



DEPARTMENT OF MANAGEMENT OF STUDIES

Academic Year 2024-25



MBA

3rd and 4th Semester Scheme & Syllabus
BATCH: 2023-25
CREDITS: 100

Sl No.	CONTENTS	PAGE NO
1	Vision, Mission and Program Educational Objectives (PEO)	3-4
2	Program Outcomes (PO) with Graduate Attributes	5
3	Mapping of POs with PEOs	6
	SCHEME	
4	Scheme of Third Semester MBA	7-9
5	Scheme of Fourth Semester MBA	10-12
6	Syllabus of Third Semester MBA:	12-74
	6.1: 23MBA31 Managing Digital Business	
	6.2: 23MBA32 International Business	
	6.3: 23MBAXX*** Elective 1	
	6.4: 23MBAXX*** Elective 2	
	6.5: 23MBAXX*** Elective 1	
	6.6: 23MBAXX*** Elective 2	
	6.7: 23MBA33 Internship	
7	Syllabus of Fourth Semester MBA:	75-139
	7.1: 23MBA41 Indian Ethos in Management	
	7.2: 23MBAXX*** Elective 1	
	7.3: 23MBAXX*** Elective 2	
	7.4: 23MBAXX*** Elective 1	
	7.5: 23MBAXX*** Elective 2	
	7.6: 23MBA43 Dissertation	
	Appendix A Outcome Based Education	140
	Appendix B Graduate Parameters	142
	Appendix C Bloom's Taxonomy	143

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 services of the highest quality both curricular and co-curricular, so that our students can integrate their skills and serve the industry and society equally well at a 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	PEO1	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	PO1	PO2	PO3	PO4	PO 5	PO6	PO7
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:2023-2025

Sl. No	Course and Course Code		Course Title	BOS	Credit Distribution				Overall credit	Teaching Hours/ week	Marks		
					L	T	P	S			CIE	SEE	Total
1	PCC	23MBA31	Managing Digital Business	MBA	3	0	0	0	3	3	50	50	100
2	PCC	23MBA32	International Business	MBA	3	0	0	0	3	3	50	50	100
3	PEC	23MBAXX***	Elective 1	MBA	3	0	0	0	3	3	50	50	100
4	PEC	23MBAXX***	Elective 2	MBA	3	0	0	0	3	3	50	50	100
5	PEC	23MBAXX***	Elective 1	MBA	3	0	0	0	3	3	50	50	100
6	PEC	23MBAXX***	Elective 2	MBA	3	0	0	0	3	3	50	50	100
7	PCC	23MBA33	Internship	MBA	0	0	6	0	6	-	50	50	100
Total									24	18	350	350	700

Note: PCC*: Professional Core Course, PEC: Professional 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). 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 (03credits). 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.
- 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.
- Internship (Six 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) during 3rd semester and attend the exam and submit the certificate. The evaluation will be carried out during fourth semester.

Sl No	Marketing Elective	Code		Sl No	Finance Elective	Code
1	Consumer Behavior in Digital Age	23MBAMM331		1	Investment Management	23MBAFM341
2	Sales and Distribution Management	23MBAMM332		2	Application of AI in Fintech Services & Products	23MBAFM342
3	Retail Management	23MBAMM333		3	Advanced Financial Management	23MBAFM343
4	Product Management	23MBAMM334		4	Direct & Indirect Taxation	23MBAFM344

Sl No	HR Elective	Code		Sl No	Logistics & Supply Chain Management	Code
1	Human Resource Metrics and Analytics	23MBAHR321		1	Sustainable Operations	23MBALS351
2	Employment Relation Laws	23MBAHR322		2	Innovations in Total Quality Management	23MBALS352
3	Diversity, Equity & Inclusivity	23MBAHR323		3	Service Operations Management	23MBALS353
4	International Human Resources Management	23MBAHR324		4	Lean Operation Management	23MBALS354

Sl No	Artificial Intelligence & Data Science	Code
1	Python Programming for Business Managers	23MBADS311
2	Introduction to Structured Query Language	23MBADS312
3	Generative AI in Data Analytics for Managers	23MBADS313
4	Machine Learning in Management	23MBADS314

NEW HORIZON COLLEGE OF ENGINEERING
DEPARTMENT OF MANAGEMENT STUDIES
SCHEME OF IV SEMESTER MBA
BATCH:2023-2025

Sl. No	Course and Course Code		Course Title	BOS	Credit Distribution				Over all credit	Teach ing Hours / week	Marks		
					L	T	P	S			CIE	SEE	Total
1	PCC	23MBA41	Indian Ethos in Management	MBA	4	0	0	0	4	4	50	50	100
2	PEC	23MBAXX***	Elective 1	MBA	3	0	0	0	3	3	50	50	100
3	PEC	23MBAXX***	Elective 2	MBA	3	0	0	0	3	3	50	50	100
4	PEC	23MBAXX***	Elective 1	MBA	3	0	0	0	3	3	50	50	100
5	PEC	23MBAXX***	Elective 2	MBA	3	0	0	0	3	3	50	50	100
6	PCC	23MBA43	Dissertation	MBA	0	0	10	0	10	-	50	50	100
7	AUD	23AUD44*	AUD	AUD	0	0	4	0	Classes & Evaluation procedures are as per the policy of the online course providers				
Total									26	16	300	300	600

Note: PCC*: Professional Core Course, PEC: Professional Elective Course, 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:

- 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. The format of the report shall be prescribed by the department.
- 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.
- Dissertation -23MBA43 (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		Sl No	Finance Elective	Code
1	Artificial Intelligence Tools in Digital Marketing	23MBAMM431		1	International Financial Management	23MBAFM441
2	Services Marketing	23MBAMM432		2	Commercial Bank Management	23MBAFM442
3	Marcomms @ Work	23MBAMM433		3	Forex & Treasury Management	23MBAFM443
4	B2B Marketing	23MBAMM434		4	Financial Derivatives & Risk Management	23MBAFM444

Sl No	HR Elective	Code		Sl No	Logistics & Supply Chain Management	Code
1	AI – Enhanced HR	23MBAHR421		1	Supply Chain Analytics	23MBALS451
2	Leadership in Artificial Intelligence Era	23MBAHR422		2	Business Process Improvement	23MBALS452
3	Organization Design & Development	23MBAHR423		3	Project Management Essentials	23MBALS453
4	Managing Career Success & Transition	23MBAHR424		4	Materials Management	23MBALS454

Sl No	Artificial Intelligence & Data Science	Code
1	Data Visualization Using Tableau and Story Telling	23MBADS411
2	Statistical Modeling Using R	23MBADS412
3	Text and Social Media Analytics	23MBADS413
4	Predictive Analytics Using Artificial Intelligence	23MBADS414

THIRD SEMESTER SYLLABUS

MANAGING DIGITAL BUSINESS									
Course Code	23MBA31				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:									
23MBA31.1	Apply fundamental concepts of e-commerce and innovative e-commerce structures to design sustainable business solutions, aligning with the principles of management knowledge								
23MBA31.2	Demonstrate diverse e-business models and evaluate their benefits and outcomes, fostering critical thinking for data-driven decision-making								
23MBA31.3	Analyze the features and impacts of social commerce and IoT on stakeholders, demonstrating ethical considerations and value-based leadership								
23MBA31.4	Interpret the dynamics and challenges of digital business ecosystems, promoting a multidisciplinary approach for problem-solving								
23MBA31.5	Evaluate digital business ecosystems and customer shopping mechanisms while addressing the role of intermediaries, contributing to team-based learning and leadership								
23MBA31.6	Develop practical digital business applications for real-world scenarios, nurturing entrepreneurial skills and emphasizing the importance of lifelong learning								
Mapping of Course Outcomes to Program Outcomes and Program-Specific Outcomes:									
Module	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PS01	PS02
23MBA31.1	3	2	-	-	-	-	2	3	3
23MBA31.2	3	2	-	-	-	-	2	3	3
23MBA31.3	3	3	-	-	-	-	2	3	3
23MBA31.4	3	3	2	-	-	-	2	3	3
23MBA31.5	3	3	2	3	-	-	3	3	3
23MBA31.6	3	2	-	-	-	-	2	3	3
MODULE-1									
E-commerce and E-commerce Business Models		23MBA31.1			8 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 and ethical issues of EC.									
Skill Development Activities		Analyse and Discuss in the class regarding Top 8 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		23MBA31.2 & 23MBA31.3			8 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	23MBA31.4	8 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 Mobilepayments.				
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, 3.8			
MODULE-4	Managing Digital Business and E-Strategy	23MBA31.5	8 Hours	
Managing Knowledge, Management skills for e-business, Managing Risks in e-business, SecurityThreats to e-business -Security Overview, Electronic Commerce Threats, 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 planpreparation.				
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: 8.1, 8.3, 8.5, 8.7			
MODULE-5	Digital Business-Applications	23MBA31.6	8 Hours	
Idea to realization-Business plan preparation-Electronic Reltaling-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.				
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	5	-	-
L3	Apply	10	5	5
L4	Analyse	10	10	-
L5	Evaluate	-	5	-
L6	Create	-	-	-
SEE Assessment Pattern (50 Marks - Theory)				

RBT Levels		Exam Marks Distribution (50)
L1	Remember	10
L2	Understand	10
L3	Apply	10
L4	Analyze	20
L5	Evaluate	-
L6	Create	-

Suggested Learning Resources:

Text Books:

1. A textbook on E-commerce - by Tushar (Author), Savera Book Distributors (Publisher) Publisher: Neha Publishers & Distributors-2020 ISBN: 9788192134543
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 theoryand 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:8.1787/9789264221796-en OECDPublishing.
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=9Xy2YeAHjcY>
- <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 learningContents-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 ChainManagement 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/>

INTERNATIONAL BUSINESS										
Course Code	23MBA32					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:										
23MBA32.1	Understand the challenges faced by executives and teams in international business.									
23MBA32.2	Illustrate FDI concepts, including types, inward/outward flows, greenfield investments, and M&As.									
23MBA32.3	Analyze global FDI trends, drivers of flow changes, and shifts in emerging markets.									
23MBA32.4	Interpret trade complexities, financing, promotion strategies, and Balance of Payments for informed decision-making.									
23MBA32.5	Evaluate India's role in the WTO, international business risks, and foreign exchange market dynamics.									
23MBA32.6	Examine regional trade agreements, explore country specifics, and devise export strategies to strengthen India's trade competitiveness.									
Mapping of Course Outcomes to Program Outcomes and Program-Specific Outcomes:										
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	
23MBA32.1	3	-	2	-	-	-	-	3	2	
23MBA32.2	3	-	-	-	-	-	-	3	3	
23MBA32.3	2	3	-	-	-	-	2	2	3	
23MBA32.4	3	3	-	2	-	-	-	3	-	
23MBA32.5	3	-	2	3	-	-	-	2	2	
23MBA32.6	3	2	-	-	-	-	-	-	3	
MODULE-1 INTRODUCTION										
						23MBA32.1	8 Hours			
Introduction to International Business, Globalization, Theories of International Trade, Global Trade and its Theories, India's foreign Trade, Forms of International Business. Foreign direct investment. In addition to trade, firms engage in Foreign Direct Investment (FDI). Definition, characteristic of "multinational enterprises" (MNEs). How FDI create value-adding assets										
Skill Development Activities		Caselet: Background and Agreements on Foreign Direct Investment- By: Louis T. Wells Jr., Courtenay Sprague- HBS								
Text Book		Text Book 1: 1.2, 1.3, 1.4, 1.13, 1.15, 1.16								
MODULE-2 FOREIGN DIRECT INVESTMENT										
						23MBA32.2 23MBA32.3	8 Hours			
Theories of FDI & FDI Route in India. Foreign Institutional Investor (FII), Structure, Regulations regarding FII in India. Case discussion on FDI & FII. International Business Regulations- Bilateral & Multilateral Trade Laws, WTO, Principles of World Trade Organization (WTO)										
Skill Development Activities		Caselet: Note on WTO Disputes: Five Major Cases, By: David A. Moss, Nicholas Bartlett								
Text Book		Text Book 1: 2.2, 2.3, 2.4 to 2.15								
MODULE-3 WORLD TRADE ORGANIZATION										
						23MBA32.5	8 Hours			
What is the impact of these agreements on firms and their strategy? India's stand-in WTO and its analysis? International Environment, Country Risk Analysis & Foreign Exchange Market.										
Skill Development Activities		Caselet: Foreign Exchange Market, Background Note and Problem Set- By: W. Carl Kester; Richard P. Melnick								
Text Book		Text Book 2: 3.1, 3.3, 3.5, 3.7, 3.10								
MODULE-4 EXIM TRADE & POLICY										
						23MBA32.4	8 Hours			
Export trade, procedure, steps & documentation, Export-Import Financing, Import trade, procedure, steps & documentation, Institutions in Export Promotion. Balance of Payment (BOP), Export and its impact on BOP.										
Skill Development Activities		Caselet: A Note on Financing Entrepreneurial Ventures in Developing Economies- By: Stephen Ciesinski; Steven Truong; Jason Luther; Howie Rosen								
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 REGIONAL TRADE BLOCKS										
						23MBA32.6	8 Hours			
SAARC, NAFTA, OPEC & EU, Country Analysis & Business Environment, Steps required increasing India's Export. Ethics in International Business, Multinational corporation and their involvement in International Business.										
Skill Development		Caselet: Ethics in Commerce- By: Lawrence A. Beer								

Activities				
Text Book	Text Book 2: 12.1 to 12.10			
CIE Assessment Pattern (50 Marks – Theory)				
RBT Levels		Marks Distribution		
		Test (s)	Qualitative Assessment (s)	MCQ's
		25	20	5
L1	Remember	-	-	-
L2	Understand	5	-	-
L3	Apply	10	5	5
L4	Analyze	10	10	-
L5	Evaluate		5	-
L6	Create	-	-	-
SEE Assessment Pattern (50 Marks – Theory)				
RBT Levels		Exam Marks Distribution (50)		
L1	Remember	10		
L2	Understand	10		
L3	Apply	10		
L4	Analyze	20		
L5	Evaluate	-		
L6	Create	-		
Suggested Learning Resources:				
Text Books:				
<ol style="list-style-type: none"> Francis Cherunilam; 'International Business', published by Prentice Hall of India, 6th Edition, 2020. Hill & Jain 'Global Marketplace', published by Tata Mcgraw-Hill, 13th Edition, 2023 				
Reference Books:				
<ol style="list-style-type: none"> Shukla, A Introduction to International Business, Sai Jyoti Publications, 2012 Fundamental International Business by Rajendra P Maheshwari, by Rajendra P. Maheshwari, Surya Prakash, International Book House P LTD International Business Paperback – Import, 9 December 2008, by Prof Alan M. Rugman, Simon Collinson, Prentice Hall Publication 				
Web links and Video Lectures (e-Resources):				
<ul style="list-style-type: none"> https://www.investopedia.com/terms/t/tradefinance.asp https://www.forbes.com/sites/forbesbusinesscouncil/2024/01/30/navigating-the-ethical-horizon-of-global-business/?sh=41792f7a4ec4 https://corporaterefinanceinstitute.com/resources/management/multinational-corporation/ https://www.econlib.org/library/Topics/College/balanceoftradeandbalanceofpayments.html https://enterslice.com/learning/international-business-environment-ibe/ 				
Activity-Based Learning (Suggested Activities in Class)/Practical-Based Learning				
<ul style="list-style-type: none"> Awareness of the global community – Where do “things” come from? What regions are known for certain commodities and consumer specialties? Identify major geographical regions and identify the key countries within those regions. Identify and define commodities, imports, exports, and consumer specialties in various countries and regions. Discuss tariffs and taxes that commodities and consumer specialties Contents-related activities (Activity-based discussions) <ul style="list-style-type: none"> ✓ A comparative study of demographic factors of selected countries ✓ Study of political stability & instability in the selected countries ✓ An overview of the economic system of selected countries ✓ Evaluate the legal system which affects the international business in the selected countries ✓ List out trade barriers maintained by the countries to protect the domestic market. ✓ A comparative study on the economic policies of selected countries 				

PYTHON PROGRAMMING FOR BUSINESS MANAGERS									
Course Code	23MBADS311			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:									
23MBADS311.1	Apply problem-solving fundamentals and programming concepts to create effective business solutions								
23MBADS311.2	Understand control flow and basic data structures in Python for logical and structured programming								
23MBADS311.3	Develop proficiency in advanced data structure manipulation to enhance analytical decision-making								
23MBADS311.4	Explore Python libraries for data analysis and visualization to support data-driven insights and multidisciplinary approaches								
23MBADS311.5	Analyze time series data to address complex business challenges ethically and strategically								
23MBADS311.6	Demonstrate advanced data analysis and visualization techniques to address complex problems, supporting lifelong learning and fostering entrepreneurial ventures.								
Mapping of Course Outcomes to Program Outcomes and Program Specific Outcomes:									
	P01	P02	P03	P04	P05	P06	P07	PS01	PS02
23MBADS311.1	3	2	-	-	-	-	2	3	3
23MBADS311.2	3	-	-	-	-	-	-	2	3
23MBADS311.3	1	3	-	-	-	-	-	-	3
23MBADS311.4	2	3	-	-	-	-	3	3	3
23MBADS311.5	3	-	-	3	2	-	-	2	-
23MBADS311.6	3	2	-	-	-	3	3	3	2
MODULE-1									
FOUNDATION OF PROBLEM SOLVING AND PYTHON BASICS				23MBADS311.1			8 (4+4) Hours		
Introduction to Problem Solving: Understanding problem-solving techniques, Importance of problem definition, Basic principles of program design. Basics of Python Programming: Introduction to Python language, Python syntax and structure, Variables, data types, and type conversion. Operators, Expressions, and Statements: Arithmetic, relational, logical, and assignment operators, Expressions and statements in Python, Input/output operations. Flow of Control: Conditional statements (if, elif, else), Iterative statements (for, while). Strings in Python: String data type and its methods, String manipulation and formatting, String indexing and slicing.									
Laboratory Component:									
<ol style="list-style-type: none"> Calculate the total cost of purchasing a certain quantity of items at a given price. Determine the profit made by selling a product at a higher price than its cost price. Find the average score of students in a class given their individual scores. 									
Skill Development Activities			Analyze a business problem and develop an algorithm to solve it using Python.						
Text Book			Textbook 1 - 1.1; 1.2; 1.3;						
MODULE-2									
CONTROL FLOW AND INTRODUCTION TO DATA STRUCTURES				23MBADS311.2			8 (4+4) Hours		
Conditional Statements and Iterative Statements: Understanding branching and looping constructs, Flow control in Python programs. Lists in Python: Introduction to lists and list operations, List manipulation and traversal, List comprehension for concise code. String and List Manipulation: String manipulation techniques, Advanced list operations and techniques. Nested Lists and Advanced List Operations: Working with nested lists, Advanced list operations and methods.									
Laboratory Component:									
<ol style="list-style-type: none"> Print the first 8 even numbers. Generate a pattern of asterisks in the shape of a triangle. Display the factors of a given number. 									
Self-study / Case Study / Applications			Explore online tutorials and resources to deepen understanding of loops and conditional statements.						
Text Book			Textbook 1 - 1.3; 1.4; 1.5;						
MODULE-3									
ADVANCED DATA STRUCTURES AND DICTIONARIES				23MBADS311.3			8 (4+4) Hours		

Tuples in Python: Introduction to tuples and tuple operations, Tuple manipulation and traversal. Dictionaries in Python: Introduction to dictionaries and their properties, Dictionary operations and methods, Dictionary comprehension for concise code. Combining Data Structures: Working with nested tuples and dictionaries, Combining different data structures for complex data manipulation.

Laboratory Component

1. Create a tuple of product names and their corresponding prices, then find the total cost of purchasing all products.
2. Count the frequency of words in a given sentence using a dictionary.
3. Determine the maximum and minimum temperatures of the week given a list of daily temperatures.

Skill Development Activities	Analyze data from a company's sales records and use dictionaries to create a summary report of total sales by product category.
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Text Book	Textbook 1 - 1.3; 1.4; 1.5;
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MODULE-4	INTRODUCTION TO PYTHON LIBRARIES FOR DATA ANALYSIS AND VISUALIZATION	23MBADS311.4	8 (4+4) Hours
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Introduction to Python Libraries: Overview of Python libraries for data analysis and visualization, Importance and applications of libraries like Pandas and Matplotlib. Data Manipulation with Pandas: Operations on Series and DataFrames, Importing and exporting data with Pandas, Data manipulation techniques using Pandas functions. Data Visualization with Matplotlib: Basics of data visualization, Plotting with Matplotlib, Customizing plots for effective visualization.

Laboratory Component:

1. Read a CSV file containing sales data and calculate the total revenue.
2. Plot a bar graph showing the sales performance of different products.
3. Analyze the average customer rating of products using a DataFrame.

Skill Development Activities	Analyze a dataset of customer reviews using Pandas to extract insights and visualize sentiments over time using Matplotlib
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Text Book	Textbook 2 - 2.5; 2.6;
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MODULE-5	ADVANCED DATA ANALYSIS AND VISUALIZATION TECHNIQUES	23MBADS311.5 & 23MBADS311.6	8 (4+4) Hours
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Time Series Analysis with Pandas: Analyzing and visualizing time series data, Techniques for time series forecasting. Text Data Analysis with NLTK: Introduction to NLTK library for text data analysis, Techniques for text preprocessing and analysis. Geospatial Data Analysis with GeoPandas: Overview of GeoPandas library for geospatial data analysis, Visualization of geographical data. Interactive Visualization with Plotly: Introduction to Plotly library for interactive visualization, Creating interactive plots and dashboards. Techniques for Effective Data Storytelling: Best practices for data storytelling through visualization, communicating insights effectively using visualizations.

Laboratory Component:

1. Analyze the monthly sales trends of a company using line plots.
2. Visualize the distribution of product categories using a pie chart.
3. Perform sentiment analysis on customer feedback data and visualize the sentiment distribution using a histogram.

Skill Development Activities	Experiment with advanced plotting techniques in Matplotlib, such as subplotting and customizing plot styles.
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Text Book	Textbook 2.7;
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CIE Assessment Pattern (50 Marks - Theory and Lab)

RBT Levels		Marks Distribution		
		Test (s)	Qualitative Assessment	Lab
		25	05	20
L1	Remember	-	-	-
L2	Understand	5	-	-
L3	Apply	10	5	5
L4	Analyze	10	-	5
L5	Evaluate	-	-	5
L6	Create	-	-	5

SEE Assessment Pattern (50 Marks - Theory)

RBT Levels		Exam Marks Distribution (50)
L1	Remember	10
L2	Understand	10
L3	Apply	10
L4	Analyze	20
L5	Evaluate	-
L6	Create	-

Suggested Learning Resources:**Text Books:**

1. Summerfield, M. (2010). Programming in Python 3: A Complete Introduction to the Python Language. United Kingdom: Pearson Education.
2. Hands-On Data Analysis and Visualization with Pandas. (2020). India: Bpb Publications.

Reference Books:

1. Vaughan, L. (2023). Python Tools for Scientists: An Introduction to Using Anaconda, JupyterLab, and Python's Scientific Libraries. United States: No Starch Press.
2. McKinney, W. (2022). Python for Data Analysis. United States: O'Reilly Media.
3. Thareja, R. (2019). Python Programming: Using Problem Solving Approach. India: Oxford University Press.

Web links and Video Lectures (e-Resources):

1. Python Basics: <https://youtu.be/kqtD5dpm9C8>
2. Python Data Structures: <https://youtu.be/m9n2f9lhtrw>
3. Python Pandas for Data Visualization: <https://youtu.be/tRKeLrwfUgU>
4. Python Libraries: <https://youtu.be/zL4JocjDn7g>

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

- Regular quizzes and assignments to assess understanding and reinforce learning.
- Hands-on sessions where students explore different Python Integrated Development Environments (IDEs) and their features.
- Video demonstrations showcasing the application of various Python libraries in real-world scenarios.
- Mini Project on Exploratory Data Analysis (EDA) where they perform EDA on a dataset using Python, exploring data patterns and relationships.
- Interactive sessions where students code alongside the instructor to solve programming challenges or explore new concepts.

INTRODUCTION TO STRUCTURED QUERY LANGUAGE									
Course Code	23MBADS312				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:									
23MBADS312.1	Identify key database management systems (DBMS) and their core principles to develop a foundational understanding of database architecture								
23MBADS312.2	Develop strong SQL skills for efficient data querying, manipulation, and administration, enhancing decision-making abilities								
23MBADS312.3	Construct PL/SQL for database functionality improvement, including the creation of stored procedures and triggers, for process optimization								
23MBADS312.4	Examine the fundamentals of NoSQL databases and their applications in modern data management, fostering a multidisciplinary approach to problem-solving								
23MBADS312.5	Interpret database design principles, including normalization techniques, to enhance system efficiency and support long-term business sustainability								
23MBADS312.6	Design essential database administration tasks and security mechanisms to ensure data integrity and protection, aligning with ethical practices								
Mapping of Course Outcomes to Program Outcomes and Program Specific Outcomes:									
	P01	P02	P03	P04	P05	P06	P07	PS01	PS02
23MBADS312.1	3	2	-	3	-	-	2	3	2
23MBADS312.2	3	3	-	-	-	-	2	3	3
23MBADS312.3	2	3	-	-	-	-	-	2	3
23MBADS312.4	3	-	-	2	-	-	3	3	2
23MBADS312.5	3	3	-	-	-	-	2	3	-
23MBADS312.6	3	2	-	3	-	-	-	3	3
MODULE-1	INTRODUCTION TO RELATIONAL DATABASE AND SQL BASICS				23MBADS312.1			8 (4+4) Hours	
Introduction to Databases: Concept of a database, Relational databases, Relations, attributes, and tuples. Keys in Databases: Candidate key, Primary key, Alternate key, Foreign key. Database Structure: Degree and cardinality of a table, ER diagrams. Introduction to SQL: SQL syntax and conventions, Basic SQL commands (DDL/DML).									
Laboratory Component:									
<ol style="list-style-type: none"> 1. Creating ER model using Lucidchart or Draw.io. 2. Writing SQL Queries to create table and define constraints. 3. Define and Identify different types of Key in a Table. 									
Skill Development Activities		Analyze a business scenario to understand the importance of keys in maintaining data integrity within relational databases.							
Text Book		Textbook 1 - 1.1; 1.3; 2.1; 2.2							
MODULE-2	SQL DDL AND DML COMMANDS				23MBADS312.2 & 23MBADS312.5			8 (4+4) Hours	
DDL Commands: CREATE TABLE, ALTER TABLE, MODIFY TABLE, DROP TABLE. DML Commands: INSERT INTO, UPDATE TABLE, DELETE FROM. Viewing Content: SELECT-FROM-WHERE-ORDER BY, Usage of BETWEEN, IN, LIKE.									
Laboratory Component:									
<ol style="list-style-type: none"> 1. Write a SQL query to retrieve the names of all employees and their ages. 2. Create an SQL statement to insert a new record into the "Employees" table. 3. Update the salary of all employees in the "Sales" department. 4. Write an SQL statement to delete orders older than a specific date. 5. Define an SQL query to create a table "Products" with a primary key constraint. 									
Self-study / Case Study / Applications		Explore the practical application of advanced DDL and DML operations.							
Text Book		Textbook 1 - 1.5; 1.6;							
MODULE-3	AGGREGATE FUNCTIONS AND ADVANCED QUERIES				23MBADS312.6			8 (4+4) Hours	
Aggregate Functions: MIN, MAX, AVG, COUNT, SUM. Advanced SQL Queries: Grouping Data (GROUP BY), Filtering Grouped Data (HAVING), Ordering Results (ORDER BY).									

