

1st Semester Syllabus
For
Post Graduate Programme
MASTER OF BUSINESS ADMINISTRATION
With Effect from 2024-25
Department of Management Studies, PIET

MBA-101A, Management Process and Organizational Behaviour

(Core Course)

(Prerequisite: None)

Max. Marks: 100

External: 60

Internal: 40

Time 3 Hours

Course Objective: To develop an understanding of fundamental management theories, organizational behavior concepts, and contemporary management issues, enabling students to apply managerial functions and address organizational change, culture, and ethical challenges effectively.

Instructions for Paper Setter:

The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): **Part A** will have 10 Multiple Choice Questions (MCQs) each having one Mark, **Part B** will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, **Part C** will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, **Part D** will have case-based questions having 15 marks

Contents
Unit-1: Introduction to Management Theories, Contemporary Management Issues & Social System (Contact Hours: 15)
Evolution of Management Thought (Classical, Neo-Classical and Modern Theories). Managerial Processes and Functions. Skills and Roles of a Manager in an organization. Contemporary Management Issues and Challenges. Guidelines for Managerial Excellence and Success in Contemporary business environment. Learning Organizations vs Organizational Learning. Organizations as Social Systems.
Unit-2: Introduction to Management Functions (Contact Hours: 9)
Planning (Types of plans, Decision Making and MBO), Organizing (Organizational Design and Structure), Staffing (Job Analysis, Recruitment and Selection- definition and types), Directing (Leadership, Motivation and Communication-process, form and barriers) and Controlling (Process and Technique).
Unit-3: Introduction to Organizational Behavior (Contact Hours: 11)
Nature and scope of OB, Individual Behavior: Attitudes, Personality (Theories - Extrovert & Introvert, Type-A & Type-B, Sigmund Freud's Psychoanalytic theory), Perception, Emotions & Emotional Intelligence, Learning. Interpersonal Behavior: Transactional Analysis-Johari Window, Ego States, Life Positions. Group Dynamics: Defining and Classifying Groups, Stages of Group Development, Group Decision Making, Group Norms, Teams and its types.
Unit-4: Organization Change, Culture and Ethics in Management (Contact Hours: 10)

Organizational Change (Definition, Process and Models- Kurt Lewin, Action Research), Organizational Culture, Organizational Development and Organizational Effectiveness.

Course Outcomes: After completion of this course students would be able to		Bloom's Level
CO 1	Understand the theories and application of management.	Understand
CO 2	Apply various functions of management.	Apply
CO 3	Identify Individual, Interpersonal behaviour & Groups dynamics.	Apply
CO 4	Analyse Organizational culture, Change and Development.	Analyse

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	3	2	2	1	2	1	2	2	3
CO 2	3	2	2	2	3	2	2	2	3
CO 3	2	2	3	2	3	2	2	2	2
CO 4	2	3	3	3	2	3	3	3	3

Suggested Readings:

1. Richard L. Daft, The New Era of Management, Cengage India, Latest Edition.
2. Robbins, S.P. Organizational Behaviour, Pearson Education India, New Delhi, Latest Edition.
3. Jones and George, Contemporary Management, McGraw Hill.
4. Mullins. J, Management and OB, Pearson Education.
5. Koontz. Essentials of Management, McGraw-Hill, Latest Edition.

MBA-103A, Managerial Economics

(Core Course)

(Prerequisite: None)

Max. Marks: 100

External: 60

Internal: 40

Time 3 Hours

Course Objective: The objective of this course is to equip students with a comprehensive understanding of the fundamental principles of managerial economics and their practical applications in business decision-making.

Instructions for Paper Setter:

The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): **Part A** will have 10 Multiple Choice Questions (MCQs) each having one Mark, **Part B** will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, **Part C** will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, **Part D** will have case-based questions having 15 marks

Contents
Unit-1: Fundamentals of Managerial Economics (Contact Hours: 08) Nature and Scope of Managerial Economics. Basic concepts of economic used in managerial decision making; Objective of a firm: Wealth, profit and sales maximization.
Unit-2: Theory of Demand and Demand forecasting (Contact Hours: 10) Demand function: Elasticity of demand and its significance in Managerial decision-making; Consumer equilibrium-utility and indifference curve approach; Price, income and substitution effects; Fundamentals of demand estimation and forecasting. Managerial Applications.
Unit-3: Theory of Production & Cost (Contact Hours: 12) Producer's optimizing behaviour in short run (product curves, law of diminishing margin productivity, stages of production); optimizing behaviour in long run (isoquants, isocost line, optimal combination of resources); traditional theory of cost (short run and long run); modern theory of cost (short run and long run); economies of scale and scope.
Unit-4: Theory of firm (Market Structures) (Contact Hours: 12) Price and output determination under perfect competition, monopoly, monopolistic competition, and oligopoly; Pricing strategies and tactics. Advance pricing and Auctions- Game theory and Asymmetric information. Market Failures: Externality, Public Good, Economics of Information: Moral Hazard, Adverse Selection.

Course Outcomes: - After the completion of the course, students will be able to –		Bloom's Level
CO 1	Understand managerial economics and key concepts to analyze firm objectives of wealth, profit, and sales maximization."	Understand
CO 2	Apply demand analysis and forecasting concepts to support managerial decision-making.	Apply
CO 3	Analyze producer optimization in production and cost decisions in short and long-run.	Analyse
CO 4	Evaluate price and output determination across market structures and assess advanced pricing strategies, auctions, market failures, and asymmetric information using game theory for optimal economic decision-making.	Evaluate

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	3	2	2	2	2	2	2	2	3
CO 2	3	3	1	2	2	3	3	3	3
CO 3	3	3	1	2	2	3	3	3	3
CO 4	3	3	2	3	2	3	2	3	3

Suggested Readings:

1. Dwivedi, D.N. Managerial Economics, Vikas Publishing House, New Delhi.
2. Salvatore, D. Managerial Economics, Oxford University Press.
3. Geetika, Managerial Economics, McGraw hill Education
4. H. Craig Petersen, Sudhir K. Jain and W. Cris Lewis Managerial Economics, Pearson Education
5. Koutsoyiannis, A, Modern Microeconomics, Palgrave, McMillan
6. Paul, K., Philip, K. Y., Steve, E., Dickinson, C., & Banerjee S. Managerial Economics, Pearson.
7. Mehta, P.L. Managerial Economics, Sultan Chand, New Delhi.
8. Thomas & Maurice, Managerial Economics: Concepts and Applications (SIE), McGraw Hill Education

MBA-105A, Business Communication

(Core Course)

(Prerequisite: None)

Max. Marks: 100

External: 60

Internal: 40

Time 3 Hours

Course Objective: To equip MBA students with essential business communication skills, including effective written, oral, and interpersonal communication, while fostering professionalism, networking abilities, and confidence in public speaking for diverse business scenarios.

Instructions for Paper Setter:

The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): **Part A** will have 10 Multiple Choice Questions (MCQs) each having one Mark, **Part B** will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, **Part C** will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, **Part D** will have case-based questions having 15 marks

Contents
Unit-1: Foundations of Business Communication (Contact Hours: 10)
Introduction to Business Communication: Definition, Importance, Forms, Communication Process, and Barriers, Effective Listening Skills: Importance in Business, Types, and Techniques to Improve Listening Skills, Interpersonal Communication: Developing Skills, Role of Emotional Intelligence, and the 7 Cs of Effective Communication
Unit-2: Written Business Communication (Contact Hours: 12)
Business Writing Fundamentals: Principles of Effective Writing, Tone, and Style, Business Correspondence: Types of Business Letters (Inquiry, Complaint, Response, etc.), Email Etiquette and Professionalism, Report Writing, Notices, Memo, and Proposal Writing, Resume/CV Writing, Cover Letter Writing
Unit-3: Oral Business Communication (Contact Hours: 10)
Effective Business Presentations: Planning and Structuring, Use of Visual Aids and Technology, Public Speaking Techniques, Meetings and Conferences, Effective Meeting Management, Minutes of Meeting, Interviews and Negotiations: Preparing for Business Interviews, Techniques of Negotiation, Conflict Resolution Strategies
Unit-4: Networking and Professional Communication (Contact Hours: 10)
Networking and Professional Communication: Building a Professional Network, Use of Digital Platforms for Business Communication, Communication at Business Events, social media, and Online Professionalism, Just a Minute (JAM) Sessions: Importance of Impromptu Speaking,

Techniques to Improve Quick Thinking and Speaking Skills, Overcoming Glossophobia (Fear of Public Speaking)

Course Outcomes: After completion of this course students would be able		Bloom's Level
CO 1	Discuss the concept of Business communication, Interpersonal skills and effective listening skills.	Understand
CO 2	Understand various forms of formal communication.	Understand
CO 3	Develop effective oral communication tools	Apply
CO 4	Built the professional and networking communication	Apply

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	3	2	2	2			2	3	2
CO 2	3	2	2	2			2	3	2
CO 3	2	2	3		3	2	2	2	3
CO 4	2	2	3	2	3	2	2	3	3

Suggested Readings:

1. Bovee, C. L., & Thill, J. V. Business Communication Today. Pearson.
2. Guffey, M. E., & Loewy, D. Business Communication: Process & Product, Cengage Learning.
3. Pradhan, Homai, et al, Business Communication, Himalaya Publishing House
4. Sinha, K.K, Business Communication, Galgotia Publishing company.
5. Paul, Rajendra and Korthalli, Business Communication, Sultan Chand and Sons

MBA-107A, Business Environment

(Core Course)

(Prerequisite: None)

Max. Marks: 100

External: 60

Internal: 40

Time 3 Hours

Course Objective: To analyze the dynamic interplay between economic, political, social, and technological factors in shaping the business environment and develop strategies for organizations to adapt and thrive in a globalized economy.

Instructions for Paper Setter:

The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): **Part A** will have 10 Multiple Choice Questions (MCQs) each having one Mark, **Part B** will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, **Part C** will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, **Part D** will have case-based questions having 15 marks

Contents
Unit-1: Overview of Business Environment (Contact Hours: 10)
Micro and Macro Dimensions of Business Environment - Environmental Analysis, Demographic and Consumption Pattern, Purchasing Power and Distribution of Wealth, Assessing Business Risk
Unit-2: Economic Environment (Contact Hours: 10)
Nature and Structure of an Economy –Monetary and Fiscal Policies, Balance of Payments, Foreign Capital in India, Foreign Trade Policy, Ease of Doing Business
Unit-3: Economic Reforms and Recent Govt initiatives & policies (Contact Hours: 12)
LPG Reforms, New Industrial Policy, Banking Reforms, Business Implication of Make in India, Atamnirbhar Bharat Initiatives, Public and Private sector in India, MSME Issues and Challenges
Unit-4: Geo-Political and Legal Environment (Contact Hours: 13)
Introduction to Competition Act, Insolvency and Bankruptcy code, IT Act, IPR Act, DPDP Act, Introduction to International Business Environment: Major trade blocs like BRICS, ASEAN, EU, Role of WTO, World Bank and IMF.

Course Outcomes: After completion of this course students would be able to		Bloom's Level
CO 1	Understand the micro and macro indicators and current state for the Indian Economy	Understand
CO 2	Examine the impact of monetary and fiscal policies and pertinent legislation for industries.	Apply
CO 3	Analyze the impact of economic reforms and regulatory framework on the health of Indian Economy	Analyze
CO 4	Analyse different aspects related to Globalization and trade blocs.	Analyse

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	2	2		3			2	2	2
CO 2	3	2		3		2	2	2	3
CO 3	3	3		3		3	2	2	3
CO 4	2	3		3		2	2	2	3

Suggested Readings:

1. Cherunillam, F, A Course Book on Business Environment, Himalya Publishers
2. Aswathapa, K, Business Environment, Himalaya Books
3. Bedi, SK, Business Environment, Excel Books
4. Sundram, KPM, Datt, G and Mahajan, A, Indian Economy, S Chand
5. Misra, S.K and Puri, V.K, Indian Economy, Himalya Publisher

MBA-109A, Accounting for Managers

(Core Course)

(Prerequisite: None)

Max. Marks: 100

External: 60

Internal: 40

Time 3 Hours

Course Objective: To equip MBA students with the knowledge and skills to interpret and analyze financial statements and managerial accounting reports, enabling effective decision-making and strategic planning in a business environment

Instructions for Paper Setter:

The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): **Part A** will have 10 Multiple Choice Questions (MCQs) each having one Mark, **Part B** will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, **Part C** will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, **Part D** will have case-based questions having 15 marks

Contents
Unit-1: Financial Accounting (Contact Hours: 10)
Introduction to Financial Accounting: Importance and Scope, Limitations; Users of accounting information, Generally Accepted Accounting Principles - Principles of Accounting, Accounting Concepts & Conventions. Indian Accounting Standards (Ind-AS), International Financial Reporting Standards (IFRS). The Accounting Equation.
Unit-2: Financial Statements (Contact Hours: 12)
Preparation of Financial statements according to companies act 2013, Journal Entry, Ledger, Trial Balance, Bank Reconciliation & Rectification, Trading A/c, Manufacturing A/c, Trial, Balance Sheet. Depreciation and Amortization.
Unit-3: Analyzing Financial Statement (Contact Hours: 14)
Financial Statement Analysis: Techniques of financial statement analysis: Horizontal analysis, Vertical analysis and Ratio Analysis; Financial Ratios: Meaning and Usefulness of Financial Ratios. Limitation of Ratios. Funds flow analysis and Cash flow analysis.
Unit-4: Contemporary Issues in financial Accounting (Contact Hours: 8)
Responsibility accounting and segmental analysis- meaning, types process, advantages, HR accounting, Life cycle costing. Inflation accounting

Course Outcomes

After completion of this course students would be able to		Bloom's Level
CO 1	Understand the accounting concepts, principles and conventions for preparation of financial statements.	Understand
CO 2	Apply the Indian and International accounting reporting standard for preparation and reporting of financial statements.	Apply
CO 3	Analyse the financial statements and facilitate the decision-making using different accounting tools.	Analyze
CO 4	Understand the dynamic environment of accounting.	Understand

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	1	1	2	3	2	2	-	2	1
CO 2	1	1	3	2	2	2	2	1	2
CO 3	1	3	1	2	2	3	-	3	2
CO 4	2	3	2	3	2	2	-	2	2

Suggested Readings:

1. Anthony, R. N., Hawkins, F. D., & Merchant, K. A.. Accounting: Text and Cases. New Delhi: Tata McGraw Hill.
2. Khan and Jain, Management Accounting, McGraw Hill Education
3. Albrecht, W. S., Stice, D. J., E. K., Monte, R., & Swain, R.M. Accounting: Concepts and applications. U.S.A: South Western.
4. Belverd, E., Needles, Jr. & Powers, M. Principles of Financial Accounting. South Western Publication.
5. Anthony, Accounting: Text and Cases, McGraw hill Education.

MBA-111A, Quantitative Techniques for Business Decisions

(Core Course)

(Prerequisite: None)

Max. Marks: 100

External: 60

Internal: 40

Time 3 Hours

Course Objective: The objective of this course is to make the students learn about the application of statistical tools and techniques for decision-making.

Instructions for Paper Setter:

The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): **Part A** will have 10 Multiple Choice Questions (MCQs) each having one Mark, **Part B** will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, **Part C** will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, **Part D** will have case-based questions having 15 marks

Contents
Unit-1: Mathematical Basis of Managerial Decisions (Contact Hours: 8)
Matrices: Types & Properties, Addition & Multiplication of matrices, Transpose of a matrix, Inverse of matrix, Properties of determinants. Measures of Central Tendency: Mean, Median and Mode. Measures of dispersion, Skewness, Kurtosis
Unit-2: Probability and Sampling (Contact Hours: 15)
Basic concepts of Probability, Types of Events, Probability Theory; Classical, relative and subjective probability, Addition and multiplication probability models; Concept of Permutation & Combination, Conditional probability and Baye's Theorem. Probability Distributions: Binomial, Poisson, and Normal distributions, Probability Sampling Methods & Non-Probability Sampling Methods, Sampling and non-Sampling errors; Law of Large Number and Central Limit Theorem; Sampling distributions
Unit-3: Correlation and Regression Analysis (Contact Hours: 8)
Correlation Analysis: Meaning, types, Karl Pearson, Spearman, Scatter diagram, Regression Analysis:- Meaning, Types, Properties, Regression Equations, Regression Coefficients, Least Square Method.
Unit-4: Hypothesis Testing (Contact Hours: 12)
Statistical Estimation and Testing; Point and interval estimation. Statistical testing of hypothesis and errors; Large Sample test (Z-test) and Small Sample test (t-test), Non-Parametric tests: Chi-square test, Sign test, Wilcoxon Signed-Rank test, Kruskal-Wallis test.

Course Outcomes: After completion of the course student will be able to		Bloom's Level
CO 1	Apply the mathematical concepts of matrices, determinants & descriptive statistics in solving business-related problems.	Apply
CO 2	Understand probability and sampling theories and techniques	Understand
CO 3	Analyze the relationship between variables to interpret data patterns and make informed decisions	Analyze
CO 4	Analyze a claim or assertion pertaining to diverse organizational problems	Analyze

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	3	3	1	1	1	2	2	3	2
CO 2	3	3	1	1	1	2	3	3	2
CO 3	3	3	1	2	2	2	3	3	3
CO 4	3	3	2	2	2	2	3	3	3

Suggested Readings:

- Statistics for Management by Richard I. Levin & David S. Rubin
- S.P Gupta, Statistical Methods- Sultan Chand & Sons, New Delhi
- Hooda, R.P.: Statistics for Business and Economics, Macmillan, New Delhi.
- Heinz; Kohler: Statistics for Business & Economics, Harper Collins, New York.
- Heinz, LW: Quantitative Approach to Managerial Decisions, Prentice Hall, NJ.

MBA-171A, Fundamental of Analytics

(Core Course)

(Prerequisite: None)

Max. Marks: 100

External: 50

Internal: 50

Time 3 Hours

Course Objective: Equip learners with the skills to leverage Excel for business analytics by mastering data analysis, visualization tools, PivotTables and Pivot-Charts, Excel power tools, and creating interactive dashboards for effective reporting and decision-making.

Contents
Unit-1: Introduction to Business Analytics (Contact Hours: 8)
Introduction to Business Analytics, Importance of Analytics in business, Overview of Business Analytics tools, Introduction to Excel as analytics tool, Data Management and Cleaning: Data cleaning techniques, Excel functions for data cleaning.
Unit-2: Data Analysis using Excel (Contact Hours: 16)
Data Analysis Using Excel: Types of Analytics, Data Types, Data sorting and filtering, Conditional formatting, Advanced formulas and functions in excel, What-If-Analysis, Solver
Unit-3: Data Visualization, and PivotTables and Pivot Charts (Contact Hours: 8)
Data Visualization with Excel: Principles of data visualization, Creating different types of charts in Excel. PivotTables and Pivot Charts: Introduction to PivotTables, Creating and customizing PivotTables, Using Pivot Charts for data visualization, Advanced PivotTable techniques
Unit-4: Excel Power Tools and Dashboard Design (Contact Hours: 12)
Introduction to Power Pivot, Creating models with Power Pivot, Introduction to Power Query, Data transformation with Power Query, Dashboard Creation and Reporting: Principles of effective dashboard design, Creating interactive dashboards with Excel, Using form controls and slicers, Final project: Building a comprehensive dashboard

Course Outcomes: After completion of the course student will be able to		Bloom's Level
CO 1	Understand the fundamental concepts of Business Analytics and role of Excel as data management and cleaning tool.	Understand
CO 2	Analyze data using Excel advanced formulas and functions.	Analyze
CO 3	Construct interactive data visualizations in Excel using PivotTables and Pivot Charts.	Apply
CO 4	Apply Power Pivot and Power Query tools to transform data and develop data models, and design interactive dashboards that present actionable business insights.	Apply

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	1	2					2	3	2
CO 2	1	3					2	3	2
CO 3	1	3			1		2	3	3
CO 4	1	3		1	2	1	2	3	3

Suggested Readings:

1. McFedries, P., Microsoft Excel Formulas and Functions (Office 2021 and Microsoft 365), Pearson
2. Arora, R., Mastering Advanced Excel, BPB
3. L. Winston Wayne, Microsoft Excel Data Analysis and Business Modeling (Office 2021 and Microsoft 365), PHI Learning Pvt. Ltd.
4. Bluttman, K., Microsoft Excel Formulas & Functions for Dummies, Wiley
5. Russo, M. & Ferrari, A., The Definitive Guide to DAX: Business intelligence for Microsoft Power BI, SQL Server Analysis Services, and Excel, Pearson
6. Stephen L. Nelson, Microsoft Excel Data Analysis for Dummies, 3rd edition, Wiley

MBA-173A, Managerial Personality Development-I

(Core Course)

(Prerequisite: None)

Max. Marks: 100

External: 50

Internal: 50

Time 3 Hours

Course Objective: This course is designed to equip MBA students with the critical competencies required to develop a compelling personal and professional identity

Contents
Unit-1: Self Identity and Professional Image (Contact Hours: 8)
Crafting a compelling personal narrative and leveraging strengths. Goal Setting Skills: Utilizing SWOT analysis and identifying corporate role models, Set clear goals, creating action plans, prioritize tasks, plan and schedule, avoid procrastination, eliminate time wasters, delegate, practice effective planning, learn to say no, take breaks, and practice self-care. Career Roadmap: Developing a three to five-year career plan, understanding competitive environments, and anticipating challenges
Unit-2: Professional Attire, Social Graces and Etiquette (Contact Hours: 8)
Dressing Etiquette: Understanding dress codes, grooming standards, and cultural considerations. Email etiquette: Writing subject lines and opening statements, writing with purpose. First impressions and professional image. Workplace etiquette. Phone etiquette Networking skills and business card etiquette. Dining etiquette: Formal and informal.
Unit-3: Managing Relationships and Time Management (Contact Hours: 8)
Relationship Management: Techniques for enhancing communication, building trust, strengthening bonds, and resolving conflicts. Self-assessment of current time management practices, techniques for prioritizing tasks, Goal-setting workshop.
Unit-4: Learning Life Skills (Contact Hours: 8)
Thematic Apperception Test: Assess personality and motivations through storytelling responses to ambiguous images. Introduction to Emotional Quotient and Spiritual Quotient: Definition and importance of EQ in business, Components of EQ: Self-awareness, self-regulation, motivation, empathy, and social skills, Managing emotions in challenging situations, The significance of empathy in leadership, Differences between IQ, EQ, and SQ

Course Outcomes: After completion of the course student will be able to
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Bloom's Level

CO 1	Develop a compelling personal narrative and set clear goals using SWOT analysis and corporate role models.	Understand
CO 2	Enhance relationships through effective communication, conflict resolution, and advanced time management strategies.	Analyze
CO 3	Demonstrate professional etiquette, including dressing standards, communication skills, and networking techniques.	Apply
CO 4	Apply life skills, including emotional and spiritual intelligence, to manage emotions, lead with empathy, and uphold core values.	Apply

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	3	2	2	2		2	3	3	2
CO 2	2	3	3	2	2	3	2	2	3
CO 3	2	3	3		2	2	2	2	3
CO 4	2	2	2	2		3	3	2	2

Suggested Readings:

1. Business Etiquette for Dummies, Sue Fox, Wiley
2. Emotional Intelligence 2.0, Travis Bradberry and Jean Greaves, Talent-Smart
3. The EQ Edge: Emotional Intelligence and Your Success", Steven J. Stein and Howard published, Jossey-Bass
4. Mindset: The New Psychology of Success", Carol S. Dweck, Random House
5. The Time Trap: The Classic Book on Time Management", Alec Mackenzie, Anacom

2nd Semester Syllabus
For
Post Graduate Programme
MASTER OF BUSINESS ADMINISTRATION
With Effect from 2024-25
Department of Management Studies, PIET

MBA-102A, Business Optimization Techniques

(Core Course)

(Prerequisite: None)

Max. Marks: 100

External: 60

Internal: 40

Time 3 Hours

Course Objective: To develop analytical and problem-solving skills by applying Operations Research techniques, including Linear Programming, Game Theory, Inventory Management, Transportation, Assignment, and Advanced Operations Models, to optimize decision-making in complex business scenarios.

Instructions for Paper Setter:

The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): **Part A** will have 10 Multiple Choice Questions (MCQs) each having one Mark, **Part B** will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, **Part C** will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, **Part D** will have case-based questions having 15 marks

Contents
Unit-1: Introduction to Operations Research and Linear Programming (Contact Hours: 10)
Operation Research – meaning, process and role of OR models in managerial decision- making. Linear programming, meaning, assumption, usage & application in business decision making. Formulation of linear programming problem and its solution by graphical and Simplex methods. Integer programming, goal programming
Unit-2: Game Theory (Contact Hours:8)
Introduction to game theory, minimax criterion, optimal strategies, solutions for games with and without saddle points, analysis of 2x2 games, dominance principle, and strategies for m x 2 and 2 x n games.
Unit-3: Inventory Management (Contact Hours: 8)
Introduction to inventory management covering single item models, deterministic models, purchase inventory models with price breaks, stochastic models, and scenarios including instantaneous production, instantaneous demand, continuous demand, and no setup cost. Application of Inventory management techniques in business.
Unit IV: Transportation, Assignment, and Advanced Operations Models (Contact Hours: 16)
Transportation Problem:- Methods of Basic Initial solution: North West Corner Method, Least Cost Methods, Vogel Approximation Method, Optimal solution method: MODI method, Transshipment problem. Assignment Problem: Maximization case, multiple optimal solution, minimization case, travelling salesmanship problem using Hungarian method. Role and importance of PERT/CPM in business decision making.

Course Outcomes

After completion of this course students would be able to		Bloom's Level
CO1	Understand role of quantitative techniques in managerial decision-making environment	Understand
CO2	Understand the usage of Game theory mathematical models.	Understand
CO3	Understand inventory management techniques to optimize business operations, considering various models and demand scenarios.	Understand
CO4	Apply Assignment Problem & Transportation Problem for Solving Business Problem	Apply

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	3	3	1	2	1	2	2	3	2
CO 2	3	3		1	1	2	2	3	1
CO 3	3	3	1	2	1	3	2	3	3
CO 4	3	3		1	1	2	2	3	2

Suggested Readings:

1. Sharma, J.K. : Operations Research : Theory and Applications, New Delhi, Macmillian India Ltd.
2. Kapoor, V.K.: Operations Research, New Delhi, Sultan Chand
3. Mathur, K and Solow, D. : Management Science, Englewood, New Jersey, Prentice Hall Inc.
4. Narang, A.S. : Linear Programming Decision-Making. New Delhi, Sultan Chand
5. N.D. Vohra : Quantitative Techniques in Management, Tata McGraw Hill, 2001.

MBA-104A, Business Research Methodology

(Core Course)

(Prerequisite: MBA-111A, Quantitative Techniques for Business Decisions)

Max. Marks: 100

External: 60

Internal: 40

Time 3 Hours

Course Objective: To equip students with the ability to design and execute a comprehensive research project, encompassing problem identification, hypothesis formulation, data collection, analysis, and interpretation, to address real-world business challenges effectively.

Instructions for Paper Setter:

The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): **Part A** will have 10 Multiple Choice Questions (MCQs) each having one Mark, **Part B** will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, **Part C** will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, **Part D** will have case-based questions having 15 marks

Contents
Unit 1: Fundamentals of Business Research (Contact Hours: 08)
Research: Meaning, Nature, Scope, Objectives, and Types; Research Process; Hypothesis: Qualities of a Good Hypothesis; Scientific Method of Research.
Unit 2: Research Design and Data Collection (Contact Hours: 10)
Importance of Literature Review; Research Design; Sources of Data; Sampling Techniques and Errors; Research Design Types: Exploratory, Descriptive, Experimental; Qualitative Research Methods; Quantitative Research Methods; Observation Studies; Surveys; Experiments and Test Markets; Scaling and Measurement Techniques.
Unit 3: Data Analysis, Research Reporting, and Ethics (Contact Hours: 10)
Data Editing, Coding, and Tabulation; Data Visualization; Analysis and Interpretation of Data; Validity and Reliability in Research; Business Research Reports: Format and Criteria for Judging a Good Research Report Research Ethics
Unit 4: Advanced Data Analysis Techniques and Software Applications (Contact Hours: 15)
Advanced Techniques of Data Analysis: Correlation and Regression Analysis, Factor Analysis, Cluster Analysis, Conjoint Analysis, Multidimensional Scaling, Content Analysis, Time Series Analysis; Usage of Data Analysis Software such as Excel, R-Studio

Course Outcomes

After competition of this course students would be able to		Bloom's Level
CO1	Understand the fundamentals of business research	Understand
CO2	Apply research methodologies, including qualitative and quantitative techniques, to construct research designs	Apply
CO3	Prepare data effectively for analysis using various tools and techniques.	Analyse
CO4	Utilize advanced data analysis techniques and software tools to prepare comprehensive business research reports.	Apply

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	3	2	1	1	1	1	2	2	2
CO 2	3	3	1	2	1	2	2	3	2
CO 3	2	3	1	1	1	2	2	3	2
CO 4	3	3	2	2	2	3	3	3	3

Suggested Readings:

1. Chawla, D. & Sondhi, N. Research Methodology: Concept and Cases. Vikas Publishing.
2. Malhotra, N. K., Marketing Research, Pearson.
3. Cooper, D. R. and Schindler, P. S., Business Research Methods, McGraw-Hill.
4. Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M., Business Research Methods, Cengage India Private Limited
5. Hair Jr., J. F., Page, M., & Brunsveld, N., Merkle, A., Cleton, N., Essentials of Business Research Methods, Routledge.

MBA-106A, Operations Management

(Core Course)

(Prerequisite: None)

Max. Marks: 100

External: 60

Internal: 40

Time 3 Hours

Course Objective: This course aims to develop an understanding of production and operations management, focusing on efficient management of processes, resources, and competencies in both manufacturing and service sectors. It is designed for students targeting roles in manufacturing, supply chain, design, procurement, production, logistics, sales, and service delivery.

Instructions for Paper Setter:

The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): **Part A** will have 10 Multiple Choice Questions (MCQs) each having one Mark, **Part B** will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, **Part C** will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, **Part D** will have case-based questions having 15 marks

Contents
Unit-1: Introduction to Operations and Process Analysis (Contact Hours: 13) Operations strategy framework – cost, quality, efficiency and strategic trade-offs; Process view of operations: Process Flow Diagrams; Decision Tree Analysis; Process design in manufacturing and service industries
Unit-2: Lean Operations (Contact Hours: 10) Inventory management: Pros and Cons of JIT, MRP, EOQ and DSI; Inventory Carrying Cost and Stock outs. Capacity planning and Demand Forecasting: Aligning capacity with demand; Introduction to Lean concepts in manufacturing and services: Tools and Concept; Lean manufacturing; Waste Management; Theory of constraints
Unit-3: Statistical Quality Control (Contact Hours: 9) Measures & dimensions of quality: Quality Assurance, TQM; Statistical process Control: Control charts, Six Sigma and Process Stability Metrics; PPC
Unit-4: Supply Chain Design (Contact Hours: 10) Supply Chain Management: Strategic sourcing, Supply chain innovations, Distribution network design; Digital supply chains driven by blockchain; IoT; additive manufacturing; Industry 5.0 and future of POM: Opportunities and challenges for Indian manufacturing

Course Outcomes:

After completion of this course students would be able to		Bloom's Level
CO1	Understand and describe key concepts and issues of operations management in manufacturing and service organizations.	Understand
CO2	Understand different lean manufacturing techniques in production and operations management.	Understand
CO3	Plan and implement effective and efficient flow, replenishment, and control of materials	Apply
CO4	Develop production and operations strategies while maintaining quality and sustainability	Apply

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	3	1	1	2		1		1	1
CO 2	3	2		1	1	1		3	
CO 3	3	3	1	1		1	2	2	1
CO 4	3	1	2	2	2	2	2	2	2

Suggested Readings:

- Operations Management by William J. Stevenson-Latest edition
- Supply Chain Management: Strategy, Planning, and Operation by Sunil Chopra and Peter Meindl-Latest edition
- Articles, news items and tutorials from the internet
- Case Studies and Research papers

MBA-108A, Marketing Management

(Core Course)

(Prerequisite: None)

Max. Marks: 100

External: 60

Internal: 40

Time 3 Hours

Course Objective: Objective of this course is to make students understand customer needs and develop strategies to meet those needs profitably

Instructions for Paper Setter:

The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): **Part A** will have 10 Multiple Choice Questions (MCQs) each having one Mark, **Part B** will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, **Part C** will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, **Part D** will have case-based questions having 15 marks

Contents
Unit-1: Marketing Fundamentals (Contact Hours: 10) Marketing: Meaning, Nature, Scope, Evolution, and Importance, Modern concepts of marketing (Holistic Marketing), Marketing Mix and STP (Segmentation, Targeting, and Positioning); tools of product differentiation, building and delivering customer value and satisfaction; retaining customers; Strategies to enhance customer experience across different touchpoints, rural marketing, . marketing environment
Unit-2: Consumer Behaviour (Contact Hours: 10) Consumer markets and organization markets and their buying behavior: Consumer Behaviour, importance, buying motives, buying process, and factors influencing consumer behaviour, Organisational buying behavior: importance, buying motives, buying process, and factors influencing organizational buying behaviour
Unit-3: Product and Pricing Decisions (Contact Hours: 09) Product decisions: concept, classification, product-line decisions, new product development process, product life cycle: marketing strategies in the different stage of the product life cycle, Packaging and Branding decisions, Pricing Concepts: Strategies-Value based, Cost based, Market based, Competitor based, new product pricing – Price Skimming & Penetration pricing, Use of dynamic and personalized pricing in digital environments, factors affecting pricing.
Unit-4: IMC and Distribution (Contact Hours: 10) Integrated Marketing Communication: Promotion-Mix (Advertising, sales promotion, public relations, personal selling, and direct marketing, online marketing), fundamentals of retailing, Channels of distribution: Concept, types, and factors affecting channel selection, Channel management decisions, Channel conflict, wholesaling and retailing. Emerging concepts in Marketing

Course Outcomes

After completion of this course students would be able to		Bloom's Level
CO 1	Discuss the fundamental concepts and modern theories of marketing.	Understand
CO 2	Explain the components and processes of marketing research and consumer behaviour.	Understand
CO 3	Illustrate the decision-making processes related to products and pricing strategies.	Apply
CO 4	Examine the elements of marketing communication and distribution channels.	Analyze

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	3	2	2	2	2		2	2	3
CO 2	2	2	2	2			2	3	2
CO 3	3	3	2	2	2	2	3	3	3
CO 4	3	2	2	2		2		3	3

Suggested Readings:

1. Philip Kotler, Kevin lane Keller: Marketing Management, Pearson Prentice-Hall.
2. V.S. Ramaswamy, S. NamaKumari: Marketing Management, Macmillan Publisher India Ltd.
3. Dhru Grewal, Michael Levy, Marketing, Tata McGraw-Hill Publishing Company Limited.
4. Rajan Saxena, Marketing Management, Tata McGraw-Hill Publishing Company Limited.
5. Nargundkar, Marketing Research - Text and Cases, McGraw Hill Education.

