



Department of Management of Studies

Academic Year 2023-24



3rd and 4th Semester
Scheme and Syllabus
BATCH – 2022-2024
CREDITS: 100

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NEW HORIZON COLLEGE OF ENGINEERING

VISION

To emerge as an institute of eminence in the fields of engineering, technology and management in serving the industry and the nation by empowering students with a high degree of technical, managerial and practical competence.

MISSION

M1	To strengthen the theoretical, practical and ethical dimensions of the learning process by fostering a culture of research and innovation among faculty members and students.
M2	To encourage long-term interaction between the academia and industry through the involvement of the industry in the design of the curriculum and its hands-on implementation.
M3	To strengthen and mould students in professional, ethical, social and environmental dimensions by encouraging participation in co-curricular and extracurricular activities.

QUALITY POLICY

To provide educational services of the highest quality both curricular and co-curricular to enable students integrate skills and serve the industry and society equally well at global level.

VALUES

- Academic Freedom
- Integrity
- Inclusiveness
- Innovation
- Professionalism
- Social Responsibility

DEPARTMENT OF MANAGEMENT STUDIES

VISION

To evolve into a globally integrated B-school contributing towards management education, consultancy, research leadership & corporate excellence.

MISSION

M1	To constantly strive to provide students with an in-depth knowledge and understanding of business and managerial concepts.
M2	To promote lateral thinking and a spirit of enquiry among our students, so that they look from a different angle, and have a creative approach and are able to provide simple solutions to complex business problems.
M3	To deliver through our teaching learning process, the richness of entrepreneurship and multidisciplinary knowledge in a way, where ethics and social commitments will be the corner stone for our students.

PROGRAM EDUCATION OBJECTIVES (PEOs)

PEO1	To make management graduates conceptualize, critically analyze and acquire In-depth knowledge of business and management by imbibing in them the unique ability of synthesizing knowledge towards adding value in the areas of business and management.
PEO2	To promote lateral thinking by way of enabling management graduates to see at the things from different perspectives there by making them to come out with simple solutions for complex managerial problems.
PEO3	To inculcate a spirit of enquiry, so that Management Graduates search for facts and truths by developing methodologies that supports critical analysis and decision making.
PEO4	To ignite the passion for Entrepreneurship in Management graduates by orienting them in the application of Modern tools of management and make them learn to select and apply in complex decision-making processes.
PEO5	To inculcate a spirit of Ethics and Social Commitment in the personal and professional life of management graduates so that they add value to the society.

PEO TO MISSION STATEMENT MAPPING

MISSION STATEMENTS	PEO 1	PEO2	PEO3	PEO4	PEO5
M1	3	2	2	2	2
M2	2	3	3	2	1
M3	2	1	2	3	3

CORRELATION LEVELS

3- STRONG

2- MEDIUM

1- LOW

PROGRAM OUTCOMES (PO) WITH GRADUATE ATTRIBUTES

1	P01	Management Knowledge: Apply knowledge of management theories and practices to solve business problems for long term business sustainability.
2	P02	Analytical: Foster analytical and critical thinking abilities for data-based decision making.
3	P03	Value Based Leadership: Develop value-based leadership in management students.
4	P04	Ethics: Ability to understand, analyze and communicate global, legal and ethical aspects of business.
5	P05	Team work: Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to team environment.
6	P06	Entrepreneurship & Lifelong Learning: Ability to develop entrepreneurship spirit among management graduates with the essence of lifelong learning.
7	P07	Multidisciplinary: Promote multidisciplinary approach for problem solving by developing a sense of business acumen.

Mapping of POs TO PEOs

PEO/PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7
PEO 1	3	3	2	2	3	2	3
PEO 2	2	3	3	2	3	2	3
PEO 3	2	2	2	3	2	3	2
PEO 4	3	3	3	3	3	3	3
PEO 5	3	2	2	2	2	2	1

3-Strong Correlation, 2- Medium Correlation, 1- Low Correlation

PROGRAM SPECIFIC OUTCOMES

PSO 1: To guide and channelize the transformation process of every management graduate by providing in-depth knowledge of business management and entrepreneurship embedded with ethics and a sense of social commitment and to make them to strive towards personal victory and value creation to society.

PSO 2: To ignite a passion for multidisciplinary approach for problem solving, critical analysis and decision making by giving due importance for lateral thinking so that management graduates see things from a perspective which are not just simple but effective and thus contribute to the welfare of the society.

NEW HORIZON COLLEGE OF ENGINEERING
DEPARTMENT OF MANAGEMENT STUDIES
SCHEME OF III SEMESTER MBA
BATCH:2022-2024

Sl. No	Course and Course Code		Course Title	BOS	Credit Distribution				Over all credit	Teaching Hours / week	Marks		
					L	T	P	S			CIE	SEE	Total
1	PCC	22MBA31	Managing Digital Business	MBA	4	0	0	0	4	4	50	50	100
2	PCC	22MBA32	Supply Chain Management	MBA	4	0	0	0	4	4	50	50	100
3	PEC	22MBA**	Major Elective 1	MBA	4	0	0	0	4	4	50	50	100
4	PEC	22MBA**	Major Elective 2	MBA	4	0	0	0	4	4	50	50	100
5	PEC	22MBA**	Major Elective 3	MBA	4	0	0	0	4	4	50	50	100
6	OEC	22MBA**	Minor Elective 1	MBA	4	0	0	0	4	4	50	50	100
7	PCC	22MBA33	Internship	MBA	0	0	4	0	4	0	50	50	100
8	SEC	22MBA34	Societal Project	MBA	Audit Course without any Credits								
Total									28	24	350	350	700

Note:

PCC*: Professional Core Course, PEC: Professional Elective Course, OEC: Open Elective Course, SEC- Skill Enhancement Course

Practical /Field Work / Assignment are part of contact hours for the faculty and must be considered in the workload (Practical component hours must be conducted as regular teaching hours in the respective class rooms only).

Four credit courses are designed for 50 hours Teaching – Learning process. The teaching pedagogy may involve Case study method, Experiential learning, Presentations, Interactive lectures, Role-plays, Business games, Blended Learning, Simulations games/Hands-on experience, ICT tools, Flipped Class, Field experiments, Business Quiz/Exercises, Group discussion, Lectures and team activities.

Note:

- Each Course has a theory component of 04 hrs (04credits). Practical and real-life corporate results/events, cases and occurrences must be used to demonstrate the concepts in the classroom. The Time-Table allotment for each course should be 04 hrs. Practical component must be embedded in the theory classes and it is mandatory to maintain a record of all tools and cases used in teaching –learning process
- 20% of marks should be allocated for application-oriented questions in the SEE Question Paper, based on practical component.
- One Industrial Visit per Semester is Mandatory. The Department shall insist on report submission by each student and shall maintain this as a documentary proof preferably with Geo-tagged photos. The format of

the report shall be prescribed by the department.

4. Each course content has indicative case studies which can be dealt in the class by the course instructor. In addition to this the course instructor may use an extra case from Harvard, Sage Business Cases/Case Centre.
5. Internship (Seven weeks) to be carried out by the students after second semester during vacation and the report should be submitted by the students and is to be assessed internally during the third semester.
6. Societal Project (one week) is mandatory for all the students and this has to be carried out after the second semester during vacation and the report should be submitted by the students and should be assessed internally during the third semester and it is a non-credit but mandatory course (Audit Course).
7. Students should compulsorily register for the MOOC Course (NPTEL Swayam) and attend the exam and submit the certificate. The evaluation will be carried out during fourth semester.

Sl No	Marketing Elective	Code
1	Sales and Distribution Management	22MBAMM311
2	Retail Management	22MBAMM312
3	Consumer Psychology and Analytics	22MBAMM313

Sl No	Finance Elective	Code
1	Investment Management	22MBAFM321
2	Direct & Indirect Taxation	22MBAFM322
3	Advanced Financial Management	22MBAFM323

Sl No	HR Elective	Code
1	Human Resource Metrics and Analytics	22MBAHR331
2	Strategic Talent Management	22MBAHR332
3	Creating High Performance Organizations	22MBAHR333

Sl No	Operations Elective	Code
1	Service Operations Management	22MBAOM341
2	Innovations in TQM	22MBAOM342
3	Sustainable Operations	22MBAOM343

Sl No	Decision Science Elective	Code
1	Text & Social Media Analytics	22MBADS351
2	Analytic Application in Functional Area	22MBADS352
3	Data Visualization Using Tableau and Story Telling	22MBADS353

Note*:

- **Subject shown in grey boxes will be offered in minor specialization respectively**
- **Student will study 3 major subjects and 1 minor subject in III semester**

NEW HORIZON COLLEGE OF ENGINEERING
DEPARTMENT OF MANAGEMENT STUDIES
SCHEME OF IV SEMESTER MBA
BATCH:2022-2024

SL. No	Course and Course Code		Course	BOS	Credit Distribution				Overall Credits	Teaching Hours / week	Marks		
					L	T	P	S			CIE	SEE	Total
1	PCC	22MBA41	Competition & Strategy	MBA	3	0	0	0	3	3	50	50	100
2	PCC	22MBA42	Innovation & Design Thinking	MBA	3	0	0	0	3	3	50	50	100
3	PEC	22MBA**	Major Elective 4	MBA	3	0	0	0	3	3	50	50	100
4	PEC	22MBA**	Major Elective 5	MBA	3	0	0	0	3	3	50	50	100
5	OEC	22MBA**	Minor Elective 2	MBA	3	0	0	0	3	3	50	50	100
6	PCC	22MBA43	Project Work	MBA	0	0	7	0	7	14	50	50	100
Total									22	29	300	300	600

Note:

PCC*: Professional Core Course, PEC: Professional Elective Course, OEC: Open Elective Course.

Practical /Field Work / Assignment are part of contact hours for the faculty and must be considered in the workload (Practical component hours must be conducted as regular teaching hours in the respective class rooms only.

Three credit courses are designed for 40 hours Teaching – Learning process. The teaching pedagogy may involve Case study method, Experiential learning, Presentations, Interactive lectures, Role-plays, Business games, Blended Learning, Simulations games/Hands-on experience, ICT tools, Flipped Class, Field experiments, Business Quiz/Exercises, Group discussion, Lectures and team activities.

Note:

1. Each Course has a theory component of 2 hrs and Practical Component of 2 hrs (3credits). The Time Table allotment for each course should be 4 hrs.
2. 20% of marks should be allocated for application-oriented questions in the SEE Question Paper, based on practical component.
3. One Industrial Visit per Semester is Mandatory. The Department shall insist on report submission by each student and shall maintain this as a documentary proof. The format of the report shall be prescribed by the department.
4. Each course content has indicative case studies which can be dealt in the class by the course instructor. In addition to this the course instructor may use an extra case from Harvard, Sage Business Cases/Case Centre.
5. Project work-22MBA43 (twelve weeks) to be carried out by students after third semester and the report should be submitted by the students during the fourth semester and is to be assessed internally during the fourth semester.

Sl No	Marketing Elective	Code
1	Digital Marketing Tools& Strategies	22MBAMM411
2	Marcomms @ Work	22MBAMM412

Sl No	Finance Elective	Code
1	International Financial Management	22MBAFM421
2	Financial Derivatives& Risk Management	22MBAFM422

Sl No	HR Elective	Code
1	Organization Design& Development	22MBAHR431
2	Leadership inDigital Era	22MBAHR432

Sl No	Operations Elective	Code
1	Business Process Improvement	22MBAOM441
2	Project Management Essentials	22MBAOM442

Sl No	Decision Science Elective	Code
1	Managing ERP in Digital Age	22MBADS451
2	Statistical Modeling Using R	22MBADS452

Note*:

- **Subject shown in grey boxes will be offered in minor specialization respectively.**
- **Student will study 2 major subjects and 1 minor subject in IV semester.**

THIRD SEMESTER SYLLABUS

MANAGING DIGITAL BUSINESS										
Course Code	22MBA31			CIE Marks			50			
L: T:P:S	4:0:0:0			SEE Marks			50			
Hrs / Week	4			Total Marks			100			
Credits	04			Exam Hours			03			
Course outcomes:										
At the end of the course, the student will be able to:										
22MBA31.1	Apply the basic concepts of e-commerce and innovative e-commerce structures.									
22MBA31.2	Illustrate the various e-business models, outcomes and their benefits.									
22MBA31.3	Analyze the features of social commerce, its impact on various stakeholders and IOT.									
22MBA31.4	Interpret the overview of digital business and various challenges in the conduction of digital business.									
22MBA31.5	Evaluate the digital business ecosystem and customer shopping mechanisms and intermediaries in marketplaces.									
22MBA31.6	Create digital business applications in the real world.									
Mapping of Course Outcomes to Program Outcomes and Program-Specific Outcomes:										
Module	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PS01	PS02	
22MBA31.1	3	1	-	1	3	3	-	2	3	
22MBA31.2	1	2	2	-	2	3	2	-	2	
22MBA31.3	3	2	1	3	-	2	2	3	3	
22MBA31.4	2	2	2	2	2	-	2	2	2	
22MBA31.5	3	2	2	2	2	3	-	3	1	
22MBA31.6	2	-	1	2	3	2	2	2	-	
MODULE-1	E-commerce and E-commerce Business Models					22MBA31.1		10 Hours		
Digital Economy-Digital Enterprise-Social Enterprise-Introduction to E-Commerce- Meaning, retailing in e-commerce-products and services, consumer behavior, market research and advertisement, B2B-E-commerce-selling and buying in private e-markets, public B2B exchanges and support services, e-supply chains, Collaborative Commerce, Intra business EC, and corporate portals innovative EC System-From E-government and learning to C2C, mobile commerce, and pervasive computing EC Strategy and Implementation-EC strategy and global EC, Economics and Justification of EC, Using Affiliate marketing to promote your e-commerce business, Launching a successful online business and EC project, Legal, Ethics and Societal impacts of EC										
Skill Development Activities		Analyse and Discuss in the class regarding Top 10 digital e-commerce companies in India -2024.								
Text Book		Text Book 1: 1.2, 1.3, 1.4, 1.13, 1.15, 1.18								
MODULE-2	Overview of Digital Business					22MBA31.2 & 22MBA31.3		10 Hours		
Introduction to Digital Business, Background and status, E-market places, structures, mechanisms, economics and impacts Difference between physical economy and digital economy, Social Economy. Social Commerce –Introduction of social commerce –Purpose –Features-Types and Benefits of Social Commerce-to Retailers, Employees and Customers-Introduction to IOT- Characteristics- Architecture –Advantages and disadvantages of IOT-Smart Home and Appliances-Wearable computing and Smart Gadgets-Opportunities and Challenges in Digital Business.										
Skill Development Activities		Case Studies on C2C and C2B business models – understanding and its impact on customers and digital business.								

Text Book	Text Book 2: 2.2, 2.3, 2.4 to 2.15			
MODULE-3	Digital Business Ecosystem	22MBA31.4	10 Hours	
Introduction to e-marketplaces –Types of e-market places-Customer Shopping Mechanisms- Electronic Malls –Web stores or Electronic Storefronts –Intermediaries and hubs Merchant Solutions-Electronic Catalogues –Search Engines and Shopping Carts – E-Auction- Changing Supply chains –Speeding up deliveries – same –day delivery and delivery by Drones – Order fulfilment in Make-to Order and Mass Customization and Digital Payment Systems-Need-Advantages and Types of Smart Cards –Types of Micropayment and Mobile payments.				
Skill Development Activities	Discuss on Digital Enterprises applications and Online Communities and Web stores.			
Text Book	Text Book 3: 3.1, 3.3, 3.5, 3.7, 3.10			
MODULE-4	Managing Digital Business and E-Strategy	22MBA31.5	10 Hours	
Managing Knowledge, Management skills for e-business, Managing Risks in e-business, Security Threats to e-business -Security Overview, Electronic Commerce Threats, Encryption, Cryptography, Public Key and Private Key Cryptography, Digital Signatures, Digital Certificates, Security Protocols over Public Networks: HTTP, SSL, Firewall as Security Control, Public Key Infrastructure (PKI) for Security, Prominent Cryptographic Applications. E-business Strategic formulation- Analysis of the Company's Internal and external environment, Conditions for E- business Adoption, Selection of E-business strategy, Implementation of E-business strategy and Evaluation of E-business strategy; Challenges and E-Transition, Idea to Realization-Business plan preparation.				
Skill Development Activities	Understand cryptographic importance and applications in Forensic industry or in defence.			
Text Book	Text Book 1: 6.1, 6.3, 6.5, 6.7, Text Book 2: 10.1, 10.3, 10.5, 10.7			
MODULE-5	Digital Business-Applications	22MBA31.6	10 Hours	
Idea to realization-Business plan preparation-Electronic Retailing-B2 C E-Retailing-Types, Factors and Issues related to E-retailing Social Shopping-concept-benefits and drivers of social shopping Online – Digital Government Objectives-Model and Types of E-governance- G2C, G2B, G2G, and G2 E –Digital business applications in E-Employment, E-health E- entertainment –Media and Gaming-Types of Internet entertainment, Digital products, Internet TV and Internet Radio- Mobile Streaming Music and Video providers-Mobile Games.				
Skill Development Activities	Digital Business Applications and Value Development			
Text Book	Text Book 3: 8.1, 8.3, 8.5, 8.7, Text Book 2: 12.1, 12.3, 12.5, 12.7			
CIE Assessment Pattern (50 Marks – Theory)				
RBT Levels		Marks Distribution		
		Test (s)	Qualitative Assessment (s)	MCQ's
		25	20	5
L1	Remember	-	-	-
L2	Understand	-	-	-
L3	Apply	8	5	5
L4	Analyse	9	7	-
L5	Evaluate	8	5	-
L6	Create	-	3	-
SEE Assessment Pattern (50 Marks – Theory)				

RBT Levels		Exam Marks Distribution (50)
L1	Remember	-
L2	Understand	10
L3	Apply	10
L4	Analyze	10
L5	Evaluate	10
L6	Create	10

Suggested Learning Resources:

Text Books:

1. A textbook on E-commerce - by Tushar (Author), Savera Book Distributors (Publisher) Publisher: Neha Publishers & Distributors-2020.
2. E-Commerce E-Business Technology & Society For 2021-2022 by Kenneth C Laudon, Carol Guercio Traver (Author), Pearson Education Limited (Publisher).
3. Digital Business Discourse Erika Darics, April 2015, Palgrave Macmillan

Reference Books:

1. Trend and Challenges in Digital Business Innovation –Authors –Vinocenzo Morabito, Italy-Springer.
2. E-Governance-Challenges and Opportunities in Proceedings in 2nd International Conference theory and practice of Electronic Governance.
3. Perspectives the Digital Enterprise –A Framework for Transformation –TCS consulting journal Vol.5
4. Measuring Digital Economy-A new perspective -DOI:10.1787/9789264221796-en OECD Publishing.
5. E-commerce from vision to fulfilment-Elias M. Awad PHI-Restricted (2002).
6. Digital Business and E-Commerce Management, ethedn –Dave Chafey , August 2014.
7. Introduction to E-business-Management and Strategy-Colin Combe, ELSEVIER, 2006.
8. Digital Business Concepts and Strategy –Eloise Coupey, 2nd Edition –Pearson Publication.

Web links and Video Lectures (e-Resources):

- <https://www.youtube.com/watch?v=qJXI7N1rzy4>
- <https://www.youtube.com/watch?v=9Xy2YeAHjY>
- <https://www.simplilearn.com/digital-business-article>

Web links for classroom activities:

1. <https://www.shiprocket.in/blog/ecommerce-companies-in-india/>
2. <https://www.builderfly.com/what-are-b2b-b2c-c2b-and-c2c-in-ecommerce-business/>
3. <https://timesofindia.indiatimes.com/readersblog/unleashing-the-powerhowonlinecommunitiesdrivedigitalbusinesssuccess/online-communities-drive-digital-business-success-54626/>
4. <https://www.b2be.com/blog/everything-to-know-about-e-catalogues/#:~:text=An%20electronic%20catalogue%20is%20an,or%20your%20company's%20corporate%20profile.>
5. <https://economictimes.indiatimes.com/definition/cryptography>
6. <https://www.futurelearn.com/info/courses/digital-transformation-e-commerce/0/steps/187311>

Activity-Based Learning (Suggested Activities in Class)/ Practical Based learning Contents-related activities (Activity-based discussions)

1. <https://www.scribd.com/presentation/437127467/MBA-SEM-I-Pune-University-Digital-Business-Unit-I-2019-pattern#> (Additional Materials for Unit 1,2,3,4,5)
2. Organizing Group wise discussions on issues related to Digital Business in Supply Chain Management for tourism sector.

3. List out the digital transformation of Infrastructure in KPMG India.
<https://kpmg.com/in/en/home/insights/2023/09/user-experience-design-in-digital-world.html>
4. Explore how would you Execute on a digital modernization roadmap for Amazon.
<https://whatfix.com/blog/digital-transformation-examples/>
5. Explore how to 'Innovate through data and technology' for Netflix.
<https://whatfix.com/blog/digital-transformation-examples/>

SUPPLY CHAIN MANAGEMENT									
Course Code	22MBA32			CIE Marks			50		
L: T:P:S	4:0:0:0			SEE Marks			50		
Hrs. / Week	4			Total Marks			100		
Credits	04			Exam Hours			03		
Course outcomes:									
At the end of the course, the student will be able to:									
22MBA32.1	Analyze the key drivers of Supply chain Management								
22MBA32.2	Apply logistics and purchasing concepts to improve supply chain operations								
22MBA32.3	Illustrate the modes of Transportation and its importance in SCM								
22MBA32.4	Create the Strategy, Formulation & planning in SCM								
22MBA32.5	Develop the concept of outsourcing and agility.								
22MBA32.6	Create the concept of warehouse Management and its functions.								
Mapping of Course Outcomes to Program Outcomes and Program-Specific Outcomes:									
Module	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PS01	PS02
22MBA32.1	2	2	2	1	-	2	-	2	-
22MBA32.2	3	-	2	-	2	3	2	3	3
22MBA32.3	-	3	-	2	1	2	3	-	3
22MBA32.4	2	-	3	3	3	3	2	2	2
22MBA32.5	3	3	2	3	-	2	3	3	2
22MBA32.6	2	2	-	3	2	1	2	-	2
MODULE-1	INTRODUCTION TO SUPPLYCHAIN MANAGEMENT					22MBA32.1 and 22MBA32.2		10 Hours	
Supply Chain definition – Objectives – Types – Various definitions – Drivers of SCM – Need for SCM – SCM as a profession – SCM decisions and skills –Basic concepts & philosophy of SCM, essential features, decision phases – process view, supply chain framework, key issues in SCM and benefits e-business and SCM – Intertwined SCM with IoT.									
Skill Development Activities	Intertwined SCM with IoT								
Text Book	Text Book 1: 8.1, 8.3, 8.5, 8.7, Text Book 3: 1.1, 1.3, 1.5, 1.7								
MODULE-2	LOGISTICS OF PART OF SCM					22MBA32.3		10 Hours	
Logistics costs, different models, logistics sub-systems, inbound and outbound logistics bullwhip effects in logistics Modes of Transportation: Concept of multi-modal transport – Different transport modes – Modal interfaces –Intermodal systems – road/rail/sea; sea/air; road/air; road/rail, sea/rail, sea/road –Inland Container Depot (ICD) & Container Freight Station (CFS) Terminals-Milk run in Logistics									
Skill Development Activities	Milk run in Logistics								
Text Book	Text Book 2: 2.1, 2.3,2.5,2.7, Text Book 3: 2.1, 2.3, 2.5, 2.7								
MODULE-3	STRATEGIES IN SCM					22MBA32.4		10 Hours	
Strategy formulation in SCM – Value in Supply Chain – Tradeoffs – CRM Strategy relationship matrix, Supply chain Integrates- Push, Pull strategies -Reverse Vs forward supply chain – types of reverse flows – collaborative SCM's and CPFR – agile systems– sources of variability – characteristics – supplier interface – internal processes Demand driven strategies –Impact on grocery industry – retail industry – distribution strategies. Procurement and Outsourcing: Outsourcing – benefits and risks – framework for make/buy decision – e-procurement – frame work of e-procurement- Lean Production System									

Skill Development Activities	Prepare an e-procurement framework for a warehouse.			
Text Book	Text Book 3: 8.1, 8.3, 8.5, 8.7,			
MODULE-4	WARE HOUSE MANAGEMENT	22MBA32.5	10 Hours	
Meaning of Warehousing - Importance – Functions: Receiving: Logistics support for Inward Transportation, Unloading, Inspection, Acceptance and Recording; Storing: Space allocation, Facilitation to stocking, Guarding & Recording; Risk bearing- Processing- Grading and branding – Disinfecting services - Issuing: Order preparation, Picking, Dispatching/ Delivery & Recording- Handling, Transportation & Storage of ISO Containers– Utility and Advantages of warehouses- Problems and issues in receiving processes				
Skill Development Activities	Sustainable warehouse design ideas to carry into the future: Illustrate on how will you will explore and what tools, technologies, and design ideas look like, and how they work to create a sustainable warehouse.			
MODULE-5	E-SUPPLY CHAIN MANAGEMENT	22MBA32.6	10 Hours	
Concepts, processes and bottlenecks Supply chain structure and design Network strategy Strategic sourcing and procurement Sustainability Forecasting and Supply chain analytics-- Linking operations to overall organisational strategy Linking operations to financial goals Risk management and innovation Operational leadership and change management.				
Skill Development Activities	Find out the bottlenecks Supply chain structure and design Network strategy.			
Text Book	Text Book 2: 10.1, 10.3, 10.5, 10.7,10.9			
CIE Assessment Pattern (50 Marks – Theory)				
RBT Levels		Marks Distribution		
		Test (s)	Qualitative Assessment (s)	MCQ's
		25	20	5
L1	Remember	-	-	-
L2	Understand	-	-	-
L3	Apply	8	5	5
L4	Analyze	9	7	-
L5	Evaluate	8	5	-
L6	Create	-	3	-
SEE Assessment Pattern (50 Marks – Theory)				
RBT Levels		Exam Marks Distribution (50)		
L1	Remember	-		
L2	Understand	10		
L3	Apply	10		
L4	Analyze	10		
L5	Evaluate	10		
L6	Create	10		
Suggested Learning Resources:				
Text Books:				
1. Flow: How the Best Supply Chains Thrive (2022) Rob Handfield, Phd (Author), TomLinton (Author)-Handcover Import July 2022.				

2. Text book of Logistics and Supply Chain Management, Agarwal D.K., Laxmi Publications, First Edition, 2016, ISBN-109385750046.
3. Supply Chain Logistics Management, Donald Bowersox, David Closs , M. Bixby Cooper, Tata Mc Graw Hill, 2015.
4. The New (Ab)Normal: Reshaping Business and Supply Chain Strategy Beyond Covid-19 (2020)- Yossi Sheffi-2020- Kindle Edition

Reference Books:

1. Supply Chain Management- Concepts and Cases, Rahul V. Altekar, Prentice Hall of India, 2013.D
2. Designing and Managing the Supply Chain Concepts, Strategies and Case Studies'; Simchi, D. Kaminsky, P McGraw-Hill Companies, 2015.
3. Supply Chain Management, Mohanty R.P, S.G Deshmuki, Biztantra, New Delhi.2015 Logistics Management World Seaborne Trade, Dr.Krishnaveni Muthiah, Himalaya Publishing House , 2011,ISBN-10: 817866996X
4. Supply Chain Management, S. Chopra and P. Meindl, Prentice Hall, 2010 (4th Edition).
5. Logistics Management: Supply Chain Imperative, Sople, V. V.,Pearson Publishing House, 2014.

Web links and Video Lectures (e-Resources):

SUGGESTED CASE STUDIES

1. Flipkart SCM
<https://www.youtube.com/watch?v=xN5scjazLE8>
2. DHL International Logistic Management
https://www.youtube.com/watch?v=DvEh04LNJ_I&t=256s
3. Walmart SCM
<https://www.youtube.com/watch?v=ee1V7FVvMa4>
4. Dell SCM Strategies (JIT)
<https://www.youtube.com/watch?v=le7tDr6gPcM&t=73s>
5. Amazon Warehouse Management
<https://www.youtube.com/watch?v=dAXdeqcHBp4&t=138s>

Web links of Class activities :

6. <https://www.mdpi.com/2071-1050/15/1/694>
7. <https://a-team.global/blog/advantages-of-iot-in-logistics-and-supply-chain-management/>
8. <https://redstagfulfillment.com/milk-run-in-logistics/>
9. <https://blog.packsend.com.au/milk-run-in-supply-chain>
10. <https://www.techtarget.com/searchcio/definition/e-procurementchrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://core.ac.uk/download/pdf/6334729.pdf>
11. <https://www.crbgroup.com/insights/warehouse-layout-ideas-for-a-sustainable-future>
12. <https://www.supplychainmarket.com/doc/the-e-supply-chain-is-comingand-fast-0001>
13. Complete guide ; <https://choco-up.com/blog/ecommerce-supply-chain-management>

Activity-Based Learning (Suggested Activities in Class)/Practical-Based learning

Contents-related activities (Activity-based discussions)

1. <https://logisticsviewpoints.com/2022/01/18/supply-chain-planning-challenges/>
Read the material in the above link and justify which is the toughest challenge of SCM in2023.
2. Answer to this Statement: Our customers order a product online and receive it within fourhours. Explain how it would have been possible.
3. Statement: Our 3PL partners will make more profit next year, and we will save moremoney. Respond to how this can happen.

4. Show to students this Visual Aid: A picture of an empty store shelf and another with misplaced items. Ask them how to organize the items in both cases. Have a group discussion in class.
5. Visual Aid: A picture of a line of trucks waiting to be unloaded at the warehouse. Explain how inbound and outbound logistics work and discuss their functions.