Laboratory Component:

1. Write queries using aggregate functions to generate reports from a sample database.
2. Use GROUP BY and HAVING clauses to create summary tables.
3. Usage of HAVING clause in related scenario.

Skill Development Activities	Analyze a business dataset and create reports using aggregate functions.
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Text Book	Textbook 1 - 1.9; 1.10;
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MODULE-4	INTRODUCTION TO NOSQL AND COMPARISON WITH SQL	23MBADS312.4	8 (4+4) Hours
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Basics of NoSQL Databases: Overview of NoSQL databases, Types of NoSQL databases (Document, Key-Value, Column, Graph), Differences between SQL and NoSQL. Use Cases: When to use NoSQL vs. SQL, Real-world applications and examples.

Laboratory Component:

1. Install and use NoSQL database (e.g. MongoDB)
2. Perform basic CRUD (create, read, update, delete) operation in NoSQL database.
3. Compare a SQL database with a NoSQL database through practical example.

Skill Development Activities	Study a case where both SQL and NoSQL databases are used in conjunction to meet different data requirements.
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Text Book	Textbook 2 - 2.6; 2.7;
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MODULE-5	ADVANCED SQL PRACTICES AND OPTIMIZATION	23MBADS312.2 & 23MBADS312.3	8 (4+4) Hours
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Advanced SQL Commands: Nested queries, Subqueries, Joins (INNER JOIN, LEFT JOIN, RIGHT JOIN, FULL JOIN). SQL Optimization Techniques: Indexing, Query optimization, Performance tuning. Database Administration: User management, Backup and recovery, Security considerations.

Laboratory Component:

1. Perform advanced SQL queries involving multiple tables.
2. Optimize SQL queries and analyze their performance.

Skill Development Activities	Work on a mini-project to optimize and manage a sample database, implementing indexing and security measures.
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Text Book	Textbook 1.11; 1.12
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CIE Assessment Pattern (50 Marks – Theory and Lab)

RBT Levels		Marks Distribution		
		Test (s)	Qualitative Assessment	Lab
		25	05	20
L1	Remember	-	-	-
L2	Understand	5	-	-
L3	Apply	10	5	5
L4	Analyze	10	-	5
L5	Evaluate	-	-	5
L6	Create	-	-	5

SEE Assessment Pattern (50 Marks – Theory)

RBT Levels		Exam Marks Distribution (50)
L1	Remember	10
L2	Understand	10
L3	Apply	10
L4	Analyze	20
L5	Evaluate	-
L6	Create	-

Suggested Learning Resources:**Text Books:**

1. Batra, R. (2018). SQL Primer: An Accelerated Introduction to SQL Basics. Germany: Apress.
2. Kaufmann, M., Meier, A. (2023). SQL and NoSQL Databases: Modeling, Languages, Security and Architectures for Big Data Management. Germany: Springer Nature Switzerland.

Reference Books:

1. McKinney, W. (2022). Python for Data Analysis. United States: O'Reilly Media.
2. Groff, J. R., Weinberg, P. N., Opperl, A. (2008). SQL The Complete Reference, 3rd Edition. Portugal: McGraw Hill LLC

Web links and Video Lectures (e-Resources):

- Database Management System: <https://youtu.be/IoL9Ve2SRwQ?si=3tCOCptwd2tSCJRO>
- Database Security: <https://youtu.be/2jLaovsRnk?si=G68hnMWfHDvqiuTs>
- Blockchain: https://youtu.be/mzPoUjQC4WU?si=1GfjZqhRdfcN_7R8

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

- Demonstration of creating ER diagram using web based application like LucidArt
- Practical demonstration on SQL software as well as NoSQL software.

GENERATIVE AI IN DATA ANALYTICS FOR MANAGERS									
Course Code	23MBADS313				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:									
23MBADS313.1	Understand the key concepts and importance of Generative AI in data analytics and business to apply innovative solutions for long-term business sustainability								
23MBADS313.2	Develop techniques for generating synthetic data and augmenting datasets in business contexts, promoting analytical decision-making and multidisciplinary approaches								
23MBADS313.3	Practice Generative AI tools to create interactive visualizations and customize visual reports, supporting data-driven insights and fostering entrepreneurial skills								
23MBADS313.4	Design AI-optimized ETL processes for efficient data cleaning, transformation, and real-time analysis, enhancing operational effectiveness								
23MBADS313.5	Identify challenges in integrating Generative AI, including ethical and computational issues, to ensure responsible and sustainable business practices								
23MBADS313.6	Investigate future trends in Generative AI and their potential impact on business, enabling lifelong learning and the development of innovative business models								
Mapping of Course Outcomes to Program Outcomes and Program Specific Outcomes:									
	P01	P02	P03	P04	P05	P06	P07	PS01	PS02
23MBADS313.1	-	-	-	-	3	-	-	3	3
23MBADS313.2	3	3	-	2	2	-	-	3	2
23MBADS313.3	2	3	-	-	-	-	-	2	3
23MBADS313.4	3	3	-	-	-	-	-	3	3
23MBADS313.5	2	2	-	3	3	-	-	3	2
23MBADS313.6	2	-	-	-	3	-	-	3	3
MODULE-1	FOUNDATIONS OF GENERATIVE AI IN DATA ANALYTICS				23MBADS313.1			8 Hours	
Introduction to Generative AI: Definition and Key Concepts, Importance in Modern Data Analytics. Role of Generative AI in Business Management: Enhancing Data Quality and Insights, Case Studies of Generative AI in Business. The People Analytics Cycle: Data Collection, Data Analysis, Insights Generation, Decision Making and Action									
Skill Development Activities	Analyze a case study on the impact of Generative AI in a specific business sector.								
Text Book	Textbook 1 - 1.4; 2.1;								
MODULE-2	DATA AUGMENTATION AND EXPLORATION USING GENERATIVE AI				23MBADS313.2			8 Hours	
Addressing Data Scarcity in Business Contexts: Generating Synthetic Data for Model Testing, Privacy-Preserving Analysis. Techniques for Data Augmentation: Applications in Various Business Domains, Interactive Case Study: Enhancing Data Sets with Generative AI. Discovering Hidden Patterns and Anomalies: Extracting Insights through Data Exploration, Real-World Applications and Case Studies									
Skill Development Activities	Create synthetic data for a given business scenario to enhance model testing								
Text Book	Textbook 1 - 1.4; 2.7;								
MODULE-3	GENERATIVE AI FOR DATA VISUALIZATION AND REPORTING				23MBADS313.3			8 Hours	
Creating Interactive and Accessible Visualizations: Generative AI Tools for Data Visualization, Best Practices for Effective Communication. Customizing Visual Reports for Business Stakeholders: Enhancing Data Storytelling with AI, Practical Workshop: Building Visualizations with Generative AI. Interactive Case Study: Employee Turnover Analysis: Identifying Patterns and Trends, Deriving Insights for Retention Strategies.									
Skill Development Activities	Develop interactive visualizations for a real-world business dataset.								
Text Book	Textbook 1 - 1.7; 2.9;								
MODULE-4	OPTIMIZING BUSINESS PROCESSES WITH GENERATIVE AI				23MBADS313.4			8 Hours	

AI-Optimized ETL Processes: Automated Data Cleaning and Transformation, Real-Time Analysis with Generative AI. Enhancing ETL Pipelines: Optimizing Data Workflows, Case Study: Implementing AI in ETL Processes. Predictive Analytics and Forecasting: Building Predictive Models, Simulating Different Scenarios.

Skill Development Activities: Implement an AI-driven ETL process in a sample business workflow.

Text Book: Textbook 1 - 1.8; 2.7;

MODULE-5	CHALLENGES AND FUTURE DIRECTIONS IN GENERATIVE AI	23MBADS313.5 & 23MBADS313.6	8 Hours
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Challenges in Integrating Generative AI: Computational Constraints and Resource Management, Ethical Implications and Model Robustness. Addressing Bias, Fairness, and Transparency: Ensuring Accountability in AI Models, Strategies for Overcoming Integration Challenges. Future Trends in Generative AI: Quantum Computing and AI, Transfer Learning and Multi-Modal Data Analysis, Ethical Considerations for Data Generation, Preparing for the Future of Generative AI in Business

Skill Development Activities: Review a research paper on ethical considerations in Generative AI and propose solutions.

Text Book: Textbook 1 & 2 - 1.9; 2.18; 2.19;

CIE Assessment Pattern (50 Marks – Theory)

RBT Levels		Marks Distribution		
		Test (s)	Qualitative Assessment (s)	MCQ's
		25	20	05
L1	Remember	-	-	-
L2	Understand	5	-	-
L3	Apply	10	5	5
L4	Analyze	10	10	-
L5	Evaluate	-	5	-
L6	Create	-	-	-

SEE Assessment Pattern (50 Marks – Theory)

RBT Levels		Exam Marks Distribution (50)
L1	Remember	10
L2	Understand	10
L3	Apply	10
L4	Analyze	20
L5	Evaluate	-
L6	Create	-

Suggested Learning Resources:

Text Books:

- Dhamani, N. (2024). Introduction to Generative AI. United States: Manning.
- Marr, B. (2024). Generative AI in Practice: 100+ Amazing Ways Generative Artificial Intelligence is Changing Business and Society. United Kingdom: Wiley.

Reference Books:

- Artificial Intelligence for Managers: Leverage the Power of AI to Transform Organizations & Reshape Your Career (English Edition). (2020). India: Bpb Publications.
- Musiol, M. (2023). Generative AI: Navigating the Course to the Artificial General Intelligence Future. United States: Wiley.
- White, M. D. (2024). Generative AI for Business: The Essential Guide for Business Leaders. United Kingdom: Wiley.

Web links and Video Lectures (e-Resources):

- Generative AI Full Course: <https://youtu.be/mEsleV16qdo?si=SdIqrpWxoGqbpBjU>
- Introduction to Generative AI: <https://youtu.be/G2fqAlgmoPo?si=gg0e8DknBDE5o0ag>
- Generative AI for Executives and Business Leaders: <https://www.coursera.org/learn/generative-ai-for-executives-business-leaders>
- Generative AI for Managers and Leaders: <https://www.udemy.com/course/generative-ai-for-leader/>

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

- Simulation Exercise on Data Cleaning and Transformation
- Design Thinking Workshop for AI-Enhanced Business Solutions
- Debate on Ethical and Legal Aspects of AI in Business
- Entrepreneurship Challenge Using AI for Market Analysis.

MACHINE LEARNING IN MANAGEMENT									
Course Code	23MBADS314				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:									
23MBADS314.1	Understand key concepts of Artificial Intelligence (AI) and Machine Learning (ML) in the context of management, laying a foundation for solving business problems through innovative technologies								
23MBADS314.2	Identify real-world applications of AI and ML across various business domains, enhancing decision-making and supporting strategic business solutions								
23MBADS314.3	Analyze ethical and legal challenges in AI implementation, ensuring responsible and sustainable practices in business operations								
23MBADS314.4	Implement data-driven decision-making techniques to generate actionable insights and shape business strategies.								
23MBADS314.5	Apply AI solutions to marketing and operations, optimizing business processes for improved outcomes								
23MBADS314.6	Integrate AI into strategic management and organizational behavior, aligning technology with long-term business sustainability and enhancing leadership skills								
Mapping of Course Outcomes to Program Outcomes and Program Specific Outcomes:									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
23MBADS314.1	1	-	-	-	-	-	2	3	3
23MBADS314.2	2	-	-	-	-	-	2	3	2
23MBADS314.3	-	2	2	3	3	2	-	3	2
23MBADS314.4	3	3	-	-	-	-	2	3	3
23MBADS314.5	3	3	-	-	-	2	2	3	3
23MBADS314.6	3	2	3	3	2	3	2	3	3
MODULE-1									
INTRODUCTION TO AI AND MACHINE LEARNING IN MANAGEMENT					23MBADS314.1 & 23MBADS314.2			8 Hours	
Overview of AI and ML: Definitions, Key Concepts, and Evolution. Importance of AI and ML in Management: Enhancing decision-making and operational efficiency. Real-world Applications and Case Studies: Examples from finance, marketing, healthcare, and operations. Artificial Intelligence Technologies for Business: Machine learning algorithms, neural networks, natural language processing. Ethical Considerations and Challenges: Addressing bias, transparency, and accountability in AI.									
Skill Development Activities	Analyze a case study of a company that successfully implemented AI in their business operations.								
Text Book	Text book 1 - 1.1;								
MODULE-2									
DATA-DRIVEN DECISION MAKING					23MBADS314.4			8 Hours	
The Role of Data in Management: How data informs strategic and operational decisions. Data Collection Methods and Sources: Surveys, transactional data, web scraping, IoT devices. Data Cleaning and Preparation: Techniques for ensuring data quality and integrity. Data Analysis Techniques and Tools: Statistical analysis, data visualization, AI tools for analysis. Financial Analysis with AI: Using machine learning for financial forecasting, risk assessment, and investment decisions									
Skill Development Activities	Examine a case where data-driven decisions led to significant business outcomes (e.g., Netflix recommendation system).								
Text Book	Text book 1 - 1.2; 1.6;								
MODULE-3									
AI AND ML IN MARKETING AND OPERATIONS					23MBADS314.5			8 Hours	
Customer Segmentation and Targeting: Leveraging AI to identify and understand customer segments. Personalization and Recommendation Systems: Techniques for delivering personalized experiences and recommendations. Predictive Analytics for Marketing Campaigns: Forecasting outcomes and optimizing marketing efforts. AI for Demand Forecasting and Inventory Management: Enhancing accuracy in predicting demand and managing inventory. Supply Chain Optimization: Using AI to improve supply chain efficiency and reduce costs.									
Skill Development Activities	Investigate how AI-powered personalization has impacted customer retention in a specific industry.								
Text Book	Text book 2 - 2.4; 2.3; 2.2;								
MODULE-4									
AI FOR STRATEGIC MANAGEMENT AND ORGANIZATIONAL BEHAVIOR					23MBADS314.6 & 23MBADS314.4			8 Hours	

AI in Strategic Planning and Competitive Analysis: Tools and techniques for gaining strategic insights. Talent Acquisition and Recruitment: AI-driven methods for sourcing and selecting candidates. Employee Performance Management and Engagement: Analyzing performance data to improve employee engagement. Leadership and Change Management: Utilizing AI to support leadership decisions and manage organizational change. Organizational Learning and Development: Facilitating continuous learning and development with AI tools				
Skill Development Activities	Analyze a case where AI was used to optimize supply chain management and its impact on organizational strategy.			
Text Book	Text book 2 - 2.6; 2.8; 2.9;			
MODULE-5	GLOBAL AND LEGAL CONSIDERATIONS IN AI APPLICATIONS	23MBADS314.3 & 23MBADS314.2	8 Hours	
Geopolitical, Economic, and Legal Environment: Understanding the broader context of AI implementation. AI in Global Marketing Strategies: Adapting AI technologies for global marketing efforts. Innovation and Entrepreneurship with AI: Leveraging AI to drive innovation and entrepreneurial ventures. Strategic Decision Making with AI Tools: Integrating AI into strategic planning and execution. Addressing AI Issues: Ensuring security, privacy, and fairness in AI applications				
Skill Development Activities	Examine a multinational corporation's approach to navigating legal and ethical challenges in AI adoption.			
Text Book	Text book 1 - 1.13;			
CIE Assessment Pattern (50 Marks – Theory)				
RBT Levels		Marks Distribution		
		Test (s)	Qualitative Assessment (s)	MCQ's
		25	20	05
L1	Remember	-	-	-
L2	Understand	5	-	-
L3	Apply	10	5	5
L4	Analyze	10	10	-
L5	Evaluate		5	-
L6	Create	-	-	-
SEE Assessment Pattern (50 Marks – Theory)				
RBT Levels		Exam Marks Distribution (50)		
L1	Remember	10		
L2	Understand	10		
L3	Apply	10		
L4	Analyze	20		
L5	Evaluate	-		
L6	Create	-		
Suggested Learning Resources:				
Text Books:				
1. Combining Machine Learning and Business: Data Science For Optimize, Automate and Accelerate Business Decisions. (2024). (n.p.): OYUSEP.				
2. Artificial Intelligence and Machine Learning in Business Management: Concepts, Challenges, and Case Studies. (2021). United States: CRC Press.				
Reference Books:				
3. Machine Learning in Industry. (2021). Switzerland: Springer International Publishing.				
4. Artificial Intelligence and Machine Learning in Business Management: Concepts, Challenges, and Case Studies. (2021). United States: CRC Press.				
5. Vermeulen, A. F. (2019). Industrial Machine Learning: Using Artificial Intelligence as a Transformational Disruptor. Germany: Apress.				
Web links and Video Lectures (e-Resources):				
1. Basics of Machine Learning: https://youtu.be/ukzFI9rgwfU?si=01Ry6G33-II0BJK3				
2. Machine Learning Course: https://youtu.be/jGw0_UgTS7I?si=hesavx6GQ3-bu9M9				
3. Machine Learning for Managers: https://www.datarevenue.com/en-blog/introduction-to-machine-learning-for-managers				
4. Machine learning foundations for Product Managers: https://www.coursera.org/learn/machine-learning-foundations-for-product-managers				

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

1. Simulate business decision scenarios using AI tools to analyze data and make strategic choices.
2. Engage in debates on ethical dilemmas in AI and analyze real-world cases to propose ethical solutions.
3. Task teams with developing innovative solutions to business problems using AI technologies.
4. Create interactive visualizations using AI-enhanced tools to present insights from complex datasets.

HUMAN RESOURCE METRICS AND ANALYTICS									
Course Code	23MBAHR321				CIE Marks			50	
L:T:P:S	3:0:0:0				SEE Marks			50	
Hrs / Week	04				Total Marks			100	
Credits	03				Exam Hours			03	
Course outcomes:									
At the end of the course, the student will be able to:									
23MBAHR321.1	Investigate the role of the Human Resource Department in strategic workforce planning and its contribution to long-term business sustainability								
23MBAHR321.2	Analyze the link between business and Human Resources and explain the purpose of HR data and HR metrics in aligning HR strategies with business objectives								
23MBAHR321.3	Elucidate the basic guidelines in HR Analytics, applying data-driven techniques for effective decision-making and improving organizational performance								
23MBAHR321.4	Evaluate the performance and potential of employees to foster value-based leadership and enhance team contributions to organizational goals								
23MBAHR321.5	Create simulations for scenario planning and describe the impact of technology on the workforce, enhancing strategic management and workforce planning capabilities								
23MBAHR321.6	Develop strategies to prevent future workforce crises, ensuring proactive planning and risk management for sustainable organizational growth								
Mapping of Course Outcomes to Program Outcomes and Program-Specific Outcomes:									
Module	P01	P02	P03	P04	P05	P06	P07	PS01	PS02
23MBAHR321.1	3	-	-	-	-	-	2	3	3
23MBAHR321.2	3	3	-	-	-	-	2	3	2
23MBAHR321.3	2	3	-	-	-	2	-	2	3
23MBAHR321.4	2	-	3	-	3	-	2	3	3
23MBAHR321.5	3	2	2	-	-	3	2	3	2
23MBAHR321.6	3	3	-	3	3	3	-	3	-
MODULE-1									
TALENT MANAGEMENT – BASICS					23MBAHR321.1 & 23MBAHR321.2			8 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					23MBAHR321.3			8 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					23MBAHR321.4			8 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	23MBAHR321.5	8 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	23MBAHR321.6	8 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	5	-	-
L3	Apply	10	5	5
L4	Analyze	10	10	-
L5	Evaluate		5	-
L6	Create	-	-	-

SEE Assessment Pattern (50 Marks - Theory)

RBT Levels		Exam Marks Distribution (50)
L1	Remember	10
L2	Understand	10
L3	Apply	10
L4	Analyze	20
L5	Evaluate	-
L6	Create	-

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. ISDN-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://efaidnbmnnnibpcajpcgltclefindmkaj/https://pdfs.semanticscholar.org/5213/dd2e7e1153aa6b6f13a26e4af92dce789496.pdf](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>

EMPLOYMENT RELATION LAW										
Course Code	23MBAHR322					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:										
23MBAHR322.1	Understand the legal framework of employment relations and the dispute resolution mechanisms that contribute to the establishment of fair and sustainable workplace environments									
23MBAHR322.2	Summarize the roles and rights of employers and employees under relevant labor laws and regulations to ensure compliance and ethical practices within organizations									
23MBAHR322.3	Illustrate legal research methodologies and data analysis techniques to formulate and report on legal issues effectively, enhancing decision-making and organizational governance									
23MBAHR322.4	Analyze recent court rulings by identifying legal hypotheses and interpreting implications through case studies and interviews, fostering critical thinking and legal analysis									
23MBAHR322.5	Examine key legal issues such as discrimination, harassment, and workplace safety, ensuring an ethical and compliant organizational culture									
23MBAHR322.6	Evaluate recent developments and emerging trends in employment contract law, applying knowledge to manage and mitigate legal risks in the workplace									
Mapping of Course Outcomes to Program Outcomes and Program Specific Outcomes:										
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	
23MBAHR322.1	3	2	-	3	-	-	2	3	2	
23MBAHR322.2	3	2	-	3	3	-	-	3	3	
23MBAHR322.3	2	3	-	-	-	2	-	3	3	
23MBAHR322.4	3	3	-	-	-	2	2	3	3	
23MBAHR322.5	2	3	2	3	3	-	2	3	2	
23MBAHR322.6	3	2	-	3	-	3	2	3	-	
MODULE-1 EMPLOYMENT LAW 23MBAHR 322.1 8 Hours										
Introduction to Industrial Relations-The Industrial relations environment-Development of the Trade Union Movement-Trade disputes Law-Industrial Relations Legislation-Judicial Process- Labour relations commission-Conciliation service-Joint labour committees-Labour court-Employee appeals tribunal-Equality officers-Rights commissioners.										
Skill Development Activities	Students should visit the official website of Karnataka Labour Welfare Board and explain about the organization including its, Object, Mission, Organizational structure , Regional office functions ,Working of Labour Welfare Center.									
Text Book	Text Book 1: 1.2, 1.3, 1.4, 1.13, 1.15, 1.16									
MODULE-2 REGULATION OF LABOUR LAWS 23MBAHR322.2 8 Hours										
Labor market regulation- employment; individual employment relationships; wages and remuneration; conditions of work-International Labor Law- International labor standards-Safety Law-Workplace Health-Safety, Health and Welfare at Work Act, 1989-Hours worked, holidays, Payment of wages-Age limitations – Children and youth workers-Part-time workers- Equality of Pay and Treatment-Employment Equality Act 1998-Maternity Protection Act 1994.										
Skill Development Activities	The case "Bangalore Water Supply and Sewerage Board vs. A. Rajappa" (AIR 1978 SC 548) is a landmark judgment in Indian labor law. This case dealt with the definition of "industry" under Section 2(j) of the Industrial Disputes Act, 1947. (https://legalvidhiya.com/) and refer https://www.lawinsider.in/ and give your inputs on the same.									
Text Book	Text Book 1: 2.2, 2.3, 2.4 to 2.15									
MODULE-3 LEGAL RESEARCH 23MBAHR322.3 8 Hours										
Legal Reasoning-Hypothesis-Selection and Formulation of Problem-Approaches of Research-Empirical Method-Methods and Tools for Data Collection in Legal Research-Observation Method-Questionnaire-Interview-Schedules-Case Study Method-Processing, Analysis and Interpretation of Data in Legal Research-Jurimetric-How Do We Research Legal Material-Writing the legal Research Report.										
Skill Development Activities	Analyze a recent court ruling by identifying the legal hypothesis, selecting appropriate research methods, and employing data collection tools such as case studies and interviews to interpret the decision's broader implications. Then, compile your findings into a comprehensive legal research report.									
Text Book	Text Book 2: 3.1, 3.3, 3.5, 3.7, 3.10									

MODULE-4	EMPLOYEMENT DISCRIMINATION	23MBAHR322.4	8 Hours	
Labor Arbitration-Labor Law and Policy-Social Security Law-Comparative Labor Law-Concept of ADR-Cyber Crimes and Law-Environment Protection- Sexual Harassment-forms of Sexual Harassment -POSH act 2013-Prevention, Prohibition and Redressal Procedure.				
Skill Development Activities	Examine the effectiveness of the POSH Act 2013 in preventing sexual harassment within workplaces by comparing labor policies and ADR mechanisms across different jurisdictions, and analyze the intersection of labor law, social security law, and cybercrime regulations in addressing and redressing incidents. Then, present your findings in a detailed research report.			
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	THE CONTRACT OF EMPLOYEMENT	23MBAHR322.5	8 Hours	
Contract of Service versus Contract for Services-Office holders versus Employees-Contract Terms Expressed, Implied-By Statute-By Custom-By Collective Bargaining Agreement-Restraint of Trade Covenants-Termination of a Contract-Minimum notice and Terms of Employment-Unfair Dismissals Act 1977, as amended by the Unfair Dismissals Act, 1993-Remedies for wrongful dismissal-Remedies for unfair dismissal.				
Skill Development Activities	Bandhua Mukti Morch vs Union of India 1984 AIR 802. Analyze the Supreme Court's ruling in Bandhua Mukti Morcha vs Union of India (1984 AIR 802) by evaluating its impact on labor rights and policy reforms, particularly in relation to bonded labor, and assess the effectiveness of subsequent legal and social measures in eradicating bonded labor practices. Then, document your findings in a comprehensive legal research report.			
Text Book	Text Book 2: 12.1 to 12.10			
CIE Assessment Pattern (50 Marks - Theory)				
RBT Levels		Marks Distribution		
		Test (s)	Qualitative Assessment (s)	MCQ's
		25	20	5
L1	Remember	-	-	-
L2	Understand	5	-	-
L3	Apply	10	5	5
L4	Analyze	10	10	-
L5	Evaluate		5	-
L6	Create	-	-	-
SEE Assessment Pattern (50 Marks - Theory)				
RBT Levels		Exam Marks Distribution (50)		
L1	Remember	10		
L2	Understand	10		
L3	Apply	10		
L4	Analyze	20		
L5	Evaluate	-		
L6	Create	-		
Text Books:				
<ol style="list-style-type: none"> 1. Employment Law for Business by Dawn D. Bennett-Alexander and Laura P. Hartman, McGraw-Hill Education-Publication Year: 2018, ISBN: 9781259722332 2. Employment Law: Cases and Materials by Mark Rothstein, Lance Liebman, and Kimberly Yuracko, Foundation Press-Publication Year: 2020, ISBN: 9781642422353 3. The Common Law of the Workplace: The Views of Arbitrators by Theodore J. St. Antoine, Publisher: BNA Books-Publication Year: 2005, ISBN: 9781570185063. 4. Labor Law: Cases, Materials, and Problems by Michael C. Harper, Samuel Estreicher, and Kati L. Griffith, Wolters Kluwer-Publication Year: 2016, ISBN: 9781454869955 . 5. Understanding Labor Law by Douglas E. Ray, Calvin William Sharpe, and Robert N. Strassfeld, LexisNexis-Publication Year: 2014, ISBN: 9780327174476 				
Reference Books:				
<ol style="list-style-type: none"> 1. Labor and Employment Law: Text and Cases by David Twomey, Cengage Learning-Publication Year: 2012, ISBN: 9781111970196 2. Labour and Industrial Law bare Acts -- Latest 2024 Edition Publisher: Various (Based on jurisdiction-specific publications), Publication Year: 2024 				

3. Social Security Law, Policy, and Practice by Frank S. Bloch Publisher: West Academic Publishing-Publication Year: 2016, ISBN: 9780314286583
4. Dispute Resolution: Negotiation, Mediation, and Other Processes by Stephen B. Goldberg, Frank E.A. Sander, Nancy H. Rogers, and Sarah Rudolph Cole, Publisher: Aspen Publishers-Publication Year: 2012, ISBN: 9780735599486
5. Cybercrime and Digital Forensics: An Introduction by Thomas J. Holt, Adam M. Bossler, and Kathryn C. Seigfried-Spellar, Publisher: Routledge-Publication Year: 2015, ISBN: 9781138021300.
6. Cybercrime: An Introduction to an Emerging Phenomenon by Nancy E. Marion and Jason Twede, Publisher: Carolina Academic Press-Publication Year: 2020, ISBN: 9781531011288 .