MBA-110A, Financial Management

(Core Course)

(Prerequisite: MBA-109A, Accounting for Managers)

Max. Marks: 100

External: 60

Internal: 40

Time 3 Hours

Course Objective: Develop the ability to analyze and apply key financial management principles to make informed decisions regarding investment, financing, and dividend strategies in a dynamic business environment

Instructions for Paper Setter:

The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): **Part A** will have 10 Multiple Choice Questions (MCQs) each having one Mark, **Part B** will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, **Part C** will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, **Part D** will have case-based questions having 15 marks

Contents
Unit-1: Introduction to Corporate Finance (Contact Hours: 10)
Introduction to Corporate Finance, Profit Maximization vs Wealth Maximization, Types of financial decisions– Finance Decision, Investment Decision, Dividend Decision. Risk-Return Trade-off in Finance Functions. Concept of Time Value of Money.
Unit-2: Investment Decision (Contact Hours: 12)
Long -term investment decisions: Capital Budgeting –Nature and meaning of capital budgeting; Estimation of relevant cash flows and Difficulties determining cash flows; Evaluation techniques and methods of capital budgeting Risk analysis. Management of working capital - Cash, Receivables and Inventory Management.
Unit-3: Financing Decision (Contact Hours: 12)
Sources of finance: Cost of capital; Concept and importance, Computations of cost of various sources of finance; Weighted Average Cost of Capital, Capital Assets Pricing Model (CAPM). Capital Structure decisions; Theories of capital structure, Factors determining capital structure. Optimum capital structure. Financial Modelling, essentials and financial modeling framework.
Unit-4: Dividend Decision (Contact Hours: 8)
Internal Financing and Dividend Policy Decision - Dividend and Capital; The irrelevance of dividends: General, MM hypothesis; Relevance of dividends: Walter's model, Gordon's model.

Course Outcomes

After completion of this course students would be able to		Bloom's Level
1	Describe the various concept related to financial management.	Understand
2	Examine the long-term and short-term investment opportunities.	Apply
3	Analyse capital structure and facilitate decision making.	Analyse
4	Understand the basics theories of dividend policies.	Understand

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	3	-	-	2	2	2	1	2	2
CO 2	2	2	2	2	2	2	2	2	2
CO 3	2	2	2	2	1	2	1	2	3
CO 4	2	2	2	2	1	2	1	1	2

Suggested Readings:

1. Khan, M.Y. and Jam, P.K. : Financial Management, McGraw Hill, 2001.
2. Pandey, IM. : Financial Management, Vikas Publication House, 2000.
3. Brealey, R.R., Myers.S., Allen, F., & Mohanty, P. Principles of Corporate Finance, Tata Mc-Graw Hill.
4. Chandra, Financial Management, McGraw Hill Education.
5. Gupta, S. K., Sharma, R. K. Financial Management: Theory and Practice, Kalyani Publishers.

MBA-112A, Human Resource Management

(Core Course)

(Prerequisite: MBA-101A, Management Process and Organizational Behaviour)

Max. Marks: 100

External: 60

Internal: 40

Time 3 Hours

Course Objective: To equip MBA students with the ability to analyze and implement key human resource management practices, such as recruitment, performance appraisal, and employee development, aligning them with organizational goals and strategic objectives.

Instructions for Paper Setter:

The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): **Part A** will have 10 Multiple Choice Questions (MCQs) each having one Mark, **Part B** will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, **Part C** will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, **Part D** will have case-based questions having 15 marks

Contents	
Unit-1: Introduction to Human Resource Management: Theoretical aspects and Functions	(Contact Hours: 10)
Human Resource Management- Concept, Scope and Functions of HRM; Evolution of HRM: HR Philosophy, HR Policies.; Theoretical Perspectives; HR Models; Role of HR in contemporary organizations; HR Challenges in a changing business environment: types of challenges and addressing HRM challenges.	
Unit-2: Integrated Human Resource Functions	(Contact Hours: 9)
Human Resource Planning and Forecasting; Job Analysis; Recruitment, Selection and Retention of human resources: retention strategies, measuring and improving retention; Placement: effective placement strategies, Induction and Socialization: stages of socialization and socialization tactics; Learning, Training and Development.	
Unit-3: Employee performance evaluation and rewarding	(Contact Hours: 12)
Performance Appraisal: methods, process, challenges, Performance Management and Potential Appraisal: integration with organizational strategy and concept of Balanced scorecard; Career Management: stages, process of career development; Job Evaluation; Compensation Management, Rewards and Recognition Programs,	
Unit-4: Managing Employee Relations and Welfare	(Contact Hours: 12)
Employee relations: Employee involvement, Employee commitment, Employee engagement practices, Employee retention, Employee Separations Practices, Industrial Relations and Trade Unions; Industrial Dispute/Conflict Resolution and Grievance Management; Occupational Safety and Health; HR Ethics. HR Analytics.	

Course Outcomes

After completion of this course students would be able to		Bloom's Level
CO 1	Understand and articulate the Human Resource Management concepts, theories and HR models	Understand
CO 2	Integrate effective HR planning and forecasting process with primary HR functions	Apply
CO 3	Illustrate performance management systems by integrating human resource planning techniques with comprehensive evaluation methods of performance appraisal	Analyze
CO 4	Analyze employee relations practices and industrial relations, dispute resolution, and HR Skills ethical issues within organizations.	Analyze

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	3	2	2	2	2	1	2	2	3
CO 2	3	3	2	2	2	2	2	3	3
CO 3	3	3	2	2	2	2	2	3	3
CO 4	2	3	3	3	2	2	2	3	3

Suggested Readings:

1. Dessler, G., & Varrkey, B. Human Resource Management, Pearson Education India.
2. Aswathappa, K. E. M. A. L., Human resource management: Text and cases., Tata McGraw Hill, New Delhi.
3. Rao, V. S. P., Human resources management: text and cases. Excel Books India.
4. Ivancevich, J. M., & Konopaske, R., Human resource management. McGraw Hill Education
5. Seema Sanghi, Human Resource Management, Macmillan India Publication.

MBA-114A, Corporate Governance, Business Ethics and Sustainability

(Core Course)

(Prerequisite: None)

Max. Marks: 100

External: 60

Internal: 40

Time 3 Hours

Course Objective: To equip students with a comprehensive understanding of Corporate Governance, Business Ethics, Corporate Social Responsibility, and Sustainability, enabling them to integrate ethical practices, governance models, and sustainable strategies into business operations for long-term value creation.

Instructions for Paper Setter:

The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): **Part A** will have 10 Multiple Choice Questions (MCQs) each having one Mark, **Part B** will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, **Part C** will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, **Part D** will have case-based questions having 15 marks

Contents
Unit-1: Corporate Governance (Contact Hours: 10) Evolution & Significance: Corporate Governance: Meaning – Definition – Evolution – Historical Perspective of Corporate Governance – Nature and Scope of Corporate Governance – Need for Corporate Governance – Essentials of Corporate Governance – Objectives of Corporate Governance – Benefits and Limitations of Corporate Governance – Structure - Theories
Unit-2: Corporate Governance Committees and Models (Contact Hours: 10) CG Committees: Cadbury Committee, Greenbury Committee, Hampel Committee, Sarbanes – Oxley Act, 2002, Blue Ribbon Committee, King Committee, Kumara Mangalam Birla Committee, Narayan Murthy Committee, CII Task Force Committee – CG Models: Anglo American, German, Japanese and Indian Model
Unit-3: Business Ethics (Contact Hours: 10) Understanding the need for ethics, Ethical values, ethical codes, Ethical Principles in Business; Theories of Ethics, Absolutism versus Relativism, Teleological approach, the Deontological approach, Kohlberg's six stages of moral development (CMD), Managing Ethical Dilemma; Characteristics, ethical decision making, ethical reasoning, the dilemma resolution process; Ethical Culture in Organization, Ethical and value-based leadership. Technological Advancement and Business Ethics
Unit-4: Corporate Social Responsibility and Sustainability (Contact Hours: 12)

Definition- Evolution- Need for CSR: Theoretical perspectives - Corporate Citizenship-Business Practices-Strategies for CSR-Challenges and implementation, CSR in India, Sustainability: Meaning and Scope- Corporate Social Responsibility and Corporate Sustainability-Triple Bottom Line (TBL). Corporate Sustainability Reporting Frameworks-Global Reporting Initiative Guidelines, Social and Environmental Responsibilities of Business

Course Outcomes

After completion of the course student will be able to		Bloom's Level
CO 1	Understand the nature, scope, and significance of corporate governance in modern business.	Understand
CO 2	Evaluate the benefits and limitations of corporate governance frameworks in real-world scenarios.	Evaluate
CO 3	Understand the importance of Ethics in the business	Understand
CO 4	Analyse CSR practices in India and their impact on corporate governance and sustainability	Apply

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	2	1	2	2		1		2	2
CO 2	3	2	2	2			2	2	
CO 3	1	1	3	3					1
CO 4	2	2	2	3		1	1	2	2

Suggested Readings:

1. Tom Cannon, Corporate Responsibility: Governance, Compliance and Ethics in a Sustainable Environment, Pearson Publication.
2. Madhumita Chatterji, Corporate Social Responsibility, Oxford Higher Education
3. Paul E Peterson, O.C. Ferrell, Business Ethics: New Challenges for Business Schools and Corporate Leaders, Routledge, Taylor & Francis Group
4. A.C. Fernando, Business Ethics and Corporate Governance, Pearson
5. K. P. Muraleedharan and E. K. Satheesh, Fernando's Business Ethics and Corporate Governance, Pearson

MBA-172A, Data Visualization

(Core Course)

(Prerequisite: Fundamental of Analytics, MBA-171A)

Max. Marks: 100

External: 50

Internal: 50

Time 3 Hours

Course Objective: Objective of this course is to make students develop proficiency in using Tableau and Power BI to create effective and interactive data visualizations.

Contents
Unit-1: Visual Storytelling and Data Visualization Essentials (Contact Hours: 10)
Overview of Tableau Public, Understanding the Tableau interface, Connecting to different data sources, Exploring Tableau's data types and data management, Storytelling with Data: Creating and organizing data story points, Creating a data story. Creating Basic Visualizations: Bar Charts, Line Charts, and Pie Charts, Data Preparation and Cleaning Techniques, Calculated Fields in Tableau
Unit-2: Creating and Optimizing Interactive Dashboards (Contact Hours: 10)
Introduction to dashboards in Tableau, Adding and arranging worksheets on a dashboard, Building a basic dashboard, Creating interactive dashboards by adding filters and parameters, optimizing Tableau workbook, Publishing and sharing reports over Tableau.
Unit-3: Power BI Interface and Data Modeling (Contact Hours: 12)
Introduction to Power BI: Understanding the Power BI interface, Data Connections and Basic Visualizations, Data Preparation and Transformation, Data Modeling and Relationships, Advance Chart Types.
Unit-4: Building Interactive Dashboards and Advanced Data Analysis (Contact Hours: 12)
Building Interactive Dashboards: Introduction to dashboards in Power BI, Best practices for dashboard design, Advanced Data Analysis and Calculations: Introduction to DAX (Data Analysis Expressions), Creating and using calculated tables, Using quick measures, Dynamic analysis with parameters and Slicers, Working with Time Series Data: Importing and preparing time series data, Visualizing trends over time, Creating time series visualizations

Course Outcomes

After completion of the course student will be able to		Bloom's Level
CO 1	Understand the fundamentals for creation of basic visualizations.	Understand
CO 2	Gain proficiency in navigating the Power BI interface and effectively managing data modelling and relationships.	Understand
CO 3	Analyse data to extract critical insights through advanced techniques such as DAX calculations and time series visualizations in Power BI.	Analyse
CO 4	Design dynamic, optimized dashboards, ensuring effective data communication through best practices in interactivity and sharing, enhancing interactivity and effectively sharing reports.	Apply

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	1	2					2	3	2
CO 2	1	2					2	3	2
CO 3	1	3		1			2	3	3
CO 4	1	3		1	2		2	3	3

Suggested Readings:

1. Sringeswara, S., Tiwari, P. & Kumar, U.D., Data Visualisation: Storytelling Using Data
2. Chaturvedi, A., Malik, P., Mastering Data Visualization with Tableau BPB.
3. Jack A Hyman, Microsoft Power BI For Dummies, Wiley
4. Deckler, G. & Powell, B., Mastering Microsoft Power BI, Packt
5. Alexander Loth, Nate Vogel, Sophie Sparkes, Visual Analytics with Tableau, Wiley

MBA-174A, Managerial Personality Development - II

(Core Course)

(Prerequisite: Managerial Personality Development-I, MBA-173A)

Max. Marks: 100

External: 50

Internal: 50

Time 3 Hours

Course Objective: This course is designed to help MBA students develop skills in strategic and ethical decision-making and enhancing their professional abilities through mock interviews and presentations.

Contents
Unit-1: Strategic and Ethical Decision-Making (Contact Hours: 8)
Strategic Decision-Making: Importance and impact of decision-making in business environments. Ethical Decision Making: Role of ethics in decision-making and navigating moral dilemmas in business contexts. Group Decision Making and Dynamics: Examination of decision-making within teams and the dynamics influencing outcomes. Decision-Making in Crisis and Uncertainty: Strategies for effective decision-making under pressure and in uncertain situations.
Unit-2: Mock Interviews (Contact Hours: 8)
Interview Etiquette: Learning professional conduct, including dress code, body language, and communication skills. Simulated Interviews: Participating in mock interviews with real-time feedback to refine performance and etiquette. Participating in mock interviews. Delivering presentations. Developing an interview strategy. Taking care of the details. Practicing for the interview. Handling challenging questions and situations. Stress interviews, traditional interviews. Understanding the job description.
Unit-3: Developing Key Traits: Creativity, Critical Thinking, Problem Solving and decision making (Contact Hours: 8)
Creativity: Stages of the creative process, techniques for enhancing creativity, brainstorming, mind mapping, lateral thinking, and overcoming barriers. Critical Thinking: Elements of critical thinking clarity, accuracy, precision, relevance, depth, breadth, logic, fairness, analyzing arguments and reasoning. Problem Solving: Planning and executing solutions, monitoring and evaluating outcomes, continuous improvement, and learning from failures. Group Presentations: Problem-solving projects, feedback, and discussion
Unit-4: Survival Strategies (Contact Hours: 8)
Stress Management: Strategies for managing stress, resilience, work-life balance. Case Studies and Real-World Applications: Analysis of successful survival strategies in various industries. Group Discussion: Introduction to Group Discussion: Purpose and preparation for group discussions. Skills for Effective Participation: Traits tested, initiating a discussion, non-verbal communication. Types of Group Discussions: Various formats and effective participation techniques.

Course Outcomes

After completion of the course student will be able to		Bloom's Level
CO 1	Evaluate personal interview performance and professional conduct based on feedback, refining communication and presentation strategies.	Evaluate
CO 2	Understand the significance of professional conduct, including interview etiquette, body language, and communication skills.	Understand
CO 3	Analyze strategic and ethical decision-making processes in business environments, including handling crises and uncertainty.	Analyse
CO 4	Demonstrate professionalism in mock interviews, including etiquette, body language, and effective communication strategies.	Apply

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	2	3	3	2	2	2	3	2	3
CO 2	2	3	2	2	2	2	3	2	3
CO 3	3	3	3	3	2	3	2	3	3
CO 4	2	3	3	2	2	2	3	2	3

Suggested Readings:

1. Making Ethical Decisions, Michael Josephson, Josephson Institute of Ethics
2. How to Ace Your Interview, Michelle Winfrey, CreateSpace Independent Publishing Platform
3. The Art of Thinking Clearly, Rolf Dobelli, HarperOne
4. The Stress Solution", Rangan Chatterjee, Hachette UK
5. Decision Making and Problem Solving Strategie, John Adair, Kogan Page

3rd & 4th Semester Syllabus
For
Post Graduate Programme
MASTER OF BUSINESS ADMINISTRATION
With Effect from 2024-25
Department of Management Studies, PIET

Semester III

MBA-201A, Entrepreneurship Development

(Core Course)

(Prerequisite: None)

Max. Marks: 100

External: 60

Internal: 40

Time 3 Hours

Course Objective: To equip students with entrepreneurial knowledge and skills by exploring foundational concepts, recognizing market opportunities, applying design thinking, building business plans, and navigating the entrepreneurial ecosystem through strategic and technology-driven approaches.

Instructions for Paper Setter:

The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): **Part A** will have 10 Multiple Choice Questions (MCQs) each having one Mark, **Part B** will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, **Part C** will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, **Part D** will have case-based questions having 15 marks

Contents
Unit 1: Foundations of Entrepreneurship (Contact Hours: 6) Concept and Evolution of Entrepreneurship, Entrepreneurial Mindset and Characteristics, Types of Entrepreneurship, Entrepreneur vs. Manager vs. Intrapreneur, Theories and Models of Entrepreneurship, The Entrepreneurial Process, Effectuation and Causation Theories, The Evolving Landscape of Entrepreneurship: Emergence of Freelancing, Gig Economy, and Independent Work Models.
Unit 2: Opportunity Identification and Business Planning (Contact Hours: 10) Opportunity Recognition and Creativity, Market Research and Feasibility Analysis, Business Models and Value Proposition Design, Lean Canvas Model, Business Plan Development, Go-to-Market (GTM) Strategy, Lean Startup Methodology, Entrepreneurial Strategy and Competitive Positioning, Blue Ocean Strategy: Tools for Opportunity Creation Beyond Market Competition.
Unit 3: Design Thinking for Innovation (Contact Hours: 14) Design Thinking – Principles and Process; Exploration and Application of Empathy Mapping and User Research Tools; Approaches for Problem Definition (Point-of-View Statements); Techniques for Ideation and Concept Evaluation; Prototyping Methods and Rapid Experimentation Tools; User Testing, Feedback Integration, and Iterative Validation; Disruptive Innovation Theory.
Unit 4: Entrepreneurial Ecosystem & Contemporary Applications (Contact Hours: 12)

Startup Ecosystem and Government Initiatives in India, Funding Sources and Institutional Support, Legal and IPR Considerations, Challenges and Risks in Entrepreneurship, Family Business and Succession Planning, Social Entrepreneurship, Triple Bottom Line and Sustainable Innovation, Corporate Entrepreneurship and Intrapreneurship, Tech-Enabled Entrepreneurship, Startup Metrics and KPIs, Startup Valuation and Exit Strategies.

Course Outcomes: After completion of the course student will be able to		Bloom's Level
CO 1	Explain the foundational theories, evolution, and role of entrepreneurship in economic and social development.	Understand
CO 2	Evaluate market opportunities and apply feasibility tools to design customer-centric business models and business plans.	Evaluate
CO 3	Apply design thinking frameworks to solve user-focused problems using iterative innovation and prototyping.	Apply
CO 4	Assess startup ecosystem dynamics and formulate innovative and sustainable entrepreneurial strategies aligned with contemporary trends.	Create

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	3	1	1	2		2	1	1	2
CO 2	3	3		2	1	2	1	3	3
CO 3	2	2	1	1	2	3	1	2	3
CO 4	3	3	1	2	2	3	2	3	3

Suggested Readings:

1. Barringer, B. R., & Ireland, R. D. "Entrepreneurship: Successfully Launching New Ventures." Pearson.
2. Brown, T. "Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation." HarperBusiness.
3. Hisrich, R. D., Peters, M. P., & Shepherd, D. A. "Entrepreneurship." McGraw-Hill Education.
4. Kuratko, D. F., & Rao, T. V. "Entrepreneurship: A South-Asian Perspective." Cengage Learning.
5. Rajeev Roy. "Entrepreneurship." Tata McGraw-Hill Education.
6. Ries, E. "The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses." Crown Business.
7. Scarborough, N. M. "Essentials of Entrepreneurship and Small Business Management." Pearson.

MBA-271A, Digital Marketing (Lab)
(Core Course)
(Prerequisite: MBA-108A, Marketing Management)

Max. Marks: 100
 External: 50
 Internal: 50
 Time 3 Hours

Course Objective: The objective of this course is to equip students with a comprehensive understanding of digital marketing fundamentals, various online marketing strategies, social media marketing, website optimization, analytics, customer relationship management (CRM), and digital well-being.

Contents
Unit-1: Fundamentals of Digital Marketing (Contact Hours: 08) Introduction to Digital Marketing: Definition, Scope, Importance. Evolution of Digital Marketing. POEM Framework. 7C Framework of Digital Marketing. 5A's Consumer Path. Funnel Approach in Digital Marketing. Conversion Funnel and Consumer Journey Mapping
Unit-2: Types of Digital Marketing (Contact Hours: 16) Search Engine Optimization (SEO): Basics, On-page & Off-page SEO, Keyword research using Ubersuggest/Google Keyword Planner. Search Engine Marketing (SEM): Paid Ads, PPC, Google Ads. Social Media Marketing (SMM): Organic vs Paid, Platform-based strategies. Email Marketing: List building, designing campaigns, Mailchimp campaign design and analytics. Affiliate Marketing: Overview, Generate affiliate links (Amazon Associates), Influencer Marketing: Types, KPIs, Collaborations. Content Marketing & Mobile Marketing
Unit-3: Website Development, Auditing & Analytics (Contact Hours: 12) Website Creation Tools: Wix, Canva, WordPress Basics, Website Optimization & Auditing, Google Search Console & Submitting a Website on Google, Google Analytics: Setting Up & Data Interpretation
Unit-4: CRM, CX & Digital Well-being (Contact Hours: 08) Customer Relationship Management, CRM Tools, Customer Experience (CX). CX vs. CRM. Online Reputation Management (ORM). Social Listening: Tools and Techniques. Digital Well-being, Ethical Digital Marketing Practices, Digital Detox

Course Outcomes: After completion of the course student will be able to		Bloom's Level
CO 1	Understand key concepts, theories, and frameworks in digital marketing	Understand
CO 2	Apply various types of digital marketing including SEO, SEM, SMM, and others in practical scenarios.	Apply
CO 3	Develop basic websites and evaluate web performance using analytics tools.	Create
CO 4	Analyze CRM, customer experience, and online reputation in a digital ecosystem	Analyze

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	3	2		2			2	3	2
CO 2	3	2		2	2		2	3	3
CO 3	2	2	2		3	2		2	3
CO 4	2	2	2	2		3	2	3	2

Suggested Readings:

1. Chaffey, Dave & Fiona Ellis Chadwick, Digital Marketing: Strategy, Implementation & Practice, Pearson.
2. Vandana Ahuja, Digital Marketing, Oxford University Press.
3. Hanson, W & Kirthi Kalyanam, Internet Marketing and E-Commerce, Cengage Learning.
4. Kotler et al., Marketing 4.0: Moving from Traditional to Digital, Pearson.
5. Kingsnorth, Simon, Digital Marketing Strategy: An Integrated Approach to Online Marketing, Kogan Page.
6. Michael Miller, B2B Digital Marketing: Using the Web to Market Directly to Businesses, Pearson.

MBA-271A, Business Simulation (Lab)
(Non-Credit Mandatory Course)

(Prerequisite: None)

Course Objective: The objective of this course is to develop students' decision-making and strategic thinking abilities within a simulated business environment by integrating multi-disciplinary concepts essential for effective business management. It aims to simulate real-world business scenarios to enhance practical learning, encourage teamwork, and build competencies in analyzing performance data and formulating strategic responses for improved business outcomes.

Contents	
Unit-1: Introduction to Business Simulation and Strategic Planning	
(Contact Hours: 6)	
Overview of business simulations and their relevance in management education, Structure and rules of the simulation environment, Role allocation and team formation, Introduction to strategic planning in simulations (mission, objectives, KPIs), Setting up initial decisions (market entry, resource allocation, pricing strategy)	
Unit-2: Functional Decision-Making in a Simulated Enterprise	
(Contact Hours: 6)	
Marketing decisions (product mix, pricing, promotion, market research, Operations decisions (production planning, inventory, logistics, Finance decisions (budgeting, funding options, cost analysis, HR decisions (recruitment, training, compensation, Interdependency of functional areas in simulation gameplay)	
Unit-3: Business Performance Analysis and Mid-Game Review	
(Contact Hours: 6)	
Use of dashboards and simulation reports for decision-making, Financial statement analysis and key performance metrics, Strategic realignment and adjustments based on competitor moves, Mid-game presentations and peer feedback, Crisis management and contingency planning within simulations	
Unit-4: Final Competition and Strategic Insights	
(Contact Hours: 6)	
Final rounds of decision-making with evolving market scenarios, Cumulative evaluation of performance: ROI, market share, customer satisfaction, Final report preparation: strategic summary and learning reflections, Group presentations: strategy evolution, learning outcomes, and team performance, Feedback and instructor-led debrief on overall learning and industry alignment	

Course Outcomes: After completion of the course student will be able to		Bloom's Level
CO 1	Apply fundamental business concepts in a simulated environment to make informed decisions across various functional domains	Apply
CO 2	Develop strategic thinking and teamwork by interpreting competitive scenarios and allocating resources efficiently	Create

CO 3	Analyze simulation-generated data and performance reports to evaluate business strategies and financial outcomes	Analyse
CO 4	Demonstrate leadership and collaboration skills in solving complex, dynamic business challenges in a virtual market	Apply

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	3	2	1	2	2	2	1	3	3
CO 2	2	2	2	2	3	3	2	2	3
CO 3	3	3	1	2	2	2	2	3	3
CO 4	2	2	3	2	3	2	2	2	3

Software/Platform:

AIMA Business Simulation platform approved by the department

Semester IV

MBA-202A, Indian Knowledge System and Management Practices

(Core Course)

(Prerequisite: None)

Max. Marks: 100

External: 60

Internal: 40

Time 3 Hours

Course Objective: The objective of this course is to provide students with a foundational understanding of Indian Knowledge Systems (IKS) and their relevance to modern management practices. It aims to integrate ancient wisdom, ethical values, and sustainable approaches from Indian traditions into contemporary business and leadership contexts.

Instructions for Paper Setter:

The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): **Part A** will have 10 Multiple Choice Questions (MCQs) each having one Mark, **Part B** will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, **Part C** will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, **Part D** will have case-based questions having 15 marks

Contents
Unit-1: Introduction to IKS (Contact Hours: 12)
Indian Knowledge Systems: An Overview – Importance of Ancient Knowledge, Defining Indian Knowledge Systems and its relevance, The IKS Corpus – A Classification Framework, Chaturdasha Vidyasthana, The Vedic Corpus – Introduction to Vedas and Vedangas, Indian Philosophical Systems – Samkhya, Yoga, Nyaya Vaishesika, Purva Mimansa and Vedanta
Unit-2: Indian Scriptures and Management (Contact Hours: 12)
Management lessons from Bhagvat Gita and Ramayana. Ancient Wisdom and Management: Introduction to Purana, Niti Shashtra and Subhashitas, Triguna Theory, Governance and Public Administration: Kautilya Arthshashtra, Concept of Indian Model of Management
Unit-3: Indian Ethos and Values (Contact Hours: 10)
Meaning and relevance, Role of Indian Ethos in Managerial Practices, VEDA model of Leadership, Theory of karma, Corporate Rishi Model, Work ethos, Values and its meaning, Relevance of Value based Management, Impact of values on stakeholders, Transcultural Human Values
Unit-4: IKS and Sustainability (Contact Hours: 11)

Human Sustainability through IKS: Investment in education Health and skill development: In Ancient India. Health and Wellness: Spirituality, Ayurveda and Yoga, Environmental Conservation in IKS : Water Management: Ancient systems like stepwells, tanks, and rainwater harvesting, Sustainable Agriculture: Practices like crop rotation, organic farming, and the use of natural fertilizers, Education and Knowledge Dissemination: Gurukul System, Harmony with Nature, Alignment with the SDGs

Course Outcomes: After completion of the course student will be able to		Bloom's Level
CO 1	Interpret the overarching framework of the Indian Knowledge System and its historical significance.	Understand
CO 2	Analyze the management principles embedded in the Indian scriptures and apply them to contemporary organizational leadership.	Analyse
CO 3	Apply the concept of Indian ethos and value-based management	Apply
CO 4	Evaluate the holistic approach to sustainability in IKS and its relevance in modern times.	Evaluate

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	2	1	1	1	1	1	1	1	1
CO 2	3	2	3	2	2	1	2	3	3
CO 3	3	1	3	3	2	1	2	3	3
CO 4	3	2	1	1	1	1	2	3	3

Suggested Readings:

1. Introduction to Indian knowledge system : concepts and applications By B. Mahadevan , Nagendra Pavana , Vinayak Rajat Bhat, PHI publications
2. Bhagavad Gita: As It Is" by A.C. Bhaktivedanta Swami Prabhupada Published by The Bhaktivedanta Book Trust.
3. Indian Philosophy, Volume 1 and 2 by S. Radhakrishnan Published by Oxford university press.
4. Chakraborty S.K., "Management Transformation by Values", New Delhi, Sage Publication.
5. Chakraborty S.K., Chakraborty Debangshu, Spirituality in Management: Means Or End?, Oxford University Press.
6. Chakraborty, S.K., Ethics in Management-Vedantic Approach, New Delhi, Oxford India Ltd,
7. Government of India (2022) *National Policy on Indian Knowledge Systems*. Ministry of Education.

MBA-204A, Business Strategy
(Core Course)
(Prerequisite: None)

Max. Marks: 100

External: 60

Internal: 40

Time 3 Hours

Course Objective: To equip students with a comprehensive understanding of strategic management concepts, tools, and frameworks, enabling them to analyze business environments, formulate effective strategies, and implement them to achieve sustainable competitive advantage in dynamic markets.

