nptel.ac.in/noc23_mg117/preview">https://onlinecourse.s.nptel.ac.in/noc23_mg117/preview</a>

2.	NPTEL	Prof. Vinay Sharma / IIT Roorkee	Lecture / Video	<a href="https://onlinecourses.nptel.ac.in/noc22_mg82/preview">https://onlinecourses.nptel.ac.in/noc22_mg82/preview</a>
----	-------	-------------------------------------	-----------------	---

COs	Mapping of COs with POs					
	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
<b>Avg.</b>	<b>1.8</b>	<b>1.6</b>	<b>-</b>	<b>1.5</b>	<b>-</b>	<b>1.5</b>
<b>1 – Low, 2 –Medium, 3 – High</b>						

MB23MM503	RETAIL MANAGEMENT				CP	L	T	P	C
Programme & Branch	PG - MASTER OF BUSINESS ADMINISTRATION				3	2	1	0	3
	<b>Course Objectives:</b>				Version: 1.0				
1.	To understand the retailing concepts and trends.								
2.	To know the various retail formats.								
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.								
	<b>INTRODUCTION (Not for Examination)</b>								2
<b>Importance</b>	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.								
<b>Real-Life Examples</b>	Amazon's Customer-Centric Approach, Starbucks' Brand Loyalty Programs, IKEA's Innovative Store Design.								
<b>Linkages</b>	Marketing management subject topics significance and features of retail marketing under facets of marketing is the foundation for studying retail management.								
<b>UNIT-I</b>	<b>INTRODUCTION</b>								<b>6+3</b>
	Overview - Retailing concepts (L2)- Challenges and opportunities (L2) - Retail Trends in India - Modern trends (L1) - Influences: Economic, social and cultural effects - Global Retailing-Policy implications (L2). Socio economic and technological Influences on retail management (L1)- Government of India policy implications on retails(L1).								
<b>UNIT-II</b>	<b>RETAIL FORMATS</b>								<b>6+3</b>
	Retail formats - Organized vs. unorganized formats (L2) -Characteristics of each format -Emerging trends in retail formats (L2)- MNC's role in organized retail formats (L2).								
<b>UNIT- III</b>	<b>RETAILING DECISIONS</b>								<b>6+3</b>
	Choice of retail locations (L2)- internal and external atmospherics - Positioning of retail shops - Building retail store Image (L2)- Retail service quality management - Retail Supply Chain Management (L3) - Retail Pricing Decisions - Merchandizing - and category management (L3).								
<b>UNIT- IV</b>	<b>RETAIL PROMOTION</b>								<b>6+3</b>
	Visual Merchandise Management (L3)- Space Management - Retail Inventory Management (L3)- Retail accounting and audits (L3)- Retail store brands - Retail advertising and promotions (L3) - Aspects of retail promotion (L3)- Private Labels - Major types of Retail Promotion (L2)- Retail Management Information Systems - Online retail (L2) - Emerging trends(L3).								

UNIT- V	RETAIL SHOPPER BEHAVIOUR			6+3
	Understanding of Retail shopper behavior (L2)- Shopper Profile Analysis (L3)- Shopping Decision Process (L3)- Factors influencing retail shopper behavior (L3)- Complaints Management(L2) - Retail sales force Management - Challenges in Retailing in India(L2).			
	<b>Total No. of Periods</b>			<b>47</b>
	<b>OPEN-ENDED PROBLEMS/QUESTIONS</b>			
	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.			
	<b>Course Outcomes:</b>			
	<b>Upon completion of this course the students will be able to:</b>			<b>Bloom's Taxonomy</b>
CO1	Provide insights on retail operations.			L2- Understand
CO2	Understand the various retail formats.			L3 - Apply
CO3	Understand the techniques used in retail management and pricing.			L2- Understand
CO4	Apply the retail promotion strategies in retail organization.			L3 - Apply
CO5	Gain knowledge about shopping behavior of retail shopper.			L3 - Apply
	<b>TEXT BOOKS:</b>			
1.	Michael Levy, Barton, A. Weitz and Dhruv Grewal, Retail Management, 10 <sup>th</sup> Edition, Tata McGraw Hill, India 2023.			
2.	Patrick M. Dunne and Robert F Lusch, Robert F.Carver, James, Retailing, 8 <sup>th</sup> Edition, Thomson Learning, India 2013.			
	<b>REFERENCE BOOKS:</b>			
1.	Chetan Bajaj, Rajnish Tow and Nidhi V. Srivatsava, Retail Management, 3 <sup>rd</sup> Edition, Oxford University Press, India 2016.			
2.	Swapna Pradhan, Retail Management -Text and Cases, 6 <sup>th</sup> Edition, Tata McGraw Hill, India 2020.			
3.	Arunangshu Giri, Pradip Paul, Satakshi Chatterjee, Retail Management Text and Cases, PHI Learning, Delhi 2021.			
	<b>WEB REFERENCES:</b>			
	<b>Publisher</b>	<b>Website link</b>		<b>Topic</b>
1.	Indian Retailer	<a href="https://www.indianretailer.com/article/retail-business/retail/understanding-core-objectives-retail-management">https://www.indianretailer.com/article/retail-business/retail/understanding-core-objectives-retail-management</a>		Others
2.	Institute of management and information technology	<a href="https://www.imit.ac.in/note/18MBA401Arm.pdf">https://www.imit.ac.in/note/18MBA401Arm.pdf</a>		Others
	<b>VIDEO REFERENCES:</b>			
	<b>Video Details</b>	<b>Name of the Expert</b>	<b>Topic</b>	<b>Video link</b>
1.	NPTEL	Dr. Yamini Karmarkar and Dr. Geeta Nema,	Lecture / Videos	<a href="https://onlinecourses.swayam2.ac.in/cec">https://onlinecourses.swayam2.ac.in/cec</a>

		Devi Ahilya Vishwavidyalaya / Indore		20_mg01/preview
2.	NPTEL	Prof. Swagato Chatterjee / IIT Kharagpur	Lecture / Videos	<a href="https://onlinecourses.nptel.ac.in/noc22_mg51/preview">https://onlinecourses.nptel.ac.in/noc22_mg51/preview</a>

COs	Mapping of COs with POs					
	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
<b>Avg.</b>	<b>1.6</b>	<b>1.7</b>	<b>-</b>	<b>1.6</b>	<b>1</b>	<b>2</b>
<b>1 - Low, 2 -Medium, 3 - High</b>						

MB23MM504	CUSTOMER RELATIONSHIP MANAGEMENT	CP	L	T	P	C
		3	3	0	0	3
Programme & Branch	PG - MASTER OF BUSINESS ADMINISTRATION	Version: 1.0				
	<b>Course Objectives:</b>					
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					
	<b>INTRODUCTION (Not for Examination)</b>					2
<b>Importance</b>	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 loyalties, which are essential skills for effective business leadership and sustainable growth in competitive market world.					
<b>Real-Life Examples</b>	Starbucks' Loyalty program offering rewards and exclusive offers to frequent customers Amazon's personalized recommendations based on past purchases and browsing history.					
<b>Linkages</b>	Previous Course: This course is already covered briefly in the marketing management subject in the second semester examination. Next Courses: Consumer Behaviour, Business to Business Marketing, Brand Management, and Retail Management.					
<b>UNIT-I</b>	<b>INTRODUCTION</b>					9
	CRM-Definition (L1)- Emergence of CRM Practice (L2) - Factors responsible for CRM growth (L2)- CRM process, framework of CRM , Benefits of CRM (L2) -Types of CRM, Scope of CRM (L2)- Customer Profitability (L2) Future Trends in CRM, CRM and Cost Benefit Analysis, CRM and Relationship Marketing (L3).					
<b>UNIT-II</b>	<b>CRM CONCEPTS</b>					9
	Customers: Customer Value, Customer Expectation, Customer Satisfaction, Customer Centricity, Customer Acquisition, Customer Retention (L3), Customer Loyalty, Customer Lifetime Value (L2). Customer Experience Management, Customer Profitability, Enterprise Marketing Management, Customer Satisfaction Measurements, Web based Customer Support (L2).					
<b>UNIT- III</b>	<b>PLANNING FOR CRM</b>					
	Steps in Planning (L2) - Building Customer Centricity (L2) - Setting CRM Objectives (L2), Defining Data Requirements (L1), Planning Desired Outputs (L2) - Relevant issues while planning the Outputs (L2) - Elements of CRM plan (L2) - CRM Strategy: The Strategy Development Process, Customer Strategy Grid (L2).					
<b>UNIT- IV</b>	<b>CRM AND MARKETING STRATEGY</b>					9



	CRM Marketing Initiatives (L3) - Sales Force Automation (L3) - Campaign Management, Call Centers (L2). Practice of CRM: CRM in Consumer Markets, CRM in Services Sector (L2), CRM in Mass Markets (L3), CRM in Manufacturing Sector (L3).		
<b>UNIT- V</b>	<b>CRM PLANNING AND IMPLEMENTATION</b>	<b>9</b>	
	Issues and Problems in implementing CRM (L1) - Information Technology tools in CRM (L2) - Challenges of CRM Implementation (L2). CRM Implementation Roadmap (L2) - Road Map (RM) Performance: Measuring CRM performance, CRM Metrics (L2). (case study in CRM - Not for Examination)		
	<b>Total No. of Periods</b>	<b>47</b>	
	<b>OPEN-ENDED PROBLEMS/QUESTIONS</b>		
	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.		
	<b>Course Outcomes:</b>		
	<b>Upon completion of this course the students will be able to:</b>	<b>Bloom's Taxonomy</b>	
CO1	Understand the basic customer relationship and evolution of CRM.	L2- Understand	
CO2	Understand and Provide insights on CRM Concepts.	L2- Understand	
CO3	Apply 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	
	<b>TEXT BOOKS:</b>		
1.	Peelen, Customer Relationship Management, 1 <sup>st</sup> edition, Pearson Education, 2022.		
2.	Francis & Stan Maklan Buttle , Customer Relationship Management : Concepts and Technologies, 4 <sup>th</sup> edition, T&F India, 2019.		
	<b>REFERENCE BOOKS:</b>		
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 Perspective, Macmillan 2010.		
	<b>WEB REFERENCES:</b>		
	<b>Publisher</b>	<b>Website link</b>	<b>Topic</b>
1.	Investopedia	<a href="https://www.investopedia.com/terms/c/customer_relationship_management.asp">https://www.investopedia.com/terms/c/customer_relationship_management.asp</a>	Customer Elements, Benefits, and Technology
	<b>VIDEO REFERENCES:</b>		

	<b>Video Details</b>	<b>Name of the Expert</b>	<b>Topic</b>	<b>Video link</b>
1.	YouTube	Leaders Talk	Customer Relationship Management	<a href="https://www.youtube.com/watch?v=bUiQDZgYvcc">https://www.youtube.com/watch?v=bUiQDZgYvcc</a>

COs	Mapping of COs with POs					
	POs					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1				2	3	2
CO2		3	2			
CO3					2	2
CO4	2				3	
CO5			3			3
<b>Avg.</b>	<b>2</b>	<b>3</b>	<b>2.5</b>	<b>2</b>	<b>2.6</b>	<b>2.3</b>
<b>1 – Low, 2 –Medium, 3 – High</b>						

MB23MM505	INTEGRATED MARKETING COMMUNICATIONS	CP	L	T	P	C
Programme & Branch	PG-MBA- MASTER OF BUSINESS ADMINISTRATION	3	2	1	0	3
		Version:1.0				
	<b>Course Objectives:</b>					
1.	To understand the fundamental principles of integrated marketing communications.					
2.	To develop comprehensive IMC strategies that align with organizational goals.					
3.	To identify target audiences and tailor communications to meet their needs.					
4.	To apply ethical considerations in the development and execution of IMC plans.					
5.	To create cohesive brand messages across multiple marketing channels.					
	<b>INTRODUCTION (Not for Examination)</b>					2
<b>Importance</b>	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.					
<b>Real-Life Examples</b>	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.					
<b>Linkages</b>	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.					
<b>UNIT-I</b>	<b>AN INTRODUCTION TO INTEGRATED MARKETING COMMUNICATION (IMC)</b>					6+3
	An Introduction to Integrated Marketing Communication (IMC) Meaning and role of IMC in Marketing process, (L1) one voice communication V/s IMC Introduction to IMC tools (L2) - Advertising, sales promotion, (L2)publicity, public relations, and event sponsorship The role of advertising agencies and other marketing organizations providing marketing services and perspective on consumer behavior. (L2)					
<b>UNIT-II</b>	<b>UNDERSTANDING COMMUNICATION PROCESS</b>					6+3
	Understanding communication process Source, (L2) Message and channel factors, Communication response hierarchy AIDA model, Hierarchy of effect model, (L3) Innovation adoption model, (L2) information processing model, (L2) The standard learning Hierarchy Attribution Hierarchy, (L3) and low 20% involvement hierarchy Consumer involvement- (L2)The Elaboration Likelihood (ELM) model The Foote, Cone and Belding(FCB) Model. (L2)					
<b>UNIT-III</b>	<b>PLANNING FOR MARKETING COMMUNICATION (MARCOM)</b>					6+3
	Establishing marcom Objectives and Budgeting for Promotional Programmes Setting communication objectives Sales as marcom objective, (L2) DAGMAR approach for setting ad objectives(L2) Budgeting for marcom-(L2)Factors influencing budget Theoretical approach to budgeting viz. Marginal analysis and Sales response curve, Method to determine marcom budget. (L2)					

<b>UNIT-IV</b>	<b>DEVELOPING THE INTEGRATED MARKETING COMMUNICATION PROGRAMME</b>	<b>6+3</b>
	Planning and development of creative marcom Creative strategies in advertising, (L2) sales promotion, publicity, event sponsorships etc Creative strategy in implementation and evaluation of marcom(L2)- 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. (L2)	
<b>UNIT-V</b>	<b>DIGITAL MEDIA &amp; ADVERTISING</b>	<b>6+3</b>
	Digital Media Evolution of Technology, (L2) Convergence of Digital Media E-Commerce and Digital Media, (L2) Advertising on Digital Media Social Media; (L3) Mobile Adverting, (L2)EPR Advertising Laws & Ethics: Adverting & Law, (L2)Advertising & Ethics. (L2)	
	<b>Total No. of Periods</b>	<b>47</b>
	<b>OPEN-ENDED PROBLEMS/QUESTIONS</b>	
	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.	
	<b>Course Outcomes:</b>	
	<b>Upon completion of this course the students will be able to:</b>	<b>Bloom's Taxonomy</b>
CO1	Understand the basics of integrated communication forms, such as advertising, personal selling, sales promotion and indirect promotion etc.,	L2 - Understand
CO2	Understand the essential concepts and techniques for the development and design an effective Integrated Marketing Communication programme.	L2 - Understand
CO3	Apply the all budget related concepts fits into the marketing campaign.	L3 - Apply
CO4	Develop awareness about marketing communications tools, and how Each can be used effectively- individually.	L3 - Apply
CO5	Understand the process by which integrated marketing communications programs are planned, developed, executed and measured.	L2 - Understand
	<b>TEXTBOOKS:</b>	
1.	Don e. Schultz, 17obert17i. tannen baum, and Robert f. lauterborn comprehensive overview of imc integrated marketing communications 2 <sup>nd</sup> edition, 2021.	
2.	Lawrence and principles of integrated marketing communications: an evidence-based approach 2 <sup>nd</sup> edition, 2021.	
3.	Philip kitchen and marwa tourky integrated marketing communications: a global brand-driven approach 2 <sup>nd</sup> edition, 2020.	
	<b>REFERENCE BOOKS:</b>	
1.	Don e. obert26, 26obert26i. tannenbaum, and 26obert f. lauter born integrated marketing communications 1 <sup>st</sup> edition, 2017.	
2.	Kenneth e. clow marketing communication tools , integrated advertising, promotion, and marketing communications 8 <sup>th</sup> 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 <sup>nd</sup> Edition, 2015.			
<b>WEBREFERENCES:</b>			
	<b>Publisher</b>	<b>Website link</b>	<b>Topic</b>
1.	Baines, P. and Fill, C.	<a href="https://www.open.edu/openlearn/money-business/marketing/marketingcommunications-the-digital-age/content-section---references">https://www.open.edu/openlearn/money-business/marketing/marketingcommunications-the-digital-age/content-section---references</a>	Articles
2.	American Marketing Association	<a href="https://www.ama.org/pen_spark">https://www.ama.org/pen_spark</a>	Articles
3.	Indian publisher	<a href="https://google.com/app/5906216eb103daa6?hl=en-IN">https://google.com/app/5906216eb103daa6?hl=en-IN</a>	Articles
<b>VIDEOREFERENCES:</b>			
	<b>Video Details</b>	<b>Name of the Expert</b>	<b>Topic</b>
1.	YouTube	IIT Roorkee	Discussion
			<a href="https://www.youtube.com/results?Search_query=INTEGRATED+MARKETING+COMMUNICATIONS">https://www.youtube.com/results?Search_query=INTEGRATED+MARKETING+COMMUNICATIONS</a>

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
<b>Avg.</b>	<b>1.7</b>	<b>2</b>	<b>2.3</b>	<b>2</b>	<b>2</b>	<b>2.4</b>
<b>1 - Low, 2 - Medium, 3 - High</b>						

MB23MM506	BUSINESS TO BUSINESS MARKETING	CP	L	T	P	C
		3	2	1	0	3
Programme & Branch	PG-MBA- Master of Business Administration	Version: 1.0				
	<b>Course Objectives:</b>					
1.	To understand the unique dynamics of the business to business marketplace, including buyer behavior, decision-making processes, and relationship-building strategies.					
2.	To learn how to develop comprehensive business to business marketing strategies that align with organizational goals and target audience needs.					
3.	To gain proficiency in leveraging data and analytics to inform Business to business marketing decisions, measure campaign effectiveness, and optimize performance.					
4.	To 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.	To apply theoretical concepts and frameworks to real-world business to business marketing challenges through case studies, simulations, and hands-on projects.					
	<b>INTRODUCTION (Not for Examination)</b>					<b>2</b>
<b>Importance</b>	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.					
<b>Real-Life Examples</b>	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.					
<b>Linkages</b>	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.					
<b>UNIT-I</b>	<b>INTRODUCTION TO BTOB MARKETING</b>					<b>6+3</b>
	Business marketing and Business market customers(L1)- Market structure, Environment and Characteristics of Business Marketing(L2)-Strategic role of marketing(L2) Commercial enterprises(L1)-Commercial and institutional customers (L2).					
<b>UNIT-II</b>	<b>ORGANIZATIONAL BUYING AND BUYER BEHAVIOR</b>					<b>6+3</b>
	Organizational buyers' decision process(L1) - A Stepwise Model and A Process Flow Model, Organizational and business markets(L1) - Government as a customer,(L2) - Commercial enterprises (L3)- Commercial and institutional customers(L3).					
<b>UNIT- III</b>	<b>BTOB MARKETING STRATEGY</b>					<b>6+3</b>

	Strategy making and strategy management process(L1), Industrial product strategy(L1)- Managing Products for Business Markets(L2), -Managing Services for Business Markets(L3)-and Managing Business Market channels The Growth(L4)- Share Matrix, Multifactor Portfolio Matrix, The Balanced Scorecard(L4).	
<b>UNIT- IV</b>	<b>BTOB MARKETING STP</b>	<b>6+3</b>
	Market Segmentation(L1), basic framework of segmentation(L2), choosing target segments and positioning(L3), -Pricing strategies for Business Markets(L4), BtoB Advertising(L3), Competitive bidding(L3), Relationship marketing and CRM(L5).	
<b>UNIT- V</b>	<b>BUSINESS MARKETING COMMUNICATIONS AND CHANNELS</b>	<b>6+3</b>
	B2B Advertising(L1), Digital marketing(L2),- Trade shows, exhibitions, business meets(L3) - Managing the sales force(L2),- Deployment analysis(L2) -Business marketing channels and participants(L3) - Channel design and management decisions(L4) -BtoB logistics management(L6)	
	<b>Total No. of Periods</b>	<b>47</b>
	<b>OPEN-ENDED PROBLEMS/QUESTIONS</b>	
	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.	
	<b>Course Outcomes:</b>	
	<b>Upon completion of this course the students will be able to:</b>	<b>Bloom's Taxonomy</b>
CO1	Understand 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.	L3 - Apply
CO3	Analyze the strategic marketing principles specific to BtoB markets, including segmentation, targeting, and positioning strategies.	L4 - Analyze
CO4	Evaluate sales techniques and pricing strategies for BtoB selling, including relationship selling, consultative selling, and value-based selling.	L5- Evaluate
CO5	Understand the role of supply chain management in BtoB operations, including procurement, logistics, inventory management, and risk mitigation strategies.	L2 - Understand
	<b>TEXT BOOKS:</b>	
1.	Michael D. Hutt, Robert E. Spekman, and Kenneth N. Hoffman Business Marketing Management 13 <sup>th</sup> Edition, 2023.	
2.	Gene Carrie and Geoffrey Meredith pens park B2B Marketing 5 <sup>th</sup> Edition, 2021.	
	<b>REFERENCE BOOKS:</b>	
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.		
	<b>WEB REFERENCES:</b>		
	<b>Publisher</b>	<b>Website link</b>	<b>Topic</b>
1.	Press India; First Edition (1 January 2015)	<a href="https://amp.brightedge.com/blog/best-b2b-marketing-books">https://amp.brightedge.com/blog/best-b2b-marketing-books</a>	Articles
	<b>VIDEO REFERENCES:</b>		
	<b>Video Details</b>	<b>Name of the Expert</b>	<b>Topic</b>
1.	YouTube	IIT Roorkee	Lecture
			<a href="https://www.youtube.com/watch?v=BKer-uSxjIw&amp;list=PLLy_2iUCG87C3qniP4kidTHN2HW03sfOc">https://www.youtube.com/watch?v=BKer-uSxjIw&amp;list=PLLy_2iUCG87C3qniP4kidTHN2HW03sfOc</a>