Web links and Video Lectures (e-Resources):

- <https://www.youtube.com/watch?v=rgN9USJ2iTg>
- <https://www.youtube.com/watch?v=uQd9X9nX8-g>
- <https://www.youtube.com/watch?v=JQNeRik2KpE&list=PLltdM60MtzxOJlMzv6rnPCp7JmlMvLwcs>
- <https://www.youtube.com/watch?v=zqmMELLdsE4>
- <https://www.youtube.com/watch?v=htLI81MuGbs>
- <https://www.law.georgetown.edu/wp-content/uploads/2018/07/Using-Cases-in-Legal-Analysis-Revised.pdf>

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

- Video demonstration of latest trends in labour laws
- Activity-based discussions on workplace harassments.
- Relevant statutes and regulations (e.g., Fair Labor Standards Act, Occupational Safety and Health Act)
- Simulation on the Landmark employment law cases
- Discussion from the journals and articles on current employment law issues
- Conduct a role play on the distinctions between Contract of Service and Contract for Services
- Provide small exercises and explore on concepts such as Contract Terms, Restraint of Trade Covenants, Termination, and Remedies for wrongful and unfair dismissal.

DIVERSITY, EQUITY & INCLUSIVITY

Course Code	23MBAHR323	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:

23MBAHR323.1	Elucidate DEI (Diversity, Equity, and Inclusion) concepts and their historical evolution across sectors to foster an understanding of DEI's importance in organizational settings
23MBAHR323.2	Apply methods to address personal biases in decision-making processes, promoting self-awareness and organizational inclusivity
23MBAHR323.3	Evaluate the impact of biases on organizational behavior and DEI, fostering critical thinking about how biases shape workplace dynamics and affect business outcomes
23MBAHR323.4	Develop strategies for creating inclusive, bias-aware environments, supporting organizational development and long-term sustainability
23MBAHR323.5	Design equitable resource allocation strategies for diverse groups within an organization, ensuring fairness and equal opportunity for all stakeholders
23MBAHR323.6	Conduct equity impact assessments to evaluate policy effectiveness across demographics, enabling data-driven decision-making to enhance DEI initiatives

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

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
23MBAHR323.1	-	-	-	3	-	-	-	3	2
23MBAHR323.2	-	-	-	-	3	-	-	3	3
23MBAHR323.3	3	3	-	3	-	-	2	3	3
23MBAHR323.4	-	2	3	3	3	-	2	3	2
23MBAHR323.5	3	3	2	3	3	-	2	3	3
23MBAHR323.6	3	3	-	3	2	3	2	3	3

MODULE-1	INTRODUCTION TO DIVERSITY, EQUITY, AND INCLUSIVITY	23MBAHR323.1	8 Hours
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Definitions and key concepts of diversity, equity, and inclusivity (DEI)- Historical background on the evolution of DEI movements, Civil Rights Movement, Women's Rights and Gender Equality Movements, LGBTQ+ Rights Movements and Disability Rights Movement-Importance and impact of DEI in education, workplace, healthcare, and society- Benefits and challenges associated with implementing DEI initiatives- Exploration of various dimensions of diversity, including race, gender, ethnicity, and ability

- Ethical considerations and moral imperatives in promoting DEI.

Skill Development Activity	Case Studies: Analysis of real-world DEI initiatives in different sectors. Interactive Workshops: Activities to explore and discuss diversity dimensions and their implications. DEI Audits: Assessments to evaluate organizational policies and practices through a DEI perspective.
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Text Book	Textbook 1 - Chapter 4
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MODULE-2	UNDERSTANDING AND ADDRESSING BIAS	23MBAHR323.2	8 Hours
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Identification of different types of biases, including implicit and explicit bias-Understanding the psychological underpinnings of bias-Methods for recognizing and addressing personal biases-Analysis of the impact of bias on decision-making and behavior-Strategies for creating bias-aware environments-Evaluation of the effectiveness of bias training programs.

Skill Development Activity	Conduct a workshop where participants take the Implicit Association Test (IAT) to identify their biases, followed by group discussions on the psychological roots and impacts of these biases. Engage in role-playing scenarios to practice recognizing and addressing biases in decision-making. Evaluate the workshop's effectiveness through pre- and post-activity surveys to measure changes in awareness and attitudes.
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Text Book	Textbook 2 - Chapter 6
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MODULE-3	BUILDING INCLUSIVE ENVIRONMENTS	23MBAHR323.3	8 Hours
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Inclusive Leadership Model-Characteristics and behaviors of leaders who foster inclusivity, including humility, empathy, and cultural intelligence. Communication Accommodation Theory (CAT)- communication styles in cross-cultural interactions. Definition and characteristics of inclusive environments-Role of policies and procedures in promoting inclusivity- Importance of cultural competence and strategies for developing it- Best practices for creating and sustaining inclusive spaces.

Skill Development Activity	Conduct a policy development workshop where participants draft inclusive policies that address diversity and prevent discrimination within an organizational context. Facilitate cultural competence training sessions to enhance participants' understanding and appreciation of cultural differences, using
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	case studies and interactive discussions. Administer inclusion surveys among employees to assess organizational inclusiveness, analyze results collaboratively, and formulate actionable strategies for improvement based on feedback.
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Text Book	Textbook 1 - Chapter 9
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MODULE-4	EQUITY IN PRACTICE	23MBAHR323.4	8 Hours
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Social Determinants of Health Model-Framework for understanding how social factors influence equity in health and other outcomes-Equity Scorecards-Tools for measuring and tracking equity-related outcomes and disparities within organizations.

Skill Development Activity	Organize a simulation exercise where participants design and implement resource allocation strategies to ensure equitable distribution of resources and opportunities. Conduct mock equity impact assessments to evaluate the effects of policies on different demographic groups. Facilitate community engagement role-playing sessions to practice techniques for involving underrepresented groups in decision-making processes. Conclude with a group debrief to discuss lessons learned and best practices.
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Text Book	Textbook 1 - Chapter 9
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MODULE-5	SUSTAINING DIVERSITY, EQUITY, AND INCLUSIVITY EFFORTS	23MBAHR323.5 23MBAHR323.6	8 Hours
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Long-term benefits of sustained DEI efforts-Common challenges and pitfalls in maintaining DEI initiatives-Strategies for continuous improvement in DEI practices-Role of leadership and accountability in sustaining DEI-Assessment of the impact of DEI initiatives over time-Creation of a roadmap for long-term DEI success

Skill Development Activity	Implement a continuous improvement cycle workshop where teams analyze current DEI initiatives, identify strengths and areas for enhancement, and develop action plans for improvement. Conduct leadership development programs focused on equipping leaders with skills to effectively champion and sustain DEI efforts within their teams and organizations. Utilize impact evaluation methods such as surveys, interviews, and performance metrics to measure the long-term effects of DEI initiatives on organizational performance and culture, fostering data-driven decision-making and strategic adjustments.
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Text Book	Textbook 2 & 3
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CIE Assessment Pattern (50 Marks - Theory and Lab)

RBT Levels		Marks Distribution		
		Test (s)	Qualitative Assessment (s)	MCQ's
		25	20	5
L1	Remember	-	-	-
L2	Understand	5	-	-
L3	Apply	10	5	5
L4	Analyze	10	10	-
L5	Evaluate		5	-
L6	Create	-	-	-

SEE Assessment Pattern (50 Marks - Theory)

RBT Levels		Exam Marks Distribution (50)
L1	Remember	10
L2	Understand	10
L3	Apply	10
L4	Analyze	20
L5	Evaluate	-
L6	Create	-

Suggested Learning Resources:

Text Books:

1. "Diversity, Equity, and Inclusion: Strategies for Facilitating Conversations on Race" by Caprice D. Hollins and Ilsa Govan.
2. "Cultural Competence in Health Education and Health Promotion" by Miguel A. Perez and Raffy R. Luquis.
3. "The Equity Myth: Racialization and Indigeneity at Canadian Universities" by Frances Henry and Enakshi Dua.

Reference Books:

1. "Inclusive Leadership: The Definitive Guide to Developing and Executing an Impactful Diversity and Inclusion Strategy" by Charlotte Sweeney and Fleur Bothwick
2. "Handbook of Diversity Management: Beyond Awareness to Competency Based Learning" edited by Claretha Hughes
3. "Managing Diversity and Inclusion: An International Perspective" by Jawad Syed and Mustafa F. Ozbilgin
4. "The Inclusion Imperative: How Real Inclusion Creates Better Business and Builds Better Societies" by Stephen Frost.
5. "Cultural Competence in Caring for Muslim Patients" by Lisa Al Mulla and Aziz Sheikh.

Web links and Video Lectures (e-Resources):

- <https://www.youtube.com/watch?v=HR4wz1b54hw>
- <https://www.youtube.com/watch?v=j7w2Gv7ueOc>
- <https://www.youtube.com/watch?v=ZkxjAGIP9Q>
- <https://www.youtube.com/watch?v=641k-uyndHA>

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

- Demonstration of creating charts on live issues of Transgenders.
- Demonstration of story plots and workspace in LGBTQ
- Video demonstration of latest conflicts in Diversity, Equity and inclusivity.
- Contents related activities (Activity-based discussions)
 - For active participation of students, instruct the students to prepare questionnaire on the Inclusion in the workplace and the data analysis of the same.
 - Organizing Group wise discussions on issues of Equity in the top levels.
 - Seminars on Sudhamurthy's speech in the upper house.

International Human Resources Management

Course Code	23MBAHR324	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:

23MBAHR324.1	Understand issues, opportunities, and challenges in International Human Resource Management (IHRM) and how these affect global business strategies and operations
23MBAHR324.2	Develop competency in dealing with cross-cultural situations by utilizing cross-cultural training methods to foster effective international teams
23MBAHR324.3	Illustrate the strategic and functional roles of HRM in various international contexts, including understanding organizational behavior across different cultures
23MBAHR324.4	Assess HR compensation strategies in international contexts and their impact on organizational performance and employee satisfaction
23MBAHR324.5	Comprehend external forces such as legal, economic, and cultural factors that shape International HRM practices
23MBAHR324.6	Develop generic and transferable skills to critically and analytically diagnose international HRM issues and suggest actionable solutions

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

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PS01	PS02
23MBAHR324.1	-	-	-	-	-	-	-	3	2
23MBAHR324.2	1	3	-	-	3	-	-	3	3
23MBAHR324.3	3	1	3	3	-	-	2	3	-
23MBAHR324.4	3	2	-	3	3	2	-	3	3
23MBAHR324.5	3	2	-	3	-	3	3	3	3
23MBAHR324.6	3	3	3	3	3	-	2	3	3

MODULE-1	Introduction to IHRM	23MBAHR324.1	8 Hours
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Defining international HRM, Difference between domestic and International HRM, Organizational Structure in MNC, International staffing, The role of an expatriates, The role of non-expatriates, the context of international HRM,

Skill Development Activities	The Expat Dilemma by Boris Groysberg, Nitin Nohria, and Kerry Herman
Text Book	Text Book 1: 1.2, 1.3, 1.4, 1.13, 1.15, 1.16

MODULE-2	International Recruitment & Selection	23MBAHR324.2	8 Hours
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Approach to International Staffing , Recruitment methods of Expatriates ,criteria for expatriate selection , expatriate adjustment process , expatriate failure , Reason for expatriate failure , process of repatriation , Job related factors in complex repatriation process.

Self-study	To Rethink the Preparation of the Expatriates
Text Book	Text Book 1: 2.2, 2.3, 2.4 to 2.15

MODULE-3	International Training & Development, Compensation and administration	23MBAHR324.3, 23MBAHR324.4	8 Hours
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Compensation: Objectives of International compensation, Key components of an international compensation program, Approaches to International compensation, Patterns in complexity; strategic HRM issues in international contexts; issues related to host, home and third country nationals; Training : Goals of expatriate training , expatriate training cycle , components of pre departure training programme , repatriation training , Challenges to repatriation process and solution

Skill Development Activities	International HRM Case Study
Text Book	Text Book 2: 3.1, 3.3, 3.5, 3.7, 3.10

MODULE-4	Performance management system of expatriates	23MBAHR324.5	8 Hours
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Performance Management: Introduction, Expatriate issues and challenges in international performance management system , expatriates issues and challenges in international Performance management system , performance appraisal of International employees ,Managing people in international context

Skill Development Activities	Effective International Performance Appraisals: Easily Said, Hard to Do <u>Jie Shen.</u>
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	Contemporary trends in IHRM	23MBAHR324.6	8 Hours
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Virtual Organisation, Multi-generational workforce, attraction and retention of talent across generation , Integration of work and wellness – portable benefit systems

Skill Development Activities

Managing People in an International Environment

Text Book

Text Book 2: 12.1 to 12.10

CIE Assessment Pattern (50 Marks – Theory)

RBT Levels		Marks Distribution		
		Test (s)	Qualitative Assessment (s)	MCQ's
		25	20	5
L1	Remember	-	-	-
L2	Understand	5	-	-
L3	Apply	10	5	5
L4	Analyze	10	10	-
L5	Evaluate		5	-
L6	Create	-	-	-

SEE Assessment Pattern (50 Marks – Theory)

RBT Levels		Exam Marks Distribution (50)
L1	Remember	10
L2	Understand	10
L3	Apply	10
L4	Analyze	20
L5	Evaluate	-
L6	Create	-

Suggested Learning Resources:

Text Books:

- 1) Dr. Nilanjan Sengupta , Mousumi Bhattacharya , “ International Human Resource Management ;, Excel books ,2012
- 2) Peter J Rowlis , Devis & Welch , IHRM Thomson Learning 2006

Reference Books:

- Miguel Martinez Lucio - Manchester University, Kolbert - Karlstad University, Sweden, “International Human Resource Management, The Transformation of Work in a Global Context”, second edition Sage Publication , May 2022
- Murugan Annamalai , International Human Resource Management , Discovery Publishing House ISBN – 9789386841537, 2018
- Gupta SC , “ International Human Resource Management” , ISBN: 9789351380559, Trinity Press , 2018
- PL Rao, “International Human Resource Management” , Atlantic Publishers ,2008
- Peter J. Dowling ,Marion Festing ,Allen D. Engle , “International Human Resource Management”, Cengage , January 2017

Web links and Video Lectures (e-Resources):

- <https://www.youtube.com/watch?v=7ea8l0vM0OU>
- <https://www.youtube.com/watch?v=cZip3loqTA0&list=PLsh2FvSr3n7dWTxH53hh3gH0jYsqP8VX>
- <https://www.youtube.com/watch?v=zAVQIa73Fi8&list=PLsh2FvSr3n7dWTxH53hh3gH0jYsqP8VX&index=2>
- <https://www.youtube.com/watch?v=XhIPTzVnlyY>

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

- Video demonstration of latest trends in IHRM
- Contents related activities (Activity-based discussions)
 - For active participation of students, instruct the students to prepare Flowcharts and Handouts – International staffing and training
 - Organizing Group wise discussions on issues – challenges in IHRM
 - Seminars - **attraction and retention of talent across generation**
 - Presentation - **Integration of work and wellness – portable benefit systems**

➤ Chart presentation- Managing people in international context

CONSUMER BEHAVIOUR IN DIGITAL AGE									
Course Code	23MBAMM331			CIE Marks			50		
L: T:P:S	3:0:0:0			SEE Marks			50		
Hrs / Week	3			Total Marks			100		
Credits	03			Exam Hours			03		
Course outcomes:									
At the end of the course, the student will be able to:									
23MBAMM331.1	Develop a clear understanding of the consumer decision making process in a digital world.								
23MBAMM331.2	Investigate and lay a foundation by introducing a data driven understanding of well-known marketing frameworks.								
23MBAMM331.3	Recommend and understand the psychological drivers behind consumer behavior and marketing.								
23MBAMM331.4	Developing an understanding of peoples' consumption related behaviors and how marketing strategies can be used to influence those behaviors in a digital world.								
23MBAMM331.5	Predict and help Organizations to identify key opinion leaders of a product or a service in social media platforms								
23MBAMM331.6	Cultivate essential analytical skills, conceptual insights, and specialized knowledge of consumer behavior from a digital marketing perspective.								
Mapping of Course Outcomes to Program Outcomes and Program Specific Outcomes:									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
23MBAMM331.1	3	2	-	2	2	-	-	3	2
23MBAMM331.2	3	3	2	2	-	-	-	3	2
23MBAMM331.3	2	-	3	3	3	-	-	2	2
23MBAMM331.4	3	3	2	3	-	-	-	3	3
23MBAMM331.5	2	3	1	-	3	-	-	3	3
23MBAMM331.6	3	3	3	3	-	-	-	3	2
MODULE-1	INTRODUCTION TO CONSUMER BEHAVIOUR & DIGITAL IMPACT			23MBAMM331.1 23MBAMM331.2			8 Hours		
Introduction to Consumer Behavior - Consumer Behavior and marketing Strategy, Models of Consumer Behavior- Howard Sheth, Nicosia, Engle- Kollat-Blackwell. Online Consumer Behavior- EC model of online consumer behavior. Digital's impact on: business ethics, consumer rights, policy issues, and access to products & services									
Skill Development Activities	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			23MBAMM331.3			8 Hours		
Motivation: Maslow's Theory & Herzberg's 2 Factor theory. Digital's impact on consumer needs, affect, and involvement with products & messages. Personality: Nature & Theories of Personality- Freudian, Neo-Freudian personality. The impact of and access to digital consumer data in identifying consumer personalities Attitude: Attitude change strategies, Attitude change based on the tri- component model & Multi attribute attitude mode. Leveraging digital marketing to shape attitudes and persuade consumers.									
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			23MBAMM331.3			8 Hours		
Perception: Basics of Perception. Digital's impact on: the stages of perception and shaping perception (e.g. getting attention & appealing to the senses) Learning: Classical Conditioning Theory, Cognitive Learning Theory, The impact of online research, reviews, YouTube demo's, social posts.									
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	CONSUMER ANALYTICS - I			23MBAMM331.4 23MBAMM331.5			8 Hours		

Customer Life Time Value - Customer Trend Analysis - Customer analytics and centrality – Using R for customer analytics - Quantifying Customer Value - Predicting and managing Customer attrition - 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		CONSUMER ANALYTICS - II	23MBAMM331.6
Recommender System. Market Basket Analysis and RFM Analysis. Text Mining and Sentiment Analytics. Social Network Analysis for Marketing, Google Analytics.			
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)
		25	15
			10
L1	Remember	-	-
L2	Understand	5	-
L3	Apply	10	5
L4	Analyze	10	10
L5	Evaluate		5
L6	Create	-	-
SEE Assessment Pattern (50 Marks – Theory)			
RBT Levels		Exam Marks Distribution (50)	
L1	Remember	10	
L2	Understand	10	
L3	Apply	10	
L4	Analyze	20	
L5	Evaluate	-	
L6	Create	-	
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			
3.Consumer Behaviour & Analytics, Andrew Smith, 2nd Edition, Routledge Publication, 2020.			
4.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=ygUSQ29uc3VtZXIlgQmVoYXZpb3Vy			
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			
<ul style="list-style-type: none"> • Prepare SERVQUAL Questionnaire and do a survey of minimum 20 respondents to understand Consumer Behaviour 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. 			

SALES AND DISTRIBUTION MANAGEMENT									
Course Code	23MBAMM332				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:									
23MBAMM332.1	Elucidate the basic concepts of e-commerce and innovative e-commerce structures to analyze and solve business challenges, ensuring long-term sustainability								
23MBAMM332.2	Foster analytical thinking and critical decision-making skills by using consumer buying behavior theories and the decision-making process to address management challenges in e-commerce								
23MBAMM332.3	Understand the ethical and psychological drivers behind consumer behavior, recognizing how these factors influence the development of value-based leadership in marketing strategies								
23MBAMM332.4	Apply structured marketing research methods to convert complex business and consumer problems into actionable, research-based solutions that contribute to the achievement of organizational goals								
23MBAMM332.5	Investigate the social and psychological factors influencing consumer behavior and their impact on global, legal, and ethical aspects of business, contributing to global business sustainability								
23MBAMM332.6	Evaluate consumer satisfaction and loyalty through qualitative factors, applying consumer analytics to enhance business and marketing decisions								
Mapping of Course Outcomes to Program Outcomes and Program-Specific Outcomes:									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
23MBAMM332.1	3	-	-	-	3	-	-	3	3
23MBAMM332.2	3	2	-	2	-	-	-	2	3
23MBAMM332.3	3	3	3	3	2	-	-	2	3
23MBAMM332.4	3	-	2	-	3	-	-	3	3
23MBAMM332.5	3	-	-	3	-	-	-	2	3
23MBAMM332.6	3	-	-	2	3	-	-	3	3
MODULE-1	INTRODUCTION TO SALES & DISTRIBUTION MANAGEMENT				23MBAMM332.1			8 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				23MBAMM332.2			8 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:				23MBAMM332.3			8 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									
Text Book		Text Book 2: 3.1, 3.3, 3.5, 3.7, 3.10							
MODULE-4	CHANNEL INTERMEDIARIES				23MBAMM332.4			8 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	23MBAMM332.5 23MBAMM332.6	8Hours	
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	5	-	-
L3	Apply	10	5	5
L4	Analyze	10	10	-
L5	Evaluate		5	-
L6	Create	-	-	-
SEE Assessment Pattern (50 Marks – Theory)				
RBT Levels		Exam Marks Distribution (50)		
L1	Remember	10		
L2	Understand	10		
L3	Apply	10		
L4	Analyze	20		
L5	Evaluate	-		
L6	Create	-		
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. Havaladar, 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				
<ul style="list-style-type: none"> ➤ 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	23MBAMM333					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:										
23MBAMM333.1	Analyze the organized retail sector and its operations, applying knowledge of retail management theories and practices to solve business challenges for sustainable retail growth.									
23MBAMM333.2	Investigate the various strategies involved in the retail sector, especially focusing on location selection, to enhance retail business performance and sustainability.									
23MBAMM333.3	Demonstrate strategies for managing retail operations during crises and develop an understanding of consumer shopping behavior in different retail environments.									
23MBAMM333.4	Evaluate various forms of retail in the industry, identifying strengths and weaknesses in their operational models, and apply a multidisciplinary approach to strategic problem-solving.									
23MBAMM333.5	Identify how retailers use marketing tools and techniques to engage and interact with customers, fostering customer loyalty and enhancing business profitability.									
23MBAMM333.6	Measure emerging trends in retail management, emphasizing the significance of continuous learning and innovation to enhance the retail industry.									
Mapping of Course Outcomes to Program Outcomes and Program Specific Outcomes:										
	P01	P02	P03	P04	P05	P06	P07	PS01	PS02	
23MBAMM333.1	3	-	-	-	3	-	-	3	3	
23MBAMM333.2	3	3	-	2	-	-	-	3	3	
23MBAMM333.3	3	-	3	3	3	-	-	2	3	
23MBAMM333.4	3	3	2	3	-	-	-	3	3	
23MBAMM333.5	3	-	-	-	3	-	-	3	3	
23MBAMM333.6	3	-	-	2	3	-	-	3	3	
MODULE-1										
INTRODUCTION TO GLOBAL RETAIL MANAGEMENT					23MBAMM333.1			8 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					23MBAMM333.2			8 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:					23MBAMM333.3			8 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					23MBAMM333.5 23MBAMM333.4			8 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	23MBAMM333.6	8 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	5	-	-
L3	Apply	10	5	5
L4	Analyze	10	10	-
L5	Evaluate		5	-
L6	Create	-	-	-
SEE Assessment Pattern (50 Marks – Theory)				
RBT Levels		Exam Marks Distribution (50)		
L1	Remember	10		
L2	Understand	10		
L3	Apply	10		
L4	Analyze	20		
L5	Evaluate	-		
L6	Create	-		
Suggested Learning Resources:				
Text Books:				
1. Gibson G Vedamani, “Retail Management”, Pearson, 5th Edition, 2017.				
2. Bajaj C, TuliRajnish, 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				
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				
<ul style="list-style-type: none"> • 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. 				

PRODUCT MANAGEMENT									
Course Code	23MBAMM334				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:									
23MBAMM334.1	Understand the basic concepts of product management and explore the world of products, aligning theoretical knowledge with real-world applications to drive organizational success.								
23MBAMM334.2	Discuss the value creation process and the value management journey, focusing on how value is integrated into the product lifecycle to optimize business outcomes.								
23MBAMM334.3	Analyze the adaptive productizing process and frameworks, identifying key competencies required for effective product management in contemporary business environments.								
23MBAMM334.4	Identify the impact of new product development (NPD) on organizational growth, profitability, and business success, emphasizing the importance of strategic decision-making in the NPD process.								
23MBAMM334.5	Evaluate product portfolios by assessing their impact on organizational value and sustainability, considering the strategic and financial aspects of portfolio management.								
23MBAMM334.6	Estimate product road mapping and prototyping decisions using advanced product management techniques, making informed choices that align with organizational goals and market dynamics.								
Mapping of Course Outcomes to Program Outcomes and Program Specific Outcomes:									
	P01	P02	P03	P04	P05	P06	P07	PS01	PS02
23MBAMM334.1	3	-	-	3	-	-	-	3	3
23MBAMM334.2	3	-	-	3	2	-	-	2	3
23MBAMM334.3	3	3	2	-	-	-	-	3	3
23MBAMM334.4	3	2	3	-	3	-	-	3	3
23MBAMM334.5	3	3	2	3	2	-	-	3	3
23MBAMM334.6	3	-	-	2	-	-	-	3	3
MODULE-1 UNDERSTANDING PRODUCT MANAGEMENT 23MBAMM334.1 8 Hours									
MODULE - 1: Understanding Products, Difference between Product & Service, Moving from Services to Products, Product Manager Mindset, Product Life Cycle									
Skill Development Activities		Investigate and present the Product Life Cycle and Its inclusive strategies of any 3 Brands.							
Text Book			Text Book 1: 1.2, 1.3, 1.4, 1.13, 1.15, 1.16						
MODULE-2 VALUE MANAGEMENT 23MBAMM334.2 8 Hours									
Value Design, Understanding Value, Creating Value, Capturing Value, Communicating Value, Delivering Value, 10X Thinking.									
Skill Development Activities		Present on 10 X Thinking process of Google's Larrie							
Text Book		Text Book 1: 2.2, 2.3, 2.4 to 2.15							
MODULE-3 PRODUCT MANAGEMENT FRAMEWORK 23MBAMM334.3, 23MBAMM334.4 8 Hours									
5 steps in Product Management Framework, Adaptive productizing process, Market Analysis, Strategic Planning, Product Planning, Goto Market, Sales Enablement, Delivery Delight.									
Skill Development Activities		Compare the delivery process of Swiggy, Zomato and Blink it and present on their Delivery Delight strategies.							
Text Book		Text Book 2: 3.1, 3.3, 3.5, 3.7, 3.10							
MODULE-4 PRODUCT MANAGER ROLE 23MBAMM334.5 8 Hours									
Roles & Responsibilities of Product Manager, Product Manager Interlock with Organization, CEO of the Product, Anatomy of Product Manager, Career Path of Product Manager, Define & Understand Product Leader.									
Skill Development Activities		Scrutinize the Different types of Consumer Preferences							
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 PRODUCT STRATEGY 23MBAMM334.6 8 Hours									
Competitor Mapping Analysis, How to Position for Market Advantage, How to create Disruptive Positioning strategies, Understanding Disruptive Positioning Communication.									