Instructions for Paper Setter:

The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): Part A will have 10 Multiple Choice Questions (MCQs) each having one Mark, Part B will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, Part C will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, Part D will have case-based questions having 15 marks

Contents
Unit-1: Introduction to Business Strategy and Strategic Intent (Contact Hours: 12)
Definition of business strategy, nature and importance of business strategy, levels of strategy – corporate, business, and functional, strategic management process, elements of strategic management, vision, mission, goals and objectives, strategic intent, hierarchy of strategic intent, core competencies, capabilities, competitive advantage
Unit-2: Environmental and Organizational Appraisal (Contact Hours: 12)
External environment analysis – PESTEL framework, industry analysis – Porter’s five forces model, internal environment analysis – resource-based view (RBV), value chain analysis, SWOT analysis, TOWS matrix, balanced scorecard, strategic fit, competitive profile matrix, benchmarking
Unit-3: Strategy Formulation and Strategic Choices (Contact Hours: 10)
Corporate level strategies – stability, expansion, retrenchment, combination, business level strategies – cost leadership, differentiation, focus, strategic alliances, joint ventures, mergers and acquisitions, BCG matrix, GE nine-cell matrix, Ansoff’s product-market grid, Porter’s generic strategies, grand strategies
Unit-4: Strategy Implementation and Evaluation (Contact Hours: 11)
Strategy implementation, role of structure, leadership, culture and resources, strategic control, balanced scorecard, strategy evaluation – criteria and techniques, corrective actions, McKinsey’s 7S framework, case studies on strategy implementation and evaluation

Course Outcomes: After completion of the course student will be able to		Bloom's Level
CO 1	Understand the foundational concepts and levels of business strategy along with strategic intent and organizational vision	Understand
CO 2	Analyze internal and external environments using strategic tools to assess organizational strengths, weaknesses, opportunities, and threats	Analyse
CO 3	Formulate appropriate business and corporate-level strategies using strategic frameworks and models for competitive advantage	Create
CO 4	Implement and evaluate strategies effectively using organizational structures, control mechanisms, and performance metrics	Evaluate

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	3	2	2	1	1	2	2	1	2
CO 2	2	3	3	2	2	2	2	3	3
CO 3	3	2	3	2	2	2	2	2	3
CO 4	3	2	3	3	2	2	2	2	3

Suggested Readings:

1. Kazmi, A. (2021). Strategic Management (4th ed.). McGraw Hill Education.
2. Subba Rao, P. (2020). Business Policy and Strategic Management (3rd Revised ed.). Himalaya Publishing House.
3. Ramaswamy, V.S., & Namakumari, S. (2020). Strategic Management: Concepts and Cases (3rd ed.). Pearson Education India.
4. Srinivasan, R. (2021). Strategic Management (6th ed.). PHI Learning Pvt. Ltd.
5. Chhabra, T.N., & Suri, R.K. (2022). Strategic Management: Text and Cases (Latest ed.). Dhanpat Rai & Co.
6. Thompson, A.A., Strickland, A.J., & Gamble, J.E. (2022). Crafting and Executing Strategy: The Quest for Competitive Advantage (23rd ed.). McGraw Hill Education.
7. David, F.R., & David, F.R. (2023). Strategic Management: Concepts and Cases – A Competitive Advantage Approach (18th Global ed.). Pearson Education.
8. Porter, M.E. (2004). Competitive Strategy: Techniques for Analyzing Industries and Competitors (Reprint ed.). Free Press.
9. Kim, W.C., & Mauborgne, R. (2015). Blue Ocean Strategy (Expanded ed.). Harvard Business Review Press.

Finance

MBA-FM-251A, Security Analysis & Portfolio Management

(Professional Elective Courses)

(Prerequisite: None)

Max. Marks: 100

External: 60

Internal: 40

Time 3 Hours

Course Objective: This course aims to equip students with knowledge of investment fundamentals, financial markets, valuation techniques, portfolio management strategies, and the application of market theories for informed decision-making in investments and financial management.

Instructions for Paper Setter:

The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): **Part A** will have 10 Multiple Choice Questions (MCQs) each having one Mark, **Part B** will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, **Part C** will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, **Part D** will have case-based questions having 15 marks

Contents
Unit-1: Investment Environment and Instruments (Contact Hours: 12)
Introduction to investments and investment environment; Types of investment avenues and financial instruments; Securities markets in India – primary and secondary markets, functions and regulatory framework; Risk and return concepts – systematic and unsystematic risk, risk-return tradeoff, calculation of expected return, standard deviation, beta, and correlation; Overview of economic, industry, and company analysis for investment decision-making
Unit-2: Investment Analysis and Market Behavior (Contact Hours: 11)
Fundamental analysis – Economic indicators, industry life cycle, and company analysis including financial statements and ratio analysis; Technical analysis – Charting techniques, trend analysis, Dow theory, moving averages, oscillators and indicators like RSI, MACD, Bollinger Bands; Efficient Market Hypothesis (EMH) – forms and implications; Behavioral finance – heuristics, biases, and anomalies in investor behavior
Unit-3: Security Valuation and Portfolio Theory (Contact Hours: 12)
Valuation of equity shares – Dividend Discount Models (DDM), Price/Earnings Ratio, Free Cash Flow models; Valuation of bonds – Yield to Maturity (YTM), Yield Curve, Duration and Convexity; Risk-free rate estimation and CAPM (Capital Asset Pricing Model); Arbitrage Pricing

Theory (APT); Portfolio theory – Markowitz Model of portfolio selection, Efficient Frontier, and optimal portfolio construction

Unit-4: Portfolio Management and Performance Evaluation

(Contact Hours: 11)

Portfolio management strategies – active vs passive management, value vs growth investing, market timing and sector rotation strategies; Portfolio performance evaluation – Sharpe ratio, Treynor ratio, Jensen’s Alpha, risk-adjusted return measures; Mutual funds – types, structure, NAV calculation, SIPs; Hedge funds and alternative investments; Role of credit rating agencies; Introduction to derivatives in portfolio management – options and futures for hedging and speculation

Course Outcomes: After completion of the course student will be able to		Bloom’s Level
CO 1	Explain the structure and functioning of investment avenues, securities markets, and risk-return concepts to support investment decisions	Understand
CO 2	Analyze company fundamentals, technical patterns, and investor behavior to assess securities using traditional and behavioral approaches	Analyse
CO 3	Apply various models to evaluate equity and bond valuations and construct optimal portfolios using risk-return frameworks	Apply
CO 4	Develop and evaluate portfolio strategies using performance metrics, mutual funds, derivatives, and credit rating information	Create

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	3	2	1	3	1	2	2	3	2
CO 2	3	3	2	3	2	3	2	3	3
CO 3	3	3	1	2	2	3	3	3	3
CO 4	3	3	2	3	2	3	2	3	3

Reference Books:

1. Fisher & Jordan, Security Analysis and Portfolio Management, Pearson Education.
2. Prasanna Chandra, Investment Analysis and Portfolio Management, Tata McGraw Hill.
3. V.A. Avadhani, Security Analysis and Portfolio Management, Himalaya Publishing House.
4. Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas Publishing.
5. S.Kevin, Security Analysis and Portfolio Management, PHI Learning Pvt. Ltd.
6. Zvi Bodie, Alex Kane & Alan J. Marcus, Investments, McGraw Hill.
7. William F. Sharpe, Gordon J. Alexander & Jeffrey V. Bailey, Investments, Pearson.

8. Frank K. Reilly & Keith C. Brown, Investment Analysis and Portfolio Management, Cengage Learning.
9. Peter L. Bernstein, Against the Gods: The Remarkable Story of Risk, Wiley.
10. Benjamin Graham & David L. Dodd, Security Analysis, McGraw Hill.

MBA-FM-253 A, Investment Banking
(Professional Elective Courses)
(Prerequisite: Corporate Finance)

Max. Marks:100
External:60
Internal:40
Time: 3 Hours

Course Objective: To provide students with foundational knowledge of investment banking, including its evolution, core services, regulatory framework, and valuation techniques. The course also aims to develop practical insights into issue management, mergers, acquisitions, and corporate restructuring, preparing students for careers in financial services

Instructions for Paper Setter:

The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): **Part A** will have 10 Multiple Choice Questions (MCQs) each having one Mark, **Part B** will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, **Part C** will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, **Part D** will have case-based questions having 15 marks

Course Contents:
Unit 1: Introduction to Investment Banking and Core Services (Contact Hours:12)
The evolution of Investment banking – Concept and Definition – Merchant Banking – Today’s major players – The culture and organization structure of Investment banks: the changing face of leadership, risk management, professional behaviour and organizational values – The structure of investment banks – Employment opportunities in investment banks – Nature of Contemporary investment banking – Service portfolio of Indian Investment banks – Domestic Issue Management – Types of Issues requiring issue management – Stages in an IPO – Role of Investment banker as Issue manager – Underwriting – Underwriting commission and Underwriting.
Unit 2: Allied Business and Regulatory Framework (Contact Hours:08)
Introduction to Allied business – Asset Management, Mutual funds, Hedge fund, and Private Equity funds – Regulatory bodies and frameworks governing investment banking and allied services – Legal and compliance aspects – SEBI guidelines and relevant laws – Risk and disclosure requirements – Role of regulatory authorities in maintaining financial stability.
Unit 3: Investment Banking and Business Valuation (Contact Hours:12)
Value and Valuation – Corporate Value vs Investment Value – Business Valuation – Drivers for Value Creation – Asset based valuation model – Income and market-based approaches – Financial forecasting – Determinants of financial forecasting – Free cash flow – Valuation in mergers and acquisitions – Application of valuation in deal structuring.
Unit 4: Corporate Restructuring and Strategic Transactions (Contact Hours:10)

Corporate Re-organization – Rationale for Corporate Re-organization – Mergers and Amalgamations – Types of Mergers – Structure of an Amalgamation – Investment banking Perspective in Merger and Amalgamations – Introduction to Acquisitions, Takeover and Buyout – Strategic Acquisitions – Negotiated deals – Role of investment bankers in restructuring and strategic advisory services.

Course Outcomes: After completion of the course student will be able to		Bloom's Level
CO 1	Explain the evolution, structure, and functions of investment banks, including their role in financial markets.	Understanding
CO 2	Analyze the service portfolio of investment banks and assess the regulatory framework governing their operations.	Analyzing
CO 3	Apply valuation models and financial forecasting techniques to evaluate business performance and investment decisions.	Applying
CO 4	Analyze different corporate restructuring strategies such as mergers, acquisitions, and takeovers, and interpret the role of investment bankers in these processes.	Analyzing

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	1	2					1	1	2
CO 2	3	2		2		1	1	3	3
CO 3	3	3	1	3		2	1	3	3
CO 4	3	3	2	3	2	3	1	3	3

Suggested Readings:

1. Bradstreet, d. (2020). Wealth management
2. Castillo, J. J., & Mcaniff, P. J. (2007). The practitioner's guide to investment banking, mergers & acquisitions, corporate finance. Circinus Business Press.
3. Dr. Krishna priyaalladi. (n.d.). Quality Of Customer Service - A Study Of IDBI Bank In Rayalaseema Region Of Andhra Pradesh. Archers & Elevators Publishing House.
4. Gupta, S. N. (n.d.). Dishonour of Cheques: Liability-Civil & Criminal. Universal Law Publishing.
5. H.R. Machiraju. (2010). Indian Financial System, 4th Edition. Vikas Publishing House.
6. Hay, I., & Beaverstock, J. V. (2016). Handbook on Wealth and the Super-Rich. Edward Elgar Publishing.
7. Khan, M. Y. (1997). Financial Services.
8. Sharma, C. (2021). Financial Markets, Institutions and Services - SBPD Publications. SBPD Publications.
9. States., U. (2009). Examining the Billing, Marketing, and Disclosure Practices of the Credit Card Industry, and Their Impact on Consumers.

10. Thakor, A. V., & Boot, A. (2008). Handbook of Financial Intermediation and Banking. Elsevier.

MBA-FM-255 A, Behavioral Finance
(Professional Elective Courses)
(Prerequisite: Corporate Finance)

Max. Marks:100
External:60
Internal:40
Time: 3 Hours

Course Objective: The basic objective of this course is to acquaint the new field of behavioral finance and importance of behavioral traits in financial decision making

Instructions for Paper Setter:

The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): **Part A** will have 10 Multiple Choice Questions (MCQs) each having one Mark, **Part B** will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, **Part C** will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, **Part D** will have case-based questions having 15 marks

Contents
Unit-1: Introduction to Behavioural Finance (Contact Hours: 12)
Introduction, meaning, nature. Assumptions of behavioral finance, Comparison between Behavioural Finance and Conventional Finance. Meaning of heuristics and bias, Building blocks of behavioural finance, Expected Utility Theory and Rational Thought: Decision making under risk and uncertainty, Investor rationality and market efficiency
Unit-2: Behaviour and Decision Making (Contact Hours: 14)
Heuristics, Overconfidence Bias, Representativeness, Anchoring and Adjustment bias, cognitive dissonance bias availability bias, self-attribution bias, endowment bias, optimism bias, confirmation bias, Impact of bias on investors, External factors defining investors behavior, Fear and Greed in Financial Market, Finance & Emotions, Investors & types, Mental Accounting, Loss Aversion. Prospect Theory and attention, Saving Behavior.
Unit-3: Anomalies (Contact Hours: 09)
Anomalies: Accounting Based Anomalies, Calendar Anomalies, Attention based anomalies: Value v/s Growth, size, equity premium, myopia.
Unit-4: Behavioural Corporate Finance (Contact Hours: 10)
Introduction, limits of Arbitrage, aggregation. Contemporary issues in Behavioural Finance. Approaches to behavioral and corporate finance, Market bubbles: stock market bubbles in the recent years, classification of bubbles.

Course Outcomes: After completion of the course student will be able to		Bloom's Level
CO 1	Understand the Basics of Behavioral Finance.	Understand
CO 2	Analyse the Investor's Behaviour	Analyse
CO 3	Understand the various anomalies	Understand
CO 4	Analyse the Behavioural Finance issues of the market.	Analyse

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	1	1	1	1	1	1	1	1	1
CO 2	3	2	1	3	1	2	1	3	3
CO 3	1	1	1	1	1	1	1	1	1
CO 4	3	1	1	3	1	2	1	3	3

Suggested Readings:

1. William Forbes, Behavioral Finance, John Wiley.
2. Mihe Elvin, An Introduction to the psychology of Trading and Behavioral Finance, John Wiley.
3. James Montier, Behavioral Investing: A Practitioners Guide to Applying Behavioral Finance, John Wiley.
4. James Montier, Behavioral Investing: Insights into Irrational minds and markets, John Wiley.
5. Paragh Parikh, Value Investing and Behavioral Finance, Tata McGraw-Hill.

MBA-FM-257A, Banking, Insurance & Financial Services
(Professional Elective Courses)
(Prerequisite: Corporate Finance)

Max. Marks: 100
External: 60
Internal: 40
Time 3 Hours

Course Objective: This course offers a comprehensive overview of financial services, markets, and emerging trends in the BFSI sector. It covers securitization, mutual funds, venture capital, risk management, and the growing influence of digital banking, fintech, and Insurtech. Emphasis is placed on cybersecurity, fraud prevention, and regulatory compliance. The course also explores evolving technologies like AI, blockchain, and digital currencies, preparing students for the present and future of the banking, finance, and insurance industry.

Instructions for Paper Setter:

The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): **Part A** will have 10 Multiple Choice Questions (MCQs) each having one Mark, **Part B** will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, **Part C** will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, **Part D** will have case-based questions having 15 marks

Contents
Unit-1: Overview of Financial Services & Markets (Contact Hours: 12)
Introduction to Financial Services: Role and significance in the economy, Securitization: Concept, funding mechanism, Indian scenario, Merchant Banking: Scope, SEBI regulations, guidelines for public issues, Leasing & Hire Purchase: Evolution, lease vs. hire purchase, Mutual Funds: Types, structure, performance evaluation, taxation in India, Credit Rating & Consumer Finance: Credit screening, credit cards Factoring & Forfaiting: Differences, benefits, legal aspects, Venture Capital & Private Equity: Investment process, evaluation criteria, VC in India, Depository System: Participants, functions, benefits, Anti-money laundering (AML), Credit Cards, Debit Cards and Cheques
Unit-2: Cybersecurity and Fraud Prevention, Risk Management & Compliance (Contact Hours: 12)
Importance of cybersecurity in financial institutions, Role of regulatory bodies: RBI, SEBI, IRDAI, Credit & Debit Card Frauds (Skimming, Cloning, OTP Bypass), Online Banking & UPI Fraud Trends, Fraud Risk Management Frameworks in BFSI, KYC Norms, Evolution of digital payment frauds (UPI, QR Code, Wallet Frauds), RBI Guidelines on Digital Payment Security, Cyber Risk Assessment and Crisis Management. Digital India, RBI's financial literacy programs)
Unit-3: Insurtech & Emerging Insurance Trends (Contact Hours: 10)

Growth of Insurtech and digital insurance models, Data-driven underwriting and claims processing, Microinsurance and embedded insurance solutions, Regulatory challenges in the insurance sector, overview of the Global & Indian Insurance Market, Principles of Insurance, Risk Identification, Assessment & Mitigation, Regulatory Environment: IRDAI, SEBI, and Compliance Norms, Life Insurance & General Insurance, Reinsurance & Co-insurance Mechanisms, Underwriting Process & Risk Selection

Unit-4: Fintech Revolution & Digital Banking

(Contact Hours: 11)

Evolution of fintech startups, impact on traditional banking, and emerging financial technologies, Neo-Banks & Digital-Banking Models: Definition, features, advantages, and global regulatory landscape, Business & Revenue Models of Neo-Banks: Challenger banks, embedded finance Artificial Intelligence & Machine Learning in BFSI: Role in credit scoring, chatbots, fraud detection, and customer personalization, Blockchain & Digital Currencies: Applications in BFSI, opportunities, risks, and future potential. Digital Currency Ecosystem and future impact on BFSI.

Course Outcomes: After completion of the course student will be able to		Bloom's Level
CO 1	Explain the role of financial services, markets, and regulations in the economy.	Understand
CO 2	Analyze risk management strategies and fraud prevention techniques in financial institutions.	Analyse
CO 3	Evaluate the impact of fintech, digital banking, AI, and blockchain on BFSI.	Evaluate
CO 4	Develop innovative solutions using emerging technologies for financial services.	Create

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	3	2	1				2	3	2
CO 2	2	3	2	2			2	2	3
CO 3	2	2	3	2	3	2	3	2	2
CO 4	1	2	3	3	3	3	3	1	2

Suggested Readings:

1. Bhole, L. M., & Mahakud, J. (2017). Financial Institutions and Markets: Structure, Growth, and Innovations. McGraw Hill.
2. Khan, M. Y. (2020). Financial Services. McGraw Hill.
3. Fabozzi, F. J., & Modigliani, F. (2009). Capital Markets: Institutions and Instruments. Pearson.
4. Hull, J. C. (2018). Risk Management and Financial Institutions. Wiley.

5. Rejda, G. E., & McNamara, M. J. (2021). Principles of Risk Management and Insurance. Pearson.
6. Franklin., E. (2024). Financial Technology (FinTech) and Digital Banking. Montecito Hot Springs

MBA-FM-252A, International Financial Management
(Professional Elective Courses)
(Prerequisite: Corporate Finance)

Max. Marks: 100
External: 60
Internal: 40
Time 3 Hours

Course Objective: This course aims to offer a comprehensive overview of international financial management with special focus on foreign exchange markets, risk exposure, exchange rate mechanisms, and international financing instruments. It will equip students with both theoretical understanding and practical skills to manage financial operations in an international context.

Instructions for Paper Setter:

The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): **Part A** will have 10 Multiple Choice Questions (MCQs) each having one Mark, **Part B** will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, **Part C** will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, **Part D** will have case-based questions having 15 marks

Contents
Unit-1: An Overview of International Financial Management (Contact Hours: 10)
Meaning and scope of International Financial Management, Developments in the field of IFM, Differences between International and Domestic Financial Management, Role of the International Financial Manager, Balance of Payments (BoP): Fundamentals and components, - Factors affecting international trade flows, - Agencies facilitating international flows
Unit-2: Determination of Exchange Rates (Contact Hours: 12)
Foreign Exchange Rate Mechanism, Exchange rate quotations: spot and forward markets - Determination of exchange rate in the spot and forward markets, - Factors influencing exchange rates, Need for foreign exchange rate forecasts, Exchange rate behavior and cross rates, Arbitrage: Triangular and locational arbitrage (including problems)
Unit-3: Foreign Exchange Exposure and Risk (Contact Hours: 10)
Nature of foreign exchange exposure and risk, Impact of exchange and interest rate volatility, Classification of foreign exchange exposure: Transaction, Translation, and Operating exposure, hedging techniques: Contractual and natural hedging, managing transaction and operating exposure (including problems)
Unit-4: International Financial Instruments & Asset-Liability Management (Contact Hours: 12)

Eurocurrency market and Euro credits - Euro Bonds and their types - Eurocurrency deposits and certificates of deposits - Euro Notes and their classifications - Foreign Currency Convertible Bonds (FCCBs) - Depository Receipts: Global Depository Receipts (GDRs), GDR mechanism, and American Depository Receipts (ADRs) (Theory only) - Long-term ALM: Foreign Direct Investment (FDI), International Capital Budgeting, International Capital Structure and Cost of Capital - International financing through equity, bonds, and parallel loans- Short-term ALM: - International cash, receivables, and inventory management, Payment methods in international trade, Trade finance instruments

Course Outcomes: After completion of the course student will be able to		Bloom's Level
CO 1	Understand the structure and functioning of the foreign exchange market.	Understand
CO 2	Analyze exchange rate mechanisms and determination theories.	Analyze
CO 3	Evaluate foreign exchange risks and manage exposures using appropriate financial instruments.	Evaluate
CO 4	Examine regulatory and institutional frameworks governing the forex market, particularly in the Indian context.	Analyze

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	1	1	-	3	-	2	-	2	2
CO 2	1	2	-	3	2	2	1	3	2
CO 3	1	3	-	3	2	2	2	3	2
CO 4	-	3	3	3	2	2	2	3	3

Suggested Readings:

1. Shapiro, A.C. – Multinational Financial Management, Wiley
2. Apte, P.G. – International Financial Management, Tata McGraw-Hill
3. Levi, M.D. – International Finance, Routledge
4. Madhu Vij – International Financial Management, Excel Books
5. Bhalla, V.K. – International Financial Management, Anmol Publications
6. RBI & FEMA Guidelines – RBI.org.in, FEMA Handbook

MBA-FM-254A, Risk and Credit Analytics

(Professional Elective Courses)

(Prerequisite: None)

Max. Marks: 100

External: 60

Internal: 40

Time 3 Hours

Course Objective: This course aims to develop students' analytical skills in identifying, measuring, and managing financial and credit risks using quantitative tools and regulatory frameworks

Instructions for Paper Setter:

The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): **Part A** will have 10 Multiple Choice Questions (MCQs) each having one Mark, **Part B** will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, **Part C** will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, **Part D** will have case-based questions having 15 marks

Contents
Unit-1: Fundamentals of Risk and Analytics in Finance (Contact Hours: 12)
Introduction to Financial Risk and Credit Analytics, Types of Financial Risks: Market, Credit, Operational, Liquidity, Regulatory. Risk Analytics: Role in Financial Institutions and Decision Making, Risk Management Framework and Process, Data sources for risk analytics: internal vs. external, Key Risk Metrics: VaR, Expected Shortfall, Stress Testing, Scenario Analysis, Tools and technologies used in risk analytics (Excel, R, Python basics overview)
Unit-2: Market Risk Analytics and Modeling (Contact Hours: 10)
Market Risk Factors: Equity, Interest Rate, FX, Commodities, Portfolio Risk Measurement: Value at Risk (VaR), Conditional VaR, Monte Carlo Simulation for Risk Modeling, Time Series Modeling: Volatility Modeling (GARCH), Risk Forecasting, Hedging Strategies: Using Derivatives (Options, Futures, Swaps), Introduction to Backtesting Risk Models
Unit-3: Credit Risk Assessment and Scoring Models (Contact Hours: 12)
Credit Risk: Nature and Drivers, Creditworthiness Analysis: Qualitative and Quantitative Factors, Credit Scoring Models: Logistic Regression, Decision Trees, Random Forest, Credit Valuation Adjustment (CVA) and Credit Exposure, Credit Default Swaps (CDS): Pricing and Use in Risk Transfer, Machine Learning in Credit Analytics: Overview and Applications, Model Performance Evaluation: ROC Curve, AUC, Confusion Matrix
Unit-4: Operational Risk, Compliance, and Emerging Analytics (Contact Hours: 10)

Operational Risk Factors: Fraud, Cybersecurity, Process Failures, Risk Indicators and Dashboards (KRIs, KPIs), Regulatory Frameworks: Basel III, ICAAP, Stress Testing Norms, Governance, Risk, and Compliance (GRC) Analytics, Enterprise Risk Management (ERM): Data Integration and Reporting, Emerging Risks and Analytics: ESG Risk, Climate Risk, AI Model Risk, Use of AI/ML in detecting operational anomalies and fraud

Course Outcomes: After completion of the course student will be able to		Bloom's Level
CO 1	Explain the fundamental concepts of financial, credit, and operational risk, and the role of analytics in managing them.	Understand
CO 2	Apply analytical tools and quantitative techniques (e.g., VaR, simulation, scoring models) to measure and manage market and credit risk.	Apply
CO 3	Analyze risk data and develop predictive models to assess creditworthiness and evaluate the performance of risk mitigation strategies.	Analyze
CO 4	Design data-driven risk management solutions for operational, regulatory, and emerging risks using advanced analytics frameworks.	Create

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	3	2		2			2	3	2
CO 2	3	2		2	2		2	3	3
CO 3	2	2	2		3	2		2	3
CO 4	2	2	2	2		3	2	3	2

Suggested Readings:

1. Jorion, P. – Value at Risk: The New Benchmark for Managing Financial Risk, McGraw-Hill, 2023.
2. Hull, J. C. – Risk Management and Financial Institutions, Wiley, 2023.
3. Crouhy, M., Galai, D., & Mark, R. – The Essentials of Risk Management, McGraw-Hill, 2023.
4. Anderson, R. A. – Credit Risk Modeling Using Excel and VBA, Wiley, 2022.
5. Arora, S. K., & Bansal, V. – Financial Risk Management, McGraw-Hill, 2023.
6. Rebonato, R. – Plight of the Fortune Tellers: Why We Need to Manage Financial Risk Differently, Princeton University Press, 2022.

MBA-FM-256A, Project Management
(Professional Elective Courses)
(Prerequisite: None)

Max. Marks: 100
External: 60
Internal: 40
Time 3 Hours

Course Objective: This course aims to equip students with the knowledge and skills necessary to evaluate, finance, and manage projects effectively, with an emphasis on feasibility analysis, investment decision-making, social and environmental impact assessments, and modern financing models in a dynamic business environment.

Instructions for Paper Setter:

The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): **Part A** will have 10 Multiple Choice Questions (MCQs) each having one Mark, **Part B** will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, **Part C** will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, **Part D** will have case-based questions having 15 marks

Course Contents:
Unit 1: Project Generation, Screening, and Feasibility Analysis (Contact Hours: 12)
Sources of Project Ideas, Project Selection Criteria: Financial, Technical, and Market Feasibility, Screening Tools and Techniques for Viable Ideas, Capital Expenditure: Importance and Difficulties in Managing Capital Expenditure, Market and Demand Analysis, Evaluation of Technical Feasibility of a Project, Financial Estimates and Projections.
Unit 2: Project Financing and Investment Criteria (Contact Hours: 12)
Financing of Projects: Sources of Financing, Types of Investors and Financing Institutions, Managing Financial Risks in Project Financing, Investment Criteria: Net Present Value (NPV), Internal Rate of Return (IRR), Payback Period, Benefit-Cost Ratio and ARR (Accounting Rate of Return), Sensitivity Analysis and Decision-Making, Incorporating Uncertainty and Risk in Investment Decisions, Analysis of Project Risk: Firm Risk vs. Market Risk, Techniques for Risk Assessment and Mitigation, Risk Management Strategies for Projects.
Unit 3: Social, Environmental, and Multi-Project Considerations (Contact Hours: 10)
Social Cost and Benefit Analysis: Methodology of Social Cost-Benefit Analysis (SCBA), Evaluation of Social Impacts, Assessment of Social Benefits, Multiple Projects and Constraints: Handling Multiple Projects and Resource Allocation Network Techniques for Project Management: Network Analysis: PERT and CPM, Resource Optimization and Scheduling, Critical Path Method and Slack Time Calculation. Monitoring Project Progress: Milestones and

Key Performance Indicators (KPIs), Administrative and Legal Aspects of Project Management, Project Audit and Reporting Mechanisms.

Unit 4: Environmental and Human Aspects of Project Management

(Contact Hours: 10)

Assessment of the Tax Burden, Environmental Appraisal of Projects: Environmental Impact Assessments (EIA), Legal, Ethical, and Regulatory Considerations, Regulatory Requirements and Sustainable Development Practices, Mitigating Environmental Risks in Project Execution, Human Aspects of Project Management, Project Financing Models: BOT (Build-Operate-Transfer), PPP (Public-Private Partnerships), Consortium Financing & Financial Institutions and their Role in Project Financing.

Course Outcomes: After completion of the course student will be able to		Bloom's Level
CO 1	Identify viable project ideas and selection criteria based on financial, technical, and market feasibility.	Understand
CO 2	Evaluate investment decisions using financial metrics such as NPV, IRR, and risk assessment tools.	Evaluate
CO 3	Apply project scheduling and monitoring techniques such as PERT, CPM, and KPIs.	Applying
CO 4	Assess the environmental, legal, and human factors influencing project execution and financing models.	Analyzing

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	3	3		2		1	3	3	3
CO 2	3	3		1		1	3	3	3
CO 3	3	3				1	3	3	3
CO 4	3	3		2		1	3	3	3

Suggested Readings:

1. W. Ahuja, G.K. & Gupta, Ravi : Systematic Approach to Income Tax, Allahabd, Bharat Law Hose.
2. Bhalla, V.K. : Financial Management and Policy, 2nd ed., New Delhi, Anmol.
3. Chandra, Prasanna : Projects : Preparation, Appraisal, Budgeting and Implementation, 3rd ed., New Delhi, Tata McGraw Hill.
4. Dhankar, Raj S.: Financial Management of Public Sector Undertakings. New Delhi, Westville.

MBA-FM-258A, Corporate Taxation
(Professional Elective Courses)
(Prerequisite: None)

Max. Marks: 100
External: 60
Internal: 40
Time 3 Hours

Course Objective: This course aims to impart comprehensive knowledge of Indian corporate tax laws and their practical applications. It develops students' analytical skills for effective tax planning and strategic decision-making. The course also enhances understanding of tax compliance, assessment procedures, and the broader regulatory framework, while providing exposure to global practices in international taxation and emerging policy issues.

Instructions for Paper Setter:

The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): **Part A** will have 10 Multiple Choice Questions (MCQs) each having one Mark, **Part B** will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, **Part C** will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, **Part D** will have case-based questions having 15 marks

Contents
Unit-1: Basics of Corporate Taxation (Contact Hours: 12)
Introduction to the Indian tax system – direct and indirect taxes, Overview and significance of corporate taxation, Residential status of companies and its impact on tax incidence, Classification of companies under the Income Tax Act, 1961; Domestic companies Foreign companies, Income heads applicable to companies, Profits and gains of business or profession, Income from other sources, Exemptions and deductions available to corporate assesses, corporate tax rates applicable to domestic and foreign companies
Unit-2: Corporate Tax Computation and Compliance (Contact Hours: 12)
Computation of total income and tax liability of a company, MAT (Minimum Alternate Tax) – Concept, calculation, and credit, Tax Deducted at Source (TDS), Advance Tax, and Tax Audit, Return filing and assessment process, Penalties, prosecution, and interest provisions under the Income Tax Act
Unit-3: GST, Corporate Tax Planning and Managerial Decisions (Contact Hours: 10)
Tax planning vs. tax avoidance vs. tax evasion, Tax planning related to business location, form, and restructuring, Tax considerations in business decisions: Make or buy, Lease or purchase, Capital structure planning, Dividend taxation and impact on shareholder value. GST and Its Interface with Corporate Taxation, Impact of GST on corporate functions, ITC (Input Tax Credit) and compliance issues, Interaction of GST with direct taxes

Unit-4: International Taxation and Emerging Issues**(Contact Hours: 11)**

Introduction to Double Taxation Avoidance Agreements (DTAA), Basics of Transfer Pricing and methods, Overview of GAAR and BEPS initiatives, merging issues in corporate taxation: digital economy, equalization levy, and global minimum tax, Transfer Pricing: objectives, methods, compliance requirements.

Course Outcomes: After completion of the course student will be able to		Bloom's Level
CO 1	Understand the structure, computation, and compliance of corporate tax in India	Understand
CO 2	Apply tax laws for planning, filing, and assessment processes for companies	Apply
CO 3	Analyze managerial decisions in the context of corporate tax planning	Analyse
CO 4	Evaluate the implications of international taxation and GST on corporate strategies	Evaluate

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	3	2	2			3	2	3	2
CO 2	2	3	3	2		2	2	2	3
CO 3	2	3	3	3	2	2	3	2	3
CO 4	1	2	3	3	3	2	3	1	2

Suggested Readings:

1. Singhania, V.K. & Singhania, M. – Corporate Tax Planning and Business Tax Procedures
The Family Business Map: Assets and Roadblocks in Long-Term Planning – M. Carlock & J. Ward
2. Mehrotra, H.C. & Goyal, S.P. – Income Tax Law and Practice
3. Ahuja, G. & Gupta, R. – Systematic Approach to Income Tax
4. CBDT Circulars and relevant sections of the Income Tax Act, 1961
5. Articles from ICAI, ITR, and Taxmann journals

Marketing

MBA-MM-251A– Consumer Behaviour

(Discipline Specific Electives)

(Prerequisite: MBA-108A, Marketing Management)

Max. Marks: 100

External: 60

Internal: 40

Time 3 Hours

Course Objective: The objective of this course is to provide students with an in-depth understanding of marketing principles and consumer behavior, focusing on the 4Ps, STP framework, ethical marketing practices, marketing research, product and pricing strategies, integrated communications, and distribution, digital trends, social media and AI.