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



MB23FM501	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	CP	L	T	P	C
Programme & Branch	PG - MASTER OF BUSINESS ADMINISTRATION	3	2	1	0	3
		Version: 1.0				
	<b>Course Objectives:</b>					
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.					
	<b>INTRODUCTION (Not for Examination)</b>					2
<b>Importance</b>	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.					
<b>Real-Life Examples</b>	Analyzing sharer market trends using lines and charts.					
<b>Linkages</b>	Derivatives will be studies in derivatives management.					
<b>UNIT-I</b>	<b>SECURITIES MARKET IN INDIA</b>					6+3
	Financial system and Securities market; Role of financial markets (L2) - Products, participants and functions (L2) -Primary market and Secondary Market (L2) - Capital Market and Money Market (L2) - Intermediaries in Primary Markets and their roles (L2) - Participants in Secondary Market (L2) - Derivatives market (L2) - Stock, Index, Current Derivatives (L2) - Regulatory Framework for Capital Markets (L1) - Role of SEBI-Other Institutions (L1) - Exchanges, Depositories, Clearing corporations (L1) - Reforms (L1).					
<b>UNIT-II</b>	<b>FUNDAMENTAL ANALYSIS</b>					6+3
	Objective of Security Analysis (L1) - Introduction to two approaches (Fundamental and Technical) (L1)- Understanding of value drivers in the secondary market (L2) - Concept of Fundamentals to the economy, industry and company (L1) - Significance of EIC Framework (L1)- Economic Analysis (L2) - Barometric Analysis (L2) - Industry Analysis (L2) - Life Cycle Analysis (L3)- Classification of Industry (L2) - Industry Structure using Five Forces Model (L3) - Company Analysis (L2) - Financial Analysis (L2) - EMH (L2) - Forms of EMH (L2) - Tests (L2) - Implications					

	for Investment Policies (L2) - Applied Valuation Techniques (L2) - Dividend Discount Model (L2) - Growth model (L2) - H model (L2) - Graham and Dodd investor ratios (L3).	
<b>UNIT- III</b>	<b>TECHNICAL ANALYSIS</b>	<b>6+3</b>
	Basic premise (L1) - Fundamental Versus Technical Analysis (L2)- Concept of Market Indicators (L2)- Significance of Market Indicators (L2) - Bull and Bear Market identification (L2)- Chart Patterns (L4) - Line, Bar, Point & Figure (L3) - Dow Theory (L2) - Primary, Secondary and Tertiary Trend (L3) - Trend reversals (L2) - Significance of Resistance and Support (L2) - Moving Average (L2) - Exponential moving Average (L2) - MACD (L2) - Oscillators (L2) - Relative Strength (L1)- Relative Strength Index (L2)- Rate of Change Index (L2) - Momentum (L2) - Candle Stick Charts (L2).	
<b>UNIT- IV</b>	<b>PORTFOLIO THEORY</b>	<b>6+3</b>
	Concept of Diversification & Risk reduction (L2)- Portfolio Management Process (L2) - Markowitz Modern Portfolio theory (L2) - Markowitz analysis of portfolio return and portfolio risk (L2) - Two asset portfolio (L2) - Limitations of Markowitz Model (L2) -Equilibrium Models: Capital Asset Pricing Model (L3)- Importance of Beta & Challenges in Computation (L2) - SML, CML and Significance (L2) - Limitations to CAPM (L2) - Sharpe Single Index Model (L2) - Multifactor Models (L2) - The Arbitrage Pricing Theory (L3) - Passive and Active Portfolio Strategy (L2).	
<b>UNIT- V</b>	<b>PORTFOLIO ANALYSIS</b>	<b>6+3</b>
	Portfolio Analysis (L2) - Approaches in Portfolio Construction (L2) - Sharpe's Optimization model (L2) - Portfolio Performance Evaluation (L2) - Sharpe, Treynor's and Jensen's Measure (L3) - Portfolio Revision and Rebalancing (L2) - Fama Measure of selectivity and net selectivity (L2) - Mutual Funds (L2) - Constitution (L2) - Roles & Functions of Promoter, Trustee, Custodian, RTA and AMC (L2) - Classification of Mutual Funds (L2) - Net Asset Value. (L2) - Significance & Computation (L2) - Role of AMFI (L2).	
	<b>Total No. of Periods</b>	<b>47</b>
	<b>OPEN-ENDED PROBLEMS/QUESTIONS</b>	
	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.	
	<b>Course Outcomes:</b>	
	<b>Upon completion of this course the students will be able to:</b>	<b>Bloom's</b>

		<b>Taxonomy</b>		
CO1	Understand the stock market functions and exchanges.	L2-Understand		
CO2	Apply the valuation techniques in fundamental analysis.	L3- Apply		
CO3	Analyze the movement of security price.	L4-Analyze		
CO4	Apply the portfolio and capital market theories.	L3- Apply		
CO5	Develop a portfolio of stocks and perform portfolio analysis.	L3- Apply		
<b>TEXT BOOKS:</b>				
1.	Prasanna Chandra, Investment Analysis and Portfolio Management, 6 <sup>th</sup> edition, Tata McGraw Hill, 2021.			
2.	S. Kevin, Security Analysis & Portfolio Management, 3 <sup>rd</sup> edition, Prentice-hall of India Pvt			
<b>REFERENCE BOOKS:</b>				
1.	Bhalla V.K., "Investment Management: Security Analysis and Portfolio Management", 19 <sup>th</sup> 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 <sup>nd</sup> edition, Pearson Education, 2011.			
<b>WEB REFERENCES:</b>				
	<b>Publisher</b>	<b>Website link</b>		
		<b>Topic</b>		
1.	NPTEL- IITs and IISc	<a href="https://onlinecourses.nptel.ac.in/noc21_mg99/preview">https://onlinecourses.nptel.ac.in/noc21_mg99/preview</a>	Security Analysis	
2.	Network 18 group-	<a href="https://www.moneycontrol.com/promo/mc_interstitial_dfp.php?size=1280x540">https://www.moneycontrol.com/promo/mc_interstitial_dfp.php?size=1280x540</a>	Derivatives	
<b>VIDEO REFERENCES:</b>				
	<b>Video Details</b>	<b>Name of the Expert</b>	<b>Topic</b>	<b>Video link</b>
1.	NPTEL	Prof. J. P. Singh IIT Roorkee	Lecture	<a href="https://onlinecourses.nptel.ac.in/noc21_mg99/preview">https://onlinecourses.nptel.ac.in/noc21_mg99/preview</a>

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
<b>Avg.</b>	<b>2.8</b>	<b>3</b>	<b>2</b>	<b>1.2</b>	<b>1</b>	<b>2</b>
<b>1 – Low, 2 –Medium, 3 – High</b>						

MB23FM502	BANKING OPERATIONS IN BUSINESS	CP	L	T	P	C	
Programme & Branch	PG - MASTER OF BUSINESS ADMINISTRATION	3	3	0	0	3	
Version: 1.0							
<b>Course Objectives:</b>							
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 know the measurement of interest rate risk.						
<b>INTRODUCTION (Not for Examination)</b>						2	
<b>Importance</b>	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.						
<b>Real-Life Examples</b>	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.						
<b>Linkages</b>	Previous Course: Financial management.						
<b>UNIT-I</b>	<b>INTRODUCTION</b>						9
	Introduction (L2) - Classification of banks(L2) - Banking history in India (L2) - Laws governing banking industry (L2) - Role of RBI(L2) - Role of Bank for International Settlements (BIS)(L2)- Concept of Universal banking(L2) - finance bank(L2) - Payment bank(L2)-Know Your Customer (KYC) (L2) - Anti-money laundering(L2) - Financial literacy(L2) - Financial inclusion(L2).						
<b>UNIT-II</b>	<b>SOURCES OF BANK FUNDS AND SCHEMES OF BANK</b>						9
	Bank as a highly leverage institution(L2) - Money Multiplier(L2) - Liability based banking products (deposits) and asset-based banking products (advances) (L2) - Asset and liability management (ALM) (L2) - Regulations governing acceptance of deposits and interest rates(L2) - Pradhan Mantri Jan-Dhan Yojana (PMJDY), Non-Resident(External) Account (NRE) (L2) & Non-Resident Ordinary (NRO) (L2), Exchange Earners' Foreign Currency (EEFC) (L2), Escrow accounts(L2) - Regulations of repatriation of funds(L2).						
<b>UNIT- III</b>	<b>REVENUE FOR BANKS - LOANS &amp; FEE BASED SERVICES</b>						9
	Lending (L2) - Principles(L2) - Processes(L2) - Priority Sector Lending(L2) - Agricultural finance(L2)- Export & Import financing(L2) - Concept of Non-Performing Assets(NPA)and related issues (L3) - Consortium financing(L2) - Rural banking and microfinance(L3)-Term loan versus working capital financing(L2) Other services of bank(provision of locker facility, custodial services,						

	distribution service, Bankers cheque & demand draft, Bank Guarantee) (L2) - Fee based Services (Forex services, bankers to public issue of securities) (L2).	
<b>UNIT- IV</b>	<b>ELECTRONIC BANKING &amp; PAYMENT SERVICES</b>	<b>9</b>
	Contemporary developments(L3) - Regulation of Electronic banking (L2) - Core Banking Solution and significance Evolution of Banking Technology(L2) - Concept of Digital Banking & Crypto currency and RBI regulation(L3) - Payment services like Immediate Payment Service (IMPS) (L2), National Electronic Funds Transfer (NEFT) & Real Time Gross Settlement (RTGS) (L2) - Society for Worldwide Interbank Financial Telecommunications (SWIFT) (L2) - Performance management of banks (CAMELS) (L2).	
<b>UNIT- V</b>	<b>RISK MANAGEMENT</b>	<b>9</b>
	Types of risks in banking(L2) -Regulatory framework for risk management(L2) - BASEL I,II and III Norms(L2) - Identification of banking risks(L2) - measurement(L3) -risk mitigation(L2) -risk and regulatory capital(L2) - Capital adequacy(L2) - Computation and significance(L3) - risk rating and pricing(L2) -loan policy(L2) - Interest rate risk(L2) - Measuring Interest rate risk with duration gap(L3) - Concept of VaR & Credit Derivatives(L2).	
	<b>Total No. of Periods</b>	<b>47</b>
	<b>OPEN-ENDED PROBLEMS/QUESTIONS</b>	
	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.	
	<b>Course Outcomes:</b>	
	<b>Upon completion of this course the students will be able to:</b>	<b>Bloom's Taxonomy</b>
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	Apply different interest rate risk concepts and applications in banks.	L3 - Apply
	<b>TEXT BOOKS:</b>	
1.	Padmalatha Suresh, Justin Paul, "Management of Banking and Financial Services", 4 <sup>th</sup> Edition, Pearson Education India, 2018.	
2.	IIBF, "Legal and Regulatory Aspects of Banking", 4th Edition, Macmillan Publishers, New Delhi, 2021.	
	<b>REFERENCE BOOKS:</b>	
1.	Meera Sharma, "Management of Financial Institutions – with emphasis on Bank and Risk Management", 2 <sup>nd</sup> Edition, PHI Learning Pvt. Ltd., New Delhi, 2010.	
2.	Joel Bessis, Risk Management in Banking, 4th edition, John Wiley & Sons Ltd, 2015.	
3.	Khan. M. Y, "Financial Services", 10 <sup>th</sup> Edition, McGraw-Hill Education, India, 2020.	
4.	Vinod Kothari, "Banking Law and Practice in India", 28 <sup>th</sup> Edition, Lexis Nexis,	

India, January 2021.			
<b>WEB REFERENCES:</b>			
	<b>Publisher</b>	<b>Website link</b>	<b>Topic</b>
1.	Blogspot	<a href="https://mbauncle.blogspot.com/2012/10/sources-of-bank-funds_6810.html">https://mbauncle.blogspot.com/2012/10/sources-of-bank-funds_6810.html</a>	Others
2.	Byjus	<a href="https://byjus.com/commerce/e-banking/">https://byjus.com/commerce/e-banking/</a>	Others
<b>VIDEO REFERENCES:</b>			
	<b>Video Details</b>	<b>Name of the Expert</b>	<b>Topic</b>
			<b>Video link</b>
1.	IIBF	NISM, IIBF, NIA	Lecture
2.	Course era	Rustom Manouchehri Irani	Lecture
3.	Course era	Joseph Iraci	Lecture
			<a href="https://www.iibf.org.in/BFSI2.asp#collaboration-panel">https://www.iibf.org.in/BFSI2.asp#collaboration-panel</a>
			<a href="https://www.coursera.org/learn/banking-and-financial-institutions">https://www.coursera.org/learn/banking-and-financial-institutions</a>
			<a href="https://www.coursera.org/learn/introduction-to-risk-management">https://www.coursera.org/learn/introduction-to-risk-management</a>

COs	Mapping of COs with POs					
	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
<b>Avg.</b>	<b>2</b>	<b>1.6</b>	<b>-</b>	<b>1.5</b>	<b>-</b>	<b>1.8</b>
<b>1 – Low, 2 – Medium, 3 – High</b>						

MB23FM503	RISK AND INSURANCE MANAGEMENT	CP	L	T	P	C
		3	2	1	0	3
Programme & Branch	PG - MASTER OF BUSINESS ADMINISTRATION	Version: 1.0				
<b>Course Objectives:</b>						
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.					
<b>INTRODUCTION (Not for Examination)</b>						2
<b>Importance</b>	Understanding the concepts of risk, risk management, life insurance, and non-life insurance will help the students to protect against financial losses, ensuring both personal and organizational stability.					
<b>Real-Life Examples</b>	Life Insurance Corporation of India - To study about various Product and Services. Max Life Insurance Company Limited - To study about different schemes available.					
<b>Linkages</b>	Previous course: Financial Management for Decision Making					
<b>UNIT-I</b>	<b>NATURE OF RISK</b>					<b>6+3</b>
	The Concept of Risk (L2) - Classification of Risk (L2) - Risk and Human Behavior (L2) - Attitude towards Risk (L2) - Human Response to Risk (L2) - Nature of Risk Management (L2) - Development of Risk Management (L2) - Economic reforms in India leading to Insurance sector reforms. (L2)					
<b>UNIT-II</b>	<b>RISK MANAGEMENT ESSENTIALS</b>					<b>6+3</b>
	Risk Management (L2) - Risk Management Process (L2) - Statement of Objectives (L2) - Identification of Risks (L2) - Evaluation of Risks / Exposures(L3) - Consideration and Selection of Risk Management Techniques Risk Control, Loss Prevention, Risk Avoidance, Risk Transfer, Risk Retention (L2) - Evaluation and Review (L2) - Risk Identification and Evaluation (L2) - Sources of Risk (L2) - Exposures to Risk(L2) - A framework for Potential Risk- Identification (L2) - Hazard and Loss Analysis.(L2)					
<b>UNIT- III</b>	<b>PRINCIPLES OF INSURANCE CONTRACT</b>					<b>6+3</b>
	Financial and Legal Definition of Insurance (L2) - Insurable Loss (L2) - Principle of Indemnity (L2) - Principle of Insurable Interest (L2) - Principle of Subrogation (L2) - Principle of Utmost Good Faith (L2) - Proximate Cause (L2) - Benefits and costs of insurance (L2) - Role in mobilizing savings (L2) - Evolution of various types and Bancassurance in India (L2) - Insurance Products-Life, Health, Commercial (L2) - Fire & Marine, Property, Liability.(L2)					
<b>UNIT- IV</b>	<b>LIFE INSURANCE MARKET</b>					<b>6+3</b>
	Life insurance policies (L2)- contract. (L2) -conditions. (L2) - Declaration. (L2) - Exclusions. (L2) - Nomination (L2) -claims settlements-Clauses limiting amount payable. (L2) - Types of policy (L3) - Term, Endowment, Annuity, Unit Linked, Retirement or Pension Plans, Group Insurance. (L2)					
<b>UNIT- V</b>	<b>NON-LIFE INSURANCE MARKET</b>					<b>6+3</b>



	Scope and significance of non-life insurance (L2) - Market segmentation and product categories (L2) - Property insurance, Business Insurance, Health Insurance (L2) -Liability risks and Insurance (L2) - valuation. (L2)		
	<b>Total No. of Periods</b>	<b>47</b>	
	<b>OPEN-ENDED PROBLEMS/QUESTIONS</b>		
	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.		
	<b>Course Outcomes:</b>		
	<b>Upon completion of this course the students will be able to:</b>	<b>Bloom's Taxonomy</b>	
CO1	Understand 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	
	<b>TEXT BOOKS:</b>		
1.	George E.Rejda, Principles of Insurance and Risk Management, 14 <sup>th</sup> edition, Pearson Education, 2020		
2.	S. Arunajatesan, T.R. Viswanathan, Risk Management and Insurance, 1 <sup>st</sup> edition, Macmillan Publishers Ltd, 2009.		
	<b>REFERENCE BOOKS:</b>		
1.	M.N. Mishra & S.B. Mishra, Insurance Principles and Practice, 22 <sup>nd</sup> edition, Sultan and Chand Publications, 2016.		
2.	Mark S.Dorfman, David A.Cather, Introduction to Risk Management and Insurance 10 <sup>th</sup> edition, PHI Learning, 2012.		
3.	Scott Harrington, Gregory Niehaus, Risk Management and Insurance, 2 <sup>nd</sup> edition, Tata McGraw Hill, 2010.		
4.	Harold Skipper, W.Jean Kwon Risk Management and Insurance: Perspective in a Global Economy, 1 <sup>st</sup> edition, Wiley, 2008		
5.	IRDA Annual Report.		
	<b>WEB REFERENCES:</b>		
	<b>Publisher</b>	<b>Website link</b>	<b>Topic</b>
1.	Insurance Regulatory and Development Authority of India	<a href="https://irdai.gov.in/">https://irdai.gov.in/</a>	Annual Reports
2.	My great learning	<a href="https://olympus.mygreatlearning.com/login">https://olympus.mygreatlearning.com/login</a>	Introduction to Insurance
3.	Insurance Institute of India	<a href="https://www.insuranceinstituteofindia.com/certificate-course">https://www.insuranceinstituteofindia.com/certificate-course</a>	Compliance, Governance and Risk Management

				in Insurance
	<b>VIDEO REFERENCES:</b>			
	<b>Video Details</b>	<b>Name of the Expert</b>	<b>Topic</b>	<b>Video link</b>
1.	SWAYAM	Dr.K.Uma  Madurai Kamaraj University	Fundamental of Insurance	<a href="https://onlinecourses.swayam2.ac.in/cec20_mg24/preview">https://onlinecourses.swayam2.ac.in/cec20_mg24/preview</a>
2.	SWAYAM	Dr. Girija Shankar, Savitribai Phule Pune University,	Fundamentals in Banking and Insurance	<a href="https://onlinecourses.swayam2.ac.in/cec20_mg08/preview">https://onlinecourses.swayam2.ac.in/cec20_mg08/preview</a>

<b>Mapping of COs with POs</b>						
<b>COs</b>	<b>POs</b>					
	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>
<b>CO1</b>	3	1	1	2	1	2
<b>CO2</b>	2	1	1	2	1	2
<b>CO3</b>	3	1	1	2	1	2
<b>CO4</b>	3	1	1	2	1	2
<b>CO5</b>	2	1	1	2	1	2
<b>Avg.</b>	<b>2.6</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>2</b>
<b>1 – Low, 2 –Medium, 3 – High</b>						

MB23FM504	INTERNATIONAL FINANCE	CP	L	T	P	C
		3	3	0	0	3
Programme & Branch	PG - Master of Business Administration	Version: 1.0				
<b>Course Objectives:</b>						
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.					
<b>INTRODUCTION (Not for Examination)</b>						2
<b>Importance</b>	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.					
<b>Real-Life Examples</b>	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.					
<b>Linkages</b>	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.					
<b>UNIT-I</b>	<b>INTERNATIONAL TRANSACTIONS</b>					9
	Overview and Evolution of International Finance (L1) – Institutions for International Finance (L2) – Internationalization process (L2) – International Monetary and Financial System (L2) – Balance of Payments (L2) – Exchange Rate and money supply (L2) – International parity relations (L2) – Purchasing power parity (L2) – interest rate parity (L2) – Forward rate parity (L2).					
<b>UNIT-II</b>	<b>MULTINATIONAL FINANCIAL MANAGEMENT</b>					9
	Process of overseas expansion (L2) – Reasons for cross-border investing (L2) – The theory of investment (L2) – Techniques of Project evaluation (L3) – Approaches for investment under uncertainty (L2) – FDI (L2) – Measuring and Managing Risk (L2) – International M&A (L2) – Financial Techniques in M&A (L2) – Regulations of M&A in major countries (L2).					
<b>UNIT- III</b>	<b>INTERNATIONAL MONETARY SYSTEM</b>					9