SALES AND DISTRIBUTION MANAGEMENT									
Course Code	22MBAMM311					CIE Marks		50	
L:T:P:S	4:0:0:0					SEE Marks		50	
Hrs / Week	4					Total Marks		100	
Credits	04					Exam Hours		03	
Course outcomes: At the end of the course, the student will be able to:									
22MBAMM311.1	Illustrate importance of Sales, Sales Process Management and recent trends in sales management.								
22MBAMM311.2	Categorize Sales territory by applying the methods of setting quota.								
22MBAMM311.3	Examine the role of the Sales manager and his/ her responsibilities in recruiting, motivating, managing and leading sales team.								
22MBAMM311.4	Identify the nature of marketing channels and apply the concepts and processes in various markets.								
22MBAMM311.5	To recommend multiple sources of information to manage and improve distribution and retail strategies.								
22MBAMM311.6	Evaluate application of SAP- Sales & distribution.								
Mapping of Course Outcomes to Program Outcomes and Program-Specific Outcomes:									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
22MBAMM311.1	3	2	2	3	1	3	2	3	2
22MBAMM311.2	2	2	1	2	1	3	1	2	1
22MBAMM311.3	3	-	2	3	-	2	3	2	3
22MBAMM311.4	3	2	2	3	1	3	3	-	2
22MBAMM311.5	2	3	2	2	3	2	3	3	2
22MBAMM311.6	-	3	3	2	3	1	3	2	-
MODULE-1 INTRODUCTION TO SALES & DISTRIBUTION MANAGEMENT									
22MBAMM311.1		10 Hours							
Introduction to Sales Management; Nature & Scope; Personal Selling Objectives, Personal selling strategies, Sales Forecasting and budgeting decisions, Theories of personal selling, emerging trends in selling, Ethical in Personal selling, selling process.									
Skill Development Activities		Case study analysis on sales and distribution.							
Text Book		Text Book 2 : 1.1, 1.2, 1.3, 1.5, 1.7, 1.9, 1.12							
MODULE-2 SALES FORCE MANAGEMENT		22MBAMM311.2						10 Hours	
Sales Force Management: Recruitment and selection of sales Force; Training the Sales Force; Sales Force Compensation, Motivation of Sales Force, Controlling the Sales Force.									
Skill Development Activities		Create a training program for sales force executive.							
Text Book		Text Book 1: 2.1, 2.2, 2.3, 2.4, 2.5, 2.9-2.12							
MODULE-3 SALES CONTROL AND ANALYSIS:		22MBAMM311.3						10 Hours	
Sales Control: Objectives, Sales Control Process, The Sales Budget-Quotas- Sales Territories- Cost Analysis- Sales Executive, Its Functions, Qualities of Effective Sales Executive. Designing Sales Territories and Allocating Sales efforts to sales territories. Selling process (for B2B & B2C), Sales Planning, Sales Budgets, Estimating Market Potential and Forecasting Sales, Sales Quotas, Sales and Cost Analysis.									
Skill Development Activities		https://www.indeed.com/career-advice/career-development/what-is-sales-control							
Text Book		Text Book 2: 3.1, 3.3, 3.5, 3.7, 3.10							
MODULE-4 CHANNEL INTERMEDIARIES		22MBAMM311.4						10 Hours	

Role and Types; Wholesaling- Types of Wholesalers, Wholesaler marketing decisions; Retailing- Types of retailers, retailer marketing decisions; Market Logistics- Logistics objectives, Market logistics decisions for Distribution Channels; Role of Information System in Distribution Channel Management; Assessing Performance of Marketing Channels				
Skill Development Activities		Creating an distribution channel strategy for retailing		
Text Book		Text Book 1: 6.1, 6.3, 6.5, 6.7, Text Book 2: 10.1, 10.3, 10.5, 10.7		
MODULE-5	SAP- SALES AND DISTRIBUTION		22MBAMM311.5 22MBAMM311.6	10Hours
Create new customer, create contact person for customer, Change customer, Create customer Inquiry, Create customer quotation, Create sales order referencing a quotation, Check stock status, Display sales order, Start delivery process, Check stock status, Pick materials on delivery note, Post goods issue, Check stock status, Create invoice for customer, Display billing document and customer invoice, Post receipt of customer payment, Review document flow. Sales on E-commerce.				
Skill Development Activities		Survey on quotation for sales order using SAP		
Text Book		Text Book 2: 15.1 to 15.10		
CIE Assessment Pattern (50 Marks - Theory)				
RBT Levels		Marks Distribution		
		Test (s)	Qualitative Assessment (s)	MCQ's
		25	20	5
L1	Remember	-	-	-
L2	Understand	-	-	-
L3	Apply	8	5	5
L4	Analyze	9	7	-
L5	Evaluate	8	5	-
L6	Create	-	3	-
SEE Assessment Pattern (50 Marks - Theory)				
RBT Levels		Exam Marks Distribution (50)		
L1	Remember	-		
L2	Understand	10		
L3	Apply	10		
L4	Analyze	10		
L5	Evaluate	10		
L6	Create	10		
Suggested Learning Resources:				
Text Books:				
1) Sales and Distribution Management Tappan K. Panda & Sunil Sahadev, Oxford University Press, Third Edition, 2022				
2) Sales and Distribution Management, Richard R. Still, Edward W. Cundiff, Norman A. P. Govoni, Sandeep Puri, Pearson 2020				
Reference Books:				
1) Sales and Distribution Management, S L Gupta, Scholar Tech Press, January 2020				
2) Sales & Distribution Management, Panda Tapan K, OUP India, 2019,				
3) Sales And Distribution Management, Rathee RupaRajain Pallavi, PHI Learning, 2019				
4) Sales And Distribution Management: , Krishna K. Havaldar, Vasant M. Cavale , Text And Cases 3rd Edition, McGrawHill, Third Edition ,2018.				
5) Implementing Sap ERP Sales& Distribution, Willams, McGraw Hill, Jan 2017.				
Web links and Video Lectures (e-Resources):				
1 https://onlinecourses.nptel.ac.in/noc20_mg13/preview				
2. https://www.netsuite.com/portal/resource/articles/erp/distribution-management.shtml				
3. https://www.fh-vie.ac.at/en/pages/studies/bachelor/technical-sales-and-distribution-management?page=3?				
4. https://www.investopedia.com/terms/d/distribution-channel.asp				
5. https://www.youtube.com/watch?v=a1bjFcT3S2Q				
Activity-Based Learning (Suggested Activities in Class)/ Practical Based learning				
➤ Analysis of sales and distribution process of various outlets such as D-MART, MORE MART, SUPER BAZAR.				
➤ Various Activity-based discussions -Collaborative/experimental approach of learning will be completed in various form of learning, few activities are highlighted below:				
➤ For active participation of students: students will be instructed to prepare Mind map charts of sales and distribution taking different factors and parameters.				

- Organizing Team wise discussions on emerging technologies on sales and distribution and its effect on economy.
- Student will visit various wholesalers, retailers, video interview will be taken from channel of intermediaries and will be presented in form of group presentation .

RETAIL MANAGEMENT									
Course Code	22MBAMM312			CIE Marks			50		
L: T:P:S	4:0:0:0			SEE Marks			50		
Hrs / Week	4			Total Marks			100		
Credits	04			Exam Hours			03		
Course outcomes: At the end of the course, the student will be able to:									
22MBAMM312.1	Examine the organized Retail sector and its operations.								
22MBAMM312.2	Investigate the various strategies involved with the retail sector on Location								
22MBAMM312.3	Illustrate strategies for managing Retail during Crisis and understanding shopper behavior								
22MBAMM312.4	Evaluate various forms of retail in the industry								
22MBAMM312.5	Examine the ways Retailers use marketing tools & techniques to interact with their customers.								
22MBAMM312.6	Predict the awareness about Emerging trends in Retail Management								
Mapping of Course Outcomes to Program Outcomes and Program Specific Outcomes:									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PS01	PS02
22MBAMM312.1	3	3	1	2	2	3	2	2	1
22MBAMM312.2	3	3	2	-	2	-	3	3	1
22MBAMM312.3	3	3	1	2	1	3	1	-	2
22MBAMM312.4	3	-	2	2	2	-	3	2	2
22MBAMM312.5	3	3	2	-	3	3	2	-	1
22MBAMM312.6	2	2	2	2	1	2	2	1	3
MODULE-1	INTRODUCTION TO GLOBAL RETAIL MANAGEMENT					22MBAMM312.1		10 Hours	
Introduction and Perspectives on Retailing World of Retailing, Retail management, introduction, meaning, characteristics, emergence of organizations of retailing - Types of Retailers (Retail Formats) - Multichannel Retailing - Customer Buying Behavior, Historical Perspective, role of retailing, trends in retailing, FDI in Retail - Problems of Indian Retailing - Current Scenario.									
Skill Development Activity			Investigate the recent trends in Retail sector						
Text Book			Text Book 1: 1.1, 1.2, 1.3, 1.4						
MODULE-2	RETAIL THEORIES & CATEGORY MANAGEMENT					22MBAMM312.2		10 Hours	
Wheel of retailing, The Retail Accordion, Melting Pot Theory, Polarization theory. Retail Atmospherics, Category Management and Private Labels.									
Skill Development Activities			Self-study on the Application of Retail Theories						
Text Book			Text Book 2: 2.1, 2.2, 2.3,2.4						
MODULE-3	RETAILING STRATEGY FOR SETTING UP RETAIL ORGANIZATION AND PLANNING:					22MBAMM312.3		10 Hours	
Retail Market Strategy - Financial Strategy - Site & Locations (Size and space allocation, location strategy, factors Affecting the location of Retail, Retail location Research and Techniques, Objectives of Good store Design.) – Human Resource Management, Information Systems and supply chain management & Logistics. Retail Pricing and Promotion: Factors influencing retail pricing, Retail pricing strategies, Retail promotion strategies									
Skill Development Activities			Self-study on Pricing strategies of various Retail stores						
Text Book			Text book 3 – 3.1,3.2,3.3,3.4,3.5						
MODULE-4	STORE MANAGEMENT AND VISUAL MERCHANDISING					22MBAMM312.5 22MBAMM312.4		10 Hours	
Responsibilities of Store Manager, Store Security, Parking Space Problem at Retail Centres, Store Record and Accounting System, Coding System, Material Handling in Stores, Management of Modern retails –Store Layout, design: Types of Layouts, role of Visual Merchandiser, Visual Merchandising Techniques, Controlling Costs and Reducing Inventories Loss, Exteriors, Interiors Customer Service, Planning Merchandise Assortments -Buying systems - Buying merchandise and Retail Communication Mix.									

Skill Development Activities	Case study on Visual Merchandising techniques of shoppers stop		
Text Book	Text Book 4 – 4.1, 4.2, 4.3, 4.4		
MODULE-5	RELATIONSHIP MARKETING & INTERNATIONAL RETAILING	22MBAMM312.6	10 Hours
Management & Evaluation of Relationships in Retailing, Retail Research in Retailing: Importance of Research in Retailing, Trends in Retail Research, Areas of Retail Research. Customer Audits, Brand Management in retailing, Internationalization of Retailing and Evolution of International Retailing, Motives of International Retailing, International Retail Environment – Socio-Cultural, Economic, Political, Legal, Technological and issues in international retailing.			
Skill Development Activities	Case study on Technology in Retail sector		
Text Book	Text Book 4 – 4.5, 5.1, 5.2, 5.3		

CIE Assessment Pattern (50 Marks – Theory)

RBT Levels		Marks Distribution		
		Test (s)	Qualitative Assessment (s)	MCQ's
		25	20	5
L1	Remember	-	-	-
L2	Understand	-	-	-
L3	Apply	8	5	5
L4	Analyze	9	7	-
L5	Evaluate	8	5	-
L6		Create		

SEE Assessment Pattern (50 Marks – Theory)

RBT Levels		Exam Marks Distribution (50)
L1	Remember	-
L2	Understand	10
L3	Apply	10
L4	Analyze	10
L5	Evaluate	10
L6	Create	10

Suggested Learning Resources:

Text Books:

1. Gibson G Vedamani, "Retail Management", Pearson, 5th Edition, 2017.
2. Bajaj C, Tuli Rajnish, Srivastava NV, "Retail Management", Oxford University Press, New Delhi, 3rd Edition, 2017.
3. Levy M, Barton A Weitz, Dhruv Grewal, "Retailing Management", Tata McGraw Hill, Delhi, 11th edition, 2022.
4. Retail Management: A Strategic Approach: Barry Berman, Joel R Evans, Patrali Chatterjee, Pearson Publication, 2017.

Reference Books:

1. Pradhan, Swapna, "Retailing Management - Text and cases", Tata McGraw Hill, Delhi. 5th edition, 2018.
2. Sudarshan S, Prasad R, "Retail Management", McGraw Hill, 1st edition, 2019.

Web links and Video Lectures (e-Resources):

1. NPTEL: <https://archive.nptel.ac.in/courses/110/108/110108047/>
2. NPTEL: https://onlinecourses.nptel.ac.in/noc22_mg88/preview
3. <https://www.icmrindia.org/casestudies/catalogue/Business%20Strategy/BSTR516.htm>
4. <https://www.icmrindia.org/casestudies/catalogue/Business%20Strategy/BSTR550.htm>
4. <https://www.icmrindia.org/casestudies/catalogue/Business%20Strategy/BSTR559.htm>
5. <https://www.icmrindia.org/casestudies/catalogue/Business%20Strategy/BSTR268.htm>

Activity-Based Learning (Suggested Activities in Class)/ Practical Based learning

- Visit a Retail store such as Metro/ D Mart and write a report on its Visual Merchandising.
- Discussion on understanding the consumer behavior in retail stores by doing a physical observation.
- Compare the planograms of various Retail brands by visiting the shopping malls.
- Do a field study to retail stores to understand the Visual Merchandising designs.

CONSUMER PSYCHOLOGY AND ANALYTICS									
Course Code	22MBAMM313				CIE Marks			50	
L: T:P:S	4:0:0:0				SEE Marks			50	
Hrs / Week	4				Total Marks			100	
Credits	04				Exam Hours			03	
Course outcomes:									
At the end of the course, the student will be able to:									
22MBAMM313.1	Examine and apply insights of consumers buying behavior using the theories of the consumer decision – making processes.								
22MBAMM313.2	Illustrate the basic concepts and methods of marketing research and develop a structural thinking ability to apply Management problems into tangible research.								
22MBAMM313.3	Recommend and understand the psychological drivers behind consumer behavior and marketing.								
22MBAMM313.4	Evaluate the Social factors influencing consumer behaviors. Evaluate the relationship between the influencing factors and post purchase process.								
22MBAMM313.5	Examine the post purchasing process using Qualitative parameters.								
22MBAMM313.6	Investigate the role of the reference groups in consumer decision making and elements of consumer analytics to know the Consumer Behavior.								
Mapping of Course Outcomes to Program Outcomes and Program Specific Outcomes:									
	P01	P02	P03	P04	P05	P06	P07	PS01	PS02
22MBAMM313.1	3	2	-	2	2	2	3	3	3
22MBAMM313.2	3	3	-	2	-	2	2	2	2
22MBAMM313.3	3	2	1	3	2	2	3	-	2
22MBAMM313.4	3	2	1	-	-	-	2	1	3
22MBAMM313.5	3	1	1	1	3	-	2	2	3
22MBAMM313.6	3	3	1	-	-	2	1	2	2
MODULE-1	INTRODUCTION TO CONSUMER BEHAVIOUR & CONSUMER RESEARCH				22MBAMM313.1 22MBAMM313.2			10 Hours	
Introduction to Consumer Behaviour; Consumer Behavior and marketing Strategy, Models of Consumer Behavior- Howard Sheth, Nicosia, Engle- Kollat-Blackwell. Online Consumer Behavior- EC model of online consumer behavior. Consumerism, Benefits of consumerism. Consumer Behavior movement in India. Consumer. Methods of consumer research, Applications of consumer behavior knowledge in marketing. Consumer Decision making process and decision-making roles Information Search Process; Evaluative criteria and decision rules.									
Skill Development Activity			Investigate the different models of Consumer Behavior to understand the Concepts						
Text Book			Text Book 1 – 1.1,1.2,1.3,1.4						
MODULE-2	PSYCHOLOGICAL FACTORS AFFECTING CONSUMER BEHAVIOUR – PART 1				22MBAMM313.3			10 Hours	
Motivation: Needs & Goals- Theories of Motivation- Maslow & Herzberg's. Marketing Strategies Based on Multiple Motives, Marketing Strategies Based on Motivational Conflict Frustration & Strategies to overcome frustration. Personality: Nature & Theories of Personality- Freudian, Neo-Freudian personality, Trait. Applications of Personality concepts in Marketing, Personality and understanding consumer diversity (Consumer Innovativeness and related personality traits, Cognitive personality factors, Consumer Materialism, Consumer Ethnocentrism), Brand Personality (Brand Personification, Gender, Geography, Color), Self and Self-Image (One or Multiple selves, The extended self, Altering the self). Attitude: Attitude change strategies, Attitude change based on the tri- component model & Multi attribute attitude mode.									
Skill Development Activities			Investigate a Market Research to understand Consumer Behavior.						
Text Book			Text Book 2– 1.1,1.2,1.3,1.4						
MODULE-3	PSYCHOLOGICAL FACTORS AFFECTING CONSUMER BEHAVIOUR – PART 2				22MBAMM313.3			10 Hours	
Perception: Basics of Perception (Element & Dynamics) & Marketing implications, Consumer Imagery, Product positioning and repositioning, Positioning of services, perceived price, perceived quality, Perceived Risk, Types of risk. Learning: Marketing Applications of Cognitive Learning Theory, Information Processing (How Consumers store, retain and retrieve information, Sensory Store, Short-Term Store, Long-Term Store, Rehearsal and Encoding, Retention, Retrieval, Limited and Extensive Information Processing)									
Skill Development Activities			Explore the impact of Perception and Learning on Consumer Behavior						
Text Book			Text Book 2 – 2.1,2.2,2.3,2.4						

MODULE-4	EXTERNAL INFLUENCE ON CONSUMER BEHAVIOUR AND CONSUMER ANALYTICS	22MBAMM313.4 22MBAMM313.5	10 Hours	
Family, Reference Groups: The expanding role of children in family decision making, The family life cycle & marketing strategy. Factors that affect reference group influence, Types of reference groups. Post Purchase Processes: Post Purchase Processes, Customer Satisfaction, and customer commitment: Post purchase dissonance Customer Life Cycle – Customer Intelligence – Customer Trend Analysis - Customer analytics and centrality – Using R for customer analytics - Quantifying Customer Value - Predicting response with logistic regression - Predicting and managing customer retention - From prediction to prescription				
Skill Development Activities	Explore the mechanism of Consumer Analytics towards Consumer Retention.			
Text Book	Text Book 3 – 4.1,4.2, 4.3,4.4			
MODULE-5	CUSTOMER ANALYTICS	22MBAMM313.6	10 Hours	
Customer Value, Conjoint Analysis, Analytics for Customer Segmentation and Targeting. Recommender System. Market Basket Analysis and RFM Analysis. Text Mining and Sentiment Analytics. Text Mining and Product Innovation Management. Social Network Analysis for Marketing.				
Skill Development Activities	Case study on Sentiment Analysis			
Text Book	Text Book 4 – 2.1,2.2,2.3,2.4			
CIE Assessment Pattern (50 Marks – Theory)				
RBT Levels		Marks Distribution		
		Test (s)	Qualitative Assessment (s)	MCQ's
		25	20	5
L1	Remember	-	-	-
L2	Understand	-	-	-
L3	Apply	8	5	5
L4	Analyze	9	7	-
L5	Evaluate	8	5	-
L6	Create	-	3	-
SEE Assessment Pattern (50 Marks – Theory)				
RBT Levels		Exam Marks Distribution (50)		
L1	Remember	-		
L2	Understand	10		
L3	Apply	10		
L4	Analyze	10		
L5	Evaluate	10		
L6	Create	10		
Suggested Learning Resources:				
TEXT BOOKS:				
1. Consumer Behavior, Schiffman and Ramesh Kumar, 12th Edition, Pearson India, January 2019. 2. Consumer Behavior: A Digital Native: Varsha Jain, Jagdish Sheth, Pearson Publication, 2019.				
2. Consumer Behavior & Analytics, Andrew Smith, 2nd Edition, Routledge Publication, 2020.				
3. Consumer Behaviour- Satish K Batra & S.H.H. Kazmi, 2nd Edition, 2017, Excel Books.				
REFERENCE BOOKS:				
1. Marketing Analytics, Mike Grigsby, Kogan Page Publishers, 2018.				
2. Marketing Analytics, Robert W. Palmatier, Bloomsbury India, 2022				
Web links and Video Lectures (e-Resources):				
1. https://onlinecourses.nptel.ac.in/noc22_mg47/preview				
2. https://nptel.ac.in/courses/110105074				
3. https://www.youtube.com/watch?v=yv2cp1fmSt0&pp=ygUSQ29uc3VtZXIqQmVoYXZpb3Vy				
4. https://www.youtube.com/watch?v=UEtE-el6KKs				
5. https://www.icmrindia.org/short%20case%20studies/Consumer%20Behavior/CLCB065.htm				
6. http://www.ibscdc.org/Case_Studies/Marketing/Consumer%20Behaviour/CSB0032IRC.htm				

Activity-Based Learning (Suggested Activities in Class)/ Practical Based learning

- Prepare SERVQUAL Questionnaire and do a survey of minimum 20 respondents to understand Consumer Behavior in Services.
- Take a data set of consumer purchase pattern from Kaggle and present a visual report using Power BI.
- Visit a departmental store nearby and understand consumer's buying pattern,
- Demonstration of latest trends in Consumer Analytics using Power BI.

INVESTMENT MANAGEMENT									
Course Code	22MBAFM321	CIE Marks	50						
L:T:P:S	4:0:0:0	SEE Marks	50						
Hrs / Week	04	Total Marks	100						
Credits	04	Exam Hours	3						
Course outcomes: At the end of the course, the student will be able to:									
22MBAFM321.1	Apply the empirical and theoretical implications of the financial investments.								
22MBAFM321.2	Analyze portfolio theory and evaluate the risk and returns associated with individual and collective stocks.								
22MBAFM321.3	Evaluate the stock price using fundamental analysis and technical analysis tools.								
22MBAFM321.4	Assess the value of equity, debt and mutual fund.								
22MBAFM321.5	Construct the fundamental drivers of diversification as an investment strategy for investors.								
22MBAFM321.6	Create optimal portfolio for investors								
Mapping of Course Outcomes to Program Outcomes and Program-Specific Outcomes:									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
22MBAFM321.1	1	2	1	2	2	1	2	2	2
22MBAFM321.2	2	1	1	2	2	-	2	2	-
22MBAFM321.3	2	-	1	2	2	-	2	3	2
22MBAFM321.4	1	-	1	2	2	-	2	3	3
22MBAFM321.5	2	1	1	2	2	2	2	2	3
22MBAFM321.6	1	2	1	2	2	-	1	2	2
MODULE-1	Introduction to Indian Financial System		22MBAFM321.1	10 Hours					
Financial system, need, functions, structure and constituents of Indian financial system, Financial institutions, Financial markets, Money market, capital market, Financial instruments and Services, Regulatory institutions RBI, SEBI, IRDA, Financial System and economic development. Investment Management: Meaning, objectives of financial investment, types, financial & non-financial forms of investment, investment methods, security & non-security forms of investment, sources of investment information, investment instruments. (Theory)									
Skill Development Activity	Case on Investment strategy for investment options available for prospect investors								
Text book	Textbook-1- 1.1,1.2,1.3								
MODULE-2	Risk and Return Analysis		22MBAFM321.2/.6	10 Hours					
Risk and returns concepts, concept of risk, types of risk- systematic risk, unsystematic risk, calculation of risk and returns, portfolio risk and return, expected returns of a portfolio, calculation of portfolio risk and return, portfolio with two assets, portfolio with more than two assets. (Theory and Problems)									
Skill Development Activity	Create a diversified portfolio that balances risk and return.								
Text book	Textbook-1- 1.8,1.10,1.12,1.13								
MODULE-3	Fundamental and Technical Analysis		22MBAFM321.3	10 Hours					
Economy-Industry-Company framework, economic analysis & forecasting, theory of technical analysis, points & figures chart, bar chart, confidence index, RSA, RSI, moving average analysis, Japanese candlesticks, behaviour of stock market prices, the market mechanism, testable hypothesis about market efficiency, implications of efficiency market hypothesis in portfolio management. (Theory and Problems)									
Skill Development Activity	Case Study: Fundamental Analysis of Company ICICI in comparison with banking sector								
Text book	Textbook- 2- 2.1,2.2,2.3								
MODULE-4	Valuation of Securities		22MBAFM321.4	10 Hours					
Valuation of bond, features, types of bonds, determinants of interest rate, bond management strategies, bond valuation, bond duration, preference shares concepts, features, yields, equity shares, concepts, valuation, dividend valuation models. (Theory and Problems)									
Skill Development Activity	Case study on valuation of securities with respect to technical analysis.								
Text book	Textbook- 2- 2.4,2.5,2.6,2.7,2.8,2.9								

MODULE-5	Portfolio Construction & Management:	22MBAFM321.5	10 Hours
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Markowitz model-portfolio selection, opportunity set, efficient frontier, beta measurement and Sharpe single index model, Sharpe optimal model, Capital asset pricing model, basic assumptions, CAPM equation, security market line, extension of Capital asset pricing model, capital market line, SML VS CML, Arbitrage pricing Theory, arbitrage, equation, assumption, equilibrium, APT and CAPM. Portfolio construction, Portfolio performance evaluation, Sharpe, Treynor & Jensen's measure, portfolio revision, active & passive strategies & formula plans in portfolio revision, mutual funds, types, performance evaluation of mutual funds, functions of asset management companies, crowd funding and robo advisory. (Theory and Problems)

Skill Development Activity	Case study on Asset Management Companies in India related to functional operations.
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Text book	Textbook- 3- 3.1,3.2,3.3,3.4,3.5
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CIE Assessment Pattern (50 Marks – Theory)

RBT Levels		Marks Distribution		
		Test (s)	Qualitative Assessment (s)	MCQ's
		25	20	5
L1	Remember	-	-	-
L2	Understand	-	-	-
L3	Apply	8	5	5
L4	Analyze	9	7	-
L5	Evaluate	8	5	-
L6	Create	-	3	-

SEE Assessment Pattern (50 Marks – Theory)

RBT Levels		Exam Marks Distribution (50)
L1	Remember	-
L2	Understand	10
L3	Apply	10
L4	Analyze	10
L5	Evaluate	10
L6	Create	10

Suggested Learning Resources:

Text Books:

- 1) V.K Balla, Investment Management, S. Chand & Co, 19/e, 2021.
- 2) Donald E.Fischer; Ronald J.Jordan, Security Analysis and Portfolio Management, Pearson, 7/e, 2021, ISBN : 9788177588118.
- 3) Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas Publishing House, 3/e, 2021, ISBN: 9789325963085.

Reference Books:

- 1.Prasanna Chandra, Investment Analysis and Portfolio Management, Tata Mc Graw Hill, 5/e, 2017, ISBN: 9781259005992.
- 2.Dr. Mahipal Singh, Security Analysis with Investment and Portfolio Management, ISBN: 9788182055193.
- 3.Alexander, Sharpe, Bailey, Fundamentals of Investment, PHI, 6/e.
- 4.Investment Management by Rajiv Srivastava (Author), Wiley India Pvt.Ltd
5. Investment Management Theory & Practice by Rp Rustagi, Sultan Chand & Sons Pvt Ltd (Publisher) 2023

Web links and Video Lectures (e-Resources):

- <https://www.youtube.com/watch?v=S7VL6XceRXc>
- <https://www.youtube.com/watch?v=F3QpgXBtDeo>
- <https://www.youtube.com/watch?v=C8wOa-0VCdw>
- <https://www.youtube.com/watch?v=IP8B2zjuNIw>
- <https://www.youtube.com/watch?v=f8Jts06yqbw>
- <https://www.youtube.com/watch?v=9rJ65chlwt4>
- <https://www.churchillwealthmanagement.co.uk/case-studies/investment-management-case-study/>
- <https://cowrywise.com/blog/case-study-of-2008-financial-crisis/>
- <https://tradebrains.in/fundamental-analysis-of-icici-bank/>
- <http://inet.vidyasagar.ac.in:8080/jspui/bitstream/123456789/980/2/p4.pdf>
- <https://www.wns.com/perspectives/case-studies/casestudydetail/379/a-leading-asset-management-firm-transforms-credit-analysis-and-financial-research>

Activity-Based Learning (Suggested Activities in Class)/ Practical Based learning

- Draft a report on Asset Management Company for creating a portfolio for investors.
- Analyzing fundamental, company and economic the Reliance company.
- Report on Capital Asset Pricing Model.
- Calculation of debt mutual funds using different instrument.
- Calculation of equity mutual funds using different instrument.