Instructions for Paper Setter:

The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): **Part A** will have 10 Multiple Choice Questions (MCQs) each having one Mark, **Part B** will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, **Part C** will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, **Part D** will have case-based questions having 15 marks

Contents
Unit-1: Introduction to Consumer Behaviour (Contact Hours: 9)
Nature, scope & application; Importance of consumer behaviour in marketing decisions; characteristics of consumer behaviour; role of consumer research; consumer behaviour-interdisciplinary approach; Introduction to Industrial Buying Behaviour; Market Segmentation, VALS 2 segmentation profile, Consumer behavior models: Mapping consumer's mind, deterministic and probabilistic approaches, Howard and Sheth, Nicosia and Engle and Blackwell model
Unit-2: Internal & External Influences on Consumer Behaviour (Contact Hours: 15)
Consumer Needs & Motivation: Characteristics of motivation, arousal of motives; theories of needs & motivation-Maslow's hierarchy of needs, Murray's list of psychogenic needs, self-concept & its importance; types of involvement. Consumer Personality- theories of personality- Freudian theory, Jungian theory, Neo- Freudian theory, Trait theory, Theory of self-images; Role of self-consciousness. Consumer Perception: Concept of absolute threshold limit, differential threshold limit & subliminal perception; Perceptual Process- selection, organization & interpretation. Learning & Consumer Involvement: learning theories- classical conditioning, instrumental conditioning, cognitive learning; involvement theory. Consumer Attitudes: Formation of attitudes; functions performed by attitudes; models of attitudes: Tri-component model, multi-attribute model, attitude towards advertisement model; attribution theory. Purchase, post-purchase, Choice

overload, Product disposition. Reference Group Influence, Reference groups and communities, opinion leaders and word of mouth, Culture & Consumer Behaviour: Characteristics of culture; core values held by society & their influence on consumer behaviour; introduction to sub-cultural & cross-cultural influences.

Unit-3: Consumer Behaviour and Marketing Strategies

(Contact Hours: 12)

Product, Pricing, Distribution & Promotion Strategies influences on Consumer Behaviour. Strategic marketing applications- Market segmentation strategies- Positioning strategies for existing and new products, Re-positioning, Perceptual Mapping- Marketing communication Store choice and shopping behaviour- In-Store stimuli, store image and loyalty- Consumerism- Consumer rights and Marketers' responsibilities, Role of Research on Consumer Behaviour

Unit-4: Emerging Technologies and Consumer Behaviour

(Contact Hours: 07)

The Global Consumer Behaviour, Innovation and Digital Technologies Shaping Consumer Behaviour, Online buying behaviour- Consumer buying habits and perceptions of emerging non-store choices, Research and applications of consumer responses to direct marketing approaches- Issues of privacy and ethics

Course Outcomes: After completion of the course student will be able to		Bloom's Level
CO 1	Explain concepts and theories of Consumer Behaviour	Understand
CO 2	Analyse psychological and environmental influences that are relevant for understanding consumer behaviour	Analyze
CO 3	Develop effective marketing strategies and programs to influence consumer behaviour	Create
CO 4	Work effectively in a team to prepare professional, logical and coherent report and presentation on emerging issues in consumer behaviour issues and marketing strategies	Create

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	3	2	1	3	1	1	1	2	3
CO 2	3	3	1	2	1	2	2	3	2
CO 3	3	2	1	2	1	3	2	3	3
CO 4	3	3	1	3	2	2	2	3	2

Suggested Readings:

1. Schiffman L G and Kanuk L L Consumer Behaviour, Prentice Hall New Delhi (Latest Edition)

2. Sharma, D., Sheth, J., & Mittal B. Consumer Behaviour- A Managerial Perspective. Cengage Learning Pvt. Ltd. (Latest Edition)
3. Blackwell, R. D., Miniard P. W., and Angel, J. F. Consumer Behaviour, Cengage Learning India Pvt. Ltd., (Latest Edition).
4. Solomon, M. R. Consumer Behaviour, Prentice Hall, (Latest Edition).
5. Peter, JP and JC Olson, Consumer Behaviour and Marketing Strategy, McGraw Hill. (Latest Edition).
6. Hawkins, D. L. , Mothersbaugh, D. L., and Mookerjee, A. Consumer Behaviour: Building Marketing Strategy, Tata McGraw Hill Education Pvt. Ltd. (Latest Edition)
7. Krishna, R. Consumer Behaviour. Oxford University Press. (Latest Edition).

MBA-253A- Retail Marketing
(Discipline Specific Electives)
(Prerequisite: MBA-108A, Marketing Management)

Max. Marks: 100
External: 60
Internal: 40
Time 3 Hours

Course Objective: The objective of this course is to provide students with an in-depth understanding of retail management principles, store and mall operations, retail marketing strategies, and the impact of digital transformation in the retail industry.

Instructions for Paper Setter:

The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): **Part A** will have 10 Multiple Choice Questions (MCQs) each having one Mark, **Part B** will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, **Part C** will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, **Part D** will have case-based questions having 15 marks

Contents
Unit-1: Introduction to Retailing & Theories (Contact Hours: 10)
Meaning, Nature, and Importance of Retailing, Theories of Retailing: Wheel of Retailing, Retail Life Cycle, Accordion Theory, Trends & Issues in Organized Retailing in India, Retail Consumer Behavior: Understanding Shopping Behavior, Factors Influencing Retail Purchase Decisions
Unit-2: Retail Store & Mall Management (Contact Hours: 12)
Types of Retail Stores & Their Characteristics, Shopping Malls: Types, Strategic Planning, Design & Financial Aspects, Factors Influencing Store Location, Store Layout & Visual Merchandising, Retail Pricing & Promotion Strategies, Category Management and Category Building, Introduction to Trade Marketing in Retail
Unit-3: Retail Operations & Customer Engagement (Contact Hours: 10)
Retail Supply Chain & Inventory Management, Store Operations & HR Issues in Retailing, Role of IT in Retail & Customer Relationship Management (CRM), Retail Performance Measurement & Key Metrics
Unit-4: E-Retailing & Digital Transformation (Contact Hours: 10)
Growth & Trends in E-Retailing, Omnichannel Retailing & Customer Experience, E-Retailing Business Models & Strategies, Emerging Concepts: Quick Commerce and D2C (Direct-to-Consumer), Role of Analytics & AI in Retail

Course Outcomes: After completion of the course student will be able to		Bloom's Level
CO 1	Understand retailing concepts, theories, and consumer behavior in the retail sector.	Understand
CO 2	Apply knowledge of store formats, mall management, and pricing strategies.	Apply
CO 3	Analyze retail operations, supply chain management, and CRM practices.	Analyse
CO 4	Evaluate e-retailing trends, omnichannel strategies, and retail analytics.	Evaluate

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	3	2		2			2	3	2
CO 2	3	2	2		2			2	3
CO 3	3	3			2	2	2	3	2
CO 4	2	3		3		3	2	2	3

Suggested Readings:

1. Barry Berman & Joel R. Evans, Retail Management: A Strategic Approach, Pearson.
2. Swapna Pradhan, Retailing Management: Text & Cases, McGraw-Hill.
3. Michael Levy, Barton A Weitz & Ajay Pandit, Retailing Management, McGraw-Hill.
4. Chetan Bajaj, Rajnish Tuli & Nidhi Srivastava, Retail Management, Oxford University Press.
5. Abhijit Das, Mall Management with Case Studies, Taxmann's Allied Services

MBA-MM-255A Integrated Marketing Communication
(Discipline Specific Electives)
(Prerequisite: MBA-108A, Marketing Management)

Max. Marks: 100
External: 60
Internal: 40
Time 3 Hours

Course Objective: The objective of this course is to enable students to understand the principles, concepts, and practices of Integrated Marketing Communication (IMC), and to develop the skills to plan, evaluate and effective IMC strategies that align with organizational goals.

Instructions for Paper Setter:

The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): **Part A** will have 10 Multiple Choice Questions (MCQs) each having one Mark, **Part B** will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, **Part C** will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, **Part D** will have case-based questions having 15 marks

Contents
Unit-I: Foundations of Integrated Marketing Communication (Contact Hours: 10)
Introduction – Concept of marketing communication, marketing communication mix, factor affecting marketing communication mix, drivers of integrated marketing mix; models of marketing communication – Blade Box Model, AIDAS model, Lavidge Steiner model, DAGMAR model, PCB model; marketing communication planning process
Unit-II: Strategic Marketing Communication (Contact Hours: 12)
Managing the Marketing Communication Process – Analysis of promotional opportunities, concepts of segmentation and target marketing, promotional strategy of formulation and competitive positioning, determination of promotional objectives, deciding promotional appropriation, integrating marketing communication programme, commissioning and contracting external resources
Unit-III: Advertising and Media Management (Contact Hours: 10)
Advertising and Media Planning – Advertising plan, creative strategy, advertising appeal, creative formats, stages of creative strategy – idea generation, copy writing, layout, copy testing and diagnosis; media planning – traditional and contemporary media; media objectives – reach, frequency, cost etc.; media strategy, media scheduling, media planning models, key issues in

advertising – comparative advertising, web advertising; advertising agency – functions and types, outdoor advertising

Unit-IV: Emerging Trends and Issues in IMC

(Contact Hours: 08)

Wider Issues and Dimensions – Sales promotions, personal selling, direct marketing, public relations, publicity and corporate advertising, unconventional promotional media, marketing communication budgeting, measuring promotional performance, global marketing communication, legal and ethical issues in integrated marketing communication

Course Outcomes: After completion of the course student will be able to		Bloom's Level
CO 1	Understand the fundamental concepts and principles of Integrated Marketing Communication (IMC).	Understand
CO 2	Apply IMC concepts and theories to develop effective marketing communication plans and strategies.	Apply
CO 3	Analyze case studies and real-world examples to evaluate the effectiveness of IMC strategies and identify areas for improvement.	Analyse
CO 4	Evaluate the impact of IMC strategies on organizational performance and recommend improvements.	Evaluate

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	2			2			2	2	2
CO 2	3	3		2	3	2	2	3	2
CO 3	2	3	2	3		2	3	3	2
CO 4	3	2	2		3		3	2	3

Suggested Readings:

1. Shah, Kruti and Alan D'Souza, Advertising and Promotion – An IMC Perspective, Tata McGraw Hill, NewDelhi
2. Belch, George and Belch, Michael; Advertising and Promotion, Tata McGraw Hill, New Delhi
3. Wells, William, Burnett, John and Moriary, Sandra; Advertising Principles and Practice' Pearson Education, New Delhi
4. Jethwaney, Jaishree and Jain, Shruti; Advertising Management; Oxford University, New Delhi

MBA-MM-257A– Product and Brand Management
(Discipline Specific Electives)
(Prerequisite: MBA-108A, Marketing Management)

Max. Marks: 100

External: 60

Internal: 40

Time 3 Hours

Course Objective: The objective of this course is to provide students with a comprehensive understanding of product and brand management, focusing on product strategies, brand positioning, customer-based brand equity, branding processes, marketing programs, brand performance measurement, and global brand management, emerging trends and future priorities in brand strategy.

Instructions for Paper Setter:

The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): **Part A** will have 10 Multiple Choice Questions (MCQs) each having one Mark, **Part B** will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, **Part C** will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, **Part D** will have case-based questions having 15 marks

Contents
Unit-1: Product and Brand Management Fundamentals (Contact Hours: 10) Product- Definition, Classification and Mix. Product & Marketing plan, Portfolio Analysis, Market Potential and forecasting. Product Market Strategies, Product Life Cycle stages & corresponding Strategies. Product Positioning: Concept, Product Differentiation, Positioning Strategies. Brand Management- Brands, Branding, Brand Management and Brand Equity. Importance of Brands: for Consumers and Company, Role of Branding, Branding Challenges and Opportunities, Strategic Brand Management Process.
Unit-2: Building and Managing Customer-Based Brand Equity (Contact Hours: 12) Customer-Based Brand Equity- Brand Equity, Importance and Relevance Models for Brand Equity, Sources of Brand Equity. Building a Strong Brand: Process Outline, Creating Customer Value. Brand Positioning: Concepts, Importance of Target Market and Competition, Points of Parity and Points of Difference, Positioning Guidelines, Brand Mantras: Definition and Process of Establishing the same Internal Branding, Brand Audits, Brand Marketing Programmes, Brand Elements: Criteria for choosing and integrating with strategic options and tactics, designing a Marketing Programme to Build Brand Equity.
Unit-3: Leveraging Associations and Measuring Brand Success (Contact Hours: 9) Integrating Marketing Communications to Build Brand Equity, Leveraging Secondary Brand Associations to Build Brand Equity. Measuring and Interpreting Brand Performance, The Brand

Value Chain, Brand Tracking Research: Designing, Conducting and Interpreting Tracking Studies, Establishing Brand Equity Measurement System, Measuring Sources of Brand Equity through Research (Qualitative/Quantitative).

Unit-4: Brand Architecture, Extensions, and Global Brand Management

(Contact Hours: 12)

Designing and Implementing Branding Strategies and Brand Architecture. Introducing New Products, Brand Extensions and Brand Naming. Managing Brands over Time- Reinforcing, Revitalizing and Adjusting Brands/Portfolios, Managing Brands over Geographical Boundaries, Special Applications of Brand Management and Future Brand Priorities- Application of Brand Management, Futuristic Brand Management, Role and Importance of Brand Archotyping, Emerging Concepts in Brand Management.

Course Outcomes: After completion of the course student will be able to		Bloom's Level
CO 1	Understand the basic concepts of product, PLC, positioning and strategic brand management process.	Understand
CO 2	Explain customer-based brand equity, brand positioning, brand mantras, brand audit and brand elements.	Understand
CO 3	Use IMC to build brand equity, measure and interpret brand performance and brand tracking research.	Apply
CO 4	Examine branding strategies, architecture, brand extension and related strategies over time and geographical boundaries.	Analyze

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	3	2	1	2	1	2	2	2	3
CO 2	3	3	1	3	2	2	2	2	3
CO 3	3	3	1	3	2	3	3	3	3
CO 4	3	2	2	2	2	3	2	3	2

Suggested Readings:

1. Kevin Lane Keller & Vanitha Swaminathan, Strategic Brand Management: Building, Measuring, and Managing Brand Equity, Pearson, 5th edition, 2020.
2. Percy: Strategic Brand Management, Oxford University Press. 4th edition, 2018.
3. Mathur, U.G. Brand Management – Text and Cases, Macmillan India Ltd, New Delhi, 2022.
4. Moorthi, YLR. “Brand Management”, Vikas Publishing House, New Delhi.
5. Kapferer, Jean- Noel. “The New Strategic Brand Management”, Kogan Page.

MBA- MM-252A, Marketing Analytics

(Discipline Specific Electives)

(Prerequisite: (MBA-111A, Quantitative Techniques for Business Decisions); (MBA-171A, Fundamental of Analytics); (MBA-104A, Business Research Methodology))

Max. Marks: 100

External: 60

Internal: 40

Time 3 Hours

Course Objective: To develop the ability to apply advanced analytical techniques for data-driven marketing decisions, focusing on customer insights, campaign evaluation, marketing research methodologies, analytical modelling, and real-time marketing applications.

Instructions for Paper Setter:

The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): **Part A** will have 10 Multiple Choice Questions (MCQs) each having one Mark, **Part B** will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, **Part C** will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, **Part D** will have case-based questions having 15 marks

Contents
Unit 1: Foundations of Marketing Analytics (Contact Hours: 6)
Introduction to Marketing Analytics, Customer Insights and Marketing Metrics, Campaign Performance Evaluation, Customer Journey Analytics, Attribution Modeling and its Relevance, Marketing Mix Modeling (MMM), Ethical Considerations in Marketing Analytics.
Unit 2: Data-Driven Marketing Research (Contact Hours: 12)
Research Methodologies (Exploratory, Descriptive, Experimental), Marketing Information Systems and Big Data Analytics, Competitive and Market Analysis, Marketing Research Tools, and Platforms (Jamovi, Orange, HubSpot, Google Analytics, SurveyMonkey).
Unit 3: Analytical Techniques and Modelling (Contact Hours: 12)
Advanced Analytical Techniques (Conjoint Analysis, Cluster Analysis, RFM Analysis), Statistical Techniques (Factor Analysis, Correlation Analysis, Regression Analysis), Perceptual Mapping, Forecasting and Predictive Analytics.
Unit 4: Advanced Applications and Real-Time Marketing Analytics (Contact Hours: 12)
Text and Sentiment Analysis, Social Media and Digital Marketing Analytics, Neuroscience and Consumer Behavior, Artificial Intelligence in Marketing, Real-Time Analytics and Interactive Dashboards, Project Execution from Problem Identification to Reporting.

Course Outcomes: After completion of the course student will be able to		Bloom's Level
CO 1	Understand key concepts and the strategic role of marketing analytics.	Understand
CO 2	Apply research methods and analytical tools to collect and interpret marketing data.	Apply
CO 3	Analyze marketing data to identify patterns, uncover insights, and support strategic decisions.	Analyze
CO 4	Design complete marketing analytics projects from problem identification to reporting.	Create

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	2	2					2	1	1
CO 2	3	3			1	1	2	2	1
CO 3	3	3	2	1	2	2	2	3	2
CO 4	3	3	2	2	3	3	3	3	2

Suggested Readings:

1. Wayne L. Winston, "Marketing Analytics: Data-Driven Techniques with Microsoft Excel", Pearson
2. Stephan Sorger, "Marketing Analytics: Strategic Models and Metrics", Pearson
3. Naresh K. Malhotra, Satyabhushan Dash, "Marketing Research: An Applied Orientation", Pearson
4. Donald R. Cooper, Pamela S. Schindler, "Business Research Methods", Tata McGraw-Hill
5. Thomas W. Miller, "Marketing Data Science: Modeling Techniques in Predictive Analytics with R and Python", Pearson

MBA- MM-272A, Marketing Analytics (Lab)

(Discipline Specific Electives)

(Prerequisite: (MBA-111A, Quantitative Techniques for Business Decisions); (MBA-171A, Fundamental of Analytics); (MBA-104A, Business Research Methodology))

Max. Marks: 100

External: 50

Internal: 50

Course Objectives:

To develop practical skills in applying marketing analytics tools and techniques for real-world decision-making through metrics, research, modeling, digital data, and dashboards.

List of Lab Experiments

Class No.	Session Title
1	Survey Design & Questionnaire Development
2	Data Collection Methods & Online Deployment
3	Data Cleaning, Coding & Preparation for Analysis
4	Introduction to Marketing Metrics (CAC, CLV, NPS, etc.)
5	Descriptive & Inferential Statistics (T-Test, ANOVA, Correlation)
6	Basic Regression Analysis for Marketing Insights
7	Perceptual Mapping for Brand and Attribute Analysis
8	Cluster Analysis for Market Segmentation
9	Factor Analysis for Scale Validation
10	Conjoint Analysis for Consumer Preference Estimation
11	Text Analytics Using AI Tools (Sentiment, Themes, Keywords)
12	CRM Data Interpretation Using Dashboards (e.g., HubSpot)
13	Experimental Research Design in Marketing Contexts

Course Outcomes (COs)

Course Outcomes: After completion of the course student will be able to		Bloom's Level
CO1	Construct well-structured marketing surveys and organize experimental research using appropriate methodologies.	Apply

CO2	Analyze marketing data using descriptive and inferential statistical techniques to derive actionable insights.	Analyse
CO3	Evaluate consumer data using multivariate techniques like clustering, perceptual mapping, and conjoint analysis.	Evaluate
CO3	Interpret marketing data using AI tools and CRM dashboards.	Analyse

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	2	2					1	2	1
CO 2	2	3					1	3	1
CO 3	2	3	1		1	1	1	3	2
CO 4	1	3				1	1	2	2

Suggested Readings:

1. Wayne L. Winston – *Marketing Analytics Using Excel*, Pearson
2. Stephan Sorger – *Marketing Analytics: Strategic Models and Metrics*, Pearson
3. Acharya – *Data Analytics Using R*, McGraw Hill
4. Thomas W. Miller – *Marketing Data Science*, Pearson
5. Google Analytics Academy & Microsoft Learn – Free learning resources

MBA-MM-254A- Service Marketing
(Discipline Specific Electives)
(Prerequisite: MBA-108A, Marketing Management)

Max. Marks: 100

External: 60

Internal: 40

Time 3 Hours

Course Objective: The objective of this course is to develop students' understanding of service marketing concepts, service quality, customer relationship management (CRM), and digitalization in service marketing.

Instructions for Paper Setter:

The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): **Part A** will have 10 Multiple Choice Questions (MCQs) each having one Mark, **Part B** will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, **Part C** will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, **Part D** will have case-based questions having 15 marks

Contents
Unit-1: Fundamentals of Service Marketing (Contact Hours: 12)
Introduction to Services: Nature, Scope, Characteristics of Services (Intangibility, Perishability, Inseparability, Variability), 7Ps of Service Marketing, Service Marketing Triangle & Service Profit Chain, Service Consumer Behavior: Decision-Making Process, Factors Affecting Service Buying, Networks in Service Marketing
Unit-2: Service Quality, Customer Experience & CRM (Contact Hours: 10)
Service Quality: SERVQUAL Model, GAP Model of Service Quality, Customer Expectations & Perceptions in Services, Customer Relationship Management (CRM) in Services: Importance, Retention Strategies, Customer Experience (CX) in Services, Emerging Trends in UI/UX for Service Interfaces
Unit-3: Service Design, Branding & Pricing Strategies (Contact Hours: 10)
Service Blueprinting & Process Design, Service Positioning & Differentiation Strategies, Service Branding & Importance of Emotional Branding in Services, Service Pricing Strategies
Unit-4: Digital Transformation & Emerging Trends (Contact Hours: 08)
Role of Digitalization in Service Marketing (AI, Chatbots, Automation), Social Media & Influencer Marketing for Services, Managing Service Failures & Recovery Strategies, Ethical Issues in Service Marketing, Platform Marketing in Services

Course Outcomes: After completion of the course student will be able to		Bloom's Level
CO 1	Understand service marketing concepts, consumer behavior, and service characteristics.	Understand
CO 2	Apply service quality models, CRM, and CX strategies in service marketing.	Apply
CO 3	Analyze service design, branding, and pricing strategies in various industries.	Analyse
CO 4	Evaluate digital transformation, ethical issues, and future trends in service marketing.	Evaluate

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	3	2		2			2	3	2
CO 2	3	2		2	2		2	3	3
CO 3	2	2	2		3	2		2	3
CO 4	2	2	2	2		3	2	3	2

Suggested Readings:

1. Zeithaml, Valarie & Bitner, Mary Jo, Services Marketing, McGraw-Hill.
2. Lovelock, Christopher & Wirtz, Jochen, Services Marketing: People, Technology, Strategy, Pearson.
3. Baron, Steve, Services Marketing: Text and Cases, Palgrave Macmillan.
4. Nargundkar, Rajendra, Services Marketing: Text and Cases, Tata McGraw-Hill.
5. Fitzsimmons & Fitzsimmons, Service Management: Operations, Strategy, and Information Technology, McGraw-Hill.

MBA-MM-256A- Sales and Distribution Management

(Discipline Specific Electives)

(Prerequisite: MBA-108A, Marketing Management)

Max. Marks: 100

External: 60

Internal: 40

Time 3 Hour

Course Objective: This course provides a foundational understanding of sales management and logistics distribution, covering sales strategies, forecasting, territory management, warehousing, transportation, and emerging trends. It equips students with practical skills to optimize sales operations and supply chain efficiency in a competitive market.

Instructions for Paper Setter: The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): **Part A** will have 10 Multiple Choice Questions (MCQs) each having one Mark, **Part B** will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, **Part C** will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, **Part D** will have case-based questions having 15 marks

Contents
Unit-1: Fundamentals of Sales Management (Contact Hours: 10)
Introduction to Sales Management: Meaning, Nature, Scope, Evolution, and Importance. Role of Sales in Marketing Strategy. Sales Organization Structure and Policies. Sales Functions: Personal Selling, Direct Selling, and Consultative Selling. Field Sales Manager: Responsibilities, Leadership, and Role in Achieving Sales Targets. Sales Process and Selling Techniques. Digital and AI-driven Sales Strategies. Ethical Issues in Selling.
Unit-2: Sales Planning and Performance Management (Contact Hours: 10)
Sales Planning and Budgeting: Importance, Process, and Methods. Market Potential Estimation and Sales Forecasting: Traditional and AI-Based Techniques. Sales Territories: Concept, Designing, and Allocation. Sales Quota: Types, Fixation, and Implementation. Sales and Cost Analysis: Performance Metrics and Profitability. Managing Sales Force: Recruitment, Selection, Training, Compensation, and Performance Evaluation. Sales Force Motivation: Theories and Practical Applications. Emerging trends in Sales: Social Selling, CRM Tools, and Predictive Analytics in Sales.
Unit-3: Distribution & Logistics Management (Contact Hours: 09)
Logistics and Supply Chain Management: Meaning, Scope, and Importance. Relationship between Logistics and Supply Chain Management. Logistics as a Competitive Advantage: Cost

Optimization and Customer Satisfaction. Warehousing Strategies: Types, Automation, and Inventory Management Policies. Transportation Management: Modes, Cost Factors, Route Optimization, and Decision-Making. Packaging: Importance, Issues, and Sustainable Practices. Role of Digital Technology in Logistics.

Unit-4: Emerging Trends in Distribution and Logistics

(Contact Hours: 10)

E-Logistics: Role of AI, IoT, and Blockchain in Logistics and Supply Chain. Green Logistics and Sustainability Practices: Reducing Carbon Footprint, Circular Economy in Logistics. Reverse Logistics: Challenges and Strategies in Managing Returns. Omnichannel Distribution: Last-Mile Delivery, Hyperlocal Logistics, and AI-Driven Distribution Models. Innovations in Logistics: Robotics in Warehousing, Autonomous Vehicles, and Predictive Analytics for Demand Forecasting. Role of Drones and Smart Tracking in Modern Logistics.

Course Outcomes: After completion of the course student will be able to		Bloom's Level
CO 1	Explain the fundamental concepts, scope, and evolving role of sales management, and identify ethical issues and digital strategies in selling.	Understand
CO 2	Develop a comprehensive sales plan including budgeting, forecasting, quota setting, and effective management of the sales force using modern tools and techniques.	Create
CO 3	Analyze logistics and supply chain strategies such as warehousing, transportation, and packaging to enhance customer satisfaction and cost efficiency.	Analyse
CO 4	Evaluate the impact of emerging technologies like AI, IoT, blockchain, and green logistics practices on modern distribution and logistics systems.	Evaluate

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	3	2	1	3	1	2	2	2	2
CO 2	3	3	2	2	3	3	2	2	3
CO 3	3	3	1	2	2	2	2	2	2
CO 4	2	3	1	3	2	3	3	2	3

Suggested Readings:

1. Still, Richard R, Edward Cundiff and Norman Govoni, Sales Management- Decision, Strategies and Cases, Pearson Education/ Prentice Hall of India.
2. Dalrymple, Douglas J, William Cron and Thomas Decarlo, Sales Management, John Wiley and Sons Asia Pvt. Ltd.
3. Spiro, Stanton and Rich, Management of Sales Force, Tata McGraw Hill.
4. Bowersox, D.J and David Closs, Logistical Management, Tata McGraw Hill.

5. Sople, Vinod, Logistics Management, Pearson Education, India.
6. Bhattacharyya, SK, Logistics Management, S Chand, India

MBA-MM-258A International Marketing
(Discipline Specific Electives)
(Prerequisite: MBA-108A, Marketing Management)

Max. Marks: 100
External: 60
Internal: 40
Time 3 Hours

Course Objective: The objective of this course is to enable students to develop a comprehensive understanding of international marketing practices. It covers the scope, strategies, and decision-making processes involved in entering and succeeding in global markets, with a focus on marketing mix decisions, environmental influences, and emerging global trends.

Instructions for Paper Setter:

The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): **Part A** will have 10 Multiple Choice Questions (MCQs) each having one Mark, **Part B** will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, **Part C** will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, **Part D** will have case-based questions having 15 marks

Contents
Unit-I: Introduction to International Marketing (Contact Hours: 12) International Marketing: Definitions, nature, scope, and benefits; reasons and motivations underlying international trade and business; Domestic Marketing vs. International Marketing; International marketing orientation – EPRG framework; Trade Barriers – Protectionism, Tariff, and Non-Tariff Barriers; Basic modes for market entry; Process of International Marketing. Local Marketing- Understanding local customers, Local marketing in mature markets and growth markets.
Unit-II: Segmentation, Targeting and Planning (Contact Hours: 10) Market segmentation – Basis, macro and micro segmentation; Target market strategies and positioning decisions; International marketing planning – Process and framework; Market selection strategies; Marketing control process.
Unit-III: International Marketing Mix – Product and Pricing Decisions (Contact Hours: 10) International product policy and planning – Product mix, product life cycle, product standardization and adaptation, product warranties and services; Building brands for foreign markets; Labeling and packaging decisions; International pricing – Policies, price setting process, pricing decisions, terms of payment, dumping, counter trade, transfer pricing, and grey marketing.
Unit-IV: Distribution, Communication and Global Trends (Contact Hours: 08) International distribution decisions – Channels, policies, and channel selection; Communicating with the global world – Global advertising and culture, setting global advertising budgets, advertising

standardization vs. adaptation, global media decisions, and other means of communication; Role of the internet in global marketing; Culture and Global Marketing- Cultures across countries

Course Outcomes: After completion of the course student will be able to		Bloom's Level
CO 1	Understand the fundamental concepts, scope, and importance of international and local marketing environments.	Understand
CO 2	Apply segmentation, targeting, positioning, and planning strategies in international marketing contexts.	Apply
CO 3	Analyze international product and pricing strategies and evaluate branding, packaging, and payment mechanisms.	Analyse
CO 4	Evaluate global distribution and communication strategies while considering cultural factors and digital trends.	Evaluate

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	3	2		2	2		2	3	2
CO 2	3	3	2	3	2	2	2	3	3
CO 3	2	3	3	2	2	2	3	2	3
CO 4	3	2	3	3	3	2	3	3	3

Suggested Readings:

1. Vern Terpestra and Ravi Sarthy: International Marketing, Thosmson.
2. Cateora, Graham and Salwan : International Marketing, Tata McGraw-Hill, 2008.
3. Kotabe, M. and Helsen, K.: Global Marketing Management, Wiley, 2011.
4. R. L. Varshney and B. Bhattacharya: International Marketing; Sultan Chand Publication, N. Delhi.
5. SakOnkvisit and John Shaw: International Marketing (Analysis and Strategy), PHI, N. Delhi.
6. Rakesh Mohan Joshi: International Marketing, Oxford University Press.
7. Johansson Johny, Global Marketing: Foreign Entry, Local Marketing and Global Management, McGraw Hill.

Human Resource

MBA-HRM-251A Human Resource Development
(Discipline Specific Electives)
(Prerequisite: Human Resource Management)

Max. Marks: 100
External: 60
Internal: 40
Time 3 Hours

Course Objective: This course aims to provide students with a comprehensive understanding of Human Resource Development systems, frameworks, and strategies, enabling them to analyze, design, and implement HRD practices aligned with organizational and global trends. The course focuses on equipping students with both theoretical knowledge and practical skills to enhance workforce capabilities and organizational performance.

Instructions for Paper Setter:

The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): **Part A** will have 10 Multiple Choice Questions (MCQs) each having one Mark, **Part B** will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, **Part C** will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, **Part D** will have case-based questions having 15 marks

Contents
Unit-1: HRD Introduction (Contact Hours: 10)
HRD Introduction- Concept, Goals/Objectives, Scope, Principles, Challenges, HRD Process. Changing paradigm of HRD; HRD culture and climate; Global perspective on HRD
Unit-2: HRD framework, Subsystem (Contact Hours: 10)
HRD Frameworks: Rao and Pareek's Integrated framework, The strategic HR Framework Approach: The integrative framework, Human Capital Appraisal Approach, HRD Score card approach, P-CMM Approach. HRD Sub-systems-, Quality Circles. Quality of Work Life, HRD Audit, Contribution of sub-systems to HRD goals
Unit-3: Designing Organising and Developing (Contact Hours: 12)
Designing of HRD System: Principles in designing HRD system, Organizing of HRD Function: Structure and Organisation of HRD and its functions. Role of HRD Managers, Competencies of HRD Professionals, Challenges of future HRD professionals, Developing HRD strategies: HRD for Workers, HRD for other special groups; HRD strategies for coping with Organizational Change, HRD in M&A, Technology and HRD
Unit-4: HRD Trends & Best Practices

(Contact Hours: 10)
HRD Practices in Government, Manufacturing, Service Sector Organisations and MNCs, Recent Trends of HRD in the Gig Economy and Remote Work Culture, Sustainable HRD & Green HR Practices

Course Outcomes: After completion of the course student will be able to		Bloom's Level
CO 1	Describe the fundamental concepts, objectives, scope, and challenges of Human Resource Development (HRD).	Understand
CO 2	Apply various HRD frameworks and subsystems to assess their relevance in organizational contexts.	Apply
CO 3	Analyze the structure, roles, and strategic functions involved in designing and organizing HRD systems.	Analyze
CO 4	Evaluate emerging HRD trends, sectoral practices, and sustainable approaches in contemporary work environments.	Evaluate

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	3	2	2	2	1	1	2	1	3
CO 2	2	3	2	2	2	1	2	2	3
CO 3	3	3	3	2	3	2	2	2	3
CO 4	2	3	2	3	2	3	3	3	3

Suggested Readings:

1. Dayal, Ishwar: Successful Application of HRD, New concepts, New Delhi. 1996.
2. Dayal Ishwar: Designing HRD Systems, Concept, New Delhi, 1993.
3. Gupta Santosh & Deep Sachin Gupta: Human Resource Development, 2nd Ed. 2008, Deep and Deep Publications.
4. Kohli, Uddesh & Sinha, Dharni P.: HRD - Global Challenges & Strategies in 2000, AD ISTD, New Delhi. 1995.