	Introduction to Institutions of the Foreign Exchange Interbank Market (L1) - Foreign Exchange Spot and Market Transactions (L2) – forward market (L2) – Hedging and Speculation (L2) - Hedging FX Transaction Exposure (L2) - Eurocurrency market(L2) – international banking (L2) – structure and instruments (L2).		
<b>UNIT- IV</b>	<b>BORROWING AND LENDING: INTERNATIONAL SOURCES OF FINANCE</b>	<b>9</b>	
	Bond Markets of various countries (L2) – Fixed and floating rate notes (L2) - Syndicate loans (L2) – Syndicated Euro credits (L2) – ADR (L2) – GDR (L2) – Managing interest rate risk (L2) – Bond prices and yields (L2) – Bond Management (L2) – Tools and Techniques (L2).		
<b>UNIT- V</b>	<b>INTERNATIONAL RISK ASSESSMENT AND OTHER INTERNATIONAL MARKETS</b>	<b>9</b>	
	Country and political risk analysis (L2) – benefits and risks of international portfolio investment (L2) – assessing country creditworthiness (L2) – futures markets and instruments (L2) – options markets and instruments (L2) – option pricing (L2) – option pricing theory in financial risk assessment (L3).		
	<b>Total No. of Periods</b>	<b>47</b>	
	<b>OPEN-ENDED PROBLEMS/QUESTIONS</b>		
	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.		
	<b>Course Outcomes:</b>		
	<b>Upon completion of this course the students will be able to:</b>	<b>Bloom's Taxonomy</b>	
CO1	Remember the evolution, process, and system of International Finance.	L1- Remember	
CO2	Understand the concepts of international mergers and acquisitions, financial techniques and regulations.	L2- Understand	
CO3	Understand about international Monetary system.	L2- Understand	
CO4	Understand about ADR, GDR and Bond Management.	L2- Understand	
CO5	Apply the suitable methods for International Risk Assessment.	L3 - Apply	
	<b>TEXT BOOKS:</b>		
1.	Jeff Madura, International Corporate Finance, 13th Edition Cengage Learning, 2021.		
2.	P G Apte, "International Financial Management", 8th Edition, Cengage Learning, 2021.		
	<b>REFERENCE BOOKS:</b>		
1.	Anuj Verma, Pinky Agarwal and Shika Singh, "International Financial Management" Revised Edition, SYB Gen Learning, 2023.		
2.	Alan C. Shapiro, Multinational Financial Management, 5th Edition, PHI Learning, 2010.		
3.	Eunand Resnik, International Financial Management, 5th Edition, Tata McGraw Hill, 2011.		
	<b>WEB REFERENCES:</b>		
	<b>Publisher</b>	<b>Website link</b>	<b>Topic</b>
1.	NSE INDIA – Annual Report Publications	<a href="https://www.nseindia.com/resources/exchange-communication-press-releases">https://www.nseindia.com/resources/exchange-communication-press-releases</a>	Securities Market Operations

2.	Goldman Sachs Research	<a href="https://www.goldmansachs.com/intelligence/series/goldman-sachs-research/">https://www.goldmansachs.com/intelligence/series/goldman-sachs-research/</a>	International Securities Market Operations.
<b>VIDEO REFERENCES:</b>			
	<b>Video Details</b>	<b>Name of the Expert</b>	<b>Topic</b>
1.	NPTEL – International Finance	Prof. A.K. Misra, Vinod Gupta School of Management, IIT Kharagpur.	Lecture
2.	IMF You Tube Videos	Dr. Piere-Oliver Gourinchas, Director (R&D), IMF.	Lecture
			<b>Video link</b>
			<a href="http://www.digimat.in/nptel/courses/video/110105057/L01.html">http://www.digimat.in/nptel/courses/video/110105057/L01.html</a> .
			<a href="https://www.youtube.com/watch?v=Ji_AY9uFSYk">https://www.youtube.com/watch?v=Ji_AY9uFSYk</a>

COs	Mapping of COs with POs					
	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	
<b>Avg.</b>	<b>2.6</b>	<b>2</b>	<b>1</b>	<b>1.4</b>	<b>1</b>	<b>1</b>
<b>1 – Low, 2 –Medium, 3 – High</b>						

MB23FM505	FINANCIAL MARKETS	CP	L	T	P	C
		3	2	1	0	3
Programme & Branch	PG - MASTER OF BUSINESS ADMINISTRATION	Version: 1.0				
	<b>Course Objectives:</b>					
1.	To understand the structure and functioning of the financial market.					
2.	To learn the basic concepts and functions of the primary market.					
3.	To Learn about the secondary market and major stock exchanges in India.					
4.	To study the various debt instruments such as government bonds, corporate bonds, municipal bonds, and Treasury Bills.					
5.	To know the different types of mutual funds.					
	<b>INTRODUCTION (Not for Examination)</b>					2
<b>Importance</b>	Financial Markets it provides a comprehensive understanding of the financial system, the mechanisms that drive financial markets, and the critical role they play in the economy.					
<b>Real-Life Examples</b>	SBI Capital Markets Limited: Capital Markets.					
	ICICI Prudential Asset Management Company Ltd: Mutual Funds.					
<b>Linkages</b>	Previous Course: Financial Management for Decision Making.					
<b>UNIT-I</b>	<b>FINANCIAL MARKETS IN INDIA</b>					6+3
	Indian financial system and markets (L2) – structure of financial markets in India (L2) – Types (L2) - Participants in financial Market (L2) – Regulatory Environment, - RBI, CCIL, (L2) Common securities market, Money market (L2) - Capital market (L2) – Governments philosophy and financial market (L2) – financial instruments. (L2)					
<b>UNIT-II</b>	<b>INDIAN CAPITAL MARKET- PRIMARY MARKET</b>					6+3
	Primary Market (L2) - Primary market system (L2) - Types of scripts (L2) - Issue of Capital: process, regulation pricing of issue, (L2) – Methods of floating new issues, Book building (L2) - Primary markets intermediaries: commercial banks, development banks, Merchant banker, issue managers, rating agencies etc. (L3) – Role of primary market (L2) – Regulation of primary market. (L2)					
<b>UNIT- III</b>	<b>SECONDARY MARKET</b>					6+3
	Stock exchanges in India (L2) - History and development -listing (L2) - Depositories - Stock (L2) exchange mechanism: Trading, Settlement, risk management, Basics of pricing mechanism - Player and stock exchange (L2) - Regulations of stock exchanges(L2) –Role of SEBI – BSE, OTCEI, NSE, ISE, (L2) - Role of FIIs, MFs and investment bankers (L2) –Stock market indices – calculation. (L2)					
<b>UNIT- IV</b>	<b>DEBT MARKET AND FOREX MARKET</b>					6+3
	Bond markets in India: Government bond market and its interface with capital Market (L2) – Components of bond market (L2) - G-Sec, T-Bills, Corporate Bonds, Yield conventions, Role of primary dealers, Auction Markets (L2)- Pricing of Bonds (L3) Introduction to Forex markets, basics in exchange rates theory (L2) – Forex risk exposures and basics of corporate forex risk management. (L2)					

UNIT- V	<b>MUTUAL FUNDS, DERIVATIVES MARKETS AND VENTURE CAPITAL AND PRIVATE EQUITY</b>		6+3
	Mutual funds institutions in India. (L2) Types of mutual funds, Basics in portfolio management, (L2) Metrics of performance for fund manager (L2) Introduction to Derivatives and the size of derivatives markets (L2) - Brief introduction to forwards, Options, Futures and Swaps. Role of VCs and PEs in financial markets(L2) - Venture capital and Private equity. (L2)		
<b>Total No. of Periods</b>			<b>47</b>
<b>OPEN-ENDED PROBLEMS/QUESTIONS</b>			
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.			
<b>Course Outcomes:</b>			
<b>Upon completion of this course the students will be able to:</b>			<b>Bloom's Taxonomy</b>
CO1	Understand the basic concepts of the finance markets in India.		L2- Understand
CO2	Apply the underlying structure and functions of Indian financial markets.		L3-Apply
CO3	Understand the methods of issuing shares and the role of intermediaries primary market.		L2-Understand
CO4	Apply the trading mechanism in stock market.		L3-Apply
CO5	Understand the instruments, participants and trading in debt market.		L2-Understand
<b>TEXT BOOKS:</b>			
1.	Prasanna Chandra, Investment Analysis and Portfolio Management,6th edition, Tata McGraw Hill,2021.		
2.	S. Kevin, Security Analysis & Portfolio Management,3rd edition, Prentice-hall of India Pvt Ltd, 2016.		
<b>REFERENCE BOOKS:</b>			
1.	Christopher Viney and Peter Phillips, Financial Institutions, Instruments and Markets (2015) 8 <sup>th</sup> Edition published by McGraw Hill.		
2.	Pathak, Bharati V., Indian Financial System: Markets, Institutions and Services, Pearson education (Singapore), New Delhi, Fourth edition, 2014.		
3.	Bhole, L.M, Financial institutions and Markets: Structure, Growth and Innovations, McGrawHill, New Delhi, Sixth edition, 2017.		
<b>WEB REFERENCES:</b>			
	<b>Publisher</b>	<b>Website link</b>	<b>Topic</b>
1.	NPTEL	<a href="https://onlinecourses.nptel.ac.in/noc23_mg46/preview">https://onlinecourses.nptel.ac.in/noc23_mg46/preview</a>	Financial Institutions and Markets
2.	Coursera	<a href="https://www.coursera.org/learn/financial-markets-global">https://www.coursera.org/learn/financial-markets-global</a>	Financial Markets
<b>VIDEO REFERENCES:</b>			

	<b>Video Details</b>	<b>Name of the Expert</b>	<b>Topic</b>	<b>Video link</b>
1.	Youtube Video	Prof. Aanchal Nigam, Professor, Dr.APJ Abdul Kalam Technical University, Lucknow.	Capital Market: Primary and Secondary Markets	<a href="https://onlinecourses.nptel.ac.in/noc23_mg46/preview">https://onlinecourses.nptel.ac.in/noc23_mg46/preview</a>
2.	NPTEL	Prof.C S.Mishra Department of Humanities & Social Sciences, IIT Kharagpur.	Mutual Funds	<a href="https://www.youtube.com/watch?v=Izzxjks9AO8">https://www.youtube.com/watch?v=Izzxjks9AO8</a>

COs	Mapping of COs with POs					
	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	2	3	-	1	1	2
CO5	3	3	-	1	1	2
<b>Avg.</b>	<b>2.6</b>	<b>3</b>	<b>2</b>	<b>1.2</b>	<b>1</b>	<b>2</b>
<b>1 – Low, 2 –Medium, 3 – High</b>						



MB23FM506	FINANCIAL DERIVATIVES	CP	L	T	P	C
		3	3	0	0	3
Programme & Branch	PG- MASTER OF BUSINESS ADMINISTRATION	Version: 1.0				
<b>Course Objectives:</b>						
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.					
<b>INTRODUCTION (Not for Examination)</b>						2
<b>Importance</b>	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.					
<b>Real-Life Examples</b>	coffee producer anticipates that the price of coffee 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. 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					
<b>Linkages</b>	Knowledge of financial derivatives is related to fundamental disciplines like financial management, which are related to the themes of contemporary financial markets.					
<b>UNIT-I</b>	<b>INTRODUCTION</b>					
	Financial Derivatives Meaning (L1) - Types of Derivatives (L1) - Forward Contracts (L2) - Futures Contracts (L2) - Options (L2) - Swaps (L2) - Differences between Cash and Future Markets (L2) - Types of Traders (L2) - OTC and Exchange Traded Securities (L2) - Types of Settlement (L2) - Uses and Advantages of Derivatives (L2) - Risks in Derivatives (L2).					
<b>UNIT-II</b>	<b>FUTURES CONTRACT</b>					
	Specifications of Futures Contract (L2) - Margin Requirements (L2) - Marking to Market (L2) - Hedging using Futures (L2) - Types of Futures Contracts (L2) - Securities, Stock Index Futures, Currencies and Commodities (L2) - Delivery Options (L2) - Relationship between Future Prices, Forward Prices and Spot Prices(L2).					
<b>UNIT- III</b>	<b>OPTIONS</b>					
	Definition of Options (L1) - Exchange Traded Options, OTC Options (L1) - Specifications of Options (L2) - Call and Put Options (L2) - American and European Options (L2) - Intrinsic Value, Time Value of Options (L2) - Option payoff (L2) - options on Securities (L2) - Stock Indices, Currencies, and Futures (L2) - Options pricing models (L3) - Differences between future and Option contracts (L2).					
<b>UNIT- IV</b>	<b>SWAPS</b>					

	Definition of SWAP (L1) – Interest Rate SWAP (L1) – Currency SWAP (L1) - Role of Financial Intermediary (L2) –Warehousing (L2) – Valuation of Interest Rate Swaps and Currency SWAPs Bonds and FRNs (L2) – Credit Risk (L2).			
<b>UNIT- V</b>	<b>DERIVATIVES IN INDIA</b>			9
	Evolution of Derivatives Market in India (L1) - Regulations - framework (L1) – Exchange Trading in Derivatives (L2) – Commodity Futures (L2) – Contract Terminology and Specifications for Stock Options and Index Options in NSE (L2) – Contract Terminology and Specifications for stock futures and Index futures in NSE (L2) – Contract Terminology and Specifications for Interest Rate Derivatives (L2).			
	<b>Total No. of Periods</b>			<b>47</b>
	<b>OPEN-ENDED PROBLEMS/QUESTIONS</b>			
	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.			
	<b>Course Outcomes:</b>			
	<b>Upon completion of this course the students will be able to:</b>			<b>Bloom's Taxonomy</b>
CO1	Understand the good skills in hedging risks using derivatives.			L2- Understand
CO2	Understand future contracts and options.			L2- Understand
CO3	Apply in-depth knowledge in financial options and swaps.			L3- Apply
CO4	Understand the evolution of derivative markets.			L2- Understand
CO5	Understand the stock options and index futures in NSE.			L2 - Understand
	<b>TEXT BOOKS:</b>			
1.	John.C. Hull, "Options, Futures and other Derivative Securities", 11 <sup>th</sup> Edition, PHI Learning, 2023.			
2.	Rajiv Srivastava, "Derivatives and Risk Management", 2 <sup>nd</sup> Edition, Oxford University Press, 2020.			
	<b>REFERENCE BOOKS:</b>			
1.	S.L. Gupta, Financial Derivatives- Theory, Concepts and Practice, 9 <sup>th</sup> Edition, PHI Publication,2018.			
2.	D.C. Patwari, Ansul Bhargava, "Options and Futures: An Indian Perspective, 2 <sup>nd</sup> Edition, Jaico Publications, 2018.			
	<b>WEB REFERENCES:</b>			
	<b>Publisher</b>	<b>Website link</b>	<b>Topic</b>	
1.	NSE INDIA – Annual Report Publications	<a href="https://www.nseindia.com/resources/exchange-communication-press-releases">https://www.nseindia.com/resources/exchange-communication-press-releases</a>	Futures & Options Trading.	
2.	ANMI Journal	<a href="https://anmi.in/Showflip/showjournaltopics">https://anmi.in/Showflip/showjournaltopics</a>	Association of National Exchange Members of India Magazine.	
	<b>VIDEO REFERENCES:</b>			
	<b>Video Details</b>	<b>Name of the Expert</b>	<b>Topic</b>	<b>Video link</b>

1.	NPTEL Video – Financial Derivatives & Risk Management	Prof. J. P. Singh, IIM, Roorkee.	Lecture	<a href="https://archive.nptel.ac.in/courses/110/107/110107128/">https://archive.nptel.ac.in/courses/110/107/110107128/</a>
2.	NPTEL Video – Financial Institutions and Markets	Prof. Jitendra Mahakud, IIT, Kharagpur	Lecture	<a href="https://www.youtube.com/watch?v=CFs9txOytKU">https://www.youtube.com/watch?v=CFs9txOytKU</a>

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	3	1		2		1
CO5	3	2	1	2	1	
<b>Avg.</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>1.4</b>	<b>1</b>	<b>1</b>
<b>1 – Low, 2 – Medium, 3 – High</b>						

MB23HR501	STRATEGIC HUMAN RESOURCE MANAGEMENT	CP	L	T	P	C
		3	2	1	0	3
Programme & Branch	PG- MASTER OF BUSINESS ADMINISTRATION	Version: 1.0				
	<b>Course Objectives:</b>					
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.					
	<b>INTRODUCTION (Not for Examination)</b>					2
<b>Importance</b>	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.					
<b>Real-Life Examples</b>	This course will help the students become HRD professional in various consultancy firm and IT Sector.					
<b>Linkages</b>	Management Concepts & Organizational Behavior					
	Human Recourses Management.					
<b>UNIT-I</b>	<b>CONTEXT OF SHRM</b>					6+3
	SHRM (L2) - SHRM models (L2) - strategic HRM vs Traditional HRM (L2) - Barriers to Strategic HR (L2) - Adopting an Investment Perspective - Understanding and Measuring Human capital (L2) - Human side of corporate Strategies (L2).					
<b>UNIT-II</b>	<b>HUMAN RESOURCE DEVELOPMENT</b>					6+3
	Meaning (L2) - Strategic framework for HRM and HRD (L2) - Vision, Mission and values (L2) - Importance (L2) - Challenges to Organisations (L2) - HRD Functions (L2) - Roles of HRD Professionals (L2) - HRD Needs Assessment (L2) - HRD practices (L2) - Measures of HRD performance (L2) - Links to HR, Strategy and Business Goals (L2) - HRD Program Implementation and Evaluation (L2) - Recent trends (L2).					
<b>UNIT- III</b>	<b>E-HRM</b>					6+3
	e- Employee profile (L2) - e- selection and recruitment (L3) - Virtual learning and Orientation (L2) - e - training and development (L3)- e-learning strategies (L2) - e- Performance management (L2) - Use of mobile applications in HR functions (L2) - Development and Implementation of HRIS (L2) - Designing HR portals (L2) - Issues in employee privacy (L2) - Employee surveys online (L2).					
<b>UNIT- IV</b>	<b>CAREER &amp; COMPETENCY DEVELOPMENT</b>					6+3
	Career Concepts (L2) - Roles (L2) - Career stages (L2) - Career planning and Process (L2) - Career development Models (L2) - Career Motivation and Enrichment (L2) - Designing Effective Career Development Systems (L3) - Competencies and Career Management (L2) - Competency Mapping Models (L2) - Equity and Competency based Compensation (L2).					

UNIT- V	EMPLOYEE COACHING & COUNSELING			6+3
	Need for Coaching (L2) – Role of HR in coaching (L2) – Coaching and Performance (L2) – Skills for Effective Coaching (L2) – Coaching Effectiveness (L3) – Need for Counseling (L2) – Role of HR in Counseling (L2) – Components of Counseling Programs (L2) – Counseling Effectiveness (L2).			
	<b>Total No. of Periods</b>			<b>47</b>
	<b>OPEN-ENDED PROBLEMS/QUESTIONS</b>			
	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.			
	<b>Course Outcomes:</b>			
	<b>Upon completion of this course the students will be able to:</b>			<b>Bloom's Taxonomy</b>
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
	<b>TEXT BOOKS:</b>			
1.	Strategic Human Resource Management, Jaffrey A Mello, Cengage Learning, 5 <sup>th</sup> edition, paperback, 2023.			
2.	Charles R. Greer, Strategic HRM, 2 <sup>nd</sup> edition, Pearson education, Asia, New Delhi, 2007.			
	<b>REFERENCE BOOKS:</b>			
1.	Gary Dessler, Human Resource Management, 17 <sup>th</sup> edition, Pearson, New Delhi, 2017.			
2.	Luis R.Gomez-Mejia, David B.Balkin, Robert L Cardy. Managing Human Resource. 8 <sup>th</sup> edition, Pearson, New Delhi, 2014.			
3.	Wayne Cascio, Managing Human Resource, McGraw Hill, 2015.			
	<b>WEB REFERENCES:</b>			
	<b>Publisher</b>	<b>Website link</b>	<b>Topic</b>	
1.	Forbes	<a href="https://www.forbes.com/advisor/business/strategic-human-resource-management/">https://www.forbes.com/advisor/business/strategic-human-resource-management/</a>	Why strategic HRM	
2.	India free notes	<a href="https://indiafreenotes.com/umbms-strategic-human-resource-management-hr-policies/">https://indiafreenotes.com/umbms-strategic-human-resource-management-hr-policies/</a>	strategic HRM Policies	
	<b>VIDEO REFERENCES:</b>			
	<b>Video Details</b>	<b>Name of the Expert</b>	<b>Topic</b>	<b>Video link</b>
1.	NPTEL	Prof. Ashish Pandey, IIT Bombay	Advances in Strategic Human Resource	<a href="https://www.youtube.com/watch?v=tNTrgjl6ITo&amp;list=PLOzRYVm0a65ey68FxO33DwMsBi2HO3hnR">https://www.youtube.com/watch?v=tNTrgjl6ITo&amp;list=PLOzRYVm0a65ey68FxO33DwMsBi2HO3hnR</a>
2.	Others	Prof.S.P.Singh, Gurukul Kangri Universit,	Strategic Human Resource	<a href="https://www.youtube.com/watch?v=r5QN">https://www.youtube.com/watch?v=r5QN</a>

		Haridwar		O000Mde
--	--	----------	--	---------

COs	Mapping of COs with POs					
	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
<b>Avg.</b>	<b>2</b>	<b>1.6</b>	<b>1.3</b>	<b>2</b>	<b>2</b>	<b>1</b>
	<b>1 - Low, 2 -Medium, 3 - High</b>					

MB23HR502	INDUSTRIAL RELATIONS AND LABOUR LEGISLATIONS	CP	L	T	P	C
Programme & Branch	PG- MASTER OF BUSINESS ADMINISTRATION	3	2	1	0	3
Version: 1.0						
<b>Course Objectives:</b>						
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.					
<b>INTRODUCTION (Not for Examination)</b>						2
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 Examples	This course will help the students to have basic understanding about various legal procedure followed in industrial disputes frame compensation structure for selected industries, Honda Case and pricol case.					
Linkages	Nil					
<b>UNIT-I</b>	<b>INDUSTRIAL RELATIONS</b>					<b>6+3</b>
	Concept, scope, objectives, Importance (L2) - Approaches to IR (L2) - Industrial relations system in India (L2) - Trade Unions Act, 1926 (L2) - trade union movement in India (L2) - objective, role, functions (L2) - procedure for registration of trade unions (L2) - Rights and responsibilities (L2) - Employee relations in IT sector (L2).					
<b>UNIT-II</b>	<b>INDUSTRIAL CONFLICTS AND LABOUR WELFARE</b>					<b>6+3</b>
	The Industrial Disputes Act, 1947 (L2) - Disputes (L2) - Impact (L2) - Causes (L2) - Strikes (L2) - Prevention (L2) - Industrial Peace (L2) - Government Machinery (L2) - Conciliation (L2) - Arbitration (L2) - Adjudication (L2) - Labour welfare (L2) - statutory (L2) - Voluntary (L2) - welfare funds (L2) - welfare of unorganized labour (L2).					
<b>UNIT- III</b>	<b>LABOUR LEGISLATIONS-I</b>					<b>6+3</b>
	Factories Act, 1948 (L2) - Minimum Wages Act, 1948 (L2) - Payment of Wages Act, 1936 (L2) - Payment of Bonus Act, 1965 (L2).					
<b>UNIT- IV</b>	<b>LABOUR LEGISLATIONS-II</b>					<b>6+3</b>
	The Industrial employment (standing orders) Act, 1946 (L2) - The Apprentices act, 1961 (L2) - The Equal Remuneration act, 1976 - Payment of Gratuity act 1972 - Employee compensation act in 2013 (L2).					
<b>UNIT- V</b>	<b>LABOUR LEGISLATIONS-III</b>					<b>6+3</b>
	Employees' Provident fund and Miscellaneous provisions act, 1952 (L2) - Employees' state insurance (ESI) Act, 1948 (L2) - Maternity Benefit Act, 1961 (L2) - Contract Labour Regulations and Abolition Act, 1970 (L2).					
<b>Total No. of Periods</b>						<b>47</b>