DIRECT & INDIRECT TAXATION									
Course Code	22MBAFM322	CIE Marks	50						
L:T:P:S	4:0:0:0	SEE Marks	50						
Hrs / Week	04	Total Marks	100						
Credits	04	Exam Hours	3						
Course outcomes: At the end of the course, the student will be able to:									
22MBAFM322.1	Demonstrate the system of taxation and various categories of incomes.								
22MBAFM322.2	Apply various tax provisions relating to income from House property and income from business/profession.								
22MBAFM322.3	Analyze the various tax provision while appraising income from capital gains and other sources.								
22MBAFM322.4	Evaluate how various provisions of taxation impacts the tax liability of the assessee.								
22MBAFM322.5	Design the Structure of GST.								
22MBAFM322.6	Construct the GST tax rates on different goods and services.								
Mapping of Course Outcomes to Program Outcomes and Program-Specific Outcomes:									
CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
22MBAFM322.1	2	2	2	2	-	1	1	3	2
22MBAFM322.2	2	3	1	2	1	2	2	1	1
22MBAFM322.3	3	-	2	2	2	1	2	-	-
22MBAFM322.4	2	1	2	-	2	-	2	2	2
22MBAFM322.5	2	2	1	2	2	1	2	1	1
22MBAFM322.6	1	2	1	2	1	1	2	1	1
MODULE-1	Basic Taxation Concepts & Income from salary		22MBAFM322.1	10 Hours					
Brief History of Indian Income Tax, Legal Frame Work, Types of Taxes , Cannons of Taxation Important Definitions Assessment, Assessment Year, Previous Year, Assessee, Person, Income, Casual Income, Gross Total Income, Agricultural Income, Meaning and classification of Capital & Revenue, Income tax authorities, Powers & functions of CBDT, CIT & A.O. Residential Status of individuals and total income Heads of Income- Income from Salary: Meaning, Definition, Advance Salary, Arrears of Salary, Allowances, Perquisites, Provident Fund, Profits in Lieu of Salary, Gratuity, Commutation of Pension, Encashment of Earned leave, Compensation for voluntary retirement, Deductions from Salary Problems on Income from Salary. (Theory and Problem)									
Skill Development Activities	Case study on understanding the salary taxation with latest case								
Text book	Textbook-1- 1.1,1.2,1.3								
MODULE-2	Income from House Property & Income from Business/Profession		22MBAFM322.2/.6	10 Hours					
House property income, Basis of Charge, Deemed Owners, Exempted Incomes from House Property, Composite Rent, Annual Value, Determination of Annual Value, Treatment of Unrealized Rent, Loss due to Vacancy, Deductions from Annual Value, Problems on Income from House Property. Income from Business/ Profession: Meaning and Definition of Business, Profession Vocation, Expenses Expressly Allowed, Allowable Losses, Expenses Expressly Disallowed Expenses Allowed on Payment Basis, Problems on Business relating to Sole Trader and Problems on Profession relating to Chartered Accountant, Advocate and Medical Practitioner. (Theory and Problem)									
Skill Development Activities	Case study with reference to income from salary								
Text book	Textbook-1- 1.8,1.10,1.12,1.13								
MODULE-3	Income from Capital gains & Other Sources:		22MBAFM322.3	10 Hours					
Capital asset, Long term capital asset, short term capital asset, long term and short-term capital gains, computation of long term and short-term capital gains, exemptions from capital gains. Securities, Kinds of Securities Rules for Grossing Up of Ex Interest Securities and Interest Securities. (Theory and Problem)									
Skill Development Activities	Case study with reference to house property on Aditya the landlord								
Text book	Textbook- 2- 2.1,2.2,2.3								
MODULE-4	Computation of Tax liability		22MBAFM322.4	10 Hours					

Computation of Total Income and Tax Liability of an Individual Assesse, Deductions u/s: 80 C, 80 CCC, 80 CCD, 80 D, 80 G, 80 GG, 80 GGA, and 80 U. (Theory and Problem)				
Skill Development Activities		Case study on income from other sources with reference to income tax Government of India		
Text book		Textbook- 2- 2.4,2.5,2.6,2.7,2.8,2.9		
MODULE-5		Goods and Services Tax	22MBAFM322.5	10 Hours
History, formation, launch, taxes subsumed, HSN code, GST rates, goods kept outside GST, GST Council, criticisms towards GST, CGST, SGST, IGST, Registrations, Time Value & Place of Supply, Input Tax Credit, Payments, Invoicing, Accounts & Records, Reverse Charge, TDS, TCS, Composition Scheme, Return filing, Refunds, Penalty, Assessments, Appeal and related provisions, Problems on GST(Theory and Problems)				
Skill Development Activities		Case study on GST in respect to application.		
Text book		Textbook- 3- 3.1,3.2,3.3,3.4,3.5		
CIE Assessment Pattern (50 Marks - Theory)				
RBT Levels		Marks Distribution		
		Test (s)	Qualitative Assessment (s)	MCQ's
		25	20	5
L1	Remember	-	-	-
L2	Understand	-	-	-
L3	Apply	8	5	5
L4	Analyze	9	7	-
L5	Evaluate	8	5	-
L6	Create	-	3	-
SEE Assessment Pattern (50 Marks - Theory)				
RBT Levels		Exam Marks Distribution (50)		
L1	Remember	5		
L2	Understand	5		
L3	Apply	15		
L4	Analyze	10		
L5	Evaluate	10		
L6	Create	5		
Suggested Learning Resources:				
Text Books:				
1. Direct Taxes Law & Practice by Vinod K Singhania, Kapil Singhania, Publisher Taxman 2023				
2. Income Tax-Theory, Law Practice by T.S Reddy and Hari Prasad Reddy, publisher: Margham 2022				
3. Income Tax Law & Practice by B. B. Lal and N. Vashishit, I K International Publishing House Pvt. Ltd 2023				
Reference Books:				
1. Income Tax Law & Practice by Dr. N. Hariharan, Publisher: Vijay Nicole Imprints Pvt Ltd, 2023.				
2. GST by S.S. Gupta: Volume 3, 2023, Publisher-Taxman.				
3. The Law and Practice of Income Tax by Kanga, Palkhivala's Publisher: Lexis Nexis, 2022				
4. Master Guide to Income Tax Act by Pradeep S. Shah, Rajesh S, Publisher: Taxmann Publications Pvt. Ltd,2023				
5. Income Tax -Tax Planning & Management Assessment Year 2020-21 by Hc Mehrotra, Sp Goyal (Author),Sahitya Bhawan Publications (Publisher)				
6. Contemporary Issues in Taxation Research (Business/Management Studies) by David Salter, Tax Research Network (Author), Ashgate Pub Ltd (Publisher)				
7. Formation Management & Taxation of Charitable & Religious Trust & Institution Under Income Tax Lawby Ram Dutt Sharma (Author), Commercial Law Publishers (India) P (Publisher)				

Web links and Video Lectures (e-Resources):

- https://www.clear.in/invoicediscounting?utm_ref=content_pages_navbar
- <https://cleartax.in/s/income-tax-slabs>
- <https://www.caclubindia.com/articles/understanding-taxation-of-salary-with-latest-case-laws-17160.asp>
- <https://wirc-icai.org/wirc-reference-manual/part3/income-from-salaries.html>
- <https://cleartax.in/house-property/case-study-aditya-the-landlord>
- <https://incometaxindia.gov.in/Documents/Left%20Menu/Company-income-from-other-sources.htm>
- [https://www.icsi.edu/media/portals/15/Case%20Studies%20on%20GST%20-%20CA%20KAMAL%20GARG%20\(1\).pdf](https://www.icsi.edu/media/portals/15/Case%20Studies%20on%20GST%20-%20CA%20KAMAL%20GARG%20(1).pdf)

Activity-Based Learning (Suggested Activities in Class)/ Practical Based learning

- Budget Analysis for Assessment year
- Understanding and filing of Form 16
- Filing the self - returns by considering all the sources of income
- Tax saving through tax provision
- GST approval for your business

ADVANCED FINANCIAL MANAGEMENT									
Course Code	22MBAFM323	CIE Marks	50						
L:T:P:S	4:0:0:0	SEE Marks	50						
Hrs / Week	04	Total Marks	100						
Credits	04	Exam Hours	3						
Course outcomes: At the end of the course, the student will be able to:									
22MBAFM323.1	Apply the debt equity mix in firm's valuation decision.								
22MBAFM323.2	Analyse dividend strategies decision in accordance with wealth maximization.								
22MBAFM323.3	Asses the regulatory framework relating to the operation of cash management								
22MBAFM323.4	Evaluate managerial synergy of mergers and value creation.								
22MBAFM323.5	Develop financial management strategies through recent financial trends								
22MBAFM323.6	Design the application of recent trends in financial management.								
Mapping of Course Outcomes to Program Outcomes and Program-Specific Outcomes:									
CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PS01	PS02
22MBAFM323.1	3	2	-	1	-	1	2	3	2
22MBAFM323.2	2	2	2	2	1	-	2	2	-
22MBAFM323.3	3	3	1	3	1	-	1	2	-
22MBAFM323.4	1	3	-	2	1	-	2	2	-
22MBAFM323.5	1	2	-	2	-	2	2	1	2
22MBAFM323.6	-	-	-	2	1	-	3	2	3
MODULE-1	Components of Capital structure and Firm Valuation		22MBAFM323.1	10 Hours					
Capital structure theories, Net income approach, Net operating income approach, Modigliani- Millar approach, Traditional Approach, optimum capital structure, EBIT-EPS analysis, ROI & ROE analysis (Theory and Problem)									
Skill Development Activity	Case study on analysis of capital structure criteria.								
Text book	Textbook-1- 1.1,1.2,1.3								
MODULE-2	Dividend Decisions		22MBAFM323.2/22MBAFM323.6	10 Hours					
Dividend decision. Walter's and Gordon's model, Modigliani and Miller approach, Dividend policies – stable dividend, stable payout and growth, bonus shares and stock split, corporate dividend behavior. (Theory and Problem)									
Skill Development Activity	Case study on Dividend policy with reference to stable payout and growth.								
Text book	Textbook-1- 1.8,1.10,1.12,1.13								
MODULE-3	Cash Management		22MBAFM323.3	10 Hours					
Presentation: Facets of Cash Management, Motive for holding cash, managing cash collection and disbursement-investing surplus, cash in marketable securities, forecasting cash flows, Cash budgets-long-term cash forecasting, optimal cash balances, Baumol model-Miller-Orr model-Strategies for managing surplus fund. (Theory and Problems)									
Skill Development Activity	Case study on Strategic financial decision making and planning								
Text book	Textbook- 2- 2.1,2.2,2.3								
MODULE-4	Mergers, Acquisitions & Corporate Restructuring		22MBAFM323.4	10 Hours					
Mergers, types of mergers, theories of mergers, operating, financial and managerial synergy of mergers, value creation in horizontal, vertical and conglomerate mergers, internal and external forces contributing to M & A activities. (Theory only)									
Skill Development Activity	Case study on Merger and acquisition on flipkart and Myntra								
Text book	Textbook- 2- 2.4,2.5,2.6,2.7,2.8,2.9								
MODULE-5	Recent Developments in Advanced Financial Management		22MBAFM323.5	10 Hours					

SAP (FICO): Introduction – Creation of Bank account, Reconciliation account, Expense account, Cost element, Vendor master record, and Fund transfer to alternative account. Behavioral finance-Introduction to Behavioral finance, History of Behavioral Finance; From standard finance to behavioral finance. (Theory only)				
Skill Development Activity		Case study on block chain technology.		
Text book		Textbook- 3- 3.1,3.2,3.3,3.4,3.5		
CIE Assessment Pattern (50 Marks – Theory)				
RBT Levels		Marks Distribution		
		Test (s)	Qualitative Assessment (s)	MCQ's
		25	20	5
L1	Remember	-	-	-
L2	Understand	-	-	-
L3	Apply	8	5	5
L4	Analyze	9	7	-
L5	Evaluate	8	5	-
L6	Create	-	3	-
SEE Assessment Pattern (50 Marks – Theory)				
RBT Levels		Exam Marks Distribution (50)		
L1	Remember	-		
L2	Understand	5		
L3	Apply	15		
L4	Analyze	10		
L5	Evaluate	10		
L6	Create	10		
Suggested Learning Resources:				
Text Books:				
1. Financial management, I M Pandey, Vikas, 12/E, 2021.				
2. Principle of corporate finance, Brearly, Myeres, and Allen, TMH, 13/E.				
3. Financial Management and policy, Vanhorne, Pearson, 13/E				
Reference Books:				
1. Financial Management, Ravi M Kishore, Taxmann Publications, 8/e, 2022				
2. Financial Management, Prasanna Chandra, TMH, 9/e, 2017.				
3. Principle of corporate finance, Brearly, Myeres, and Allen, TMH, 11/E.				
4. Financial Management and policy, Vanhorne, Pearson, 13/E				
5. Advanced Business & Financial Management - Caiib Main 2023 by Na (Author), Macmillan Publishers India Pvt Ltd (Publisher)				
6. Forbes, William, "Behavioural Finance", Student ed, Wiley Publication				
7. Corporate finance – Theory and practice, Ashwasth Damodaran, 4/E, Wiley Indian private Ltd., 2021.				
8. Financial Management, M Y Khan and P K Jain, TMH, 8/e, 2017.				
Web links and Video Lectures (e-Resources):				
<ul style="list-style-type: none"> • https://www.youtube.com/watch?v=JaufAHlbVdE • https://www.youtube.com/watch?v=1d9G7Tvh9sQ • https://www.youtube.com/watch?v=PQqfeyUQbyE&t=192s • https://www.youtube.com/watch?v=nMLVn_n1hb8 • https://www.youtube.com/watch?v=mid3e1-yXOY • https://gbr.pepperdine.edu/2010/08/the-role-of-finance-in-the-strategic-planning-and-decision-making-process • https://www.legalserviceindia.com/legal/article-10593-case-study-on-merger-of-flipkart-and-myntra.html • https://gitarattan.edu.in/wp-content/uploads/2023/04/07-1.pdf • www2.deloitte.com/bd/en/pages/technology/articles/sap-case-studies.html 				

Activity-Based Learning (Suggested Activities in Class)/ Practical Based learning

- Identify optimized capital structure for your business
- Construct a financial model for a company in manufacturing industry
- Consider a recent merger and apply SWOC
- Consider a top 5 Nifty 50 and evaluate Dividend approach
- Compare FICO approach in SAP to that of traditional methods

HUMAN RESOURCE METRICS AND ANALYTICS									
Course Code	22MBAHR331				CIE Marks	50			
L:T:P:S	4:0:0:0				SEE Marks	50			
Hrs / Week	04				Total Marks	100			
Credits	04				Exam Hours	03			
Course outcomes: At the end of the course, the student will be able to:									
22MBAHR331.1	Investigate the role of the Human Resource Department and Strategic Workforce Planning.								
22MBAHR331.2	Analyze the link between business and HR and Explain the purpose of HR data and HR Metrics								
22MBAHR331.3	Explain the basic guidelines in HR Analytics.								
22MBAHR331.4	Evaluate the performance and potential of employees in an organization.								
22MBAHR331.5	Create how simulations work in scenario planning and describe how technology impacts the workforce								
22MBAHR331.6	Justify how one can, prevent a future workforce crisis								
Mapping of Course Outcomes to Program Outcomes and Program-Specific Outcomes:									
Module	P01	P02	P03	P04	P05	P06	P07	PS01	PS02
22MBAHR331.1	3	-	2	2	1	2	3	2	3
22MBAHR331.2	3	2	-	3	2	3	-	3	2
22MBAHR331.3	2	3	3	-	2	2	3	3	3
22MBAHR331.4	-	2	3	3	-	-	2	2	2
22MBAHR331.5	2	-	2	-	2	2	1	1	2
22MBAHR331.6	2	2	2	3	2	1	2	1	2
MODULE-1	TALENT MANAGEMENT – BASICS				22MBAHR331.1 & 22MBAHR331.2			10 Hours	
Introduction to Talent Management, Meaning & Objectives, Role of Talent Management in building sustainable competitive advantage to a firm, Key Processes of Talent Management, Human Resource Planning, performance monitoring, Talent vs. knowledge people, Source of Talent, Consequences of failure in Managing Talent, some suggestive tools for Managing Talent. SAP-Overview: Create position, create a career, define requirements, hire employee, display, organizational plan, post job advertisement, enter applicant master data, prepare hiring, hiring applicant, proof hiring, maintain qualification profile, execute career planning, create an event, book the event, follow up event, execute career planning, prepare appraisal, performance appraisal, transfer of employee and HCM1 challenge.									
Skill Development Activity	Investigate on the attraction, acquisition, and retention of talent in organizations. /Case Study of Google.com/ Select a partner you will work with for two different assignments. b. Provide your partner with a list of 7 names of people to be interviewed to obtain 360-degree feedback. (3 Peers, 1 Boss and 3 Superiors) c. Obtain the 7 names of people to be interviewed on behalf of your partner. d. Schedule a telephone interview with each of the 7 people identified by your partner.								
Text Book	Text Book 2: 1.1, 1.2, 1.3, 1.5, 1.7, 1.9, 1.12								
MODULE-2	HR - METRICS				22MBAHR331.3			10 Hours	
Concepts, Objectives, Historical Evolution of HR metrics, How and Why Metrics are Used in an Organization--What Metrics are Important to Your Business--HR Metrics Design Principles, Approaches for Designing HR Metrics--The Inside-Out Approach-, The Outside-In Approach-- Align HR Metrics with Business Strategy, HR Efficiency Measures— HR Effectiveness Measures, HR Value / Impact Measures. Building HR Functions Metrics-- Workforce Planning Metrics-- Recruitment Metrics --Training & Development Metrics, Compensation & Benefits Metrics, Employee Relations & Retention Metrics									
Skill Development Activity	Work with your team to brainstorm potential business leaders who are in a small or mid-size business – preferably in a senior leadership role. Identify who may be the best leader your team can interview and partner with to develop a set of leadership competencies critical for the success of all their managers/leaders in the business. Secure their agreement to participate in a one-hour virtual qualitative interview.								
Text Book	Text Book 2 : 2.1,2.2.2.3.2.4								
MODULE-3	HR ANALYTICS				22MBAHR331.4			10 Hours	

What is HR Analytics? Importance of HR Analytics. Translating HR Metrics Results into Actionable Business Decisions for Upper Management creating HR Dashboards using excel, HR Information Systems, and Data Sources-- Intuition Versus Analytical thinking-- HRMS/HRIS and Data Sources-- Analytics Frameworks like LAMP-- HCM:21 Model, HR maturity framework, Talent ship framework.

Skill Development Activity	Prepare the HR analytics framework for any 2 companies and give a presentation of the same in class.
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Text Book	Text Book 3 : 3.1, 3.2, 3.3, 3.5, 3.7, 3.9, 3.12
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MODULE-4	DIVERSITY AND PERFORMANCE ANALYSIS	22MBAHR331.5	10 Hours
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Measuring Equality, Diversity Analysis and Inclusion, Testing the Impact of Diversity, Workforce Segmentation and Search for Critical Job Roles, Evaluating Reliability and Validity of Selection Models, , Predicting the Performance and Turnover, Performance Analysis-- Predicting Employee Performance, Training Requirements, Evaluating Training and Development programs

Skill Development Activity	As a team, conduct a virtual interview with the business leader you have chosen from a small to mid-size business. b. Partner with them to develop a set of leadership competencies critical for success of all their managers/leaders. c. Prepare team presentation/recommendations on the 5-8 core competencies and their definitions for a chosen business. d. Prepare a PowerPoint presentation that captures your team's recommendations and definitions of each competency. Present your team recommendations during class.
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Text Book	Text Book 4 : 4.1, 4.2, 4.3, 4.5,4.7, 4.9, 4.10
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MODULE-5	HR ANALYTICS AND INTERVENTIONS	22MBAHR331.6	10 Hours
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Monitoring Impact of Interventions-, Tracking Impact Interventions, Evaluating Stress Levels and Value-Change, Formulating Evidence-based Practices and Responsible Investment, Evaluation, Moderation, and Interaction Analysis. Role of HR interventions in enhancing employee creativity and organizational innovation

Skill Development Activity	Complete the Harvard Implicit Bias Assessment given in the classroom activities for race, gender and one additional dimension of your choosing. Prepare a report on the same and conduct a discussion in the class.
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Text Book	Text Book 4: 4.11.4.12,3.
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CIE Assessment Pattern (50 Marks - Theory)

RBT Levels		Marks Distribution		
		Test (s)	Qualitative Assessment (s)	MCQ's
		25	20	5
L1	Remember	-	-	-
L2	Understand	-	-	-
L3	Apply	8	5	5
L4	Analyze	9	7	-
L5	Evaluate	8	5	-
L6	Create	-	3	-

SEE Assessment Pattern (50 Marks - Theory)

RBT Levels		Exam Marks Distribution (50)
L1	Remember	-
L2	Understand	10
L3	Apply	10
L4	Analyze	10
L5	Evaluate	10
L6	Create	10

Suggested Learning Resources:

Text Books:

1. The Talent Management Handbook: Creating Organizational Excellence by Identifying, Developing and Promoting Your Best People by Lance Berger and Dorothy Berger, McGraw-Hill. ISBN-978125983554. Publication date: 2017. This book can be purchased via Amazon.com
2. Dessler Gary A Framework for Human Resource Management, Pearson 7th edition.2022.
3. Dessler Gary, Varkkey Biju Fundamentals of Human Resource Management, Pearson 14th Edition.2020.
4. Lance A Berger, Dorothy R Berger Talent Management Hand Book Mc.Graw Hill 13th Edition.2020.

Reference Books:

1. Hasan, M., Singh, A. K., Dhamija Talent management in India: Challenges and opportunities Atlantic Publication Latest Edition.
2. Armstrong, Michael A Handbook of Human Resource Management Practice Kogan Page Publication Latest Edition

3. Pattanayak Biswajeet Human Resource Management PHI Learning Pvt. Ltd. Latest edition.

Web links and Video Lectures (e-Resources):

- https://www.youtube.com/watch?v=m_BmPqQO6Fs
- https://www.aihr.com/courses/hr-generalist-certification/?utm_source=youtube&utm_medium=social&utm_campaign=bite&utm_content=hr-metrics
- <https://www.youtube.com/watch?v=TV4mw6eLbPU>
- <https://www.youtube.com/watch?v=KNOEd8Ssac8>

Web links for classroom activities:

1. https://www.aihr.com/blog/14-hr-metrics-examples/?utm_source=youtube&utm_medium=social&utm_campaign=bite&utm_content=hr-metrics
2. https://www.aihr.com/blog/hr-metrics-cheat-sheet/?utm_source=youtube&utm_medium=social&utm_campaign=bite&utm_content=hr-metrics
3. https://www.aihr.com/courses/hr-metrics-reporting/?utm_source=youtube&utm_medium=social&utm_campaign=bite&utm_content=hr-metrics
4. <https://joinhandshake.com/blog/students/how-to-make-a-good-impression-in-a-virtual-job-interview/>
5. <https://www.google.com/search?client=firefox-b-1-d&q=harvard+implicit+bias+test>
6. <https://www.youtube.com/watch?v=qBdWiq5D9P4&t=386s>

Activity-Based Learning (Suggested Activities in Class)/ Practical Based learning

1. Design a suitable appraisal form for a manufacturing company and have a group discussion of the same in the class. <https://www.shrm.org/resourcesandtools/tools-and-samples/hr-forms/pages/performance-appraisal-with-supervisory-skills.aspx>
2. Conduct a group discussion on retention strategies based on a sample HR metrics for a pharmaceutical company. <https://www.leapsome.com/blog/employee-retention-metrics> and [chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://pdfs.semanticscholar.org/5213/dd2e7e1153aa6b6f13a26e4af92dce789496.pdf](https://efaidnbmnnnibpcajpcglclefindmkaj/https://pdfs.semanticscholar.org/5213/dd2e7e1153aa6b6f13a26e4af92dce789496.pdf)
3. Create a Model for competency mapping for a HR Manager in IT sector.
4. Read <https://www.forbes.com/advisor/business/hr-analytics/> and individually present on how HR analytics plays a vital role in today's organisations.
5. Ask the students to explain and write down the after math of introduction to dashboards. <https://www.tlnt.com/articles/before-and-after-dashboards>

STRATEGIC TALENT MANAGEMENT									
Course Code	22MBAHR332				CIE Marks			50	
L:T:P:S	4:0:0:0				SEE Marks			50	
Hrs / Week	4				Total Marks			100	
Credits	03				Exam Hours			03	
Course outcomes:									
At the end of the course, the student will be able to:									
22MBAHR332.1	Analyze the concept and application of talent management in business and industry								
22MBAHR332.2	Analyze competencies and performance management								
22MBAHR332.3	Apply concepts of talent planning, succession planning and building talent reservoir								
22MBAHR332.4	Analyze the concept of talent engagement and retention strategies								
22MBAHR332.5	Analyze the concept of competency mapping.								
22MBAHR332.6	Apply Competency model for talent management.								
Mapping of Course Outcomes to Program Outcomes and Program Specific Outcomes:									
Module	P01	P02	P03	P04	P05	P06	P07	PS01	PS02
22MBAHR332.1	3	2	2	2	-	2	3	2	3
22MBAHR332.2	3	2	2	3	2	3	2	3	3
22MBAHR332.3	3	3	3	2	2	2	3	3	3
22MBAHR332.4	2	2	3	3	3	3	2	2	2
22MBAHR332.5	3	3	2	3	2	2	3	3	2
22MBAHR332.6	2	2	2	3	2	-	2	2	2
MODULE-1	TALENT MANAGEMENT – BASICS				22MBAHR332.1			8 Hours	
Strategic Importance of Talent, Talent imperatives, Elements of Talent management, , Talent Management System, Critical Success Factors to Create Talent Management System, Talent Management Approaches, Developing a Talent Management Strategy, Mapping Business Strategies and Talent Management Strategies.									
Skill Development Activities	Investigate the Talent Management Strategies of Microsoft.								
Text Book	Text Book 1: 1, 2								
MODULE-2	BUILDING BLOCKS OF TALENTS MANAGEMENT:				22MBAHR332.2			8 Hours	
Building Blocks of Effective Talent Management System, competencies – performance management,conducting performance reviews, appraising executive talent, selecting the right appraisal method									
Skill Development Activities	Self-Study: Top 10 Best Talent Management Companies In India In 2023								
Text Book	Text Book 1: 3,4								
MODULE-3	TALENT PLANNING				22MBAHR332.3			8 Hours	
Objectives of Talent Planning, Steps in Strategic Talent Planning, Succession Planning Program, strategic accountability approach in developing the workforce, balanced scorecard, talent development budget, contingency plan for talent; building a reservoir of talent,									

Skill Development Activities	RESOURCING AND TALENT PLANNING 2022: CASE STUDIES, CIPD			
Text Book	Text Book 1: 5,6			
MODULE-4	TALENT ENGAGEMENT & RETAINING TALENT	22MBAHR332.4	8 Hours	
Introduction, Concept of Talent Engagement, Retention, Employee Engagement and Retention, the Race for Talent: Retaining and Engaging Workers, employee retention- motivation and engagement, Return on talent; age of analytics, making outplacement as a part of talent strategy, developing talent management information system.				
Skill Development Activities	Promising Practices for Employee Engagement- A Guide for leaders and managers			
Text Book	Text Book 2: 3,4			
MODULE-5	COMPETENCY MAPPING	22MBAHR332.5/ 22MBAHR332.6	8 Hours	
Concepts and definition of competency, types of competencies, competency-based HR systems, competency and performance, 5 level competency model, developing various competency models, Competency Mapping, Talent Multiplication Model, how competencies relate to career development and organizational goals.				
Skill Development Activities	Case study: Analysis of Toyota Motor Corporation By: Thembani Nkomo			
Text Book	Text Book 2: 5,6			
CIE Assessment Pattern (50 Marks - Theory)				
RBT Levels		Marks Distribution		
		Test (s)	Qualitative Assessment (s)	MCQ's
		25	20	5
L1	Remember	-	-	-
L2	Understand	-	-	-
L3	Apply	8	5	5
L4	Analyze	9	7	-
L5	Evaluate	8	5	-
L6	Create	-	3	-
SEE Assessment Pattern (50 Marks - Theory)				
RBT Levels		Exam Marks Distribution (50)		
L1	Remember	--		
L2	Understand	10		
L3	Apply	10		
L4	Analyze	10		
L5	Evaluate	10		
L6	Create	10		
Suggested Learning Resources:				
Text Books:				
1) Berger, D.R., & Berger, L.A. (2017). The Talent Management Handbook (2nd ed.). Tata McGrawHill.				

2) Stringer, H., & Rueff, R. (2020). Talent Force: A new manifesto to the human side of business. Prentice hall.