MBA-HRM-253A- Reward & Performance Management
(Discipline Specific Electives)
(Prerequisite: Human Resource Management)

Max. Marks: 100
External: 60
Internal: 40
Time 3 Hours

Course Objective: The objective of this course is to equip students with the skills to design and implement compensation, rewards, and performance management systems that drive employee motivation, retention, and business success.

Instructions for Paper Setter:

The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): **Part A** will have 10 Multiple Choice Questions (MCQs) each having one Mark, **Part B** will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, **Part C** will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, **Part D** will have case-based questions having 15 marks

Contents
Unit-1: Fundamental of Compensation and Reward Management (Contact Hours: 10)
Introduction to Compensation management: Concepts, Objectives, and Importance, Components of Compensation: Fixed Pay, Variable Pay, and Benefits, Theoretical Foundation of Compensation Management, Reward Systems: Intrinsic vs. Extrinsic Rewards, Legal Aspects of Compensation and Compliance (The Minimum Wages Act, 1948, The Payment of Wages Act ,1936, The Workmen's Compensation Act ,1923, Payment of Bonus Act ,1965), Emerging Trends in Compensation & Rewards
Unit-2: Designing Compensation Structures (Contact Hours: 10)
Designing Pay Level, Pay Mix and Pay Structures Compensation of Chief Executives, Senior Managers, R & D Staff, Board of Director, Sales Executives. International Compensation Practices: Problems, Objectives and Elements of Expatriate's Compensation Package.
Unit-3: Talent Performance Management (Contact Hours: 10)
Talent Management System - Components and benefits of Talent Management System; creating TMS, challenges of TMS, Performance Management Systems: Objectives and Process, Key Performance Indicators (KPIs) and Goal Setting (OKRs, SMART Goals), 360-Degree Feedback and Appraisal Methods, Linking Performance to Compensation and Career Growth, Technology in Performance Management (HRIS, AI-driven Evaluations)
Unit-4: Strategic Compensation & Talent Retention (Contact Hours: 10)

Strategic Pay Decisions and Business Alignment, Employee Retention Strategies and Talent Development, Compensation Analytics and HR Metrics for Decision-Making, The Role of AI and Data Analytics in Compensation and Performance Management, Case Studies and Industry Best Practices

Course Outcomes: After completion of the course student will be able to		Bloom's Level
CO 1	Explain the principles and components of compensation and reward systems.	Understand
CO 2	Design fair and competitive pay structure.	Apply
CO 3	Analyze Talent performance management frameworks.	Analyze
CO 4	Evaluate strategic compensation decisions to enhance talent retention and business performance.	Evaluate

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	3	2	1	1	1	–	2	2	2
CO 2	3	3	2	1	2	2	1	3	3
CO 3	3	3	2	1	2	1	1	3	2
CO 4	3	3	2	2	3	2	2	3	3

Suggested Readings:

1. Strategic Compensation: A Human Resource Management Approach – Joseph J. Martocchio (9th Edition, 2021)
2. Performance Management – Herman Aguinis (4th Edition, 2019)
3. Compensation and Reward Management – B.D. Singh (2nd Edition, 2017)
4. Human Resource Management: Text & Cases" – K. Aswathappa (9th Edition, 2022)

MBA-HRM-255A HR Analytics

(Discipline Specific Electives)

(Prerequisite Subject: Human Resource Management, Fundamental of Analytics)

Max. Marks: 100

External: 60

Internal 40

Time: 3 Hours

Course Objective: The objective of this course is to equip students with the knowledge and skills to apply data-driven decision-making in human resource management. It focuses on HR metrics, analytics frameworks, statistical methods, and data visualization tools. Students will learn to interpret HR data, enhance workforce strategies, and align analytics with business goals.

Instructions for paper Setter: The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): Part A will have 10 Multiple Choice Questions (MCQs) each having one Mark, Part B will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, Part C will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, Part D will have case- based questions having 15 marks.

Content
Unit 1: Introduction to HR Analytics Contact Hours: 09
HR Analytics: Evolution & Significance, Meaning & Concept, Relevance in today's Business Scenario. Transition from HRM to HCM, Sustainable advantage through HCM. Types of Analysis. HR Metrics Overview: Concepts, objectives, and evolution. HR Analytics Frameworks: LAMP, HCM:21, and Talentship
Unit 2: Data Management in HR Contact Hours: 11
Sources of Data, Types of Data, Data Preparation, Data Quality, Common HR Data Management Softwares, Data File Formats, Data Lifecycle in HR, HR Dashboards, Ethics in HR Data Management, Data Collection and Cleaning. Ethics in Data Management: Addressing ethical considerations in handling and analyzing HR data
Unit 3: Statistical Techniques in HR Analytics Contact Hours: 10
Descriptive and Inferential Statistics, Interpreting HR data. Correlation Analysis for HR Variables; Predictive Analytics – Regression, Defining KPI & Interpreting Results; Hypothesis Testing: Chi-square, T-tests, and ANOVA in HR contexts
Unit 4 : Strategic Implementation of HR Analytics Contact Hours:13
Talent Acquisition and Retention Analytics: Leveraging data to enhance recruitment and reduce turnover. Performance Management Systems: Analyzing employee performance data to inform development strategies. Compensation and Benefits Analysis: Evaluating and structuring competitive compensation packages. Strategic Decision-Making: Integrating HR analytics into

broader organizational strategy. Future of HR Analytics: New Opportunities & Challenges for HR in Future, Emerging Data Sources, Evolving Technology

Course Outcomes: After completion of the course student will be able to		Bloom's Level
CO 1	Understand the Foundations of HR Analytics	Understand
CO 2	Apply Data Management and Visualization Techniques	Apply
CO 3	Utilize Statistical Methods for HR Decision-Making	Analyze
CO 4	Implement HR Analytics for Strategic Decision-Making	Evaluate

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	3	2	1	1	1	—	2	2	2
CO 2	3	3	2	1	2	2	2	3	3
CO 3	3	3	2	1	2	2	2	3	3
CO 4	3	3	2	2	3	2	2	3	3

Suggested Readings:

1. Dhir, S. & Pal, S. (2021). Human Resource Analytics: Theory and Application Techniques. Cengage, India.
2. Mittal, M., & Raheja, N. G. (2024). Data Visualization and Storytelling with Tableau. CRC Press.
3. Hyman, J. A. (2022). Microsoft Power BI for dummies. John Wiley & Sons.
4. Nigam, M. (2019). Data Analysis with Excel. BPB Publications.
5. Bhattacharyya, D. K. (2017). HR analytics: Understanding theories and applications. Sage Publications.
6. Yadav, R. S. & Maheshwari, S. (2021). HR Analytics. Wiley.

MBA-HRM-271A HR Analytics (Lab)

(Discipline Specific Electives)

(Prerequisite Subject: Human Resource Management, Fundamental of Analytics)

Max. Marks: 100

External: 50

Internal 50

Time: 3 Hours

Course Objective: The objective of this course is to equip students with the knowledge and skills to apply data-driven decision-making in human resource management. It focuses on HR metrics, analytics frameworks, statistical methods, and data visualization tools. Students will learn to interpret HR data, enhance workforce strategies, and align analytics with business goals.

NO.	Name of Experiments
1	Import/Export of Data
2	HR Data Cleaning
3	Data Transformation using Power Query 1
4	Data Transformation using Power Query 2
5	Data Transformation using Power Query 3
6	Sorting & Filtering HR Data
7	Descriptive Statistics
8	Pivot Tables and Charts
9	HR Metrics - Acquisition Dashboard
10	HR Metrics - Attrition Dashboard
11	HR Metrics - Employee Engagement Dashboard
12	HR Metrics - Performance Dashboard
13	HR Metrics – Attendance Dashboard
14	Retention and Turnover Risk Prediction
15	Compensation Benchmarking Project
16	Strategic HR Analytics Group Project

Course Outcomes: After completion of the course student will be able to		Bloom's Level
CO 1	Understand the Foundations of HR Analytics	Understand
CO 2	Apply Data Management and Visualization Techniques	Apply
CO 3	Utilize Statistical Methods for HR Decision-Making	Analyze
CO 4	Implement HR Analytics for Strategic Decision-Making	Evaluate

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High)
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	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	3	3	1	1	1	—	2	3	2
CO 2	3	3	2	1	2	2	2	3	3
CO 3	3	3	2	2	2	2	2	3	3
CO 4	3	3	2	2	3	3	2	3	3

Suggested Readings:

1. Dhir, S. & Pal, S. (2021). Human Resource Analytics: Theory and Application Techniques. Cengage, India.
2. Mittal, M., & Raheja, N. G. (2024). Data Visualization and Storytelling with Tableau. CRC Press.
3. Hyman, J. A. (2022). Microsoft Power BI for dummies. John Wiley & Sons.
4. Nigam, M. (2019). Data Analysis with Excel. BPB Publications.
5. Bhattacharyya, D. K. (2017). HR analytics: Understanding theories and applications. Sage Publications.
6. Yadav, R. S. & Maheshwari, S. (2021). HR Analytics. Wiley

MBA-HRM-257A Competency Mapping

(Discipline Specific Electives)

(Prerequisite: Human Resource Management)

Max. Marks: 100

External: 60

Internal 40

Time: 3 Hours

Course Objective: To equip students with a thorough understanding of competency mapping, its frameworks, and processes, and to develop their ability to apply competency models and assessment tools across key HR functions. The course also addresses the role of assessment centers and psychometric techniques in identifying and developing competencies aligned with organizational goals.

Instructions for paper Setter: The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): Part A will have 10 Multiple Choice Questions (MCQs) each having one Mark, Part B will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, Part C will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, Part D will have case- based questions having 15 marks.

Content	
Unit 1: Introduction to Competency Mapping	Contact Hours: 11
Definition and Concept of Competency; Competency vs. Competence, Skills vs. Competency, Performance vs. Competency; Characteristics of Competency; Behavioral Indicators and their role; Evolution of the competency movement (McClelland, Boyatzis); Types of Competencies: Threshold vs. Differentiating, Technical, Managerial, and Human. Competency Culture in organizations; Relevance in Modern Organizations; Overview of Competency Frameworks; Strategic Alignment of Competency Models with Organizational Goals	
Unit 2: Competency Mapping Process and Modeling	Contact Hours: 11
Competency Mapping Process; Preparing the organization and identifying job families; Setting performance criteria; Techniques to identify competencies: BEI (Behavioral Event Interview), Expert Panels, Observation, Focus Groups; STAR and SOARA techniques for BEI; Competency Modeling: Phases and development; Iceberg Model; Building a Competency Dictionary (essential structure and sample formats); Challenges in Implementing Competency Models	
Unit 3: Competency Assessment and HRM Applications	Contact Hours: 09
Competency Assessment: Prerequisites and process; Rating scales and assessment matrices; Tools and Techniques: Observation-based evaluation, Feedback and self-assessment formats; HRM Applications: Competency-based Recruitment & Selection, Performance Management Systems, Training & Development, Succession Planning	

Unit 4: Assessment Centers and Implementation Challenges	Contact Hours:11
Assessment Centers: Purpose and structure; Tools used: Role Plays, Case Study, In-basket Exercises, Group Tasks; Psychometric Tools (overview only): MBTI, FIRO-B, 360-Degree Feedback; Rater Training and Scoring Process; Common Challenges in Implementation: Resistance, Cost, Lack of Internal Capability; Best Practices for Sustainability	

Course Outcomes: After completion of the course student will be able to		Bloom's Level
CO 1	Explain the concept, importance, and components of competencies and competency frameworks	Understand
CO 2	Apply job analysis techniques to identify key competencies and develop competency models for different organisational roles.	Apply
CO 3	Integrate competency-based HR practices such as recruitment, selection, training, and performance appraisal.	Create
CO 4	Evaluate the effectiveness of competency mapping and assessment centre tools in aligning human capital with strategic goals.	Evaluate

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	3	2	2	2	1	1	2	2	3
CO 2	3	3	2	1	2	2	2	3	3
CO 3	3	2	3	2	3	2	2	3	3
CO 4	2	3	2	3	2	2	3	3	3

Suggested Readings:

1. Sanghi, S. (2016). The handbook of competency mapping: Understanding, designing and implementing competency models in organizations (3rd ed.). Sage Publications.
2. Kandula, S. R. (2013). Competency-based human resource management. PHI Learning Pvt. Ltd.
3. Shermon, G. (2004). Competency based HRM: A strategic resource for competency mapping, assessment and development centres. Tata McGraw-Hill Education.

MBA-HRM-252A - Organizational Change and Development

(Discipline Specific Electives)

(Prerequisite: Human Resource Management)

Max. Marks: 100

External: 60

Internal: 40

Time 3 Hours

Course Objective: To develop an understanding of fundamental organizational development and change models, organizational behavior concepts, and contemporary management issues, enabling students to apply managerial functions and address organizational change, and ethical challenges effectively for sustainable change management.

Instructions for Paper Setter:

The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): **Part A** will have 10 Multiple Choice Questions (MCQs) each having one Mark, **Part B** will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, **Part C** will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, **Part D** will have case-based questions having 15 marks

Contents
Unit-1: Introduction to Organizational Change and Development (Contact Hours: 10)
Organization Change; Concept, need, objective, process, and Importance, methods, Theories and Models of Organizational Change (Lewin's Model, Kotter's 8-Step Model), Types of Organizational Change: Planned vs. Unplanned, Transformational vs. Incremental, Change Agents and Their Role in Organizational change Management
Unit-2: Managing Change and Resistance (Contact Hours: 10)
Causes and Forces Driving Organizational Change, Resistance to Change; Meaning, Types, levels, Myths, Causes and Overcoming Strategies, Change Management Strategies and Best Practices, Communication and Employee Engagement in Change Initiatives
Unit-3: Leadership and Organizational Development (Contact Hours: 12)
Organisational Development; Introduction, Concept, Process, Types, Leadership; Meaning, Theories, The Role of Leadership in Change and Development, Organizational Culture and Its Impact on Change Initiatives, Organizational Development (OD) Interventions; Personal, Inter-personal, Group Interventions, Team Interventions, Training, and Development, Ethical Considerations in Change
Unit-4: Sustainability and Change Management (Contact Hours: 10)

Introduction to Sustainability in Organizations, Sustainable Business Practices and Green HRM, Triple Bottom Line (People, Planet, Profit) Approach, Case Studies on Successful Sustainable Change Management

Course Outcomes: After completion of the course student will be able to		Bloom's Level
CO 1	Understand the fundamental concepts, theories, and models of organizational change and development.	Understand
CO 2	Understand the challenges and drivers of change and apply strategic interventions for effective change management.	Apply
CO 3	Analyse the role of leadership and culture in facilitating organizational change and sustainability.	Analyse
CO 4	Evaluate the sustainable management practices from the point of view of an organization.	Evaluate

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	2					2	2	1	
CO 2	3			3	2	2		2	2
CO 3	3	2		2	2	2			2
CO 4	3	3	2	2	3	3	3		

Suggested Readings:

1. Cummings, T. G., & Worley, C. G. (2018). *Organization Development and Change*. Cengage Learning.
2. Kotter, J. P. (2012). *Leading Change*. Harvard Business Review Press.
3. Senge, P. M. (2006). *The Fifth Discipline: The Art & Practice of the Learning Organization*. Currency.
4. Palmer, I., Dunford, R., & Buchanan, D. (2017). *Managing Organizational Change: A Multiple Perspectives Approach*. McGraw Hill.
5. Dunphy, D., Griffiths, A., & Benn, S. (2007). *Organizational Change for Corporate Sustainability*. Routledge.

MBA-HRM-254A Strategic Human Resource Management

(Discipline Specific Electives)

(Prerequisite: Human Resource Management)

Max. Marks: 100

External: 60

Internal 40

Time: 3 Hours

Course Objective: The course aims to develop a strategic perspective on human resource management by aligning HR strategies with corporate objectives for competitive advantage. It equips learners with knowledge of SHRM models, leadership, change management, and industry-specific HR applications.

Instructions for paper Setter: The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): Part A will have 10 Multiple Choice Questions (MCQs) each having one Mark, Part B will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, Part C will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, Part D will have case- based questions having 15 marks.

Contents
Unit-1: Fundamentals of Strategic Human Resource Management (Contact Hours: 10)
Introduction to Strategic Management & SHRM: Strategic planning and consulting, Competitive advantage, supply-demand, value chain, product positioning, Aligning HR strategy with corporate objectives, SHRM Approaches & Models: Universalistic, Contingency, Configurational, Best Fit, Best Practice, Resource- Based View (RBV), Role of HR in 21st-century organizations. Developing & Implementing HR Strategies: Human capital management & organizational capability strategies, Knowledge management, corporate social responsibility (CSR), Performance management: Organization development, individual performance management, Employee engagement, resourcing, talent management, learning & development, reward, and employee relations strategies.
Unit-2: HR Functions & Strategic Business Alignment (Contact Hours: 10)
HR Functions in a Strategic Context: Talent management: Attraction, retention, and development, Performance management & compensation strategies, Learning & development, international HRM, HR's role in business strategy execution, Human capital risk management. SHRM in Industry-Specific Contexts: HR systems for sustained competitive advantage, Managing HR in high-growth, mature, and declining industries, Strategic HR in Mergers & Acquisitions (M&A), HR issues in managing professionals, sales teams, and industrial relations.

Unit-3: Leadership, Change Management & High-Performance Teams (Contact Hours: 10)	
Strategic Leadership in HRM: Leadership styles and their impact on SHRM, Communication and negotiation for HR strategy execution, Leading teams for performance and innovation. Building & Sustaining High- Performance Teams: Team objectives: Defining tasks and goals, Conflict management & resolution strategies, Employee motivation and team dynamics, Creating and sustaining high-performance teams	
Unit-4: Contemporary HR Challenges (Contact Hours: 08)	
Emerging Trends & Challenges in SHRM: Coaching and mentoring for workforce development, Mental health, well-being, and work-life balance strategies, Diversity, inclusion, and the future of work, Ethics in strategic HRM and corporate governance	

Course Outcomes: After completion of the course student will be able to		Bloom's Level
CO 1	Analyze the strategic role of HR in organizations by evaluating SHRM models, competitive advantage, and alignment with corporate strategy.	Analyze
CO 2	Apply HR functions strategically to enhance talent management, performance management, and international HRM for business success.	Apply
CO 3	Evaluate leadership and change management strategies to build high-performance teams and foster innovation in dynamic business environments.	Evaluate
CO 4	Design HR solutions using data-driven decision-making by leveraging AI applications, and ethical workforce management practices.	Create

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	3	3	2	3	2	2	2	2	3
CO 2	3	2	2	2	3	2	2	3	3
CO 3	2	3	3	2	3	3	2	2	3
CO 4	3	3	2	3	2	3	3	3	3

Suggested Readings:

1. Aggarwala, Tanuja., Strategic Human Resource Management, Oxford University Press.
2. Armstrong, M., Strategic Human Resources Management, Kogan Page, London.
6th Edition
3. Greer, Charles R., Strategic Human Resource Management—A General Managerial

Approach, Pearson Education (Singapore) Pvt. Ltd, New Delhi.

4. Mabey, Christopher and Salaman, Graeme, Strategic Human Resource Management, Beacon, New Delhi.
5. Salaman, Graeme, Human Resource Strategies, Sage Publications, New Delhi.
6. Porter, Michael S., Competitive Advantage: Creating and Sustaining Superior Performance, Free Press, New York.

MBA-HRM-256A Group Dynamics and Team Management
(Discipline Specific Electives)
(Prerequisite: Human Resource Management)

Max. Marks: 100
External: 60
Internal: 40
Time 3 Hours

Course Objective: This course aims to provide students with a comprehensive understanding of group behavior, team development, interpersonal competence, and collaboration strategies for effective team management in organizations.

Instructions for Paper Setter:

The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): **Part A** will have 10 Multiple Choice Questions (MCQs) each having one Mark, **Part B** will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, **Part C** will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, **Part D** will have case-based questions having 15 marks

Contents
Unit-1: Group dynamics Introduction (Contact Hours: 10)
Nature of Groups at Work: Definition, Types of groups, Dynamics of group formation, Models, Group Decision making Techniques: Delphi Technique; Nominal Group Technique; Traditional Brain Storming; Electronic Brain Storming. Negative Brain Storming
Unit-2: Workgroup and Teams (Contact Hours: 10)
Workgroup Vs. Teams: Transforming Groups into Teams, Stages of Team Building and its Behavioral Dynamics
Unit-3: Interpersonal Competence & Team Effectiveness (Contact Hours: 12)
Measuring Interpersonal Competence FIRO-B. Context; Goals; Team Size; Team Member Roles and Diversity; Group Dynamics: Norms, Cohesiveness, conformity, polarization, obedience, group shift and group think; Transactional analysis & Johari window helping process ; Team Effectiveness and influencing factors of team effectiveness. Role of Interpersonal Competence in Team Building
Unit-4: Collaboration in Teams (Contact Hours: 10)
Developing Collaboration in Teams: Functional and Dysfunctional Cooperation and Competition; Interventions to build Collaboration in Organizations; Social Loafing, Social facilitation, Synergy in Teams, Self-Managed Teams and Interpersonal Trust

Course Outcomes: After completion of the course student will be able to		Bloom's Level
CO 1	Describe the nature of work groups, their types, formation dynamics, and group decision-making techniques	Understand
CO 2	Differentiate workgroups from teams and apply the stages of team building and behavioral dynamics	Apply
CO 3	Analyze interpersonal competence and key group dynamics to determine their influence on team effectiveness	Analyze
CO 4	Evaluate collaborative practices in teams, addressing competition, trust, synergy, and self-management	Evaluate,

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	3	2	1	2	2	-	1	1	1
CO 2	2	3	2	3	3		1	2	2
CO 3	2	3	3	3	3	1	1	1	3
CO 4	2	2	3	3	3	1	2	2	1

Suggested Readings

1. Robbins, S. P., & Judge, T. A. (2022). Organizational Behavior (18th ed.). Pearson Education.
2. Levi, D. (2016). Group Dynamics for Teams (5th ed.). SAGE Publications.
3. Schutz, W. C. (1992). The Human Element: Productivity, Self-Esteem, and the Bottom Line. Jossey-Bass.
4. Gladding, S. T. (2011). Group Work: A Counseling Specialty (6th ed.). Pearson Education.
5. Lencioni, P. (2002). The Five Dysfunctions of a Team: A Leadership Fable. Jossey-Bass.

MBA-HRM-258A Industrial Relations

(Discipline Specific Electives)

(Prerequisite: Human Resource Management)

Max. Marks: 100

External: 60

Internal 40

Time: 3 Hours

Course Objective: To develop an understanding of Industrial Relations and Business Negotiation concepts, and contemporary management issues, enabling students to apply negotiation strategies and address organizational and labor issues & challenges effectively.

Instructions for paper Setter: The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): **Part A** will have 10 Multiple Choice Questions (MCQs) each having one Mark, **Part B** will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, **Part C** will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, **Part D** will have case-based questions having 15 marks

Contents
Unit-1: Introduction to Industrial Relations (Contact Hours: 12)
Concept, Scope, and Importance of Industrial Relations, Evolution and Development of Industrial Relations, Industrial Relations in a Globalized Economy, Trade Unions; Introduction, Types, Registration of TU, Role of Trade Unions and Employer Associations
Unit-2: Labor Laws and Employment Relations (Contact Hours: 10)
Key Labor Laws: Industrial Disputes Act, Factories Act, Trade Unions Act, Collective Bargaining and Workers' Participation in Management, Strikes, Gheraos, Lockouts, Grievance Handling; process, Techniques of grievance handling and Disciplinary Procedures; Conciliation, arbitration, adjudication, Role of Government and Labor Courts in Industrial Relations
Unit-3: Business Negotiation Strategies (Contact Hours: 10)
Fundamentals of Business Negotiation, Stages of Negotiation: Preparation, Bargaining, and Agreement, Negotiation Tactics and Conflict Resolution Techniques, win-win & zero-sum gain negotiation, Virtual Negotiation, Ethical Considerations in Negotiation
Unit-4: Contemporary Issues in Industrial relations (Contact Hours: 10)

Occupational health, safety and employee well-being, Global Practices in Industrial Relations and Negotiation, Impact of Technology and Automation on Employment Relations, Recent Practices on Successful and Failed Negotiations. Cross cultural management in global workplace

Course Outcomes: After completion of the course student will be able to		Bloom's Level
CO 1	Understand the fundamentals of industrial relations and their significance in the business environment.	Understand
CO 2	Analyse labour laws, dispute resolution mechanisms, and collective bargaining processes.	Analyse
CO 3	Develop negotiation strategies and conflict resolution skills applicable to business scenarios.	Create
CO 4	Evaluate contemporary industrial relations issues and apply best practices from case studies.	Evaluate

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1		2	1						
CO 2	3			2	2	2		2	
CO 3	2	2	2	3	2		2		2
CO 4	1		2	2	2			2	2

Suggested Readings:

1. Budd, John W., *Industrial Relations: Striking a Balance (5th Edition)*, McGraw-Hill Education, 2020.
2. Fisher, Roger, Ury, William, & Patton, Bruce, *Getting to Yes: Negotiating Agreement Without Giving In (3rd Edition)*, Penguin Books, 2011.
3. Kochan, Thomas A., & Katz, Harry C., *An Introduction to Collective Bargaining and Industrial Relations (4th Edition)*, McGraw-Hill Education, 2015.
4. Lewicki, Roy J., Saunders, David M., & Barry, Bruce, *Negotiation (7th Edition)*, McGraw-Hill Education, 2020

Business Analytics

MBA-BA-251A, Data Analysis using Python-I

(Professional Elective Course)

(Prerequisite: MBA-111A: Quantitative Techniques for Business Decisions, MBA-171A: Fundamental of Analytics, MBA-102A: Business Optimization Techniques)

Max. Marks: 100

External: 60

Internal: 40

Time 3 Hours

Course Objective: This course provides students with a strong foundation in Python programming for business analytics, focusing on data manipulation, statistical analysis, and practical applications. It covers data structures, control flow, file handling, data cleaning, and visualization techniques, enabling students to develop analytical models for data-driven decision-making.

Instructions for Paper Setter:

The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): **Part A** will have 10 Multiple Choice Questions (MCQs) each having one Mark, **Part B** will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, **Part C** will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, **Part D** will have case-based questions having 15 marks

Contents
Unit-1: Introduction to Python (Contact Hours: 11) Role of Python in Business Analytics & Data Science, Installing Python, Jupyter Notebook, and Google Colab, Running Python programs in different environments, Basic syntax and writing first Python program, Using Jupyter Notebook & Google Colab (Markdown, execution, documentation), Variables, data types, and type casting, Operators (Arithmetic, Logical, Comparison, Assignment), User input and output handling
Unit-2: Data Structures in Python (Contact Hours: 11) Lists: Concept & business relevance, creating, accessing, modifying, slicing, concatenation, iteration, list comprehension, sorting, filtering, and hands-on product pricing list., Tuples & Dictionaries: Immutable tuples, tuple operations, dictionaries (key-value pairs), adding/removing/modifying elements, dictionary comprehension, and hands-on customer data storage., Sets & Applications: Set operations (union, intersection, difference), removing duplicates, and hands-on unique customer ID management., Strings: Properties, slicing, formatting, and hands-on customer feedback text analysis. Practical Applications & Business Use Cases
Unit-3: Control Flow, Functions, and Modules (Contact Hours: 10)

Control Flow: Conditional statements (if, elif, else), loops (for, while), and loop control (break, continue, pass). Functions: Defining, calling, arguments, return values, and recursion. Modules: Importing built-in and custom modules for reusable code.

Unit-4: File Handling, Exception Handling, and Data Analysis

(Contact Hours: 10)

File Handling: Reading/writing files (CSV, TXT). Exception Handling: try, except, finally for error management. Data Analysis: Business applications, structured vs. unstructured data, data cleaning (missing values, duplicates, outliers), and data type conversions.

Course Outcomes: After completion of the course student will be able to		Bloom's Level
CO 1	Set up Python environments, write basic programs, and use Jupyter Notebook and Google Colab.	Apply
CO 2	Implement and manipulate lists, tuples, dictionaries, sets, and strings for data processing.	Apply
CO 3	Apply control flow, functions, and modules to develop structured and reusable Python programs.	Analyze
CO 4	Handle files, manage exceptions, and perform basic data cleaning and preprocessing.	Apply

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	3	2			2		3	2	1
CO 2	3	3			2		3	3	2
CO 3	2	3			2	2	3	3	2
CO 4	3	3			2		3	3	2

Suggested Readings:

1. Severance, C. (2016). Python for everybody: Exploring Data using python 3. Charles Severance.
2. Brown, M. Python: The complete reference. McGraw Hill Education.
3. Shovic, J. C., & Simpson, A. (2019). Python All-in-one for Dummies. John Wiley & Sons.
4. Mueller, J. P. Beginning programming with Python for Dummies. Wiley.
5. Raheja, N.G., Python Programming for Students, BPB

MBA-BA-271A, Data Analysis using Python-I (Lab)

(Professional Elective Course)

(Prerequisite: MBA-111A: Quantitative Techniques for Business Decisions, MBA-171A: Fundamental of Analytics, MBA-102A: Business Optimization Techniques)

Max. Marks: 100

External: 50

Internal: 50

List of Experiments	
Sr. No.	Experiment Detail
1	Install Python, Jupyter Notebook, and Google Colab; create and run a basic Python program with Markdown documentation.
2	Demonstrate the use of variables, data types, and type casting in Python with business data examples.
3	Perform arithmetic, logical, comparison, and assignment operations in Python using business analytics scenarios.
4	Use user input and output handling to build a simple interactive Python script for business data collection.
5	Create, modify, and manipulate Python lists; apply list comprehension, sorting, and filtering on product pricing data.
6	Work with tuples and dictionaries: create, access, and modify customer data using key-value pairs.
7	Apply set operations (union, intersection, difference) to manage unique customer IDs.
8	Analyze customer feedback text using string slicing, formatting, and basic text analytics techniques.
9	Implement conditional statements (if, elif, else) to filter business data based on given criteria.
10	Use loops (for, while) to iterate through business datasets and perform calculations.
11	Define and call custom functions to process business data; demonstrate recursion with a simple use case.
12	Read and write CSV and TXT files using Python; apply data cleaning techniques to handle missing values.
13	Implement exception handling (try, except, finally) to manage errors in business data processing.
14	Conduct data analysis: differentiate structured vs. unstructured data; clean and preprocess datasets (duplicates, outliers).
15	Convert data types as needed for business analytics applications; demonstrate type conversions on sample data.
16	Integrate different Python data structures to build a comprehensive mini-project (e.g., customer feedback analysis).

Course Outcomes: After completion of the course student will be able to	Bloom's Level
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CO 1	Set up Python environments, write basic programs, and use Jupyter Notebook and Google Colab.	Apply
CO 2	Implement and manipulate lists, tuples, dictionaries, sets, and strings for data processing.	Apply
CO 3	Apply control flow, functions, and modules to develop structured and reusable Python programs.	Analyze
CO 4	Handle files, manage exceptions, and perform basic data cleaning and preprocessing.	Apply

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	3	2			2		3	2	1
CO 2	3	3			2		3	3	2
CO 3	2	3			2	2	3	3	2
CO 4	3	3			2		3	3	2

Suggested Readings:

1. Severance, C. (2016). Python for everybody: Exploring Data using python 3. Charles Severance.
2. Brown, M. Python: The complete reference. McGraw Hill Education.
3. Shovic, J. C., & Simpson, A. (2019). Python All-in-one for Dummies. John Wiley & Sons.
4. Mueller, J. P. Beginning programming with Python for Dummies. Wiley.
5. Raheja, N.G., Python Programming for Students, BPB

MBA-BA-253A, Business Forecasting

(Professional Elective Course)

(Prerequisite: MBA-111A: Quantitative Techniques for Business Decisions, MBA-171A: Fundamental of Analytics, MBA-102A: Business Optimization Techniques)

Max. Marks: 100

External: 60

Internal: 40

Time 3 Hours

Course Objective: This course provides students with a strong foundation in business forecasting techniques, focusing on statistical, econometric, and machine learning-based approaches. It covers correlation and regression analysis, trend analysis, time-series forecasting, and practical applications to help students develop predictive models for informed decision-making.