<b>OPEN-ENDED PROBLEMS/QUESTIONS</b>				
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.				
<b>Course Outcomes:</b>				
<b>Upon completion of this course the students will be able to:</b>			<b>Bloom's Taxonomy</b>	
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	
<b>TEXT BOOKS:</b>				
1.	Mamoria C.B. and SathishMamoria, Dynamics of Industrial Relations, Himalaya Publishing House, 16 <sup>th</sup> edition, New Delhi, 2016.			
2.	ArunMonappa, RanjeetNambudiri, PatturajaSelvaraj. Industrial relations & Labour Laws, Tata McGraw Hill, 2 <sup>nd</sup> edition, 2017.			
<b>REFERENCE BOOKS:</b>				
1.	Kapoor N. D , Elements of Mercantile Law, Sultan Chand, 34 <sup>th</sup> edition, India, 2014.			
2.	P.K. Padhi, Industrial Laws, PHI, 4 <sup>th</sup> edition, 2017.			
3.	P.N.Singh, Neeraj Kumar. Employee relations Management, Pearson Education, 1 <sup>st</sup> edition, 2011.			
<b>WEB REFERENCES:</b>				
	<b>Publisher</b>	<b>Website link</b>	<b>Topic</b>	
1.	Dr. Babasaheb Ambedkar Open University Ahmedabad	<a href="https://baou.edu.in/assets/pdf/PGDHR_201_slm.pdf">https://baou.edu.in/assets/pdf/PGDHR_201_slm.pdf</a>	Labour Laws	
2.	The Institute of Company Secretaries of India	<a href="https://www.icsi.edu/media/webmodules/publications/7.%20Industrial,%20Labour%20and%20General%20Laws.pdf">https://www.icsi.edu/media/webmodules/publications/7.%20Industrial,%20Labour%20and%20General%20Laws.pdf</a>	Industrial relations	
<b>VIDEO REFERENCES:</b>				
	<b>Video Details</b>	<b>Name of the Expert</b>	<b>Topic</b>	<b>Video link</b>
1.	NPTEL	Prof.Kalyan Chakravarthi Vinod Gupta School of Management, IIT Kharagpur	Industrial relations	<a href="https://www.youtube.com/watch?v=6J-VvleH06k">https://www.youtube.com/watch?v=6J-VvleH06k</a>
2.	NPTEL	Prof.Anuradha Sharma, Department of Humanities and Social Sciences, IIT Delhi.	Industrial relations and conflict management	<a href="https://www.youtube.com/watch?v=Y4XH-zX5VE7g&amp;t=64s">https://www.youtube.com/watch?v=Y4XH-zX5VE7g&amp;t=64s</a>



Mapping of COs with POs						
COs	POs					
	PO1	PO2	PO3	PO4	PO5	PO6
C01	2	2	-	-	1	-
C02	3	2	-	-	1	-
C03	2	1	3	-	-	-
C04	-	-	-	2	-	-
C05	-	3	-	-	-	-
<b>Avg.</b>	<b>2.3</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>-</b>
<b>1 - Low, 2 -Medium, 3 - High</b>						

MB23HR503	ORGANISATIONAL DESIGN, CHANGE AND DEVELOPMENT	CP	L	T	P	C
		3	3	0	0	3
Programme & Branch	PG-MSTER OF BUSINESS ADMINISTRATION	Version: 1.0				
<b>Course Objectives:</b>						
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.					
<b>INTRODUCTION (Not for Examination)</b>						2
<b>Importance</b>	Understand the organizational structure - strategic decision-making - OD interventions -team building - challenges and opportunities in organizational design.					
<b>Real-Life Examples</b>	Microsoft's Transformation Under Satya Nadella					
	IBM's Transformation from Hardware to Services					
<b>Linkages</b>	Pre-Requisite: Studied the fundamentals in Management concepts and organizational behavior in the first semester.					
<b>UNIT-I</b>	<b>ORGANIZATIONAL DESIGN</b>					9
	Organizational Design (L1) - Determinants (L2) - Components (L2) - Basic Challenges of design (L2) - Differentiation, Integration, Centralization, Decentralization, Standardization, Mutual adjustment (L2) - Mechanistic and Organic Structures (L2) - Technological and Environmental Impacts on Design (L2) -Importance of Design (L2) - Success and Failures in design (L2).					
<b>UNIT-II</b>	<b>ORGANIZATIONAL CHANGE</b>					9
	Meaning (L1), Nature (L1), Forces for change (L2) - change agents (L2) - Change process (L2) - Types and forms of change (L2) - Models of change (L2) - Resistance to change (L2) - individual factors (L2) - organizational factors (L2) - techniques to overcome change (L2) - Change programs (L2) - job redesign (L2)					
<b>UNIT- III</b>	<b>ORGANIZATIONAL DEVELOPMENT</b>					9
	Introduction (L1) - evolution (L2) - basic values and assumptions (L2) - foundations of OD (L2) - Process of OD (L2) - managing the phases of OD (L2) - Organizational diagnosis (L2) - Process (L2) - stages (L2) - Techniques (L2) - Remote work optimization (L2) - Agile Transformation (L2)					
<b>UNIT- IV</b>	<b>OD INTERVENTION</b>					9
	Human process interventions (L1) - Individual, group and inter-group human relations (L2) - structure and technological interventions (L2) - strategy interventions (L2) - sensitivity training (L2) - survey feedback, process consultation (L2) - team building (L2) - inter-group development (L2).					

UNIT- V	ORGANIZATIONAL EVOLUTION AND SUSTENANCE			9
	Organizational life cycle (L2) – Models of transformation (L2) – Models of Organizational Decision making (L2) – Organizational Learning (L2) – Innovation, Intrapreneurship and Creativity (L2) – HR implications (L2) – Challenges and opportunities of organizational design and change in global contexts (L3) – Strategies for managing diversity and inclusion in global organizations (L2).			
	<b>Total No. of Periods</b>			<b>47</b>
	<b>OPEN-ENDED PROBLEMS/QUESTIONS</b>			
	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.			
	<b>Course Outcomes:</b>			
	<b>Upon completion of this course the students will be able to:</b>			<b>Bloom's Taxonomy</b>
CO1	Understand the fundamentals of organizational design and factors That influences organizational design.			L2-Understand
CO2	Understand the process of organizational change, types, and models of change in organizations.			L2-Understand
CO3	Understand the stages and techniques of organizational development.			L2-Understand
CO4	Understand organizational development interventions.			L2-Understand
CO5	Apply the organizational evolution and sustenance concepts.			L3-Apply
	<b>TEXT BOOKS:</b>			
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.			
	<b>REFERENCE BOOKS:</b>			
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.			
	<b>WEB REFERENCES:</b>			
	<b>Publisher</b>	<b>Website link</b>	<b>Topic</b>	
1.	Journal of change management	<a href="https://doi.org/10.1080/14697010500359250">https://doi.org/10.1080/14697010500359250</a>	Organizational change Management	
2.	Harvard Business Review	<a href="https://hbr.org/search?term=j.%20s.%20mouton">https://hbr.org/search?term=j.%20s.%20mouton</a>	Breakthrough in Organization Development	
	<b>VIDEO REFERENCES:</b>			
	<b>Video Details</b>	<b>Name of the Expert</b>	<b>Topic</b>	<b>Video link</b>
1.	NPTL	Prof.Zillur Rahman Department Management	Dimensions of Organization	<a href="https://www.youtube.com/watch?v=Eo4Vavvt">https://www.youtube.com/watch?v=Eo4Vavvt</a>

		Studies IIT Roorkee	Structure	PAE&list=PLLy_2iUCG87AsvWatbQyEj8PpfeYOu81f&index=9
2.	NPTELHRD	Prof. Vinayshil Gautam, Department of Management Studies, IIT Delhi.	Organization Change and Organisation Development	<a href="https://www.youtube.com/watch?v=zYB8k2RzjsA">https://www.youtube.com/watch?v=zYB8k2RzjsA</a>

COs	Mapping of COs with POs					
	POs					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	2	2	2	2
CO2	3	3	2	2	2	2
CO3	3	3	3	2	2	2
CO4	3	3	3	2	3	2
CO5	2	2	2	2	2	2
<b>Avg.</b>	<b>2.8</b>	<b>2.6</b>	<b>2.4</b>	<b>2</b>	<b>2.2</b>	<b>2.0</b>
<b>1 – Low, 2 –Medium, 3 – High</b>						

MB23HR504	NEGOTIATION AND CONFLICT MANAGEMENT	CP	L	T	P	C
Programme & Branch	PG - MASTER OF BUSINESS ADMINISTRATION	3	2	1	0	3
Version: 1.0						
<b>Course Objectives:</b>						
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.					
<b>INTRODUCTION (Not for Examination)</b>						2
<b>Importance</b>	Understanding fundamentals of negotiation- negotiation strategies- conflict management-conflict resolution.					
<b>Real-Life Examples</b>	Amazon and Warehouse Workers' Unionization Efforts: Labor Negotiation.					
	Uber's Cultural Conflicts- Conflict between different groups.					
<b>Linkages</b>	Previous Course: Organizational Behavior and Human resource Management.					
<b>UNIT-I</b>	<b>FUNDAMENTALS OF NEGOTIATION</b>					6+3
	Nature, Characteristics of negotiation (L2) - Dimensions of Negotiation (L2) - Structure - Norms & values (L2) - Types of Negotiation (L2) - Negotiation process (L2) - Perception and Preparation (L2) - Communication and Influence (L2) - Techniques of Negotiation (L2) - Issues in negotiation. (L2)					
<b>UNIT-II</b>	<b>NEGOTIATION STRATEGIES</b>					6+3
	Strategy and planning for negotiation (L2) - Strategy and Tactics for distributive bargaining (L2) - Integrative negotiation (L2) - Negotiation power (L2) - source of power (L2) - Cross culture Negotiation (L2) - Ethics in negotiation. (L2)					
<b>UNIT- III</b>	<b>INTRODUCTION TO CONFLICT MANAGEMENT</b>					6+3
	Understanding conflict, components, perspective of conflict (L2) - Types of conflict (L2) - Models of conflict (Process & Structural) (L2) - Sources of conflict (L2) - Contingency approach, conflict management process, conflict domain, conflict trends, conflict distribution, conflict mapping and tracking (L2) - conflict & performance (L2) - Advantages & Disadvantages of Conflict. (L2)					
<b>UNIT- IV</b>	<b>MANAGING INTERPERSONAL, GROUP AND ORGANIZATIONAL CONFLICT</b>					6+3
	Individual difference (L2) - Personalities & abilities (L2) - Interpersonal conflict (L2) - Group conflict (L2) - Organizational conflict (L2) - Dealing with difficult subordinates & boss-Technique to resolve team conflict (L2) - organizational conflict strategies. (L2)					
<b>UNIT- V</b>	<b>CONFLICT RESOLUTION AND COST</b>					6+3
	Conflict resolution models (L2) - framework model (L2) - classical ideas (L2) - new developments in conflict resolution (L2) - Environmental conflict resolution (L2)- gender and conflict resolution (L2) - Assessing the cost of workplace conflict. (L2)					

		<b>Total No. of Periods</b>	<b>47</b>
<b>OPEN-ENDED PROBLEMS/QUESTIONS</b>			
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.			
<b>Course Outcomes:</b>			
	<b>Upon completion of this course the students will be able to:</b>	<b>Bloom's Taxonomy</b>	
CO1	Understand the negotiation styles and their effectiveness.	L2-Understand	
CO2	Understand the negotiation strategies and cross-cultural.	L2-Understand	
CO3	Understand the conflict resolution strategies and conflict mapping.	L2-Understand	
CO4	Understand the common sources of conflict in the workplace and strategies to prevent or mitigate them.	L2-Understand	
CO5	Understand the different conflict resolution models and cost associated.	L2-Understand	
<b>TEXT BOOKS:</b>			
1.	Negotiation - Lewicki, Saunders, Barry, TMGH, 2014.		
2.	Corporate Conflict Management - concepts & skills by Eirene Rout, Nelson Omika, PHI, 2007.		
<b>REFERENCE BOOKS:</b>			
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.		
<b>WEB REFERENCES:</b>			
	<b>Publisher</b>	<b>Website link</b>	<b>Topic</b>
1.	Carnegie Mellon University Library Publishing Service	<a href="https://onlinelibrary.wiley.com/journal/17504716">https://onlinelibrary.wiley.com/journal/17504716</a>	Carnegie Mellon University Library Publishing Service
2.	Harvard Management	<a href="https://www.pon.harvard.edu/tag/negotiation-and-conflict-management/">https://www.pon.harvard.edu/tag/negotiation-and-conflict-management/</a>	Harvard Management
<b>VIDEO REFERENCES:</b>			
	<b>Video Details</b>	<b>Name of the Expert</b>	<b>Topic</b>
1.	YouTube	Prof.A. Malik	Negotiation and Conflict Management
2.	YouTube	Prof.Chris segrin	Techniques for Effective conflict management and negotiation
			<b>Video link</b>
			<a href="https://www.youtube.com/watch?v=wYb_PKTawE4&amp;ab_channel=nptelhrd">https://www.youtube.com/watch?v=wYb_PKTawE4&amp;ab_channel=nptelhrd</a>
			<a href="https://www.youtube.com/watch?v=Mgi4Oonn1sc&amp;ab_channel=collegeofsbs">https://www.youtube.com/watch?v=Mgi4Oonn1sc&amp;ab_channel=collegeofsbs</a>

Mapping of COs with POs						
COs	POs					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	1	1	1	2	2
CO2	2	1	1	1	1	2
CO3	3	3	1	1	1	2
CO4	3	2	1	2	1	3
CO5	1	1	1	2	2	1
<b>Avg.</b>	<b>2.2</b>	<b>1.6</b>	<b>1</b>	<b>1.4</b>	<b>1.4</b>	<b>2</b>
<b>1 - Low, 2 - Medium, 3 - High</b>						

MB23HR505	REWARD AND COMPENSATION MANAGEMENT	CP	L	T	P	C
		3	3	0	0	3
Programme & Branch	PG-MSTER OF BUSINESS ADMINISTRATION	Version: 1.0				
	<b>Course Objectives:</b>					
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.					
	<b>INTRODUCTION (Not for Examination)</b>					<b>2</b>
<b>Importance</b>	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.					
<b>Real-Life Examples</b>	Infosys aims to provide a fair, transparent and competitive reward structure.					
	Flipkart has implemented several reward and compensation initiatives designed to retain employees and reduce attrition, especially in a competitive market.					
<b>Linkages</b>	Pre-Requisite: Students studied basic concept of compensation Management in Human Resources Management.					
<b>UNIT-I</b>	<b>INTRODUCTION</b>					<b>9</b>
	Compensation (L2) - Definition (L1) - objectives (L2) - principles of compensation formulation (L2) - Compensation Design and strategy (L2) - theories of wage determination (L2) - Wage Structure (L2) - types of wages (L2) - wage boards (L2) - wage policy (L2) - compensation trends and reward system in India (L2).					
<b>UNIT-II</b>	<b>EMPLOYEE COMPENSATION AND LABOUR MARKET</b>					<b>9</b>
	Macroeconomics of Labour markets (L2) - Unemployment and its impact on labour market (L2) - Neoclassical microeconomics of labour markets (L3) - models, supply and demand (L3) -economic model Implications on employee compensation (L3) - economic theories and employee compensation (L3)- valuation of employee compensation (L2).					
<b>UNIT- III</b>	<b>MANAGING EMPLOYEE BENEFITS</b>					<b>9</b>
	Nature and types of employee benefits (L2) - statutory employee benefits in India (L2) - Deferred compensation plan (L2) - Non-monetary benefits (L2) Reward (L2) - Meaning, Elements, Types (L2) - Basic concepts of reward management (L2) - Designing reward system (L3)- Difference between reward and compensation (L2).					
<b>UNIT- IV</b>	<b>PERFORMANCE RELATED COMPENSATION</b>					<b>9</b>



	Performance management system (PMS) (L2) -performance objectives (L2) - indicators (L2) - standards and metric (L2) - effective performance modeling (L2) - dimensions of performance (L2) - competency based pay (L2) Team Compensation (L2) – Gain Sharing Incentive Plan (L2) – Profit Sharing Plan (L2)- ESOPs (L2)		
<b>UNIT- V</b>	<b>EXECUTIVE AND SALES COMPENSATION PLAN</b>	<b>9</b>	
	Executive Compensation (L2) – Components, Theories, Design (L2)- Relationship between Fixed and variable pay (L2) - Executive Incentive Programmes (L2) - Sales Compensation plan (L2)- design and administration (L2) - sales incentives and motivations (L2) - Compensation Management in Multi-National organisations (L3) Case Study (L3)		
	<b>Total No. of Periods</b>	<b>47</b>	
	<b>OPEN-ENDED PROBLEMS/QUESTIONS</b>		
	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.		
	<b>Course Outcomes:</b>		
	<b>Upon completion of this course the students will be able to:</b>	<b>Bloom's Taxonomy</b>	
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.	L3 – Apply	
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	
	<b>TEXT BOOKS:</b>		
1.	Richard.I. Henderson: Compensation Management In A Knowledge Based World – Pearson Education, 10 <sup>th</sup> edition, 2007.		
2.	George T Mulkovich& Jerry Newmann, Compensation planning, McGraw Hill Publication, 9 <sup>th</sup> Edition, 2017.		
	<b>REFERENCE BOOKS:</b>		
1.	Richard Thrope & Gill Homen: Strategic Reward Systems- Prentice-Hall, 2000		
2.	B. D. Singh, Compensation and Reward Management, Excel Publication, 3 <sup>rd</sup> edition, 2017.		
3.	Dewakar goel, Performance Appraisal and Compensation Management, PHI learning,2008.		
	<b>WEB REFERENCES:</b>		
	<b>Publisher</b>	<b>Website link</b>	
		<b>Topic</b>	
1.	HR platform for modern business	<a href="https://www.hibob.com/hr-glossary/compensation-management-objectives/">https://www.hibob.com/hr-glossary/compensation-management-objectives/</a>	Objectives of Compensation Management

2.	AIHR   Academy to Innovate HR	<a href="https://www.aihr.com/blog/compensation-and-benefits/">https://www.aihr.com/blog/compensation-and-benefits/</a>	Types of Compensation and employee benefits
<b>VIDEO REFERENCES:</b>			
	<b>Video Details</b>	<b>Name of the Expert</b>	<b>Topic</b>
1.	MHRD	Dr.Mani Shreshtha GJ University of Science and Technology Hisar	Compensation and Business Environment
2.	NPTEL	Prof.Aradhna Malik Vinod Guptha School of Management	Compensation
			<a href="https://www.youtube.com/watch?v=XbwQarTmomc&amp;list=PLnl4bzbqH5QqKL PDKFv9ZzrSxoDCC YGz8y">https://www.youtube.com/watch?v=XbwQarTmomc&amp;list=PLnl4bzbqH5QqKL PDKFv9ZzrSxoDCC YGz8y</a>
			<a href="https://www.youtube.com/watch?v=nKiJ7pakz_U">https://www.youtube.com/watch?v=nKiJ7pakz_U</a>

Mapping of COs with POs						
COs	POs					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	1	3	2	2
CO2	1	3	2	3	2	1
CO3	3	1	1	1	3	2
CO4	2	2	3	3	1	1
CO5	2	3	3	3	2	3
<b>Avg.</b>	<b>2.2</b>	<b>2.4</b>	<b>2.0</b>	<b>2.6</b>	<b>2.0</b>	<b>1.8</b>
<b>1 – Low, 2 –Medium, 3 – High</b>						

MB23HR506	INTERNATIONAL HUMAN RESOURCE MANAGEMENT	CP	L	T	P	C
Programme & Branch	PG - MASTER OF BUSINESS ADMINISTRATION	3	2	1	0	3
Version: 1.0						
<b>Course Objectives:</b>						
1.	To understand the importance and 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.					
<b>INTRODUCTION (Not for Examination)</b>						2
<b>Importance</b>	Helps to effectively managing a diverse global workforce, navigating cultural differences, and ensuring compliance with varying legal and economic environments. It equips businesses to compete globally by leveraging international talent.					
<b>Real-Life Examples</b>	<b>Toyota's Global Workforce Strategy:</b> Toyota effectively manages its diverse global workforce by tailoring HR practices to local markets while maintaining core company values, ensuring consistent quality and productivity across its international plants.					
	<b>Unilever's Local Adaptation:</b> Unilever customizes its HR policies to align with local cultural norms and labor laws in each country it operates in, such as offering flexible work arrangements in Europe and employee wellness programs in India.					
	<b>Google's Expatriate Management:</b> Google uses IHRM to manage its expatriate employees, offering comprehensive relocation packages, cultural training, and support systems to ensure smooth transitions and high productivity for employees working in international assignments.					
<b>Linkages</b>	Human Resource Management					
<b>UNIT-I</b>	<b>INTRODUCTION TO IHRM</b>					6+3
	Definition (L1) - Evolution of HRM (L2) - Importance of IHRM, Models of IHRM (L2) - Matching Model (L2), Harvard Model (L2), Contextual Model (L2), 5P Model (L2), European Model (L2), IHRM policies (L2), Standardization and Localization of HRM practices (L2).					
<b>UNIT-II</b>	<b>HRM STRATEGIES</b>					6+3
	Internationalization and world business (L2) - Strategic orientation (L2), IHRM in cross border Mergers and Acquisitions (L2), International Alliances (L2) - IHRM & Competitive advantage (L2) - Cultural context of IHRM (L2).					
<b>UNIT- III</b>	<b>RECRUITMENT AND SELECTION</b>					6+3
	International Managers staffing (L2) - Approaches to staffing (L3) - Role of Expatriates (L2) - Role of Inpatriate (L2) - recruitment and selection methods (L3) - Current practices (L2).					
<b>UNIT- IV</b>	<b>TRAINING AND DEVELOPMENT, PERFORMANCE APPRAISAL</b>					6+3