Reference Books:

- 1). Efron, M., & Ort, M. (2018). One page talent management: eliminating complexity, adding value. Harvard business press
- 2) Geoff Colvin, (2023) Prakash Book Depo, Talent Is Overrated- What Really Separates World-Class Performers from Everybody Else
- 3) Marcus Buckingham, Ram Charan, Linda A. Hill, Laura Morgan Roberts, (November 22, 2022), HBR's 10 Must Reads on Talent, Harvard Business Review
- 4) Jack J. Phillips, Adele O. Connell, Routledge, (15 September 2003), Managing Employee Retention: A Strategic Accountability Approach (Improving Human Performance Series),
- 5) Gowri Joshi, Veena Vohra : Talent Management ; Cengage, 2018
- 6) Akram AL Ariss, Global Talent Management, Management for professional, 2023

Web links and Video Lectures (e-Resources):

- The Talent Management Handbook (mim.ac.mw)
- <https://www.mckinsey.com/featured-insights/mckinsey-explainers/what-is-talent-management>
- <https://hr.mit.edu/managers/talent-planning#:~:text=Talent%20planning%20is%20the%20process,them%20by%20developing%20current%20employees.>
- <https://prezi.com/ihnwt2fhnqg5/microsoft-talent-management/>
- Top 10 Best Talent Management Companies In India In 2023 - Inventive
- Resourcing and talent planning 2022: case studies (cipd.org)
- promising_practices.pdf (harvard.edu)
- analysis_of_toyota.pdf (harvard.edu)

Activity-Based Learning (Suggested Activities in Class)/ Practical Based learning

- Mapping business Management Strategies and Talent Management Strategies (succession Planning)- <https://indiafreenotes.com/mapping-business-strategies-and-talent-management-strategies/>
- Performance Review of Freshers- <https://www.indeed.com/career-advice/career-development/performance-evaluation-examples>
- Create Balanced Scorecard (Dashboard) for management trainees at automobile sector <https://hbr.org/1993/09/putting-the-balanced-scorecard-to-work>
- Retention strategy for High Performance employee
- Mapping Competency to career development - <https://www.aihr.com/blog/competency-mapping/>

HIGH PERFORMANCE ORGANIZATION									
Course Code	22MBAHR333				CIE Marks	50			
L:T:P:S	4:0:0:0				SEE Marks	50			
Hrs / Week	4				Total Marks	100			
Credits	04				Exam Hours	03			
Course outcomes:									
At the end of the course, the student will be able to:									
22MBAHR333.1	Illustrate the concept of High-Performance Organization and Egalitarianism								
22MBAHR333.2	Apply HPO principle of Shared Information and trust								
22MBAHR333.3	Evaluate Performance Management Process								
22MBAHR333.4	Assessing the motivation factor towards HPO								
22MBAHR333.5	Analyze implementation of HPO								
22MBAHR333.6	Distinguish the role of Leaders in HPO implementation								
Mapping of Course Outcomes to Program Outcomes and Program Specific Outcomes:									
Module	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PS01	PS02
22MBAHR333.1	-	2	2	2	2	3	3	2	2
22MBAHR333.2	2	2	2	2	2	2	2	2	2
22MBAHR333.3	2	-	-	3	3	2	3	3	3
22MBAHR333.4	2	2	2	2	3	2	3	3	2
22MBAHR333.5	-	2	2	3	3	2	-	2	2
22MBAHR333.6	2	2	3	2	3	3	3	2	2
MODULE-1	Introduction to HPO & Egalitarianism				22MBAHR333.1	10 Hours			
Fundamental principles of a High-Performance Organization, designing an HPO, aligning an HPO with company's strategy, and implementing an HPO. Define the HPO principle of Egalitarianism, Engaging and Empowering employees to create an empowered workforce, Succession planning.									
Skill Development Activity	High-Performance Organizations: The Wal-Mart Stores Inc. Case Study by Grace S. Thomson : SSRN								
TEXT BOOK	Text book 1: 1, 2, 3								
MODULE-2	Shared Information and Trust				22MBAHR333.2	10 Hours			
HPO principle of Shared Information, Trust and the Ways to communicate vision for an HPO. characteristics of a good leader communication, collaborative environment for successful teams. ways to break down barriers and encourage trust and define the role of the Psychological Contract.									
Skill Development Activities	Case Study High Performance Team – Celgene UK								
TEXT BOOK	Text book 2: 1, 2								
MODULE-3	Performance Management Process				22MBAHR333.3	10 Hours			
Steps of the performance management process and the four basic elements necessary to establish effective standards for performance management and describe what an effective performance management process looks.									
Skill Development Activities	Transforming Performance Management Cigna Case Study								
TEXT BOOK	Text book 2: 3,4								
MODULE-4	Motivation & HPO				22MBAHR333.4	10 Hours			

Identify ways to motivate your employees, roles and expectations, performance-reward linkage, causes of workplace disputes, the cost of workplace disputes, and the role of arbitration to handle disputes, Human Resources Information System (HRIS), Introduction to capability maturity model (5 levels), develop and maintain an HPO.

Skill Development Activities	Motivating through Total Reward-Royal Bank of Scotland Group (RBS)
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TEXT BOOK	Text book 2: 5 ,6
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MODULE-5	Implementation of HPO	22MBAHR333.5/ 22MBAHR333.6	10 Hours
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Communication and delegating authority increasing an HPO, participative leadership. the leadership role in an HPO, and define leadership and management styles that contribute to an HPO, strategic plan contributes to the implementation of an HPO.

Skill Development Activity	Case study on - Leadership Lessons from India by Peter Cappelli, Harbir Singh, Jitendra V. Singh, and Michael Useem, Harvard Business Review
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TEXT BOOK	Text book 2: 7,8
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CIE Assessment Pattern (50 Marks – Theory)

RBT Levels		Marks Distribution		
		Test (s)	Qualitative Assessment (s)	MCQ's
		25	20	5
L1	Remember	-	-	-
L2	Understand	-	-	-
L3	Apply	8	5	5
L4	Analyze	9	7	-
L5	Evaluate	8	5	-
L6	Create	-	3	-

SEE Assessment Pattern (50 Marks – Theory)

RBT Levels		Exam Marks Distribution (50)
L1	Remember	--
L2	Understand	10
L3	Apply	10
L4	Analyze	10
L5	Evaluate	10
L6	Create	10

Suggested Learning Resources:

Text Books:

1. Egalitarianism, New Essays on the Nature and Value of Equality, Edited by Nils Holtug and Kasper Lippert-Rasmussen, Oxford University Press, 2006
2. The High-Performance Organization By Linda Holbeche, Published February 10, 2005 by Routledge

Recommended Books:

1. Futurize! Dealing with Megatrends and Disruptors: A Handbook for the Future-Oriented CEO 1st Edition, Kindle Edition, by André de Waal (Author), Julie Linthorst (Author) , 2022
2. High Performance Managerial Leadership: Best Ideas from around the World, by André A. deWaal (Author), Chris Abbott, Publisher Praeger, 2020
3. The Wisdom of Teams: Creating the High-Performance Organization Hardcover – October 13, 2015, by Jon R. Katzenbach, Douglas K. Smith, Harvard Business Review Press
4. Creating and Leading High-Performance Organizations: Buddy Martinette, Fire Engineering Books and Videos
5. On High Performance Organizations: A Leader to Leader Guide, Frances Hesselbein, Rob Johnston, ISBN: 978-0-787-96069-8 March 2002 Jossey-Bass, Wiley publication
6. Deep Purpose: The Heart and Soul of High-Performance Companies, Gulati, Harvard Business School, 2022

Web links and Video Lectures (e-Resources):

- <https://www.ccl.org/articles/leading-effectively-articles/characteristics-good-leader/>
- <https://seapointcenter.com/hpo-aspire/>
- <https://www.industryweek.com/leadership/article/21146834/what-makes-a-high-performance-organization>
- <https://ideascale.com/blog/what-are-the-characteristics-of-a-high-performance-organization/>
- <https://impruver.com/high-performance-organization-examples/>
- <https://hbr.org/video/5122969232001/reinventing-performance-management>
- <https://www.rubica.co.uk/case-studies/creating-high-performance-teams/>
- <https://neuroleadership.com/cigna-remove-ratings-feb2017-2/>
- <https://www.citehr.com/359813-management-case-studies-team-motivation-corporate-social.html>
- <https://hbr.org/2010/03/leadership-lessons-from-india>

Activity-Based Learning (Suggested Activities in Class)/ Practical Based learning

- Aligning HPO with Organizational Strategy - <https://onlinelibrary.wiley.com/doi/10.1002/joe.21696>
- Build Trust in a Team (Bing Videos)-Watch video and discuss Take away
- Design Suitable performance management system for lower-level management at BPO/KPO
- Ways to motivate middle management at Financial Sector - Importance of Retaining MiddleManagement | Odgers Berndtson
- Participative leadership Role Play - LEADERSHIP STYLE ROLE PLAY - YouTube

SERVICE OPERATIONS MANAGEMENT										
Course Code	22MBAOM341					CIE Marks	50			
L:T:P:S	4:0:0:0					SEE Marks	50			
Hrs / Week	4					Total Marks	100			
Credits	04					Exam Hours	03			
Course outcomes:										
At the end of the course, the student will be able to:										
22MBAOM341.1	Evaluate the basic concepts of services.									
22MBAOM341.2	Analyze service design and HRP.									
22MBAOM341.3	Apply the basics of service quality.									
22MBAOM341.4	Analyze the capacity demands and scheduling methods in services									
22MBAOM341.5	Create, Design and Deliver operations to achieve competitive advantages in services through resource and work force scheduling									
22MBAOM341.6	Evaluate the flow of goods between producer and the purchaser for near fail proof logistic operations.									
Mapping of Course Outcomes to Program Outcomes and Program Specific Outcomes:										
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PS01	PS02	
22MBAOM341.1	3	2	1	2	2	3	2	2	2	
22MBAOM341.2	3	2	1	2	2	3	2	1	2	
22MBAOM341.3	3	2	1	2	2	3	2	2	2	
22MBAOM341.4	3	2	-	2	2	3	2	1	2	
22MBAOM341.5	3	2	1	2	2	3	2	2	2	
22MBAOM341.6	3	2	1	-	2	2	2	2	2	
MODULE-1 INTRODUCTION 22MBAOM341.1 10 Hours										
Introduction and imperatives of services, Nature and characteristics of services, Classification of services and analyzing service operations, Introduction to Service Strategy, Competitive Service Strategies- Strategic Service Vision.										
Skill Development Activities			HBR "Mumbai's Models of service excellence- Dabbawalas" by Stefan Thomke							
TEXT BOOKS			Text Book 2:1,2,3							
MODULE-2 SERVICE DESIGN AND DEVELOPMENT 22MBAOM341.2 10 Hours										
New service design and development, Service system design and delivery process, Technology & automation inservices, Service encounter, Human resource planning and employee selection, Managing people in Services organization, Work measurement in Services.										
Skill Development Activities		HBR "Designing services that deliver" by Lynn Shostack								
TEXT BOOKS		Text Book 2:4								
MODULE-3 SERVICES QUALITY 22MBAOM341.3 10 Hours										
Defining and Measuring Service Quality, SERVQUAL Model, Quality Service by Design and Walk Through Audit. Achieving Service Quality, Service Recovery and service guarantee.										
Skill Development Activities		HBR "Four ways to reinvent service delivery" by Kamalini Ramdas, Elizabeth Teisberg & Amy L.Tucker								
TEXT BOOKS		Text Book 2: 5,6,7								
MODULE-4 Managing Capacity and Demand in Service Operations 22MBAOM341.4 10 Hours										
General strategies of level capacity or chase demand, Customer induced Variability, Segmenting demand, Strategiesfor managing capacity, Work shift scheduling daily and weekly, Yield Management.										
Skill Development Activities		HBR "Match Supply & Demand in service industries" by W. Earl Sasser								
TEXT BOOKS		Text Book 2:8,9,10								
MODULE-5 Warehouse Management 22MBAOM341.5, 22MBAOM341.6 10 Hours										

Create purchase order, display material inventory, display material inventory value, receive the goods, display material inventory & value, run bin status report, create transfer order, confirm transfer order. (SAP)

Skill
Development
Activity

Using SAP, Create a Purchase Order

TEXT BOOKS Online Study Material

CIE Assessment Pattern (50 Marks - Theory)

RBT Levels		Marks Distribution		
		Test (s)	Qualitative Assessment (s)	MCQ's
		25	20	5
L1	Remember	-	-	-
L2	Understand	-	-	-
L3	Apply	8	5	5
L4	Analyze	9	7	-
L5	Evaluate	8	5	-
L6	Create	-	3	-

SEE Assessment Pattern (50 Marks - Theory)

RBT Levels		Exam Marks Distribution (50)
L1	Remember	-
L2	Understand	10
L3	Apply	10
L4	Analyze	10
L5	Evaluate	10
L6	Create	10

Text Books:

1. Operations Management, William J. Stevenson, Tata McGraw Hill, 13th Edition, 2022.
2. Service Operations Management: A Strategic Perspective, John McManus, Mats Winroth, Jannis Angelis, Macmillan India. 1st Ed. 2020.
3. Operations and supply chain management Essentials you always wanted to know, Ashley McDonough, Vibrant Publishers, 2020.
4. Operations and supply chain Management, Richard B. Chase, Ravishankar, F. Robert Jacobs, 15th Edition, Tata McGraw Hill, 2018.

Reference Books:

1. Service Operations Management: Improving Service Delivery, Robert Johnston, Michael Shulver, Nigel Slack, Graham Clark, Pearson, 5th Edition, 2020.
2. Fitzsimmons, James A., and Mona J. Fitzsimmons, "Service Management: Operations, Strategy and Information Technology", 7th Ed., Irwin/McGraw-Hill, 2017.

Web links and Video Lectures (e-Resources):

- NPTEL :: Management - Services Operations Management
- Service Operations and Management - Introduction to Service Engineering - Wiley Online Library
- Service Operations Management: Key to Excellence | Safety Culture

Activity-Based Learning (Suggested Activities in Class)/ Practical Based learning

- Quizzes & Assignments on recent trends in service operations management.
- Visit to any manufacturing plant to get insights into operations management
- Video demonstration of latest trends in SOM
- Contents related activities (Activity-based discussions)
 - Organizing Group wise discussions on issues related to service operations management

INNOVATIONS IN TOTAL QUALITY MANAGEMENT									
Course Code	22MBAOM342			CIE Marks			50		
L:T:P:S	4:0:0:0			SEE Marks			50		
Hrs / Week	4			Total Marks			100		
Credits	04			Exam Hours			03		
Course outcomes:									
At the end of the course, the student will be able to:									
22MBAOM342.1	Evaluate the basic concepts of Total Quality Management.								
22MBAOM342.2	Apply the philosophies of Quality Management.								
22MBAOM342.3	Create and apply the new or improved statistical process control and capability in real time situations.								
22MBAOM342.4	Analyze the tools and techniques of Quality management.								
22MBAOM342.5	Analyze quality systems implementation.								
22MBAOM342.6	Evaluate the concepts of leadership, motivation and empowerment.								
Mapping of Course Outcomes to Program Outcomes and Program Specific Outcomes:									
	P01	P02	P03	P04	P05	P06	P07	PS01	PS02
22MBAOM342.1	3	2	-	2	3	2	1	3	2
22MBAOM342.2	3	2	1	-	2	2	1	2	1
22MBAOM342.3	3	2	1	2	2	3	2	2	2
22MBAOM342.4	3	2	1	2	2	3	2	1	2
22MBAOM342.5	3	2	1	-	2	3	2	2	2
22MBAOM342.6	3	2	2	2	1	3	2	1	2
MODULE-1									
INTRODUCTION TO QUALITY MANAGEMENT				22MBAOM342.1			10 Hours		
Definitions – TQM framework, benefits, awareness and obstacles. Quality – vision, mission and policy statements. Customer Focus – customer perception of quality, Translating needs into requirements, customer retention. Dimensions of product and service quality. Cost of quality.									
Skill Development Activity				Watch You Tube videos on TQM in Toyota Motor Co, Ltd					
TEXT BOOKS				Text Book 2:1,2,					
MODULE-2									
PRINCIPLES AND PHILOSOPHIES OF QUALITY MANAGEMENT				22MBAOM342.2			10 Hours		
Overview of the contributions of Deming, Juran Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi techniques – introduction, loss function, parameter and tolerance design, signal to noise ratio. Concepts of Quality circle, Japanese 5S principles and 8D methodology.									
Skill Development Activity		Watch You Tube videos on contributions of Deming, Juran and Crosby							
TEXT BOOKS		Text Book 2:3,4,5							
MODULE-3									
SIX SIGMA				22MBAOM342.3			10 Hours		
Meaning, benefits of six sigma, Principles and Focus Areas, Methodology – DMAIC, DMADV, DFSS, Belts of Six Sigma, Criticism of six sigma.									
Skill Development Activity		Watch You Tube videos on the basic concepts of six sigma							
TEXT BOOKS		Text Book 2:6,7							
MODULE-4									
TOOLS AND TECHNIQUES FOR QUALITY MANAGEMENT				22MBAOM342.4			10 Hours		
Quality functions development (QFD) – Benefits, Voice of customer, information organization, House of quality (HOQ), building a HOQ, QFD process. Failure mode effect analysis (FMEA) – requirements of reliability, failure rate, FMEA stages, design, process and documentation. Seven old (statistical) tools. Seven new management tools. Bench marking and POKA YOKE.									

Skill Development Activity	Watch You Tube videos on the basic concepts QFD			
TEXT BOOKS	Text Book 2:8,9,10			
MODULE-5	QUALITY SYSTEMS ORGANIZING AND IMPLEMENTATION	22MBAOM342.5, 22MBAOM342.6	10 Hours	
Introduction to IS/ISO 9004:2000, concepts of ISO 14000 – quality management systems – guidelines for performance improvements. Quality Audits. TQM culture, Leadership – quality council, employee involvement, motivation, empowerment, recognition and reward- Introduction to software quality.				
Skill Development Activities	Watch You Tube videos on ISO 9000 & ISO 14000, Elements, Steps for Registration			
TEXT BOOKS	Text Book 2:11,12,13,14			
CIE Assessment Pattern (50 Marks – Theory)				
RBT Levels		Marks Distribution		
		Test (s)	Qualitative Assessment (s)	MCQ's
		25	20	5
L1	Remember	-	-	-
L2	Understand	-	-	-
L3	Apply	8	5	5
L4	Analyze	9	7	-
L5	Evaluate	8	5	-
L6	Create	-	3	-
SEE Assessment Pattern (50 Marks – Theory)				
RBT Levels		Exam Marks Distribution (50)		
L1	Remember	-		
L2	Understand	10		
L3	Apply	10		
L4	Analyze	10		
L5	Evaluate	10		
L6	Create	10		
Text Books:				
1) Organizational Quality Management: TQM deployment perspectives from manufacturing & process industry, Pankaj Lochan, Kindle Edition, 2 nd Edition, 2020.				
2) Total Quality Management, Bester Field Dale H, Bester Field Carol, Pearson, 5 th Edition, 2018.				
Reference Books:				
1) Total Quality Management, Poornima M, Charantimath, Third Edition, 2017, Pearson Education.				
2) Total Quality Management, Anshu Chauhan, Dr. Deepika S. Joshi, AayuPublication, 2015.				
Web links and Video Lectures (e-Resources):				
<ul style="list-style-type: none"> • https://www.youtube.com/watch?v=AD-B_cgI01w • https://www.youtube.com/watch?v=jUV2mdpV-IU • https://www.youtube.com/watch?v=naUvRqkDhf0 • https://www.youtube.com/watch?v=aPFUVIAZ_yc • https://www.youtube.com/watch?v=qdhZoPhZTDo 				
Activity-Based Learning (Suggested Activities in Class)/ Practical Based learning				
<ul style="list-style-type: none"> • Quizzes & Assignments on Innovations in TQM • Visit to any manufacturing plant to get an idea about implementation of TQM • Video demonstration of latest trends in TQM • Contents related activities (Activity-based discussions) <ul style="list-style-type: none"> • Organizing Group wise discussions on issues related to TQM. 				

SUSTAINABLE OPERATIONS									
Course Code	22MBAOM343				CIE Marks			50	
L:T:P:S	4:0:0:0				SEE Marks			50	
Hrs / Week	4				Total Marks			100	
Credits	04				Exam Hours			03	
Course outcomes:									
At the end of the course, the student will be able to:									
22MBAOM343.1	Evaluate and show sensitivity to sustainability issues in business situations.								
22MBAOM343.2	Analyze and formulate business responses and actions to address sustainability issues in supply chains.								
22MBAOM343.3	Analyze and recognize and be sensitive to social and ethical issues in operations and supply chain management.								
22MBAOM343.4	Evaluate the challenges and opportunities in local, national and global business communities for implementing sustainable operations.								
22MBAOM343.5	Create value-based leadership for establishing sustainable business.								
22MBAOM343.6	Evaluate the latest trends in business sustainability.								
Mapping of Course Outcomes to Program Outcomes and Program Specific Outcomes:									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PS01	PS02
22MBAOM343.1	3	2	1	2	2	3	2	2	2
22MBAOM343.2	3	2	1	2	2	3	2	1	2
22MBAOM343.3	3	2	-	2	2	3	2	2	2
22MBAOM343.4	3	2	1	2	2	3	2	1	2
22MBAOM343.5	3	2	1	2	2	3	2	2	2
22MBAOM343.6	2	2	1	2	1	3	2	1	2
MODULE-1									
Introduction to Sustainable Business Management					22MBAOM343.1			10 Hours	
Definition of sustainable business management: triple bottom line, Social, Ecological and Economic factors that affect business sustainability, Conventional vs. sustainable operations, Business case for implementing sustainable operations, drivers and barriers of sustainable operations. Stakeholder engagement.									
Skill Development Activities					Watch You Tube video on basics of Sustainable Business Management				
TEXT BOOKS					Text Book 1:1,2,3				
MODULE-2									
Design for Sustainability					22MBAOM343.2			10 Hours	
Diverse Approaches to Design for Sustainability: resources with low impact, Design for Environment (DfE), Product – Service System Design for eco-efficiency. Systems approach to sustainable design. Nature inspired design – bio mimicry.									
Skill Development Activities					Watch You Tube Video on Sustainable Design				
TEXT BOOKS					Text Book 1:4,5				
MODULE-3									
Sustainable Supply Chain Management					22MBAOM343.3			10 Hours	
The Ecosystem Framework for Sustainable Supply Chains, Forward-Backward Supply chains, Re-features in Supply Chain Design (Re use, Recycle, Re-manufacture), Green Procurement, Logistics, Risks in sustainable Supply Chain Management; Cradle to Cradle Protocol, Life Cycle Assessment (LCA). Ethical practices in supply chain management. Management of Carbon footprints, Energy Management, Performance measures for Business Sustainability, Sustainability reporting (GRI).									
Skill Development Activity					Toffel, M. W., & Van Sice, S. (2011). Carbon Footprints: Methods and Calculations. Harvard Business School Technology & Operations Mgt. Unit Case, (611-075).				
TEXT BOOKS					Text Book 1:7,8				
MODULE-4									
Industrial Waste Management					22MBAOM343.4			10 Hours	

Approaches to waste management, Solid waste management, Hazardous waste management, Cost-benefits of waste management, e-waste management. Landfills and incinerators, Municipal Waste Management: Best Practices.			
Skill Development Activity		Paul, T. W.(2013). Waste treatment and disposal. New Delhi: John Wiley and sons	
EXT BOOKS		Text Book 1:9,10,11	
MODULE-5		Current Trends and Sustainable Leadership	22MBAOM343.5,6
			10 Hours
Latest trends and research in business sustainability and sustainable operations. SDG initiatives. Sustainable leadership practices; good stewardship practices for business leaders.			
Skill Development Activity		Watch You Tube video on the impact of global trends on sustainability.	
TEXT BOOKS		Text Book 2:11,12	
CIE Assessment Pattern (50 Marks - Theory)			
RBT Levels		Marks Distribution	
		Test (s)	Qualitative Assessment (s)
		25	20
L1	Remember	-	-
L2	Understand	-	-
L3	Apply	8	5
L4	Analyze	9	7
L5	Evaluate	8	5
L6	Create	-	3
SEE Assessment Pattern (50 Marks - Theory)			
RBT Levels		Exam Marks Distribution (50)	
L1	Remember	-	
L2	Understand	10	
L3	Apply	10	
L4	Analyze	10	
L5	Evaluate	10	
L6	Create	10	
Text Books			
1) Sustainable Operations in India, Ayon Chakraborty, Sirish Kumar Gowda, M.S. Gajanand, Springer, 2018.			
2) Sustainable Operations Management: Advances in Strategy and Methodology, Andrea Chiarini, Springer, 2015.			
Reference Books:			
1) Sustainable Development Report 2021, Jeffrey D. Sachs, Christian Kroll, Guillaume Lafortune, Grayson Fuller, and Finn Woelm, Cambridge University Press, 2021.			
2) Transformations to Achieve the Sustainable Development Goals, International Institute for Applied Systems Analysis, May 2018.			
3) Revisiting Sustainable Development, Peter Utting, UNRISD Classics, Vol. III, United Research Institute for Social Development, April 2015.			
4) Basic principles of sustainable development, Jonathan M. Harris, Working paper 00-04, Global Development and Environment Institute, June 2000.			
5) Sustainable Operations and Closed Loop Supply Chains, Gilvan C. Souza, Business Expert Press, May2012, ISBN: 9781606493700.			
Web links and Video Lectures (e-Resources):			
<ul style="list-style-type: none"> Transformations to Achieve the Sustainable Development Goals. Report prepared by The World in 2050 initiative (iiasa.ac.at) Sustainable Development Report 2021 Author Cambridge University.pdf - Google Drive https://youtu.be/SJuzwoNW49E https://youtu.be/ej5FhFFMu8M https://youtu.be/VxH0yra_D2Q 			

Activity-Based Learning (Suggested Activities in Class)/ Practical Based learning

- Quizzes & Assignments on Recent trends in sustainable operations
- Visit to any manufacturing plant to get insights about sustainable operations
- Video demonstration of latest trends in Sustainable Operations
- Contents related activities (Activity-based discussions)
 - Organizing Group wise discussions on issues related to sustainable operations.

TEXT AND SOCIAL MEDIA ANALYTICS										
Course Code	22MBADS351					CIE Marks	50			
L:T:P:S	4:0:0:0					SEE Marks	50			
Hrs / Week	4					Total Marks	100			
Credits	04					Exam Hours	03			
Course outcomes:										
At the end of the course, the student will be able to:										
22MBADS351.1	Design various concepts and terms associated with media and text.									
22MBADS351.2	Explain term and concepts used in all aspects of natural language.									
22MBADS351.3	Make use of scientific principles of clustering to solve contemporary business problems.									
22MBADS351.4	Examine the various facts of data – structured and unstructured reform a data driven decision perspective.									
22MBADS351.5	Evaluate the data collected, design, sample and the find out alternative on the business research problems.									
22MBADS351.6	Develop report, charts and visualization.									
Mapping of Course Outcomes to Program Outcomes and Program Specific Outcomes:										
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PS01	PS02	
22MBADS351.1	2	3	2	2	2	2	2	2	-	
22MBADS351.2	3	2	3	2	2	2	2	1	2	
22MBADS351.3	2	1	2	-	2	3	2	2	3	
22MBADS351.4	3	2	3	1	2	2	2	3	2	
22MBADS351.5	2	-	2	2	3	2	2	2	2	
22MBADS351.6	2	2	2	3	2	2	-	3	3	
MODULE-1	Natural Language Basics and Understanding Text and Processing					22MBADS351.1	10 Hours			
Natural language. Language, syntax and structure. Language semantics. Natural language processing. Text tokenization. Text normalization. Cleaning text. Understanding structure and syntax.										
Skill Development Activity	Text analytics case study –analysing corporate financial reports. Social media network analysis using Facebook data.									
Textbook	Chapter 1									
MODULE-2	Text Similarity and Clustering					22MBADS351.2	10 Hours			
Information retrieval. Text similarity and similarity measures. Common distance measures: Hamming distance, Manhattan distance, Euclidian distance, Levenshtein Edit Distance. Document clustering										
Skill Development Activity	Text analytics case study –analysing corporate financial reports. Social media network analysis using Facebook data.									
Textbook	Chapter 2									
MODULE-3	Introduction to Sentiment Analysis					22MBADS351.3	10 Hours			
Defining the sentiment analysis problem – objective and tasks. Understanding affect, emotion, mood, and opinion. Preparing data for analysis. Supervised and unsupervised learning. Classification using lexicon-based approach.										
Skill Development Activity	Sentiment analysis case study of Twitter data with a specific reference to the ethics of using social media data									
Textbook	Chapter 3 & 4									
MODULE-4	Introduction to Social Media Analytics					22MBADS351.4	10 Hours			
Introduction. Social media and social media networks. Social media data – structured and unstructured data. Applications										

Skill Development Activity		Sentiment analysis case study of Twitter data with a specific reference to the ethics of using social media data		
Textbook				
MODULE-5	Social Media Data Analysis and Visualization	22MBADS351.5 & 22MBADS351.6	10 Hours	
Collecting and extracting social media data. Statistical analysis of data. Extracting useful patterns. Network analysis. Creating network graphs. Node importance – key influencers. Modeling network dynamics and growth.				
Skill Development Activity		Sentiment analysis case study of Twitter data with a specific reference to the ethics of using social media data		
Textbook		Chapter 11,12 &14		
CIE Assessment Pattern (50 Marks – Theory)				
RBT Levels		Marks Distribution		
		Test (s)	Qualitative Assessment (s)	MCQ's
		25	20	5
L1	Remember	-	-	-
L2	Understand	-	-	-
L3	Apply	8	5	5
L4	Analyze	9	7	-
L5	Evaluate	8	5	-
L6	Create	-	3	-
SEE Assessment Pattern (50 Marks – Theory)				
RBT Levels		Exam Marks Distribution (50)		
L1	Remember	-		
L2	Understand	10		
L3	Apply	10		
L4	Analyze	10		
L5	Evaluate	10		
L6	Create	10		
Suggested Learning Resources:				
Text Books:				
1. Steven Struhl: Practical Text Analytics: Interpreting Text and Unstructured Data for Business Intelligence. 1st edition. Kogun				
2. Bing Liu: Sentiment Analysis: Mining Opinions, Sentiments, and Emotions. 1st edition. Cambridge University Press				
Reference Books:				
1. Sentiments Analysis and deep learning by Subarna Shakya (Springer) Jan 2023				
2. Marco Bonzanini: Mastering Social Media Mining with Python. 1st edition. Packt Publishing (2016)				
3. Dipanjan Sarkar: Text Analytics with Python: A Practical Real-World Approach to Gaining Actionable Insights from Your Data.1st edition. Apress (2016)				
Web links and Video Lectures (e-Resources)				
<ul style="list-style-type: none"> • https://www.youtube.com/watch?v=flwcAf1_1RU • https://www.youtube.com/watch?v=o5-o1EPSWZg • https://www.youtube.com/watch?v=k4tLpFEGeTo • https://www.youtube.com/watch?v=fM4qTMfCoak&list=PLZoTAE LR MX VM dJ5sqbCK2LiM0HhQVWNzm • https://www.youtube.com/watch?v=R-AG4-qZs1A&list=PLeo1K3hjS3uuvuAXhYjV2IMESHq2UYSwX • https://www.youtube.com/watch?v=M7SWr5xObkA • https://www.youtube.com/watch?v=9bf5jUHlbZM 				

Activity-Based Learning (Suggested Activities in Class)/ Practical Based learning

- Demonstration of creating charts
- Writing research paper
- Video demonstration of doing research with different sectors like automobile, IT industries.
- Contents related activities (Activity-based discussions)
 - For active participation of students, instruct the students to prepare questionnaire to collect the data.
 - Organizing Group wise discussions on research work, research ethics etc.