Instructions for Paper Setter:

The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): **Part A** will have 10 Multiple Choice Questions (MCQs) each having one Mark, **Part B** will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, **Part C** will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, **Part D** will have case-based questions having 15 marks

Contents
Unit-1: Fundamentals of Forecasting and Regression Analysis (Contact Hours: 12)
Meaning and definition of correlation and regression, Correlation coefficient: Pearson's r, rank correlation coefficient, Simple linear regression and the least squares method, Coefficient of determination (R^2) and significance of estimated coefficients, Assumptions of regression and diagnosing model fit, Multiple independent variables in regression, Adjusted R^2 and significance testing (F-test and t-test), Choosing correct functional form for regression models, Handling missing data and outliers in forecasting models, Interaction effects and moderated regression analysis, Introduction to machine learning-based regression models (linear and non-linear)
Unit-2: Time Series Trends and Smoothing Techniques (Contact Hours: 11)
Identifying and analyzing changes in trend and slope, Gradual changes in trends and estimation techniques, Non-linear trends: polynomial, log-transformed, and inverse forms, Seasonality and cyclical patterns in time-series data, Introduction to smoothing techniques (moving averages, exponential smoothing), Exploratory data analysis for business forecasting, Time-series forecasting techniques (ARIMA, exponential smoothing, Holt-Winters method)
Unit-3: Econometric Models for Forecasting (Contact Hours: 11)
Common econometric issues: multicollinearity, heteroskedasticity, and autocorrelation, Cross-sectional vs. time-series regression analysis, Stationary and non-stationary time-series models, Lagged dependent variables and autoregressive models, Dummy variable regression and qualitative dependent variable

models, Logit, probit, and binomial regression models, Introduction to ARIMA (Auto-Regressive Integrated Moving Average) models

Unit-4: Business Applications and AI in Forecasting

(Contact Hours: 10)

Regression analysis and logistic regression for business decisions, Forecasting applications in finance: credit scoring models, loss forecasting models, Forecasting in marketing: demand forecasting, customer lifetime value models, Introduction to AI and machine learning in business forecasting (random forests, neural networks)

Course Outcomes: After completion of the course student will be able to		Bloom's Level
CO 1	Explain the basic principles of correlation, regression, and their application in forecasting.	Understand
CO 2	Analyze trends and time-series data using smoothing and ARIMA techniques.	Analyze
CO 3	Evaluate econometric models and identify issues impacting forecasting reliability.	Evaluate
CO 4	Apply forecasting methods and AI tools in real-world business scenarios across functions.	Apply

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	3	2					2	2	2
CO 2	2	3					3	3	2
CO 3	2	3					3	3	3
CO 4	3	3			2	2	3	3	3

Suggested Readings:

1. Armstrong, J. S. Principles of forecasting: A handbook for researchers and practitioners. Springer.
2. J.M.Woolridge, Introductory Econometrics: A modern approach, Cengage learning
3. Hyndman, R. J., & Athanasopoulos, G. Forecasting: Principles and practice. OTexts.
4. Makridakis, S., Wheelwright, S. C., & Hyndman, R. J. Forecasting: Methods and applications. Wiley.
5. Box, G. E. P., Jenkins, G. M., Reinsel, G. C., & Ljung, G. M. Time series analysis: Forecasting and control. Wiley.

MBA-BA-273A, Business Forecasting (Lab)

(Professional Elective Course)

(Prerequisite: MBA-111A: Quantitative Techniques for Business Decisions, MBA-171A: Fundamental of Analytics, MBA-102A: Business Optimization Techniques)

Max. Marks: 100

External: 50

Internal: 50

List of Experiments	
Sr. No.	Experiment Detail
1	Calculate Pearson's r and rank correlation coefficient using business datasets (e.g. sales vs. advertising).
2	Implement simple linear regression and estimate the least squares line using a real-world dataset.
3	Compute and interpret the coefficient of determination (R^2) for model fit assessment.
4	Diagnose model fit by testing assumptions (normality, homoscedasticity, independence) using residual plots.
5	Perform multiple regression analysis on a business dataset with more than one independent variable.
6	Interpret adjusted R^2 , F-test, and t-test results in multiple regression; validate model performance.
7	Handle missing data and outliers in a forecasting dataset using appropriate imputation and cleaning techniques.
8	Develop polynomial and log-transformed regression models for capturing non-linear trends in business data.
9	Conduct time series decomposition to identify trend, seasonal, and residual components.
10	Apply moving averages and exponential smoothing methods to smooth time series data.
11	Implement ARIMA models for time-series forecasting; select appropriate parameters using ACF/PACF plots.
12	Compare ARIMA, exponential smoothing, and Holt-Winters models for forecasting a business time series.
13	Identify and address econometric issues: multicollinearity, heteroskedasticity, and autocorrelation in regression.
14	Develop and interpret a dummy variable regression model for qualitative data analysis.
15	Build and validate a logistic regression model for binary classification (e.g. customer churn prediction).
16	Apply machine learning-based regression (e.g. random forests, neural networks) to a business forecasting problem.
17	Perform cross-validation and model selection for choosing the best forecasting model.
18	Analyze forecasting errors and compute performance metrics (e.g. MAPE, RMSE) to evaluate model accuracy.

19	Develop a business forecasting application using a real-world dataset, from data preparation to prediction.
20	Present and communicate forecasting results effectively using visualization tools like Excel, Python, or R.

Course Outcomes: After completion of the course student will be able to		Bloom's Level
CO 1	Explain the basic principles of correlation, regression, and their application in forecasting.	Understand
CO 2	Analyze trends and time-series data using smoothing and ARIMA techniques.	Analyze
CO 3	Evaluate econometric models and identify issues impacting forecasting reliability.	Evaluate
CO 4	Apply forecasting methods and AI tools in real-world business scenarios across functions.	Apply

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	3	2					2	2	2
CO 2	2	3					3	3	2
CO 3	2	3					3	3	3
CO 4	3	3			2	2	3	3	3

Suggested Readings:

1. Armstrong, J. S. Principles of forecasting: A handbook for researchers and practitioners. Springer.
2. J.M.Woolridge, Introductory Econometrics: A modern approach, Cengage learning
3. Hyndman, R. J., & Athanasopoulos, G. Forecasting: Principles and practice. OTexts.
4. Makridakis, S., Wheelwright, S. C., & Hyndman, R. J. Forecasting: Methods and applications. Wiley.
5. Box, G. E. P., Jenkins, G. M., Reinsel, G. C., & Ljung, G. M. Time series analysis: Forecasting and control. Wiley.

MBA-BA-255A, Decision Modeling and Data Analysis

(Professional Elective Course)

(Prerequisite: MBA-111A: Quantitative Techniques for Business Decisions, MBA-171A: Fundamental of Analytics, MBA-102A: Business Optimization Techniques)

Max. Marks: 100

External: 60

Internal: 40

Time 3 Hours

Course Objective: This course aims to develop analytical and decision-making skills by leveraging data analysis techniques, statistical modeling, forecasting, and risk assessment. It covers data visualization, regression analysis, decision trees, and advanced modeling techniques to support informed business decision-making.

Instructions for Paper Setter:

The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): **Part A** will have 10 Multiple Choice Questions (MCQs) each having one Mark, **Part B** will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, **Part C** will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, **Part D** will have case-based questions having 15 marks

Contents
Unit-1: Business Data Foundations and Analytical Tools (Contact Hours: 10)
The role of data analysis in business decision-making, Professional tools for business analysts, Collecting and managing business data: Importing and exporting data, Excel Power functions for managing business data, handling missing data and data cleaning techniques, Aligning data analysis with business goals, Effective data presentation formats
Unit-2: Visualization, Dashboards, and Scenario Analysis (Contact Hours: 12)
Professional charting and dynamic charts for business communication, Analyzing data with Pivot Tables, Dashboard creation for interactive business reports, Comparing business scenarios and making data-driven decisions, Introduction to decision trees and strategy formulation, Sensitivity analysis for decision trees, Decision Trees for Multi-Class Classification, Value of information in decision trees
Unit-3: Regression and Time Series Analysis (Contact Hours: 10)
Regression models: Simple linear regression and multiple regression, Time series forecasting and trend analysis, Autocorrelation and autoregression in time-series data, Time series smoothing and seasonality
Unit-4: Advanced Modeling, Optimization, and Risk Analytics (Contact Hours: 12)

Introduction to decision modelling, Sensitivity analysis using Excel, Optimization models for business decision-making: Probabilistic Model - Monte Carlo simulation for risk assessment, Deterministic Models - Linear programming, Goal programming, Game theory and strategic decision-making

Course Outcomes: After completion of the course student will be able to		Bloom's Level
CO 1	Understand data analysis fundamentals and tools to support business decisions.	Understand
CO 2	Create effective visualizations and dashboards for informed decision-making.	Create
CO 3	Apply forecasting and regression techniques for predictive business analytics.	Apply
CO 4	Analyze complex business scenarios using optimization and risk modeling tools.	Analyze

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	3	3		1	2		3	3	2
CO 2	3	3		1	2	2	3	3	2
CO 3	3	3			2		3	3	3
CO 4	3	3		1	2	2	3	3	3

Suggested Readings:

1. Winston, W. L. Microsoft Excel data analysis and business modeling. Pearson.
2. Sringeswara, S., Tiwari, P., Kumar, D., Data Visualization: Storytelling Using Data, Wiley.
3. Anderson, D. R., Sweeney, D. J., Williams, T. A., Wisniewski, M., & Pierron, X. An introduction to management science: quantitative approaches to decision making. Cengage India Private Limited
4. Motwani, B., Data Analytics with R, Wiley
5. Regi Mathew, Business analytics for Decision Making, Pearson

MBA-BA-275A, Decision Modeling and Data Analysis (Lab)

(Professional Elective Course)

(Prerequisite: MBA-111A: Quantitative Techniques for Business Decisions, MBA-171A: Fundamental of Analytics, MBA-102A: Business Optimization Techniques)

Max. Marks: 100

External: 50

Internal: 50

List of Experiments	
Sr. No.	Experiment Detail
1	Import and export business data using Excel and CSV formats; demonstrate data cleaning and handling missing values.
2	Use Excel Power functions to preprocess business data (e.g., filtering, sorting, conditional formatting).
3	Create effective data presentations using Excel charts (bar, line, pie) to visualize business insights.
4	Analyze business data using Pivot Tables to summarize and compare key metrics.
5	Build a dynamic dashboard in Excel to visualize and monitor key performance indicators (KPIs).
6	Compare multiple business scenarios using Excel What-If Analysis tools (Goal Seek, Data Tables).
7	Develop and interpret decision trees to solve business decision-making problems.
8	Perform sensitivity analysis on decision trees to evaluate impact of changes in input variables.
9	Implement decision trees with multi-attribute outcomes to analyze complex business scenarios.
10	Calculate the value of information in a decision-making scenario using Excel-based models.
11	Develop simple linear regression and multiple regression models in Excel/R; interpret model outputs.
12	Forecast time series data using trend analysis and Excel/R-based smoothing techniques.
13	Detect and handle autocorrelation in time-series data using correlograms and residual plots.
14	Use Excel Solver to perform optimization modeling for linear programming and goal programming.
15	Conduct Monte Carlo simulation in Excel for risk analysis of a business project.
16	Apply game theory concepts (e.g., payoff matrix, Nash equilibrium) to business strategic decision-making.
17	Present and communicate decision modeling results effectively using interactive charts and dashboards.

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	3	3		1	2		3	3	2
CO 2	3	3		1	2	2	3	3	2
CO 3	3	3			2		3	3	3
CO 4	3	3		1	2	2	3	3	3

Suggested Readings:

1. Winston, W. L. Microsoft Excel data analysis and business modeling. Pearson.
2. Sringeswara, S., Tiwari, P., Kumar, D., Data Visualization: Storytelling Using Data, Wiley.
3. Anderson, D. R., Sweeney, D. J., Williams, T. A., Wisniewski, M., & Pierron, X. An introduction to management science: quantitative approaches to decision making. Cengage India Private Limited
4. Motwani, B., Data Analytics with R, Wiley
5. Regi Mathew, Business analytics for Decision Making, Pearson

MBA-BA-257A, Social-Media Analytics

(Professional Elective Course)

(Prerequisite: MBA-111A: Quantitative Techniques for Business Decisions, MBA-171A: Fundamental of Analytics, MBA-102A: Business Optimization Techniques)

Max. Marks: 100

External: 60

Internal: 40

Time 3 Hours

Course Objective: This course provides a deep understanding of social media analytics techniques, including sentiment analysis, network analysis, information diffusion, social influence, privacy risks, and predictive modeling. Students will learn to extract insights from social media data, assess trends, and apply analytical tools for decision-making in business, marketing, and cybersecurity.

Instructions for Paper Setter:

The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): **Part A** will have 10 Multiple Choice Questions (MCQs) each having one Mark, **Part B** will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, **Part C** will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, **Part D** will have case-based questions having 15 marks

Contents
Unit-1: Introduction to Social Media Analytics (Contact Hours: 9)
Introduction to social media analytics: cycle, types and layers, social media data sources and preprocessing (APIs, Web Scraping, Databases), social media for Business, Virtual Worlds, Long Tail, eWOM, Tools for social media analytics (Python, R), Ethics and challenges in social media analytics
Unit-2: Sentiment Analysis and Social Influence (Contact Hours: 11)
Basics of sentiment analysis, Emotion and opinion mining, Text classification, Sentiment prediction and behavior modeling, Emotional contagion in social media, Emotional Contagion in Social Media, Influence and centrality in social networks, Recommendation systems in social media platforms, Facebook Analytics, Social Media Campaigns, Case studies: Sentiment analysis in brand management and political campaigns
Unit-3: Social Network Analysis and Information Diffusion (Contact Hours: 12)
Introduction to social network analysis, key concepts, and methodologies, Understanding different social network types, their structures, and properties, Social Ties and Link Prediction: Exploring relationships in networks, predicting new connections, and their impact on social interactions, Information Diffusion in Social Media – Models and mechanisms of how information spreads across networks, Fake News and Misinformation Detection: Identifying and analyzing misinformation and disinformation in social media, Virality Analysis and Content

Reach – Understanding organic vs. paid reach, click-through rates, and factors influencing viral content.

Unit-4: Security, Privacy, and Emerging Technologies in Social Media Analytics
(Contact Hours: 12)

Privacy and Security in Social Media: Privacy in a networked world, Ethical concerns in social media mining, Threat Detection and Fraud Prevention: Social spam and malicious behavior detection, Deepfake detection and digital forensics, Cybersecurity risks and social media fraud detection, Data Analytics and Tracking: Geospatial social data mining and tracking, Location-based analytics (Google AdWords, Google-Mobile App Analytics), AI and Emerging Technologies in Social Media Analytics: AI and machine learning in social media analytics, Emerging trends: Blockchain, Metaverse, Web3

Course Outcomes: After completion of the course student will be able to		Bloom's Level
CO 1	Understand key concepts, data sources, and tools used in social media analytics for business and online interactions.	Understand
CO 2	Apply sentiment analysis, opinion mining, and influence detection to interpret social media content and campaign outcomes.	Apply
CO 3	Analyze social network structures, relationships, and information diffusion patterns using network analysis techniques.	Analyze
CO 4	Evaluate privacy, security, and ethical issues in social media analytics and explore emerging technologies for predictive insights.	Evaluate

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	3	3		2	2		3	3	2
CO 2	3	3		2	2	2	3	3	3
CO 3	3	3		2	2	2	3	3	3
CO 4	3	3		3	2	2	3	3	3

Suggested Readings:

1. Sponder, M. Social media analytics: Effective tools for building, interpreting, and using metrics. McGraw-Hill.
2. Chatterjee, S., & Krystyanczuk, M. Python social media analytics: Analyze and visualize data from Twitter, YouTube, Facebook, Instagram, and LinkedIn using Python. Packt Publishing.
3. Fan, W., & Gordon, M. D. The power of social media analytics. Communications of the ACM, 57(6), 74-81.
4. Stieglitz, S., Dang-Xuan, L., Bruns, A., & Neuberger, C. Social media analytics: An interdisciplinary approach and its implications for information systems. Business & Information Systems Engineering, 6(2), 89-96.

5. Cambria, E., Schuller, B., Xia, Y., & Havasi, C. New avenues in opinion mining and sentiment analysis. IEEE Intelligent Systems, 28(2), 15-21.

MBA-BA-277A, Social-Media Analytics (Lab)

(Professional Elective Course)

(Prerequisite: MBA-111A: Quantitative Techniques for Business Decisions, MBA-171A: Fundamental of Analytics, MBA-102A: Business Optimization Techniques)

Max. Marks: 100

External: 50

Internal: 50

List of Experiments	
Sr. No.	Experiment Detail
1	Use Python/R to collect social media data via APIs and web scraping (e.g. Twitter API, BeautifulSoup).
2	Preprocess social media data by cleaning, tokenizing, and storing in a database for further analysis.
3	Conduct exploratory analysis of social media metrics (likes, shares, comments) to identify business insights.
4	Analyze business cases highlighting the use of social media platforms for virtual worlds and long-tail effects.
5	Evaluate ethical and privacy considerations in social media analytics by analyzing real-world datasets.
6	Perform sentiment analysis on social media posts using text classification methods.
7	Apply emotion and opinion mining to user-generated content from social media.
8	Build and evaluate sentiment prediction models using machine learning algorithms in Python/R.
9	Analyze influence and centrality in social networks using metrics such as degree, betweenness, and closeness centrality.
10	Develop a simple recommendation system for social media platforms (e.g. content-based or collaborative filtering).
11	Conduct a case study on sentiment analysis for brand management or political campaigns using real datasets.
12	Visualize social network structures using tools like Gephi or NetworkX in Python.
13	Apply link prediction techniques to forecast new connections in a social network dataset.
14	Simulate and analyze information diffusion in social networks using epidemic models (e.g. SI, SIR).
15	Detect fake news and misinformation in social media data using text analysis and machine learning.
16	Conduct a virality analysis by examining click-through rates and factors influencing organic vs. paid reach.
17	Perform privacy risk assessment by analyzing social spam and malicious content in social media data.

18	Analyze geospatial social media data using location-based analytics tools (e.g. Google AdWords, Google Maps API).
19	Apply AI techniques (e.g. machine learning) to classify and predict outcomes in social media analytics.
20	Explore emerging technologies (e.g. Blockchain, Metaverse, Web3) and their potential role in future social media analytics.

Course Outcomes: After completion of the course student will be able to		Bloom's Level
CO 1	Understand key concepts, data sources, and tools used in social media analytics for business and online interactions.	Understand
CO 2	Apply sentiment analysis, opinion mining, and influence detection to interpret social media content and campaign outcomes.	Apply
CO 3	Analyze social network structures, relationships, and information diffusion patterns using network analysis techniques.	Analyze
CO 4	Evaluate privacy, security, and ethical issues in social media analytics and explore emerging technologies for predictive insights.	Evaluate

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	3	3		2	2		3	3	2
CO 2	3	3		2	2	2	3	3	3
CO 3	3	3		2	2	2	3	3	3
CO 4	3	3		3	2	2	3	3	3

Suggested Readings:

1. Sponder, M. Social media analytics: Effective tools for building, interpreting, and using metrics. McGraw-Hill.
2. Chatterjee, S., & Krystyanczuk, M. Python social media analytics: Analyze and visualize data from Twitter, YouTube, Facebook, Instagram, and LinkedIn using Python. Packt Publishing.
3. Fan, W., & Gordon, M. D. The power of social media analytics. Communications of the ACM, 57(6), 74-81.
4. Stieglitz, S., Dang-Xuan, L., Bruns, A., & Neuberger, C. Social media analytics: An interdisciplinary approach and its implications for information systems. Business & Information Systems Engineering, 6(2), 89-96.
5. Cambria, E., Schuller, B., Xia, Y., & Havasi, C. New avenues in opinion mining and sentiment analysis. IEEE Intelligent Systems, 28(2), 15-21.

MBA-BA-252A, Supply Chain Analytics

(Professional Elective Course)

(Prerequisite: MBA-111A: Quantitative Techniques for Business Decisions, MBA-171A: Fundamental of Analytics, MBA-102A: Business Optimization Techniques)

Max. Marks: 100

External: 60

Internal: 40

Time 3 Hours

Course Objective: The course aims to provide students with a comprehensive understanding of supply chain analytics, integrating data-driven decision-making, optimization techniques, and emerging technologies. It equips students with analytical tools to enhance efficiency, mitigate risks, and improve overall supply chain performance.

Instructions for Paper Setter:

The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): **Part A** will have 10 Multiple Choice Questions (MCQs) each having one Mark, **Part B** will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, **Part C** will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, **Part D** will have case-based questions having 15 marks

Contents
Unit-1: Fundamentals of Supply Chain Analytics (Contact Hours: 10)
Overview of Supply Chain Management (SCM), Role of Analytics in Supply Chain Decision Making, Data Sources in Supply Chain Analytics (ERP, IoT, Social Media), Key Performance Indicators (KPIs) in Supply Chain, Introduction to Descriptive, Predictive, and Prescriptive Analytics, Ethical Considerations in Supply Chain Analytics, Big Data and AI in Supply Chain Management, Internet of Things (IoT) and Smart Supply Chains
Unit-2: Forecasting, Inventory, and Demand Analytics (Contact Hours: 10)
Time Series Analysis and Forecasting Methods, Machine Learning Applications in Demand Forecasting, Inventory Optimization Techniques, Economic Order Quantity (EOQ) and Safety Stock Analysis, ABC and XYZ Inventory Classification, Bullwhip Effect and Demand Variability in Supply Chains
Unit-3: Network Design, Optimization, and Emerging Technologies (Contact Hours: 13)
Supply Chain Network Configuration, Facility Location and Warehouse Optimization, Transportation and Logistics Analytics, Linear and Non-Linear Optimization in Supply Chain, Simulation and Scenario Analysis, Supplier Selection and Performance Evaluation using Analytics ,Omni-Channel Supply Chain Strategies, Digital Twins and Real-Time Decision Making, Predictive Analytics for Supply Chain Optimization, Case Studies on AI-Driven Supply Chain Analytics ,Role of Cloud Computing and Edge Computing in Supply Chain Analytics ,Cybersecurity Challenges in Supply Chain Data Management

Unit-4: Risk, Resilience, and Sustainability in Supply Chain
(Contact Hours: 10)
Identifying and Mitigating Supply Chain Risks, Disruptions and Resilience Planning, Sustainable Supply Chain Practices, Circular Supply Chain and Reverse Logistics, Blockchain and IoT in Supply Chain Transparency, Carbon Footprint Analysis and Green Supply Chain Initiatives, Regulatory Compliance and ESG (Environmental, Social, Governance) in Supply Chains

Course Outcomes: After completion of the course student will be able to		Bloom's Level
CO 1	Understand the principles of supply chain analytics and their role in data-driven decision-making.	Understand
CO 2	Apply forecasting and inventory analytics techniques to improve supply chain efficiency.	Apply
CO 3	Design optimized and tech-enabled supply chain networks for strategic advantage.	Create
CO 4	Analyze risks and sustainability strategies for resilient and ethical supply chains.	Analyse

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	3	3		2	2		3	3	2
CO 2	3	3		2	2		3	3	3
CO 3	3	3	2	2	2	3	3	3	3
CO 4	3	3		3	2	2	3	3	3

Suggested Readings:

1. Chopra, S., & Meindl, P. Supply chain management: Strategy, planning, and operation. Pearson.
2. Simchi-Levi, D., Kaminsky, P., & Simchi-Levi, E. Designing and managing the supply chain: Concepts, strategies, and case studies McGraw-Hill.
3. Waller, M. A., & Fawcett, S. E. Data science, predictive analytics, and big data: A revolution that will transform supply chain design and management. Journal of Business Logistics, 34(2), 77-84.
4. Ivanov, D., Tsipoulanis, A., & Schönberger, J. Global supply chain and operations management: A decision-oriented introduction to the creation of value. Springer.
5. Choi, T. M. (Ed.). Handbook of artificial intelligence in supply chain management. Springer.

MBA-BA-272A, Supply Chain Analytics (Lab)

(Professional Elective Course)

(Prerequisite: MBA-111A: Quantitative Techniques for Business Decisions, MBA-171A: Fundamental of Analytics, MBA-102A: Business Optimization Techniques)

Max. Marks: 100

External: 50

Internal: 50

List of Experiments	
Sr. No.	Experiment Detail
1	Analyze key performance indicators (KPIs) in a supply chain dataset and visualize them using Excel or Python.
2	Collect and preprocess supply chain data from ERP and IoT sources (real or simulated).
3	Perform descriptive analytics on supply chain data to identify patterns and trends.
4	Apply predictive analytics to forecast demand using time series methods (e.g. moving average, exponential smoothing).
5	Develop machine learning models (linear regression, decision trees) for demand forecasting.
6	Calculate Economic Order Quantity (EOQ) and safety stock levels using historical data.
7	Classify inventory items using ABC and XYZ analysis to prioritize management efforts.
8	Analyze the bullwhip effect and its impact on supply chain variability using simulated datasets.
9	Use Excel Solver or Python to optimize facility location and warehouse placement for a supply chain.
10	Model transportation and logistics analytics, including cost minimization and route optimization.
11	Build a linear programming model to optimize a supply chain problem (e.g. production planning).
12	Implement scenario analysis to evaluate supplier performance under different risk scenarios.
13	Explore the use of digital twins for real-time decision making in supply chain operations.
14	Evaluate the impact of cloud computing and edge computing on supply chain data management.
15	Assess cybersecurity risks in a supply chain dataset and propose mitigation strategies.
16	Perform carbon footprint analysis for a supply chain case study and suggest green initiatives.
17	Develop a risk management plan for supply chain disruptions, including resilience strategies.
18	Analyze the role of blockchain and IoT in enhancing supply chain transparency.

19	Apply ESG (Environmental, Social, Governance) compliance frameworks to a supply chain scenario.
20	Build an integrated supply chain analytics dashboard using Excel, Power BI, or Tableau.

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	3	3		2	2		3	3	2
CO 2	3	3		2	2		3	3	3
CO 3	3	3	2	2	2	3	3	3	3
CO 4	3	3		3	2	2	3	3	3

Suggested Readings:

1. Chopra, S., & Meindl, P. Supply chain management: Strategy, planning, and operation. Pearson.
2. Simchi-Levi, D., Kaminsky, P., & Simchi-Levi, E. Designing and managing the supply chain: Concepts, strategies, and case studies McGraw-Hill.
3. Waller, M. A., & Fawcett, S. E. Data science, predictive analytics, and big data: A revolution that will transform supply chain design and management. Journal of Business Logistics, 34(2), 77-84.
4. Ivanov, D., Tsipoulanidis, A., & Schönberger, J. Global supply chain and operations management: A decision-oriented introduction to the creation of value. Springer.
5. Choi, T. M. (Ed.). Handbook of artificial intelligence in supply chain management. Springer.

MBA-BA-254A, Predictive Analysis for Business Decisions

(Professional Elective Course)

(Prerequisite: MBA-111A: Quantitative Techniques for Business Decisions, MBA-171A: Fundamental of Analytics, MBA-102A: Business Optimization Techniques)

Max. Marks: 100

External: 60

Internal: 40

Time 3 Hours

Course Objective: This course aims to equip students with a strong foundation in predictive analytics for data-driven business decision-making. It covers key techniques such as data preprocessing, supervised and unsupervised learning, decision trees, regression models, machine learning algorithms, and clustering. The course also emphasizes model evaluation, interpretation, and real-world business applications to enhance decision-making.

Instructions for Paper Setter:

The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): **Part A** will have 10 Multiple Choice Questions (MCQs) each having one Mark, **Part B** will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, **Part C** will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, **Part D** will have case-based questions having 15 marks

Contents
Unit-1: Foundations of Predictive Analytics and Data Preparation (Contact Hours: 8)
Introduction to Predictive Analytics in Business, Supervised vs. Unsupervised Learning, Data Exploration and Cleaning, Handling Missing Data and Outliers, Feature Engineering and Transformation Techniques, Data Reduction and Feature Selection Strategies, Statistical Graphics for Data Visualization
Unit-2: Predictive Modeling Using Decision Trees and Regression (Contact Hours: 12)
Decision Trees for Classification and Regression, Growing, Pruning, and Optimizing Trees, Optimizing Decision Tree Parameters for Business Accuracy, Overfitting and Model Generalization, Interpreting Decision Tree Models for Business Insights, Implementing Decision Trees in Business Applications, Introduction to Regression Models, Preparing Business Data for Regression Models (Transformations & Categorical Variables), Selecting Inputs and Handling Multicollinearity, Simple vs. Multiple Logistic Regression, Optimizing Model Complexity (Regularization), Interpreting Regression for Business Insights
Unit-3: Advanced Machine Learning and Model Evaluation (Contact Hours: 11)
Overview of Machine Learning Algorithms, Introduction to Bias-Variance Tradeoff, Model Assessment Techniques and Metrics, Interpreting Model Fit Statistics (R^2 , Adjusted R^2 , RMSE, AUC, etc.), Introduction to Cross-Validation, Introduction to Ensemble Model: Random Forest, Implementing Predictive Models in Business Decision-Making

Unit-4: Clustering and Business Segmentation**(Contact Hours: 13)**

Introduction to Clustering and Segmentation, K-Means Clustering: Algorithm and Applications, Hierarchical Clustering, Profiling and Interpreting Clusters for Business Strategy, Customer and Market Segmentation, Clustering Applications in Business Decision-Making

Course Outcomes: After completion of the course student will be able to		Bloom's Level
CO 1	Prepare, preprocess, and visualize business data for predictive analytics.	Apply
CO 2	Develop and interpret decision tree and regression models for business problems.	Create
CO 3	Evaluate and enhance predictive models using advanced machine learning methods.	Evaluate
CO 4	Apply clustering and segmentation techniques for strategic business decisions.	Apply

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	3	3		1	2		3	3	2
CO 2	3	3		1	2	2	3	3	3
CO 3	3	3		2	2	2	3	3	3
CO 4	3	3		2	2	2	3	3	3

Suggested Readings:

1. Abbott, D. Applied predictive analytics: Principles and techniques for the professional data analyst. Wiley.
2. Motwani, B., Data Analytics with R, Wiley
3. James R. Evans, Business Analytics, Pearson
4. Kamalkant Hiran, Dr. Ruchi Doshi, Ritesh Kumar Jain, Dr. Kamlesh Lakhwani, Machines Learning, BPB
5. Motwani, B., Data Analytics with Python, Wiley
6. Regi Mathew, Business analytics for Decision Making, Pearson

MBA-BA-274A, Predictive Analysis for Business Decisions (Lab)

(Professional Elective Course)

(Prerequisite: MBA-111A: Quantitative Techniques for Business Decisions, MBA-171A: Fundamental of Analytics, MBA-102A: Business Optimization Techniques)

Max. Marks: 100

External: 50

Internal: 50

List of Experiments	
Sr. No.	Experiment Detail
1	Import a business dataset and perform data cleaning (handle missing values and outliers).
2	Perform data exploration and generate summary statistics.
3	Apply feature engineering (e.g., normalization, encoding, binning) to prepare data.
4	Visualize business data using histograms, boxplots, scatter plots, and bar charts.
5	Build a decision tree classifier and regressor on a business dataset.
6	Grow, prune, and optimize a decision tree; assess overfitting and underfitting.
7	Apply decision tree models to a business case (e.g., loan approval, churn prediction) and interpret results.
8	Build and interpret a simple logistic regression model.
9	Compare simple and multiple logistic regression models; interpret metrics.
10	Handle multicollinearity and apply transformation for categorical variables.
11	Apply regularization techniques (Lasso and Ridge) to optimize regression models.
12	Evaluate model performance using R^2 , Adjusted R^2 , RMSE, and AUC.
13	Conduct cross-validation and analyze bias-variance tradeoff.
14	Train and evaluate a Random Forest model; interpret feature importance.
15	Apply K-Means clustering for customer segmentation based on behavior/demographics.
16	Apply hierarchical clustering and analyze dendrograms for market segmentation.
17	Profile and interpret clusters to derive actionable business insights (e.g., marketing, retention).

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	3	3		1	2		3	3	2
CO 2	3	3		1	2	2	3	3	3
CO 3	3	3		2	2	2	3	3	3
CO 4	3	3		2	2	2	3	3	3

Suggested Readings:

1. Abbott, D. Applied predictive analytics: Principles and techniques for the professional data analyst. Wiley.
2. Motwani, B., Data Analytics with R, Wiley
3. James R. Evans, Business Analytics, Pearson
4. Kamalkant Hiran, Dr. Ruchi Doshi, Ritesh Kumar Jain, Dr. Kamlesh Lakhwani, Machines Learning, BPB
5. Motwani, B., Data Analytics with Python, Wiley
6. Regi Mathew, Business analytics for Decision Making, Pearson

MBA-BA-256A, Data Analysis using Python-II

(Professional Elective Course)

(Prerequisite: MBA-111A: Quantitative Techniques for Business Decisions, MBA-171A: Fundamental of Analytics, MBA-102A: Business Optimization Techniques)

Max. Marks: 100

External: 60

Internal: 40

Time 3 Hours

Course Objective: This course aims to equip students with advanced data analysis techniques using Python. Students will learn how to process, visualize, and analyze data, apply machine learning techniques, and leverage Python for business decision-making through real-world case studies.