	Expatriate training program (L2), components (L2), types(L2), effectiveness measures (L2), HCN training (L2) - Trends in international training and development (L2) – repatriation process and training - International performance Management methods – cultural issues in Performance Management.			
<b>UNIT- V</b>	<b>INTERNATIONAL COMPENSATION</b>			<b>6+3</b>
	Components of international compensation (L3) - Approaches to international Compensation (L2) – Challenges and choices (L2) - International Labor Standards (L2) – emerging Issues (L2).			
	<b>Total No. of Periods</b>			<b>47</b>
	<b>OPEN-ENDED PROBLEMS/QUESTIONS</b>			
	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.			
	<b>Course Outcomes:</b>			
	<b>Upon completion of this course the students will be able to:</b>			<b>Bloom's Taxonomy</b>
CO1	Understand of the basics of IHRM, models and practices.			L2 - Understand
CO2	Understand the 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	Apply the International practices on compensation management in organization.			L3 - Apply
	<b>TEXT BOOKS:</b>			
1.	Peter J Dowling & D E. Welch: International Human Resource Management, 7 <sup>th</sup> Edition, Cengage Publication, 2017.			
2.	Miguel Martinez Lucio & Robert MacKenzie, International Human Resource Management, 2 <sup>nd</sup> Edition, Sage Publication, 2022.			
	<b>REFERENCE BOOKS:</b>			
1.	Ibraiz Tarique, Dennis Briscoe & randall, International Human Resource Management – Policies and Practices for Multinational Enterprises, 5 <sup>th</sup> edition, Routledge Publication, 2022.			
2.	Anne – WilHar Zing, Ashly Pinnington, International human Resource Management, 3 <sup>rd</sup> edition, Sage Publication, 2010.			
	<b>WEB REFERENCES:</b>			
	<b>Publisher</b>	<b>Website link</b>		<b>Topic</b>
1.	Taylor & Francis	<a href="https://www.tandfonline.com/toc/rijh20/current">https://www.tandfonline.com/toc/rijh20/current</a>		Articles on recent advancements
2.	Wiley Online	<a href="https://onlinelibrary.wiley.com/journal/17488583">https://onlinelibrary.wiley.com/journal/17488583</a>		Articles on recent advancements
	<b>VIDEO REFERENCES:</b>			
	<b>Video Details</b>	<b>Name of the Expert</b>	<b>Topic</b>	<b>Video link</b>
1.	YouTube	Anthony colaco	What is role of HR in 2025	<a href="https://www.youtube.com/watch?v=fjCPWyIDoXU">https://www.youtube.com/watch?v=fjCPWyIDoXU</a>
2.	YouTube	Simple Learning Tips	Types of	<a href="https://shorturl.at/346ru">https://shorturl.at/346ru</a>

			Employees & Approaches to IHRM	
--	--	--	--------------------------------	--

COs	Mapping of COs with POs					
	POs					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	1				
CO2				2		
CO3			3		1	
CO4		2				
CO5	2			1	3	
<b>Avg.</b>	<b>2</b>	<b>1.5</b>	<b>3</b>	<b>1.5</b>	<b>2</b>	
<b>1 – Low, 2 – Medium, 3 – High</b>						

MB23OM501	LEAN MANAGEMENT	CP	L	T	P	C
		3	3	0	0	3
Programme & Branch	PG - MASTER OF BUSINESS ADMINISTRATION	Version: 1.0				
	<b>Course Objectives:</b>					
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.					
	<b>INTRODUCTION (Not for Examination)</b>					2
Importance	Lean helps eliminate waste in processes, like extra steps or inventory. This Streamlines operations and boosts productivity.					
Real-Life Examples	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.					
<b>UNIT-I</b>	<b>INTRODUCTION TO LEAN MANAGEMENT AND LEAN ELEMENTS</b>					9
	Evolution of lean (L2) Global competition (L1), Cost subtraction Principle (L1), Performance Management (L1), Balance score card (L1), Five Lean Principles (L2), Muda (L1), Mura and Muri (L1)					
<b>UNIT-II</b>	<b>LEAN TOOLS AND TECHNIQUES</b>					9
	Various tool of LM (L3), Impact of Seiri Seiton Seiso Seiketsu and Shitsuke (L1), Poke Yoke (L3), Kaizen (L1), Need for TPM (L1), Pillars of TPM(L2), Implementation of TPM (L2), Overall Equipment Effectiveness (OEE) and its computation (L2)					
<b>UNIT- III</b>	<b>LEAN SYSTEM</b>					9
	Lean systems (L1) Features manufacturing and services (L4), Work flow (L2), Small lot sizes (L1), Pull Method (L2), Kanban (L1), problem solving (L4), Just In Time (L2).					
<b>UNIT- IV</b>	<b>PROJECT SELECTION FOR LEAN</b>					9
	Resource and project selection (L1), Selecting projects (L2), Process mapping (L2), Current and future Value stream mapping (L3), project suitable for lean initiatives (L1).					
<b>UNIT-V</b>	<b>LEAN MANAGEMENT AND IMPLEMENTATION</b>					9
	Standardized work (L1), Continuous improvement (L2), Lean projects Training, selecting the members (L1), preparing project plan (L1), implementation (L1), review (L1). Productivity Improvement (L4) Process (L1), machinery Operator and equipment (L4).					

		Total No. of Periods	47
<b>OPEN-ENDED PROBLEMS/QUESTIONS</b>			
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.			
<b>Course Outcomes:</b>			
<b>Upon completion of this course the students will be able to:</b>			<b>Bloom's Taxonomy</b>
CO1	Understand the importance of Lean Management application in service and manufacturing industries.		L2 - Understand
CO2	Apply various Lean tools and techniques, such as 5S, Kanban, Poka-Yoke, and Kaizen.		L3 - Apply
CO3	Analyze and optimize end-to-end value streams within an organization, identifying bottlenecks and inefficiencies for improvements.		L4 - Analyze
CO4	Apply Lean initiatives within an Organization, designing and implementing Lean practices.		L3 - Apply
CO5	Analyze the impact of key performance indicators (KPIs) and metrics.		L4- Analyze
<b>TEXT BOOKS:</b>			
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.		
<b>REFERENCE BOOKS:</b>			
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		
<b>WEB REFERENCES:</b>			
	<b>Publisher</b>	<b>Website link</b>	<b>Topic</b>
1.	Lean Enterprise Institute	<a href="https://www.lean.org/">https://www.lean.org/</a>	Article
2.	Lean Transition Solution	<a href="https://leantransitionsolutions.com/Lean-Technology/what-is-lean-management">https://leantransitionsolutions.com/Lean-Technology/what-is-lean-management</a>	Article
<b>VIDEO REFERENCES:</b>			
	<b>Video Details</b>	<b>Name of the Expert</b>	<b>Topic</b>
1.	Youtube	David Miller	Lecture
			<a href="https://www.youtube.com/watch?v=gixa9MHNPAM">https://www.youtube.com/watch?v=gixa9MHNPAM</a>

2.	Youtube	Paul Akers	Lecture	<a href="https://www.youtube.com/watch?v=oarLDeAFSj4&amp;pp=ygUQTGVhbiBNYW5hZ2VtZW50IA%3D%3D">https://www.youtube.com/watch?v=oarLDeAFSj4&amp;pp=ygUQTGVhbiBNYW5hZ2VtZW50IA%3D%3D</a>
----	---------	------------	---------	---

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
<b>Avg.</b>	<b>2</b>	<b>2</b>	<b>2.3</b>	<b>2</b>	<b>2</b>	<b>2.4</b>
<b>1 - Low, 2 -Medium, 3 - High</b>						



MB230M502	PROJECT MANAGEMENT				CP	L	T	P	C
Programme & Branch	PG - MASTER OF BUSINESS ADMINISTRATION				3	2	1	0	3
					Version: 1.0				
	<b>Course Objectives:</b>								
1.	To understand project initiation, planning, execution, and closure.								
2.	To develop skills in scheduling, resource allocation, and risk management.								
3.	To foster effective team communication and collaboration.								
4.	To monitor project progress and implement corrective actions.								
5.	To utilize project management tools and techniques for successful project delivery.								
	<b>INTRODUCTION (Not for Examination)</b>								2
<b>Importance</b>	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.								
<b>Real-Life Examples</b>	<p>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.</p> <p>Resource Management-Assigning skilled personnel, allocating materials efficiently, and managing equipment usage optimizes resource utilization.</p> <p>Budget Control- Tracking costs, identifying potential cost overruns, and taking corrective actions helps stay within the allocated budget.</p>								
<b>Linkages</b>	Integrate project activities with daily operations, ensuring that project tasks complement and enhance ongoing work processes and Operations Management.								
<b>UNIT-I</b>	<b>INTRODUCTION</b>								6+3
	Meaning Of Project (L1)-Project Management (L1)-Nature of Projects (L2) -Project Management System (L2)- Project Life Cycle (L2)- Project Management Process(L2).								
<b>UNIT-II</b>	<b>PROJECT ANALYSIS</b>								6+3
	Types Of Analysis (L2)-Technical Analysis (L2)-Economic Analysis (L2) -Financial Analysis (L3) - Sensitivity Analysis (L2) -Social Analysis (L2) -Institutional Analysis (L2).								
<b>UNIT- III</b>	<b>DESIGN AND SYSTEM</b>								6+3
	Working Of System (L2) -Design Of System (L3)-Project Work System Design (L3)- Work Breakdown Structure (L3)- Project Execution Plan (L3)- Project Procedure Manual (L3).								
<b>UNIT- IV</b>	<b>RISK MANAGEMENT</b>								6+3
	Concept of Risk (L2)- Five Stage Process in Risk Management (L2)- Types of Risks (L2)- Project Risk Management (L2) - An Integrated Approach Project Risk Analysis and Management (PRAM) (L3).								
<b>UNIT- V</b>	<b>MONITORING AND CONTROL</b>								6+3

	Meaning Of Project Monitoring (L1) - Activities to Monitor(L2) - Project Control (L2) - The Essen's of Control (L2) - Post Evaluation Approach (L2) - Project Benefit Monitoring and Evaluation (L3) -Difference Between Monitoring And Evaluation (L2) – Project Benefit Monitoring Methods (L2) - PBM Methods (L2) -PBM Reports Scheduling PBM Activities (L2) - Project Completion (L3) -Impact Evaluation(L4).		
	<b>Total No. of Periods</b>	<b>47</b>	
	<b>OPEN-ENDED PROBLEMS/QUESTIONS</b>		
	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.		
	<b>Course Outcomes:</b>		
	<b>Upon completion of this course the students will be able to:</b>	<b>Bloom's Taxonomy</b>	
CO1	Identify and explain the key stages of the project lifecycle.	L2- Understand	
CO2	Apply scheduling techniques to create project timelines and milestones	L2- Understand	
CO3	Demonstrate effective communication skills in project management contexts	L2- Understand	
CO4	Monitor project progress using relevant metrics and tools	L2- Understand	
CO5	Apply project management techniques such as Gantt charts and critical path analysis.	L2- Understand	
	<b>TEXT BOOKS:</b>		
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.		
	<b>REFERENCE BOOKS:</b>		
1.	Schwalbe, Kathy, Information Technology Project Management, Cengage, 8 <sup>th</sup> 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.		
	<b>WEB REFERENCES:</b>		
	<b>Publisher</b>	<b>Website link</b>	<b>Topic</b>
1.	Project Management Institute	<a href="https://www.pmi.org/">https://www.pmi.org/</a>	others
2.	Project Management Basics	<a href="https://www.projectmanager.com/blog/project-management-101-quick-reference-guide">https://www.projectmanager.com/blog/project-management-101-quick-reference-guide</a>	others

	<b>VIDEO REFERENCES:</b>			
	<b>Video Details</b>	<b>Name of the Expert</b>	<b>Topic</b>	<b>Video link</b>
1.	Project Management	David McLachlan, Agile Coach, project manager, product	Lecture	<a href="https://www.youtube.com/watch?v=2gmCr40uT4U">https://www.youtube.com/watch?v=2gmCr40uT4U</a>

		owner.		
2.	Project Management	Dr.M.K. Baruna, IIT-Indian Institute of Technology Roorkee	Lecture	<a href="https://www.youtube.com/watch?v=Jk-JwtScIlw">https://www.youtube.com/watch?v=Jk-JwtScIlw</a>

COs	Mapping of COs with POs					
	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
<b>Avg.</b>	<b>2</b>	<b>2</b>	<b>2.3</b>	<b>2</b>	<b>2</b>	<b>2.4</b>
	<b>1 - Low, 2 -Medium, 3 - High</b>					

MB23OM503	SERVICE OPERATIONS MANAGEMENT	CP	L	T	P	C
		3	2	1	0	3
Programme & Branch	PG-MBA- MASTER OF BUSINESS ADMINISTRATION	Version: 1.0				
	<b>Course Objectives:</b>					
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.					
	<b>INTRODUCTION (Not for Examination)</b>					2
<b>Importance</b>	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.					
<b>Real-Life Examples</b>	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.					
<b>Linkages</b>	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.					
<b>UNIT-I</b>	<b>INTRODUCTION</b>					6+3
	Services(L1) - Importance, role in the economy, service sector(L1) - Nature, Growth(L1). Nature of services(L1) - distinctive characteristics, Service Package, Service classification(L1) -dominant logic, open-systems view(L1). Service Strategy(L1) - Strategic service vision(L1), competitive environment, generic strategies(L1), winning customers(L1) - Role of information technology(L1) - .stages in service firm competitiveness(L1).					
<b>UNIT-II</b>	<b>SERVICE DESIGN</b>					6+3
	New Service Development (L1)- Design elements (L1)- Service Blueprinting(L1) - Process Structure(L1) - generic approaches. Service Encounter(L1) - triad, creating service orientation, service profit chain(L2) - Front-office Back-office Interface (L2)- service decoupling, Technology in services(L2) - self-service, automation, e-commerce, e-business, technology innovations(L2).					
<b>UNIT- III</b>	<b>SERVICE QUALITY</b>					6+3
	Service Quality(L1)-Dimensions, Service Quality Gap Model(L2)-Measuring Service Quality(L1)-Quality, Process Improvement(L2) - productivity improvement(L2) - DEA, quality tools, benchmarking, Quality Cycle improvement programs(L2).					
<b>UNIT- IV</b>	<b>SERVICE FACILITY</b>					6+3

	Supporting facility(L1) - Service scopes, Facility design(L1) - nature, objectives, process analysis, Service facility layout(L2) - Service Facility Location(L1) - considerations, facility location techniques(L3) - urban, metropolitan(L2) - SERVQL metric, Euclidean, center of gravity, retail outlet location, location set covering problem. Vehicle routing and Scheduling(L3).		
<b>UNIT- V</b>	<b>MANAGING CAPACITY AND DEMAND</b>		<b>6+3</b>
	Managing Demand(L1) - Strategies; Managing capacity(L1) - Basic strategies, Supply management tactics(L2), operations planning, and control(L2) -Yield management(L1) - Inventory Management in Services Retail Discounting Model, Newsvendor Model; Managing Waiting Lines(L2) - Queuing systems(L1) - The psychology of waiting Managing for growth(L1) - expansion strategies, franchising, globalization(L2).		
	<b>Total No. of Periods</b>		<b>47</b>
	<b>OPEN-ENDED PROBLEMS/QUESTIONS</b>		
	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.		
	<b>Course Outcomes:</b>		
	<b>Upon completion of this course the students will be able to:</b>	<b>Bloom's Taxonomy</b>	
CO1	Remember the nature of service operations.	L1- Remember	
CO2	Understand the service operations design.	L2- Understand	
CO3	Understand the quality in service design and delivery.	L2- Understand	
CO4	Apply models to design service facilities.	L3- Apply	
CO5	Understand about sustain service business.	L2- Understand	
	<b>TEXT BOOKS:</b>		
1.	James A. Fitzsimmons, Mona J, Fitzsimmons, Sanjeev Bordoloi, Service Management - Operations, Strategy, Information Technology, 8 <sup>th</sup> Edition, McGraw-Hill Education -2018.		
2.	Richard D. Metters, "Successful Service Operations Management", 2 <sup>nd</sup> Edition, Cengage Learning, 2012.		
	<b>REFERENCE BOOKS:</b>		
1.	Robert Johnston, Graham Clark, "Service Operations Management", 5 <sup>th</sup> Edition Pearson Education, 2005.		
2.	Bill Hollins and Sadie Shinkins, "Managing Service Operations", Revised Edition, Sage, 2006.		
	<b>WEB REFERENCES:</b>		
	<b>Publisher</b>	<b>Website link</b>	<b>Topic</b>
1.	American Society for Quality (ASQ)	<a href="https://asq.org.in/">https://asq.org.in/</a>	Quality Management.
2.	INFORMS (Institute for Operations Research and the Management Sciences)	<a href="https://www.informs.org/">https://www.informs.org/</a>	Quality Management
	<b>VIDEO REFERENCES:</b>		

	<b>Video Details</b>	<b>Name of the Expert</b>	<b>Topic</b>	<b>Video link</b>
1.	NPTEL- Service and Operations Management	Prof. Pradip Kumar ray, IIT, Kharagpur	Lecture	<a href="https://www.youtube.com/watch?v=_9697WzjwRA">https://www.youtube.com/watch?v=_9697WzjwRA</a>
2.	YouTube	Dr. Harvey Miller, Sobey's School of Business, St. Mary's University.	Lecture	<a href="https://www.youtube.com/watch?v=3F33ZantQdI">https://www.youtube.com/watch?v=3F33ZantQdI</a>

COs	Mapping of COs with POs					
	POs					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3		1		
CO2	3	2	1	1		1
CO3	3	2	1	1	1	1
CO4	3	1		2	1	1
CO5	3	2	1	2	1	1
<b>Avg.</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>1.4</b>	<b>1</b>	<b>1</b>
<b>1 - Low, 2 -Medium, 3 - High</b>						

MB230M504	SUPPLY CHAIN AND LOGISTICS MANAGEMENT	CP	L	T	P	C	
Programme & Branch	PG-MASTER OF BUSINESS ADMINISTRATION.	3	3	0	0	3	
		<b>Version: 1.0</b>					
<b>Course Objectives:</b>							
1.	To understand the fundamentals of supply chain management, including its historical evolution, its pivotal role in modern economies, and its significance.						
2.	To analyze and design distribution networks within supply chains by considering various influencing factors and selecting appropriate strategies to optimize network efficiency and responsiveness.						
3.	To develop effective inventory management strategies, including demand forecasting techniques, to minimize costs and maximize service..						
4.	To evaluate transportation modes, infrastructure, and policies to design efficient and cost-effective logistics solutions that meet the dynamic needs of supply chain operations.						
5.	To explore and assess innovative technologies and strategies that are transforming supply chain management, such as AI, IoT, and block chain, and understand their potential to enhance supply chain.						
<b>INTRODUCTION (Not for Examination)</b>						<b>2</b>	
<b>Importance</b>	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.						
<b>Real-Life Examples</b>	Walmart's Lean Supply Chain Model, Tesla's Vertical Integration Model, HUL Sustainable Supply Chain Model						
<b>Linkages</b>	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.						
<b>UNIT-I</b>	<b>INTRODUCTION</b>						<b>9</b>
	Supply Chain (L1) - Fundamentals, Evolution, Role in Economy, Importance, Decision Phases, Enablers & Drivers of Supply Chain Performance(L2) - Supply chain strategy (L2) Supply Chain Performance Measures.(L2)						
<b>UNIT-II</b>	<b>SUPPLY CHAIN NETWORK</b>						<b>9</b>
	Distribution Network Design (L1) - Role in supply chain, Influencing factors, design options, online sales and distribution network, Distribution Strategies (L2) - Network Design in supply chain- Role (L2) - influencing factors, framework for network design, Impact of uncertainty on Network Design.(L2)						
<b>UNIT- III</b>	<b>PLANNING DEMAND, INVENTORY AND SUPPLY</b>						<b>9</b>
	Managing supply chain cycle inventory and safety inventory (L3) - 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 (L3) - multiple location inventory management (L2) - Pricing and Revenue Management.(L2)						
<b>UNIT- IV</b>	<b>LOGISTICS</b>						<b>9</b>

	Transportation (L1) – Role, Modes and their characteristics, infrastructure and policies, transport documentation, design options, trade-offs in transportation design, intermodal transportation, Logistics outsourcing (L2) – catalysts, benefits, value proposition. 3PL, 4PL, 5PL, 6PL; International Logistics (L3) -objectives, importance in global economy, Characteristics of global supply chains, Incoterms. (L2)	
--	--	--