APPLICATIONS OF ANALYTICS IN FUNCTIONAL AREAS

Course Code	22MBADS352	CIE Marks	50
L:T:P:S	4:0:0:0	SEE Marks	50
Hrs / Week	4	Total Marks	100
Credits	04	Exam Hours	03

Course outcomes:

At the end of the course, the student will be able to:

22MBADS352.1	Construct the dimensions of reports and applications.
22MBADS352.2	Examine the Concept of reports and charts with respect to subject.
22MBADS352.3	Identify and apply different ways to create enhance, customize and manage reports and charts for given data.
22MBADS352.4	Derive and analyzes the high value insights with the help of visualization and dashboards.
22MBADS352.5	Interpret the data on the given business intelligence platform.
22MBADS352.6	Justify, why visualization for given business scenarios are important.

Mapping of Course Outcomes to Program Outcomes and Program Specific Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PS01	PS02
22MBADS352.1	2	3	2	2	2	2	2	2	-
22MBADS352.2	3	2	3	2	2	2	2	1	2
22MBADS352.3	2	1	-	-	-	-	-	2	2
22MBADS352.4	3	2	3	1	-	2	3	3	-
22MBADS352.5	2	-	2	2	3	2	2	2	2
22MBADS352.6	2	2	2	3	2	2	-	3	3

MODULE-1	ANALYTICS IN MARKETING INTRODUCTION AND APPLICATIONS	22MBADS353.1	10 Hours
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Marketing Analytics as an enabler of Marketing Strategy, High-level Framework to understand the marketing function –Key Performance Indicators/Drivers of the marketing function, Baseline, and Benchmark KPI’, social media and optimization of marketing budget. Customer Lifetime Value: Loyalty Data - What is a customer’s lifetime? - How can we predict it? Market Basket Analysis: Market-Basket Data - Product Affinities

Skill Development Activity	Case study on analytics in marketing
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Textbook	Chapter 1
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MODULE-2	ANALYTICS IN HUMAN RESOURCE MANAGEMENT	22MBADS353.2	10 Hours
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Basics of HR Management, High level Framework to understand the HR function –A context diagram depicting high level process flow and parties involved in HR function, Baseline and Benchmark KPI’s, capacity planning and resource optimization, skill analysis using association mining techniques, demand sensing and planning and channel analytics, Predictive analytics in HR Predictive talent Models, Integrated talent management and workforce planning.

Skill Development Activity	Case study on analytics in human resource
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Textbook	Chapter 2
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MODULE-3	ANALYTICS IN SUPPLY CHAIN & OPERATIONS MANAGEMENT	22MBADS353.3	10 Hours
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Introduction of operations and supply chain Analytics, Use of analytics in Supply Chain management. Inventory control, Inventory analytics, Supply chain Digital Transformation. Integrated supply chain. Application of predictive analytics in supply chain.

Skill Development Activity	Case study on analytics in supply chain and operations.
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Textbook	Chapter 3 & 4
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MODULE-4	APPLICATIONS OF ARTIFICIAL INTELLIGENCE	22MBADS353.5	10 Hours
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	IN INDUSTRIES	&22MBADS353.6	
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Introduction to Robotics and Automation. Use of Artificial Intelligence (AI) in manufacturing. Internet of Things (IoT). AI in logistics. E-Business with AI tools.

Skill Development Activity Case study on analytics in artificial intelligence in industries

Textbook Chapter 8

MODULE-5	ANALYTICS IN FINANCE- INTRODUCTION AND APPLICATIONS	22MBADS353.2	10 Hours
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Basics of Financial Management, High level Framework to understand the Finance function –A context diagram depicting high level process flow and parties involved in Finance function Key Performance Indicators/Drivers of Finance function, Baseline and Benchmark KPI's, Application of analytics in finance function with regard stock market, high frequency trading, sentiments, working capital, ratios, decision making, business valuation and financial fraud. Basics of Financial Management, High level Framework to understand the Finance function –A context diagram depicting high level process flow and parties involved in Finance function Key Performance Indicators/Drivers of Finance function, Baseline and Benchmark KPI's, Application of analytics in finance function with regard stock market, high frequency trading, sentiments, working capital, ratios, decision making, business valuation and financial fraud.

Skill Development Activity Case study on analytics in finance

Textbook Chapter 10

CIE Assessment Pattern (50 Marks - Theory)

RBT Levels		Marks Distribution		
		Test (s)	Qualitative Assessment (s)	MCQ's
		25	20	5
L1	Remember	-	-	-
L2	Understand	-	-	-
L3	Apply	8	5	5
L4	Analyze	9	7	-
L5	Evaluate	8	5	-
L6	Create	-	3	-

SEE Assessment Pattern (50 Marks - Theory)

RBT Levels		Exam Marks Distribution (50)
L1	Remember	--
L2	Understand	10
L3	Apply	10
L4	Analyze	10
L5	Evaluate	10
L6	Create	10

Suggested Learning Resources:

Text Books:

- Technical Analysis for Beginners: Take \$1k to \$10k Using Charting and Stock Trends of the Financial Markets with Zero Trading Experience Required Paperback – Import, 16 July 2021
- Profit with Technical Analysis Paperback – 1 January 2019

Reference Books:

1. Artificial Intelligence and Industrial Applications: Smart Operation Management (Advances in Intelligent Systems and Computing Book 1193) 1st ed. 2021 Edition.
2. Supply Chain Analytics and Modelling: Quantitative Tools and Applications 1st Edition
3. Human Resource Analytics: Theory and Application Techniques 2020
4. Technical Analysis of the Financial Markets: A Comprehensive Guide to Trading Methods and Applications Hardcover – 1 October 2020

Web links and Video Lectures (e-Resources):

- <https://www.youtube.com/watch?v=jD6aO1Drfj8>
- <https://www.youtube.com/watch?v=B4EqhvSuv4o>
- <https://www.youtube.com/watch?v=BWakOYUaMuQ>
- https://www.youtube.com/watch?v=F7vbdRLBzsE&list=PLgcdzh_hFX5eIIHVkFzfwTE1ZvDJD0fSX

Activity-Based Learning (Suggested Activities in Class)/ Practical Based learning

- Demonstration of creating charts.
- Video demonstration of latest trends in intelligence.
- Contents related activities (Activity-based discussions).
 - For active participation of students, instruct the students to prepare Flowcharts and Handouts.
 - Organizing Group wise discussions on trends in industries
 - Video demonstration of doing research with different sectors like automobile, IT industries.

DATA VISUALIZATION USING TABLEAU AND STORY TELLING									
Course Code	22MBADS353				CIE Marks	50			
L: T:P:S	3:0:1:0				SEE Marks	50			
Hrs / Week	3+2				Total Marks	100			
Credits	04				Exam Hours	03			
Course outcomes: At the end of the course, the student will be able to:									
22MBADS353.1	Estimate the dimensions of data visualization and dashboards								
22MBADS353.2	Examine the Concept of data visualization using Tableau								
22MBADS353.3	Identify different ways to create tableau for given data.								
22MBADS353.4	Formulate and analyses the high value insights with the help of pandas and seaborn								
22MBADS353.5	Derive the data on the given desktop tableau platform Audience analysis for storytelling								
22MBADS353.6	Design visualization for digital presentation								
Mapping of Course Outcomes to Program Outcomes and Program Specific Outcomes:									
	P01	P02	P03	P04	P05	P06	P07	PS01	PS02
22MBADS353.1	2	3	2	2	2	2	2	-	2
22MBADS353.2	2	2	3	2	-	2	2	2	2
22MBADS353.3	2	2	2	2	2	2	-	2	3
22MBADS353.4	3	-	2	3	2	2	2	2	1
22MBADS353.5	2	2	2	2	2	2	2	2	2
22MBADS353.6	2	2	2	-	2	2	2	2	2
MODULE-1 INTRODUCTION – DATA VISUALISATION 22MBADS352.1 10 Hours									
Data visualization: Introduction, Types of data visualization, Data for visualization: Data types, Data encodings, Retinal variables, mapping variables to encodings, Visual encodings. Fundamentals of visualization. Introduction to visualization tool (Tableau), data ingestion, working with visualization tool, dashboarding. Frequency distributions, histograms, stem-and-leaf displays, bar charts, pie charts, and scatter plots. Advanced Plots and charts types (stacked bar chart, area chart, bubble chart, box plot, Venn diagram, tree map). The matplotlib package: setting graph attributes. saving plots to files, plot configuration files, plotting with pandas and seaborn. Integrating with other Visualization tools.									
Laboratory Component:									
1. Advanced Plots and charts types (stacked bar chart, area chart, bubble chart, box plot, Venn diagram, tree map). 2. The matplotlib package: setting graph attributes. saving plots to files, plot configuration files, plotting with pandas and seaborn 3. To visualization tool (Tableau), data ingestion, working with visualization tool.									
Skill Development Activity			Video on Pandas and data, types, encoding						
Text Book			Chapter 4						
MODULE-2 DATA VISUALISATION USING TABLEAU 22MBADS352.2 10 Hours									
Purpose of data visualization, guiding principles - Good & Bad representation. Use of colour & scales, Types of charts, relevant use of charts for various scenarios. Creating a plot, Histograms, Line charts, Bar charts, Pie charts, Box plots, Scatter plots.									
Tableau Environment: Start Page – Data source page – Tableau workspace – Side bar – Shelves and cards – Parts of the view – Workbooks and sheets – Files and Folders – Status Bar- Tooltips – Reorganize your workspace – Language and locale.									
Laboratory Component:									
1. Creating a plot, Histograms, Line charts, Bar charts, Pie charts, Box plots, Scatter plots 2. Tableau workspace 3. Reorganize your workspace									
Skill Development Activity			Videos on tableau workspace						
Text Book			Chapter 6						
MODULE-3 INTRODUCTION – STORY TELLING 22MBADS352.3 10 Hours									
Overview-Storytelling in a digital era – Visualization to Visual Data Storytelling: An Evolution – Science of storytelling – Power of Stories – Exploratory Vs explanatory analysis – Story plot, Story Genre – Audience analysis for storytelling – who, what, why, how.									

Laboratory Component:				
1. Visualization to Visual Data Storytelling				
2. Exploratory Vs explanatory analysis				
3. Getting started with Tableau basics				
Skill Development Activity		Video on analysis storytelling, visualization.		
Text Book		Chapter 9		
MODULE-4	PREPARING DATA FOR STORY TELLING	22MBADS352.4	10 Hours	
Getting started with Tableau – Tableau Server, Tableau Desktop, Tableau Online, Tableau Public – Connecting to data.				
Laboratory Component:				
1. Getting started with Tableau – Tableau Server.				
2. Getting started with Tableau- Tableau Desktop.				
3. Getting started with Tableau – Tableau Public.				
Skill Development Activity		Video on analysis storytelling, visualization.		
Text Book		Chapter 9		
MODULE-5	CURATING VISUALS FOR AUDIENCE	22MBADS352.5 22MBADS352.6	10 Hours	
Visual design building blocks – Stepped color and reversed color – Color effects – Opacity, mark borders, mark halos – Formatting grid lines, zero lines, drop lines, and borders – Formatting, shading, and banding – Shape marks card and custom shapes – Case study: color consideration with a dark background				
Effective Dashboard Design and Digital Presentation				
Dashboards- best practices for effective dashboards – create a dashboard- create dashboard device layouts – refine dashboard – tiled and floating layouts – stories – story workspace – create a story – customize a story point- format, update, present story - understanding stories in tableau.				
Laboratory Component:				
1. Creating dashboards with effects of colours.				
2. Creating dashboards with different formats.				
3. Creating dashboards and digital presentations with story.				
Skill Development Activity		Video on dashboard visualization		
Text Book		Chapter 8		
CIE Assessment Pattern (50 Marks – Theory and Lab)				
RBT Levels		Marks Distribution		
		Test (s)	Qualitative Assessment	Lab
		25	05	20
L1	Remember	-	-	-
L2	Understand	-	-	-
L3	Apply	8	5	5
L4	Analyze	8	-	5
L5	Evaluate	9	-	5
L6	Create	-	-	5
SEE Assessment Pattern (50 Marks – Theory)				
RBT Levels		Exam Marks Distribution (50)		
L1	Remember	--		
L2	Understand	10		
L3	Apply	10		
L4	Analyze	10		
L5	Evaluate	10		
L6	Create	10		
Suggested Learning Resources:				
Text Books:				
1) “Visual Data Storytelling with Tableau”, Ryan, Lindy, Pearson Addison Wesley Data and Analytics Series, Addison-Wesley Professional, 1st Edition, 2018				
2) “ Data Visualization: Storytelling using Data”, Sharada Sringswara; Purvi Tiwari; U. Dinesh Kumar- Wiley Publication (2020)				
Reference Books:				
1. “Storytelling with Data: A data visualization guide for business professions”, Knaflic, Cole Nussbaumer, Wiley publication, 1st Edition 2015				

Web links and Video Lectures (e-Resources):

1. https://www.youtube.com/watch?v=_qReGTOOrKTK
2. <https://www.youtube.com/watch?v=sWWLMb1Dcy4>
3. <https://www.youtube.com/watch?v=-bSkREem8dM>
4. [https://www.youtube.com/watch?v=oAIubTqg5\)Kw&list=PL09LeSU_vHCU_DHaLzEvsLxFdmB3Qcao_](https://www.youtube.com/watch?v=oAIubTqg5)Kw&list=PL09LeSU_vHCU_DHaLzEvsLxFdmB3Qcao_)

Activity-Based Learning (Suggested Activities in Class)/ Practical Based learning

- Demonstration of creating charts and boxplots
- Demonstration of story plots and workspace
- Video demonstration of latest trends in tableau
- Contents related activities (Activity-based discussions)
 - For active participation of students, instruct the students to prepare exploratory tableau.
 - Organizing Group wise discussions on issues in data visualization dashboard.
 - Seminars on data science

22MBA33 – INTERNSHIP

Course Code:	22MBA31	Credits	:08
L: T:P:S:	0:0:8:0	CIE Marks	:50
Exam Hours:	00	SEE Marks	:50

Course outcomes:

At the end of the course, the student will be able to:

22MBA31.1	Interpret the working of the organization/company/Industry.
22MBA31.2	Analyze problems in business settings and propose solutions.
22MBA31.3	Apply creativity and innovation in business practices.
22MBA31.4	Apply tools to analyze financial statements and reports
22MBA31.5	Validate the relevance of McKinsey's 7 s framework to business
22MBA31.6	Compose an internship report suggesting improvements in processes and systems.

Mapping of Course Outcomes to Program Outcomes and Program-Specific Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
22MBA31.1	3	3	3	2	2	2	3	3	1
22MBA31.2	3	3	3	2	2	2	2	2	2
22MBA31.3	3	3	3	2	3	3	2	1	3
22MBA31.4	3	3	3	2	2	2	3	2	3
22MBA31.5	3	3	3	2	2	2	2	2	3
22MBA31.6	3	3	3	2	2	2	2	1	3

GENERAL GUIDELINES

1. The internship shall be for a period of 7 weeks in between the 2nd and the 3rd semester.
2. The Subject code of the internship report shall be 22MBA33.
3. The college shall receive 2 copies of Internship reports in the second week after the commencement of the 3rd semester.
4. No two students shall do the Internship in the same organization.
5. The student shall seek the guidance of the internal guide on a continuous basis, and the guide shall give a certificate to the effect that the candidate has worked satisfactorily under his/her guidance.

FORMAT OF INTERNSHIP REPORT:

- The Internship Report shall be prepared by using MS Word.
- The font style should be Times New Roman and the font size should be 12 points.
- The page should be A4 size with 1" margin on all the sides.
- The line spacing should be 1.5.
- The internship report shall not exceed 100 pages.

CONTENTS OF THE INTERNSHIP REPORT

- Cover page
- Certificate from the organization
- Certificate from the guide, HOD and Head of the Institution indicating Bonafede of internship by the student.
- Declaration by the student
- Acknowledgement
- Table of the contents
- List of tables and graphs
- Executive summary

Chapter 1: Theoretical background of the study: Elaborative information on the subject chosen for better understanding and analysis.

Chapter 2: Industry profile and company profile: Industry trends, Company Promoters, vision, Mission & Quality Policy, organization structure. Products/Services profile, Areas of operation, markets, infrastructure facilities, Competitors' information, SWOC Analysis of the company, Future growth and prospects of the company.

Chapter 3: Application of Theoretical Framework: McKinsey 7S Framework and Michael Porters 5 Forces Model.

Chapter 4: Analysis and interpretation of financial statements and reports. Analysis and interpretation of data collected with relevant tables and graphs. Results obtained by the using analytical tools to be included.

Chapter 5: Summary of Finding, Suggestions and Conclusions. Learning Experience

Bibliography

Annexure relevant to the project such as financial statements, reports, questionnaire, interview schedule, complex tables, figures, graphs, photographs relevant to the internship.

SUBMISSION OF INTERNSHIP REPORT:

1. The student shall submit 2 hard bound internship reports in the second week after the commencement of the 3rd semester.
2. The student should also submit the soft copy of the Internship Report through email to the department.

EVALUATION OF INTERNSHIP REPORT:

1. Internal evaluation will be done by the internal guide.
2. External valuation shall be done by a faculty member of other college/university with a minimum of 10 years of experience.
3. Viva-Voce/Presentation: A viva-voce examination shall be conducted. Student is expected to give a presentation of his/her work. The viva-voce examination will be conducted by respective HOD/Senior Professor of the department and an expert of other college/university with minimum of 10 years of experience.
4. Internship report carries 100 marks consisting of 50 marks for CIE component by the internal guide and 50 marks for SEE for external evaluation and viva-voce examination.

CIE Assessment Pattern (50 Marks)

Sl. No	ASPECTS	MARKS
1	Updating the progress to the guide and frequency of meeting the guide.	10
2	Methodology and the Research framework	10
3	Industry & company Profile and Theoretical background of study	10
4	Data analysis and interpretation	10
5	Summary of findings, Suggestions and conclusion	10
	Total	50

SEE Assessment Pattern (50 Marks - Theory)

Sl. No	ASPECTS	MARKS
1	Introduction and methodology	10
2	Industry and Company Profile and Theoretical background of study	10
3	Data analysis and interpretation	20
4	Summary of findings, suggestions and conclusion	10
	Total	50

STRUCTURE AND SCHEDULE FOR THE INTERNSHIP

TIME LINE	ACTIVITY	REMARKS
1 st week of internship	Theoretical background of the study	1. Student should understand the organization in depth. 2. Elaborative information on the subject chosen for better understanding and analysis
2 nd week of internship	Industry profile and company profile	Industry trends, Company Promoters, vision, Mission & Quality Policy statements, organization structure. Products/Services profile, Areas of operation, markets, infrastructure facilities, Competitors' information, SWOC. Analysis of the company, Future growth and prospects of the company
3 rd week of internship	Application of Theoretical Framework	McKinsey 7S Framework, Overview of Functional Departments.
4 th Week of internship	Analysis and Interpretation of financial statements and reports	Analysis and interpretation of data collected with relevant tables and graphs. Results obtained by the using analytical tools to be included.
5 th week of internship	Summary of Findings Suggestions and Conclusion	Summary of Finding, Suggestions and Conclusions. Learning Experience
6 th week of internship	Submission of final Internship report	Final internship report has to be submitted to the department through the respective guides after incorporating all the suggestions.

22MBA34-Societal Project

Course Code:	22MBA34	Credits	:08
L: T:P:S :	0:0:0:0	CIE Marks	:50
Exam Hours:	00	SEE Marks	:50

Course outcomes:

At the end of the course, the student will be able to:

GENERAL GUIDELINES

The societal project shall be for a period of one week, commencing from the next day of completing the II semester SEE MBAexam.

- Students are required to come to the college regularly and discuss the project with their guides.
- Students are required to analyze the societal problem taken for the study and make a report of 12 to 15 pages to be submitted to the respective guides.
- Any social subject which the large segment of the population recognizes as a valid concern can be taken as the topic for the study.
- Title for the societal project shall be given to the respective guides.
- Students need not go to the company for this project. It is a Desk Based Research. The students can collect data from online sources or can collect primary data.
- On completion of the societal project, the student shall prepare a report in the following format:

Format of Societal Project:

- Executive summary
- Introduction
- Problem identified for the study
- Objectives of the study (At least 2 objectives)
- Discussion
- Conclusions
- Learning Outcomes
- Bibliography

Societal Project Guidelines:

- Societal Projects shall be printed in the A4 size, with 1" margin on all the sides.
- The project report shall be prepared using MS Word with New Times Roman, font size 12.
- Report shall be submitted in the form of soft bind copy to the respective guides.

Examples of Societal Projects:

- CSR/ISR (Corporate social responsibility/ individual social responsibility)
- Make in India initiative
- Any Government Schemes
- Sectoral analysis
- Price inflation
- Election Freebies
- Religion and democracy
- Technology disruption and its impact on business and society
- Role of higher education institutions
- Corporate governance
- Farmers Bill
- Challenges of Agri business in India
- Commercialization of education
- Sports vandalism
- Government control of temples, churches and mosques
- Akshaya Patra
- Green marketing etc.

Societal Project Evaluation Guidelines:

- Evaluation shall be for 50 marks. Submission of report will carry 30 marks and Presentation will carry 20marks.
- Students are required to get minimum passing marks to become eligible for the final VTU exam.

MARKS ALLOCATION FOR SOCIETAL PROJECT REPORT EVALUATION OF REPORT BY INTERNAL FACULTY MEMBERS

S. No	ASPECTS	MARKS
1	Problems Identified and Objectives of the Study	10
2	Discussion and Conclusion	10
3	Learning Outcomes	10
	Total	30

EVALUATION OF PRESENTATION BY FACULTY MEMBERS:

S.No	ASPECTS	MARKS
1	Relevance and Significance of the social problem	05
2	Adequacy of coverage	05
3	Effectiveness of Communication	05
4	Time Management and Q&A session	05
	Total	20

FOURTH SEMESTER SYLLABUS

COMPETITION & STRATEGY										
Course Code	22MBA41					CIE Marks	50			
L: T:P:S	3:0:0:0					SEE Marks	50			
Hrs / Week	4					Total Marks	100			
Credits	03					Exam Hours	03			
Course outcomes: At the end of the course, the student will be able to:										
22MBA41.1	Compute the fundamentals of strategic management using the case method.									
22MBA41.2	Illustrate the fundamental principles of analyzing the factors of External Environment									
22MBA41.3	Identify and analyze the factors of Internal Environment affecting the Organization									
22MBA41.4	Investigate the integrative nature of various types of strategies used in Organizations.									
22MBA41.5	Estimate strategy -implementation plans in International Context									
22MBA41.6	Evaluate strategic control and challenges in Implementation									
Mapping of Course Outcomes to Program Outcomes and Program Specific Outcomes:										
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	
22MBA41.1	3	3	1	2	2	3	2	2	1	
22MBA41.2	3	3	-	-	2	1	-	3	1	
22MBA41.3	2	3	1	2	1	3	2	3	2	
22MBA41.4	-	3	2	-	-	2	3	2	2	
22MBA41.5	3	3	2	2	3	1	2	-	1	
22MBA41.6	2	2	2	2	1	2	2	1	3	
MODULE-1	INTRODUCTION TO STRATEGIC MANAGEMENT					22MBA41.1	8 Hours			
Introduction: meaning and Nature of Strategic Management, Importance and relevance, Characteristics of Strategic Management, strategic Management Process. Strategy Formulation, developing Strategic Vision and Mission for a Company, Setting Objectives, strategic Objectives and Financial Objectives, balanced Scorecard, company Goals and Company Philosophy, hierarchy of Strategic Intent, merging the Strategic Vision, Objectives and Strategy into a Strategic Plan										
Skill Development Activity			Investigate the various Vision & Mission Statements of Companies							
Text Book			Text Book 1: 1.1,1.2,1.3							
MODULE-2	ANALYZING A COMPANY'S EXTERNAL ENVIRONMENT					22MBA41.2	8 Hours			
Analyzing a Company's External Environment – The Strategically relevant components of a Company's External Environment – Industry Analysis – Industry Analysis – Porter's dominant economic features – Competitive Environment Analysis – Porter's Five Forces model – Industry driving forces – Key Success Factors – concept and implementation.										
Skill Development Activity			Investigate the Porter's 5 Forces Model							
Text Book			Text Book 2: 2.1, 2.2,2.3, 2.4							
MODULE-3	ANALYZING A COMPANY'S INTERNAL ENVIRONMENT					22MBA41.3	8 Hours			
Analyzing a Company's Internal Environment Analyzing a company's resources and competitive position – Analysis of a Company's present strategies – SWOT analysis – Value Chain Analysis – Benchmarking Generic Competitive Strategies – Low-cost provider Strategy – Differentiation Strategy – Best cost provider Strategy – Focused Strategy – Strategic Alliances and Collaborative Partnerships Mergers and Acquisition Strategies – Outsourcing Strategies –International Business level Strategies.										
Skill Development Activity			Explore the Internal Analysis on Company's Vale Chain							
Text Book			Text Book 3: 3.1,3.2,3.3,3.4							
MODULE-4	TYPES OF STRATEGIES					22MBA41.4	8 Hours			
Types of strategies: Generic Competitive Strategies, Low-cost provider Strategy, differentiation Strategy, best cost provider Strategy, Focused Strategy, Strategic Alliances and Collaborative Partnerships mergers and acquisition Strategies, outsourcing Strategies, planning for large and diversified companies – brief overview of Innovation,										

integration, Diversification, Turnaround Strategies - GE nine cell planning grid and BCG matrix. International Businesslevel Strategies.				
Skill Development Activity	Explore the Various Business Level Strategies			
Text Book	Text Book 4: 4.1,4.2,4.3,4.4,4.5			
MODULE-5	STRATEGY IMPLEMENTATION, STRATEGIC REVIEW & AUDIT	22MBA41.5, 22MBA41.6	8 Hours	
Strategy Implementation – Developing Functional Strategies, Issues in Strategy Implementation, Operationalizing strategy, Annual Objectives, Developing Functional Strategies, Developing and communicating concise policies. Institutionalizing the strategy, Strategy, Leadership and Culture Strategic Review & Audit- Strategic control guiding and evaluating strategies, Establishing Strategic controls, Operational Control Systems, monitoring performance and evaluating deviations, Challenges of strategy Implementation				
Skill Development Activity	Case study on Strategy Review & Audit.			
Text Book	Text Book 5: 5.1,5.2,5.3,5.4,5.5			
CIE Assessment Pattern (50 Marks – Theory)				
RBT Levels		Marks Distribution		
		Test (s)	Qualitative Assessment (s)	MCQ's
		25	20	5
L1	Remember	-	-	-
L2	Understand	-	-	-
L3	Apply	8	5	5
L4	Analyze	9	7	
L5	Evaluate	8	5	-
L6	Create	-	3	-
SEE Assessment Pattern (50 Marks – Theory)				
RBT Levels		Exam Marks Distribution (50)		
L1	Remember	-		
L2	Understand	10		
L3	Apply	10		
L4	Analyze	10		
L5	Evaluate	10		
L6	Create	10		
Suggested Learning Resources:				
TEXT BOOKS:				
1) “Strategic Management: A Competitive Advantage Approach, concepts and cases”, Fred R. David and Forest R. David, Pearson Publication, 2017.				
2) Strategic Management and Business Policy: Globalization, Innovation and Sustainability, Thomas L Wheelan, J. David Hunger. 2018, Pearson Publication.				
3) Strategic Management, Frank T. Rothaermel.2020, McGrawHill.				
4) Kazmi, A. &Kazmi, A. (2020). Strategic Management. 5th Ed. McGraw Hill Education.				
5) Crafting and Executing Strategy, Arthur A.Thompson Jr.,AJ Strickland III, John E Gamble,22/e,TataMcGrawHill,2021.				
REFERENCE BOOKS:				
1) Strategic Management: An Integrated Approach - Charles W.L. Hill, Gareth R. Jones, Cengage Learning.(2017)				
2) Competitive advantage: Creating and Sustaining Superior Performance, Michael E Porter, (2018)				
3) Strategic Management, Text and Cases, Gregory Dess, Gerry McNamara, 2018, Tata McGraw Hill.				
Web links and Video Lectures (e-Resources):				
1.NPTEL: https://archive.nptel.ac.in/courses/110/108/110108047/				
2.NPTEL: https://onlinecourses.nptel.ac.in/noc22_mg88/preview				
3. https://www.icmrindia.org/casestudies/catalogue/Business%20Strategy/BSTR516.htm				
4. Mission Mind Tree Source: www.businesss-standard.com				
5.IKEA: Earning through Five Forces Source: www.echeat.com				

Activity-Based Learning (Suggested Activities in Class)/ Practical Based learning

- Analyzing the Mission and Vision statements of a few companies
- Applying Michael Porter's model to an industry (Retail, Telecom, Infrastructure, FMCG, Insurance, Banking etc)
- Pick a successful growing company. Do a web-search of all news related to that company over a one-year period. Analyze the news items to understand and write down the company's strategy and execution efficiency.
- Pick a company that has performed very badly compared to its competitors. Collect information on why the company failed. What were the issues in strategy and execution that were responsible for the company's failure in the market; Analyze the internal and external factors
- Map out GE 9-cell matrix and BCG matrix Tata Industries and compare them
- Conduct SWOT analysis of your institution and validate it by discussing with faculty
- Conduct SWOT analysis of companies around your campus.