Instructions for Paper Setter:

The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): **Part A** will have 10 Multiple Choice Questions (MCQs) each having one Mark, **Part B** will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, **Part C** will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, **Part D** will have case-based questions having 15 marks

Contents
Unit-1: Data Handling and Preparation with Python (Contact Hours: 9) Pandas: Series & DataFrames, reading/writing CSV & Excel, data cleaning (missing values, duplicates), aggregation & grouping. NumPy: Arrays, indexing, basic operations, and statistical computations. Handling large datasets efficiently, Advanced Pandas operations: Merging, joining, pivot tables.
Unit-2: Descriptive Statistics and Data Visualization (Contact Hours: 11) Statistical measures: mean(), median(), mode(), std(), var(), skew(), kurt(), Correlation using corr() with methods: Pearson, Spearman using Numpy and Pandas. Seaborn & Matplotlib: Data visualization: histograms (histplot), boxplots (boxplot), pie charts (pie), bar charts (bar), line charts (plot), Scatter plots, pair plots (pairplot), regression plots (regplot), and heatmaps (heatmap), Plotly: Interactive visualizations: bar charts, line charts, scatter plots using plotly.express and plotly.graph_objects
Unit-3: Statistical Testing and Predictive Modeling (Contact Hours: 10) SciPy (scipy.stats): T-tests, Chi-square test, ANOVA, Scikit-learn (sklearn): Linear Regression and Logistic Regression using Python and Model fitting, Model Evaluation: RMSE, MSE, R^2 , Confusion matrix, accuracy, precision, recall.
Unit-4: Time Series Analysis and Forecasting (Contact Hours: 12)

Time Series in Python: Introduction, components, trend analysis. Moving averages, exponential smoothing. ARIMA model for forecasting. Autocorrelation and partial autocorrelation. Real-world case studies: Retail, Finance, and Marketing Analytics

Course Outcomes: After completion of the course student will be able to		Bloom's Level
CO 1	Apply Python libraries such as Pandas and NumPy for data preprocessing, cleaning, transformation, and aggregation.	Apply
CO 2	Analyze datasets using descriptive statistics and data visualization techniques to extract and interpret meaningful insights.	Analyze
CO 3	Evaluate predictive models using regression and classification techniques, and assess model performance through statistical testing and relevant metrics.	Evaluate
CO 4	Create time series forecasting solutions using models like moving averages, exponential smoothing, and ARIMA for real-world business applications.	Create

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	3	3		1	2		3	3	2
CO 2	3	3		1	2	2	3	3	3
CO 3	3	3		1	2	2	3	3	3
CO 4	3	3		2	2	2	3	3	3

Suggested Readings:

1. McKinney, W. Python for data analysis: Data wrangling with Pandas, NumPy, and Jupyter. O'Reilly Media.
2. Motwani, B. Data Analytics Using Python, Wiley
3. VanderPlas, J. Python Data Science Handbook: Essential Tools for Working with Data. O'Reilly Media.
4. Pradhan, M. and Kumar, U.D. , Machine Learning using Python, Wiley
5. Navlani, A., Fandango, A. and Idris, I., Python Data Analysis, Packt Publishing

MBA-BA-276A, Data Analysis using Python-II (Lab)

(Professional Elective Course)

(Prerequisite: MBA-111A: Quantitative Techniques for Business Decisions, MBA-171A: Fundamental of Analytics, MBA-102A: Business Optimization Techniques)

Max. Marks: 100

External: 50

Internal: 50

List of Experiments	
Sr. No.	Experiment Detail
1	Load and preprocess business data using Pandas Data Frames: handle missing values and duplicates.
2	Perform data aggregation and grouping on a business dataset using Pandas.
3	Apply advanced Pandas operations: merging, joining, and pivot tables for data analysis.
4	Use NumPy arrays for indexing, basic operations, and statistical computations on business data.
5	Visualize data using Matplotlib and Seaborn: line plots, bar charts, scatter plots.
6	Create interactive dashboards using Plotly for business data insights.
7	Demonstrate data scraping basics using Python libraries like BeautifulSoup or Scrapy.
8	Conduct end-to-end analysis of a real-world business dataset (step-by-step).
9	Build a linear regression model using Python to predict a business KPI (e.g. sales, revenue).
10	Evaluate linear regression model assumptions and interpret outputs (R^2 , residuals).
11	Implement logistic regression (binary and multi-class) for classification tasks (e.g. churn analysis).
12	Train decision tree models for both classification and regression tasks; visualize the tree.
13	Apply K-Means clustering to segment customers or products based on business data.
14	Implement hierarchical clustering and visualize dendrograms for business segmentation.
15	Conduct text mining: tokenize a business dataset (e.g. customer reviews) and compute TF-IDF scores.
16	Apply sentiment analysis to classify text data (e.g. reviews, feedback) as positive, negative, or neutral.
17	Analyze time series data: decompose into trend, seasonality, and residuals.
18	Apply moving averages and exponential smoothing to forecast business time series data.
19	Build an ARIMA model to forecast time series data; interpret ACF and PACF plots.
20	Analyze real-world case studies using time series data in Retail, Finance, or Marketing Analytics.

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	3	3		1	2		3	3	2
CO 2	3	3		1	2	2	3	3	3
CO 3	3	3		1	2	2	3	3	3
CO 4	3	3		2	2	2	3	3	3

Suggested Readings:

1. McKinney, W. Python for data analysis: Data wrangling with Pandas, NumPy, and Jupyter. O'Reilly Media.
2. Motwani, B. Data Analytics Using Python, Wiley
3. VanderPlas, J. Python Data Science Handbook: Essential Tools for Working with Data. O'Reilly Media.
4. Pradhan, M. and Kumar, U.D. , Machine Learning using Python, Wiley
5. Navlani, A., Fandango, A. and Idris, I., Python Data Analysis, Packt Publishing

MBA-BA-258A, Business Data Mining and Big Data

(Professional Elective Course)

(Prerequisite: MBA-111A: Quantitative Techniques for Business Decisions, MBA-171A: Fundamental of Analytics, MBA-102A: Business Optimization Techniques)

Max. Marks: 100

External: 60

Internal: 40

Time 3 Hours

Course Objective: The objective of this course is to provide students with a comprehensive understanding of data warehousing, data mining techniques, and big data processing frameworks. The course will equip students with practical knowledge to analyze large datasets, discover meaningful patterns, and leverage modern computing technologies for business decision-making.

Instructions for Paper Setter:

The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): **Part A** will have 10 Multiple Choice Questions (MCQs) each having one Mark, **Part B** will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, **Part C** will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, **Part D** will have case-based questions having 15 marks

Contents
Unit-1: Data Warehousing and Integration for Business Analytics (Contact Hours: 8)
Introduction to Data Warehousing, Data Warehousing Components, Building a Data Warehouse, OLAP and Data Cubes, Mapping the Data Warehouse to a Multiprocessor Architecture, DBMS Schemas for Decision Support, Data Extraction, Cleanup, and Transformation Tools, Metadata Management
Unit-2: Data Mining Concepts and Preprocessing Techniques (Contact Hours: 10)
Introduction to Data Mining and Its Importance in Business, Types of Data in Business Analytics, Data Mining Functionalities, Measuring Interestingness of Patterns, Classification of Data Mining Systems, Data Mining Task Primitives, Integration of Data Mining with Data Warehouses, Data Preprocessing Techniques (Data Cleaning, Integration, Reduction, and Transformation), Introduction to Machine Learning for Data Mining
Unit-3: Advanced Data Mining and Pattern Discovery (Contact Hours: 11)
Mining Frequent Patterns, Associations, and Correlations, Mining Methods and Various Kinds of Association Rules, Correlation Analysis and Constraint-Based Association Mining, Classification and Prediction, Decision Tree Induction, Bayesian Classification, Rule-Based Classification, Clustering Techniques (K-Means, Hierarchical, and DBSCAN), Anomaly Detection in Business Data
Unit-4: Big Data Frameworks and Applications

(Contact Hours: 12)	
Introduction to Big Data and Its Business Applications, Big Data Sources and Use Cases in Business, Big Data Architectures and Storage, Fundamentals of Distributed Computing, Distributed Computing using Hadoop, Parallel Processing with MapReduce, NoSQL Databases for Big Data (HBase, Cassandra, MongoDB), Stream Processing with Apache Spark, Real-Time Analytics vs Batch Processing, Ingesting Data and Cloud Computing for Big Data, Web Log Analyzer Application Case Study, Big Data Security and Privacy Challenges, Data Mining Primer for Big Data, Big Data Programming Primer (Python, R, and SQL for Big Data)	

Course Outcomes: After completion of the course student will be able to		Bloom's Level
CO 1	Design and manage data warehousing systems for business intelligence and analytics.	Create
CO 2	Apply data mining techniques and preprocessing methods for discovering business-relevant patterns.	Apply
CO 3	Use machine learning and pattern recognition techniques to classify, cluster, and detect anomalies.	Apply
CO 4	Implement big data architectures, tools, and platforms for large-scale data processing and analytics.	Apply

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	3	3		2	2	2	3	3	3
CO 2	3	3		2	2	2	3	3	3
CO 3	3	3		2	2	2	3	3	3
CO 4	3	3		2	2	3	3	3	3

Suggested Readings:

1. Tan, P. N., Steinbach, M., & Kumar, V. Introduction to data mining. Pearson Education.
2. Soman, K. P., Diwakar, S., & Ajay, V. Insight into data mining: Theory and practice. Prentice Hall of India.
3. Gupta, G. K. Introduction to data mining with case studies. Prentice Hall of India.
4. Larose, D. T. Data mining methods and models. Wiley-Interscience.
5. Maheshwari, A. Big data. McGraw Hill Education.

MBA-BA-278A, Business Data Mining and Big Data (Lab)

(Professional Elective Course)

(Prerequisite: MBA-111A: Quantitative Techniques for Business Decisions, MBA-171A: Fundamental of Analytics, MBA-102A: Business Optimization Techniques)

Max. Marks: 100

External: 50

Internal: 50

List of Experiments	
Sr. No.	Experiment Detail
1	Design and build a simple data warehouse schema (star or snowflake) using sample business data.
2	Perform data extraction, cleaning, and transformation using ETL tools or Python (Pandas) on a business dataset.
3	Implement OLAP operations (slice, dice, roll-up, drill-down) using Excel Pivot Tables or a BI tool.
4	Create and analyze data cubes to visualize multi-dimensional business data.
5	Demonstrate metadata management by documenting data dictionary and schema information.
6	Explore data mining functionalities and task primitives using a small business dataset.
7	Apply data preprocessing techniques (cleaning, integration, reduction, transformation) on raw business data.
8	Implement classification tasks using decision tree models on business datasets.
9	Conduct clustering analysis (K-Means) to segment customers or products.
10	Perform association rule mining using Apriori or FP-Growth to identify product affinities.
11	Conduct correlation analysis and constraint-based association mining on a sales dataset.
12	Implement anomaly detection to identify fraudulent transactions or outliers in business data.
13	Use Hadoop to set up a distributed computing environment; perform a simple MapReduce job.
14	Store and retrieve data using a NoSQL database (e.g. MongoDB, Cassandra) with business data examples.
15	Apply stream processing using Apache Spark to analyze real-time business data.
16	Compare real-time analytics vs. batch processing on a business case study.
17	Perform a web log analyzer application using Python to extract insights from website logs.
18	Develop a simple big data pipeline: ingest data, clean, transform, and analyze using Python/R/SQL.
19	Implement a big data security assessment, identifying privacy risks and proposing mitigation strategies.
20	Explore big data programming primers: develop a small Python/R/SQL script to analyze a big data set.

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	3	3		2	2	2	3	3	3
CO 2	3	3		2	2	2	3	3	3
CO 3	3	3		2	2	2	3	3	3
CO 4	3	3		2	2	3	3	3	3

Suggested Readings:

1. Tan, P. N., Steinbach, M., & Kumar, V. Introduction to data mining. Pearson Education.
2. Soman, K. P., Diwakar, S., & Ajay, V. Insight into data mining: Theory and practice. Prentice Hall of India.
3. Gupta, G. K. Introduction to data mining with case studies. Prentice Hall of India.
4. Larose, D. T. Data mining methods and models. Wiley-Interscience.
5. Maheshwari, A. Big data. McGraw Hill Education.

Entrepreneurship Development

**MBA-ED-251A, Institutional Support System for Start-ups
(Discipline Specific Electives)
(Prerequisite: MBA-201A, Entrepreneurship Development)**

Max. Marks: 100

External: 60

Internal: 40

Time 3 Hours

Course Objective: To equip students with a comprehensive understanding of the institutional mechanisms, schemes, policies, and support systems that foster entrepreneurial ventures in India. The course aims to develop practical insights into how start-ups can leverage various support institutions and policy frameworks to scale sustainably

Instructions for Paper Setter:

The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): **Part A** will have 10 Multiple Choice Questions (MCQs) each having one Mark, **Part B** will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, **Part C** will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, **Part D** will have case-based questions having 15 marks

Contents
Unit-1: Introduction to Start-up Ecosystem (Contact Hours: 11)
Concept and characteristics of start-ups, Difference between start-ups, MSMEs, and traditional businesses, Evolution of the start-up ecosystem in India, Key drivers of start-up growth, Start-up lifecycle, Stakeholders in the start-up ecosystem, Role of academia, incubators, accelerators, angel networks, Government bodies
Unit-2: Institutional Framework for Start-up Support (Contact Hours: 11)
Role of Government of India – DPIIT, Start-up India, NITI Aayog, Atal Innovation Mission (AIM), Atal Incubation Centers (AICs), SIDBI, MSME Ministry, and other key institutions, State-level start-up policies and support, PPPs.
Unit-3: Funding and Financial Support Mechanisms (Contact Hours: 12)
Overview of start-up funding stages, Sources of finance for start-ups, Government funding schemes (e.g., MUDRA, CGTMSE, Fund of Funds for Startups - FFS), Venture capital, angel investors, and crowdfunding platforms, Tax exemptions, funding eligibility criteria, Role of banks and financial institutions in start-up financing
Unit-4: Capacity Building and Institutional Linkages (Contact Hours: 12)

Role of entrepreneurship development institutes (EDII, NIESBUD, IIE, etc.), Role of higher education institutions in promoting start-ups (EDCs, IICs, incubation cells), Industry-academia partnerships and innovation hubs, Skill development and mentorship support (Skill India, Mentor India, etc.), Building a sustainable start-up: scaling, networking, and collaboration strategies.

Course Outcomes: After completion of the course student will be able to		Bloom's Level
CO 1	Identify and describe the key components of the Indian start-up ecosystem.	2
CO 2	Explain the role of government institutions, policies, and support frameworks that promote and assist start-ups.	2
CO 3	Apply knowledge of funding sources and financial schemes to analyze start-up funding options and eligibility.	3
CO 4	Analyze institutional linkages and capacity-building initiatives to evaluate strategies for scaling and sustaining start-ups.	4

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	2	2	1	1	1	3	1	2	2
CO 2	2	2	2	3	1	2	1	2	2
CO 3	3	3	1	2	1	2	1	3	3
CO 4	2	3	2	2	2	3	1	2	3

Suggested Readings:

1. Khanka, S. S. (2007). Entrepreneurial development. New Delhi: S. Chand Publishing.
2. Kumar, A. (2012). Entrepreneurship: Creating and leading an entrepreneurial organization (1st ed.). New Delhi: Pearson Education.
3. Drucker, P. F. (2006). Innovation and entrepreneurship. New York: HarperBusiness.
4. Senor, D., & Singer, S. (2011). Start-up nation: The story of Israel's economic miracle. New York: Twelve (Hachette Book Group).
5. Burns, P. (2016). Entrepreneurship and small business (4th ed.). London: Palgrave Macmillan.
6. Charantimath, P. M. (2013). Entrepreneurship development and small business enterprises (3rd ed.). New Delhi: Pearson Education India.

MBA-ED-253A, Family Businesses Management
(Discipline Specific Electives)
(Prerequisite: MBA-201A, Entrepreneurship Development)

Max. Marks: 100

External: 60

Internal: 40

Time 3 Hours

Course Objective: This course explores the evolving landscape of family offices, focusing on globalization, cross-border wealth management, and emerging trends. It covers the impact of technologies like AI and blockchain, the integration of ESG principles, and effective risk management. Students will also examine challenges in multi-family collaborations and wealth protection. By course end, they will be equipped to analyze strategies, apply risk mitigation, and develop sustainable wealth management plans for high-net-worth clients.

Instructions for Paper Setter:

The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): **Part A** will have 10 Multiple Choice Questions (MCQs) each having one Mark, **Part B** will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, **Part C** will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, **Part D** will have case-based questions having 15 marks

Contents
Unit-1: Introduction to Family Business and Structure (Contact Hours: 12)
Family Business: nature, importance and uniqueness of family business; families in business: building trust and commitment ownership of an enterprise build to last including assessment of different forms of business organizations: Sole Proprietorship, Partnership, LLP, Joint Stock Companies, HUF and OPC .Overview and structure of Family Offices, Definition and History of Family Offices, Importance of Family Offices in Wealth Preservation, Family Councils, Advisory Boards, and Decision-Making Processes
Unit-2: Financing Family Businesses: Strategies & Funding Options (Contact Hours: 12)
Internal Financing: Retained Earnings, Capital Reserves, Role of Finance in Long-Term Sustainability, Debt Financing: Bank Loans, Bonds, External Borrowings, Equity Financing: Private Equity, Venture Capital, IPOs, Alternative Funding Sources: Crowdfunding, Angel Investors, Government Schemes, Capital Structure & Financial Strategy in Family Firms, Working Capital Management & Cash Flow Planning, Budgeting and Forecasting for Long-Term Growth
Unit-3: Core Services of a Family Office (Contact Hours: 10)
Investment Management, Portfolio Construction: Diversification, Risk Management, and Asset Allocation, Private Equity, Real Estate, Hedge Funds, and Alternative Investments, Sourcing, Due

Diligence, and Monitoring Investments, Developing Investment Strategies Tailored to Family Needs
Unit-4: Estate Planning and Succession, Trust Structures in Family Business (Contact Hours: 11)
Tax-Efficient Wealth Transfer (Trusts, Wills, Foundations), Preparing Heirs: Education and Wealth Transition, Long-Term Legacy Planning and Preserving Family Values, Challenges in Family Succession and Governance, Role of Trusts in Wealth Management, Understanding Trusts: Types and Legal Framework, Setting Up a Trust for Family Business

Course Outcomes: After completion of the course student will be able to		Bloom's Level
CO 1	Understand the role of technological innovations, sustainability, and risk management in modern family office operations and wealth preservation.	Understand
CO 2	Apply estate planning techniques, including trust structures and tax-efficient wealth transfer, for long-term wealth preservation.	Apply
CO 3	Analyse emerging trends and the future of family offices, including globalization and cross-border wealth management.	Analyse
CO 4	Examine the impact of emotional vs. rational financial decisions on business growth and stability.	Evaluate

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	2	2	3	2	3	2	2	2	2
CO 2	3	3	2	2	2	3	2	3	3
CO 3	2	3	3	3	2	2	3	2	3
CO 4	2	3	3	3		2	2	2	3

Suggested Readings:

1. Family Business – Ernesto J. Poza.
2. The Family Business Map: Assets and Roadblocks in Long-Term Planning – M. Carlock & J. Ward
3. Financing the Family Business – M. Gilding & A. Gilding
4. Family office an Investment Management- Kirby Rosplock

MBA-ED-255A, Startup Financing
(Discipline Specific Electives)
(Prerequisite: MBA-201A, Entrepreneurship Development)

Max. Marks: 100

External: 60

Internal: 40

Time 3 Hours

Course Objective: This course aims to provide a comprehensive understanding of the financial aspects of launching and growing startups. It enables students to evaluate funding requirements, explore financing options, understand investor perspectives, and prepare funding documentation and pitches.

Instructions for Paper Setter:

The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): **Part A** will have 10 Multiple Choice Questions (MCQs) each having one Mark, **Part B** will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, **Part C** will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, **Part D** will have case-based questions having 15 marks

Contents
Unit-1: Introduction to Startup Financing (Contact Hours: 11)
Definition and characteristics of startups; Financial needs across startup lifecycle – seed, early-stage, and growth stage; Sources of funding – Bootstrapping, Friends and Family, Angel Investors, Venture Capital, Government Schemes, Crowdfunding, Incubators, Accelerators; Key players in the startup finance ecosystem
Unit-2: Financial Analysis for Startups (Contact Hours: 10)
Understanding startup financial statements – Income Statement, Balance Sheet, Cash Flow Statement; Break-even analysis; Startup metrics and KPIs (CAC, LTV, burn rate, runway, etc.); Valuation methods – DCF, Venture Capital Method, Berkus Method, Scorecard Method
Unit-3: Investor Perspectives and Term Sheets (Contact Hours: 12)
Stages of investor involvement; Screening and due diligence; Key components of a term sheet – valuation, equity, liquidation preference, anti-dilution, governance rights; Negotiating investment deals; Understanding investor exit strategies – IPO, Acquisition, Buyback
Unit-4: Fundraising Strategy and Pitch Preparation (Contact Hours: 10)
Building a fundraising roadmap; Identifying investor-fit; Preparing an effective pitch deck – problem, solution, market size, business model, financials, team, ask; Pitching techniques and storytelling; Handling investor questions; Legal and regulatory compliance in startup funding

Course Outcomes: After completion of the course student will be able to		Bloom's Level
CO 1	Explain the funding life cycle of a startup and identify various sources of financing available at each stage	Understand
CO 2	Analyze startup financial statements, funding needs, and valuation techniques used by entrepreneurs and investors	Analyse
CO 3	Evaluate different types of investors (Angel, VC, Incubators, etc.) and their expectations in startup financing	Evaluate
CO 4	Prepare a comprehensive fundraising strategy and pitch deck aligned with startup goals and investor requirements	Create

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	3	2	1	2	2	3	2	2	3
CO 2	3	3	1	2	2	2	2	3	3
CO 3	3	2	2	2	3	3	2	2	3
CO 4	3	2	2	3	3	3	3	3	3

MBA-ED-257A, Enterprise Planning and Appraisal
(Discipline Specific Electives)
(Prerequisite: MBA-201A, Entrepreneurship Development)

Max. Marks: 100
External: 60
Internal: 40
Time 3 Hours

Course Objective: To equip students with the knowledge and skills to plan and manage new business ventures through effective business planning, opportunity assessment, and financial appraisal, fostering an entrepreneurial and analytical mindset.

Instructions for Paper Setter:

The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): **Part A** will have 10 Multiple Choice Questions (MCQs) each having one Mark, **Part B** will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, **Part C** will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, **Part D** will have case-based questions having 15 marks

Course Contents:
Unit 1: Enterprise and Entrepreneurial Planning (Contact Hours: 12)
Definition and types of enterprises; characteristics of entrepreneurs; entrepreneurship ecosystem; role in economic development. Idea generation, market gap analysis, trend spotting. Feasibility study (technical, market, financial). Business Model Canvas for model development.
Unit 2: Business Plan and Project Formulation (Contact Hours: 12)
Structure and components of a business plan. Market analysis: segmentation, competitor profiling, customer targeting. SWOT and Porter's Five Forces. Technical feasibility: location, layout, capacity. Legal aspects: licensing, IPR, environmental compliance.
Unit 3: Financial Appraisal and Resource Planning (Contact Hours: 10)
Cost estimation, revenue projections, working capital needs. Sources of finance: equity, debt, VC, angel, government schemes. Project appraisal techniques: NPV, IRR, Payback Period, PI. Break-even and ratio analysis.
Unit 4: Strategic Evaluation and Growth Planning (Contact Hours: 09)
Appraisal of business plans by investors. Pitch preparation and delivery. Growth strategies: franchising, JV, M&A. Exit options: IPO, acquisition, liquidation. Monitoring: KPIs, balanced scorecard, benchmarking. ESG and sustainability focus.

Course Outcomes: After completion of the course student will be able to		Bloom's Level
CO 1	Explain the concepts of enterprise creation and entrepreneurial planning, including idea generation and feasibility analysis	Understand
CO 2	Analyze the structure of a business plan by evaluating its market, technical, and legal components to assess the soundness of a proposed enterprise	Analyze
CO 3	Apply financial appraisal methods such as NPV, IRR, and break-even analysis to assess project viability	Apply
CO 4	Analyze simple business plans for strategic options, growth possibilities, and sustainability considerations	Analyse

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	1	1		2		3	1	1	1
CO 2	3	2		3		3	1	3	2
CO 3	3	3		3		3	2	3	2
CO 4	3	2	2	3	1	3	2	2	2

Suggested Readings:

1. Hisrich, R.D., Peters, M.P., and Shepherd, D.A. Entrepreneurship, McGraw Hill Education, 2022, 10th Edition.
2. Drucker, Peter F. Innovation and Entrepreneurship, HarperBusiness, 2006, Latest Reprint Edition.
3. Charantimath, Poornima M. Entrepreneurship Development and Small Business Enterprises, Pearson Education, 2021, 3rd Edition.
4. Barrow, Colin; Barrow, Paul; and Brown, Robert The Business Plan Workbook, Kogan Page, 2021, 10th Edition.
5. Chandra, Prasanna Projects: Planning, Analysis, Financing, Implementation and Review, Tata McGraw-Hill, 2021, 8th Edition.
6. David, Fred R. Strategic Management: Concepts and Cases, Pearson Education, 2020, 16th Edition.
7. Kuratko, Donald F. Entrepreneurship: Theory, Process, Practice, Cengage Learning, 2021, 11th Edition.
8. Gupta, C.B. and Khanka, S.S. Entrepreneurship and Small Business Management, Sultan Chand & Sons, 2020.
9. Timmons, Jeffry A. and Spinelli, Stephen New Venture Creation: Entrepreneurship for the 21st Century, McGraw Hill Education, 2019, 9th Edition.

MBA-ED-252A, Entrepreneurial Marketing & Customer Acquisition

(Discipline Specific Electives)

(Prerequisite: MBA-201A, Entrepreneurship Development)

Max. Marks: 100

External: 60

Internal: 40

Time 3 Hours

Course Objective: To equip students with strategic and practical skills to design, execute, and optimize entrepreneurial marketing and customer acquisition strategies using innovative, data-driven, and resource-efficient approaches

Instructions for Paper Setter:

The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): **Part A** will have 10 Multiple Choice Questions (MCQs) each having one Mark, **Part B** will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, **Part C** will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, **Part D** will have case-based questions having 15 marks

Contents
Unit 1: Entrepreneurial Marketing Fundamentals (Contact Hours: 10)
Entrepreneurial vs Traditional Marketing; Lean Marketing: Iterative Campaigns and Market Experiments; Minimum Viable Product (MVP) and Market Fit Loop; Customer Discovery, Validation, and Acquisition Funnel; Building a Differentiated Value Proposition; Role of Innovation and Frugality in Startup Marketing; Global Perspectives in Entrepreneurial Marketing; Learning from International Startup Ecosystems.
Unit 2: Strategic Segmentation and Positioning for Startups (Contact Hours: 08)
Market Segmentation Techniques; Building Customer Personas in Dynamic Markets; Positioning Strategies for Differentiated Markets (Niche vs Mass); Targeting and STP in Blue Ocean Contexts; Cultural Sensitivity and Regional Marketing for Indian Startups; Cross-Sector Targeting: B2B vs B2C in New Ventures; Leveraging Artificial Intelligence for Hyper-Personalized Segmentation and Positioning.
Unit 3: Digital Growth and Guerrilla Acquisition Strategies (Contact Hours: 12)
Content Funnel Strategy: TOFU-MOFU-BOFU Approach; Paid vs Organic Acquisition: SEO, Influencer Marketing, and PPC; Growth Hacking Tools: A/B Testing, Email Drips, Retargeting; Community Marketing and UGC Campaigns; Guerrilla, Experiential, and Viral Marketing Techniques; CAC, CLV, Churn Metrics and KPI Benchmarking; Attribution Models: Single-Touch vs Multi-Touch.
Unit 4: Applications – Campaign Design, CRM, and Conversion (Contact Hours: 10)

Building an End-to-End Acquisition Funnel (AIDA, Pirate Metrics); Customer Journey Mapping and Micro-Moment Targeting; Creating a Channel Mix Strategy for Bootstrapped Startups; CRM Tools for Startups: HubSpot, Zoho (Live Demo); Data-Driven Dashboards, Heatmaps, and Funnel Analysis; Designing a Complete Acquisition Campaign – Group Simulation; Live Presentation & Stakeholder Pitch: Campaign + Metrics + Budget; Incorporating Sustainability and Ethical Practices in Customer Acquisition Campaigns.

Course Outcomes: After completion of the course student will be able to		Bloom's Level
CO 1	Understand the fundamentals of entrepreneurial marketing and global startup strategies.	Understand
CO 2	Analyze effective segmentation, targeting, and AI-driven positioning strategies.	Analyze
CO 3	Evaluate digital, organic, and guerrilla approaches for sustainable customer acquisition.	Evaluate
CO 4	Design and present a data-driven acquisition campaign using CRM tools and metrics.	Create

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	3			2		3	1	2	3
CO 2	3	3		1		3	1	2	3
CO 3	3	1	2	1	1	3	1	2	2
CO 4	3	3	2	1	2	3	3	3	3

Suggested Readings:

1. Björn Bjerke, Claes Hultman, Entrepreneurial Marketing: Global Perspectives, Edward Elgar Publishing
2. Gabriel Weinberg, Justin Mares, Traction: How Any Startup Can Achieve Explosive Customer Growth, Portfolio/Penguin
3. Philip Kotler, Kevin Lane Keller, Marketing Management, Pearson
4. V.S. Ramaswamy, S. Namakumari, Marketing Management: Global Perspective Indian Context, McGraw-Hill Education

MBA-ED-254A, Developing Social Entrepreneurship
(Discipline Specific Electives)
(Prerequisite: MBA-201A, Entrepreneurship Development)

Max. Marks: 100

External: 60

Internal: 40

Time 3 Hours

Course Objective: This course aims to develop students' understanding of social entrepreneurship by equipping them with the skills to identify social challenges, design innovative solutions, build sustainable business models, and measure social impact for driving meaningful change

Instructions for Paper Setter:

The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): **Part A** will have 10 Multiple Choice Questions (MCQs) each having one Mark, **Part B** will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, **Part C** will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, **Part D** will have case-based questions having 15 marks

Contents
Unit 1: Foundations of Social Entrepreneurship (Contact Hours: 9)
Meaning, Scope, and Importance of Social Entrepreneurship, Evolution and Global Perspectives, Difference between Business Entrepreneurship and Social Entrepreneurship, Characteristics and Traits of Social Entrepreneurs, Case Studies: Global and Indian Social Enterprises, Identifying Social Problems and Needs Assessment, Stakeholder Mapping and Community Engagement
Unit 2: Building and Designing Social Enterprises (Contact Hours: 9)
Business Models for Social Enterprises (Non-profit, Hybrid, For-profit), Theory of Change and Social Business Model Canvas, Design Thinking for Social Innovation, Ideation, Prototyping, and Testing Solutions, Legal Structures: Trust, Society, Ethics and Values in Social Entrepreneurship, Governance and Accountability Mechanisms
Unit 3: Financials and Marketing for Social Impact (Contact Hours: 10)
Funding Sources: Grants, Crowdfunding, Impact Investment, Revenue Models and Financial Sustainability, Basics of Financial Planning for Social Enterprises, Marketing Strategies for Social Causes, Storytelling and Branding for Social Impact, Role of Digital Media and Social Campaigns, Building Networks and Partnerships
Unit 4: Scaling, Impact Measurement & Future Trends (Contact Hours: 12)
Measuring Social Impact (SROI, Impact Metrics), Social Impact Assessment Tools, Scaling Strategies for Social Enterprises, Challenges in Scaling and Replication, Future of Social

Entrepreneurship: Tech for Good, Policy Support, Role of Incubators, Accelerators, and Support Ecosystems, Contemporary Issues and Innovations in Social Entrepreneurship

Course Outcomes: After completion of the course student will be able to		Bloom's Level
CO 1	Explain the fundamental concepts and significance of social entrepreneurship in addressing social issues.	Understand
CO 2	Design innovative solutions and viable business models for social enterprises, incorporating legal structures, ethical values, and governance mechanisms.	Create
CO 3	Evaluate financial models, funding sources, and marketing strategies to ensure sustainability and visibility of social enterprises.	Evaluate
CO 4	Measure social impact using appropriate tools and propose strategies for scaling and sustaining social enterprises in evolving ecosystems.	Evaluate

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	3	2		3		2	2	3	2
CO 2	2	2	2	2	2	3	2	2	3
CO 3	3	3		2	2	2	2	3	3
CO 4	2	3		3	2	3	3	3	2

Suggested Readings:

1. Martin, R. L. & Osberg, S. – Getting Beyond Better: How Social Entrepreneurship Works, Harvard Business Review Press, Latest Edition.
2. Dees, J. G., Emerson, J., & Economy, P. – Enterprising Nonprofits: A Toolkit for Social Entrepreneurs, Wiley, Latest Edition.
3. Nicholls, A. (Ed.) – Social Entrepreneurship: New Models of Sustainable Social Change, Oxford University Press, Latest Edition.
4. Yunus, M. – Building Social Business: The New Kind of Capitalism That Serves Humanity's Most Pressing Needs, PublicAffairs, Latest Edition.
5. Light, P. C. – The Search for Social Entrepreneurship, Brookings Institution Press, Latest Edition.