<b>UNIT- V</b>	<b>SUPPLY CHAIN INNOVATIONS</b>	<b>9</b>	
	Supply Chain Integration, SC process restructuring, IT in Supply Chain (L2) Agile Supply Chain Legible supply chain (L3) - Green Supply Chain, Reverse Supply chain (L4)- Supply chain technology trends AI, Advanced analytics, Internet of Things, Intelligent things, conversational systems, robotic process automation, immersive technologies, Blockchain.(L5)		
	<b>Total No. of Periods</b>	<b>47</b>	
	<b>OPEN-ENDED PROBLEMS/QUESTIONS</b>		
	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.		
	<b>Course Outcomes:</b>		
	<b>Upon completion of this course the students will be able to:</b>	<b>Bloom's Taxonomy</b>	
CO1	Understanding of supply chain fundamentals.	L2- Understand	
CO2	Apply and design to supply chain networks to enhance supply chain Performance.	L3 - Apply	
CO3	Analyze the demand based on inventory and supply.	L4 - Analyze	
CO4	Evaluate the role of logistics in supply chain performance.	L5- Evaluate	
CO5	Understand the innovations for sustainable supply chains.	L2- Understand	
	<b>TEXT BOOKS:</b>		
1.	John J. Coyle, Edward J. Bardi, and C. John Langley Jr, Designing the Supply Chain: Concepts, Strategies, and Case Studies, 12 <sup>th</sup> Edition, Pearson, 2023.		
2.	Joseph S. Gattorna, Principles of Logistics Management, 6 <sup>th</sup> Edition, Pearson, 2021.		
	<b>REFERENCE BOOKS:</b>		
1.	Sunil Chopra, Peter Meindl, and D.V. Kalra, Supply Chain Management: Strategy, Planning, and Operation, 7 <sup>th</sup> Edition, Pearson, 2018.		
2.	John T. Mentzer , Fundamentals of Supply Chain Management: Twelve Drivers of Competitive Advantage, 1 <sup>st</sup> 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 <sup>rd</sup> Edition, McGraw-Hill Education, 2015		
	<b>WEB REFERENCES:</b>		
	<b>Publisher</b>	<b>Website link</b>	
		<b>Topic</b>	
1.	Tech target	<a href="https://www.techtarget.com/searcherp/definition/supply-chain-management-SCM">https://www.techtarget.com/searcherp/definition/supply-chain-management-SCM</a>	Article



2.	Supply Chain Management	<a href="https://scm.ap.gov.in/">https://scm.ap.gov.in/</a>		Article
3.	Tech target	<a href="https://www.techtarget.com/searcherp/definition/supply-chain-management-SCM">https://www.techtarget.com/searcherp/definition/supply-chain-management-SCM</a>		Article
<b>VIDEO REFERENCES:</b>				
	<b>Video Details</b>	<b>Name of the Expert</b>	<b>Topic</b>	<b>Video link</b>
1.	YouTube	Dr. Rajat Agarwal, IIT, Roorke.	Supply Chain Analytics	<a href="https://www.youtube.com/watch?v=PmR2SKeY9Ms&amp;list=PLGit8yny_3ANzZMsJJjeuxMg-S0f0hGcn">https://www.youtube.com/watch?v=PmR2SKeY9Ms&amp;list=PLGit8yny_3ANzZMsJJjeuxMg-S0f0hGcn</a>
2.	NPTEL- You tube	Prof. G. Srinivasan	Operations and Supply Chain Management	<a href="https://www.youtube.com/watch?v=k9dhcfIyOFc&amp;list=PLOEpD2bjMC9JsTBCafj8Fs5ChDdRqjw5j">https://www.youtube.com/watch?v=k9dhcfIyOFc&amp;list=PLOEpD2bjMC9JsTBCafj8Fs5ChDdRqjw5j</a>

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
<b>Avg.</b>	<b>2</b>	<b>2</b>	<b>2.3</b>	<b>2</b>	<b>2</b>	<b>2.4</b>
<b>1 - Low, 2 -Medium, 3 - High</b>						

MB23OM505	SUPPLY CHAIN ANALYTICS	CP	L	T	P	C
		3	2	1	0	3
Programme & Branch	PG-MBA- MASTER OF BUSINESS ADMINISTRATION	Version: 1.0				
	<b>Course Objectives:</b>					
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.					
	<b>INTRODUCTION (Not for Examination)</b>				2	
<b>Importance</b>	Analytics - Supply Chain - Warehouse - Risk management - Inventory Management - Transportation network - Scheduling algorithms - Fuzzy logic.					
<b>Real-Life Examples</b>	Nike Supply Chain Visibility, Coco-Cola Route Optimization.					
<b>Linkages</b>	Fundamental Knowledge in Business Operations and Logistics.					
<b>UNIT-I</b>	<b>INTRODUCTION</b>				6+3	
	Introduction: Introduction to analytics (L2) -descriptive, predictive and prescriptive analytics, Data Driven Supply Chains (L2) - Basics, transforming supply chains, Barriers to implementation, Road Map. (L2)					
<b>UNIT-II</b>	<b>WAREHOUSING DECISIONS</b>				6+3	
	Warehousing Decisions: Types of warehouse decisions(L2) - 'P-Median' Methods - Guided LP Approach - Balmer(L2) - Wolfe Method, Greedy Drop Heuristics, Dynamic Location Models, (L2) Space Determination and Layout Methods(L2)					
<b>UNIT- III</b>	<b>INVENTORY MANAGEMENT</b>				6+3	
	Inventory Management: Inventory aggregation Models(L1), Dynamic Lot sizing Methods, (L2) Multi-Echelon Inventory models, (L2)Risk Analysis in Supply Chain (L2)- Measuring transit risks, (L2) supply risks, delivering risks, (L2)Risk pooling strategies. (L2)					
<b>UNIT- IV</b>	<b>TRANSPORTATION NETWORK MODELS</b>				6+3	
	Transportation Network Models: Multistage Transshipment and Transportation Problems, (L1) Set covering and Set Partitioning Problems, (L2) Advanced Vehicle Routing Problem Heuristics, (L2) Scheduling Algorithms-Deficit function Approach and Linking Algorithms. (L3)					
<b>UNIT- V</b>	<b>MULTI CRITERIA DECISION MAKING MODELS</b>				6+3	
	Multi Criteria Decision Making Models: Analytic Hierarchy Process (AHP), (L2) Data Envelopment Analysis (DEA), Fuzzy Logic and Techniques, (L3) the analytical network process (ANP), (L2) TOPSIS-Application in SCM. (L2)					

		Total No. of Periods	47
<b>OPEN-ENDED PROBLEMS/QUESTIONS</b>			
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.			
<b>Course Outcomes:</b>			
<b>Upon completion of this course the students will be able to:</b>			<b>Bloom's Taxonomy</b>
CO1	Understand about supply chain analytics fundamentals.		L2- Understand
CO2	Apply the warehouse models to enhance supply chain performance.		L3 - Apply
CO3	Apply models and strategies for inventory management in supply chains.		L3 - Apply
CO4	Understand network models in transportation.		L2 - Understand
CO5	Understand and make decision using multi-criteria in applications of SCM.		L2 - Understand
<b>TEXT BOOKS:</b>			
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.		
<b>REFERENCE BOOKS:</b>			
1.	Muthu Mathirajan, Chandrasekharan Rajendran, Sowmya narayanan 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.		
<b>WEB REFERENCES:</b>			
	<b>Publisher</b>	<b>Website link</b>	<b>Topic</b>
1.	Courser	<a href="https://www.coursera.org/articles/supply-chain-analytics">https://www.coursera.org/articles/supply-chain-analytics</a>	Article
2.	McKinsey & Company	<a href="https://www.mckinsey.com/capabilities/operations/our-insights/big-data-and-the-supply-chain-the-big-supply-chain-analytics-landscape-part-1">https://www.mckinsey.com/capabilities/operations/our-insights/big-data-and-the-supply-chain-the-big-supply-chain-analytics-landscape-part-1</a>	Article
<b>VIDEO REFERENCES:</b>			
	<b>Video Details</b>	<b>Name of the Expert</b>	<b>Topic</b>
1.	NPTEL	Prof.Rajat Agrawal IIT Roorkee	Lecture
			<b>Video link</b>
			<a href="https://onlinecourses.nptel.ac.in/noc23mg16/preview">https://onlinecourses.nptel.ac.in/noc23mg16/preview</a>

2.	Coursera	Mr. Yao Zhao Rutgers the State University New Jersey	Lecture	<a href="https://www.coursera.org/earn/supply-chain-analytics">https://www.coursera.org/earn/supply-chain-analytics</a>
----	----------	---	---------	---

Mapping of COs with POs						
COs	POs					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	-	-	-	-	-
CO2	2	1	-	-	-	-
CO3	-	2	-	-	-	-
CO4	-	2	-	-	-	-
CO5	-	2	-	-	-	-
Avg.	2	1.7	-	-	-	-
1 – Low, 2 –Medium, 3 – High						

MB23OM506	TOTAL QUALITY MANAGEMENT				CP	L	T	P	C
Programme & Branch	PG - MASTER OF BUSINESS ADMINISTRATION				3	3	0	0	3
					Version: 1.0				
	<b>Course Objectives:</b>								
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.								
	<b>INTRODUCTION (Not for Examination)</b>								2
<b>Importance</b>	Can understand the fundamentals of TQM- tools and techniques-quality system.								
<b>Real-Life Examples</b>	Application of 5S in hospitals.								
<b>Linkages</b>	Studied the fundamentals of quality concepts and its essentials in operations management in second semester.								
<b>UNIT-I</b>	<b>INTRODUCTION</b>								9
	Introduction (L1) - Need for Quality (L1) - Evaluation of Quality (L1) - Definitions of Quality (L2) - Dimensions of product and service quality (L2) - Basic concepts of TQM (L1) - TQM frame work (L2) - Contributions of Deming (L1), Juran (L1), and Crosby (L1) - Barriers of TQM (L1) - Quality statements (L1) - Customer focus (L1) - Customer orientation (L1), Customer satisfaction (L1), Customer complaints (L1) - Customer retention (L1) - Costs of Quality(L2).								
<b>UNIT-II</b>	<b>TQM PRINCIPLES</b>								9
	Leadership (L1) - Strategic quality planning (L1), Quality Councils (L1) - Employee involvement (L1) - Motivation, Empowerment (L1), Team and Teamwork (L1), Quality circles Recognition and Reward, Performance appraisal (L1) - Continuous process improvement PDCA cycle (L2), 5S, Kaizen Supplier partnership (L2) - Partnering (L1), Supplier selection (L1), Supplier Rating (L1).								
<b>UNIT- III</b>	<b>TQM TOOLS AND TECHNIQUES -I</b>								9
	The seven traditional tools of quality (L1) - New management tools (L2) - Six sigma(L1): Concepts, Methodology (L1), applications to manufacturing (L1), service sector including IT (L2) - Bench marking (L2) - Reason to bench mark (L2), Bench marking process (L1) - FMEA (L1) - Stages (L1), Types(L1).								
<b>UNIT- IV</b>	<b>TQM TOOLS AND TECHNIQUES - II</b>								9
	Control Charts (L2) - Process Capability (L1) - Concepts of Six Sigma (L1) - Quality Function Development (QFD) (L1) - Taguchi quality loss function (L1) - TPM - Concepts, improvement needs (L1) - Performance measures (L1).								
<b>UNIT- V</b>	<b>QUALITY SYSTEMS</b>								9
	Need for ISO 9000 (L2) - ISO 9001 (L2) - 2008 Quality System (L2) - Elements (L2), Documentation (L1), Quality Auditing (L1) - QS 9000 -ISO 14000 (L2) - Concepts (L1), Requirements and Benefits (L1) - TQM Implementation in manufacturing and service sectors (L1)s.								

	<b>Total No. of Periods</b>		<b>47</b>
	<b>OPEN-ENDED PROBLEMS/QUESTIONS</b>		
	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.		
	<b>Course Outcomes:</b>		
	<b>Upon completion of this course the students will be able to:</b>	<b>Bloom's Taxonomy</b>	
CO1	Understand the fundamentals of Total Quality Management.	L2 -Understand	
CO2	Understand the principles and practices of TQM.	L2 -Understand	
CO3	Apply TQM tools and techniques for Organizational issues.	L3 -Apply	
CO4	Understand the role of TQM concepts in organizational Improvement.	L2 -Understand	
CO5	Understand the fundamentals and importance of ISO tools.	L2 - Understand	
	<b>TEXT BOOKS:</b>		
1.	Dale H. Besterfield, et al., "Total quality Management", Pearson Education Asia, Third Edition.2020.		
	<b>REFERENCE BOOKS:</b>		
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.		
	<b>WEB REFERENCES:</b>		
	<b>Publisher</b>	<b>Website link</b>	<b>Topic</b>
1.	Science Direct	<a href="https://www.sciencedirect.com/science/article/pii/S2212827117300586">https://www.sciencedirect.com/science/article/pii/S2212827117300586</a>	Article
2.	South American Journal of Nursing	<a href="https://www.texilajournal.com/thumbs/article/Nursing_Vol%201_Issue%201_Article_8.pdf">https://www.texilajournal.com/thumbs/article/Nursing_Vol%201_Issue%201_Article_8.pdf</a>	Article
	<b>VIDEO REFERENCES:</b>		
	<b>Video Details</b>	<b>Name of the Expert</b>	<b>Topic</b>
1.	NPTel	Prof. Raghu Nandan Sengupta   IIT Kanpur	Lecture
2.	Udemy	Dany Frann	Lecture
			<a href="https://www.udemy.com/course/total-quality-management/?couponCode=IND21PM">https://www.udemy.com/course/total-quality-management/?couponCode=IND21PM</a>

Mapping of COs with POs						
COs	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
<b>Avg.</b>	<b>2.2</b>	<b>1.5</b>	<b>1</b>	<b>1.5</b>	<b>1.5</b>	<b>2.2</b>
1 - Low, 2 - Medium, 3 - High						

MB23BA501	DATA MINING FOR BUSINESS INTELLIGENCE	CP	L	T	P	C	
		3	2	1	0	3	
Programme & Branch	PG - MASTER OF BUSINESS ADMINISTRATION	Version: 1.0					
<b>Course Objectives:</b>							
1.	To understand data mining techniques and their applications for knowledge discovery.						
2.	To master the data mining process, evaluate model performance, and apply validation techniques.						
3.	To utilize data visualization and build effective forecasting models using time series and multivariate regression.						
4.	To apply classification and clustering algorithms to categorize and group data, and leverage market basket analysis.						
5.	To explore advanced machine learning and AI techniques for solving complex data mining problems.						
<b>INTRODUCTION (Not for Examination)</b>						2	
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 Examples	Retail store analyzes customer purchase history						
	PayPal uses data mining in real-time to detect and prevent fraudulent transactions						
	Netflix uses data mining in real-time to suggest movies and shows based on what you've watched before.						
Linkages	Prerequisite Course: Business Analytics and Information systems.						
UNIT-I	<b>INTRODUCTION</b>						6+3
Data mining (L2), Text mining (L2), Web mining (L2), Spatial mining (L2), Process mining (L2), Datawarehouse and datamarts (L2).							
UNIT-II	<b>DATA MINING PROCESS</b>						6+3
Datamining process - KDD (L2), CRISP-DM (L2), SEMMA and Domain-Specific (L2), Classification and Prediction performance measures -RSME (L2), MAD (L2), MAP(L2), MAPE (L2), Confusion matrix (L2), Receiver Operating Characteristic curve & AUC (L2), Validation Techniques - hold-out (L2), k-fold cross-validation (L2), LOOCV (L2), random subsampling (L2), and bootstrapping (L2).							
UNIT- III	<b>PREDICTION TECHNIQUES</b>						6+3
Data visualization (L2), Time series- ARIMA (L2), Winter Holts (L2),. Vector Autoregressive analysis (L2), Multivariate regression analysis (L2).							
UNIT- IV	<b>CLASSIFICATION AND CLUSTERING TECHNIQUES</b>						6+3
Classification - Decision trees (L2), k nearest neighbor (L2), Logistic regression (L2), discriminant analysis (L2), Clustering (L2), Market basket analysis (L2).							
UNIT- V	<b>MACHINE LEARNING AND AI</b>						6+3



	Genetic algorithms (L2), Neural network (L2), Fuzzy logic (L2), Support Vector Machine (L2), Optimization techniques – Ant Colony (L2), Particle Swarm (L2), DEA (L2).			
	<b>Total No. of Periods</b>			<b>47</b>
<b>OPEN-ENDED PROBLEMS/QUESTIONS</b>				
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.				
<b>Course Outcomes:</b>				
	<b>Upon completion of this course the students will be able to:</b>			<b>Bloom's Taxonomy</b>
CO1	Understand various data mining techniques into various areas of different domains.			L2 - Understand
CO2	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.			L3 - Apply
CO3	Apply various prediction techniques.			L3 - Apply
CO4	Understand about supervised and unsupervised learning technique.			L2 - Understand
CO5	Understand basic trainable neural network (or) a fuzzy logic system to design and manufacturing.			L2 - Understand
<b>TEXT BOOKS:</b>				
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.			
<b>REFERENCE BOOKS:</b>				
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.			
<b>WEB REFERENCES:</b>				
	<b>Publisher</b>	<b>Website link</b>	<b>Topic</b>	
1.	Wiley	<a href="https://onlinelibrary.wiley.com/library-info/resources/text-and-datamining">https://onlinelibrary.wiley.com/library-info/resources/text-and-datamining</a>	Text and Data Mining	
2.	Informa Connect	<a href="https://informaconnect.com/certificate-in-data-mining-business-intelligence/">https://informaconnect.com/certificate-in-data-mining-business-intelligence/</a>	Data Mining and Business Intelligence	
<b>VIDEO REFERENCES:</b>				
	<b>Video Details</b>	<b>Name of the Expert</b>	<b>Topic</b>	<b>Video link</b>
1.	YouTube	Trouble-Free	Introduction to Data Mining.	<a href="https://www.youtube.com/watch?v=xEmrFePGjEg&amp;list=PLmAmHQ-_5ySxFoIGmY1MJao-XYvYGxxgj">https://www.youtube.com/watch?v=xEmrFePGjEg&amp;list=PLmAmHQ-_5ySxFoIGmY1MJao-XYvYGxxgj</a>
2.	Youtube	Prof.Pabitra Mitra Computer Science &	Data Mining	<a href="https://www.youtube.co">https://www.youtube.co</a>

		Engineering IIT Kharagpur		m/watch?v=ykZ- _UGcYWg&list=PLLspfyO YoQcI6Nno3gPkq0h5YSe8 1hsc
--	--	------------------------------	--	--

COs	Mapping of COs with POs					
	POs					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	2	3	2	2	-
CO2	2	2	2	3	2	1
CO3	2	2	3	3	3	1
CO4	3	3	2	3	-	-
CO5	2	2	2	3	3	3
Avg.	2.2	2.2	2.4	2.8	2.5	1.6
1 - Low, 2 -Medium, 3 - High						

MB23BA502	DEEP LEARNING AND ARTIFICIAL INTELLIGENCE	CP	L	T	P	C
Programme & Branch	PG - MASTER OF BUSINESS ADMINISTRATION	3	3	0	0	3
		Version: 1.0				
	<b>Course Objectives:</b>					
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.					
	<b>INTRODUCTION (Not for Examination)</b>					2
Importance	Understand Problem Solving Approach - Neural network - search strategies - AI applications.					
Real-Life Examples	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.					
<b>UNIT-I</b>	<b>INTRODUCTION TO DEEP LEARNING</b>					9
	Introduction to Deep Learning (L1) - Bayesian Learning (L2) - Decision Surfaces (L1) - Linear Classifiers (L2) - Linear Machines with Hinge Loss (L1) - Optimization Techniques (L1) - Gradient Descent (L2) - Batch Optimization (L1).					
<b>UNIT-II</b>	<b>INTRODUCTION TO NEURAL NETWORK</b>					9
	Introduction to Neural Network (L1) - Multilayer Perceptron (L1) - Back Propagation Learning(L1) -Unsupervised Learning with Deep Network (L1) - Auto encoders (L1) -Convolutional Neural Network (L1) - Building blocks of CNN (L2)- Transfer Learning (L2).					
<b>UNIT- III</b>	<b>INTRODUCTION TO AI</b>					9
	Introduction (L1) - Definition (L1) - Future of Artificial Intelligence (L1) - Characteristics of Intelligent Agents (L2) - Typical Intelligent Agents (L1) - Problem Solving Approach to Typical AI problems (L1).					
<b>UNIT- IV</b>	<b>PROBLEM SOLVING METHODS</b>					9
	Problem solving Methods (L1) - Search Strategies (L1) - Uninformed (L2) - Informed (L1) - Heuristics (L1) - Local Search Algorithms and Optimization Problems (L1) - Searching with Partial Observations (L1).					
<b>UNIT- V</b>	<b>APPLICATIONS</b>					9
	AI applications (L1) - Language Models (L3) - Information Retrieval (L1) - Information Extraction (L1) - Natural Language Processing (L1) - Machine Translation (L1) - Speech Recognition - Robot (L3) - Hardware (L1) - Perception (L1) - Planning (L1) - Moving (L1).					