INNOVATION & DESIGN THINKING									
Course Code	22MBA42				CIE Marks			50	
L: T:P:S	3:0:0:0				SEE Marks			50	
Hrs / Week	4				Total Marks			100	
Credits	03				Exam Hours			03	
Course outcomes: At the end of the course, the student will be able to:									
22MBA42.1	Illustrate the critical theories of design, systems thinking and design methodologies.								
22MBA42.2	Examine great designs, and communicate with high emotional and intellectual impact.								
22MBA42.3	Evaluate the diverse methods employed in design thinking and establish a workable design thinking framework to use in their practices								
22MBA42.4	Recommend, organize, lead and implement projects in interdisciplinary domain and address social concerns with innovative approaches.								
22MBA42.5	Investigate ideas to produce creative solutions								
22MBA42.6	Identify effective solutions for given problems.								
Mapping of Course Outcomes to Program Outcomes and Program Specific Outcomes:									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
22MBA42.1	2	3	2	-	1	1	3	2	1
22MBA42.2	2	3	3	1	-	-	2	-	1
22MBA42.3	3	3	-	2	2	-	2	3	2
22MBA42.4	3	2	-	-	2	3	3	2	2
22MBA42.5	2	3	2	1	1	2	3	-	1
22MBA42.6	3	2	3	2	-	1	3	1	3
MODULE-1	INTRODUCTION TO DESIGN THINKING				22MBA42.1			8 Hours	
Design and its objectives; Design constraints, Design functions, Role of Science, Innovation, Functional and Strength Designs. How to initiate creative designs? Initiating the thinking process for designing a product of daily use. Need identification; Problem Statement; Market survey- customer requirements; Design attributes and objectives; Ideation; Brainstorming approaches; arriving at solutions; Closing on to the Design needs.									
Skill Development Activity			. Study design thinking concepts applicable to various scenarios						
Text Book			Text Book 1: 1.1, 1.2,1.3						
MODULE-2	DESIGN PROCESS FOR INNOVATION				22MBA42.2			8 Hours	
Different stages in design and their significance; Defining the design space; Analogies and “thinking outside of the box”; Quality function deployment- meeting what the customer wants; Design Communication; Realization of the concept into a configuration, drawing and model. Design for function and strength. Design detailing- Material selection									
Skill Development Activity		Study and produce creative solutions for different ventures							
Text Book		Text Book 2- 1.1, 1.2, 1.3							
MODULE-3	GENERATING PROOF OF CONCEPTS(PoC)				22MBA42.3, 22MBA42.5			8 Hours	
Rapid prototyping; testing and evaluation of design; Design modifications; Freezing the design; Cost analysis. Engineering the design, From prototype to product. Planning; Scheduling; Supply chains; inventory; handling manufacturing/ construction operations; storage; packaging; shipping; marketing; feed-back on design									
Skill Development Activity		Develop innovative projects using design thinking							
Text Book		Text Book 3 – 2.1,2.2, 3.1,3.2							
MODULE-4	OPTIMIZATION OF INTELLECTUAL PROPERTY & ITS PROTECTION				22MBA42.4			8 Hours	
Design optimization, basics in marketing, Introduction to Intellectual Property Rights (IPR): Copyrights, Patents, Trademarks, Trade secrets, Geographical Indication (GI); Conditions for Patentability, Latest Amendments in IP law, Commercialization of IP,									
Skill Development Activities		Explore the various IPR issues							

Text Book	Text Book 4 – 4.1, 4.2, 4.3, 4.4		
MODULE-5	STRATEGIC INNOVATION	22MBA42.6	8 Hours
Design Thinking For strategic innovations Growth – Story telling representation – Strategic Foresight - Change – Sense Making - Maintenance Relevance – Value redefinition - Extreme Competition – experience design - Standardization – Humanization -Creative Culture – Rapid prototyping, Strategy and Organization – Business Model design.			
Skill Development Activity	Case study on Prototyping		
Text Book	Text Book 4- 5.1, 5.2, 5.3, 5.4		
CIE Assessment Pattern (50 Marks – Theory)			
RBT Levels		Marks Distribution	
		Test (s)	Qualitative Assessment (s)
		25	20
L1	Remember	-	-
L2	Understand	-	-
L3	Apply	8	5
L4	Analyze	9	7
L5	Evaluate	8	5
L6	Create	-	3
SEE Assessment Pattern (50 Marks – Theory)			
RBT Levels		Exam Marks Distribution (50)	
L1	Remember	-	
L2	Understand	10	
L3	Apply	10	
L4	Analyze	10	
L5	Evaluate	10	
L6	Create	10	
Suggested Learning Resources:			
Text Books:			
1. Design your Thinking, Pavan Soni, Ebury Press Publication, 2020.			
2. Design Thinking for beginners: Innovation as a factor for entrepreneurial success, Kilian Langenfeld, 2019.			
3. Design Thinking Playback: Mindful Digital Transformation of Teams, Products, Services, Businesses and Ecosystems(Design Thinking series), Michael Lewrick, Patrick Link, 2018, Kindle Edition.			
4. Design Thinking: New Product Development Essentials from the PDMA, Michael G. Luchs, Scott Swan, Kindle Edition,2017.			
Reference Books:			
1. Karmic Design Thinking – A buddhism – Inspired Method to Help Create Human – Centered Products & Services, Dr.Bala Ramadural, 2020, Kindle Edition.			
2. Design: Creation of Artifacts in Society, Karl T Ulrich, Kinlde Edition, 2020.			
Web links and Video Lectures (e-Resources):			
1. https://docs.oracle.com/cd/E11108_02/otn/pdf/			
2. https://www.interaction-design.org/literature/article/essential-design-thinking-videos-and-methods			
3. NPTEL: https://onlinecourses.nptel.ac.in/noc22_mg32/preview			
4. NPTEL: https://onlinecourses.nptel.ac.in/noc22_de04/preview			
5. https://www.toptal.com/project-managers/digital/a-design-thinking-case-study			
6. https://www.toptal.com/project-managers/digital/a-design-thinking-case-study			
Activity-Based Learning (Suggested Activities in Class)/ Practical Based learning			
1. To understand attributes of Design Thinking & Domain selection taking a live problem			
2. Observation through AEIOU - visit selected domain/place for getting insights and define problems. (Field activity)			
3. Preparation of Mind Map – Case of Digital Marketing			
4. Preparation of Empathy Map – Case study of IBM in Enterprise Design Thinking			
5.Preparation of Ideation canvas for a Start Up company			
6.Preparation of Product Development Canvas (PDC) taking new innovative products.			

DIGITAL MARKETING TOOLS & STRATEGIES									
Course Code	22MBAMM411					CIE Marks			50
L: T:P:S	3:0:0:0					SEE Marks			50
Hrs / Week	4					Total Marks			100
Credits	03					Exam Hours			03
Course outcomes:									
At the end of the course, the student will be able to:									
22MBAMM411.1	Categorize various contemporary digital marketing competencies.								
22MBAMM411.2	Illustrate various marketing analytical perspectives and methodologies.								
22MBAMM411.3	Examine various multiple pedagogical models, learn with case-based discussions, hands-on simulations, lectures, role-plays, and workshops.								
22MBAMM411.4	Investigate on the concepts of the Digital Marketing Environment.								
22MBAMM411.5	Recommend latest digital technologies and marketing strategies.								
22MBAMM411.6	Evaluate the usage of various payment and billing gateways in digital marketing.								
Mapping of Course Outcomes to Program Outcomes and Program Specific Outcomes:									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
22MBAMM411.1	2	3	2	3	2	3	-	3	2
22MBAMM411.2	3	2	2	2	2	3	2	2	2
22MBAMM411.3	2	-	3	2	1	-	2	2	3
22MBAMM411.4	2	2	-	-	2	2	-	3	2
22MBAMM411.5	-	3	2	2	3	3	3	2	2
22MBAMM411.6	3	3	2	-	3	3	2	-	2
MODULE-1									
A FRAMEWORK FOR DIGITAL MARKETING: DIGITAL MARKETING LANDSCAPE					22MBAMM411.1			10 Hours	
A Framework for Digital Marketing: Digital Marketing Landscape: Introducing the concept of the Web-Web 3.0, Transformation of Marketing in the digital world, Basics of Digital marketing, Internet Business models & marketing in a connected world, comparing digital with traditional marketing, critical success factors for internet marketing, benefits and barriers to Internet marketing.									
Skill Development Activity		Compare with traditional marketing vs online marketing							
Text Book		Text Book 1: 1.1, 1.2, 1.3, 1.5, 1.7, 1.9, 1.12							
MODULE-2									
EMERGING TRENDS IN DIGITAL MARKETING					22MBAMM411.2 , 22MBAMM411.3			10 Hours	
Search Engine Optimization- Keyword Research, How Google Works, Search Engine Factors, On Page & Off Page Optimization, Meta Tags, Images, Content, Video, Links and How to Get Them , Pay per Click-How to Create a PPC Campaign, Implementing PPC Budget, Targeting Your Advertising , Measuring & Managing Your Campaigns, Digital Display Advertising-Creating and implementing banner campaign,, QR codes, Augmented Reality.									
Skill Development Activity		Create a PPC Campaign							
Text Book		Text Book 1: 2.1, 2.2, 2.3, 2.4, 2.5 , 2.6, 2.7							
MODULE3									
DIGITAL MARKETING ENVIRONMENT AND GLEANING CRITICAL CONSUMER INSIGHTS					22MBAMM411.4			10 Hours	
Market opportunity analysis, Global digital Marketing issues, Consumer Behavior Online pattern , Privacy within Digital Contexts, Product development, Pricing on the internet ,various pricing strategies, Contemporary Research for consumer insights, Capturing Value: Pricing Analytics and Optimization, Internet as a distribution channel.									
Skill Development Activity		Digital Marketing Insights by HBR							
Text Book		Text Book 1: 6.1, 6.3, 6.5, 6.7, Text Book 2: 10.1, 10.3, 10.5, 10.7							
MODULE-4									
MOBILE DIGITAL MARKETING AND MOBILE ANALYTICS					22MBAMM411.5			10 Hours	

Mobile Marketing and Mobile Analytics Overview of the B2B and B2C Mobile Marketing, Mobile Sites, Apps (Applications) and Widgets and their relevant to marketing, opportunities and pitfalls of Mobile Marketing, user interfaces and architectures. Trends in Mobile Social Media, Mobile Commerce, Mobile Payments and Billing, integration of mobile marketing into marketing plan, Mobile analytics., Google Analytics				
Skill Development Activity		Creating widgets.		
Text Book		Text Book 2: 3.1, 3.3, 3.5, 3.7, 3.10		
MODULE-5	SOCIAL MEDIA MARKETING APPLICATION	22MBAMM411.6	10 Hours	
What is Social Media, SMM Vs. SMO, Benefits of using SMM, Social Media Strategy, and Impact of Social Media on SEO. Marketing strategy, Benefits, Promotional tools for- Facebook, YouTube, Twitter, Google, LinkedIn, hashtags, Instagram. Email Marketing- Email Marketing concept, Importance, Popular Email Marketing Software's, Email Marketing Goals and strategies, Types of Email marketing campaigns, Creating an Email Campaign, what is Newsletter, design a Newsletter, Microblogging, Increasing Website Traffic				
Skill Development Activity		Make an SNS page, discuss its strategy.		
Text Book		Text Book 2: 12.1 to 12.12		
CIE Assessment Pattern (50 Marks - Theory)				
RBT Levels		Marks Distribution		
		Test (s)	Qualitative Assessment (s)	MCQ's
		25	20	5
L1	Remember	-	-	-
L2	Understand	-	-	-
L3	Apply	8	5	5
L4	Analyze	9	7	-
L5	Evaluate	8	5	-
L6	Create	-	3	-
SEE Assessment Pattern (50 Marks - Theory)				
RBT Levels		Exam Marks Distribution (50)		
L1	Remember	-		
L2	Understand	10		
L3	Apply	10		
L4	Analyze	10		
L5	Evaluate	10		
L6	Create	10		
Suggested Learning Resources:				
Text Books:				
1) Digital Marketing, Satinder Kumar and Supreet Kaur, Taxmann, 2023 Edition				
2) Digital Marketing, Moutusy Maity, Oxford University Press, 2Nd Edition 2022				
Reference Books:				
1) Internet Marketing Plan Bayne, M, John Wiley & Sons, 2nd edition, 2020				
2) Digital Marketing: Strategy, Implementation and Practice, Chaffey, Dave, Chadwick, Fiona, Ellis, 7th Edition, Pearson. 2019				
3) Fundamentals of Digital Marketing, Puneet Singh Bhatia, Pearson Education, 2Nd Edition 2019				
4) Digital Marketing: A Practical Approach, Charlesworth, Alen, Cengage 3rd edition, 2018.				
5) Social Media Marketing, Barker & Barker, Cengage Publication, 2017				
Web links and Video Lectures (e-Resources):				
<ul style="list-style-type: none"> • https://www.simplilearn.com/history-and-evolution-of-digital-marketing-article • https://www.webfx.com/seo/learn/seo-online-marketing/ • https://blog.hubspot.com/marketing/email-marketing-vs.-social-media • https://www.businessnewsdaily.com/6354-digital-remarketing-tips.html • https://blog.rtbhouse.com/5-benefits-of-mobile-retargeting/eting 				

Activity-Based Learning (Suggested Activities in Class)/ Practical Based learning

- Creation of Social Media Individual pages of students.
- Demonstration of working of PPC and creation of Google -Ads
- Creation of Newsletter, Blogs, V-logs, QR codes, you tube links, videos on digital marketing, strategies, survival of online business in today's fast paced era.
- Video making using various tools of various business leaders from startup to large organization.
- Class will be divided into team's ICT tools like Mentimeter and Mural Activities will be covered through Live sessions.

MARCOMMS @ WORK									
Course Code	22MBAMM412				CIE Marks			50	
L:T:P:S	3:0:0:0				SEE Marks			50	
Hrs / Week	4				Total Marks			100	
Credits	03				Exam Hours			03	
Course outcomes:									
At the end of the course, the student will be able to:									
22MBAMM412.1	Illustrate how Marcomms @ Work has evolved, how it differs from traditional media advertising, and its role in the marketing program.								
22MBAMM412.2	Classify the way marketers organize for integrated marketing communications and categorize the role and function of advertising agencies, media specialist companies, and other marketing communications organizations								
22MBAMM412.3	Examine the process of developing and implementing media strategies and identify the advantages and limitations of various media including print, broadcast, and alternative media								
22MBAMM412.4	Investigate the communications effects and results of an IMC campaign to determine its success for a variety of brands								
22MBAMM412.5	Recommend the various promotional tools and the role they play in an integrated marketing communications program including advertising, sales promotion, public relations, directmarketing, the Internet, personal selling, and other IMC tools.								
22MBAMM412.6	Evaluate the avenues for Public Relations, Publicity, and Corporate Advertising for a consumer and a business-to-business product								
Mapping of Course Outcomes to Program Outcomes and Program Specific Outcomes:									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
22MBAMM412.1	3	-	2	3	2	3	2	3	2
22MBAMM412.2	2	2	-	2	2	2	-	2	-
22MBAMM412.3	2	-	2	3	-	3	3	2	3
22MBAMM412.4	3	2	-	3	-	2	2	-	2
22MBAMM412.5	2	3	2	2	3	2	2	3	2
22MBAMM412.6	-	3	3	2	3	-	3	2	-
MODULE-1	FUNDAMENTALS OF MARCOMMS @ WORK				22MBAMM412.1			8 Hours	
Evolution of Integrated Marketing Communication, Role of IMC in creating brand identity, brand equity, and customer franchise, Communication process, Promotional Mix: Tools for IMC, The IMC Planning Process, Understanding Communication process, AIDA Model, Hierarchy of effective effect model, Innovation adoption model, information processing model, The standard learning Hierarchy, The Value of IMC plans – information technology, changes in channel power, increase in competition, brand parity, integration of information, decline in the effectiveness of mass-media advertising.									
Skill Development Activity		Value of IMC plans and strategies							
Text Book		Text Book 1: 1.1, 1.2, 1.3, 1.5, 1.7, 1.9,							
MODULE-2	ADVERTISING MANAGEMENT				22MBAMM412.2			8 Hours	
Advertising Definition, History, Roles and Functions of Advertising, Types of Advertising, Steps in Development of Advertisement, Advertising Design: Appeals, Message Strategies & Execution Framework: Advertising Design, Advertising Theory, Types of Advertising Appeals, Structure of an Advertisement, Message Strategies, and budgeting, DAGMAR approach, various budgeting methods used Support media in advertising, Measurement in advertising, Co-operative advertising, Role of advertising agency in advertisement planning, TRP impressions, Writing for the Web, Tips for writing good web content.									
Skill Development Activity		Create an advertising campaign and writing content on the web.							
Text Book		Text Book 2: 3.1, 3.3, 3.5, 3.7, 3.10							
MODULE-3	MEDIA PLANNING AND STRATEGIES				22MBAMM412.3			8 Hours	
Growth and Importance of Media, Meaning and Role of Media Planning, Media Plan, Market Analysis, Media Objectives, Developing and Implementing Media Strategies, Evaluating the effectiveness, Print Media and Outdoor media: Characteristics of the press, Basic media concepts, Newspapers, Magazines, Factors to consider for magazine advertising, Packaging, Out-of-home Advertising, Directory Advertising, Broadcast and Internet									

Media: Meaning of Broadcast Media, Radio as Medium, Television as Medium, Internet Advertising, Email Advertising.			
Skill Development Activity		Digital Marketing Insights.	
Text Book		Text Book 1: 6.1, 6.3, 6.5, 6.7, Text Book 2: 10.1, 10.3, 10.5, 10.7	
MODULE-4	PUBLIC RELATIONS, PUBLICITY, CORPORATE ADVERTISING, & DIRECT MARKETING	22MBAMM412.4 22MBAMM412.5	8 Hours
Definition of Public Relations, Publicity and Corporate Advertising; Difference between public relations and advertising, Functions of Public Relations; Creating positive image building activities; Preventing or reducing image damage; Sponsorship and Event marketing; Role of internet in Public Relations, Publicity, Advantages and Disadvantages of Publicity, Direct Marketing- Features, Functions, Growth, Strategies			
Skill Development Activity		Creating an advertisement for the college publicity.	
Text Book		Text Book 2: 7.1, 7.2, 7.3,7.4, 7.5, 7.6, 7.7	
MODULE-5	MANAGING DIGITAL COMMUNICATIONS	22MBAMM412.6	8 Hours
Emergence of Digital Communication, the need of the hour Forms of Online Marketing Communication-How to start a buzz fire and Tracking Online Buzz, managing marketing communications on social media, Creating and managing Digital Word of Mouth, Mobile Marketing The scope of mobile marketing, Developing effective mobile marketing program, Mobile marketing across markets.			
Skill Development Activity		Survey on online marketing using social media.	
Text Book		Text Book 2: 10.1 to 10.10	
CIE Assessment Pattern (50 Marks – Theory)			
RBT Levels		Marks Distribution	
		Test (s)	Qualitative Assessment (s)
		25	20
L1	Remember	-	-
L2	Understand	-	-
L3	Apply	8	5
L4	Analyze	9	7
L5	Evaluate	8	5
L6	Create	-	3
SEE Assessment Pattern (50 Marks – Theory)			
RBT Levels		Exam Marks Distribution (50)	
L1	Remember	--	
L2	Understand	10	
L3	Apply	10	
L4	Analyze	10	
L5	Evaluate	10	
L6	Create	10	
Suggested Learning Resources:			
Text Books:			
1) Integrated marketing communication, Vidhya.b, Notion Press, 1.e. 2023			
2) Integrated Marketing Communications: A Global Brand-Driven Approach, Philip J. Kitchen, Marwa E. Tourky, Springer Nature Switzerland AG; 2nd ed. 2022 edition ,4 January 2022.			
Reference Books:			
1) Integrated Marketing Communication, Uska and Jerome M, Taylor & Francis, 2021.			
2) Integrated Marketing Communication, Jerome M. Juska, Routledge,2nd Edition 2021.			
3) Advertising and Promotion: An Integrated Marketing Communications Perspective, George E. Belch, McGraw Hill, 2021			
4) Advertising and Promotion: An Integrated Marketing Communications Perspective, Belch ,12th Edition, 2018.			
5) Advertising and Integrated Marketing Communications, Kruti Shah First Edition, McGraw Hill Education ISBN :978-1259026058, 2017.			

Web links and Video Lectures (e-Resources):

1. Integrated Marketing Communications," Harvard Business School Reading 9-599-082. Café de Colombia, Harvard Case 9-502-024
2. "The Persuasion Knowledge Model: How People Cope with Persuasion Attempts," Friestad and Wright, Journal of Consumer Research 1994
3. Mountain Dew: Selecting New Creative, HBS Multimedia Case 9-503-038
4. Launching the BMW Z3 Roadster, Harvard Case 9-597-002

Activity-Based Learning (Suggested Activities in Class)/ Practical Based learning

- Students will be taught about CANVA and ABODE tool for designing poster of MBA Department and further analysis will be done and it will be uploaded in Twitter and Facebook page of an individual student.
- Video analysis followed by presentation of latest trends in Marcomm@work, considering brands like Gucci, Baggit, Mark & Spenser, Armani, top brands in marketing.
- Collaborative activities will be taken place in a team form, it is described below:
 - For active participation of students: students will be instructed to prepare Mind map strategies of various Brands of cosmetics, Leather Bag & Purses, Men's Shoes & women Shoes advertisement strategies.
 - Organizing Group wise discussions on emerging technologies of Marketing communication which will help them to improve their discussion and critical thinking – Topic for discussion –
1) National Vs International Selling strategies
2) Critical Analysis of Brand Image
3) How Brand Reputation and public Image can contribute to success of economy.

INTERNATIONAL FINANCIAL MANAGEMENT									
Course Code	22MBAFM421	CIE Marks	50						
L:T:P:S	3:0:0:0	SEE Marks	50						
Hrs / Week	03	Total Marks	100						
Credits	03	Exam Hours	3						
Course outcomes: At the end of the course, the student will be able to:									
22MBAFM421.1	Demonstrate the importance of International Financial system and its impact on international business								
22MBAFM421.2	Analyze the Balance of Payment Statement and its impact on inflow and outflow of funds								
22MBAFM421.3	Interpret the type of foreign exchange transactions and differentiate them in foreign exchange markets								
22MBAFM421.4	Examine the various sources of finance in International Financial Market								
22MBAFM421.5	Appraise the various foreign exchange rate forecasting techniques								
22MBAFM421.6	Design international parity relationships								
Mapping of Course Outcomes to Program Outcomes and Program-Specific Outcomes:									
CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
22MBAFM421.1	2	2	1	2	-	2	2	3	2
22MBAFM421.2	2	2	1	3	1	-	2	2	2
22MBAFM421.3	2	2	-	2	-	2	2	2	-
22MBAFM421.4	1	2	1	2	1	2	2	2	2
22MBAFM421.5	-	-	2	2	-	1	2	3	2
22MBAFM421.6	2	-	1	2	1	1	1	2	2
MODULE-1	Insights into International Financial System		22MBAFM421.1	8 Hours					
Importance, rewards and risk of international finance, Goals of MNC-International business methods, Exposure to international risk, International monetary system- The Exchange Rate Regimes, International Liquidity, The Adjustment Process the Currency blocks and unions like the Economic and Monetary Union (EMU) and European Currency Union (ECU), Multilateral financial institutions: International Monetary Fund (IMF), World Bank, European Bank for Reconstruction and Development (EBRD), European Investment Bank (EIB), Global Environmental Fund (GEF).(Only Theory)									
Skill Development Activity	Case study on The Great Depression in the US and impact on Indian EconomicCrisis								
Text book	Textbook-1- 1.1,1.2,1.3								
MODULE-2	International Flow of funds & Preparation of Balance of Payment Statement		22MBAFM421.2/ 22MBAFM421.6	8 Hours					
Balance of Payments (BOP), Fundamentals of Balance of Payments (BOP), Accounting components of BOP, Factors affects international trade and capital flows, agencies that facilitate international flows, BOP equilibrium and disequilibrium, Trade deficits, capital account convertibility. (Theory and Problems)									
Skill Development Activity	Case study on Exchange Rate Regimes								
Text book	Textbook-1- 1.8,1.10,1.12,1.13								
MODULE-3	Operations in Foreign Exchange Markets		22MBAFM421.3	8 Hours					
Functions and Structure of foreign exchange markets, foreign exchange market participants, types of transactions and settlement dates. Exchange rate quotations, Nominal and Real and effective exchange rates (NEER, REER), Determination of exchange rates in spot market, in forward market, Cross rates, Arbitrage profit in foreign exchange markets, Exchange Rate behaviour, SWIFT mechanism. (Theory and Problems)									
Skill Development Activity	Indian Rupee Finally Managed Float:								
Text book	Textbook- 2- 2.1,2.2,2.3								
MODULE-4	International Financial Markets and Instruments		22MBAFM421.4	8 Hours					
Foreign portfolio investment, International Bond and equity market, GDR, ADR, Global registered shares, cross listing of shares, international financial instruments- Foreign bonds and euro bonds, global bonds, floating rate notes, zero									

coupon bonds, International money market, International banking services, correspondent bank, representative offices, foreign branches, forward rate agreements. (Only Theory)

Skill Development Activity Indian Rupee against USD over different Time Frames:

Text book Textbook- 2- 2.4,2.5,2.6,2.7,2.8,2.9

MODULE-5	International Parity Relationship and Forecasting of Exchange rates	22MBAFM421.5	8 Hours
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Measuring exchange rate movements, exchange rate equilibrium, factors effecting foreign exchange rate, forecasting foreign exchange rates, interest rate parity, purchasing power parity and international fisher effects, covered interest arbitrage. (Theory and Problems)

Skill Development Activity Currency Fluctuations and Its Impacts-A case of RIL and Facebook:

Text book Textbook- 3- 3.1,3.2,3.3,3.4,3.5

CIE Assessment Pattern (50 Marks - Theory)

RBT Levels		Marks Distribution		
		Test (s)	Qualitative Assessment (s)	MCQ's
		25	20	5
L1	Remember	-	-	-
L2	Understand	-	-	-
L3	Apply	8	5	5
L4	Analyze	9	7	-
L5	Evaluate	8	5	-
L6	Create	-	3	-

SEE Assessment Pattern (50 Marks - Theory)

RBT Levels	Exam Marks Distribution (50)	
L1	Remember	5
L2	Understand	5
L3	Apply	15
L4	Analyze	10
L5	Evaluate	10
L6	Create	5

Web links and Video Lectures (e-Resources):
<https://www.youtube.com/watch?v=LuhOWKX4yoQ>
<https://www.youtube.com/watch?v=Zjo9ZwEuL9o>
<https://www.youtube.com/watch?v=9nSZV26OoWM>
<https://www.youtube.com/watch?app=desktop&v=VQopRK3wqok>
<https://www.youtube.com/watch?v=n0yKX7fFBjQ>
<https://courses.lumenlearning.com/boundless-ushistory/chapter/the-great-depression/>
https://en.wikipedia.org/wiki/1991_Indian_economic_crisis#:~:text=India's%20economic%20problems%20started%20worsening,on%20a%20large%20fiscal%20deficit
<https://books.google.co.in/books?id=9UgibWFSCSIC&pg=PA88&lpg=PA88&dq=exchange+rate#v=onepage&q=exchange%20rate&f=false>
<https://www.extravalmoney.com/blog/how-are-foreign-exchange-rates-in-india-determined/>
<https://www.bookmyforex.com/blog/1-usd-to-inr-in-1947-2019/>
<https://www.financialexpress.com/industry/deal-in-local-currency-a-win-win-for-jio-facebook/1936998/>

Activity-Based Learning (Suggested Activities in Class)/ Practical Based learning

- Impact of The Great Depression on Indian Economy
- Evolution of Block chain – scope in India
- Analyze the Exchange rate regimes of 5 countries
- Analyzing the Devaluation of currencies with Dollars
- IPO analysis of national and international markets

FINANCIAL DERIVATIVES AND RISK MANAGEMENT									
Course Code	22MBAFM422				CIE Marks	50			
L:T:P:S	3:0:0:0				SEE Marks	50			
Hrs / Week	03				Total Marks	100			
Credits	03				Exam Hours	3			
Course outcomes: At the end of the course, the student will be able to:									
22MBAFM422.1	Demonstrate the basic risk management principles, the conceptual and practical framework of the functioning of the derivative markets.								
22MBAFM422.2	Apply Risk management techniques by using futures and Forwards								
22MBAFM422.3	Analyse Risk management techniques by using Options								
22MBAFM422.4	Illustrate Risk management techniques by using Swaps								
22MBAFM422.5	Evaluate the concept of Credit risk and Value at Risk								
22MBAFM422.6	Create different strategies using derivative instruments								
Mapping of Course Outcomes to Program Outcomes and Program-Specific Outcomes:									
CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PS01	PS02
22MBAFM422.1	2	2	2	2	2	2	1	2	3
22MBAFM422.2	3	1	2	2	2	1	2	2	-
22MBAFM422.3	2	2	3	3	3	2	1	3	-
22MBAFM422.4	2	2	-	-	-	2	3	2	3
22MBAFM422.5	-	2	1	2	1	1	1	3	2
22MBAFM422.6	-	2	1	2	1	2	1	2	2
MODULE-1	Introduction to Risk				22MBAFM422.1			8 Hours	
Risk Vs uncertainty, types of risk, Risk management process. Derivatives: Derivatives Products - Classification of Derivatives- Participants in Derivative Markets- Evolution of Derivatives- Functions of Derivatives Markets- Misuse and Criticism of Derivatives. (Theory)									
Skill Development Activity	Case study on risk enhancement to esg perspectives								
Text book	Textbook-1- 1.1,1.2,1.3								
MODULE-2	Risk Management using futures & forwards				22MBAFM422.2/22MBAFM422.6			8 Hours	
Introduction- Forward Contract-Futures Contract- Differences - Specifications of Futures Contract- Commodity futures, Index futures interest rate futures, Forward rate agreement, Forward Market Commission Mechanics of buying & selling futures, Margins, valuation of futures, valuation of long and short forward contract. Hedging using futures, arbitrage opportunities. (Theory & Problem)									
Skill Development Activity	Case study on futures contract success and failures								
Text book	Textbook-1- 1.8,1.10,1.12,1.13								
MODULE-3	Risk Management using Options				22MBAFM422.3			8 Hours	
Types of options, option pricing, factors affecting option pricing, mechanics of options- stock options- options on stock index- options on futures – interest rate options. Concept of exotic option, call and put options on dividend and non-dividend paying stocks put-call parity- Hedging & Trading strategies involving options, valuation of option: basic model, one step binomial model, Black and Scholes analysis, option Greeks. Arbitrage profits in options. (Theory & Problem)									
Skill Development Activity	Case study on options wiley.com								
Text book	Textbook- 2- 2.1,2.2,2.3								
MODULE-4	SWAP				22MBAFM422.4			8 Hours	
Concept nature evaluation and features of Swap. Types of financial swaps-Interest Rate swaps, Currency swap, Debt Equity swap, Commodity swap and Equity Index swap. (Theory & Problem)									
Skill Development Activity	Case study on swaps with reference to currency and interest								
Text book	Textbook- 2- 2.4,2.5,2.6,2.7,2.8,2.9								
MODULE-5	Credit risk Management & Control:				22MBAFM422.5			8 Hours	

Bond prices and the probability of default, Historical default experience, ways to mitigate Credit risk, Credit default swaps, Total return swaps, Credit spread options, Collateralized debt obligation. Value at Risk (VAR)- Measure, Historical simulation, Model building approach, linear approach, Quadratic model, Monte Carlo simulation, Stress testing and Back Testing. algorithm-trading (Theory & Problem)

Skill Development Activity Case study on credit management and risk control

Text book Textbook- 3- 3.1,3.2,3.3,3.4,3.5

CIE Assessment Pattern (50 Marks - Theory)

RBT Levels		Marks Distribution		
		Test (s)	Qualitative Assessment (s)	MCQ's
		25	20	5
L1	Remember	-	-	-
L2	Understand	-	-	-
L3	Apply	8	5	5
L4	Analyze	9	7	-
L5	Evaluate	8	5	-
L6	Create	-	3	-

SEE Assessment Pattern (50 Marks - Theory)

RBT Levels		Exam Marks Distribution (50)
L1	Remember	5
L2	Understand	5
L3	Apply	15
L4	Analyze	10
L5	Evaluate	10
L6	Create	5

Suggested Learning Resources:

Text Books:

- Options Futures & Other Derivatives - John C. Hull, 10/e, Pearson Education, 2018.
- Options & Futures- Vohra & Bagri, 2/e, TMH, 2017.
- Derivatives- Valuation & Risk Management – Dubofsky & Miller, Oxford University Press, 2006.