Skill Development Activities	Survey on Different Pricing Strategies		
Text Book	Text Book 2: 12.1 to 12.10		
CIE Assessment Pattern (50 Marks – Theory)			
RBT Levels		Marks Distribution	
		Test (s)	Qualitative Assessment (s)
		25	20
L1	Remember	-	-
L2	Understand	5	-
L3	Apply	10	5
L4	Analyze	10	10
L5	Evaluate		5
L6	Create	-	-
SEE Assessment Pattern (50 Marks – Theory)			
RBT Levels		Exam Marks Distribution (50)	
L1	Remember	10	
L2	Understand	10	
L3	Apply	10	
L4	Analyze	20	
L5	Evaluate	-	
L6	Create	-	
Suggested Learning Resources:			
Text Books:			
1. DR.R K Srivastava “Product Management and New Product Development”, Excel Books,, latest edition 2019, ISBN-81 – 7446 -478-6,			
2)Linda Gorche,” The Product Manager’s Handbook)”, Publisher: Tata McGraw Hill, 2021, ISBN-978 -0-07-177209-9.:			
Reference Books:			
1) Jogn Anon, Carlos Gonzalez, “The Product Book”, Publisher: Paper Back, ISBN: 9780998973814			
2) Charles Merle Crawford, “ New Products Management”, Hardcover, , 2021			
3) Ramanuj Majumdar: Product Management in India”, ISBN : 9788120333833, PHI Learning, 2021			
Web links and Video Lectures (e-Resources)			
- https://www.youtube.com/watch?v=i69U0lvi89c			
- https://www.youtube.com/watch?v=22aqrGizK6o			
- https://www.youtube.com/watch?v=dJmg4ODH0YY			
- https://www.ted.com/talks/aakarsh_sethi_a_primer_on_product_management			
Activity-Based Learning (Suggested Activities in Class)/ Practical Based learning			
<ul style="list-style-type: none"> • Product Concept Workshop • Market Research Simulation • Customer Persona Development • Competitive Analysis Exercise • Minimum Viable Product (MVP) Workshop: • Contents related activities (Activity-based discussions) <ul style="list-style-type: none"> ➤ For active participation of students, instruct the students to prepare Flowcharts and Handouts ➤ Organizing Group wise discussions on issues ➤ Seminars 			

INVESTMENT MANAGEMENT										
Course Code	23MBAFM341	CIE Marks	50							
L:T:P:S	3:0:0:0	SEE Marks	50							
Hrs / Week	04	Total Marks	100							
Credits	03	Exam Hours	3							
Course outcomes: At the end of the course, the student will be able to:										
23MBAFM341.1	Apply the empirical and theoretical implications of financial investments to real-world investment scenarios, enabling students to develop investment strategies for long-term growth.									
23MBAFM341.2	Analyze portfolio theory, including risk-return trade-offs, and evaluate the risk and returns associated with individual and collective stocks in diverse market conditions.									
23MBAFM341.3	Evaluate stock prices using fundamental analysis and technical analysis tools, assessing market trends and their implications for investment decisions.									
23MBAFM341.4	Assess the value of equity, debt, and mutual funds by using financial metrics and valuation models to guide investment decisions.									
23MBAFM341.5	Construct the fundamental drivers of diversification as an investment strategy, helping investors minimize risk while maximizing returns.									
23MBAFM341.6	Create an optimal portfolio for investors by applying modern portfolio theory, ensuring a balanced approach to risk and return, and considering investors' goals and risk tolerance.									
Mapping of Course Outcomes to Program Outcomes and Program-Specific Outcomes:										
	P01	P02	P03	P04	P05	P06	P07	PS01	PS02	
23MBAFM341.1	3	2	-	3	-	-	-	3	3	
23MBAFM341.2	3	3	-	2	2	-	-	3	3	
23MBAFM341.3	3	3	2	3	-	-	-	3	3	
23MBAFM341.4	3	3	3	3	-	-	-	3	3	
23MBAFM341.5	3	3	2	2	3	-	-	3	3	
23MBAFM341.6	3	3	2	2	3	-	-	3	3	
MODULE-1	Introduction to Indian Financial System		23MBAFM341.1	8 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		23MBAFM341.2/	23MBAFM341.6						8 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		23MBAFM341.3	8 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		23MBAFM341.4	8 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.									

Activity	
Text book	Textbook- 2- 2.4,2.5,2.6,2.7,2.8,2.9
MODULE-5	Portfolio Construction & Management: 23MBAFM341.5 8 Hours
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.
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	5	-	-
L3	Apply	10	5	5
L4	Analyze	10	10	-
L5	Evaluate	-	5	-
L6	Create	-	-	-

SEE Assessment Pattern (50 Marks – Theory)

RBT Levels		Exam Marks Distribution (50)
L1	Remember	10
L2	Understand	10
L3	Apply	10
L4	Analyze	20
L5	Evaluate	-
L6	Create	-

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=lp8B2zjuNIw>
- <https://www.youtube.com/watch?v=f8lts06yqbw>
- <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.

APPLICATIONS OF AI IN FINTECH PRODUCTS AND SERVICES									
Course Code	23MBAFM342				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:									
23MBAFM342.1	Understand the key concepts and dynamics of financial markets and startups, exploring their role in economic development and business growth.								
23MBAFM342.2	Articulate the principles of new-age banking systems and the emerging Fintech landscape, analyzing their impact on financial inclusion and technological innovation.								
23MBAFM342.3	Use practical Fintech knowledge to assess the various tools and technologies transforming financial services, fostering innovation and efficiency.								
23MBAFM342.4	Summarize the developments in digital finance and alternative finance systems, understanding their importance in contemporary finance and their role in diversifying investment options.								
23MBAFM342.5	Illustrate the key regulations and compliance measures associated with the Fintech industry, ensuring the understanding of legal and regulatory frameworks.								
23MBAFM342.6	Evaluate the application of data analytics in financial services, including its role in decision-making, risk management, and predictive modeling.								
Mapping of Course Outcomes to Program Outcomes and Program Specific Outcomes:									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
23MBAFM342.1	3	-	-	-	-	-	-	3	3
23MBAFM342.2	3	3	-	3	-	-	-	2	3
23MBAFM342.3	3	3	-	2	-	-	-	2	3
23MBAFM342.4	3	-	2	3	-	-	-	3	3
23MBAFM342.5	3	-	-	3	3	-	-	3	3
23MBAFM342.6	3	3	2	-	-	-	-	3	3
MODULE-1 INTRODUCTION TO FINTECH									
23MBAFM342.1				8 Hours					
Introduction and Transformation; Evolution – Infrastructure, Banks, Start-ups and Emerging Markets; FinTech Typology - Emerging Economics: Opportunities and Challenges; Collaboration between FIs and Start-ups									
Skill Development Activities		Case Study on Square – Democratizing Payment Processing by Twitter co-founder Jack Dorsey							
Text Book		Text Book 1: 1.2, 1.3, 1.4, 1.13, 1.15, 1.16							
23MBAFM342.2				8 Hours					
Overview – Individual Payments, Mobile Money – SFMS - RTGS - NEFT; Introduction & Overview of Alternative Finance; Breakthrough technologies: Crypto currencies & AI Block chain– Introduction, overview, evolution and the future; Legal and Regulatory Implications of Crypto currencies.									
Skill Development Activities		Case Study on Coinbase – Mainstreaming Cryptocurrency							
Text Book		Text Book 1: 2.2, 2.3, 2.4 to 2.15							
23MBAFM342.3				8 Hours					
Brief overview and History of financial innovation; Digitization of Financial Services; AI – Catalyst in transforming the future of Fin Tech- AI and Internet of Things (IoT), AI in cybersecurity, AI and edge computing; Over view of Crowd funding; P2P and Marketplace lending; Introduction and Overview of Initial Coin Offering (ICO)									
Skill Development Activities		Case study on Stripe – Simplifying Online Payments by Irish entrepreneurs Patrick and John Collison on simplifying online Payments							
Text Book		Text Book 2: 3.1, 3.3, 3.5, 3.7, 3.10							
23MBAFM342.4				8 Hours					
Overview of Fintech Regulation; Overview and Evolution of Reg Tech; Reg Tech Ecosystem – FIs', Start-ups; Regulators; Use of AI in fraud detection; Redesigning better financial infrastructure									
Skill Development Activities		Case Study on Revolut – All-In-One Financial Platform on eliminating outrageous foreign exchange fees.							
Text Book		Text Book 1: 6.1, 6.3, 6.5, 6.7, Text Book 2: 10.1, 10.3, 10.5, 10.7							
23MBAFM342.5 &				8 Hours					

Brief overview of Data regulation; Challenges of Data Regulation Data in Financial Services; Application of Data Analytics in Finance; European Big Bang – PSD2/ MIFID2 / PSD2; Regulatory transformations in Client demographics – KYC (1.0) to KYD (2.0); Methods of Data Protection

Skill Development Activities Case study on Nubank – Revolutionizing Banking in Latin America on expanding into financial services

Text Book Text Book 2: 12.1 to 12.10

CIE Assessment Pattern (50 Marks - Theory)

RBT Levels		Marks Distribution		
		Test (s)	Qualitative Assessment (s)	MCQ's
		25	20	5
L1	Remember	-	-	-
L2	Understand	5	-	-
L3	Apply	10	5	5
L4	Analyze	10	10	-
L5	Evaluate	-	5	-
L6	Create	-	-	-

SEE Assessment Pattern (50 Marks - Theory)

RBT Levels		Exam Marks Distribution (50)
L1	Remember	10
L2	Understand	10
L3	Apply	10
L4	Analyze	20
L5	Evaluate	-
L6	Create	-

Suggested Learning Resources:

Text Books:

- "FinTech: The New DNA of Financial Services" by Pranay Gupta, T. Mandy Tham- December 2018.
- "The FinTech Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries" by Susanne Chishti, Janos Barberis- April 2016

Reference Books:

- The PAYTECH Book: The Payment Technology Handbook for Investors, Entrepreneurs, and FinTech Visionaries" by Susanne Chishti, Tony Craddock
- "Bank 4.0: Banking Everywhere, Never at a Bank" by Brett King
- "Blockchain and FinTech: Basics, Applications, and Limitations" by Szabolcs Blazsek

Web links and Video Lectures (e-Resources):

- https://www.youtube.com/watch?v=-EoNrg_DR3s
- <https://www.youtube.com/watch?v=XJZovt0w3cU>
- <https://www.youtube.com/watch?v=SyVMma1IkXM>
- <https://www.youtube.com/watch?v=l4vLlgANFFQ>

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

- Video demonstration of latest trends in Fintech and Blockchain Technology
- Contents related activities (Activity-based discussions)
 - Organizing Group wise discussions on recent trends of Fintech
 - Seminars on Digital & Alternate Finance

ADVANCED FINANCIAL MANAGEMENT

Course Code	23MBAFM343	CIE Marks	50
L:T:P:S	3:0:0:0	SEE Marks	50
Hrs / Week	04	Total Marks	100
Credits	03	Exam Hours	3

Course outcomes:

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

23MBAFM343.1	Apply the debt-equity mix in firm valuation decisions, balancing risk and return to optimize the capital structure for long-term value creation.
23MBAFM343.2	Analyze dividend strategies in relation to wealth maximization, evaluating different policies to enhance shareholder value and support long-term business growth.
23MBAFM343.3	Assess the regulatory framework governing cash management operations, understanding its importance in financial stability and operational efficiency.
23MBAFM343.4	Evaluate the managerial synergy of mergers and acquisitions, identifying how value creation can be maximized through strategic integration and efficient management.
23MBAFM343.5	Develop financial management strategies based on current financial trends, leveraging market insights to ensure financial stability and sustainability in a dynamic environment.
23MBAFM343.6	Design the application of recent trends in financial management, integrating new technologies, methodologies, and regulations to optimize financial decision-making processes.

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

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
23MBAFM343.1	3	-	-	-	-	-	-	3	3
23MBAFM343.2	3	2	3	-	-	-	-	3	3
23MBAFM343.3	2	-	-	3	2	-	-	3	3
23MBAFM343.4	3	3	-	3	-	-	-	3	3
23MBAFM343.5	3	3	-	-	2	-	-	3	3
23MBAFM343.6	3	-	2	-	2	-	-	3	3

MODULE-1	Components of Capital structure and Firm Valuation	23MBAFM343.1	8 Hours
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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	23MBAFM343.2/23MBAFM343.6	8 Hours
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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	23MBAFM343.3	8 Hours
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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	23MBAFM343.4	8 Hours
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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	23MBAFM343.5	8 Hours
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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.
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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	5	-	-
L3	Apply	10	5	5
L4	Analyze	10	10	-
L5	Evaluate	-	5	-
L6	Create	-	-	-

SEE Assessment Pattern (50 Marks – Theory)

RBT Levels		Exam Marks Distribution (50)
L1	Remember	10
L2	Understand	10
L3	Apply	10
L4	Analyze	20
L5	Evaluate	-
L6	Create	-

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):

- <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

DIRECT & INDIRECT TAXATION

Course Code	23MBAFM344	CIE Marks	50
L:T:P:S	3:0:0:0	SEE Marks	50
Hrs / Week	04	Total Marks	100
Credits	03	Exam Hours	3

Course outcomes:

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

23MBAFM344.1	Demonstrate the system of taxation and various categories of income, including the scope of taxable income under Indian tax laws.
23MBAFM344.2	Apply tax provisions relating to income from house property and income from business/profession, calculating tax liabilities accurately based on the respective sources of income.
23MBAFM344.3	Analyze the various tax provisions when appraising income from capital gains and other sources, ensuring compliance with applicable tax rules.
23MBAFM344.4	Evaluate how various provisions of taxation impact the tax liability of the assessee, including exemptions, deductions, and rebates to optimize tax planning.
23MBAFM344.5	Design the structure of Goods and Services Tax (GST), understanding its framework, applicability, and implications for various industries and taxpayers.
23MBAFM344.6	Construct the GST tax rates on different goods and services, interpreting and applying the relevant tax slabs in practical business scenarios.

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

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PS01	PS02
23MBAFM344.1	3	-	-	-	-	-	-	3	3
23MBAFM344.2	3	-	-	-	1	-	-	3	3
23MBAFM344.3	3	3	-	2	2	-	-	3	3
23MBAFM344.4	3	3	2	3	3	-	-	3	3
23MBAFM344.5	3	3	-	-	-	-	-	3	3
23MBAFM344.6	3	-	-	2	2	-	-	3	3

MODULE-1	Basic Taxation Concepts & Income from salary	23MBAFM322.1	8 Hours
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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
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Text book	Textbook-1- 1.1,1.2,1.3
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MODULE-2	Income from House Property & Income from Business/Profession	23MBAFM322.2/ 23MBAFM344.6	8 Hours
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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
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Text book	Textbook-1- 1.8,1.10,1.12,1.13
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MODULE-3	Income from Capital gains & Other Sources:	23MBAFM322.3	8 Hours
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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
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Text book	Textbook- 2- 2.1,2.2,2.3
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MODULE-4	Computation of Tax liability	23MBAFM322.4	8 Hours
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Computation of Total Income and Tax Liability of an Individual Assessee, Deductions u/s: 80 C, 80 CCC, 80 CCD, 80D, 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	23MBAFM322.5	8 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	5	-	-
L3	Apply	10	5	5
L4	Analyze	10	10	-
L5	Evaluate	-	5	-
L6	Create	-	-	-

SEE Assessment Pattern (50 Marks – Theory)

RBT Levels		Exam Marks Distribution (50)
L1	Remember	10
L2	Understand	10
L3	Apply	10
L4	Analyze	20
L5	Evaluate	-
L6	Create	-

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 Law by 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_navbr
- <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

SUSTAINABLE OPERATIONS									
Course Code	23MBALS351				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:									
23MBALS351.1	Evaluate sensitivity to sustainability issues in business situations, considering both environmental and social dimensions.								
23MBALS351.2	Analyze business responses and actions to address sustainability issues in supply chains, focusing on efficiency and long-term viability.								
23MBALS351.3	Identify social and ethical issues in operations and supply chain management, emphasizing the importance of ethical decision-making.								
23MBALS351.4	Evaluate the challenges and opportunities in local, national, and global business communities for implementing sustainable operations, focusing on scalability and adaptability.								
23MBALS351.5	Create value-based leadership for establishing sustainable business practices, leading organizations toward responsible and ethical growth.								
23MBALS351.6	Evaluate the latest trends in business sustainability, incorporating cutting-edge practices and technologies into operations for a competitive edge.								
Mapping of Course Outcomes to Program Outcomes and Program Specific Outcomes:									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
23MBALS351.1	3	2	-	-	-	-	-	3	3
23MBALS351.2	3	3	-	2	-	-	-	3	3
23MBALS351.3	2	2	-	3	3	-	-	3	3
23MBALS351.4	3	3	2	-	2	-	-	3	3
23MBALS351.5	3	2	3	-	3	-	-	3	3
23MBALS351.6	3	3	2	2	2	-	-	3	3
MODULE-1									
Introduction to Sustainable Business Management				23MBALS351.1			8 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									
TEXT BOOKS				Text Book 1:1,2,3					
MODULE-2									
Design for Sustainability				23MBALS351.2			8 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									
TEXT BOOKS				Text Book 1:4,5					
MODULE-3									
Sustainable Supply Chain Management				23MBALS351.3			8 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				23MBALS351.4			8 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	23MBALS351.5,6
8 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			
TEXT BOOKS		Text Book 2:11,12	
CIE Assessment Pattern (50 Marks - Theory)			
RBT Levels		Marks Distribution	
		Test (s)	Qualitative Assessment (s)
		25	20
		5	5
L1	Remember	-	-
L2	Understand	5	-
L3	Apply	10	5
L4	Analyze	10	10
L5	Evaluate		5
L6	Create	-	-
SEE Assessment Pattern (50 Marks - Theory)			
RBT Levels		Exam Marks Distribution (50)	
L1	Remember	10	
L2	Understand	10	
L3	Apply	10	
L4	Analyze	20	
L5	Evaluate	-	
L6	Create	-	
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, May 2012, 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.

INNOVATIONS IN TOTAL QUALITY MANAGEMENT									
Course Code	23MBALS352			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:									
23MBALS352.1	Evaluate the basic concepts of Total Quality Management (TQM), focusing on the key principles, objectives, and benefits for organizations.								
23MBALS352.2	Apply the philosophies of Quality Management (e.g., Deming's principles, Six Sigma, Lean) to enhance quality practices in an organization.								
23MBALS352.3	Create new or improved statistical process control (SPC) systems and analyze process capability in real-time business situations.								
23MBALS352.4	Analyze the tools and techniques of Quality Management (e.g., Fishbone Diagram, Pareto Analysis) to solve real-world quality problems.								
23MBALS352.5	Justify the implementation of quality systems and evaluate their impact on business performance and sustainability.								
23MBALS352.6	Comprehend the concepts of leadership, motivation, and empowerment in fostering a culture of quality within an organization.								
Mapping of Course Outcomes to Program Outcomes and Program Specific Outcomes:									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
23MBALS352.1	-	3	-	-	-	-	-	3	3
23MBALS352.2	3	3	-	-	2	-	-	3	3
23MBALS352.3	2	-	-	2	-	-	-	3	3
23MBALS352.4	-	3	-	3	2	-	-	3	3
23MBALS352.5	3	3	2	3	3	-	-	3	3
23MBALS352.6	2	-	3	-	3	-	-	3	3
MODULE-1									
INTRODUCTION TO QUALITY MANAGEMENT			23MBALS352.1			8 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									
TEXT BOOKS Text Book 2:1,2,									
MODULE-2									
PRINCIPLES AND PHILOSOPHIES OF QUALITY MANAGEMENT			23MBALS352.2			8 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									
TEXT BOOKS Text Book 2:3,4,5									
MODULE-3									
SIX SIGMA			23MBALS352.3			8 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									
TEXT BOOKS Text Book 2:6,7									
MODULE-4									
TOOLS AND TECHNIQUES FOR QUALITY MANAGEMENT			23MBALS352.4			8 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				
TEXT BOOKS		Text Book 2:8,9,10		
MODULE-5		QUALITY SYSTEMS ORGANIZING AND IMPLEMENTATION	23MBALS352.5, 23MBALS352.6	8 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				
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	5	-	-
L3	Apply	10	5	5
L4	Analyze	10	10	-
L5	Evaluate		5	-
L6	Create	-	-	-
SEE Assessment Pattern (50 Marks – Theory)				
RBT Levels		Exam Marks Distribution (50)		
L1	Remember	10		
L2	Understand	10		
L3	Apply	10		
L4	Analyze	20		
L5	Evaluate	-		
L6	Create	-		
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, Aayu Publication, 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=aPFUVAZ_yc • https://www.youtube.com/watch?v=qdhZoPhZTDo 				
Activity-Based Learning (Suggested Activities in Class)/ Practical Based learning				
<ul style="list-style-type: none"> • 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) • Organizing Group wise discussions on issues related to TQM. 				

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	23MBALS353					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:										
23MBALS353.1	Evaluate the basic concepts of services, focusing on their characteristics and role in the economy.									
23MBALS353.2	Analyze service design and human resource planning (HRP), emphasizing the importance of workforce management in service organizations.									
23MBALS353.3	Apply the basics of service quality, focusing on customer satisfaction, service recovery, and quality assurance practices.									
23MBALS353.4	Examine the capacity demands and scheduling methods in services, focusing on optimizing service delivery and resource management.									
23MBALS353.5	Design and deliver operations to achieve competitive advantages in services through resource and workforce scheduling.									
23MBALS353.6	Investigate the flow of goods between the producer and the purchaser for near fail-proof logistics operations, focusing on supply chain management and logistics strategies.									
Mapping of Course Outcomes to Program Outcomes and Program Specific Outcomes:										
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	
23MBALS353.1	3	3	-	2	-	-	2	3	3	
23MBALS353.2	3	3	-	2	2	-	2	3	3	
23MBALS353.3	3	2	-	3	3	-	3	3	3	
23MBALS353.4	2	3	-	2	1	2	3	3	3	
23MBALS353.5	2	3	2	3	3	2	3	3	3	
23MBALS353.6	3	3	1	2	2	3	3	3	3	
MODULE-1 INTRODUCTION										
MODULE-1					INTRODUCTION			23MBALS353.1		8 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: chapter 1,2,3							
MODULE-2 SERVICE DESIGN AND DEVELOPMENT					23MBALS353.2			8 Hours		
New service design and development, Service system design and delivery process, Technology & automation in services, 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: chapter 4								
MODULE-3 SERVICES QUALITY					23MBALS353.3			8 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: chapter 5,6,7								
MODULE-4 Managing Capacity and Demand in Service Operations					23MBALS353.4			8 Hours		
General strategies of level capacity or chase demand, Customer induced Variability, Segmenting demand, Strategies for 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: chapter 8,9,10								
MODULE-5 Warehouse Management					23MBALS353.5, 23MBALS353.6			8 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	5	-	-
L3	Apply	10	5	5
L4	Analyze	10	10	-
L5	Evaluate	-	5	-
L6	Create	-	-	-

SEE Assessment Pattern (50 Marks - Theory)

RBT Levels		Exam Marks Distribution (50)
L1	Remember	10
L2	Understand	10
L3	Apply	10
L4	Analyze	20
L5	Evaluate	-
L6	Create	-

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

LEAN OPERATIONS MANAGEMENT									
Course Code	23MBALS354			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:									
23MBALS354.1	Identify the importance of a lean manufacturing system and its impact on operational efficiency and waste reduction.								
23MBALS354.2	Distinguish between measurement systems used in lean management practices, focusing on KPIs and performance metrics.								
23MBALS354.3	Examine the lean concept and the different types of lean tools (e.g., 5S, Kaizen, Value Stream Mapping).								
23MBALS354.4	Determine the different faces of change in improvement and innovation, with a focus on continuous improvement and innovation strategies.								
23MBALS354.5	Develop an organizational master plan for implementing a lean management system.								
23MBALS354.6	Design a project chart to plan, track, and optimize lean manufacturing initiatives.								
Mapping of Course Outcomes to Program Outcomes and Program Specific Outcomes:									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PS01	PS02
23MBALS354.1	3	3	-	-	-	-	-	3	3
23MBALS354.2	3	3	-	-	-	-	-	3	3
23MBALS354.3	3	3	-	-	2	-	-	3	3
23MBALS354.4	2	3	-	-	2	-	-	3	3
23MBALS354.5	3	3	2	-	3	-	-	3	3
23MBALS354.6	3	3	2	-	3	-	-	3	3
MODULE-1									
INTRODUCTION AND HISTORY OF LEAN MANAGEMENT			23MBALS354.1			8 Hours			
Lean Manufacturing, Lean Management System, Process Management, Flow of Goods, Operator, Information and Engineering Flow. Lean Management Model, Asset, Resource and Risk Management. Lean Management System Development Model, Lean Techniques. House of Lean Management: Muda, Muri, Mura, Lean Activity Model, Steps of Lean Implementation Model. Continuous Improvement, System Strategic Vision.									
Skill Development Activities		After watching this video, students have to submit a report.							
Text Book			Text Book 1: 1.2, 1.3, 1.4,						
MODULE-2									
LEAN PERFORMANCE MEASUREMENT SYSTEM			23MBALS354.2			8 Hours			
Variations, Value Added Activities, Non-Value-Added Activities, Observation, Different Types of Waste, Causes of Each Waste, Check List for Each Waste. Lean Measures: Lean Performance Measurement, Assessing Current Measurement System, Lean Production Measurement Process, Performance Measures, Different Types of Measures, Critical Components of Lean Measurement System.									
Self-study / Case Study / Applications		After watching this video, students have to submit a report.							
Text Book		Text Book 1: 2.2, 2.3, 2.4							
MODULE-3									
LEAN CONCEPTS TOOLS AND METHODS			23MBALS354.3			8 Hours			
Continuous Flow, Pull System, Just in Time (JIT), Point of Use Storage (POUS), 5Ms, Key Process Input Variables (KPIVs), Key Process Output Variable (KPOV). Lean Tools: 5S, Overall Equipment Effectiveness (OEE), Mistake Proofing, Cellular Manufacturing, Kanban, Value Stream Mapping, Visual Controls, Lean Six Sigma.									
Skill Development Activities		After watching this video, students have to submit a report.							
Text Book		Text Book 1: 3.1, 3.3, 3.5							
MODULE-4									
THREE FACE OF CHANGE: KAIZEN, KAIKAKU AND KAKUSHIN			23MBALS354.4			8 Hours			

Continuous Improvement, Kaizen Event, Step by Step Approach to Conduct a Kaizen Event. Transformation of Mind, Kaikaku in Cell Design, Kaikaku in Facility Layouts, Innovation, 20-20 Innovation Process, Innovation Process Model. Goals of Lean Management, Goals of DMAIC/DMADV Lean Management System.