		Total No. of Periods	47	
<b>OPEN-ENDED PROBLEMS/QUESTIONS</b>				
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.				
<b>Course Outcomes:</b>				
<b>Upon completion of this course the students will be able to:</b>			<b>Bloom's Taxonomy</b>	
CO1	Understand the concepts of deep learning.		L2 -Understand	
CO2	Understand to Neural Network.		L2 -Understand	
CO3	Understand of Artificial intelligence and its future.		L2 -Understand	
CO4	Understand appropriate problem-solving methods.		L2 -Understand	
CO5	Apply the AI tools for modern languages.		L3 - Apply	
<b>TEXT BOOKS:</b>				
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.			
<b>REFERENCE BOOKS:</b>				
1.	Dan W.Patterson, Introduction to AI and ES, Pearson Education, 2015.			
2.	Tom Taulli, Artificial Intelligence Basics: Understanding AI Impact and Opportunities, 1 <sup>st</sup> Edition, Apress Publication, 2019.			
<b>WEB REFERENCES:</b>				
	<b>Publisher</b>	<b>Website link</b>	<b>Topic</b>	
1.	Journal For Research in Applied Science and Engineering Technology	<a href="https://www.ijraset.com/research-paper/paper-on-artificial-intelligence">https://www.ijraset.com/research-paper/paper-on-artificial-intelligence</a>	Article	
2.	Journal of Artificial Intelligence Research (JAIR)	<a href="https://www.jair.org/index.php/jair">https://www.jair.org/index.php/jair</a>	Article	
<b>VIDEO REFERENCES:</b>				
	<b>Video Details</b>	<b>Name of the Expert</b>	<b>Topic</b>	<b>Video link</b>
1.	NPTEL	Prof.Prabir kumar biswas	Lecture	<a href="https://shorturl.at/0sXNO">https://shorturl.at/0sXNO</a>
2.	YouTube	Prof.Mithish M Khapra	Lecture	<a href="https://shorturl.at/vN6Cx">https://shorturl.at/vN6Cx</a>

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
<b>Avg.</b>	<b>3</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>2.5</b>
<b>1 - Low, 2 - Medium, 3 - High</b>						

MB23BA503	SOCIAL MEDIA AND WEB ANALYTICS	CP	L	T	P	C
		3	2	1	0	3
Programme & Branch	PG - MASTER OF BUSINESS ADMINISTRATION	Version: 1.0				
	<b>Course Objectives:</b>					
1.	To study the history and evolution of online communities and social media platforms.					
2.	To students will understand social media rules, privacy, ethics, and tracking methods.					
3.	To able to learn the sentiment analysis and mobile analytics.					
4.	To study the basics of behavior analysis, outcome analysis and experience analysis.					
5.	To grasp the importance of Google Analytics, identify KPIs, generate reports, and integrate Google Analytics with other platforms.					
	<b>INTRODUCTION (Not for Examination)</b>					2
<b>Importance</b>	Social media audience, Data collection, Policies, Sentiment analysis, Mobile analytics, Behaviour analysis, Experience analysis, Google analytics.					
<b>Real-Life Examples</b>	Starbucks employs social media analytics to monitor customer feedback.					
	ebay uses web analytics to track user interactions.					
	H&M uses google analytics to monitor traffic and user behavior.					
<b>Linkages</b>	Prerequisite Course: Business Analytics and Information systems.					
<b>UNIT-I</b>	<b>INTRODUCTION</b>					6+3
	Evolution of online communities (L2)- History and Evolution of social media (L2) - Social Media vs. traditional media (L2)- Social Media Audience (L2) and Goals for using Social Media (L2)- Understanding Social Media: Strong and weak ties - Influencers and its types. What is Web Analytics? (L1)- Data Collection techniques for web analytics (L2), Web Analytics Fundamentals (L2).					
<b>UNIT-II</b>	<b>SOCIAL MEDIA POLICIES</b>					6+3
	Social Media Policy (L2) - Define (L1)- Importance (L2) - Etiquette (L2)- Privacy, Ethical problems posed by emerging social media technologies (L2)- The Basics of Tracking social media (L2)- Setting Objectives (L2) - KPI for social media (L2)- Reach (L2)- Impressions (L2)- Engagement Metrics (L2).					
<b>UNIT- III</b>	<b>SOCIAL MEDIA ANALYTICS</b>					6+3
	Sentiment Analysis (L2) - Sentiments (L2), Opinions (L2), Emotions and Topics (L2), Social Metrics (L2), Social Analytics & Available Data (L2) (Facebook, Twitter, & LinkedIn), Mobile Analytics (L2), Metrics, Mobile Platform (L2).					
<b>UNIT- IV</b>	<b>KEY METRICS IN WEB ANALYTICS</b>					6+3
	Behaviour Analysis (L2)- Click Stream Data Analysis (L2), Outcome Analysis (L2)- Conversion tracking (L2), Experience Analysis (L2)- Research Data (L2), Website Experimentation and Testing (L2), Making Web analytics Actionable (L2).					

UNIT- V	GOOGLE ANALYTICS		6+3
	Importance of Google Analytics (L2), Setting up GA account (L2), Account Structure (L2), GA Access levels (L2), Type of reports (L2), Google Analytics Integration (L2), Linking Google Adwords (L2), Google Adsense and Third party platforms and applications (L2).		
	<b>Total No. of Periods</b>		<b>47</b>
<b>OPEN-ENDED PROBLEMS/QUESTIONS</b>			
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.			
<b>Course Outcomes:</b>			
<b>Upon completion of this course the students will be able to:</b>			<b>Bloom's Taxonomy</b>
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
<b>TEXT BOOKS:</b>			
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.		
<b>REFERENCE BOOKS:</b>			
1.	Takeshi Moriguchi, Web Analytics Consultant Official Textbook, Web Analytics Consultant Association, 7 <sup>th</sup> 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.		
<b>WEB REFERENCES:</b>			
	<b>Publisher</b>	<b>Website link</b>	<b>Topic</b>
1.	Analytics Vidhya	<a href="https://www.analyticsvidhya.com/blog/2017/02/social-media-analytics-business/">https://www.analyticsvidhya.com/blog/2017/02/social-media-analytics-business/</a>	How to leverage social media analytics for business?
2.	Research Gate	<a href="https://www.researchgate.net/publication/259148570_The_Power_of_Social_Media_Analytics">https://www.researchgate.net/publication/259148570_The_Power_of_Social_Media_Analytics</a>	Unveiling the power of social media analytics

	<b>VIDEO REFERENCES:</b>			
	<b>Video Details</b>	<b>Name of the Expert</b>	<b>Topic</b>	<b>Video link</b>
1.	Google Analytics	Simplilearn	Google Analytics	<a href="https://www.youtube.com/watch?v=xSumxLEH-dI">https://www.youtube.com/watch?v=xSumxLEH-dI</a>
2.	Google Analytics	Google Analytics Academy	Google Analytics Course	<a href="https://analytics.google.com/analytics/academy/course/6">https://analytics.google.com/analytics/academy/course/6</a>

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



MB23BA504	E-BUSINESS MANAGEMENT				CP	L	T	P	C
Programme & Branch	PG - MASTER OF BUSINESS ADMINISTRATION				3	2	1	0	3
	<b>Course Objectives:</b>				Version: 1.0				
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.								
	<b>INTRODUCTION (Not for Examination)</b>								2
<b>Importance</b>	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.								
<b>Real-Life Examples</b>	<p><b>Amazon:</b> Using online strategies for personalized recommendations and efficient logistics to become global retail leader.</p> <p><b>Netflix:</b> Applying data analytics to personalize content and improve user experience.</p>								
<b>Linkages</b>	Future Courses: Google Digital Marketing & E-commerce.								
<b>UNIT-I</b>	<b>INTRODUCTION TO E-BUSINESS</b>								6+3
	E-Business (L2) - E-Business vs E-commerce (L2) - Economic forces (L2) - advantages (L2) - myths (L2) - Web 2.0 (L2) and Social Networking (L2)- Mobile Commerce (L2) - S-commerce (L2).								
<b>UNIT-II</b>	<b>TECHNOLOGY INFRASTRUCTURE</b>								6+3
	Internet and World Wide Web (L2) - internet protocols (L2) - FTP (L2) intranet and extranet (L2) - information publishing technology (L2) - basics of web server hardware and software (L2).								
<b>UNIT- III</b>	<b>BUSINESS APPLICATIONS</b>								6+3
	Consumer oriented e-business (L2) - e-tailing and models (L2) - Marketing on web(L2) - advertising (L2) , e-mail marketing (L2), affiliated programs (L2) - e-CRM (L2); online services (L2), Business oriented e-business (L2) , e-governance (L2) , EDI on the internet (L2), Delivery management system (L2), Web Auctions (L2), Virtual communities and Web portals (L2) - social media marketing (L2).								
<b>UNIT- IV</b>	<b>E-BUSINESS PAYMENTS AND SECURITY</b>								6+3
	E-payments (L2) - Characteristics of payment of systems (L2) - protocols (L2) - e-cash (L2) - e-cheque and Micro payment systems (L2) - internet security (L2) - cryptography (L2) - security protocols (L2) - network security (L2).								
<b>UNIT- V</b>	<b>LEGAL AND PRIVACY ISSUES</b>								6+3

	Legal, Ethics and privacy issues (L2) – Protection needs and methodology (L2) – consumer protection (L2) - cyber laws (L2) - contracts and warranties (L2) - Taxation and encryption policies (L2).		
	<b>Total No. of Periods</b>	<b>47</b>	
	<b>OPEN-ENDED PROBLEMS/QUESTIONS</b>		
	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.		
	<b>Course Outcomes:</b>		
	<b>Upon completion of this course the students will be able to:</b>	<b>Bloom's Taxonomy</b>	
CO1	Understand the basic concepts of e business management.	L2 -Understand	
CO2	Understand the basic knowledge about Technology Infrastructure.	L2 -Understand	
CO3	Understand the e-business applications and its importance.	L2 -Understand	
CO4	Understand the e-business payment protocols and security.	L2 -Understand	
CO5	Understand of ethical, legal, privacy issues and encryption policies.	L2 -Understand	
	<b>TEXT BOOKS:</b>		
1.	Harvey M.Deitel, Paul J.Deitel, Kate Steinbuhler, e-business and e-commerce for managers, Pearson, 2011.		
2.	Dave Chaffey, "Digital Business and E-Commerce Management", 6 <sup>th</sup> Edition, Pearson Education, New Delhi, 2015.		
	<b>REFERENCE BOOKS:</b>		
1.	Kenneth C. Laudon and Carol Guercio Traver, "E-Commerce Business: Technology, Society", 10 <sup>th</sup> Edition, Pearson Education, New Delhi, 2014.		
	<b>WEB REFERENCES:</b>		
	<b>Publisher</b>	<b>Website link</b>	
	<b>Topic</b>		
	Techtarget	<a href="https://www.techtarget.com/searchcio/definition/e-business">https://www.techtarget.com/searchcio/definition/e-business</a>	Electronic business
	Digitalsilk	<a href="https://www.digitalsilk.com/digital-trends/ecommerce-technology/">https://www.digitalsilk.com/digital-trends/ecommerce-technology/</a>	E Commerce-technology
	<b>VIDEO REFERENCES:</b>		
	<b>Video Details</b>	<b>Name of the Expert</b>	<b>Topic</b>
	<b>Video link</b>		
1.	NPTL	Prof. Mamata Jenamani, IIT Kharagpur	e-business
			<a href="https://www.youtube.com/watch?v=vzb5g">https://www.youtube.com/watch?v=vzb5g</a>

				yms- 60&list=PL Db- yHQXnvp9 wCMDKSG drU6yuQA EPoYk7
--	--	--	--	--

COs	Mapping of COs with POs					
	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	-	-	-	-	-
<b>Avg.</b>	<b>2.8</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>2.5</b>	<b>1</b>
	<b>1 - Low, 2 -Medium, 3 - High</b>					

MB23BA505	ENTERPRISE RESOURCE PLANNING	CP	L	T	P	C	
		3	3	0	0	3	
Programme & Branch	PG - MASTER OF BUSINESS ADMINISTRATION	Version: 1.0					
<b>Course Objectives:</b>							
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.						
<b>INTRODUCTION (Not for Examination)</b>						<b>2</b>	
<b>Importance</b>	A Studying ERP in an MBA program is crucial for understanding integrated business processes, enhancing decision-making, improving efficiency, and gaining a competitive advantage.						
<b>Real-Life Examples</b>	Order tracking: When you order a product online, an ERP system helps track the order from production to delivery.						
	Inventory management: ERP systems help companies like Amazon manage their vast inventory levels and ensure timely restocking.						
<b>Linkages</b>	Future Courses: Customer relationship management .						
<b>UNIT-I</b>	<b>INTRODUCTION</b>						<b>9</b>
	Overview of enterprise systems (L2) - Evolution (L2) - Risks and benefits- Fundamental technology (L2) - warehouse management (L2).						
<b>UNIT-II</b>	<b>ERP SOLUTIONS AND FUNCTIONAL MODULES</b>						<b>9</b>
	Overview of ERP software solutions (L2) - BPR (L2) - Project management (L2) Functional modules (L2) -Organizational data (L2) - master data (L2) and document flow(L2).						
<b>UNIT- III</b>	<b>ERP IMPLEMENTATION</b>						<b>9</b>
	Planning Evaluation and selection of ERP systems (L2) - Implementation life cycle - ERP Implementation (L3) - Methodology and Frame work (L2) - Training (L2) - Data Migration (L2) - People Organization in implementation (L3) - Consultants (L2) - Vendors (L2) and Employees (L2).						
<b>UNIT- IV</b>	<b>POST IMPLEMENTATION</b>						<b>9</b>
	Maintenance of ERP (L2) - Organizational and Industrial impact (L2) - Success and Failure factors of ERP Implementation (L3).						
<b>UNIT- V</b>	<b>EMERGING TRENDS ON ERP</b>						<b>9</b>

	Extended ERP systems and ERP add-ons - CRM (L2) -SCM (L2) - Business analytics - Future (L2) trends in ERP systems (L2) -web enabled (L2) - Wireless technologies (L2) cloud computing and Augmented reality (L2).			
	<b>Total No. of Periods</b>			<b>47</b>
	<b>OPEN-ENDED PROBLEMS/QUESTIONS</b>			
	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.			
	<b>Course Outcomes:</b>			
	<b>Upon completion of this course the students will be able to:</b>			<b>Bloom's Taxonomy</b>
CO1	Understand the fundamental concepts of ERP.			L2 - Understand
CO2	Apply and implementing to effective ERP function in organisation.			L3 - Apply
CO3	Apply the suitable ERP package chosen for implementation.			L3 - Apply
CO4	Understand to implement ERP with necessary modifications.			L2 - Understand
CO5	Understand the uses of implementation in ERP package.			L2 - Understand
	<b>TEXT BOOKS:</b>			
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.			
	<b>REFERENCE BOOKS:</b>			
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.			
	<b>WEB REFERENCES:</b>			
	<b>Publisher</b>	<b>Website link</b>	<b>Topic</b>	
1.	Sagesoftware	<a href="https://www.sagesoftware.co.in/erp/what-is-erp/">https://www.sagesoftware.co.in/erp/what-is-erp/</a>	ERP	
2.	Researchgate	<a href="https://www.researchgate.net/publication/344453940_A_Research_Study_on_the_ERP_System_Implementation_and_Current_Trends_in_ERP">https://www.researchgate.net/publication/344453940_A_Research_Study_on_the_ERP_System_Implementation_and_Current_Trends_in_ERP</a>	Erp System_Implementation	
	<b>VIDEO REFERENCES:</b>			
	<b>Video Details</b>	<b>Name of the Expert</b>	<b>Topic</b>	<b>Video link</b>
1.	Nptel	Dr.Inderdeep singh	Enterprise Resource	<a href="https://www.y">https://www.y</a>

		IIT-Roorkee	Planning	<a href="https://www.youtube.com/watch?v=NzyhYxUCjlg&amp;t=46s">youtube.com/watch?v=NzyhYxUCjlg&amp;t=46s</a>
2.	Youtube	Windows of Wisdom	ERP Modules	<a href="https://www.youtube.com/playlist?list=PLWOx4cbGdwRjNwsoEHwU8IYLs-vy5WbjN">https://www.youtube.com/playlist?list=PLWOx4cbGdwRjNwsoEHwU8IYLs-vy5WbjN</a>

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

MB23BA506	SOFTWARE PROJECT MANAGEMENT	CP	L	T	P	C
Programme & Branch	PG - MASTER OF BUSINESS ADMINISTRATION	3	3	0	0	3
		Version: 1.0				
	<b>Course Objectives:</b>					
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.					
	<b>INTRODUCTION (Not for Examination)</b>					2
<b>Importance</b>	A 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.					
<b>Real-Life Examples</b>	<p><b>Google:</b> Developed and integrated Google Meet into Google Workspace for seamless video conferencing.</p> <p><b>Microsoft:</b> Updated Microsoft Teams with advanced meeting features and integrations to support hybrid work.</p>					
<b>Linkages</b>	Pre-requisite: Business analytics and information system					
<b>UNIT-I</b>	<b>SPM CONCEPTS</b>					9
	Definition (L2) - Components of SPM (L2) - Challenges and opportunities (L2) - Tools and techniques (L2) - Managing human resource and technical resource (L2)- Costing and pricing of projects (L2) - Training and development (L2).					
<b>UNIT-II</b>	<b>SOFTWARE MEASUREMENTS</b>					9
	Monitoring & Measurement of Software Development (L2) - cost, size and time metrics (L2) - Methods and tools for metrics (L2) - Issues of metrics in multiple projects (L2).					
<b>UNIT- III</b>	<b>SOFTWARE QUALITY AND RISK ISSUES</b>					9
	Quality in Software development (L2) - Quality assurance (L2) - Quality standards and certifications (L2) - Risk issues in Software development and implementation (L2) - Identification of risks (L2) - Resolving and avoiding risks (L2) - Tools and methods for identifying risk management (L2).					
<b>UNIT- IV</b>	<b>QUALITY PLANNING</b>					9
	Planning Concepts (L2) - Integrating Business and Quality Planning (L2)- Prerequisites to Quality Planning (L2) - The Planning Process (L2)- Define, Build, Implement and Improve Processes (L2) - Process Management Concepts (L2).					

<b>UNIT- V</b>	<b>QUALITY CONTROL PRACTICES</b>		<b>9</b>
	Testing Concepts (L2) - Developing Testing Methodologies (L2)- Verification and Validation Methods (L3) - Software Change Control (L2) - Defect Management, Metrics and Measurement (L2) - Measurement Concepts (L2) - Measurement in Software (L2) - Variation and Process Capability.		
	<b>Total No. of Periods</b>		<b>47</b>
	<b>OPEN-ENDED PROBLEMS/QUESTIONS</b>		
	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.		
	<b>Course Outcomes:</b>		
	<b>Upon completion of this course the students will be able to:</b>	<b>Bloom's Taxonomy</b>	
CO1	Understand the concept of software project management.	L2-Understand	
CO2	Understand project management in terms of the software development.	L2-Understand	
CO3	Understand the risks involved in project management.	L2-Understand	
CO4	Apply the concepts in preparing the quality plan & documents.	L3- Apply	
CO5	Apply the quality control techniques & practices in software product.	L3 -Apply	
	<b>TEXT BOOKS:</b>		
1.	Bob Hughes, Mike Cotterell and Rajib Mall, Software Project Management, McGraw Hill Publishing Company, 6 <sup>th</sup> Edition, 2017.		
2.	Roger S. Pressman, Software Engineering: A Practitioners Approach, McGraw Hill International Edition, New Delhi, 7 <sup>th</sup> Edition, 2010.		
	<b>REFERENCE BOOKS:</b>		
1.	Alan Gillies, Software Quality – Theory and Management, Thomson Learning, 3 <sup>rd</sup> edition, 2011.		
2.	Stephen Kan, Metrics and Models in Software Quality Engineering, Pearson Education Asia, 8 <sup>th</sup> Impression 2009.		
3.	Richard H. Thayer (Edited), Software Engineering Project Management, IEEE, John Wiley & Sons, 2 <sup>nd</sup> edition, 2001.		
	<b>WEB REFERENCES:</b>		
	<b>Publisher</b>	<b>Website link</b>	<b>Topic</b>
1.	Javatpoint	<a href="https://www.javatpoint.com/software-project-management">https://www.javatpoint.com/software-project-management</a>	Software project management
2.	Geeksforgeeks	<a href="https://www.geeksforgeeks.org/software-engineering-software-project-management-spm/">https://www.geeksforgeeks.org/software-engineering-software-project-management-spm/</a>	Type of Software



			project management
	<b>VIDEO REFERENCES:</b>		
	<b>Video Details</b>	<b>Name of the Expert</b>	<b>Topic</b>
1.	NPTTEL	Prof. Rajib Mall, Prof. Durga Prasad Mohapatra   IIT Kharagpur, NIT Rourkela	Software project management
2.	UDEMY	Daniele Protti	Lecture

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

MB23SE612	ARTIFICIAL INTELLIGENCE (AI)	CP	L	T	P	C
		2	2	0	0	2
Programme & Branch	PG - MASTER OF BUSINESS ADMINISTRATION	Version: 1.0				
	<b>Course Objectives:</b>					
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).					
	<b>INTRODUCTION (Not for Examination)</b>					2
<b>Importance</b>	It helps to understand search strategies - knowledge representation - AI architecture - AI application.					
<b>Real-Life Examples</b>	Smartphones with Virtual Assistants					
	Self-Driving Cars					
	Chat GPT					
<b>Linkages</b>	Prerequisite Course: Business Analytics and Information systems.					
<b>UNIT-I</b>	<b>INTRODUCTION</b>					6
	Introduction (L1) - Definition (L1) - Future of Artificial Intelligence (L2) - Characteristics of Intelligent Agents (L2) - Typical Intelligent Agents (L2) - Problem Solving Approach to Typical AI problems (L2) .					
<b>UNIT-II</b>	<b>PROBLEM SOLVING METHODS</b>					6
	Problem solving Methods (L2) - Search Strategies (L2) - Uninformed (L2) - Informed (L2) - Heuristics (L2) - Local Search Algorithms and Optimization Problems (L2) - Searching with Partial Observations (L2) - Constraint Satisfaction Problems (L2) - Constraint Propagation (L2) - Backtracking Search (L2) - Game Playing (L2) - Optimal Decisions in Games (L2) - Alpha (L2) - Beta Pruning (L2) - Stochastic Games (L2) .					
<b>UNIT- III</b>	<b>KNOWLEDGE REPRESENTATION</b>					6
	First Order Predicate Logic (L2) - Prolog Programming (L2) - Unification (L2) - Forward Chaining (L2) - Backward Chaining (L2) - Resolution (L2) - Knowledge Representation (L2) - Ontological Engineering (L2) - Categories and Objects (L2) - Events (L2) - Mental Events and Mental Objects (L2) - Reasoning Systems for Categories (L2) - Reasoning with Default Information (L2) .					
<b>UNIT- IV</b>	<b>SOFTWARE AGENTS</b>					6
	Architecture for Intelligent Agents (L2) - Agent communication (L2) - Negotiation and Bargaining (L2) - Argumentation among Agents (L2) - Trust and Reputation in Multi-agent systems (L2) .					