Reference Books:

- Financial Derivatives – Mishra V, Excel Books.
- Derivative and Risk management, Sundaram Janakiram, Pearson, 2011.
- Financial Derivatives – S L Gupta, Prentice Hall India Learning Private Limited, 2017.
- Derivatives & Risk Management by Rajiv Srivastava (Author), Oxford University
- Derivatives and Risk Management, 4th Edition by N R Parasuraman (Author), McGrawHill Education (India) Private Limited 2021

Web links and Video Lectures (e-Resources):

- https://www.youtube.com/watch?v=h1b84blir_c
- https://www.google.com/search?q=video+on+futures+and+options&rlz=1C1JJTC_enIN979IN980&oq=vid+eo+on+futures+&aqs=chrome.1.69i57j33i160l3.11194j0j7&sourceid=chrome&ie=UTF-8#fpstate=ive&vld=cid:b59611ce,vid:oZ12CvQh7tM,st:0
- <https://zerodha.com/varsity/chapter/introduction-to-options/>
- <https://www.khanacademy.org/economics-finance-domain/core-finance/current-economics/credit-crisis/v/credit-default-swaps>
- <https://www.youtube.com/watch?v=DVe3TMUDSDw>
- <https://erm.ncsu.edu/library/article/enhancing-risk-insights-by-integrating-esg-perspectives>
- <https://www.jpmmc-gcard.com/wp-content/uploads/2016/12/UPDATED-1123-Brief-Case-Studies-on-Futures-Contract-Successes-and-Failures.pdf>
- <https://onlinelibrary.wiley.com/doi/abs/10.1002/rfe.1143>
- <https://www.bauer.uh.edu/rsusmel/7386/Case%20-%20IBM%20WB%20Swap.pdf>
- https://scholar.google.co.in/scholar?q=Case+studies+on+credit+risk&hl=en&as_sdt=0&as_vis=1&oi=scholar

Activity-Based Learning (Suggested Activities in Class)/ Practical Based learning

- Scope of derivative tools in Indian stock market.
- Analyze the commodity market in India
- Analyzing Hedging scenarios with Indian stock brokers
- Design the working model of bonds
- Measure the volatility of Indian stock Market using VaR

ORGANISATIONAL DESIGN AND DEVELOPMENT									
Course Code	22MBAHR431				CIE Marks			50	
L:T:P:S	3:0:0:0				SEE Marks			50	
Hrs / Week	4				Total Marks			100	
Credits	03				Exam Hours			03	
Course outcomes:									
At the end of the course, the student will be able to:									
22MBAHR431.1	Illustrate insights of planned change using the theoretical principles of organization development.								
22MBAHR431.2	Examine the relationship between contracting and diagnosing the problem behind OD process.								
22MBAHR431.3	Identify and evaluate, and create models of change Management.								
22MBAHR431.4	Evaluate OD and HR Intervention principles in a variety of contexts and in an ethical manner.								
22MBAHR431.5	Create various components and constraints involved in change management, Special applications of OD in the organization.								
22MBAHR431.6	Analyze the role of OD practitioners.								
Mapping of Course Outcomes to Program Outcomes and Program Specific Outcomes:									
Module	P01	P02	P03	P04	P05	P06	P07	PS01	PS02
22MBAHR431.1	3	2	-	2	1	2	3	-	3
22MBAHR431.2	3	-	2	3	2	-	2	3	3
22MBAHR431.3	3	3	3	2	2	2	1	2	-
22MBAHR431.4	2	2	3	-	3	3	-	2	2
22MBAHR431.5	3	3	-	3	2	2	3	3	2
22MBAHR431.6	-	2	2	3	2	1	2	2	2
MODULE-1	INTRODUCTION TO ORGANIZATIONAL DESIGN & DEVELOPMENT:				22MBAHR431.1			8 Hours	
Definition, growth and relevance. General model of planned change, different types of planned change and critique of planned change. Types of organization structure. OD practitioner role, competencies and professional ethics.									
Skill Development Activity	There are a number of circumstances when facilitation is the most appropriate technique to use. For example, when a group needs to resolve a problem and the facilitators skills could improve the process. You may also use it as a learning tool by facilitating the group through a content and process review. Read: Why facilitate - James Traeger Watch: Playful inquiry - Robyn Stratton Berkessel Listen: Being over doing - Michelle Howard								
Text Book	Text Book 1: 1.2, 1.3, 1.4								
MODULE-2	OD PROCESS				22MBAHR431.2 and 22MBAHR431.3			8 Hours	
Initiating OD relationship, contracting and diagnosing the problem. Diagnosing models, open systems, individual level group level and organizational level diagnosis; Designing OD interventions: Technostructural interventions: - Structural design, downsizing, reengineering, employee involvement.									
Skill Development Activity	In group or teams situations, coaching skills can be used to help them work through change, understand their interactions and behaviors, and look at the way the work together. In particular, coaching can help teams and groups look at how they undertake challenging								

	<p>conversations, manage decision making and discuss and work with difference. Read: Is coaching OD? - Beverly Scott, Lisa Murrell, Andrea Zintz, Denny Gallagher Watch: Core coaching skills self-assessment - Good Practice Listen: How to ask better questions - David Marquet</p>			
Text Book	Text Book 2: 2.2, 2.3,2.4			
MODULE-3	CHANGE MANAGEMENT	22MBAHR431.4	8 Hours	
<p>Introduction to organizational change: Nature of change, forces of change, reinventing Kurt Levin, organizational routines and mental models, change need analysis, content of change, building capability for change, providing leadership to change, action research and dialogue, types of change, organizational vision, cultural change, strategic planning, creating support systems and managing transition, process oriented strategies and competitor-oriented strategies and customer oriented strategies.</p>				
Skill Development Activity	<p>You can act as a mirror, reflect back what leaders are saying or intending to say and provide challenge. By noticing what is happening and sharing insights with others you can enable individuals and groups to improve their effectiveness. Read: Delta Consulting Group: effective team model - Good Practice Watch: Video review for the five dysfunctions of a team - Patrick Lencioni Listen: Building effective teams: where do you start? - Deloitte</p>			
Text Book	Text Book 1: 3.1,3.2,3.3,3.4			
MODULE-4	HR AND STRATEGIC INTERVENTIONS	22MBAHR431.5	8 Hours	
<p>HRM Interventions: - performance management, goal setting, performance coaching, appraising and rewarding. Career planning, workforce diversity interventions, wellness and work-life balance, Strategic interventions: Competitive strategies, collaborative strategies, organizational transformation, culture change.</p>				
Skill Development Activity	<p>However, throughout the life of a project, you may need to use both technical skills such as planning, scheduling, cost management and the skills and behaviors required including effective leadership, communication, influencing and impact, conflict management and coaching. Read: Project management overview - Good Practice Watch: Quality improvement project management - NES Quality Improvement Zone Listen: Remote project management and distributed agile teams - PM for the Masses, Johanna Rothman and Mark Kilby</p>			
Text Book	Text Book 1: 4.1,4.2,4.3,4.4			
MODULE-5	SPECIAL APPLICATIONS OF OD	22MBAHR431.6	8 Hours	
<p>OD in IT & ITES organizations, service sector, and public sector and future directions in OD. Case study on OD interventions.</p>				
Skill Development Activity	Case study: Analysis of Toyota Motor Corporation By: Thembani Nkomo			
Text Book	Text Book 2: 5.1,5.2,5.3,5.4			
CIE Assessment Pattern (50 Marks – Theory)				
RBT Levels		Marks Distribution		
		Test (s)	Qualitative Assessment (s)	MCQ's
		25	15	10
L1	Remember	-	-	-
L2	Understand	-	-	-
L3	Apply	8	5	5
L4	Analyze	9	7	-
L5	Evaluate	8	5	-
L6	Create	-	3	-

SEE Assessment Pattern (50 Marks - Theory)

RBT Levels		Exam Marks Distribution (50)
L1	Remember	-
L2	Understand	10
L3	Apply	10
L4	Analyze	10
L5	Evaluate	10
L6	Create	10

Suggested Learning Resources:Suggested case studies:

1. Organizing for Success, pg no 321, Managing Organization, Shridhar Bhat,Himalaya Publishing house.
2. Pitfalls of Micro-Managing Model of Business: Tutorial Point
3. Managing Change: Open Your Organization to Honest Conversations,HBR Review, Dina Gerdeman, 2020.
4. Goal Setting, Managing Organization, Shridhar Bhat, Himalaya Publishing house.
5. Strategic Interventions, MC Graw Hill, Raymond Noe.
6. Case Studies in Different sectors: Employee Training, MC Graw Hill- Raymond Noe.

Text Books:

1. The Roles of Organization Development, Annamaria Garden , Routledge; 1st edition, 2020.
2. Organization Development: Behavioral Science Interventions For Organizational Improvement , French Wendell L . Pearson Education; Sixth edition, 2017.
3. Organizational Theory, Design and Change, Gareth R. Jones, Pearson Education; Seventh edition, 2017.
4. Cases and Exercises in Organization Development & Change-**Edited by:**Donald L.Anderson **Publisher:** SAGE Publications, Inc. **Publication year:** 2012 **Online pub date:** December 19, 2014

Reference Books:

1. Organization Development: A Practitioner's Guide for OD and HR, Linda Holbeche , Kogan Page; 3rd edition 2021.
2. Organization Development: The Process of Leading Organizational Change, Donald L. Anderson, SAGE Publications India Pvt Ltd (15 September 2021).

Web links and Video Lectures (e-Resources):

- <https://work.chron.com/interpersonal-skills-od-practitioner-23137.html>
- <https://learn.nes.nhs.scot/40918>
- <https://work.chron.com/interpersonal-skills-od-practitioner-23137.html>
- <https://work.chron.com/interpersonal-skills-od-practitioner-23137.html>

Web links for classroom activities:

1. <https://www.td.org/talent-development-glossary-terms/what-is-organization-development>
2. <https://www.studocu.com/en-us/document/university-of-oregon/organizational-development-and-change-management/chapter-03-the-organization-development-practitioner/4298641>.
3. [analysis_of_toyota.pdf \(harvard.edu\)](#)

Activity-Based Learning (Suggested Activities in Class)/ Practical Based learning

1. Read this research article and illustrate on how culture is affecting OD. E. Schein, "Taking Culture Seriously in Organization Development: A New Role for OD" (working paper no. 4287-03, MIT Sloan School of Management, Cambridge, Mass, 2003).

2. Present in the class on how Techno Structure Interventions work for Flipkart. Refer- Riann Singh& Shalini Ramdeo, 2020. "Case Studies on Techno-Structural Interventions," Springer Books,in: Leading Organizational Development and Change, chapter 22, pages 483-497, Springer and <https://www.slideshare.net/NishantSingh51/flipkart-techno-structural-intervention>.
3. How in Adobe and Intuit – applying 7s framework of change management works well on change management. <https://changemanagementinsight.com/short-case-study-on-change-management/>.
4. Have a group discussion on how Pharma Corp, a pharmaceutical company, aimed to cultivate a culture of health and wellness among their employees. <https://www.corporatewellnessmagazine.com/article/the-employee-wellness-case-studies-that-will-inspire-you>.
5. <https://ivypanda.com/essays/organizational-development-case-study/> Read the case and answer on how OD applications for 2023 can be implemented for this case.

LEADERSHIP IN THE DIGITAL ERA									
Course Code	22MBAHR432			CIE Marks			50		
L:T:P:S	3:0:0:0			SEE Marks			50		
Hrs / Week	4			Total Marks			100		
Credits	03			Exam Hours			03		
Course outcomes:									
At the end of the course, the student will be able to:									
22MBAHR432.1	Demonstrate an integrated awareness of how to lead in the digital age linking leadership to globalization.								
22MBAHR432.2	Develop applicable approaches necessary to become effective digital leaders and for leading in cross-cultural environments.								
22MBAHR432.3	Determine the concept of adaptability, agility and mobility in driving digital changes within the organizational settings.								
22MBAHR432.4	Explain the role of effective leadership in driving organizational digital strategy.								
22MBAHR432.5	Illustrate how to transform traditional organizations into new learning or intelligent organization model.								
22MBAHR432.6	Evaluate complex ideas, concepts and issues relating to future leadership and develop practical, ethically informed leadership skills that can be applied in the digital space.								
Mapping of Course Outcomes to Program Outcomes and Program Specific Outcomes:									
Module	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
22MBAHR432.1	1	-	2	2	1	2	3	2	3
22MBAHR432.2	-	2	2	-	2	3	2	3	3
22MBAHR432.3	1	-	3	2	-	2	3	-	3
22MBAHR432.4	2	2	3	-	3	-	1	2	2
22MBAHR432.5	-	3	2	3	2	2	-	3	-
22MBAHR432.6	2	-	2	3	2	1	2	2	2
MODULE-1	Introduction to Digital Leadership				22MBAHR432.1			8 Hours	
Digital Development –MOOREs law-Definition and theories of digital leadership, difference between traditional leadership and digital leadership- digital age - the concept of organisational ambidexterity- levels in innovation exploitation and exploration. Sustainable and adaptive leadership and leadership/follower effectiveness-the sustainable and adaptive leadership/followership model'. Followership effectiveness and cultural intelligence - as a competency of effective leaders/followers.									
Skill Development Activity	Theories of digital leadership, difference between traditional leadership and digital leadership.								
Text Book	Text Book:1 1.1,1.2,1.3,1.4,1.5								
MODULE-2	Change in Leadership in Digital Era				22MBAHR432.2			8 Hours	
Understanding ESG and Sustainability Issues for Leadership -Understanding Business Environment - Leadership Communication - Finance for Decision Making 4. Unleashing Leadership Potential - Essentials of Marketing for Leaders - Strategy for Leaders - Data Driven Decision Making- Taxonomy of positive (effective) vs negative (ineffective) leadership behaviors.-How can leadership behaviors be generalized and used anywhere and anytime?-A novel approach to digital leadership -withhands-on tactics, techniques and sets of characteristics or behaviors - Contemporary leadership - Values-based Leadership - Transformational Leadership -Authentic Leadership.									
Skill Development Activity	Examples of novel approach to digital leadership -withhands-on tactics, techniquesand sets of characteristics or behaviors								
Text Book	Text Book:1 4.1,4.2,4.3,4.4,4.5								

MODULE-3	Cultural Intelligence, a Competencies of Effective Leaders	22MBAHR432.3 and 22MBAHR432.4	8 Hours
-Evolution of CQ's dimensions over time-Challenges and critique of CQ-Considering culture within cultural intelligence-The Douglasian Cultural Framework (DCF) and the difference between DCF and national culture- Essential Skills and Competencies 1. New Technologies and Impact on Operations and Supply Chain 2. Role of Agile in Digital Transformation 3. Predictive Analytics 4. Management of Change 5. HR Analytics 6. Strategies for Platform Businesses. Creativity and Innovation for Leaders.			
Skill Development Activity	<ol style="list-style-type: none"> Stereotype vs. Generalization: Ask the group about what they think the differences are between stereotypes and generalizations. When are generalizations helpful? When do they become stereotypes? My own culture: Ask participants to describe/discuss the culture(s) from which they come and to talk about the impact that this has on how they perceive the world, act and what they expect. 		
Text Book	Text Book: 2 4.1, 4.2, 4.3, 4.4, 4.5, 4.9		
MODULE-4	Framework for Digital Leadership Transformation	22MBAHR432.5	8 Hours
Digital leadership and organizational g Different strategies that digital leaders can harness to become successful including organizational ambidexterity, digital dexterity, digital project management, and managing virtual teams. The backside of digitalization- Critical learnings: virtual, holistic and networked hubs.			
Skill Development Activity	Explanation with example on different strategies that digital leaders can harness to become successful including organisational ambidexterity, digital dexterity, digital project management		
Text Book	Text Book: 1 6.1, 6.2, 6.3, 6.4, 6.5		
MODULE-5	Learning Organization and Digital Leadership	22MBAHR432.6	8 Hours
'The learning organisation' - knowledge management and innovation - the role of leadership in organisational re-design, leading digital initiatives, entrepreneurship, developing innovation culture within the organisations and adapting policies and procedures to the new organisational set-up.			
Skill Development Activity	<ol style="list-style-type: none"> Describe your temperament with three adjectives. Choose the ones that describe you best. Suggest three adjectives that others use to describe your temperament. Go through each of the adjectives identified in the above two questions and see if each one is because of (or how much each one is driven by) <i>Genetic Inheritance, Physical Attributes, Life Experiences, or Environmental Conditions</i>. How does each of the temperamental factors affect you on a personal level? How does each of the temperamental factors affect you on a leadership role level? Which of these factors do you want to change and why? Think about each of the questions in detail and try discussing them with a friend to maximize the learning opportunity. 		
Text Book	Text Book: 3 3.1, 3.2, 3.3, 3.4, 3.5		

CIE Assessment Pattern (50 Marks – Theory)

RBT Levels		Marks Distribution		
		Test (s)	Qualitative Assessment (s)	MCQ's
		25	20	5
L1	Remember	-	-	-
L2	Understand	-	-	-
L3	Apply	8	5	5
L4	Analyze	9	7	-
L5	Evaluate	8	5	-
L6	Create	-	3	-

SEE Assessment Pattern (50 Marks – Theory)

RBT Levels		Exam Marks Distribution (50)
L1	Remember	-
L2	Understand	10
L3	Apply	10
L4	Analyze	10
L5	Evaluate	10
L6	Create	10

Suggested Learning Resources:**Text Books:**

- Leadership and Workplace Culture in the Digital Era-Ebtihaj Al- A'ali, Meryem Masmoudi-Release Date: October, 2022.-Copyright: © 2023 |Pages: 287-DOI: 10.4018/978-1-6684-5864-8-- ISBN13: 9781668458648|ISBN10: 1668458640|EISBN13: 9781668458662
- Digital Leadership: Changing Paradigms for Changing Times by Eric Sheninger, Sage Publishing Books from same Author: Eric Sheninger- Sage Publishing. ISBN-9781544350837- pages 288-Year of Publication -2019.
- Process! How Discipline and Consistency Will Set You and Your Business Free (The EOS Mastery Series) Hardcover – September 27, 2022-by Mike Paton (Author), Lisa González (Author).

Reference Books:

- HBR's 10 Must Reads on Leading Digital Transformation-Written by: Harvard Business Review Narrated by: Brian Holden-©2021 Harvard Business School Publishing Corporation (P)2021 Ascent Audio.Series: HBR's 10 Must Reads series-Unabridged Audiobook Categories: Business & Careers
- The Digital Leader: Finding a Faster, More Profitable Path to Exceptional Growth, 1st Edition Ram Charan · Raj B. Vattikuti --Oct 2022 · Gildan Media · Narrated by Walter Dixon-2022.

Web links and Video Lectures (e-Resources):

- <https://www.youtube.com/watch?v=BjZXR6fAkA>
- <https://www.youtube.com/watch?v=57XyhnM5V2Q>
- <https://www.youtube.com/watch?v=OqWnotLCjEg>
- <https://www.youtube.com/watch?v=bk4ERJ3MkCE>

Web links for class room activities:

- <https://www.youtube.com/watch?v=SCyQYfIX80g&list=PLHEITmMSJiqmlGjFwWSfIOZd87HkL3eIy>
- <https://www.youtube.com/watch?v=SCyQYfIX80g&list=PLHEITmMSJiqmlGjFwWSfIOZd87HkL3eIy>

Activity-Based Learning (Suggested Activities in Class)/ Practical Based learning

1. What are the 10 Key Practices that can make a Successful Digital Leader in 2023. <https://quixy.com/blog/10-key-practices-digital-leader-in-2023/>
2. How do you assess digital competencies? What are the six core disciplines to be concentrated on? <https://blog.nacdonline.org/posts/four-exercises-digital-readiness>.
3. Explain how Cultural Intelligence, a Competencies of Effective Leaders play a vital role for today's organisations. Have a GD and come to a consensus.
4. Create a Model for goal oriented Digital Leaders in manufacturing sector.
5. Identify the role of leadership in digital learning organizations. https://www.researchgate.net/publication/370818207_The_Role_of_Leadership_in_Digital_Learning_Organizations.

BUSINESS PROCESS IMPROVEMENT									
Course Code	22MBAOM441			CIE Marks			50		
L:T:P:S	3:0:0:0			SEE Marks			50		
Hrs / Week	4			Total Marks			100		
Credits	03			Exam Hours			03		
Course outcomes:									
At the end of the course, the student will be able to:									
22MBAOM441.1	Evaluate BPI as a technique in business decision making.								
22MBAOM441.2	Analyze Process discovery models and industry practices to support a company's strategic objectives.								
22MBAOM441.3	Apply new or improved innovative business processes from gap analysis through process design in support of a company's strategic objectives in a socially responsible manner.								
22MBAOM441.4	Analyze the key business processes that drive the value chain of an organization throughout the entire product lifecycle.								
22MBAOM441.5	Evaluate appropriate information and other technologies, both existing and emerging, in developing business processes and business models.								
22MBAOM441.6	Evaluate the modelling tools and their capabilities.								
Mapping of Course Outcomes to Program Outcomes and Program Specific Outcomes:									
	P01	P02	P03	P04	P05	P06	P07	PS01	PS02
22MBAOM441.1	3	1	1	1	3	3	2	3	2
22MBAOM441.2	3	2	2	2	2	3	2	2	2
22MBAOM441.3	3	2	2	2	2	3	2	2	2
22MBAOM441.4	3	2	2	2	2	3	2	2	2
22MBAOM441.5	3	2	2	2	2	3	2	2	2
22MBAOM441.6	3	-	1	2	3	3	2	2	2
MODULE-1 INTRODUCTION 22MBAOM441.1 8 Hours									
Background, history, concepts of BPM. BPM as a management Discipline versus a methodology. Possible benefits while practicing BPM. Organizational performance. BPM Process, BPM life cycle-Process identification, Process architecture.									
Skill Development Activity			Watch You Tube Video on Business Process Management						
TEXT BOOKS			Text Book 1:1,2,3						
MODULE-2		PROCESS DISCOVERY AND MODELLING			22MBAOM441.2		8 Hours		
Process discovery – Objectives, Approaches, techniques, strength and weakness of various techniques, Process Modeling -Process, Principles, Process modeling technique and tools, identifying value chain, value stream, Process classification framework, Different ways to express process knowledge, Maps Vs Models, Different types of diagram, Modeling Pitfall.									
Skill Development Activity		Watch You Tube Video on Setting of Process Discovery							
TEXT BOOKS		Text Book 1:4,5							
MODULE-3		PROCESS IMPROVEMENT (ANALYSIS AND DESIGN)			22MBAOM441.3,		8 Hours		
Process analysis - Concept, stages, Techniques qualitative and quantitative analysis, Process design principles. Characteristics of a well- designed process. Different tools, techniques of process improvement.									
Skill Development Activity		Watch You Tube Video on BPI Methodologies and Tools							
TEXT BOOKS		Text Book 1:6,7,8							
MODULE-4		PROCESS MEASUREMENT			22MBAOM441.4, 22MBAOM441.5		8 Hours		

Process measurement, Concepts, Principles, Dimensions of process performance measurement. Validation of measurement data. Manage by measurement. Defining a tops-down measurement system. Defining organizational, process and activity level measures. Measurement techniques, tools, Different methods of process measurement. Different methods to define specific metrics.

Skill Development Activity Watch You Tube Video on Business Process Measurement.

TEXT BOOKS Text Book 1:9

MODULE-5	BUSINESS PROCESS TECHNOLOGIES	22MBAOM441.6	8 Hours
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Capabilities of modeling tools and support for different notations. Standalone process modeling tool versus an enterprise modeling tool. Capabilities and use of process simulation. The concepts, design and capabilities of BPMN. (Business Process Model and Notation).

The concepts, design and functional capabilities of a BPMS. analytical and executable models' creation.

Skill Development Activity Watch You Tube Video on Business Process Technologies

TEXT BOOKS Text Book 1:10,11,12

CIE Assessment Pattern (50 Marks - Theory)

RBT Levels		Marks Distribution		
		Test (s)	Qualitative Assessment (s)	MCQ's
		25	20	5
L1	Remember	-	-	-
L2	Understand	-	-	-
L3	Apply	8	5	5
L4	Analyze	9	7	-
L5	Evaluate	8	5	-
L6	Create	-	3	-

SEE Assessment Pattern (50 Marks - Theory)

RBT Levels		Exam Marks Distribution (50)
L1	Remember	-
L2	Understand	10
L3	Apply	10
L4	Analyze	10
L5	Evaluate	10
L6	Create	10

- Text Books:**
1. Mathias Weske, "Business Process Management – Concept Language and Architecture", Springer, 2019.
 2. Marlon Dums, Marcello la rosa ; Fundamentals of Business process management; Springer 2018.
 3. The Basics of Process Improvement", Productivity Press, 2016.
 4. Smith and Fingar; Business Process Management: The Third Wave; Meghan-Kiffer Press; 2015.
 5. Spanyi, Andrew; More for Less: The Power of Process Management; Meghan-Kiffer Press, 2015.

- Reference Books:**
- 1) Franz and Kirchner; Value-Driven Business Process Management; McGraw-Hill; 2014.
 - 2) Jeston and Nelis; Business Process Management: Practical Guidelines to Successful Implementations; Routledge, 2011.
 - 3) Silver, Bruce; BPMN Method & Style, 2nd Edition; Cody-Cassidy Press; 2011.
 - 4) Piores & Charles, "Business Process Management Applied", Cengage 2011.

Web links and Video Lectures (e-Resources):

- <http://www.apqc.org>
- <http://supply-chain.org>
- <http://www.value-chain.org/en/cms/1960/>
- <https://youtu.be/H8kdXXq-pGU>
- <https://youtu.be/yMk62frV-7I>
- <https://youtu.be/creyvNYr-e4>
- <https://youtu.be/xl4CXg9FB2c>

Activity-Based Learning (Suggested Activities in Class)/ Practical Based learning

- Quizzes & Assignments on recent trends in BPI
- Video demonstration of latest trends in Business Processes
- Contents related activities (Activity-based discussions)
 - Organizing Group wise discussions on issues Business Processes.