MBA-ED-256A, Legal and Regulatory Framework for Start ups
(Discipline Specific Electives)
(Prerequisite: MBA-201A, Entrepreneurship Development)

Max. Marks: 100

External: 60

Internal: 40

Time 3 Hours

Course Objective: This course aims to equip students with a comprehensive understanding of the legal and regulatory landscape critical for startup formation, growth, and compliance. It covers foundational legal frameworks, business entity laws, intellectual property rights, tax and labor compliances, and sector-specific regulations. The course will help learners identify legal challenges, navigate regulatory obligations, and develop strategies to mitigate risks, ensuring startups can operate ethically and lawfully in a dynamic business environment.

Instructions for Paper Setter:

The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): **Part A** will have 10 Multiple Choice Questions (MCQs) each having one Mark, **Part B** will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, **Part C** will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, **Part D** will have case-based questions having 15 marks

Contents
Unit-1: Introduction to Startup Legal Landscape (Contact Hours: 12) Concept of Startups and the Entrepreneurial Ecosystem in India; Legal Nature of Business Entities: Sole Proprietorship, Partnership, LLP, Private Ltd Company; Process of Business Incorporation: Startup India Registration, DPIIT Recognition; Key Legal Documents: MOA, AOA, Founders' Agreements, Term Sheets, NDAs; Role of Legal Advisors and Company Secretaries in Startup Formation
Unit-2: Regulatory and Statutory Compliances (Contact Hours: 11) Overview of Statutory Compliances: PAN, TAN, GST, Shops and Establishment Act, Import-Export Code; SEBI and FEMA Regulations for Startups; Income Tax Compliances and Exemptions for Startups (Section 80 IAC, Angel Tax, etc.); Environmental Clearances and Industry-Specific Regulatory Licenses; Filing and Reporting Requirements – MCA, ROC Compliance
Unit 3: Intellectual Property and Employment Laws (Contact Hours: 11) Importance and Protection of IP in Startups: Patents, Trademarks, Copyrights; IPR Registration Process and Strategic Use in Business Models; Employment Laws Relevant to Startups: The Shops and Establishment Act, Minimum Wages Act, Gratuity Act, ESI, EPF; Drafting Employment Contracts, Contractor Agreements, and Consultant Contracts; Compliance with POSH Act and Workplace Policies

Unit-4: Legal Issues in Fundraising and Exit Strategy	
(Contact Hours: 11)	
Legal Aspects of Fundraising: Seed Funding, Angel Investment, Venture Capital; Investor Agreements, Shareholders' Agreements, and Equity Dilution; Due Diligence Process and Legal Audit Requirements; Exit Options: IPOs, Mergers & Acquisitions, Strategic Sales; Case Studies of Startups Facing Legal and Compliance Challenges	

Course Outcomes: After completion of the course student will be able to		Bloom's Level
CO 1	Explain the legal foundations governing startups, including incorporation and business structuring	2
CO 2	Explain the statutory and regulatory compliances required for startups in India	2
CO 3	Apply knowledge of intellectual property and employment laws to real-world startup scenarios	3
CO 4	Analyze legal issues in fundraising and exit strategies in real life situations	5

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	2	1		3	1	2	1	2	2
CO 2	2	1		3	1	2	1	2	2
CO 3	3	2	1	3	1	2	1	3	3
CO 4	2	3	1	3	2	3	2	3	3

Suggested Readings:

1. Bansal, P., & Kumar, V. (2020). Legal Aspects of Business (4th ed.). Vikas Publishing House.
2. Sharma, P. (2017). Startup India: A Legal Perspective. Springer.
3. Chakraborty, S., & Dey, P. (2018). Business Laws for Startups in India. LexisNexis.
4. Sarkar, A., & Singh, R. (2019). Intellectual Property Rights and Startup Laws. Oxford University Press.
5. McKeown, J. (2021). Entrepreneur's Legal Guide: The Essential Handbook for Startups. Pearson Education.
6. Sullivan, K., & Satterlee, M. (2016). Business Law and the Legal Environment (9th ed.). Cengage Learning.
7. Tiwari, A., & Verma, S. (2022). The Legal Environment of Business and Regulatory Framework for Startups. Cengage Learning.

MBA-ED-258A, Design Thinking for Entrepreneurs
(Discipline Specific Electives)
(Prerequisite: MBA-201A, Entrepreneurship Development)

Max. Marks: 100

External: 60

Internal: 40

Time 3 Hours

Course Objective: This course aims to equip aspiring entrepreneurs with a structured framework to solve complex problems and innovate in a competitive business landscape. By exploring the principles of design thinking, students will learn to empathize with users, define problems, ideate solutions, prototype ideas, and test products. This course enhances critical thinking, creativity, and problem-solving skills, preparing students to build viable startups that meet market needs and user expectations.

Instructions for Paper Setter:

The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): **Part A** will have 10 Multiple Choice Questions (MCQs) each having one Mark, **Part B** will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, **Part C** will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, **Part D** will have case-based questions having 15 marks

Contents
Unit-1: Introduction to Design Thinking for Entrepreneurs (Contact Hours: 10)
Overview of Design Thinking: Definitions and principles; History and Evolution: From product design to business application; Importance in Entrepreneurship: How design thinking fosters innovation in startups; Phases of Design Thinking: Empathize, Define, Ideate, Prototype, Test.
Unit-2: Empathy and Defining the Problem (Contact Hours: 10)
Understanding Users: Techniques for user research (interviews, surveys, observations); Empathy Mapping: Identifying user needs, pains, and gains; Problem Framing: How to define the right problem for the right solution; Tools and Techniques: Personas, Journey Mapping, and User Stories.
Unit-3: Ideation and Prototyping (Contact Hours: 12)
Creative Problem-Solving: Brainstorming and other ideation techniques; Concept Development: Turning ideas into actionable concepts; Prototyping: Building low-fidelity prototypes (sketches, wireframes); Iterative Design: Testing and refining concepts through continuous feedback.
Unit-4: Testing and Implementing Design Thinking in Startups (Contact Hours: 13)
User Testing: Methods for gathering feedback (focus groups, usability testing); Evaluating Solutions: Iterating based on feedback, pivoting or persevering; Developing a Business Plan:

Incorporating design thinking into a startup business plan; Pitching a Startup: Creating and presenting a design thinking-based startup model.

Course Outcomes: After completion of the course student will be able to		Bloom's Level
CO 1	Describe the key principles and phases of design thinking in entrepreneurial settings	Understand
CO 2	Explain how empathy and user research help define the right problem in the design thinking process	Understand
CO 3	Apply ideation techniques and prototyping tools to develop innovative startup solutions	Apply
CO 4	Analyze feedback from user testing to improve solutions and integrate design thinking into a business plan	Analyse

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	2	1	1	1	1	3	1	2	2
CO 2	1	2	2	2	1	3	2	2	2
CO 3	2	2	1	1	2	3	2	3	2
CO 4	2	3	1	2	2	3	2	3	3

Suggested Readings:

1. Brown, T. (2009). Change by design: How design thinking creates new alternatives for business and society. Harper Business.
2. Liedtka, J. M., & Ogilvie, T. (2011). Designing for growth: A design thinking tool kit for managers. Columbia Business School Publishing.
3. Cross, N. (2011). Design thinking: Understanding how designers think and work. Berg Publishers.
4. Martin, R. (2009). The design of business: Why design thinking is the next competitive advantage. Harvard Business Press.

International Business:

MBA-IB-251A, Management of International Business (Discipline Specific Electives) (Prerequisite: None)

Max. Marks: 100

External: 60

Internal: 40

Time 3 Hours

Course Objective: To develop an understanding of Industrial Business concepts, and international business environment, enabling students to apply strategic management for managing international business effectively.

Instructions for Paper Setter:

The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): **Part A** will have 10 Multiple Choice Questions (MCQs) each having one Mark, **Part B** will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, **Part C** will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, **Part D** will have case-based questions having 15 marks

Contents
Unit-1: Foundations of International Business (Contact Hours: 08)
Concept, Scope, and Importance of International Business, Globalization and its Impact on International Trade, Theories of International Trade (Absolute Advantage, Comparative Advantage, Heckscher-Ohlin Theory), Modes of Entry into International Markets (Exporting, Joint Ventures, Franchising, FDI)
Unit-2: International Business Environment and Policy (Contact Hours: 12)
Political, Economic, Legal, and Technological Environment in Global Business, International Trade Policies, Tariffs, and Trade Barriers, World Trade Organization (WTO), IMF, and World Bank – Role and Functions, Regional Economic Integrations (EU, NAFTA, ASEAN, BRICS), Strategies for International Expansion (Global, Multidomestic, and Transnational Strategies), International Financial Management – Foreign Direct Investment (FDI) and International Capital Markets
Unit-3: Managing International Business Operations (Contact Hours: 12)
International Marketing and Global Branding Strategies, International Supply Chain and Logistics Management, Global Human Resource Management – Cross-cultural Leadership and Communication, Risk Management in International Business – Foreign Exchange and Political Risks, Corporate Social Responsibility (CSR) and Ethical Issues in Global Business, Future Trends in International Business and Digital Globalization

Unit-4: Cross- cultural & Global Management
(Contact Hours: 10)
Human and Cultural Variables in Global Organizations; Cross Cultural Differences and Managerial Implications; Cross Cultural Research Methodologies and Hofstede's Hermes Study; Structural Evolution of Global Organizations, Cross Cultural Leadership and Decision Making; Cross Cultural Communication and Negotiation. Western and Eastern Management Thoughts in the Indian context.

Course Outcomes: After completion of the course student will be able to		Bloom's Level
CO 1	Demonstrate an understanding of international business concepts, globalization, and trade theories.	Understand
CO 2	Analyse international trade policies, regulatory frameworks, and economic integrations	Analyse
CO 3	Evaluate strategies for international market entry, operations, and risk management	Evaluate
CO 4	Evaluate the influence of cross-cultural variables on global organizational practices.	Evaluate

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	2			2	1				1
CO 2	3			2		2	2	1	
CO 3	2	2	2	3	2		2	2	2
CO 4	1		2	2	2				2

Suggested Readings:

1. Hill, Charles W. L., & Hult, G. Tomas M., International Business: Competing in the Global Marketplace (12th Edition), McGraw-Hill Education, 2020
2. Daniels, John D., Radebaugh, Lee H., & Sullivan, Daniel P., International Business: Environments and Operations (16th Edition), Pearson, 2021
3. Cavusgil, S. Tamer, Knight, Gary, & Riesenberger, John R., International Business: The New Realities (5th Edition), Pearson, 2019
4. Deresky, Helen, International Management: Managing Across Borders and Cultures (10th Edition), Pearson, 2021
5. Peng, Mike W., Global Business (5th Edition), Cengage Learning, 2022
6. Bartlett, Cand Ghoshal, S. Transnational Management: Text, Cases and Readings in Cross Border Management. Chicago, Irwin, 1995.
7. Dowling. P J. etc. International Dimensions of Human Resource Management 2nd ed. California, Wadsworth, 1994.

MBA-IB-253A, International Trade Logistics
(Discipline Specific Electives)
(Prerequisite: None)

Max. Marks: 100
External: 60
Internal: 40
Time 3 Hours

Course Objective: To provide students with a comprehensive understanding of international logistics systems, practices, and strategies. The course aims to equip students with knowledge of global trade logistics, supply chain coordination, international shipping, and the application of digital technologies in logistics. The focus is on real-time challenges, sustainability, risk management, and the strategic role of logistics in global commerce.

Instructions for Paper Setter:

The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): **Part A** will have 10 Multiple Choice Questions (MCQs) each having one Mark, **Part B** will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, **Part C** will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, **Part D** will have case-based questions having 15 marks

Contents
Unit-1: Fundamentals of International Logistics (Contact Hours: 9) Introduction to International Logistics and Supply Chain Management, Globalization and its Impact on Logistics, Role of Logistics in International Trade, Types of Global Supply Chains : B2B, B2C, D2C, Components of International Logistics System, International Commercial Terms (Incoterms 2020) , Trade Agreements, Customs Regulations, WTO, and FTAs
Unit-2: Transportation, Warehousing & Documentation (Contact Hours: 10) Modes of International Transport: Waterway, Air, Rail, Road, and Multimodal transport systems – their characteristics, advantages, cost structures, and suitability for various types of cargo in international logistics. Global Warehousing Strategies & Free Trade Zones (FTZs): Importance of international warehousing, strategic locations, cross-docking, bonded warehouses, and the functioning. Key International Documents: Overview of critical documents such as Bill of Lading, Commercial Invoice, Certificate of Origin, and Packing List, including their roles in documentation compliance and risk management.
Unit-3: Digital Trends & Technology in Global Logistics (Contact Hours: 09) E-Logistics and Digital Freight Marketplaces: Facilitating faster, on-demand logistics operations and dynamic pricing. Automation, Robotics & Drones in Warehousing: Streamlining picking, packing, and inventory processes for operational efficiency. Sustainability & Green Logistics

Trends: Focusing on eco-friendly practices, carbon footprint reduction, and sustainable transport solutions.

Unit-4: Risk Management & Strategies

(Contact Hours: 10)

Risk Identification in International Logistics: Geopolitical, currency, compliance, and environmental risks impacting global operations. Strategies for Managing Global Supply Chain Risks: Risk mitigation, insurance, supplier diversification, and contingency planning. Crisis Management: Preparedness and response strategies for natural disasters, pandemics, and war situations. Reverse Logistics & Circular Supply Chains: Handling returns, recycling, and promoting sustainability.

Course Outcomes: After completion of the course student will be able to		Bloom's Level
CO 1	Explain the fundamentals of international logistics and supply chain management, including Incoterms, trade agreements, and the role of WTO and FTAs.	Understand
CO 2	Analyze various international transportation modes, warehousing strategies, and key documentation requirements in global logistics operations.	Analyse
CO 3	Evaluate the impact of digital technologies, automation, and sustainability trends on the efficiency and environmental performance of global logistics.	Evaluate
CO 4	Develop effective strategies to manage risks and handle crises in international logistics, including reverse logistics and circular supply chain practices.	Create

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	3	2	1	3	1	2	2	1	3
CO 2	3	3	1	2	2	2	2	2	3
CO 3	2	3	1	2	1	3	3	2	2
CO 4	3	3	2	3	2	3	3	2	2

Suggested Readings:

1. David Grant et al., International Logistics and Supply Chain Outsourcing
2. Pierre David, International Logistics: The Management of International Trade Operations
3. John Mangan et al., Global Logistics and Supply Chain Management

MBA-IB-255A, Export Import Procedure and Documentation
(Discipline Specific Electives)
(Prerequisite: None)

Max. Marks: 100

External: 60

Internal: 40

Time 3 Hours

Course Objective: This course provides students with a foundational understanding of international trade procedures and documentation. It covers essential export-import documents, regulatory frameworks, financing methods, and the functions of key trade institutions—enabling learners to manage documentation, compliance, and operational tasks in global trade effectively

Instructions for Paper Setter:

The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): **Part A** will have 10 Multiple Choice Questions (MCQs) each having one Mark, **Part B** will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, **Part C** will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, **Part D** will have case-based questions having 15 marks

Course Contents:
Unit 1: Trade Procedures and Documentation Basics (Contact Hours:12)
Significance of procedures and documentation in international trade. Documentation as a trade barrier. WTO provisions related to trade documentation. Aligned Document System (ADS). Official machinery for trade procedures in India. ITC (HS) classification system. Role of the International Chamber of Commerce (ICC). INCOTERMS and their usage in trade contracts. Nature and role of export/trading houses. Introduction to Electronic Data Interchange (EDI) in trade documentation.
Unit 2: Export and Import Documentation (Contact Hours:12)
Main types of export and import documents. Steps in export order processing. Structure and key clauses of export contracts. Preparation of export price quotations. Shipping and customs clearance for export and import cargo. Central excise clearance process. Functions and responsibilities of forwarding agents. Cargo insurance procedures. Claim process in case of loss or damage.
Unit 3: International Trade Finance and Regulation (Contact Hours: 10)
Methods of payment in international trade. Documentary collection of export bills. UCPDC guidelines for documentary credits. Realisation of export proceeds as per RBI's Exchange Control Manual. Origin, objectives, and key provisions of FEMA. Pre-shipment and post-shipment finance. Role and functions of EXIM Bank and ECGC in India's export financing system.
Unit 4: Export Promotion and Institutional Support (Contact Hours: 09)

Major export promotion schemes in India including EPCG, Duty Exemption Scheme, DEPB Scheme, and SIL. Facilities available for deemed exports. Export promoting institutions such as EOUs, EPZs, and SEZs. Roles of Export Promotion Councils, Commodity Boards, and India Trade Promotion Organisation (ITPO).

Course Outcomes: After completion of the course student will be able to		Bloom's Level
CO 1	Understand trade procedures, documentation systems, WTO provisions, INCOTERMS, and EDI.	Understand
CO 2	Identify and prepare key export-import documents and explain related processes like contracts, shipping, and insurance.	Apply
CO 3	Explain international payment methods, trade finance regulations, and the roles of EXIM Bank and ECGC.	Understand
CO 4	Apply knowledge of export promotion schemes and institutions to analyze their role in supporting international trade.	Apply

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	3			3			2	1	2
CO 2	3	2		3			2	1	2
CO 3	3	2		3			2	2	2
CO 4	3	1		3		2	2	2	2

Suggested Readings:

1. Paras Ram: Export: What Where and How, Delhi, Anupam Publication.
2. Ministry of Commerce, Handbook of Procedures, Government of India, New Delhi.
3. Ministry of Commerce, Import Export Policy, Government of India, New Delhi.
4. Custom and Excise Law, Various Issues.
5. Nabhi's Exporters Manual and Documentation.
6. Nabhi's New Import Export policy procedures.
7. Pervin Wadia: Export Markets and Foreign Trade Management, Manishka Publication, New Delhi.
8. M.D. Jitendra: Export Procedures and Documentations, Rajat Publications, Delhi
9. Paul, Justin, and Rajiv Aserkar. "Export import management. Oxford Publication.

MBA-IB-257A, India's Foreign Trade and Policy
(Discipline Specific Electives)
(Prerequisite: None)

Max. Marks: 100

External: 60

Internal: 40

Time 3 Hours

Course Objective: To provide students with a clear understanding of India's foreign trade structure, policies, export incentives, and global trade dynamics, enabling them to analyze trade patterns and apply regulatory knowledge in real-world scenarios.

Instructions for Paper Setter:

The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): **Part A** will have 10 Multiple Choice Questions (MCQs) each having one Mark, **Part B** will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, **Part C** will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, **Part D** will have case-based questions having 15 marks

Contents
Unit-1: Introduction to India's Foreign Trade and Global Context (Contact Hours: 10)
Overview of India's Foreign Trade in the Global Context, Structure and Equilibrium of India's Balance of Payments Recent Trends in India's Foreign Trade Directional Pattern of Trade
Unit-2: Trade Regulations, Acts, and Foreign Exchange Management (Contact Hours: 12)
Trade Regulation Framework in India, Foreign Trade (Development and Regulation) Act, Foreign Exchange Management in India, Overview of the Present Export-Import Policy, Export Promotion Policies and Initiatives
Unit-3: Export Incentives and Institutional Support (Contact Hours: 10)
EPCG Scheme, DEPB, and Duty Drawback Scheme, Export Incentives: Financial and Fiscal, Role of EXIM Bank of India and ECGC, Infrastructure Support for Export Promotion, Role of Export Promotion Councils, Commodity Boards, and Product Export Development Authorities
Unit-4: Export Schemes, Trade Zones, and WTO Impact (Contact Hours: 08)
Role of State Trading Organizations, Export Processing Zones (EPZs) and Special Economic Zones (SEZs), Agriculture Export Zones (AEZs), Clusters, Export Oriented Units (EOUs), and Export Trading House Schemes, Specific Service Institutions Supporting Exports, Impact of WTO on India's Trade Policy

Course Outcomes: After completion of the course student will be able to		Bloom's Level
CO 1	Understand the structure, composition, and global positioning of India's foreign trade.	Understanding
CO 2	Analyze the trends and directional patterns of India's exports and imports, and identify key commodities.	Analyzing
CO 3	Evaluate various trade regulations, EXIM policies, and incentive schemes to facilitate foreign trade.	Evaluating
CO 4	Apply knowledge of trade policies, WTO implications, and institutional mechanisms to real-world cases.	Applying / Evaluating

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	3	2		2	2		2	3	2
CO 2	2	3	2	3	2		2	2	3
CO 3	2	3	3	2	2	2	2	2	3
CO 4	3	3	3	3	2	2	3	3	2

Suggested Readings:

1. Bhalla , V.K. International Business Environment and Management, 8thed, Delhi, Anmol, 2001.
2. Jain, S.K.: Export performance and Export Marketing Strategies, Commanwealth Pub., Delhi, 1988.
3. Export- Import Policy ,Naleh Publications.
4. Paras Ram: Export: What Where and How, Delhi, Anupam Publication.
5. Bhattacharya B. : International Marketing Management, Subhash Chand & Sons.

MBA-IB-252A, International Business Environment
(Discipline Specific Electives)
(Prerequisite: None)

Max. Marks: 100

External: 60

Internal: 40

Time 3 Hours

Course Objective: This course will enable students to develop the understanding of International business scenario and capabilities to evaluate the International business environment

Instructions for Paper Setter:

The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): **Part A** will have 10 Multiple Choice Questions (MCQs) each having one Mark, **Part B** will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, **Part C** will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, **Part D** will have case-based questions having 15 marks

Contents
Unit-1: Introduction (Contact Hours: 10)
International Business- Meaning, Nature, importance and scope; Modes of entry into International Business, Frame work of international business environment; Institutional support to International Business-- UNO, IMF, World Bank; UNCTAD; Conceptual Framework of MNCs - MNCs and Host and Home Country relations.
Unit-2: Factors affecting International Business Environment (Contact Hours: 12)
Socio-Cultural environment, Impact of Socio-Cultural environment on International Business- Factors affecting Technological environment, Level of technological development in the country- The pace of technological changes & technological obsolescence. Impact of Technological environment on Business, International Technology Transfers – importance and types of Foreign Technology Acquisition.
Unit-3: International Economic Environment (Contact Hours: 13)
Economic Environment-Economic system- Stage of economic growth -Level of national & per capita income.-sources of financial resources- International financial system-Determining exchange rates; Fixed and flexible exchange rate system; Exchange rate quotes; LERMS,; Factors affecting exchange rates; Foreign exchange and currency futures; Exchange rate arrangement in India; Overview of FEMA; Foreign Exchange Risk: Transaction exposure, transaction exposure and economic exposure, Management of exposures
Unit-4: Regional Economic Co-operation (Contact Hours: 10)

Regional Economic Co-operation and Integration between Countries; Free Trade Agreements, Different levels of integration between Countries; European Union, NAFTA, ASEAN, BRICS, SAARC, SAPTA.

Course Outcomes: After completion of the course student will be able to		Bloom's Level
CO 1	Understand the International aspects of Business	Understand
CO 2	Analyse the factors affecting the International Business	Analyse
CO 3	Evaluate the International economic scenario.	Evaluate
CO 4	Understand the regional economic integration and its significance	Understand

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	1	1	1	1	1	1	1	1	1
CO 2	3	2	1	3	1	2	1	2	3
CO 3	3	2	1	3	1	2	1	2	3
CO 4	1	1	1	1	1	1	1	1	1

Suggested Readings:

- 1) F.Adhikary, Manab, Global Business Management, Macmillan, New Delhi
- 2) Black and Sundaram: International Business Environment, PHI New Delhi.
- 3) F. Buckley, Ardin: The Essence of International Money, PHI New Delhi.

MBA-IB-254A, International Strategic Management
(Discipline Specific Electives)
(Prerequisite: None)

Max. Marks: 100

External: 60

Internal: 40

Time 3 Hours

Course Objective: To provide students with essential knowledge and skills in international strategic management, focusing on global market entry, strategic planning, formulation, and implementation. The course enables learners to apply strategic tools, analyze global business scenarios, and understand the complexities of managing strategies across borders.

Instructions for Paper Setter:

The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): **Part A** will have 10 Multiple Choice Questions (MCQs) each having one Mark, **Part B** will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, **Part C** will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, **Part D** will have case-based questions having 15 marks

Contents
Unit 1: International Strategic Management – Concepts and Scope (Contact Hours: 10)
Nature and dimensions of international strategic management, differences between domestic and international strategic management, functions of international strategic planning, prerequisites and complexities of international strategy.
Unit 2: Market Entry, Growth, and Risk Strategies (Contact Hours: 12)
Strategies for foreign market entry and penetration, growth strategy, international business integration, strategy for risk and stability, revival strategies, restructuring and divestment.
Unit 3: Strategic Formulation Approaches (Contact Hours: 11)
Traditional approach, modern approaches including gap analysis, capital investment theory, Ansoff Matrix, adaptive search approach, portfolio approaches – BCG Model, GE-McKinsey Model, Hofer's Model, Shell's Directional Policy Model, comparative strategy vis-à-vis domestic firms.
Unit 4: Strategy Implementation and Evaluation (Contact Hours: 10)
Resource allocation, project and procedural issues, organizational structure and systems, leadership and corporate culture, values, ethics and social responsibility, operational and functional plans, integration of functional plans, organizational systems and techniques of strategic evaluation.

Course Outcomes: After completion of the course student will be able to		Bloom's Level
CO 1	Understand the fundamentals of international strategic management.	Understand
CO 2	Explain various strategies for foreign market entry, growth, and risk handling.	Understand
CO 3	Analyse and apply strategic formulation models and approaches to global business scenarios	Analyze
CO 4	Apply basic principles of strategy implementation and evaluation in international settings	Apply

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	1	1	1	1	1			1	1
CO 2	1	1	1	1	1			1	1
CO 3	3	3	1	3	1	2	2	2	3
CO 4	3	3	1	3	1	2	2	2	3

MBA-IB-256A, Foreign Exchange Management
(Discipline Specific Electives)
(Prerequisite: None)

Max. Marks: 100

External: 60

Internal: 40

Time 3 Hours

Course Objective: This course aims to provide students with in-depth knowledge of the foreign exchange markets, exchange rate determination, and risk exposure management. It covers instruments used in forex trading, the functioning of global and Indian currency markets, and regulatory mechanisms. The course also focuses on developing analytical skills to manage foreign exchange risk using various financial instruments and techniques.

Instructions for Paper Setter:

The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): **Part A** will have 10 Multiple Choice Questions (MCQs) each having one Mark, **Part B** will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, **Part C** will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, **Part D** will have case-based questions having 15 marks

Contents
Unit-1: International Monetary Systems & Forex Market (Contact Hours: 15)
Historical evolution of international monetary systems: Gold Standard, Bretton Woods System, Floating Exchange Rate System, Structure of the Foreign Exchange Market: Nature, participants (retail, commercial, central banks), role of RBI and FED, Exchange Rate Quotations: Direct and indirect quotes, bid-ask spreads, cross currency rates, Convertibility of Rupee: Current account vs. capital account convertibility
Unit-2: Exchange Rate Mechanisms and Determination (Contact Hours: 12)
Meaning and types of exchange rates: Official, market-determined, spot, forward Spread, arbitrage in currency markets, Theories of Exchange Rate Determination: Purchasing Power Parity (PPP), Interest Rate Parity (IRP), Balance of Payments theory, Factors affecting exchange rates: Inflation, interest rates, political and economic stability, Flexible vs. Fixed Exchange Rates, Liberalized Exchange Rate Management System (LERMS)
Unit-3: Foreign Exchange Derivatives and Trade Settlement (Contact Hours: 11)
Forex Derivatives: Currency Forwards, Currency Futures, Currency Options, Currency Swaps, Differences between Forwards and Futures, Valuation and pricing of currency derivatives, Trade settlement in spot, forward, and futures markets, Role of clearing houses and counterparties in FX markets, Tax treatment of foreign exchange gains and losses

Unit-4: Foreign Exchange Risk Management and Regulatory Framework
(Contact Hours: 10)

Types of Foreign Exchange Exposure: Transaction Exposure, Translation Exposure, Economic Exposure, Techniques for Measurement and Management of FX Risk: Hedging, Netting, Leading & Lagging, Forecasting Exchange Rates: Technical, fundamental, and econometric models, Foreign Exchange Control in India: FEMA, RBI guidelines, Risk management policies and parameters for corporates, FEMA vs. FERA – comparison and reforms

Course Outcomes: After completion of the course student will be able to		Bloom's Level
CO 1	Understand the structure and functioning of the foreign exchange market.	Understand
CO 2	Analyze exchange rate mechanisms and determination theories.	Analyze
CO 3	Evaluate foreign exchange risks and manage exposures using appropriate financial instruments.	Evaluate
CO 4	Examine regulatory and institutional frameworks governing the forex market, particularly in the Indian context.	Analyze

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	-	-	-	2	-	2	-	2	2
CO 2	-	2	-	3	2	2	1	3	2
CO 3	-	3	2	3	2	2	2	3	2
CO 4	-	3	3	3	2	2	2	3	3

Suggested Readings:

1. Madhu Vij – *Foreign Exchange and Risk Management*, Excel Books
2. Jeevanandam, C. – *Foreign Exchange: Practice, Concepts and Control*, Sultan Chand & Sons
3. Suresh, P. – *Foreign Exchange Management*, PHI Learning
4. Paul, Justin – *International Business* (Forex management sections), PHI Learning
5. Shapiro, A.C. – *Multinational Financial Management*, Wiley
6. Apte, P.G. – *International Financial Management*, Tata McGraw-Hill
7. Levi, M.D. – *International Finance*, Routledge

MBA-IB-258A, International Business Negotiation
(Discipline Specific Electives)
(Prerequisite: None)

Max. Marks: 100

External: 60

Internal: 40

Time 3 Hours

Course Objective: This course aims to equip students with the essential knowledge and skills required for negotiating successfully in international business environments. It emphasizes cross-cultural negotiation, strategic preparation, communication techniques, and conflict resolution practices in global contexts.

Instructions for Paper Setter:

The examiner will set question Paper into 4 parts such as A, B, C, D (All parts will be compulsory for students): **Part A** will have 10 Multiple Choice Questions (MCQs) each having one Mark, **Part B** will have 5 Short Answer Type Questions each having 5 Marks out of which students need to answer any 3, **Part C** will have 3 Long Answer Type Questions each having 10 Marks out of which students need to answer any 2, **Part D** will have case-based questions having 15 marks

Contents
Unit-1: Fundamentals of International Business Negotiation (Contact Hours: 12)
Nature, scope, and importance of international negotiation, Stages of negotiation: preparation, discussion, proposal, bargaining, closure, Differences between domestic and international negotiations, Key concepts: BATNA, ZOPA, anchoring, concessions, Strategic and integrative approaches to negotiation
Unit-2: Cross-Cultural Dimensions in Negotiation (Contact Hours: 12)
Understanding culture: Hofstede, Trompenaars, and Hall frameworks, Cultural impact on negotiation styles and decision-making, Communication across cultures: high-context vs. low-context communication, Managing intercultural conflict and misunderstandings, Case examples of cross-cultural negotiation failures and successes
Unit-3: Negotiation Strategies in International Trade and Investment (Contact Hours: 10)
Negotiating international contracts, joint ventures, and licensing agreements, international trade disputes and resolution mechanisms (WTO, arbitration, mediation), Government-to-government negotiations and diplomatic protocols, Ethical dilemmas and legal considerations in international negotiations
Unit-4: Negotiation Simulations and Practice (Contact Hours: 11)
Preparation and role-play exercises on real-world negotiation scenarios, Group simulations: multinational partnerships, mergers, and supply chain deals, Post-negotiation evaluation and

debriefing, assessing outcomes: objective and subjective success, Developing personal negotiation style and feedback incorporation

Course Outcomes: After completion of the course student will be able to		Bloom's Level
CO 1	Understand foundational theories and processes involved in international negotiations	Understand
CO 2	Analyze the role of cultural, legal, and ethical factors in shaping negotiation outcomes	Analyze
CO 3	Apply strategic and practical negotiation techniques to real-world international business settings	Apply
CO 4	Demonstrate competence in planning and executing cross-border negotiation through simulations	Create

Course Outcomes (CO) to Programme Outcomes (PO) & Programme Specific Outcomes (PSO) (mapping (scale 1: low, 2: Medium, 3: High))									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
CO 1	3	2	2	3	1	2	2	2	2
CO 2	3	3	2	3	1	2	3	2	3
CO 3	3	3	2	2	2	2	3	3	3
CO 4	3	3	2	2	3	3	2	2	3

Suggested Readings

1. Lewicki, R. J., Barry, B., & Saunders, D. M. Negotiation (7th Edition). McGraw-Hill Education.
2. Brett, J. M. Negotiating Globally: How to Negotiate Deals, Resolve Disputes, and Make Decisions Across Cultural Boundaries (3rd Edition). Jossey-Bass.
3. Fisher, R., Ury, W., & Patton, B. Getting to Yes: Negotiating Agreement Without Giving In. Penguin Books.
4. Salacuse, J. W. The Global Negotiator: Making, Managing, and Mending Deals Around the World in the Twenty-First Century. Palgrave Macmillan.
5. Ghauri, P. N., & Usunier, J. C. International Business Negotiations (2nd Edition). Emerald Group Publishing.