UNIT- V	APPLICATIONS			6
	AI applications (L2) - Language Models (L2) - Information Retrieval (L2) - Information Extraction (L2) - Natural Language Processing (L2) - Machine Translation (L2) - Speech Recognition (L2) - Robot (L2) - Hardware (L2) - Perception (L2) - Planning (L2) - Moving (L2) .			
	<b>Total No. of Periods</b>			<b>32</b>
	<b>OPEN-ENDED PROBLEMS/QUESTIONS</b>			
	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.			
	<b>Course Outcomes:</b>			
	<b>Upon completion of this course the students will be able to:</b>			<b>Bloom's Taxonomy</b>
CO1	Understand of Artificial intelligence and its future.			L2- Understand
CO2	Understand appropriate problem solving methods.			L2- Understand
CO3	Understand feasible knowledge representation of Artificial intelligence.			L2- Understand
CO4	Understand the software agents of Artificial intelligence.			L2- Understand
CO5	Understand the application uses of Artificial intelligence.			L2- Understand
	<b>TEXT BOOKS:</b>			
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.			
	<b>REFERENCE BOOKS:</b>			
1.	Patterson, Introduction to AI and ES, Pearson Education, 2015.			
2.	Tom Taulli, Artificial Intelligence Basics: Understanding AI Impact and Opportunities, 1 <sup>st</sup> Edition, Apress Publication, 2019.			
	<b>WEB REFERENCES:</b>			
	<b>Publisher</b>	<b>Website link</b>	<b>Topic</b>	
1.	TechTarget	<a href="https://www.techtarget.com/searchenterpriseai/definition/AI-Artificial-Intelligence">https://www.techtarget.com/searchenterpriseai/definition/AI-Artificial-Intelligence</a>	What is Artificial Intelligence?	
2.	SAS Insights	<a href="https://www.sas.com/en_in/insights/analytics/what-is-artificial-intelligence.html">https://www.sas.com/en_in/insights/analytics/what-is-artificial-intelligence.html</a>	AI: What it is and Why it matters?	
	<b>VIDEO REFERENCES:</b>			
	<b>Video Details</b>	<b>Name of the Expert</b>	<b>Topic</b>	<b>Video link</b>
1.	YouTube	Edureka	What is Artificial Intelligence?	<a href="https://www.youtube.com/watch?v=oV74Najm6Nc">https://www.youtube.com/watch?v=oV74Najm6Nc</a>
2.	NPTEL	Prof. Mausam	An Introduction to Artificial Intelligence.	<a href="https://onlinecourse.nptel.ac.in/noc24_cs08/preview">https://onlinecourse.nptel.ac.in/noc24_cs08/preview</a>

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

MB23SE613	MACHINE LEARNING				CP	L	T	P	C
Programme & Branch	PG-MASTER OF BUSINESS ADMINISTRATION.				2	2	0	0	2
	<b>Course Objectives:</b>				<b>Version: 1.0</b>				
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).								
	<b>INTRODUCTION (Not for Examination)</b>								<b>2</b>
<b>Importance</b>	Machine Learning equips professionals to bridge business and technology, driving innovation and strategic, data-driven decisions in an AI-driven world.								
<b>Real-Life Examples</b>	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.								
<b>Linkages</b>	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.								
<b>UNIT-I</b>	<b>INTRODUCTION</b>								<b>6</b>
	Introduction to Machine Learning (L2) – Artificial Intelligence (L2) – Deep Learning (L2) – Practical Applications of Machine Learning (L2), Artificial Intelligence (L2), Deep Learning – Dimensionality Reduction Techniques (L2) – Factor Analysis (L2).								
<b>UNIT-II</b>	<b>SUPERVISED MACHINE LEARNING TECHNIQUES</b>								<b>6</b>
	Conjoint Analysis – Full/fractional factorial design (L2), choice cards (L2), attribute Importance (L2). Linear Discriminant Analysis (L2) – Fisher’s method (L2), Mahalanobis method (L2), Standardized coefficients (L2), Unstandardized coefficients (L2), Structured coefficients (L2). Naïve Bayes – Bayes theorem (L2), conditional probability (L2), building naïve bayes classifier(L2).								
<b>UNIT- III</b>	<b>ADVANCED SUPERVISED MACHINE LEARNING TECHNIQUES</b>								<b>6</b>
	Random Forest (L2) – Out of bag error rate (L2), variable importance (L2), tuning hyper parameters (L2). SVM – hyperplanes and support vectors (L2), SVM model building (L2). Ensemble Methods – bagging (L2), boosting (L2), ad boost (L2), gradient boosting (L2), extreme gradient boosting (L2), bias variance trade off (L2), Synthetic minority oversampling technique (L2).								
<b>UNIT- IV</b>	<b>Artificial Neural Networks</b>								<b>6</b>
	Neural networks (L2) – Neural network model building (L2) – Perceptron (L2) – Bias (L2) – Activation Function (L2) – Hidden layers (L2) – Forward Propagation (L2) – Backward Propagation (L2) – Introduction to Convolutional Neural Network (L2) and Reinforcement Learning (L2).								

<b>UNIT-V</b>	<b>Time Series Analysis</b>	<b>6</b>
	Visualizing time series data (L2) - Components of Time Series Data (L2) - Stationarity of the Data (L2) - Differencing the Time Series (L2) - Time Series Models (L2) - Simple Exponential Smoothing (L2), Double Exponential Smoothing (L2), Holt's Model (L2), Holt Winters (L2) - additive model (L2), multiplicative model (L2) - Auto-Regressive Integrated Moving Average Model Building (L2) - Residual Analysis (L2) - Auto ARIMA Model (L2).	
	<b>Total No. of Periods</b>	<b>32</b>
	<b>OPEN-ENDED PROBLEMS/QUESTIONS</b>	
	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.	
	<b>Course Outcomes:</b>	

	<b>Upon completion of this course the students will be able to:</b>	<b>Bloom's Taxonomy</b>	
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	Apply neural network for effective organizational implement.	L3- Apply	
CO5	Analyze the trend and seasonality components and build predictive models for time series forecasting.	L4 - Analyze	
	<b>TEXT BOOKS:</b>		
1.	Daniel T.Larose and Chantal D, Larose, Data Mining and Predictive Analytics, Wiley, 2nd Edition, 2018		
2.	Dean Abbot, Applied Predictive Analytics- Principles and techniques for the professional data analyst, Wiley, 2018..		
	<b>REFERENCE BOOKS:</b>		
1.	Efraim Turban, Ramesh Sharda, DusunDelen, Business Intelligence and Analytics- Systems for Decision support, Pearson, 10 <sup>th</sup> Edition, 2018.		
2.	MehmedKantardzic, Data Mining- Concepts, Models, Methods and Algorithms, Wiley, 2 <sup>nd</sup> Edition, 2018.		
3.	Gordon S.Linoff, MichealJ.A.Berry, Data Mining Techniques, Wiley, 3 <sup>rd</sup> Edition, 2017.		
	<b>WEB REFERENCES:</b>		
	<b>Publisher</b>	<b>Website link</b>	<b>Topic</b>
1.	Oracle	<a href="https://www.oracle.com/in/businessanalytics/what-is-machine-learning-foranalytics/#:~:text=Machine%20learning%20for%20analytics%20is,Providing%20ana20analytics%2Ddriven%20insights.">https://www.oracle.com/in/businessanalytics/what-is-machine-learning-foranalytics/#:~:text=Machine%20learning%20for%20analytics%20is,Providing%20ana20analytics%2Ddriven%20insights.</a>	Article
2.	indatalabss	<a href="https://indatalabs.com/blog/machine-learning-in-">https://indatalabs.com/blog/machine-learning-in-</a>	Article

		business-analytics	
<b>VIDEO REFERENCES:</b>			
	<b>Video Details</b>	<b>Name of the Expert</b>	<b>Topic</b>
	<b>Video link</b>		
1.	NPTEL	Prof.Balamaran Ravindran, Department of Computer Science and Engineering, IIT Madras.	A Brief Introduction to Machine Learning
2.	Great Learning	Dr.Abhinanda Sarkar, Faculty Director, Great Learning.	Introduction to Machine Learning
			<a href="https://nptel.ac.in/courses/106106139">https://nptel.ac.in/courses/106106139</a>
			<a href="https://www.mygreatlearning.com/academy/learn-for-free/courses/introduction-to-machine-learning1">https://www.mygreatlearning.com/academy/learn-for-free/courses/introduction-to-machine-learning1</a>

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
<b>Avg.</b>	-	<b>2</b>	-	-	-	<b>1</b>
<b>1 - Low, 2 -Medium, 3 - High</b>						

MB23SE614	ENVIRONMENTAL SOCIAL GOVERNANCE	CP	L	T	P	C
		2	2	0	0	2
Programme & Branch	PG - MASTER OF BUSINESS ADMINISTRATION	Version: 1.0				
	<b>Course Objectives:</b>					
1.	To provide a comprehensive understanding of the key concepts, principles, and frameworks related to Environmental, Social, and Governance factors.					
2.	To analyze the global regulatory landscape related to ESG, including emerging standards, reporting requirements, and compliance frameworks.					
3.	To analyze real-world case studies and best practices from leading organizations across industries to illustrate successful ESG integration strategies and outcomes.					
4.	To 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.	To equip students with the skills to identify, assess, and mitigate environmental, social, and governance risks and opportunities within organizations and investment portfolios.					
	<b>INTRODUCTION (Not for Examination)</b>					2
<b>Importance</b>	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.					
<b>Real-Life Examples</b>	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					
<b>Linkages</b>	Environmental, Social, and Governance (ESG) factors are increasingly recognized as critical components of sustainable business practices.					
<b>UNIT-I</b>	<b>INTRODUCTION TO ESG</b>					6
	Definition and evolution of ESG - Importance of ESG in business sustainability - Key stakeholders and their interests					
<b>UNIT-II</b>	<b>ENVIRONMENTAL DIMENSION OF ESG</b>					6
	Climate change and carbon footprint - Energy efficiency and renewable resources - Waste management and pollution control					
<b>UNIT- III</b>	<b>SOCIAL DIMENSION OF ESG</b>					6
	Diversity, equity, and inclusion - Labor practices and human rights - Community engagement and philanthropy - ESG integration frameworks - ESG risk assessment and management					
<b>UNIT- IV</b>	<b>GOVERNANCE DIMENSION OF ESG</b>					6



	Corporate governance structures - Transparency and accountability - Board diversity and independence - Examining ESG strategies of leading companies		
<b>UNIT- V</b>	<b>ESG MEASUREMENT AND REPORTING</b>	<b>6</b>	
	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		
	<b>Total No. of Periods</b>	<b>32</b>	
	<b>OPEN-ENDED PROBLEMS/QUESTIONS</b>		
	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.		
	<b>Course Outcomes:</b>		
	<b>Upon completion of this course the students will be able to:</b>	<b>Bloom's Taxonomy</b>	
CO1	Understand of the key concepts, principles, and frameworks underlying Environmental	L2 - Understand	
CO2	Understand the various ESG metrics and data sources	L2 - Understand	
CO3	Understand the investment decision-making processes	L2 - Understand	
CO4	Apply the best practices for ESG reporting and disclosure, including regulatory requirements	L3 - Apply	
CO5	Understand the principles of corporate governance, including board composition	L2 - Understand	
	<b>TEXT BOOKS:</b>		
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.		
	<b>REFERENCE BOOKS:</b>		
1.	Karlheinz Spitz, John Trudinger, and Matthew Orr, Environmental Social Governance: Managing Expectations 1 <sup>st</sup> Edition, 2022.		
2.	Margo van Selm and Achim Roessler Investing for a Sustainable Future 2 <sup>nd</sup> Edition, 2023.		
3.	Matthew E. Kahn, Robert G. Eccles, and George Serafeim How Socially Responsible Companies are Changing the World 2 <sup>nd</sup> Edition, 2020.		
	<b>WEB REFERENCES:</b>		
	<b>Publisher</b>	<b>Website link</b>	<b>Topic</b>
1.	CRC Press	<a href="https://chatgpt.com/c/9c5a5e5d-0857-4884-8f41-a9c11f97e234">https://chatgpt.com/c/9c5a5e5d-0857-4884-8f41-a9c11f97e234</a>	Articles
2.	Amazon Digital Services LLC	<a href="https://sasb.ifrs.org/">https://sasb.ifrs.org/</a>	Articles
	Wiley	<a href="https://www.unepfi.org/">https://www.unepfi.org/</a>	Articles
	<b>VIDEO REFERENCES:</b>		

	<b>Video Details</b>	<b>Name of the Expert</b>	<b>Topic</b>	<b>Video link</b>
1.	YouTube	Organization	Lecture	<a href="https://www.youtube.com/watch?v=AkbGz3CYvqE">https://www.youtube.com/watch?v=AkbGz3CYvqE</a>

<b>Mapping of COs with POs</b>						
<b>COs</b>	<b>POs</b>					
	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>
<b>CO1</b>	2	2	-	2	-	2
<b>CO2</b>	1	2	-	-	-	3
<b>CO3</b>	-	2	2	2	2	2
<b>CO4</b>	2	-	2	2	-	3
<b>CO5</b>	2	2	3	2	2	2
<b>Avg.</b>	<b>1.75</b>	<b>2</b>	<b>2.3</b>	<b>2</b>	<b>2</b>	<b>2.4</b>
<b>1 – Low, 2 –Medium, 3 – High</b>						

MB23PT704	PROFESSIONAL SKILL DEVELOPMENT - III	CP	L	T	P	C
Programme & Branch	PG - MASTER OF BUSINESS ADMINISTRATION	4	0	0	4	2
Version: 1.0						
<b>Course Objectives:</b>						
1.	To able to make the students to be ready for the corporate life.					
2.	To develop strong aptitude and logical reasoning skills for confident problem-solving.					
3.	To present management concepts in an easy-to-understand and captivating way, illustrating a strong grasp of the topic and its practical importance.					
4.	To able the students to research companies, analyze their operations and strategies, and present their findings clearly.					
<b>INTRODUCTION (Not for Examination)</b>						2
<b>Importance</b>	Interview Etiquettes – Aptitude - Banking awareness - Concept Presentation and Company presentation.					
<b>Real-Life Examples</b>	In Campus drive for placements.					
<b>Linkages</b>	Students should have studied Professional Skills Development – I & II.					
<b>UNIT-I</b>	<b>CAMPUS TO CORPORATE</b>					24
	Resume Building, Grooming and Dress code, Body language and gestures, Group Discussion, Mock Interview, first impression, Etiquettes, Managing cultural diversity (L3).					
<b>UNIT-II</b>	<b>APTITUDE AND LOGICAL REASONING – III</b>					18
	Permutation Combination, Probability, Data Interpretation, Partnership, Sequential Input Output, Syllogism, Cubes & Cuboid, Data Sufficiency, Venn diagram, Ranking & Ordering, Banking awareness (L3).					
<b>UNIT- III</b>	<b>CONCEPTS PRESENTATION-III</b>					6
	Presentation on any topics from the papers prescribed in the third semester and via voce (L3).					
<b>UNIT- IV</b>	<b>COMPANY PRESENTATION &amp; FIELD STUDY</b>					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 (L3).					
<b>Total No. of Periods</b>						62
<b>Course Outcomes:</b>						
	<b>Upon completion of this course the students will be able to:</b>					<b>Bloom's Taxonomy</b>
CO1	Apply the corporate etiquette 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 etiquette learnt in the organization.					L3 - Apply

<b>TEXT BOOKS:</b>				
1.	K.K.Ramachandran & K.K.Karthick, From Campus to Corporate, Pearson Publication, 2016.			
2.	R.S.Agarwal, Quantitative Aptitude, S.Chand,2017.			
3.	Banking Awareness, Arihant publication, 2023.			
<b>REFERENCE BOOKS:</b>				
1.	Gangadhar Joshi, Campus to Corporate- Your roadmap to employability, SAGE, 2015.			
2.	N.K.Gupta, Banking Awareness, IBC Academy Publication,5 <sup>th</sup> Edition.			
<b>WEB REFERENCES:</b>				
	<b>Publisher</b>	<b>Website link</b>	<b>Topic</b>	
1.	IndiaBix	<a href="https://www.indiabix.com/aptitude/questions-and-answers">https://www.indiabix.com/aptitude/questions-and-answers</a>	Others	
2.	TOI	<a href="https://timesofindia.indiatimes.com/blogs/voices/campus-to-corporate-navigating-the-transition-to-the-working-world/">https://timesofindia.indiatimes.com/blogs/voices/campus-to-corporate-navigating-the-transition-to-the-working-world/</a>	Article	
<b>VIDEO REFERENCES:</b>				
	<b>Video Details</b>	<b>Name of the Expert</b>	<b>Topic</b>	<b>Video link</b>
1.	Resume Building	Great Learning	Resume preparation	<a href="https://www.mygreatalearning.com/academy/learn-for-free/courses/resume-building">https://www.mygreatalearning.com/academy/learn-for-free/courses/resume-building</a>
2.	Quantitative Aptitude for IBPS PO	Class Central	Aptitude preparation	<a href="https://www.classcentral.com/classroom/youtu-be-quantitative-aptitude-for-ibps-po-by-lokesh-sharma-iunacademy-studios-vault-54268">https://www.classcentral.com/classroom/youtu-be-quantitative-aptitude-for-ibps-po-by-lokesh-sharma-iunacademy-studios-vault-54268</a>

<b>Mapping of COs with POs</b>						
<b>COs</b>	<b>POs</b>					
	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>	<b>PO6</b>
<b>CO1</b>	-	2	-	-	-	3
<b>CO2</b>	2	2	-	-	-	3
<b>CO3</b>	-	2	-	2	-	3
<b>CO4</b>	2	2	-	1	-	3
<b>CO5</b>	-	-	-	-	-	-
<b>Avg.</b>	<b>2</b>	<b>2</b>	<b>-</b>	<b>1.5</b>	<b>-</b>	<b>3</b>
<b>1 – Low, 2 – Medium, 3 – High</b>						

MB23PT705	<b>SUMMER INTERNSHIP</b>				CP	L	T	P	C
		0	0	0	0	0	2		
<b>Programme &amp; Branch</b>	<b>PG-MASTER OF BUSINESS ADMINISTRATION.</b>				<b>Version: 1.0</b>				
	<b>Course Objectives:</b>								
1.	To describe key business concepts and theories relevant to the internship experience.								
2.	To analyze organizational processes and performance through practical experiences.								
3.	To provide students with insights into industry practices, trends, and challenges by working in diverse organizational environments.								
4.	To develop a personal career strategy based on internship experiences and industry insights.								
<b>Importance</b>	Summer internship training provides MBA students with essential real-world experience, enhancing their practical skills and industry / domain knowledge and functions. It also fosters professional networking, helping them build valuable connections for future career opportunities.								
<b>Real-Life Examples</b>	An MBA student interned at a company/ organization/ consulting firm and later received a full-time job offer due to their impressive performance and familiarity with the company's processes.								
<b>Linkages</b>	Summer internship training is applicable in various aspects of life, including Career Development, Networking, Personal Growth, Skill Application, Industry Insights.								
	Introduction about Industry					Week - 1			
	Company / Organization profile					Week - 2			
	All Inter Department Activities and its functions like Marketing, HRM, Finance, Operations, and Production etc.,					Week - 3			
	Other relevant information's like charts, tables, graphs and diagrams.					Week - 4			
	<b>Total No. of Periods</b>					<b>140</b>			
	<b>OPEN-ENDED PROBLEMS/QUESTIONS</b>								
	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.								
	<b>Course Outcomes:</b>								
	<b>Upon completion of this course the students will be able to:</b>						<b>Bloom's Taxonomy</b>		
CO1	Remember and summarize key business concepts and theories applied during the internship.						L1- Remember		
CO2	Analyze the business skills to complete projects and tasks assigned during the internship.						L4- Analyze		
CO3	Analyze key insights and lessons learned from their internship experience demonstrating an understanding of industry-specific practices.						L4- Analyze		
CO4	Evaluate their own performance and the impact of their contributions, incorporating feedback from supervisors and peers.						L5 - Evaluate		

Mapping of COs with POs						
COs	POs					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1	2	1		1	2
CO2	3		1	2	2	1
CO3	1	2		1	2	2
CO4	1	1	2	2	1	2
CO5						
<b>Avg.</b>	<b>1.5</b>	<b>1.6</b>	<b>1.3</b>	<b>1.6</b>	<b>1.5</b>	<b>1.7</b>
<b>1 – Low, 2 –Medium, 3 – High</b>						

MB23PW801	PROJECT WORK	CP	L	T	P	C
		24	0	0	24	12
Programme & Branch	PG-MASTER OF BUSINESS ADMINISTRATION.	Version: 1.0				
	<b>Course Objectives:</b>					
1.	To discover distinct ideas, Products and Solutions.					
2.	To ability to make Contemporary Managerial Decisions					
3.	To identify the problems in the organization and provide a suitable solution.					
<b>Importance</b>	Project work allows students to apply information from diverse areas of business administration to real-life problems, fostering critical thinking and creativity.					
<b>Real-Life Examples</b>	Consumer Behavior of FMCG, Financial Statement Analysis, Recruitment and Training.					
<b>Linkages</b>	The objective of the project work is to allow the student to develop the ability to make managerial decisions on his own using concepts learned from business administration theories. A summer internship is one of the minor activities required to complete the project work.					
	Define the Statement of Problem					
	Review of Literature					
	Establish the Research objectives					
	Design Research Hypothesis and Methodology					
	Data Collection and Analysis of Data					
	Preparation of the Research Report					
	<b>Total No. of Periods</b>				<b>560</b>	
	<b>OPEN-ENDED PROBLEMS/QUESTIONS</b>					
	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.					
	<b>Course Outcomes:</b>					
	<b>Upon completion of this course the students will be able to:</b>				<b>Bloom's Taxonomy</b>	
CO1	Understand and identify interesting areas for study in management functional areas.				L2- Understand	
CO2	Apply basic knowledge of recent developments in the area they have selected for research.				L3- Apply	
CO3	Analyze the stated research plan.				L4- Analyze	
CO4	Illustrates the ability to present and defend their research findings to a panel of experts.				L5 - Evaluate	
CO5	Confidently conduct self-sustaining research projects that result in publications in journals, conferences or seminar presentations.				L6 - Create	

		Mapping of COs with POs				
COs	POs					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1		3		2	1	2
CO2	3			2	2	1
CO3		3		1	2	2
CO4			2	2	1	2
CO5		1		1	1	1
<b>Avg.</b>	<b>3</b>	<b>2.3</b>	<b>2</b>	<b>1.6</b>	<b>1.4</b>	<b>1.6</b>
<b>1 - Low, 2 -Medium, 3 - High</b>						