Skill Development Activities [After watching this video, students have to submit a report.](#)

Text Book Text Book 1: 6.1, 6.3, 6.5, 6.7

MODULE-5 **Lean Management System: Organizational Master Plan** **23MBALS354.5, 6** **8 Hours**

Six-phase approach for making the transition to a Lean management system: - Evaluate the methodology, define opportunities within the organization, Develop the implementation plan, Implement the plan, Measure the results, continue to improvement, Facilitating Lean Management System: - Lean culture, change management, Organization as system thinking, Project chart.

Skill Development Activities [After watching this video, students have to submit a report.](#)

Text Book Text Book 1: 8.1 to 8.10

CIE Assessment Pattern (50 Marks - Theory)

RBT Levels		Test (s)	Qualitative Assessment	MCQs
		25	20	5
L1	Remember	-	-	-
L2	Understand	5	-	-
L3	Apply	10	5	5
L4	Analyze	10	10	-
L5	Evaluate	-	5	-
L6	Create	-	-	-

SEE Assessment Pattern (50 Marks - Theory)

RBT Levels		Exam Marks Distribution (50)
L1	Remember	10
L2	Understand	10
L3	Apply	10
L4	Analyze	20
L5	Evaluate	-
L6	Create	-

Suggested Learning Resources:

Text Books:

1) Rich Charron et al., (2015), The Lean Management Systems Hand Book, Taylor & Francis Group, LLC

Reference Books:

- 1) David Mann (1947) Creating a lean culture: tools to sustain lean conversions, Productivity Press.
2. Jeffrey Liker (2017), Toyota Way - 14 Management Principles. First Edition. McGraw Hill Education
3. Pascal Dennis(2015) Lean Production Simplified: A Plain-Language Guide to the World's Most Powerful Production System, 3rd edition (23 October 2015), Productivity Press.
4. James P Womack and Daniel T Jones. (2003). Lean Thinking.
5. Simon & Schuster. Yasuhiro Monden. (2011). Toyota Production System - An integrated approach to Just-in-time
6. Yasuhiro Monden, Toyota Production System - An integrated approach to Just-in-time:
7. James Womack et al. (2007) The machine that changed the world.

Web links and Video Lectures (e-Resources):

- <https://youtu.be/GJlk9ufu22M>
- <https://youtu.be/AlwgMnT3KNc>
- <https://youtu.be/s2HCrhNVfak>
- <https://youtu.be/wfsRAZUnonI>
- <https://youtu.be/H0TGICX8YwQ>

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

- Quizzes
- Visit to any manufacturing industry
- Video demonstration of latest trends in lean operations

- Contents related activities (Activity-based discussions)
- Chart Presentation on Lean Operations followed by Different Companies.

23MBA33 – INTERNSHIP

Course Code:	23MBA31	Credits	:06
L: T:P:S :	0:0:6:0	CIE Marks	:50
Exam Hours:	00	SEE Marks	:50

Course outcomes:

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

23MBA33.1	Interpret the working of the organization/company/industry, understanding its structure, functions, and processes.
23MBA33.2	Analyze problems in business settings and propose solutions based on strategic thinking and critical analysis.
23MBA33.3	Apply creativity and innovation in business practices to drive continuous improvement and competitive advantage.
23MBA33.4	Identify financial statements and reports using relevant tools, and analyze them to make informed business decisions
23MBA33.5	Validate the relevance of McKinsey’s 7S framework to business, analyzing how the seven elements (Strategy, Structure, Systems, Shared Values, Skills, Style, and Staff) interrelate and influence organizational success.
23MBA33.6	Compose an internship report suggesting improvements in processes and systems, integrating practical insights gained during the internship.

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

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
23MBA33.1	3	2	-	-	2	-	3	3	3
23MBA33.2	3	3	-	-	3	2	2	3	3
23MBA33.3	2	2	3	-	3	3	3	3	3
23MBA33.4	3	3	-	2	2	-	2	3	3
23MBA33.5	3	3	-	2	3	2	2	3	3
23MBA33.6	3	2	-	-	3	3	2	3	3

GENERAL GUIDELINES

1. The internship shall be for a period of 6 weeks in between the 2nd and the 3rd semester.
2. The Subject code of the internship report shall be 23MBA33.
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 (scanned copy)
- Certificate from the guide, HOD and Head of the Institution (scanned copy) indicating bonafide performance of Internship by the student.
- Declaration by the student (scanned copy)
- Acknowledgement
- Table of contents
- List of tables and graphs

Executive summary

Chapter 1: Introduction about the Organisation & Industry. 72

Chapter 2: Organization Profile

- i. Back ground
- ii. Nature of business
- iii. Vision, mission, quality policy
- iv. Workflow model
- v. Product/service profile
- vi. Ownership pattern
- vii. Achievements/awards if any
- viii. Future growth and prospects

Chapter 3: Mckensy's 7S framework and Porter's Five Force Model with special reference to Organization under study.

Chapter 4: SWOT Analysis

Chapter 5: Analysis of financial statements

Chapter 6: Learning experience.

Bibliography

Annexure relevant to the Internship such as figures, graphs, photographs, financial statements etc.,

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.

RUBRICS FOR INTERNSHIP

Sl. No	Evaluation type	Particulars	MARKS
1	CIE	Assessment by the Guide- Interaction with the student by Seminars, etc.,	25
2	CIE	Report Evaluation by the Guide	25
3	SEE	Viva-Voce Examination to be conducted by the Guide and an External examiner from the Industry/Institute	50
		Total	100

SEE Assessment Pattern (50 Marks - Theory)

Sl. No	ASPECTS	MARKS
1	Introduction and Understanding the Industry	5
2	Understanding the Corporate Functions/Company profile	10
3	Mckensy's 7S framework and Porter's Five Force Model	10
4	SWOT/SWOC analysis justification	10
5	Financial statement analysis	5
6	Learning experience	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.

FOURTH SEMESTER SYLLABUS

INDIAN ETHOS IN MANAGEMENT									
Course Code	23MBA41	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:									
23MBA41.1	Understand the concept and theories of Indian ethos in management, focusing on values, ethics, and principles from ancient Indian texts.								
23MBA41.2	Develop a comprehensive management framework that integrates Indian ethos with contemporary management practices to foster ethical leadership.								
23MBA41.3	Identify the key concepts and principles of Indian ethos relevant to management practices, such as dharma, karma, and swadharma.								
23MBA41.4	Elucidate the significance of ethical decision-making as highlighted in Indian scriptures and its impact on modern management.								
23MBA41.5	Demonstrate the ability to apply the principles of leadership from Indian philosophy in real-world organizational scenarios.								
23MBA41.6	Analyze case studies to evaluate how Indian cultural values influence management styles and organizational behavior.								
Mapping of Course Outcomes to Program Outcomes and Program Specific Outcomes:									
	P01	P02	P03	P04	P05	P06	P07	PS01	PS02
23MBA41.1	-	-	-	3	-	-	-	3	3
23MBA41.2	3	2	3	3	3	-	-	3	3
23MBA41.3	3	2	-	3	3	-	-	3	3
23MBA41.4	3	2	-	3	3	-	-	3	3
23MBA41.5	3	2	3	3	3	-	-	3	3
23MBA41.6	3	3	-	2	3	-	-	3	3
MODULE-1	INTRODUCTION TO INDIAN ETHOS				23MBA41.1		10 Hours		
India as a matrix society, Emergence of Indian Management. Abiding values of Indian Ethos. Indian ideals for the Kings. Spiritual Culture. Indian Management Concept, Importance of Indian Management in knowledge economy, Knowledge seeking ethos and its significance in knowledge economy, Vanijaya ethics and spirit of enterprise, Udyoga as yoga, Indian concepts of loksangraha, yogakshema and shubh-labh for creating socially responsible corporate world.									
Skill Development Activity		Values Alignment Workshop							
Text Book		Text Book 1: 1.1,1.2,1.3							
MODULE-2	INDIAN ETHOS AND MODERN MANAGEMENT				23MBA41.2		10 Hours		
Modern Management its problems and prospects, new trends in management, Secret of Japan's Success, Holistic paradigm Spiritual culture for organisations, Individualism Organisational disasters, Voluntary service organisations. Bhagavad Gita and Leadership - Concepts of duty (dharma) and selfless action (karma) - Leadership lessons from Krishna's teachings - Arthashastra by Kautilya - Strategic management and governance - Ethical dilemmas in leadership and statecraft									
Skill Development Activity		Case study on Philosophical Insights into Modern Management							
Text Book		Text Book 2: 2.1, 2.2,2.3, 2.4							
MODULE-3	INDIAN VALUES AND MANAGEMENT PRACTICES				23MBA41.3		10 Hours		
Essential qualities of a Management Leader, Self as source of Power. Secret behind great organisations. Vedic Ideas of Corporate Culture. Holistic solutions to problems and crisis. Cultural Values and Their Impact on Management - Family, community, and collective welfare in decision-making - The influence of spirituality and ethics on business practices - Comparison with Western Management Theories - Contrast between individualism vs. collectivism - Holistic versus reductionist approaches to management									
Skill Development Activity		Exploring Leadership and Cultural Impact on Management							
Text Book		Text Book 3: 3.1,3.2,3.3,3.4							
MODULE-4	APPLICATION OF INDIAN ETHOS IN MODERN MANAGEMENT				23MBA41.4		10 Hours		
Case Studies of Indian Organizations - Examination of successful Indian businesses embodying ethos - Lessons learned from traditional management practices - Integrating Indian Ethos into Organizational Culture - Strategies for fostering ethical leadership - Creating inclusive work environments based on Indian values									

Karma yoga and Enlightened leadership, KT Grid and KTG Yantra, Corporate Rishi, Yin Trinity model for creating synergy at work place, Yoga ethic and spirit of self-evolution, Spiritual praxis and Human Quality Development (HQD) for spiritualizing work places.

Skill Development Activity	Creating a Holistic Leadership Framework
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Text Book	Text Book 4: 4.1,4.2,4.3,4.4,4.5
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MODULE-5	FUTURE TRENDS AND CHALLENGES	23MBA41.5, 23MBA41.6	10 Hours
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Globalization and Indian Ethos - Adapting Indian values in a globalized business environment - Challenges of maintaining ethos amidst modern business practices - **Leadership for Sustainability and Social Responsibility** - The role of Indian ethos in promoting sustainable development - Corporate social responsibility (CSR) from an Indian perspective

Skill Development Activity	Balancing Indian Ethos with Global Business Practices
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Text Book	Text Book 5: 5.1,5.2,5.3,5.4,5.5
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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	5	-	-
L3	Apply	10	5	5
L4	Analyze	10	10	-
L5	Evaluate	-	5	-
L6	Create	-	-	-

SEE Assessment Pattern (50 Marks – Theory)

RBT Levels		Exam Marks Distribution (50)
L1	Remember	10
L2	Understand	10
L3	Apply	10
L4	Analyze	20
L5	Evaluate	-
L6	Create	-

Suggested Learning Resources:

TEXT BOOKS:

1. “Sharma Subhash, Management in New Age: Western Windows Eastern Doors, New Age International Publishers, New Delhi, 2006
2. Sharma Subhash, New Mantras in Corporate Corridors: From Ancient Roots to Global Routes, New Age International Publishers, New Delhi, 2007
3. Indian Ethos for Management, Swami Jitmaanda, Ramakrishna Ashrama, Rajkot, 1995.
4. Chakraborty S. K., Managerial Effectiveness and Quality of Work Life: Indian Insights, Tata Mc Graw Hill, 1996.
5. Indian Ethos and Values in Management – R Nandagopal, Ajith Sarkar R N, Tata Mc Graw Hill, 2012

REFERENCE BOOKS:

- 1) Balasubramanian, S., & Raghunandan, V. (Eds.). (2013). *Indian ethos and values in management*. Excel Books.
- 2) Rao, G. R. S. (2016). *Corporate governance and CSR: A global perspective*. New Century Publications.
- 3) Jain, A. K., & Sharma, R. (Eds.). (2010). *Spirituality and Indian management*. New Age International.
- 4) Wadhwa, A. C. (2015). *Business ethics in India: The impact of culture and religion*. Routledge.
- 5) Purohit, R. S., & Tiwari, R. B. (Eds.). (2017). *Sustainable development: Indian perspectives*. Sage Publications.

Web links and Video Lectures (e-Resources):

1. <https://www.mca.gov.in/ministryv2/csr.html>
2. <http://www.mca.gov.in/MinistryV2/CorporateSocialResponsibility.html>
3. https://www.youtube.com/watch?v=I3keQ_lclP4
4. <https://nptel.ac.in/courses/110/105/110105122/>
5. <https://www.ted.com/tedx>
6. <https://www.youtube.com/watch?v=HhgKZZqZy5U>

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

1. Role-Playing Scenarios

- **Objective:** To understand ethical dilemmas and decision-making influenced by Indian values.
- **Activity:** Divide students into small groups and assign each group a scenario involving an ethical dilemma in a business context (e.g., conflicts between profit and social responsibility). Students will role-play the situation, discuss possible resolutions, and present their findings to the class.

2. Case Study Analysis

- **Objective:** To analyze real-world examples of Indian organizations that embody Indian ethos.
- **Activity:** Provide students with case studies of successful Indian businesses (e.g., Tata Group, Infosys). In groups, students will identify the core values that influenced the organization's decisions and outcomes, then present their analysis and lessons learned.

3. Community Engagement Project

- **Objective:** To promote corporate social responsibility (CSR) and sustainability through practical experience.
- **Activity:** Organize a community service project where students can engage with local non-profit organizations. Students can work on initiatives related to education, health, or environmental sustainability, reflecting on how these activities align with Indian ethos and CSR principles.

4. Ethical Leadership Workshop

- **Objective:** To develop leadership skills grounded in Indian values.
- **Activity:** Conduct a workshop where students learn about ethical leadership principles. Include interactive sessions, such as discussions on the Bhagavad Gita and its teachings on duty (dharma) and selfless action (karma). Students can create personal leadership action plans based on these principles.

5. Debate on Globalization vs. Indian Ethos

- **Objective:** To explore the challenges and opportunities of globalization in relation to Indian values.
- **Activity:** Organize a debate where students are divided into two teams—one arguing for the adaptation of Indian ethos in a globalized business environment, and the other discussing the challenges of maintaining these values amidst modern practices. This encourages critical thinking and public speaking skills.

6. Workshops on Traditional Management Practices

- **Objective:** To learn about traditional Indian management philosophies and their relevance today.
- **Activity:** Invite guest speakers or industry experts who use traditional Indian management practices in their organizations. Students can participate in interactive sessions where they learn practical applications of concepts like "Udyoga as yoga" or "loksangraha."

7. Mindfulness and Leadership Retreat

- **Objective:** To foster personal reflection and growth aligned with Indian ethos.
- **Activity:** Organize a day-long retreat focused on mindfulness practices and self-reflection. Activities can include yoga, meditation, and discussions on the integration of spirituality into leadership. Students can journal their experiences and insights.

8. Creation of a CSR Strategy

- **Objective:** To apply theoretical knowledge to practical business scenarios.
- **Activity:** In groups, students will design a CSR strategy for a fictional company that aligns with Indian values. They will outline initiatives, goals, and measures of success, then present their strategies to the class for feedback.

9. Cultural Values Mapping

- **Objective:** To understand the impact of cultural values on decision-making in management.
- **Activity:** Have students create a "values map" that illustrates how Indian cultural values influence various aspects of business management (e.g., leadership, teamwork, conflict resolution). This can be done through presentations or posters.

DATA VISUALIZATION USING TABLEAU AND STORY TELLING										
Course Code	23MBADS411	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:										
23MBADS411.1	Estimate the dimensions of data visualization and dashboards to effectively represent complex data visually, enabling meaningful business insights.									
23MBADS411.2	Examine the concept of data visualization using Tableau, focusing on its role in enhancing data presentation and analysis.									
23MBADS411.3	Identify different ways to create Tableau dashboards and visualizations for given data, applying practical tools and techniques.									
23MBADS411.4	Formulate high-value insights using Python libraries like Pandas and Seaborn to enhance data-driven decision-making.									
23MBADS411.5	Derive data on the given desktop Tableau platform for audience analysis, focusing on storytelling with data for better comprehension.									
23MBADS411.6	Analyze visualization for digital presentation, ensuring clear and effective communication of insights using modern data visualization tools.									
Mapping of Course Outcomes to Program Outcomes and Program Specific Outcomes:										
	P01	P02	P03	P04	P05	P06	P07	PS01	PS02	
23MBADS411.1	3	3	-	-	2	-	-	3	3	
23MBADS411.2	3	3	-	-	-	-	-	3	3	
23MBADS411.3	3	-	-	-	2	-	-	3	3	
23MBADS411.4	3	3	-	-	3	-	-	3	3	
23MBADS411.5	3	3	-	-	3	-	-	3	3	
23MBADS411.6	3	3	-	-	3	-	-	3	3	
MODULE-1				INTRODUCTION – DATA VISUALISATION			23MBADS411.1		8 (4+4) 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				1.4;						
MODULE-2		DATA VISUALISATION USING TABLEAU				23MBADS411.2			8 (4+4) 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				2.6;						
MODULE-3		INTRODUCTION – STORY TELLING				23MBADS411.3			8 (4+4) 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 | 1.9;

MODULE-4	PREPARING DATA FOR STORY TELLING	23MBADS411.4	8 (4+4) Hours
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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 | 1.9;

MODULE-5	CURATING VISUALS FOR AUDIENCE	23MBADS411.5 23MBADS411.6	8 (4+4) Hours
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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 | 1.8;

CIE Assessment Pattern (50 Marks – Theory and Lab)

RBT Levels		Marks Distribution		
		Test (s)	Qualitative Assessment	Lab
		25	05	20
L1	Remember	-	-	-
L2	Understand	5	-	-
L3	Apply	10	5	5
L4	Analyze	10	-	5
L5	Evaluate	-	-	5
L6	Create	-	-	5

SEE Assessment Pattern (50 Marks – Theory)

RBT Levels		Exam Marks Distribution (50)
L1	Remember	10
L2	Understand	10
L3	Apply	10
L4	Analyze	20
L5	Evaluate	-
L6	Create	-

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=oAlubTqg5\)Kw&list=PL09LeSU_vHCU_DHaLzEvsLxFdmB3Qcao_](https://www.youtube.com/watch?v=oAlubTqg5)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

STATISTICAL MODELING USING R										
Course Code	23MBADS412					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:										
23MBADS412.1	Estimate the dimensions of data visualization and dashboards using R, fostering the ability to apply management knowledge and promote lifelong learning and entrepreneurship									
23MBADS412.2	Examine the concept of data visualization using R, enhancing analytical and critical thinking abilities and a multidisciplinary approach for problem-solving.									
23MBADS412.3	Design visualizations with data cleaning concepts and execution, encouraging teamwork and enabling value-based leadership in decision-making.									
23MBADS412.4	Derive data insights using Tableau for audience analysis, fostering analytical and multidisciplinary approaches for effective problem-solving.									
23MBADS412.5	Evaluate the collected data to design samples and find alternatives for business research problems, integrating ethics and teamwork to solve challenges innovatively.									
23MBADS412.6	Develop reports, charts, and visualizations, applying management knowledge and encouraging entrepreneurship and lifelong learning to address business needs.									
Mapping of Course Outcomes to Program Outcomes and Program Specific Outcomes:										
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PS01	PS02	
23MBADS412.1	3	-	-	-	-	3	-	3	2	
23MBADS412.2	-	3	-	-	-	-	-	3	3	
23MBADS412.3	3	3	-	-	-	-	2	3	3	
23MBADS412.4	3	2	-	-	-	-	3	2	-	
23MBADS412.5	2	3	2	-	-	-	2	3	3	
23MBADS412.6	3	3	-	2	2	-	-	3	3	
MODULE-1	INTRODUCTION TO R					23MBADS412.1	8 (4+4) Hours			
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					Textbook 1 - Chapter 1					
MODULE-2	INTRODUCTION DATA PREPARATION IN R AND DATA MANIPULATION IN R					23MBADS412.2	8 (4+4) 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					Textbook 1 - Chapter 2					
MODULE-3	INTRODUCTION TO DATA VISUALIZATION IN R					23MBADS412.3	8 (4+4) 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	Textbook 1 - Chapter 3 & 4			
MODULE-4	INTRODUCTION EXPLORATORY DATA ANALYSIS IN R	23MBADS412.4	8 (4+4) 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	Textbook 2 - Chapter 8			
MODULE-5	INTRODUCTION TO STATISTICAL ANALYSIS AND STATISTICAL MODELING	23MBADS412.5 & 23MBADS412.6	8 (4+4) 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	5	-	-
L3	Apply	10	5	5
L4	Analyze	10	-	5
L5	Evaluate	-	-	5
L6	Create	-	-	5
SEE Assessment Pattern (50 Marks – Theory)				
RBT Levels		Exam Marks Distribution (50)		
L1	Remember	10		
L2	Understand	10		
L3	Apply	10		
L4	Analyze	20		
L5	Evaluate	-		
L6	Create	-		
Suggested Learning Resources:				
Text Books:				
1. Research Methodology C R Kothari- Gaurav Garg 5E (499) New age international publishers (2023)				
2. Wickham H., Golemund 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=PLjVLYmrlmjGdmPrz0Lx7smkd0qIKHInOF>

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

TEXT AND SOCIAL MEDIA ANALYTICS

Course Code	23MBADS413	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:

23MBADS413.1	Design various concepts and terms associated with media and text to apply management knowledge in solving business problems
23MBADS413.2	Elucidate terms and concepts used in all aspects of natural language, fostering analytical thinking for data-based decision-making
23MBADS413.3	Apply scientific principles of clustering to solve contemporary business problems, developing value-based leadership
23MBADS413.4	Examine structured and unstructured data from a data-driven decision perspective, promoting a multidisciplinary approach to problem-solving
23MBADS413.5	Evaluate data collection processes, design samples, and propose alternatives for business research problems, enhancing ethical and analytical decision-making
23MBADS413.6	Develop reports, charts, and visualizations to effectively communicate findings, fostering teamwork and entrepreneurship

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

	P01	P02	P03	P04	P05	P06	P07	PS01	PS02
23MBADS413.1	3	2	-	-	-	-	-	3	2
23MBADS413.2	3	3	2	-	-	-	-	3	3
23MBADS413.3	2	3	-	-	2	-	-	2	3
23MBADS413.4	3	3	3	2	-	-	-	3	-
23MBADS413.5	2	2	-	3	2	-	-	-	3
23MBADS413.6	-	1	-	-	3	-	-	2	2

MODULE-1	Natural Language Basics and Understanding Text and Processing	23MBADS413.1	8 Hours
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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.
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Textbook	Chapter 1.1
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MODULE-2	Text Similarity and Clustering	23MBADS413.2	8 Hours
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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.
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Textbook	Chapter 1.2
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MODULE-3	Introduction to Sentiment Analysis	23MBADS413.3	8 Hours
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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
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Textbook	Chapter 1.3 & 1.4
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MODULE-4	Introduction to Social Media Analytics	23MBADS413.4	8 Hours
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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	Chapter 2.2			
MODULE-5	Social Media Data Analysis and Visualization	23MBADS413.5 & 23MBADS413.6	8 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 2.11,2.12 &2.14		
CIE Assessment Pattern (50 Marks – Theory)				
RBT Levels		Marks Distribution		
		Test (s)	Qualitative Assessment (s)	MCQ's
		25	20	5
L1	Remember	-	-	-
L2	Understand	5	-	-
L3	Apply	10	5	5
L4	Analyze	10	10	-
L5	Evaluate		5	-
L6	Create	-	-	-
SEE Assessment Pattern (50 Marks – Theory)				
RBT Levels		Exam Marks Distribution (50)		
L1	Remember	10		
L2	Understand	10		
L3	Apply	10		
L4	Analyze	20		
L5	Evaluate	-		
L6	Create	-		
Suggested Learning Resources:				
Text Books:				
1. Struhl, S. (2016). Practical Text Analytics: Interpreting Text and Unstructured Data for Business Intelligence. United Kingdom: Kogan Page, Limited. ISBN: 0749474017; Edition #1.				
2. Liu, B. (2020). Sentiment Analysis: Mining Opinions, Sentiments, and Emotions. United Kingdom: 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=PLZoTAELRMXVMdI5sqbCK2LiM0HhQYWNzm • https://www.youtube.com/watch?v=R-AG4-qZs1A&list=PLeo1K3hjS3uuvuAXhYjV2lMESHq2UYSwX • 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.