PROJECT MANAGEMENT ESSENTIALS									
Course Code	22MBAOM442				CIE Marks	50			
L:T:P:S	3:0:0:0				SEE Marks	50			
Hrs / Week	4				Total Marks	100			
Credits	03				Exam Hours	03			
Course outcomes:									
At the end of the course, the student will be able to:									
22MBAOM442.1	Apply the project management framework including project management lifecycle, knowledge areas and process groups and associated issues								
22MBAOM442.2	Apply project management techniques for project selection; work breakdown structure; cost, quality, time & budget optimization.								
22MBAOM442.3	Identify methodologies for efficient project team performance								
22MBAOM442.4	Examine business scenarios by using techniques for expediting and optimizing projects								
22MBAOM442.5	Examine project risks for controlling project performance parameters								
22MBAOM442.6	Develop Project Management Techniques								
Mapping of Course Outcomes to Program Outcomes and Program Specific Outcomes:									
	P01	P02	P03	P04	P05	P06	P07	PS01	PS02
22MBAOM442.1	3	2	2	2	2	3	2	2	2
22MBAOM442.2	2	2	2	2	1	3	1	2	1
22MBAOM442.3	3	2	1	-	2	2	2	1	1
22MBAOM442.4	3	2	2	2	2	1	-	3	2
22MBAOM442.4	2	1	2	2	1	3	2	2	1
22MBAOM442.5	3	2	1	2	1	3	2	1	2
22MBAOM442.6	2	2	1	-	1	2	3	1	1
MODULE-1 Project Management Framework 8 Hours									
Definition of project, Need for project management, Project life cycle, Project stake holders									
Skill Development Activity			https://www.pmi.org/learning/library#sort=relevancy&f:Industries=[Transportation%20%26%20Infrastructure%5D%3FlastSearchTermValue]						
TEXT BOOKS			Text Book 1:1.2, 1.3, 1.4, 1.13, 1.15, 1.16						
MODULE-2 Project Management Parameters 8 Hours									
Project Management Parameters: Scope, Time, Quality, Cost, Selection: Defining project scope Establishing project priorities, Work break down structure, Process breakdown structure, Responsibility matrices Factors influencing the quality of estimates, estimating guidelines for times, costs and resources, Macro and micro estimating, Methods for estimating, Level of detail, developing budgets, Types of costs, Refining estimates and contingency fund, Selection of project									
Skill Development Activity		https://www.knowledgehut.com/blog/project-management/project-management-case-study							
TEXT BOOKS		Text Book 1:2.2, 2.3, 2.4, 2.15							
MODULE-3 Project Teams 8 Hours									
Five stage team development model, Situational factors affecting team, building high performance project teams, Managing virtual project teams, Project Management Maturity Model (PMMO).									
Skill Development Activity		https://360pmo.com/project-lifecycle-selection-case-study							
TEXT BOOKS		Text Book 2:3.1, 3.3, 3.5, 3.7, 3.10							
MODULE-4 Project Expediting 8 Hours									
Gantt chart, PERT and CPM: Introduction, Development of Project Network, Time Estimation, Determination of the Critical Path, (Numerical Problems), PERT Model, Measures of variability, CPM Model. Crashing time cost trade off Crashing of projects, Cost analysis for project crashing, Project procurement									

Skill Development Activity	https://www.officetimeline.com/blog/use-cases-for-the-critical-path-method		
TEXT BOOKS	Text Book 2:12.1, 12.2, 12.3, 12.4, 12.5, 12.6, 12.7, 12.8, 12.9, 12.10		
MODULE-5	Project Risk and Control Management		8 Hours
Risk concept, Risk identification, Risk assessment, Risk response development, Contingency planning, Contingency funding and time buffers, Risk response control, and Change control management Project progress & performance measurement and evaluation -Structure of a project monitoring information system, Project control process, Monitoring time performance, Need for an integrated information system, Progress monitoring indexes, Environment, Health and Safety(EHS) in Projects, Ethical issues in Project Management.			
Skill Development Activity	https://www.sciencedirect.com/science/article/pii/S221201731400351X/pdf		
TEXT BOOKS	Text Book 1:6,7,8		
CIE Assessment Pattern (50 Marks – Theory)			
RBT Levels		Marks Distribution	
		Test (s)	Qualitative Assessment (s)
		25	20
L1	Remember	-	-
L2	Understand	-	-
L3	Apply	8	5
L4	Analyze	9	7
L5	Evaluate	8	5
L6	Create	-	3
SEE Assessment Pattern (50 Marks – Theory)			
RBT Levels		Exam Marks Distribution (50)	
L1	Remember	-	
L2	Understand	10	
L3	Apply	10	
L4	Analyze	10	
L5	Evaluate	10	
L6	Create	10	
Text Books:			
1) Clifford F Gray, Erik W. Larson & Gautam V. Desai, (2020). Project Management –The Managerial Process (6th ed.). New Delhi : Tata Mc Graw Hill.			
2) Prasanna Chandra, “Projects, Planning, Analysis, Selection, Financing, Implementation and Review”, 9th edition, Tata McGraw Hill, 2021			
Essential Reading / Recommended Reading.			
1. Project Management Body of Knowledge (PMBOK), 6th edition by Project Management Institute, USA.. Website: www.pmi.org			
2. Meredith, J.R. & Mantel, S. J. (2020). Project Management- A Managerial Approach. New Delhi. John Wiley.			
3. Nicholas J. M. & Steyn. H. (2019). Project Management for Business, Engineering and Technology. New Delhi. PHI.			

Web links and Video Lectures (e-Resources):

1. <https://www.youtube.com/watch?v=uWPISaYpY7U>
2. <https://www.google.com/search?q=project+life+cycle+in+project+management+in+video+tutorial&sca>
3. <https://www.projectmanager.com/blog/risk-management-process-steps>

Activity-Based Learning (Suggested Activities in Class)/ Practical Based learning

- <https://www.youtube.com/watch?v=5xwZg9P4VHk>
- <https://www.youtube.com/watch?v=tuGy4U3gjDQ>
- <https://www.youtube.com/watch?v=hIhTtzo0eBg>

MANAGING ERP IN DIGITAL AGE										
Course Code	22MBADS451					CIE Marks	50			
L: T:P:S	3:0:0:0					SEE Marks	50			
Hrs / Week	4					Total Marks	100			
Credits	3					Exam Hours	03			
Course outcomes:										
At the end of the course, the student will be able to:										
22MBADS451.1	Evaluate the evolution and applications of ERP									
22MBADS451.2	Recommend the Business Process Mapping for ERP Module Design for small size business									
22MBADS451.3	Design ERP concepts and execution in project planning									
22MBADS451.4	Illustrate Business Modeling version of ERP for Make to Order Companies; Business Process Mapping for ERP Module Design									
22MBADS451.5	Evaluate the module of Supply Chain Management in ERP related technology									
22MBADS451.6	Formulate ERP integration with CRM and future direction of digital transformation									
Mapping of Course Outcomes to Program Outcomes and Program Specific Outcomes:										
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PS01	PS02	
22MBADS451.1	2	2	2	2	3	2	2	-	2	
22MBADS451.2	2	3	-	2	2	3	3	2	-	
22MBADS451.3	3	1	2	-	3	2	2	2	2	
22MBADS451.4	2	2	2	-	2	2	-	2	3	
22MBADS451.5	2	-	3	-	2	2	2	2	2	
22MBADS451.6	1	2	2	2	2	2	2	-	2	
MODULE-1										
INTRODUCTION TO ERP					22MBADS452.1			8 Hours		
Evolution of ERP; what is ERP? Features of ERP (Basic and advanced) Reasons for the Growth of ERP; Evaluation of ERP; Various Modules of ERP; Advantage of ERP; ERP Architecture; ERP need analysis										
Skill Development Activity	Video on ERP									
Text Book	Chapter no. 3									
MODULE-2										
AN OVERVIEW OF ENTERPRISE					22MBADS452.2			8 Hours		
Integrated Management Information; Business Modeling; ERP for Small Business; ERP for Make to Order Companies; Business Process Mapping for ERP Module Design; Hardware Environment and its Selection for ERP Implementation.										
Skill Development Activity	Video on ERP									
Text Book	Chapter 3									
MODULE-3										
ERP IMPLEMENTATION LIFECYCLE					22MBADS452.3			8 Hours		
Issues in Implementing ERP Packages; Pre-evaluation Screening; Package Evaluation; Project Planning Phase; Gap Analysis; Reengineering; Configuration; Implementation; Team Training; Testing; Going Live; End-User Training; Post Implementation (Maintenance Mode). Selection of ERP Vendors Vendors; Consultants and Users; In-House Implementation - Pros and Cons; Vendors; Consultants; End User.										
Skill Development Activity	Video on testing and implementation									
Text Book	Chapter 5									
MODULE-4										
ERP AND RELATED TECHNOLOGIES					22MBADS452.4			8 Hours		
ERP and Related Technologies; Business Process Reengineering (BPR); Management Information System (MIS); Executive Information System (EIS); Decision support System (DSS); Supply Chain Management. ERP Market Introduction, SAP AG, Baan Company, Oracle Corporation, People Soft, JD Edwards World Solutions Co, System Software Associates, Inc. (SSA); QAD; A Comparative Assessment and Selection of ERP Packages and Modules.										

Skill Development Activity		Video on SAP		
Text Book		Chapter no.7		
MODULE-5		HOW ERP FIT INTO DIGITAL TRANSFORMATION		22MBADS452 .5 & 22MBADS452 .6
Features of modern ERPs –Cloud ERPs - Integration of ERPs with CRM, IoT etc. – Need of Organizations to evaluate their ERP – Reasons to change the existing ERP – Future Directions in ERP				
Skill Development Activity			Video on modern ERP	
Textbook			Chapter 9	
CIE Assessment Pattern (50 Marks – Theory)				
RBT Levels		Marks Distribution		
		Test (s)	Qualitative Assessment (s)	MCQ's
		25	20	5
L1	Remember	-	-	-
L2	Understand	-	-	-
L3	Apply	8	5	5
L4	Analyze	9	7	-
L5	Evaluate	8	5	-
L6	Create	-	3	-
SEE Assessment Pattern (50 Marks – Theory)				
RBT Levels		Exam Marks Distribution (50)		
L1	Remember	--		
L2	Understand	10		
L3	Apply	10		
L4	Analyze	10		
L5	Evaluate	10		
L6	Create	10		
Suggested Learning Resources:				
Text Books:				
1) Manufacturing Resource Planning (MRP II) with Introduction to ERP; SCM; an CRM by Khalid Sheikh, Publisher: McGraw-Hill (2022)				
2) The Impact of Enterprise Systems on Corporate Performance: A study of ERP, SCM, and CRM System Implementations [An article from: Journal of Operations Management] by K.B. Hendricks; V.R. Singhal; and J.K. Stratman, Publisher: Elsevier (2007)				
3) ERP and Supply Chain Management by Christian N. Madu, Publisher: CHI (2005)				
4) Implementing SAP ERP Sales & Distribution by Glynn C. Williams, Publisher McGraw-Hill (2008)				
Reference Books:				
1) Enterprise Resource Planning - Alexis Leon, Tata McGraw Hill. (2002)				
2) Enterprise Resource Planning – Diversified by Alexis Leon, TMH. (2009)				
3) Enterprise Resource Planning - Ravi Shankar & S. Jaiswal , Galgotia (1999)				
Web links and Video Lectures (e-Resources):				
1) https://www.youtube.com/watch?v=iiY6Gvz8P10				
2) https://www.youtube.com/watch?v=6qys-562kp4				
3) https://www.youtube.com/watch?v=a4XIOjHhY9g				
Activity-Based Learning (Suggested Activities in Class)/ Practical Based learning				
<ul style="list-style-type: none"> • Demonstration of decision support system in ERP. • Demonstration of creating module design in Business Process Mapping. • Video demonstration of latest trends in of ERP. • Contents related activities (Activity-based discussions). <ul style="list-style-type: none"> ➤ For active participation of students, instruct the students to prepare ERP architectures. ➤ Organizing Group wise discussions on ERP Implementation in different companies. • Seminars & workshops on ERP latest trends. 				

STATISTICAL MODELING USING R									
Course Code	22MBADS452				CIE Marks	50			
L: T:P:S	2:0:1:0				SEE Marks	50			
Hrs / Week	2+2				Total Marks	100			
Credits	03				Exam Hours	03			
Course outcomes:									
At the end of the course, the student will be able to:									
22MBADS452.1	Estimate the dimensions of data visualization and dashboards using r								
22MBADS452.2	Examine the Concept of data visualization using R								
22MBADS452.3	Design Visualization with data cleaning concepts and execution.								
22MBADS452.4	Derive the data on the given desktop tableau platform Audience analysis.								
22MBADS452.5	Evaluate the data collected, design, sample and the find out alternative on the business research problems.								
22MBADS452.6	Develop report, charts and visualization.								
Mapping of Course Outcomes to Program Outcomes and Program Specific Outcomes:									
	P01	P02	P03	P04	P05	P06	P07	PS01	PS02
22MBADS452.1	2	3	2	2	2	2	2	2	-
22MBADS452.2	3	2	3	2	2	2	2	1	2
22MBADS452.3	2	1	2	-	2	3	2	2	3
22MBADS452.4	3	2	3	1	2	2	2	3	2
22MBADS452.5	2	-	2	2	3	2	2	2	2
22MBADS452.6	2	2	2	3	2	2	-	3	3
MODULE-1	INTRODUCTION TO R				22MBADS452.1	8Hours			
Installing R and R-Studio, downloading packages in R, using the R-Studio interface. Importing data into R – text files, Excel, from other statistical software packages, from databases, and from the web, viewing data. Arithmetic with R, Variable assignment, basic data types in R. Vectors, Matrices, Data frames and Lists. Categorical data – factors, discretizing variables.									
Laboratory Component:									
1) Creating R text files 2) Learning basics of R, data frames and lists. 3) Creating discretizing variables									
Skill Development Activity				Case study on statistical software packages.					
Text Book				Chapter 1					
MODULE-2	INTRODUCTION DATA PREPARATION IN R AND DATA MANIPULATION IN R				22MBADS452.2	8 Hours			
Exploring raw data, basic data visualization through graphs, cleaning data, preparing data for analysis – missing and special values, outliers and obvious values. The DPLYR package and the TBL class, Selecting and mutating data – joining data with DPLYR, filtering and arranging data, Filtering based on factors, summarizing data and the pipe operator, Group by and working with databases.									
Laboratory Component:									
1. Creating basic graphs. 2. In data visualization- analysing the data and missing values. 3. Basics of data filtering – factors, facts, DPLYR.									
Skill Development Activity				Case study on visualization.					
Text Book				Chapter 2					
MODULE-3	INTRODUCTION TO DATA VISUALIZATION IN R				22MBADS452.3	8 Hours			
Frequency tables and Cross-tabulation. Introduction to base graphics in R, different plot types, adding details to plots, managing visual complexity, creating plot arrays. Advanced plot customization, other graphics systems in R. The ggplot2 package, Grammar of Graphics, aesthetics, geometries, the qplot() function, statistics in graphs.									
Laboratory Component:									
1. Creating frequency tables. 2. Creation of cross tabulations. 3. Managing and learning graphics in R.									
Skill Development Activity				Case study on various graphs					
Text Book				Chapter 3 & 4					

MODULE-4	INTRODUCTION EXPLORATORY DATA ANAYSIS IN R	22MBADS452.4	8 Hours	
Exploring categorical data, exploring numerical data, Descriptive Statistics – measures of central tendency and variability. Exploratory Data Analysis using graphs				
Laboratory Component:				
1. Exploring categories of data. 2. Learning data analysis. 3. Using graphs visualize the data in R.				
Skill Development Activity		Case study on data analysis using central tendency and variability.		
Text Book		Chapter 8		
MODULE-5	INTRODUCTION STATISTICAL ANALYSIS AND STATISTICAL MODELING	22MBADS452.5 & 22MBADS452.6	8 Hours	
Testing of Hypothesis – t-test, Chi-Square test, ANOVA, Correlation. Simple Linear Regression, multiple regression – assumption checking, model estimation and validation.				
Laboratory Component:				
1. Test the Hypothesis 2. Apply tests- t-test, Chi-Square. 3. Use of statistical tools, ANOVA.				
Skill Development Activity		Video on dashboard visualization		
Text Book		Chapter 8		
CIE Assessment Pattern (50 Marks – Theory and Lab)				
RBT Levels		Marks Distribution		
		Test (s)	Qualitative Assessment	Lab
		25	05	20
L1	Remember	-	-	-
L2	Understand	-	-	-
L3	Apply	8	5	5
L4	Analyze	8	-	5
L5	Evaluate	9	-	5
L6	Create	-	-	5
SEE Assessment Pattern (50 Marks – Theory)				
RBT Levels		Exam Marks Distribution (50)		
L1	Remember	--		
L2	Understand	10		
L3	Apply	10		
L4	Analyze	10		
L5	Evaluate	10		
L6	Create	10		
Suggested Learning Resources:				
Text Books:				
1. Research Methodology C R Kothari- Gaurav Garg 5E (499) New age international publishers (2023) 2. Wickham H., Grolemond G. (2016). R for Data Science: Import, Tidy, Transform, Visualize, and Model Data. O'Reilly Media				
Reference Books:				
1. Research Methods: The Basics, Nicholas S. R. Walliman, Nicholas Walliman, Routledge (2021) 2. Cotton, R. (2013). Learning R: A Step-by-Step Function Guide to Data Analysis 1st Edition [Kindle Version]. 3. Knell, R. (2013) Introductory R: A Beginner's Guide to Data Visualisation, Statistical Analysis and Programming in R. [Kindle Version]. 4. Murray, S. (2013) Learn R in a Day. [Kindle Version].				
Web links and Video Lectures (e-Resources):				
1. https://onlinecourses.nptel.ac.in/noc22_ge08/preview 2. https://www.investopedia.com/terms/m/market-research.asp 3. https://www.youtube.com/watch?v=3iz-2iM4RFE 4. https://www.youtube.com/watch?v=oPjZK4Apgug&list=PLjVLYmrlmjGdmPrzOLx7smkd0qIKHInOF				

Activity-Based Learning (Suggested Activities in Class)/ Practical Based learning

- Demonstration of creating statistical analysis.
- Video demonstration of doing research with different sectors like automobile, IT industries.
- Contents related activities (Activity-based discussions)
 - For active participation of students, instruct the students to prepare exploratory graphs.
 - Seminars on data science

22MBA43 – PROJECT WORK

Course Code:	:22MBA43	Credits	11
L: T:P:S:	: 0:0:11:0	CIE Marks	50
Exam Hours:	:00	SEE Marks	50

Course outcomes:

At the end of the course, the student will be able to:

22MBA43.1	Illustrate the methods of problem identification and approach to solve the Problem
22MBA43.2	Develop proper synopsis.
22MBA43.3	Apply appropriately research methods and process.
22MBA43.4	Apply the concepts of research methodology learnt in the previous semester.
22MBA43.5	Evaluate the research problem through hypothesis testing.
22MBA43.6	Create a research report systematically

Mapping of Course Outcomes to Program Outcomes and Program-Specific Outcomes:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
22MBA43.1	3	2	2	3	3	2	2	3	1
22MBA43.2	3	2	2	3	3	2	2	1	3
22MBA43.3	3	2	2	3	3	2	2	1	3
22MBA43.4	3	2	2	3	3	2	2	2	2
22MBA43.5	3	2	2	3	3	2	-	1	3
22MBA43.6	3	2	3	2	2	3	2	2	2

GENERAL GUIDELINES

- The project work shall be for a period of eight weeks immediately after the completion of third semester end exams but before the commencement of fourth semester classes. Students either on their own or in consultant with their Guides identify the problem for his/her study according to their interest.
- On Finalization of the topic/problem, synopsis has to be prepared and submitted to the guide.
- Synopsis should have problem statement, importance of the problem, objectives, research design and expected outcome.
- Students can take up their project after getting their synopsis approved either by guide or the expert team. Periodical review of the project undertaken to be reported to the Guide and/or to Head of the department in person at the stated interval as given below.

General:

1. Continuous review with Respective guides is mandatory.
2. No two students shall work on the same research problem.
3. Choice of title / Research problem is completely open [In terms of choice and area] and freelance by nature.

Report:

1. Preliminary pages and the chapter separators [if any] and annexure (s) should not have page numbers.
2. Preliminary pages should be strictly as per the formats attached or informed by the department from time to time.
3. No header and footer [Project title, College name, Logo or pictures] are allowed.
4. Items given Italics within square brackets {i.e., [Student Name]} in the format(s) should be replaced by the appropriate aspects.
5. Questionnaire(s), financial statement(s) or any other data collection instrument [Whichever is applicable] used in the report should be given under Annexure(s).
6. Report should not exceed 70 pages.
7. Report should be printed in the A4 size sheet by allowing 1" margin on top and bottom 0.5" gutter margin and 0.5" margin from right.
8. Two copies of Hard Bound & CD to be submitted [One for Department and to student] as per the format attached. [No spiral Binding allowed]

Evaluation:

- Internally the report would be evaluated by the panel of experts where internal guidewould be part of evaluation.
- External evaluation would be executed by the expert from the other institution /college/ industry proposed by the college in the form of viva-voce.
- Viva-voce is mainly concerned with the understanding of research process and the appropriate use of the research methods in the real-life business problem(s).
- Data analysis part and the conclusion of the project carries more weight age in evaluation of the report.
- Students may present their research findings in Seminars /Conference/ Technical/ Management Fests or publish their research work in Journals in association with their Internal Guide and appropriate weight age would be given in internal evaluation.

FONT AND ALIGNMENT SPECIFICATION(S)

S.NO	ITEM(S)	SPECIFICATION(S)
1	Font [All the contents]	Times New Roman <i>[Strictly No mix of fonts]</i>
2	Text	Body of the report: Times new Roman 12 pts, Justified. Space: 1.15line spacing, before paragraph - 0 pts, after the paragraph - 6 pts.
3	Chapter name	All Caps, Centered, Bold and Sized to 16 pts.
4	Title of the chapter	All Caps, Centered, Bold and Sized to 15 pts.
5	Sub Heading Level - I	All Caps Left aligned Bold and Sized to 14 pts. To be numbered with chapter number. [For Ex, 1.1, 1.2, etc.]
6	Sub Heading Level - II	All Caps Left aligned Bold and Sized to 13 pts. To be numbered with chapter and sub heading number. [For Ex,1.1.1, 1.1.2, 1.1.3 etc.]
7	Table(s)	[1] Tables name should be given on top with unit of measurement if any and numbered according to the chapter and should be given in a single line. [Ex. Table 1.1 - Exploration of Respondents Occupation] [2] Table should be centered [3] Text content of table should be left aligned. [4] Number content of table should be Right aligned [5] Stubs to be Aligned left and bold. [6] Captions to be aligned Center and bold. [7] Total [Row, Column and Grand] to be bold faced. [8] Source note is compulsory.
8	Chart(s), Graph(s), Diagram(s), Flow-Chart(s), Picture(s)	Name should be given on top along with unit of measurement, if any [Should be part of graph/Chart - not as the part of your word document] numbered according to the chapter and should be given in a single line. [Ex. Chat/Graph/Picture 1.1 - Exploration of Respondents Age]

CONTENTS OF THE PROJECT REPORT

- Cover page *[To be prepared strictly as per the format given by the department]*
- Inside page
- Certificate from the college / Institution. *[To get from the Department]*
- Declaration by the student *[To be prepared strictly as per the format given]*

by the department]

- Acknowledgement
- List of contents ***[Follow the format – from the department]***
- List of tables ***[Follow the format –from the department]***
- List of Diagrams
- Executive Summary: It is a one/two-page write-up of the entire project work of the student. The reader of the project report should get a complete idea about the project report at a glance. It should talk about the most important aspects of the research work like the title of the project report work, objective, scope, data collection tools, data analysis tools, major findings and suggestions.
 - **Chapter 1: - Theoretical Background of the study:** This chapter should bring the background of the study based on the title of the study and the objectives. This chapter should introduce the topic of study.
 - **Chapter 2: - Industry Profile & Company Profile:** This chapter should introduce the industry to which the company belongs. For example: Infosys is a company and IT is the industry to which Infosys belongs to.
 - **Chapter 3: - Research Methodology: This chapter should talk about how the research study was undertaken.**
 - Literature survey (At least 10 research studies in the related areas)
 - Research gap
 - Statement of the Problem
 - Need for the study
 - Objective of the study
 - Hypothesis
 - Scope of the study
 - Sampling size
 - Sample Technique
 - Data collection tools
 - Statistical tools used
 - Limitation of the study
 - Chapter scheme.
 - **Chapter 4: - Data Analysis and Interpretation:**

This chapter should mention the way in which the data was analyzed and interpreted. This chapter should include arrangement of data in the form of tables with rows and columns, table no., table title, table and analysis.
 - **Chapter 5: - Summary of findings, Suggestions and Conclusion:** Findings are the achievements of the objectives. It should be based on data analysis and data interpretation.
- Suggestions should state what can be done to solve the problem and how the solution can be further improved.
- Conclusion is summing up of the entire research project in a paragraph or two.
- Bibliography ***[To be prepared strictly as advised by the department]***
- This should contain all the references done during the course of project report preparation. It should be done in the following sequence.
 - **Books:** Name of the Author, Title of the Book, Name of the Publisher, Edition, Year of Publication.
 - **Articles:** Name of the Author, Title of the Article, Name of the Journal, Volume Number, Issue Number, Year, Page Number (PP)
 - **Webliography:** Name of the Author, Title of the article, retrieved on mm/dd/yy, from URL
 - **Annexure:** This is the concluding part of the report and should include, the Data collection tool, technical details of the report, Complex tables, Glossary of new terms used in the report
- Questionnaire, if applicable.
- Statement(s), if any

Other General Guidelines:

- The project work should undergo plagiarism check before submission. The Project work will be of 8 weeks duration.
- The project report should be between 80-100 pages.
- The Project report shall be prepared using MS word using Times New Roman font sized 12 on a page layout of A4 size with 1" margin on all the sides and 1.5 line spacing.
- 2 Hard bound copies and 1 soft copy of the project report in a CD should be submitted to the department.
- The student is required to appear for the Viva-voce exam and present their project report in front of external faculty.

APPENDIX A

List of Assessment Pattern

1.	Assignments
2.	Group Discussion
3.	Case Studies/ Caselets
4.	Practical Orientation on Design thinking
5.	Participatory & Industry-integrated Learning
6.	Practical Activities / Problem solving exercise
7.	Class Presentation
8.	Analysis of Industry/ Technical/ Business Reports
9.	Report on Industrial Visit
10.	Industrial / Social/ Rural projects
11.	Participation in external seminars/ workshops
12.	Any other academic activity
13.	Online /offline Quizzes

APPENDIX B
OUTCOME BASED EDUCATION

Outcome-based education (OBE) is an educational theory that bases each part of an educational system around goals (outcomes). By the end of the educational experience each student should have achieved the goal. There is no specified style of teaching or assessment in OBE; instead, classes, opportunities, and assessments should all help students achieve the specified outcomes.

There are three educational Outcomes as defined by the National Board of Accreditation:

Program Educational Objectives: The Educational objectives of an engineering degree program are the statements that describe the expected achievements of graduate in their career and also in particular what the graduates are expected to perform and achieve during the first few years after graduation. [nbaindia.org]

Program Outcomes: What the student would demonstrate upon graduation. Graduate attributes are separately listed in Appendix C

Course Outcome: The specific outcome/s of each course/subject that is a part of the program curriculum. Each subject/course is expected to have a set of Course Outcomes

MAPPING OF OUTCOMES



APPENDIX-B

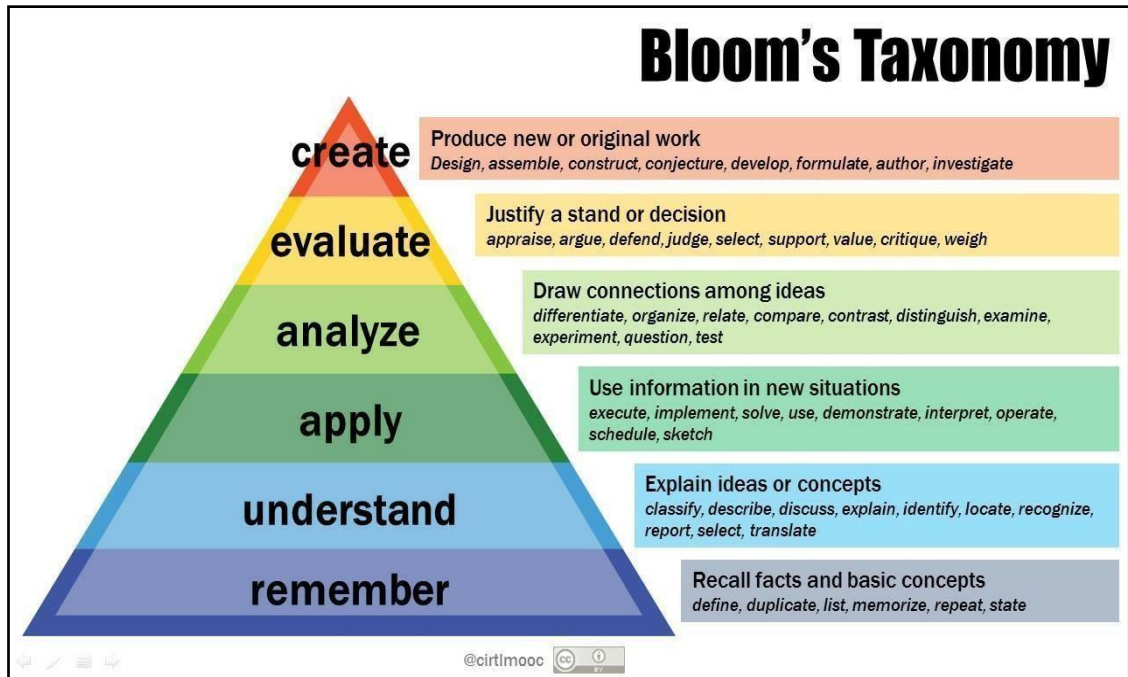
GRADUATE PARAMETERS

Management Knowledge: Apply knowledge of management theories and practices to solve business problems for long term business sustainability.
Analytical: Foster analytical and critical thinking abilities for data-based decisionmaking.
Value Based Leadership: Develop value-based leadership in management students.
Ethics: Ability to understand, analyze and communicate global, legal and ethical aspects of business.
Team work: Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to team environment.
Entrepreneurship & Lifelong Learning: Ability to develop entrepreneurship spirit among management graduates with the essence of lifelong learning.
Multidisciplinary: Promote multidisciplinary approach for problem solving by developing a sense of business acumen.

APPENDIX C

BLOOM'S TAXONOMY

Bloom's taxonomy is a classification system used to define and distinguish different levels of human cognition—i.e., thinking, learning, and understanding. Educators have typically used Bloom's taxonomy to inform or guide the development of assessments (tests and other evaluations of student learning), curriculum (units, lessons, projects, and other learning activities), and instructional methods such as questioning strategies. [eduglossary.org]



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