PREDICTIVE ANALYTICS USING ARTIFICIAL INTELLIGENCE									
Course Code	23MBADS414				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:									
23MBADS414.1	Understand the various predictive analytics techniques, including regression, classification, and clustering, to apply knowledge of management theories and practices.								
23MBADS414.2	Formulate the data for predictive modeling, fostering analytical and critical thinking abilities for data-driven decision-making.								
23MBADS414.3	Demonstrate the application of predictive models using techniques such as linear regression, logistic regression, and decision trees, showcasing a value-based leadership approach in business analytics.								
23MBADS414.4	Utilize predictive analytics techniques to address real-world business challenges and support strategic decision-making processes across industries, integrating ethical and sustainable perspectives.								
23MBADS414.5	Assess documents and manage predictive modeling projects effectively, emphasizing teamwork and the ability to lead in collaborative environments.								
23MBADS414.6	Develop critical thinking skills to evaluate model performance, recommend improvements, and solve complex business problems, reflecting a multidisciplinary approach and an entrepreneurial mindset for lifelong learning.								
Mapping of Course Outcomes to Program Outcomes and Program Specific Outcomes:									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
23MBADS414.1	3	-	-	-	-	-	-	3	2
23MBADS414.2	3	-	-	-	-	-	-	3	3
23MBADS414.3	3	2	3	2	3	-	-	3	2
23MBADS414.4	3	-	2	-	-	-	-	3	2
23MBADS414.5	3	-	-	-	3	-	-	2	3
23MBADS414.6	3	-	-	-	-	-	-	2	3
MODULE-1									
INTRODUCTION TO ANALYTICS AND DATA PREPARATION					23MBADS414.1 & 23MBADS414.2			8 Hours	
Introduction to Predictive Analytics. Descriptive Analytics: Basic concepts and importance, Applications in decision making. Probability Distribution: Types of distributions, Applications in analytics. Hypothesis Testing: Fundamentals and real-world applications. Analysis of Variance (ANOVA): Concepts and examples. Introduction to Analytics: Analytics in decision making, Game changers and innovators. Predictive Analytics: Basic concepts, Use cases and importance, Introduction to tools and environment. Data Types and Data Preparation: Databases and types of data, Missing value imputation and data cleaning.									
Skill Development Activities	Analyze a real-world dataset to understand how descriptive analytics techniques are used to derive insights and make informed decisions in various industries.								
Text Book	Textbook 1 - 1.1; 1.2; 1.3;								
MODULE-2									
LINEAR REGRESSION AND MODEL BUILDING					23MBADS414.3			8 Hours	
Simple Linear Regression (SLR): Introduction to regression, Model development and validation, Case-let overview. Multiple Linear Regression (MLR): Estimation of regression parameters, Model diagnostics, Dummy, derived, and interaction variables, Multi-collinearity, Model deployment. Regression Concepts: Blue property assumptions, least square estimation, Variable rationalization and model building. Application of Modeling in Business: Use cases and importance, Examples from various business domains.									
Skill Development Activities	Analyze sales data from a retail company to predict future sales using simple linear regression.								
Text Book	Textbook 1 - 1.7; 1.14;								
MODULE-3									
LOGISTIC REGRESSION AND CLASSIFICATION TECHNIQUES					23MBADS414.3 & 23MBADS414.4			8 Hours	
Logistic Regression: Discrete choice models, MLE estimation of parameters, Model interpretation and diagnostics, Model deployment. Regression vs. Segmentation: Supervised and unsupervised learning, Comparison and use cases. Decision Trees: Introduction to decision trees, CHI-Square Automatic Interaction Detectors (CHAID), Classification and Regression Tree (CART), Naive Bayes algorithm.									
Skill Development	Analyze customer churn data from a telecom company to predict customer								

Activities	attrition using logistic regression.			
Text Book	Textbook 1 - 1.11; 1.13; 1.14;			
MODULE-4	TIME SERIES ANALYSIS AND FORECASTING	23MBADS414.4	8 Hours	
Introduction to Time Series Analysis: Basic concepts and importance, Real-world applications. Forecasting Techniques: Additive and multiplicative models, Exponential smoothing techniques, Forecasting accuracy measures. ARIMA Models: Auto-regressive and moving average models, Model building and diagnostics. Feature Extraction and Analysis: STL approach, Extracting features for prediction. Forecasting Accuracy and Improvement: Measures of forecast accuracy, Techniques for improving model performance				
Skill Development Activities	Analyze historical sales data for a retail company to forecast future sales using time series analysis techniques.			
Text Book	Textbook 2 - 2.2; 2.4;			
MODULE-5	ADVANCED PREDICTIVE MODELING AND PRACTICAL APPLICATION	23MBADS414.5 & 23MBADS4146	8 Hours	
Unstructured Data Analysis: Techniques and tools for analyzing unstructured data, Practical applications in predictive analytics. Model Evaluation and Deployment: Model validation techniques, Rule induction using CHAID, Comparing and combining models, Meta-level modeling. Developing Knowledge, Skills, and Competences: Training and development in predictive analytics, Learning and development policies. Ethics and Best Practices in Predictive Analytics: Ethical considerations, best practices for managing predictive modeling projects.				
Skill Development Activities	Explore advanced predictive modeling techniques such as ensemble methods and neural networks through online resources.			
Text Book	Textbook 2 - 2.1; 2.2; 2.3; 2.5;			
CIE Assessment Pattern (50 Marks – Theory)				
RBT Levels		Marks Distribution		
		Test (s)	Qualitative Assessment (s)	MCQ's
		25	20	05
L1	Remember	-	-	-
L2	Understand	5	-	-
L3	Apply	10	5	5
L4	Analyze	10	10	-
L5	Evaluate		5	-
L6	Create	-	-	-
SEE Assessment Pattern (50 Marks – Theory)				
RBT Levels		Exam Marks Distribution (50)		
L1	Remember	10		
L2	Understand	10		
L3	Apply	10		
L4	Analyze	20		
L5	Evaluate	-		
L6	Create	-		
Suggested Learning Resources:				
Text Books:				
1. Shmueli, G., Bruce, P. C., Gedeck, P., Patel, N. R. (2019). Data Mining for Business Analytics: Concepts, Techniques and Applications in Python. United Kingdom: Wiley.				
2. Lakshmanan, V., Robinson, S., Munn, M. (2020). Machine Learning Design Patterns. Taiwan: O'Reilly Media.				
Reference Books:				
6. Montgomery, D. C., Jennings, C. L., Kulahci, M. (2011). Introduction to Time Series Analysis and Forecasting. Germany: Wiley.				
7. R Programming: An Approach to Data Analytics. (2019). (n.p.): MJP Publisher.				
8. Meier, L. (n.d.). ANOVA and Mixed Models: A Short Introduction Using R. United States: CRC Press.				
9. Fischetti, A. (2018). Data Analysis with R, Second Edition: A Comprehensive Guide to Manipulating, Analyzing, and Visualizing Data in R, 2nd Edition. United Kingdom: PacktPublishing.				
Web links and Video Lectures (e-Resources):				
5. Introduction to Predictive Analysis: https://youtu.be/0gf5iLTbiQM				
6. Advanced Predictive Modelling Techniques: https://youtu.be/tREwXpk-agU				
7. Time series Analysis: https://youtu.be/BBoUJYT0jxY				
8. Deployment of Predictive Models: https://youtu.be/P75D9FgTP0Q				

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

1. Predictive Model Building Workshop
2. Industry Case Study Analysis in Predictive Analytics
3. Predictive Modeling Competition
4. Guest Speaker Sessions with Industry Professionals
5. Simulation Exercises for Predictive Analytics Decision Making

AI - ENHANCED HR

Course Code	23MBAHR421	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:

23MBAHR421.1	Understand the fundamentals of AI and its applications in HR, leveraging AI-driven strategies to enhance HR practices and contribute to business sustainability.
23MBAHR421.2	Develop skills in collecting, analyzing, and interpreting recruitment data using AI techniques, fostering data-driven decision-making to optimize HR outcomes and contribute to long-term business growth.
23MBAHR421.3	Design and implement AI-driven training programs tailored to individual learning needs and organizational goals, promoting effective talent development within HR frameworks.
23MBAHR421.4	Evaluate the effectiveness and impact of AI systems in performance evaluation and feedback, supporting ethical HR practices and improving organizational performance.
23MBAHR421.5	Apply NLP techniques to HR processes such as resume parsing, candidate matching, and automated interview analysis, optimizing recruitment processes for better workforce alignment.
23MBAHR421.6	Integrate AI technologies with existing HR frameworks and processes within organizations, driving innovation and fostering a multidisciplinary approach to HR management.

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

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PS01	PS02
23MBAHR421.1	3	3	-	-	-	-	-	3	3
23MBAHR421.2	1	3	-	-	3	-	-	3	3
23MBAHR421.3	2	-	3	-	3	-	-	3	3
23MBAHR421.4	3	3	3	3	-	-	-	3	3
23MBAHR421.5	3	3	-	-	3	-	-	3	3
23MBAHR421.6	3	3	-	-	-	-	-	3	3

MODULE-1 Introduction to HR in AI 23MBAHR421.1 8 Hours

Meaning, Definition, Role, Importance, Significance, and Relevance of AI in HR; Types of AI: Machine Learning, NLP, Robotics.

Skill Development Activities **The business case for AI in HR Insights and tips on getting started:**

Text Book Text Book 1: 1.2, 1.3, 1.4, 1.13, 1.15, 1.16

MODULE-2 Role of AI in the Recruitment and Selection Process 23MBAHR421.2 23MBAHR421.6 8 Hours

Automated Resume Screening, AI-powered candidate Sourcing, Use of algorithms to analyze resumes and job applications, AI-powered chatbots for initial candidate interviews.

Skill Development Activities 7 Companies Successfully Using AI in Their Recruiting Strategies:

Text Book Text Book 1: 2.2, 2.3, 2.4 to 2.15

MODULE-3 AI's Impact on Employee Training & Development 23MBAHR421.3 8 Hours

Utilization of Virtual reality (VR) & Augmented Reality (AR) technologies for Immersive Training experiences, Personalized learning paths through AI-driven platforms, Personalized Learning and Development Programs, Predictive Analytics for Talent Management.

Skill Development Activities **The Role of AI in Employee Training**

Text Book Text Book 2: 3.1, 3.3, 3.5, 3.7, 3.10

MODULE-4 AI's Contribution to Performance Evaluation and Feedback Mechanisms 23MBAHR421.4 23MBAHR421.6 8 Hours

The Role of AI in Performance Management, Key Concepts, and Terminology, Integration of AI Systems to monitor employee performance metrics continuously. Designing AI-Driven Performance Metrics, Identifying Key Performance Indicators (KPIs), Developing Data-Driven Metrics

Skill Development Activities **AI-in-performance-management-redefining-performance-appraisals-in-the-digital-age**

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 Natural Language Processing (NLP) and Sentiment Analysis 23MBAHR421.5 8 Hours

Introduction to NLP, Applications of Sentiment Analysis in Performance Feedback, Sentiment Analysis and Employee Surveys. Ethical Considerations and Challenges: Bias and Fairness in AI Systems, Understanding and

Skill Development Activities **Case Study on Natural Language Processing: Identifying and Mitigating Unintended Demographic Bias in Machine Learning for NLP**

Text Book Text Book 2: 12.1 to 12.10

CIE Assessment Pattern (50 Marks – Theory)

RBT Levels		Marks Distribution		
		Test (s)	Qualitative Assessment (s)	MCQ's
		25	20	5
L1	Remember	-	-	-
L2	Understand	5	-	-
L3	Apply	10	5	5
L4	Analyze	10	10	-
L5	Evaluate	-	5	-
L6	Create	-	-	-

SEE Assessment Pattern (50 Marks – Theory)

RBT Levels		Exam Marks Distribution (50)
L1	Remember	10
L2	Understand	10
L3	Apply	10
L4	Analyze	20
L5	Evaluate	-
L6	Create	-

Suggested Learning Resources:

Text Books:

- "Artificial Intelligence for HR: Use AI to Support and Develop a Successful Workforce" by Ben Eubanks.
- "Data-Driven HR: How to Use Analytics and AI to Drive Performance" by Bernard Marr.

Reference Books:

- "Human + Machine: Reimagining Work in the Age of AI" by Paul R. Daugherty and H. James Wilson.

Web links and Video Lectures (e-Resources):

- Generative AI & Recruitment: How AI Will Transform Hiring:** <https://youtu.be/tcp3PFEeeDA>
- AI for HR | Generative AI for HR| How to Use AI for Human Resources Management| Edureka:** <https://youtu.be/OK2mmINL4NY>
- <https://www.spiceworks.com/hr/performance-management/articles/ai-driven-performance-feedback/>
- <https://www.forbes.com/sites/forbeshumanresourcescouncil/2023/12/22/revolutionizing-performance-reviews-with-generative-ai/>
- <https://www.springworks.in/blog/ai-in-employee-training-and-development/>
- Artificial intelligence (AI) and training and development:** <https://youtu.be/jS7XXatUtUQ>

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

- Online tutorials on AI and machine learning.
- Articles and whitepapers on AI applications in HR.
- Case studies of organizations using AI for HR functions.
- Simulations:**
 - Activity:** Provide students with case studies of companies successfully implementing AI in their HR processes. Students analyze the case studies, identify key challenges, and discuss the solutions implemented.
 - Simulation:** Use HR simulation software to allow students to manage a virtual HR department, making decisions on hiring, training, and employee engagement with the help of AI tools.
- AI Development Projects**
 - Activity:** Encourage students to develop simple AI applications or prototypes that can be used in HR. For instance, creating a chatbot for answering employee queries or an AI tool for predicting employee engagement levels.

- **Presentation:** Students present their projects, explaining the problem they aimed to solve, the AI techniques they used, and the outcomes of their projects.
- **Role-Playing Scenarios**
 - **Activity:** Set up role-playing scenarios where students act as HR managers facing various challenges, such as a high turnover rate or the need to improve diversity. They use AI-driven insights to make informed decisions.
 - **Debrief:** Discuss the outcomes of their decisions and the role AI played in their decision-making process.
- **AI Ethics and Privacy Workshops**
 - **Activity:** Organize workshops where students discuss the ethical issues surrounding the use of AI in HR, such as bias in AI algorithms, privacy concerns, and transparency.
 - **Debate:** Host debates on topics like “Is AI recruitment fairer than human recruitment?” or “Should employees be informed about AI monitoring in the workplace?”
- **AI-Enhanced Recruitment Process**
 - **Activity:** Simulate an AI-enhanced recruitment process where students play the roles of candidates and recruiters. Use AI tools to screen resumes, conduct virtual interviews, and evaluate candidates.
 - **Feedback Session:** Reflect on the process, discussing the benefits and limitations of using AI in recruitment.

LEADERSHIP IN THE ARTIFICIAL INTELLIGENCE ERA									
Course Code	23MBAHR422			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:									
23MBAHR422.1	Demonstrate an integrated understanding of digital leadership and its connection to globalization, emphasizing leadership's role in a globalized digital environment.								
23MBAHR422.2	Develop effective leadership approaches suitable for digital environments and cross-cultural settings, enhancing adaptability and collaboration in diverse contexts.								
23MBAHR422.3	Determine the importance of adaptability, agility, and mobility in managing digital transformations and driving organizational change.								
23MBAHR422.4	Explain the strategic role of leadership in shaping and implementing digital strategies within organizations.								
23MBAHR422.5	Illustrate the process of transforming traditional organizations into learning or intelligent organizations through digital innovation and tools.								
23MBAHR422.6	Evaluate complex leadership concepts and develop ethically sound and practical leadership skills for application in digital and dynamic environments.								
Mapping of Course Outcomes to Program Outcomes and Program Specific Outcomes:									
Module	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
23MBAHR422.1	3	3	-	-	-	-	-	3	2
23MBAHR422.2	2	-	3	-	-	-	-	3	2
23MBAHR422.3	3	3	-	3	-	-	-	2	3
23MBAHR422.4	3	2	-	-	-	-	-	3	3
23MBAHR422.5	2	-	3	2	-	-	-	3	3
23MBAHR422.6	3	2	-	-	-	-	-	3	3
MODULE-1	Introduction to Digital Leadership			23MBAHR422.1			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			23MBAHR422.2			8 Hours		
Understanding ESG and Sustainability Issues for Leadership -Understanding Business Environment - Leadership Communication - Finance for Decision Making - 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 -with hands-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 -with hands-on tactics, techniques and 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	23MBAHR422.3 and 23MBAHR422.4	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 - New Technologies and Impact on Operations and Supply Chain -Role of Agile in Digital Transformation -Predictive Analytics -Management of Change -HR Analytics -Strategies for Platform Businesses. Creativity and Innovation for Leaders.			
Skill Development Activity	<ol style="list-style-type: none"> 1. 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? 2. 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	23MBAHR422.5	8 Hours
Digital leadership and organizational by 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 subs.			
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	23MBAHR422.6	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"> 1. 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>. 2. How does each of the temperamental factors affect you on a personal level? 3. 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	5	-	-
L3	Apply	10	5	5
L4	Analyze	10	10	-
L5	Evaluate		5	-
L6	Create	-	-	-

SEE Assessment Pattern (50 Marks – Theory)

RBT Levels		Exam Marks Distribution (50)
L1	Remember	10
L2	Understand	10
L3	Apply	10
L4	Analyze	20
L5	Evaluate	-
L6	Create	-

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=PLHEITmMSJiqmlGjFwWSfIOZd87HkL3ely>
- <https://www.youtube.com/watch?v=SCyQYfIX80g&list=PLHEITmMSJiqmlGjFwWSfIOZd87HkL3ely>

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.

ORGANISATIONAL DESIGN AND DEVELOPMENT									
Course Code	23MBAHR423				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:									
23MBAHR423.1	Illustrate theoretical principles of organizational development (OD) to understand and analyze planned change for long-term business sustainability.								
23MBAHR423.2	Examine the relationship between contracting and diagnosing organizational challenges to foster critical thinking and data-based decision-making.								
23MBAHR423.3	Develop and evaluate models of change management to promote value-based leadership and adaptability in dynamic business environments								
23MBAHR423.4	Assess OD and HR intervention strategies ethically to address organizational goals while considering global and legal aspects of business.								
23MBAHR423.5	Design change management strategies by identifying components and constraints for multidisciplinary problem-solving and organizational innovation.								
23MBAHR423.6	Analyze the role and competencies of OD practitioners to create sustainable solutions and contribute to personal and professional growth.								
Mapping of Course Outcomes to Program Outcomes and Program Specific Outcomes:									
Module	P01	P02	P03	P04	P05	P06	P07	PS01	PS02
23MBAHR423.1	3	3	-	3	-	-	-	2	3
23MBAHR423.2	2	3	-	-	-	-	-	3	3
23MBAHR423.3	-	2	3	-	2	-	-	3	2
23MBAHR423.4	3	3	-	3	-	-	-	3	2
23MBAHR423.5	3	2	-	-	-	-	-	3	3
23MBAHR423.6	3	3	-	-	-	-	-	-	3
MODULE-1	INTRODUCTION TO ORGANIZATIONAL DESIGN & DEVELOPMENT:				23MBAHR423.1			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				23MBAHR423.2 and 23MBAHR423.3			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 team 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								

	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			
Text Book	Text Book 2: 2.2, 2.3,2.4			
MODULE-3	CHANGE MANAGEMENT	23MBAHR423.4	8 Hours	
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.				
Skill Development Activity	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			
Text Book	Text Book 1: 3.1,3.2,3.3,3.4			
MODULE-4	HR AND STRATEGIC INTERVENTIONS	23MBAHR423.5	8 Hours	
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.				
Skill Development Activity	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			
Text Book	Text Book 1: 4.1,4.2,4.3,4.4			
MODULE-5	SPECIAL APPLICATIONS OF OD	23MBAHR423.6	8 Hours	
OD in IT & ITES organizations, service sector, and public sector and future directions in OD. Case study on OD interventions.				
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	5	-	-
L3	Apply	10	5	5
L4	Analyze	10	10	-
L5	Evaluate		5	-
L6	Create	-	-	-

SEE Assessment Pattern (50 Marks - Theory)

RBT Levels		Exam Marks Distribution (50)
L1	Remember	10
L2	Understand	10
L3	Apply	10
L4	Analyze	20
L5	Evaluate	-
L6	Create	-

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://ivypanada.com/essays/organizational-development-case-study/> Read the case and answer on how OD applications for 2023 can be implemented for this case.

MANAGING CAREER SUCCESS AND TRANSITION									
Course Code	23MBAHR424	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:									
23MBAHR424.1	Understand the importance of self-assessment: Identify strengths, weaknesses, and career aspirations while aligning them with achievable career goals, fostering management knowledge and lifelong learning.								
23MBAHR424.2	Conduct job market research and build networks: Analyze market trends, establish professional networks, and utilize them for career success, emphasizing analytical and teamwork skills.								
23MBAHR424.3	Develop job search strategies: Apply critical thinking to create impactful resumes, cover letters, and practice for interviews, demonstrating value-based leadership and multidisciplinary problem-solving.								
23MBAHR424.4	Embrace continuous professional development: Design a personalized lifelong learning plan, integrating ethical considerations and entrepreneurship spirit.								
23MBAHR424.5	Enhance resilience and adaptability: Develop strategies to navigate career transitions and manage challenges, highlighting teamwork and adaptability.								
23MBAHR424.6	Explore work-life transition strategies: Solve and evaluate methods for effectively managing career changes, returning to work, or changing roles, leveraging critical thinking and business acumen.								
Mapping of Course Outcomes to Program Outcomes and Program Specific Outcomes:									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
23MBAHR424.1	3	2	-	-	-	-	-	3	2
23MBAHR424.2	2	3	-	-	3	-	-	3	2
23MBAHR424.3	3	3	3	-	2	-	-	2	3
23MBAHR424.4	3	2	-	3	-	-	-	3	2
23MBAHR424.5	2	2	-	-	3	-	-	3	2
23MBAHR424.6	3	3	-	-	2	-	-	2	3
MODULE-1	SELF ASSESSMENT AND CAREER PLANNING		23MBAHR424.1		8 Hours				
MODULE - 1: Self-Assessment Tools and Techniques-Myers-Briggs Type Indicator (MBTI)-StrengthsFinder-Holland Codes (RIASEC)-Personal and Professional Values-Identifying Skills and Competencies-Setting SMART Career Goals-Creating a Personal Career Development Plan									
Skill Development Activities	The student will identify strategies for assessing abilities, interests, values, personality and other factors that contribute to career development								
Text Book	Text Book 1: 1.2, 1.3, 1.4, 1.13, 1.15, 1.16								
MODULE-2	JOB MARKET RESEARCH AND NETWORKING		23MBAHR424.2		8 Hours				
Analyzing Industry Trends and Job Market Data-Identifying Target Companies and Roles-Networking Strategies and Techniques-Using LinkedIn and Other Professional Networking Platforms-Informational Interviews and Mentorship.									
Skill Development Activities	Attend Workshop on Maximizing Profile Using Linked In								
Text Book	Text Book 1: 2.2, 2.3, 2.4 to 2.15								
MODULE-3	JOB SEARCH STRATEGIES AND APPLICATION		23MBAHR424.3, 23MBAHR424.4		8 Hours				
Crafting Resumes and Cover Letters-Job Search Methods and Resources-Preparing for Different Types of Interviews-Interview Skills and Techniques-Following Up After Interviews.									
Skill Development Activities	Compare various Job Portals and analyze the best Resumes								
Text Book	Text Book 2: 3.1, 3.3, 3.5, 3.7, 3.10								
MODULE-4	CAREER DEVELOPMENT AND LIFELONG LEARNING		23MBAHR424.5		8 Hours				

Continuing Education and Certifications-On-the-Job Learning and Development Programs-Professional Associations and Conferences-Personal Branding and Online Presence-Balancing Career and Personal Life.				
Skill Development Activities		Identify various Professional Associations and Opportunities available for Jobs		
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	MANAGING CAREER TRANSITIONS	23MBAHR424.6	8 Hours	
Understanding Career Transitions and Their Impact-Strategies for Successful Career Change-Coping with Job Loss and Unemployment-Returning to Work After a Break-Retirement Planning and Transition.				
Skill Development Activities		Interview 5 people in Middle level positions and present on their career development		
Text Book		Text Book 2: 12.1 to 12.10		
CIE Assessment Pattern (50 Marks - Theory)				
RBT Levels		Marks Distribution		
		Test (s)	Qualitative Assessment (s)	MCQ's
		25	20	5
L1	Remember	-	-	-
L2	Understand	5	-	-
L3	Apply	10	5	5
L4	Analyze	10	10	-
L5	Evaluate		5	-
L6	Create	-	-	-
SEE Assessment Pattern (50 Marks - Theory)				
RBT Levels		Exam Marks Distribution (50)		
L1	Remember	10		
L2	Understand	10		
L3	Apply	10		
L4	Analyze	20		
L5	Evaluate	-		
L6	Create	-		
Suggested Learning Resources:				
Text Books:				
1. Jeffrey H. Greenhaus, "Career management", 4 th Edition, 2017, Sage Publications.				
2) Kimberly McDonald, "Career Development- a HRD Perspective", Publisher: Routledge, 2020, ISBN-9781138786134.				
Reference Books:				
1) Jane Yarnall, "Strategic Career Management", Elsevier, ISBN: 9780750683692, 2018				
2) Brad Harrington, "Career Management & Work Life Integration", Sage Publications, , 2017, ISBN: 9781412937450				
3) Yehuda Baruch: "Managing Careers and Employability", 2022 Sage Publications, ISBN : 9781529751840				
Web links and Video Lectures (e-Resources)				
- https://www.ted.com/talks/sarah_ellis_and_helen_tupper_the_best_career_path_isn_t_always_a_straight_line?language=en				
- https://www.ted.com/talks/janine_esbrand_the_key_ingredient_to_your_career_success				
- https://www.ted.com/talks/greg_shirley_you_re_always_on_your_career_development_cycle				
- https://www.ted.com/talks/richard_edge_the_truth_about_career_progression				
Activity-Based Learning (Suggested Activities in Class)/ Practical Based learning				
<ul style="list-style-type: none"> • Resume Preparation Workshop • Career Management Workshops • Preparing Resumes • Self-Branding Concepts • Interaction with Industry people on Career stages • Contents related activities (Activity-based discussions) • For active participation of students, instruct the students to prepare Flowcharts and Handouts • Organizing Group wise discussions and seminars 				

ARTIFICIAL INTELLIGENCE IN DIGITAL MARKETING										
Course Code	23MBAMM431					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:										
23MBAMM431.1	Categorize various contemporary digital marketing competencies, demonstrating the ability to apply management knowledge and analytical skills for decision-making.									
23MBAMM431.2	Demonstrate various marketing analytical perspectives and methodologies, fostering critical thinking and value-based leadership.									
23MBAMM431.3	Study multiple pedagogical models using case-based discussions, hands-on simulations, lectures, role-plays, and workshops, enhancing teamwork and promoting lifelong learning.									
23MBAMM431.4	Investigate the concepts of the Digital Marketing Environment, integrating global, ethical, and multidisciplinary aspects for problem-solving.									
23MBAMM431.5	Recommend the latest digital technologies and marketing strategies, encouraging entrepreneurship and adaptability in business contexts.									
23MBAMM431.6	Evaluate the usage of various payment and billing gateways in digital marketing, supporting ethical practices and innovative solutions in business systems.									
Mapping of Course Outcomes to Program Outcomes and Program Specific Outcomes:										
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	
23MBAMM431.1	3	3		-	2	-	-	3	3	
23MBAMM431.2	3	-	-	-	-	-	-	3	3	
23MBAMM431.3		3	2	2	3	-	-	3	3	
23MBAMM431.4	3	2	-	3	-	-	-	3	3	
23MBAMM431.5	3	3	3	-	2	-	-	3	3	
23MBAMM431.6	2	3	3	2	-	-	-	3	3	
MODULE-1	DIGITAL MARKETING LANDSCAPE					23MBAMM431.1			8 Hours	
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		Using Canvas web 3.0 demonstration.								
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					23MBAMM431.2 , 23MBAMM431.3			8 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.										
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	AI IN DIGITAL MARKETING					23MBAMM431.4			8 Hours	
Customer Insights Content Marketing, Content SEO, Influencer Marketing, A Complete Guide on Chatbots, Customer Intelligence, AI implications in Retail, ., QR codes, Augmented Reality. Contemporary Research for consumer insights, Capturing Value: Pricing Analytics and Optimization, Internet as a distribution channel										
Skill Development Activity		Launch a product with QR code.								
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	INTRODUCTION TO THE INTERNET OF THINGS (IOT). IOT DEVICES AND APPLICATION AREAS.					23MBAMM431.5			8 Hours	

Various AI within the Martech, Landscape, AI marketing canvas, risk and barrier, Emerging AI in marketing, Precision Targeting and Personalization, competitive analysis and gain valuable insights into their strategies, trends and customer sentiments.

Skill Development Activity Creating app and widgets.

Text Book Text Book 2: 3.1, 3.3, 3.5, 3.7, 3.10

MODULE-5	DIGITAL MARKETING AND MOBILE ANALYTICS	23MBAMM431.6	8 Hours
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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 Make an SNS page, promote your website with mobile analytics ads.

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	5	-	-
L3	Apply	10	5	5
L4	Analyze	10	10	-
L5	Evaluate		5	-
L6	Create	-	-	-

SEE Assessment Pattern (50 Marks – Theory)

RBT Levels		Exam Marks Distribution (50)
L1	Remember	10
L2	Understand	10
L3	Apply	10
L4	Analyze	20
L5	Evaluate	-
L6	Create	-

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):

- <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.

SERVICES MARKETING									
Course Code	23MBAMM432				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:									
23MBAMM432.1	Investigate the unique challenges in managing and delivering quality services, emphasizing service-specific complexities and strategies for sustainable success.								
23MBAMM432.2	Analyze the characteristics of services and evaluate their marketing implications, considering service quality, customer perceptions, and competitive positioning.								
23MBAMM432.3	Elucidate the roles of employees and customers in service delivery, focusing on customer satisfaction, engagement, and the process of service recovery.								
23MBAMM432.4	Evaluate the implementation of marketing strategies in service organizations to enhance customer experience, loyalty, and satisfaction.								
23MBAMM432.5	Create skills to identify service decision problems, evaluate alternatives, define critical issues, and plan the effective execution of decisions.								
23MBAMM432.6	Validate the significance of customer feedback in service marketing, with particular focus on various service sectors in India and its impact on continuous improvement and customer retention.								
Mapping of Course Outcomes to Program Outcomes and Program Specific Outcomes:									
	P01	P02	P03	P04	P05	P06	P07	PS01	PS02
23MBAMM432.1	3	-	-	3	2	-	-	3	3
23MBAMM432.2	3	-	-	2	-	-	-	3	2
23MBAMM432.3	2	3	3	-	3	-	-	2	3
23MBAMM432.4	3	-	2	-	-	-	-	3	2
23MBAMM432.5	3	3	-	-	2	-	-	3	2
23MBAMM432.6	3	3	2	3	3	-	-	3	3
MODULE-1 INTRODUCTION TO SERVICES MARKETING 23MBAMM432.1 8 Hours									
Definition of services, Reasons for emergence of services marketing, Characteristics of services marketing, Service marketing mix, recent trends in services marketing, Generation of ROI, Concept of service marketing triangle, GAP models of service quality in different sectors. Marketing Challenges in Service industries.									
Skill Development Activities	The 'Customer' as a 'Case'? - Patient Dignity and Service Quality in a Tertiary Hospital								
Text Book	Text Book 1: 1.2, 1.3, 1.4, 1.13, 1.15, 1.16								
MODULE-2 CONSUMER BEHAVIOUR IN SERVICES 23MBAMM432.2 8 Hours									
Search, Experience and Credence property, Zone of tolerance, Factors influencing customer expectation of services. Customer perception of services. Service encounters. Creation of service vision and implementation, Service blue printing- Using & reading blue prints. Service positioning-positioning on the five dimensions of service quality, Service Recovery. Strategies for enhancing- Customer participation,									
Skill Development Activities	Investigate as a team, conduct a virtual interview with the business leader ranging from a small to mid-size business, Partner with them to develop a set of marketing competencies critical for success of all customers including service quality.								
Text Book	Text Book 1: 2.2, 2.3, 2.4 to 2.15								
MODULE-3 PRICE & PROMOTION OF SERVICES & SERVICE EXCELLENCE 23MBAMM432.3 23MBAMM432.4 8 Hours									
Pricing Challenges, Pricing Program, Revenue Management, Internal Marketing, Communication Strategy & Implementation, Advertising Services, Digital Marketing, Expert Insights, Enabling Service Excellence Delivering Value, Service Failure & Recovery, Service Quality, Customer Loyalty, Expert Insights									
Skill Development Activities	Hutchison Telecom - Servicing Indian Customers								
Text Book	Text Book 2: 3.1, 3.3, 3.5, 3.7, 3.10								
MODULE-4 MARKETING OF SERVICES IN PRACTICE 23MBAMM432.5 8 Hours									
Tourism: Segmentation, Product planning and development. Hotel: Classification of hotels, segmentation and marketing strategies. Travel: Characteristics and marketing strategies of Air, Rail, Road and water services. Hospital services marketing, Justifications for marketing Medicare services, strategic marketing for hospitals, Marketing of medical transcription services, Political services, Hospitality services, Personal care services, Day care services, Courier, entertainment and automobile services, Transportation and logistics services, media services.									
Skill Development Activities	Explore the Travel & Tourism services with w.r.t to national and international culture .								

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	SERVICES IN GLOBAL PERSPECTIVE& MANAGING RELATIONS	23MBAMM432.6	8 Hours	
Services in a global perspective: International marketing of services; recent trends; Principal driving force in global marketing of services; Key decisions in global marketing; Services strategy and organizing for global marketing. Managing relations, building loyalty, customer feedback, improving service quality, other services				
Skill Development Activities	Survey on service industry and case studies of the same.			
Text Book	Text Book 2: 12.1 to 12.10			
CIE Assessment Pattern (50 Marks – Theory)				
RBT Levels		Marks Distribution		
		Test (s)	Qualitative Assessment (s)	MCQ's
		25	20	5
L1	Remember	-	-	-
L2	Understand	5	-	-
L3	Apply	10	5	5
L4	Analyze	10	10	-
L5	Evaluate		5	-
L6	Create	-	-	-
SEE Assessment Pattern (50 Marks – Theory)				
RBT Levels		Exam Marks Distribution (50)		
L1	Remember	10		
L2	Understand	10		
L3	Apply	10		
L4	Analyze	20		
L5	Evaluate	-		
L6	Create	-		
Suggested Learning Resources:				
Text Books:				
1) Zeithaml, Bitner, Gremler, Ajay Pandit. Services Marketing. Seventh Edition, 2019. Mc Graw Hill				
2) Services Marketing People, Technology, Strategy, Jochen Wirtz and Christopher Lovelock, World Scientific Publishers, 978-1944660598, Ninth Edition, 1 January 2023				
3) Services Marketing Essentials, Vishal Desai, Vibrant Publishers, 9781636511733, First Edition 27 October 2023				
Reference Books:				
1) Service Marketing, Dr.Manita Matharu, Red'shine Publication Pvt. Ltd 978-9393239532, First Edition,15 January 2022				
2) Services Marketing, Amandeep Kaur, Visionias Publication Pvt. Ltd,1 January 2022				
3) Services Marketing, Jochen Wirtz, World Scientific press, 978-1-944659-79-0, 9th Edition, October 2021.				
Web links and Video Lectures (e-Resources):				
<ul style="list-style-type: none"> • https://www.youtube.com/watch?v=tv0Uw3jGCdk • https://www.youtube.com/watch?v=EtdJSOoY4gA • https://www.youtube.com/watch?v=WutTp3C3NX • https://www.youtube.com/watch?v=MnsVEKEqVoM 				
Activity-Based Learning (Suggested Activities in Class)/ Practical Based learning				
<ul style="list-style-type: none"> • Video demonstration of latest trends in services marketing, its challenges. • Contents related activities (Activity-based discussions) <ul style="list-style-type: none"> ➤ For active participation of students, students will be instructed to prepare Flowcharts using chart paper mind mapping technique. ➤ Organizing Group wise discussions on latest trends in services marketing issues ➤ Create a video based on service marketing and upload in the SNS sites taking department for various promotional activities. 				

MARCOMMS @ WORK										
Course Code	23MBAMM433					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:										
23MBAMM433.1	Illustrate the evolution of Marketing Communications (Marcomms) and its distinction from traditional media, analyzing its critical role in contemporary marketing strategies.									
23MBAMM433.2	Classify the structure and components of Integrated Marketing Communications (IMC), and categorize the functions and roles of advertising agencies, media specialists, and other key organizations involved.									
23MBAMM433.3	Examine the development and implementation of media strategies, identifying the advantages, limitations, and appropriate use of various media such as print, broadcast, and emerging alternative media platforms.									
23MBAMM433.4	Investigate the impact of IMC campaigns on marketing effectiveness, analyzing their outcomes and evaluating how they contribute to achieving marketing objectives.									
23MBAMM433.5	Recommend and assess various promotional tools, understanding their roles within an integrated IMC approach, including advertising, sales promotion, public relations (PR), direct marketing, digital channels, and personal selling.									
23MBAMM433.6	Evaluate the roles of PR, publicity, and corporate advertising, focusing on their application in promoting both consumer and B2B products and services.									
Mapping of Course Outcomes to Program Outcomes and Program Specific Outcomes:										
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	
23MBAMM433.1	3	3	-	2	-	-	-	3	2	
23MBAMM433.2	3	-	3	2	-	-	-	3	2	
23MBAMM433.3	2	2	-	-	3	-	-	2	3	
23MBAMM433.4	2	3	2	-	3	-	-	3	2	
23MBAMM433.5	3	-	3	3	-	-	-	3	3	
23MBAMM433.6	3	3	-	-	-	-	-	3	3	
MODULE-1										
FUNDAMENTALS OF MARCOMMS @ WORK					23MBAMM433.1			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					23MBAMM433.2			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					23MBAMM433.3			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	23MBAMM433.4 23MBAMM433.5	8 Hours
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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 advertainment 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	23MBAMM433.6	8 Hours
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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)	MCQ's
		25	20	5
L1	Remember	-	-	-
L2	Understand	5	-	-
L3	Apply	10	5	5
L4	Analyze	10	10	-
L5	Evaluate		5	-
L6	Create	-	-	-

SEE Assessment Pattern (50 Marks - Theory)

RBT Levels		Exam Marks Distribution (50)
L1	Remember	10
L2	Understand	10
L3	Apply	10
L4	Analyze	20
L5	Evaluate	-
L6	Create	-

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.

Managing Innovation : Strategies , Understanding Customer Needs & Marketing Pricing B2B Marketing ,Pricing basis , managing Price as part of marketing strategy , Managing pricing tactics , pricing implementation.				
Skill Development Activities	To understand B2B pricing strategies, pricing basis, managing price as part of marketing strategy, and implementing pricing tactics. Students will participate in a simulation where they act as pricing managers for a B2B company. They will develop and implement a pricing strategy for a new product, considering various pricing bases and tactics.			
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	ORGANIZATIONAL DEMAND ANALYSIS & MANAGING BUSINESS MAKETING CHANNEL , BUSSINES COMMUNICATION .	23MBAMM434.6	8 Hours	
Organization demand analysis , data mining marketing & sales potential, sales forecasting methods. Direct & Indirect Channel , Distributors & manufacturing representatives, Channels , objectives & design selection & motivation of Channel members .B2B Advertising tradeshow, Personnel Scaling , Key Account management .				
Skill Development Activities	To learn about B2B advertising, trade show planning, and key account management. Students will work in groups to create a B2B advertising campaign and plan a trade show exhibit for a hypothetical company. They will also develop a strategy for managing key accounts.			
Text Book	Text Book 2: 12.1 to 12.10			
CIE Assessment Pattern (50 Marks – Theory)				
RBT Levels		Marks Distribution		
		Test (s)	Qualitative Assessment (s)	MCQ's
		25	20	5
L1	Remember	-	-	-
L2	Understand	5	-	-
L3	Apply	10	5	5
L4	Analyze	10	10	-
L5	Evaluate		5	-
L6	Create	-	-	-
SEE Assessment Pattern (50 Marks – Theory)				
RBT Levels		Exam Marks Distribution (50)		
L1	Remember	10		
L2	Understand	10		
L3	Apply	10		
L4	Analyze	20		
L5	Evaluate	-		
L6	Create	-		
Suggested Learning Resources:				
Text Books:				
1)B2B Marketing :Text & Cases, 5 th Edition July 2021 Krishna K Havaldar Shailendra Dasari				
2) Business marketing management 10 th Edition by Michael D. Hutt & Thomas W Speh.				
Reference Books:				
1) Innovative B2B Marketing: New Models, Processes and Theory Simon Hall				
2) Product and Brand Management Michael Baker and Stuart Hart				
3) Marketing Strategy : Based on First Principal and Data Analytics February 2021				
4) Business to Business Marketing by Ross Brennan, Louise Canning & Raymond McDowell				
5) B2B Marketing Strategy: Differentiate, Develop and Deliver Lasting Customer Engagement by Heidi Taylor				
Web links and Video Lectures (e-Resources):				
<ul style="list-style-type: none"> • https://www.youtube.com/watch?v=fRGz0aSLg8o • https://www.youtube.com/watch?v=6LHGwtX6ads • https://www.youtube.com/watch?v=-tVUXclCwIw 				

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

- Visit to any manufacturing/aero/auto industry or any power plant
- Demonstration
- Video demonstration of latest trends in mobility
- Contents related activities (Activity-based discussions)
 - For active participation of students, instruct the students to prepare Flowcharts and Handouts
 - Organizing Group wise discussions on issues
 - Seminars
 - Students will work in groups to create a B2B advertising campaign and plan a trade show exhibit for a hypothetical company. They will also develop a strategy for managing key accounts.
 - Students will participate in a simulation where they act as pricing managers for a B2B company. They will develop and implement a pricing strategy for a new product, considering various pricing bases and tactics.
 - Rural colleges can send the students to the city nearby to observe the merchandising planning in retail outlets and to make a small report.
 - Interview a salesperson and write a brief report about what they like and dislike about their jobs, their salary, travelling allowances, sales quotas, why chose sales career, and what does it take to succeed in this profession.

INTERNATIONAL FINANCIAL MANAGEMENT									
Course Code	23MBAFM441					CIE Marks		50	
L:T:P:S	3:0:0:0					SEE Marks		50	
Hrs / Week	4					Total Marks		100	
Credits	03					Exam Hours		3	
Course outcomes: At the end of the course, the student will be able to:									
23MBAFM441.1	Demonstrate a comprehensive understanding of the International Financial System and its role in shaping global financial markets and its impact on international business dynamics.								
23MBAFM441.2	Analyze the Balance of Payments statement, examining its influence on the inflow and outflow of funds, and its significance in the context of global trade and financial stability.								
23MBAFM441.3	Interpret different types of foreign exchange transactions and differentiate their roles and impacts within the foreign exchange markets to better understand global currency dynamics.								
23MBAFM441.4	Examine the diverse sources of finance available in the International Financial Market, analyzing their relevance and impact on global business and investment strategies								
23MBAFM441.5	Discuss various foreign exchange rate forecasting techniques and their applications in predicting market trends and making informed international financial decisions.								
23MBAFM441.6	Design international parity relationships to understand the theoretical foundations of exchange rates, interest rates, and price levels in the global financial system.								
Mapping of Course Outcomes to Program Outcomes and Program-Specific Outcomes:									
CO	P01	P02	P03	P04	P05	P06	P07	PS01	PS02
23MBAFM441.1	3	-	3	-	-	-	-	3	3
23MBAFM441.2	3	2	-	3	2	-	-	3	2
23MBAFM441.3	3	3	-	2	-	-	-	2	3
23MBAFM441.4	3	-	2	3	-	-	-	3	2
23MBAFM441.5	2	3	3	-	3	-	-	3	2
23MBAFM441.6	3	3	-3	-	2	-	-	3	3
MODULE-1	Insights into International Financial System					23MBAFM441.1		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					23MBAFM441.2/ 23MBAFM441.6		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					23MBAFM441.3		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, Arbitrageprofit 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					23MBAFM441.4		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	23MBAFM441.5	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	5	-	-
L3	Apply	10	5	5
L4	Analyze	10	10	-
L5	Evaluate	-	5	-
L6	Create	-	-	-

SEE Assessment Pattern (50 Marks - Theory)

RBT Levels		Exam Marks Distribution (50)
L1	Remember	10
L2	Understand	10
L3	Apply	10
L4	Analyze	20
L5	Evaluate	-
L6	Create	-

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=n0yKX7fBjQ>
<https://courses.lumenlearning.com/boundless-ushistory/chapter/the-great-depression/>
https://en.wikipedia.org/wiki/1991_Indian_economic_crisis#:~:text=India's%20economic%20problems%20s%20tar%20ted%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

Commercial Bank Management

Course Code	23MBAFM442	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:

23MBAFM442.1	Understand the nature of bank lending activities and the associated credit risks, examining the key factors influencing lending decisions and the impact of credit risk on financial institutions.
23MBAFM442.2	Apply the principles of sound lending practices in assessing credit propositions from bank customers, ensuring effective evaluation of risk and adherence to regulatory and institutional guidelines.
23MBAFM442.3	Illustrate credit analysis techniques used in bank lending, employing both quantitative and qualitative methods to assess the creditworthiness of borrowers and make informed lending decisions.
23MBAFM442.4	Identify, structure, price, and market loan products in a competitive banking environment, demonstrating the ability to address problem loans and develop sustainable lending strategies.
23MBAFM442.5	Discuss various techniques to mitigate credit risk effectively, demonstrating the knowledge and skills necessary for comprehensive credit risk management in banks to ensure long-term financial stability.
23MBAFM442.6	Examine the major tasks performed by the credit management department in a bank, developing decision-making skills related to sound credit management practices and fostering an environment that supports risk minimization and business growth.

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

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
23MBAFM442.1	3	-	2	-	3	-	-	2	1
23MBAFM442.2	3	3	3	3	-	-	-	2	2
23MBAFM442.3	3	2	-	2	-	-	-	3	1
23MBAFM442.4	2	3	-	-	3	-	-	3	2
23MBAFM442.5	3	-	3	-	-	-	-	2	3
23MBAFM442.6	3	3	-	2	-	-	-	3	1

MODULE-1	Introduction to Bank Credit Management	23MBAFM442.1	8 Hours
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Credit Risk Management: Meaning and significance, Lending policies and procedures, Types of credit facilities: funded and non-funded facilities, Steps in lending process, Credit information and role of credit information Bureau; and management of credit portfolio. Principles and regulation of lending; credit policies and procedures; credit manuals; organization of credit function; and credit committee.

Skill Development Activities

Text Book | Text Book 1: 1.12, 1.13, 1.14, 1.23, 1.35, 1.36

MODULE-2	Loan and advances against pledge	23MBAFM442.2	8 Hours
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Loan and advances against pledge- Hypothecation- Mortgage – Lien- Advances against goods- Document to title to goods – Life insurance policies – Stock exchange Securities-Fixed deposit receipts –Book debts- Supply bills- Real estates – Advance against collateral securities

Skill Development Activities

Text Book | Text Book 1: 2.12, 2.13, 2.14 to 2.25

MODULE-3	Commercial and industrial lending	23MBAFM42.3, 23MBA422.6	8 Hours
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Role of asymmetric information in lending; the competitive environment; loan policy; making loan; principal lending activities; collateral: characteristics of goods collateral, types of collateral; the lending process: evaluating a loan request, structuring commercial loan agreements, pricing commercial loan, and monitoring and loan reviews. Non-Fund Based Operations : Bank guarantees; letter of credit: meaning and types, establishing letter of credit, parties involved, basic documents, risk assessment in letter of credit

Skill Development Activities

Text Book | Text Book 2: 3.11, 3.13, 3.15, 3.17, 3.20

MODULE-4	Real Estates and Consumer Lending	23MBA422.4	8 Hours
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Real Estate lending: mortgage debt outstanding, characteristics of mortgage loan, the real estate portfolio, residential mortgage loan, alternative space mortgage instruments, technology, commercial real estate loan; consumer lending: types of consumer loan, leases, finance charges, annual percentage rate, real estate and consumer credit regulation.

Skill Development Activities

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	Credit Administration, Monitoring and Review	23MBAFM442.5	8 Hours
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Credit structuring; bank documentation; types of securities and methods of creating charge over securities; loan covenants; credit file and credit evaluation memo; sanction and disbursement; follow up mechanism for monitoring; indicators of problem loans; credit audit; Handling problem loans: Credit restructuring: non-performing assets and Provisioning norms; non-banking assets. Characteristics of credit risk, indicators of credit risk, credit risk and bank failure, mitigating credit Risk

Skill Development Activities

Text Book Text Book 2: 12.1 to 12.10

CIE Assessment Pattern (50 Marks - Theory)

RBT Levels		Marks Distribution		
		Test (s)	Qualitative Assessment (s)	MCQ's
		25	20	5
L1	Remember	-	-	-
L2	Understand	5	-	-
L3	Apply	10	5	5
L4	Analyze	10	10	-
L5	Evaluate	-	5	-
L6	Create	-	-	-

SEE Assessment Pattern (50 Marks - Theory)

RBT Levels		Exam Marks Distribution (50)
L1	Remember	10
L2	Understand	10
L3	Apply	10
L4	Analyze	20
L5	Evaluate	-
L6	Create	-

Suggested Learning Resources:

Text Books:

1. Rose, P.S., & Hudgins, S. C. Bank management and financial services. New Delhi: Tata McGraw Hill Education Pvt. Ltd. 2022 10 th edition
 2. Gup, B.E., & Kolari, J. W. Commercial banking. New Delhi: Willey India reference pvt.ltd 2021 8 th edition
- References Books:

1. Murali, S. & Subbakrishna, K. R. Bank credit management. Mumbai: Himalayan Publishing House.
2. Vijayaragavan, G. Bank credit management: Text and cases. Mumbai: Himalayan Publishing House.
3. Gestel, T. V. & Baesens, B. Credit risk management. New York: Oxford University Press

Web links and Video Lectures (e-Resources):

1. https://www.google.com/search?q=bank+credit+management+in+video+youtube&sc_esv=f6ae078570cb1c5f&ei=z3BVZoqkCJaL4
2. www.google.com/search?q=bank+credit+management+in+video+youtube&sc_esv=f6ae078570cb1c5f&ei=z3BVZoqkCJaL4
3. <https://bettermoneyhabits.bankofamerica.com/en/credit>

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

- Seminars
- Online test

FOREX AND TRESURY MANAGEMENT									
Course Code	24MBAFM423				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:									
24MBAFM423.1	Develop in-depth knowledge of treasury management principles and techniques, applying them effectively to financial management practices.								
24MBAFM423.2	Assess the properties and applications of biomaterials in healthcare, with a focus on their role in improving patient care and outcomes.								
24MBAFM423.3	Examine emerging bioengineering innovations by evaluating the design, development, and implementation of cutting-edge technologies in the field.								
24MBAFM423.4	Cultivate advanced knowledge in treasury management to enhance decision-making and strategic financial planning in dynamic business environments.								
24MBAFM423.5	Apply bio-computing optimization techniques through hands-on research and experiential learning to solve real-world problems in the bioengineering field.								
24MBAFM423.6	Clarify and apply fundamental biological concepts in the context of industrial applications, supported by relevant case studies in bioengineering and healthcare.								
Mapping of Course Outcomes to Program Outcomes and Program Specific Outcomes:									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
24MBAFM423.1	3	-	-	-	2	-	-	3	2
24MBAFM423.2	3	2	-	3	3	-	-	3	3
24MBAFM423.3	2	3	-	-	2	-	-	2	3
24MBAFM423.4	3	-	3	2	-	-	-	3	2
24MBAFM423.5	3	3	2	-	-	-	-	3	3
24MBAFM423.6	2	-	-	3	-	-	-	3	3
MODULE-1 INTRODUCTION TO FOREX MANAGEMENT 24MBAFM423.1 8 Hours									
Nature, Significance and Scope of Forex Management, Foreign Exchange Market and its Structure, Foreign Exchange Rates and its Determination, Exchange Rate Quotes; Types of Exchange Rates; Forex Trading; Currency Futures and Options, Foreign Exchange Risk Exposures and their Management; Exchange Rate Forecasting; Risk in Foreign Exchange Business									
Skill Development Activities		Investigate the current exchange rate fluctuation and rate fixing.							
Text Book		Text Book 1: 1.2, 1.3, 1.4, 1.13, 1.15, 1.16							
MODULE-2 FOREX MARKETS 24MBAFM423.2 8 Hours									
Factors affecting Exchange Rates-Trading Procedure-Management of International Trade Transaction-Information Analysis for Trading-Speculation-International Transaction Financing-Concept of Volatility in Forex Markets- Various theories of forecasting-Drawbacks associated with these theories-Technical Analysis Real-time Example-Introduction to Value at Risk (VAR)-Application of VaR in Forex Markets.									
Skill Development Activities		Investigate on VaR in the forex market							
Text Book		Text Book 1: 2.2, 2.3, 2.4 to 2.15							
MODULE-3 DERIVATIVES AND COMMODITY EXCHANGES 24MBAFM423.3 8 Hours									
Concept of derivatives; Characteristics of derivatives; participants in derivative markets; types of derivatives; equity derivatives; forex derivatives; interest rate derivatives; credit derivatives; financial derivatives; Index based derivatives and security based derivatives; derivatives and exposure management, currency forwards, currency futures, currency options and currency swaps and interest rate risk management; derivative markets in India; MCX-SX; United Stock Exchange; commodity exchanges in India.									
Skill Development Activities		Live trading in stock market using any apps like Zerodha.							
Text Book		Text Book 2: 3.1, 3.3, 3.5, 3.7, 3.10							
MODULE-4 INTRODUCTION TO TREASURY MANAGEMENT 24MBAFM423.4 8 Hours									
Meaning, Objectives, Significance, Functions and Scope of Treasury Management, Relationship between Treasury Management and Financial Management; Role and Responsibilities of Chief Finance Officer Tools of Treasury Management; Internal Treasury, Controls; Environment for Treasury Management, Liquidity Management, Regulation, Supervision and Control of Treasury Operations, Implications of Treasury on International Banking.									
Skill Development Activities		Review in IMF treasury management							
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 STRATEGIC TREASURY AND RISK MANAGEMENT 24MBAFM423.5 24MBAFM423.6 8 Hours									

Aligning treasury strategy with organizational goals-Treasury as strategic financial advisers to the organization-Areas where treasury takes a leading role-Risk management frameworks and control environment-Types of Risks-Effective internal controls and governance in the treasury function-Preparing cash flow statements using ratio analysis-Raising finance - debt versus equity-The Weighted Average Cost of Capital (WACC).

Skill Development Activities | Problems in Weighted Average Cost of Capital (WACC).

Text Book | Text Book 2: 12.1 to 12.10

CIE Assessment Pattern (50 Marks - Theory)

RBT Levels		Marks Distribution		
		Test (s)	Qualitative Assessment (s)	MCQ's
		25	20	5
L1	Remember	-	-	-
L2	Understand	5	-	-
L3	Apply	10	5	5
L4	Analyze	10	10	-
L5	Evaluate	-	5	-
L6	Create	-	-	-

SEE Assessment Pattern (50 Marks - Theory)

RBT Levels		Exam Marks Distribution (50)
L1	Remember	10
L2	Understand	10
L3	Apply	10
L4	Analyze	20
L5	Evaluate	-
L6	Create	-

Suggested Learning Resources:

Text Books:

1. R.P. Rustagi : Strategic Financial Management – 7th Edition 2024, Taxmann Publication Pvt. Ltd.
2. V.A. Avadhani : Treasury Management in India; 3rd edition 2010, Himalaya Publishing House.

Reference Books:

1. Ravi M. Kishore : Strategic Financial Management – Taxmann Publication Pvt. Ltd
2. R. Charles Moyer, : Contemporary Financial Management; West Publishing Company. James R. McGuign & William J. Kretlow
3. Scott L. William : Contemporary Financial Markets and Services; West Publishing Company, St. Paul (USA).
4. John C. Hull : Options, Futures and other Derivative Securities; Prentice-Hall, Inc., Englewood Cliffs, N.J. USA.
5. Hudson Robert : Treasury Management; Blackwell, 108, Cowley Road, Oxford, U.K.
6. A.V. Rajwade : Foreign Exchange International Finance and Risk Management, Academy of Business Studies, New Delhi.
7. D.T. Khilani : Foreign Exchange Management Manual; Snowwhite, Mumbai.
8. C. Jeevanandam : Foreign Exchange and Risk Management; Sultan Chand & Sons, 23, Daryaganj, New Delhi.

Web links and Video Lectures (e-Resources):

- <https://www.youtube.com/watch?v=2Kbb7y51Uls>
- <https://www.youtube.com/watch?v=dHUrKvGdqF0>
- <https://www.youtube.com/watch?v=VgTNQGtQykk>
- <https://www.youtube.com/watch?v=HaeY4SWG11M>
- <https://www.rbi.org.in>
- www.fimmda.org
- www.iibf.org.in
- <https://www.irda.gov.in>
- www.nseindia.com

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

- Role plays to depict the difference between the trading activities in traditional & modern stock market
- Live trading in Zerodha App
- Creating a stock market in the classroom and make students to do trading.

FINANCIAL DERIVATIVES AND RISK MANAGEMENT										
Course Code	23MBAFM444	CIE Marks	50							
L:T:P:S	3:0:0:0	SEE Marks	50							
Hrs / Week	4	Total Marks	100							
Credits	03	Exam Hours	3							
Course outcomes: At the end of the course, the student will be able to:										
23MBAFM444.1	Demonstrate the basic risk management principles, the conceptual and practical framework of the functioning of the derivative markets.									
23MBAFM444.2	Apply risk management techniques effectively using futures and forwards to hedge market risks and optimize portfolio performance.									
23MBAFM444.3	Analyze the application of risk management techniques through options, focusing on their utility in managing risk and maximizing returns in dynamic markets									
23MBAFM444.4	Illustrate the use of swaps in risk management to manage financial risks and enhance business operations in different market conditions.									
23MBAFM444.5	Evaluate the concept of credit risk and Value at Risk (VaR), and understand their importance in risk assessment and mitigation strategies for organizations.									
23MBAFM444.6	Create various risk management strategies utilizing derivative instruments to mitigate potential financial risks and maximize business value.									
Mapping of Course Outcomes to Program Outcomes and Program-Specific Outcomes:										
CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PS01	PS02	
23MBAFM444.1	3	3	-	-	2	-	-	3	2	
23MBAFM444.2	3	3	-	2	3	-	-	3	2	
23MBAFM444.3	3	-	-	3	-	-	-	3	2	
23MBAFM444.4	3	3	2	2	-	-	-	3	2	
23MBAFM444.5	3	3	2	-	3	-	-	3	2	
23MBAFM444.6	3	3	3	-	3	-	-	3	3	
MODULE-1	Introduction to Risk		23MBAFM444.1		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 Study		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		23MBAFM444.2/22MBAFM424.6		8 Hours					
Introduction- Forward Contract-Futures Contract- Differences - Specifications of Futures Contract- Commodityfutures, 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 Study		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		23MBAFM444.3		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		23MBAFM444.4		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:		23MBAFM444.5		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	5	-	-
L3	Apply	10	5	5
L4	Analyze	10	10	-
L5	Evaluate	-	5	-
L6	Create	-	-	-

SEE Assessment Pattern (50 Marks – Theory)

RBT Levels		Exam Marks Distribution (50)
L1	Remember	10
L2	Understand	10
L3	Apply	10
L4	Analyze	20
L5	Evaluate	-
L6	Create	-

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+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

SUPPLY CHAIN ANALYTICS									
Course Code	23MBALS451			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:									
23MBALS451.1	Develop a comprehensive understanding of the critical factors that influence supply chain performance, including demand management, supplier relationships, and inventory control.								
23MBALS451.2	Apply logistics and procurement strategies to optimize supply chain processes, reduce costs, and enhance operational efficiency across the supply chain.								
23MBALS451.3	Examine various transportation methods, understanding their role in enhancing the efficiency and effectiveness of supply chain operations.								
23MBALS451.4	Design effective SCM strategies by integrating planning and forecasting tools to align supply chain operations with organizational goals and customer demands.								
23MBALS451.5	Analyze the role of outsourcing and agility in the supply chain to enhance flexibility, responsiveness, and cost-effectiveness in a dynamic market environment.								
23MBALS451.6	Explore the key functions of warehouse management, including storage, inventory control, and order fulfillment, and understand their impact on the overall supply chain performance.								
Mapping of Course Outcomes to Program Outcomes and Program-Specific Outcomes:									
Module	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
23MBALS451.1	3	3	-	-	-	-	-	2	3
23MBALS451.2	3	-	-	-	3	-	-	2	3
23MBALS451.3	3	-	-	-	2	-	-	2	2
23MBALS451.4	3	3	2	3	-	-	-	3	3
23MBALS451.5	3	3	-	3	3	-	-	3	2
23MBALS451.6	3	3	-	-	2	-	-	2	3
MODULE-1									
INTRODUCTION TO SUPPLY CHAIN MANAGEMENT			23MBALS451.1			23MBALS451.2			8 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			23MBALS451.3		8 Hours	
Logistics costs, different models, logistics sub-systems, inbound and outbound logistics bullwhipeffects 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			23MBALS451.4		8 Hours	
Strategy formulation in SCM – Value in Supply Chain – Tradeoffs – CRM Strategy relationshipmatrix, 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	23MBALS451.5	8 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	23MBALS451.6	8 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	5	-	-
L3	Apply	10	5	5
L4	Analyze	10	10	-
L5	Evaluate		5	-
L6	Create	-	-	-
SEE Assessment Pattern (50 Marks – Theory)				
RBT Levels		Exam Marks Distribution (50)		
L1	Remember	10		
L2	Understand	10		
L3	Apply	10		
L4	Analyze	20		
L5	Evaluate	-		
L6	Create	-		
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 McGraw 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=Ie7tDr6gPcM&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://efaidnbnmnnibpcajpcglcfindmkaj/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.

BUSINESS PROCESS IMPROVEMENT									
Course Code	23MBALS452				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:									
23MBALS452.1	Evaluate Business Process Improvement (BPI) as a strategic technique for enhancing business decision-making and achieving organizational goals.								
23MBALS452.2	Analyze process discovery models and best industry practices to align business processes with a company's strategic objectives.								
23MBALS452.3	Apply innovative business process improvements by conducting gap analysis and designing processes that support a company's strategic objectives, while ensuring social responsibility and ethical considerations.								
23MBALS452.4	Analyze key business processes that drive the value chain and impact the entire product lifecycle within an organization.								
23MBALS452.5	Evaluate and integrate appropriate technologies (both existing and emerging) to enhance the development of business processes and the creation of sustainable business models.								
23MBALS452.6	Assess the capabilities of various process modeling tools and their application in optimizing business processes for improved operational efficiency.								
Mapping of Course Outcomes to Program Outcomes and Program Specific Outcomes:									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
23MBALS452.1	3	-	3	-	2	-	-	3	2
23MBALS452.2	3	3	-	-	2	-	-	3	3
23MBALS452.3	3	2	-	3	3	-	-	3	3
23MBALS452.4	3	3	-	2	-	-	-	3	3
23MBALS452.5	3	3	-	3	-	-	-	3	3
23MBALS452.6	3	3	3	2	2	-	-	2	3
MODULE-1 INTRODUCTION 23MBALS452.1 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, After watching the video student has to submit a report.								
TEXT BOOKS	Text Book 1:1,2,3								
MODULE-2 PROCESS DISCOVERY AND MODELLING 23MBALS452.2 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, After watching the video student has to submit a report.								
TEXT BOOKS	Text Book 1:4,5								
MODULE-3 PROCESS IMPROVEMENT (ANALYSIS AND DESIGN) 23MBALS452.3, 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, After watching the video student has to submit a report.								
TEXT BOOKS	Text Book 1:6,7,8								
MODULE-4 PROCESS MEASUREMENT 23MBALS452.4, 23MBALS452.5 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, After watching the video student has to submit a report.
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TEXT BOOKS	Text Book 1:9
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MODULE-5	BUSINESS PROCESS TECHNOLOGIES	23MBALS452.6	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, After watching the video student has to submit a report.
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TEXT BOOKS	Text Book 1:10,11,12
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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	5	-	-
L3	Apply	10	5	5
L4	Analyze	10	10	-
L5	Evaluate		5	-
L6	Create	-	-	-

SEE Assessment Pattern (50 Marks - Theory)

RBT Levels		Exam Marks Distribution (50)
L1	Remember	10
L2	Understand	10
L3	Apply	10
L4	Analyze	20
L5	Evaluate	-
L6	Create	-

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. Spanyol, 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) Poires & 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	23MBALS453				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:									
23MBALS453.1	Apply the project management framework, including the project management lifecycle, knowledge areas, and process groups, to understand and address key project-related challenges.								
23MBALS453.2	Evaluate various project management techniques for selecting projects, creating work breakdown structures, and optimizing cost, quality, time, and budgets to ensure project success.								
23MBALS453.3	Identify and apply methodologies to improve team performance and ensure effective collaboration in managing project tasks and milestones.								
23MBALS453.4	Classify business scenarios using appropriate project management techniques to expedite project timelines and optimize resource allocation, ensuring successful project delivery.								
23MBALS453.5	Examine and manage project risks to monitor and control project performance parameters, mitigate potential issues, and ensure project objectives are met.								
23MBALS453.6	Develop and implement effective project management techniques for planning, executing, monitoring, and closing projects, ensuring they align with organizational goals and deliver value.								
Mapping of Course Outcomes to Program Outcomes and Program Specific Outcomes:									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
23MBALS453.1	3	3	-	-	3	-	-	3	2
23MBALS453.2	3	3	-	-	2	-	-	3	2
23MBALS453.3	2	2	3	-	3	-	-	2	3
23MBALS453.4	3	2	2	3	-	-	-	3	2
23MBALS453.5	3	3	-	3	-	-	-	3	2
23MBALS453.6	3	3	2	3	-	-	-	3	3
MODULE-1	Project Management Framework					23MBALS453.1		8 Hours	
Definition of project, Need for project management, Project life cycle, Project stake holders									
Skill Development Activity									
TEXT BOOKS			Text Book 1:1.2, 1.3, 1.4, 1.13, 1.15, 1.16						
MODULE-2	Project Management Parameters					23MBALS453.2		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									
TEXT BOOKS			Text Book 1:2.2, 2.3, 2.4, 2.15						
MODULE-3	Project Teams					23MBALS453.3		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									
TEXT BOOKS			Text Book 2:3.1, 3.3, 3.5, 3.7, 3.10						
MODULE-4	Project Expediting					23MBALS453.4		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				
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	23MBALS453.5, 23MBALS453.6	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				
TEXT BOOKS	Text Book 1:6,7,8			
CIE Assessment Pattern (50 Marks - Theory)				
RBT Levels		Marks Distribution		
		Test (s)	Qualitative Assessment (s)	MCQ's
		25	20	5
L1	Remember	-	-	-
L2	Understand	5	-	-
L3	Apply	10	5	5
L4	Analyze	10	10	-
L5	Evaluate		5	-
L6	Create	-	-	-
SEE Assessment Pattern (50 Marks - Theory)				
RBT Levels		Exam Marks Distribution (50)		
L1	Remember	10		
L2	Understand	10		
L3	Apply	10		
L4	Analyze	20		
L5	Evaluate	-		
L6	Create	-		
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. JohnWiley.				
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=uWP1saYpY7U				
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				
4. https://www.youtube.com/watch?v=5xwZg9P4VHk				
5. https://www.youtube.com/watch?v=tuGy4U3gjDQ				
6. https://www.youtube.com/watch?v=hlhTtzo0eBg				
Activity-Based Learning (Suggested Activities in Class)/ Practical Based learning				
➤ Project Case Study Analysis: Analyze a real-world project case to evaluate objectives, scope, risks, and outcomes.				
➤ Project Charter Creation: Create a project charter outlining goals, scope, stakeholders, and deliverables.				
➤ Work Breakdown Structure (WBS) Workshop: Develop a WBS to organize a project into				

manageable tasks and subtasks.

- Gantt Chart and Timeline Planning: Create a Gantt chart and timeline using project management software to plan a sample project.
- Risk Assessment Exercise: Conduct a risk assessment by identifying and evaluating potential risks for a project scenario.

MATERIALS MANAGEMENT

Course Code	23MBALS454	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:									
23MBALS454.1	Understand the foundational concepts of materials management, its role in supply chain management, and its contribution to organizational efficiency.								
23MBALS454.2	Analyze material requirements and apply appropriate techniques for effective material planning to ensure optimal use of resources and cost efficiency.								
23MBALS454.3	Apply various inventory management models to streamline inventory processes, reduce costs, and ensure the timely availability of materials.								
23MBALS454.4	Evaluate and implement purchasing practices that optimize procurement strategies, supplier relationships, and contribute to organizational cost reduction.								
23MBALS454.5	Explain the role of storage management in warehouses, focusing on strategies for improving storage, organization, and material flow to enhance operational efficiency								
23MBALS454.6	Utilize the concept of value analysis to assess and improve the functionality and cost-effectiveness of materials and processes in the production system.								
Mapping of Course Outcomes to Program Outcomes and Program Specific Outcomes:									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
23MBALS454.1	3	2	-	-	3	-	-	3	2
23MBALS454.2	3	-	2	-	-	-	-	3	2
23MBALS454.3	3	-	-	-	2	-	-	3	2
23MBALS454.4	3	2	3	2	3	-	-	2	3
23MBALS454.5	3	3	3	2	-	-	-	2	3
23MBALS454.6	3	3	-	2	3	-	-	3	3
MODULE-1				Introduction	23MBALS454.1	8 Hours			
Operating environment-aggregate planning-role, need, strategies, costs techniques, approaches, master scheduling-manufacturing planning and control system-manufacturing resource planning, enterprise resource planning-making the production plan.									
Skill Development Activities									
Text Book		Text Book 1: 1.2, 1.3, 1.4,							
MODULE-2				Materials Planning	23MBALS454.2	8 Hours			
Materials requirements planning-bill of materials-resource requirement planning-manufacturing resource planning-capacity management-scheduling orders-production activity control-codification.									
Skill Development Activities									
Text Book		Text Book 2: 2.2, 2.3, 2.4							
MODULE-3				Inventory Management	23MBALS454.3	8 Hours			
Policy Decisions-objectives-control -Retail Discounting Model, Newsvendor Model; Review of deterministic models, Probabilistic inventory models.									
Skill Development Activities									
Text Book		Text Book 2: 3.1, 3.3, 3.5							
MODULE-4				Purchasing Management	23MBALS454.4	8 Hours			
strategy-price forecasting-buying seasonal commodities-purchasing under uncertainty-demand management-price forecasting-purchasing under uncertainty-purchasing of capital equipment international purchasing.									
Skill Development Activities									
Text Book		Text Book 3: 4.1, 4.3, 4.5, 4.7							
MODULE-5				Warehouse Management	23MBALS454.5, 6	8 Hours			
Warehousing functions – types - Stores management-stores systems and procedures-incoming materials control-stores accounting and stock verification-Obsolete, surplus and scrap-value analysis material handling-transportation and traffic management -operational efficiency-productivity-cost effectiveness-performance measurement.									

Skill Development Activities				
Text Book		Text Book 3: 5.1, 5.2, 5.3		
CIE Assessment Pattern (50 Marks - Theory)				
RBT Levels		Test (s)	Qualitative Assessment	MCQs
		25	20	5
L1	Remember	-	-	-
L2	Understand	5	-	-
L3	Apply	10	5	5
L4	Analyze	10	10	-
L5	Evaluate		5	-
L6	Create	-	-	-
SEE Assessment Pattern (50 Marks - Theory)				
RBT Levels		Exam Marks Distribution (50)		
L1	Remember	10		
L2	Understand	10		
L3	Apply	10		
L4	Analyze	20		
L5	Evaluate	-		
L6	Create	-		
Suggested Learning Resources:				
Text Books:				
1) J.R.Tony Arnold, Stephen N. Chapman, Lloyd M. Clive, Materials Management, Pearson, 2012.				
2. P. Gopalakrishnan, Purchasing and Materials Management, Tata McGraw Hill, 2012.				
3) S. N. Chary, Production and Operations Management, Tata McGraw Hill, 2012.				
Reference Books:				
1) A.K.Chitale and R.C.Gupta, Materials Management, Text and Cases, PHI Learning, 2nd Edition, 2006				
2. A.K.Datla, Materials Management, Procedure, Text and Cases, PHI Learning, 2nd Edition, 2006				
3. Ajay K Garg, Production and Operations Management, Tata McGraw Hill , 2012				
4. Ronald H. Ballou and Samir K. Srivastava, Business Logistics and Supply Chain Management, Pearson education,Fifth Edition .				
Web links and Video Lectures (e-Resources):				
<ul style="list-style-type: none"> • https://youtu.be/H59sWSG0eI • https://youtu.be/u3P6YMI5Ah0 • https://youtu.be/AJWhfAqyx2Q • https://youtu.be/b_r8zttG8h0 • https://youtu.be/9W71xi9os8U 				
Activity-Based Learning (Suggested Activities in Class)/ Practical Based learning				
<ul style="list-style-type: none"> • Quizzes • Visit to any manufacturing industry • Video demonstration of latest trends in materials management • Contents related activities (Activity-based discussions) <ul style="list-style-type: none"> ➤ Chart Presentation on Materials Management Techniques followed by different companies. 				

23MBA43 – DISSERTATION

Course Code	23MBA43	CIE Marks	50
L:T:P:S	0:0:10:0	SEE Marks	50
Hrs / Week	-	Total Marks	100
Credits	10	Exam Hours	03

Course outcomes:

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

23MBA43.1	Illustrate the methods of problem identification, framing research questions, and outlining a structured approach to solving business and management problems.
23MBA43.2	Develop a comprehensive synopsis that clearly outlines the objectives, methodology, and scope of the research.
23MBA43.3	Employ appropriate research methods and processes, including qualitative and quantitative techniques, to gather and analyze data effectively.
23MBA43.4	Apply the concepts and techniques of research methodology learned in previous semesters to solve complex business and management research problems.
23MBA43.5	Evaluate research problems through hypothesis testing, data analysis, and interpretation of results to make informed conclusions.
23MBA43.6	Create a well-organized and systematic research report, presenting findings, analysis, and recommendations in a professional manner.

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

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
23MBA43.1	3	2	1	2	2	3	3	3	2
23MBA43.2	3	2	2	1	2	3	3	3	2
23MBA43.3	3	3	2	2	2	3	2	3	3
23MBA43.4	3	3	2	3	2	3	2	3	3
23MBA43.5	3	3	2	3	2	2	3	3	3
23MBA43.6	3	3	2	3	3	3	3	3	3

GENERAL GUIDELINES

General:

- The project work shall be for a period of 6 weeks immediately after the completion of 3rd SEE but before the commencement of the 4th semester classes.
- The Course code of the project report shall be 23MBA43 and shall be compulsory for all the students opting for all specializations.
- By keeping the business trend in the present scenario, university has given an option to the students to select the research problem either from business organization or they can carry out the project on freelance basis subject to the approval of department committee.
- It is the total responsibility of the internal guide to monitor the freelance project.
- In case, business problem selected from a Company, no two students of an institute shall work on the same problem in the same organization.
- 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.
- On completion of the project work, student shall prepare a report with the following format.
- The Project report shall be prepared using word processor viz. MS Word with New Times Roman, 12 font size.
- All the reports shall be printed in the A4 size 1" margin on all the sides.
- The report shall be hard bound facing sheet of royal blue color indicating the title of college and month & year of admission (spiral binding not permitted).
- A certificate by the guide, HOD and Head of the institution indicating the bonafide.
- Performance of the project by the student to be enclosed.
- An undertaking by the student to the effect that the work is independently carried out by him/her.
- The certificate from the organization if applicable (if its Freelance project, certificate is not required and internal guide can issue a certificate for successful completion).
- Acknowledgement
- Executive Summary

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]
9. Plagiarism: Plagiarism is considered as academically fraudulent, and an offence against university academic discipline. The University considers plagiarism to be a major offence, and subject to the corrective procedures. It is compulsory for the student to get the plagiarism check done before submission of the project report. Plagiarism of up to 10 % is allowed in the project work and report should consist of original content/work.
10. Publication of Research Findings: Students are expected to present their research findings in Seminars/ Conferences/ Technical/ Management Fests or publish their research work in Journals in association with their Internal Guide. Appropriate Weightage should be given to 03092024 this in the internal evaluation as well as in the viva voce examination of the project report.

CONTENTS OF THE INTERNSHIP REPORT

- Cover page
- Certificate from the Organization (scanned copy if applicable)
- Certificate from the guide, HOD and Head of the Institution (scanned copy) indicating bonafide performance of Project by the student
- Declaration by the student (scanned copy) • Acknowledgement • Table of contents
- List of tables and graphs
- Executive summary

Chapter 1: Introduction

Introduction, Industry profile and company profile: Promoters, vision, Mission & Quality Policy. Products / services profile areas of operation, infrastructure facilities, competitor's information, SWOT Analysis, Future growth and prospects and Financial Statement.

Chapter 2: Conceptual background and Literature review

Theoretical background of the study, Literature review with research gap (with minimum 20 literature reviews).

Chapter 3: Research Design

Statement of the problem, Need for the study, Objectives, Scope of the study, Research methodology, Hypotheses, Limitations, Chapter scheme.

Chapter 4: Analysis and Interpretation

Analysis and interpretation of the data- collected with relevant tables and graphs. Results obtained by the using statistical tools must be included.

Chapter 5: Findings, Conclusion and Suggestions

Summary of findings, Conclusion and Suggestions / Recommendations

Bibliography: Books, Articles names, etc. to be mentioned as per APA style.

Annexure: Relevant to the projects such as figures, graphs, photographs etc.,

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.

Rubrics for Project Work (Common to core and Dual Specializations)- 23MBA43

Sl. No.	Evaluation Type	Particulars	Marks
1	CIE	Internal Assessment by the Guide- Based on three Presentations by Students	50
2	SEE	Report Evaluation by the Guide & External Examiner Average of the marks awarded by the two Examiners shall be the final evaluation marks for the Dissertation.	25
3	SEE	Viva-Voce Examination to be conducted by the Guide and an External examiner from the Industry/ Institute (Joint Evaluation)	25
Total			100

Rubrics for Project Evaluation and Viva voce Examination

A. Internal Assessment by the Guide- Based on three Presentations by Students

Sl. No	Aspect	Mark
1	First Presentation	5
2	Second Presentation	5
3	Third Presentation	5
4	Introduction and Methodology	5
5	Industry and Company Profile	5
6	Theoretical background of study	5
7	Data analysis and interpretation	10
8	Summary of findings, suggestions and conclusion	10
Total		50

B. Report Evaluation by the Guide & External Examiner. Average of the marks awarded by the two Examiners shall be the final evaluation marks for the Dissertation.

Sl. No	Aspect	Mark
1	Introduction & Relevance of the project	5
2	Conceptual background and literature review	5
3	Research design	5
4	Analysis and interpretation	5
5	Summary of findings, suggestions and conclusion	5
Total		25

C. Viva-Voce Examination to be conducted by the HOD/ Guide and an External examiner from the Industry/ Institute (Joint Evaluation)

Sl. No	Aspect	Mark
1	Presentation and Communication Skills	5
2	Subject knowledge	5
3	Objectives of the study and Methodology	5
4	Analysis using statistical tools and statistical packages	5
5	Findings and appropriate suggestions	5
Total		25

Schedule to be followed before commencement of Project

Activity	Timeline	Remarks
Identifying the organization Problem identification	First week	Student individually identifies an organization OR identifies problem for his/her study, according to his/her interest.
Problem statement Research Design	Second week	His/ Her interests are discussed with project guides. Discussion

		with Internal Guide to decide on suitable design for the research
Synopsis Preparation	Third week	Preparation of Synopsis* & formulating the objectives
Presentation of Synopsis	Fourth week	The student will present the synopsis with the detailed execution plan to the Internal Guide and HOD who will review and may: a. Approve b. Approve with modification or c. Reject for fresh synopsis
Approval Status	Fifth and Sixth week	The approval status is submitted to HOD who will officially give concurrence for the execution of the Project

Schedule to be followed during Project work

Activity	Timeline	Remarks
Understanding Structure, Culture and functions of the organization /identifying of business problem from the industry from the literature study	First week of the project	Student should understand products/services and the problems of the organization
Preparation of Research design and Research instrument for data collection	Second week of the project	Discussion with the guide for finalization of research design and instrument in his/her domain and present the same to the guide. (First Presentation).
Data collection	Third week of the project	Data collected to be edited, coded, tabulated and presented to the guide for suggestions for analysis. (Second Presentation).
Analysis and finalization of report	Fourth & Fifth week of the project	Students must use appropriate and latest statistical tools and techniques for analyzing the data. (It is must to use of Statistical Package whose result should be shown in the report) (Third Presentation)
Submission of Report	Sixth week of the project	Final Report should be submitted to the University before one week of the commencement of theory examination.

APPENDIX A
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

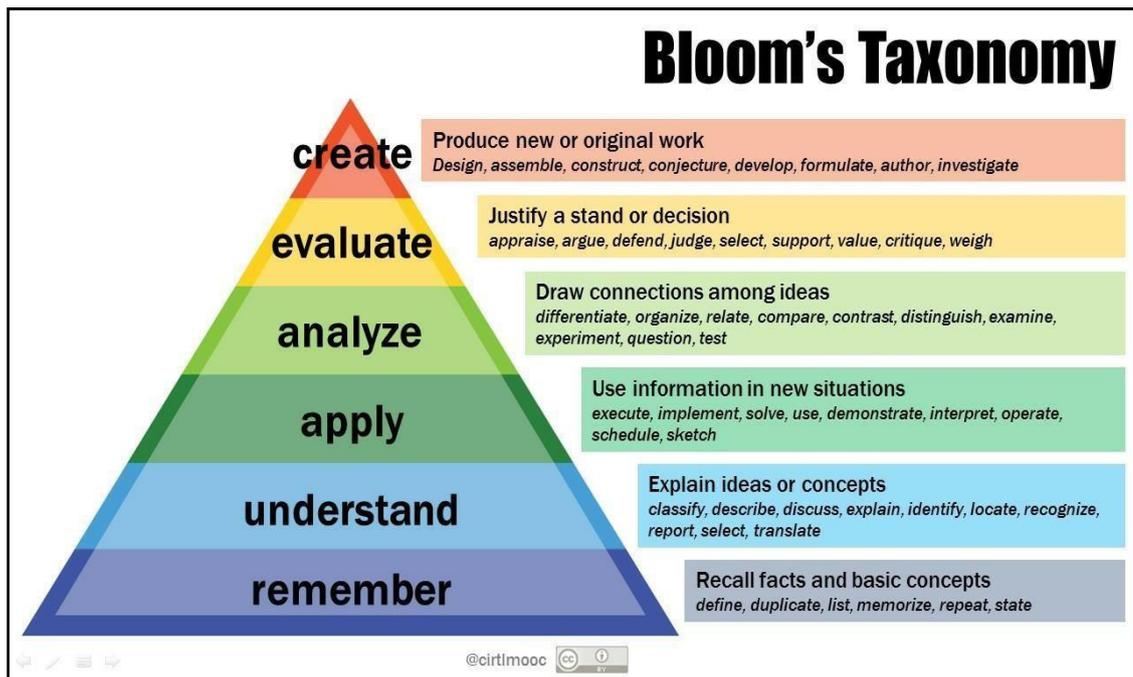
GRADUATE PARAMETERS

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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