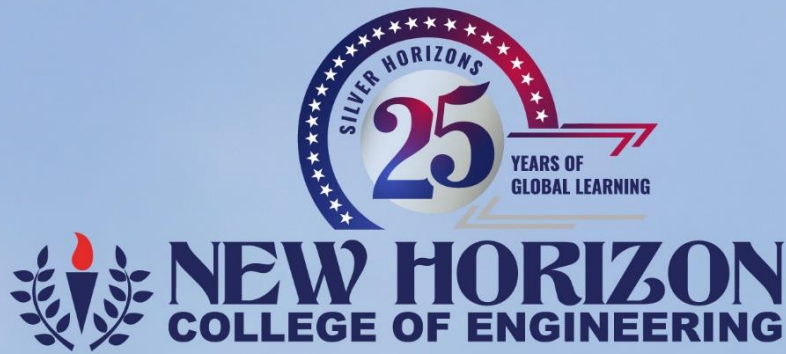




DEPARTMENT OF MANAGEMENT STUDIES

Academic Year 2025-26



MBA

**Third and Fourth Semester Scheme & Syllabus
BATCH 2024-26
CREDITS: 100**



Department of Management Studies
Academic Year 2025-26

3rd & 4th Semester Scheme & Syllabus

BATCH: 2024-26

CREDITS: 100

S.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	10-11
6	Syllabus of Third Semester MBA:	12-75
	6.1: 24MBA31 Managing Digital Business	
	6.2: 24MBA32 International Business	
	6.3: 24MBAXX*** Elective 1	
	6.4: 24MBAXX*** Elective 2	
	6.5: 24MBAXX*** Elective 1	
	6.6: 24MBAXX*** Elective 2	
	6.7: 24MBA33 Internship	
7	Syllabus of Fourth Semester MBA:	76-139
	7.1: 24MBA41 Indian Ethos	
	7.2: 24MBAXX*** Elective 1	
	7.3: 24MBAXX*** Elective 2	
	7.4: 24MBAXX*** Elective 1	
	7.5: 24MBAXX*** Elective 2	
	7.6: 24MBA43 Innovation & Design Thinking Based Project 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:2024-2026

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	24MBA31	Managing Digital Business	MBA	4	0	0	0	4	4	50	50	100
2	PCC	24MBA32	International Business	MBA	4	0	0	0	4	4	50	50	100
3	PEC	24MBAXX***	Elective 1	MBA	4	0	0	0	4	4	50	50	100
4	PEC	24MBAXX***	Elective 2	MBA	4	0	0	0	4	4	50	50	100
5	PEC	24MBAXX***	Elective 1	MBA	4	0	0	0	4	4	50	50	100
6	PEC	24MBAXX***	Elective 2	MBA	4	0	0	0	4	4	50	50	100
7	PCC	24MBA33	Internship	MBA	0	0	0	4	4	-	50	50	100
Total									28	24	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 (04credits). Practical and real-life corporate results/events, cases and occurrences must be used to demonstrate the concepts in the classroom. The Time-Table allotment for each course should be 04 hrs. Practical component must be embedded in the theory classes and it is mandatory to maintain a record of all tools and cases used in teaching –learning process
- 20% of marks should be allocated for application-oriented questions in the SEE Question Paper, based on practical component.
- One Industrial Visit per Semester is Mandatory. The Department shall insist on report submission by each student and shall maintain this as a documentary proof preferably with Geo-tagged photos. The format of the report shall be prescribed by the department.
- Each course content has indicative case studies which can be dealt in the class by the course instructor. In addition to this the course instructor may use an extra case from Harvard, Sage Business Cases/Case Centre.

5. Internship-24MBA33 (Four 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.

The following internship options are available:

- Industry Internship
- Research Internship
- Skill Enhancement Courses
- Post-Placement Training as Internship
- Online Internship

Industry internship: It is an extended period of work experience undertaken by students to supplement their degree for professional development. It also helps them learn to overcome unexpected obstacles and successfully navigate organizations, perspectives, and cultures. Dealing with contingencies helps students recognize, appreciate, and adapt to organizational realities by tempering their knowledge with practical constraints. Students undertaking industry internships must ensure the organization is listed on the VTU Internship Portal. If not, request the organization to register on the portal.

Research internship: A research internship is intended to offer the flavor of current research going on in the research field. It helps students get familiarized with the field and imparts the skill required for carrying out research. Research internships must be carried out in recognized research centers. Ensure that these centers are registered on the portal.

Skill Enhancement Courses: Students can take Skill-based courses with credits totaling the same as those of the internship. Students must be taken from registered providers listed on the VTU Internship Portal.

Post-Placement Training as Internship: The post-placement training is also considered an internship. For students placed during their 2nd semester and willing to take the training during their final year, colleges must inform the recruiting companies in advance to register on the VTU Internship Portal.

Online Internship: Reputed online internship platforms, including those identified by NSDC, are already listed on the VTU Internship portal. If colleges come across other eligible organizations not yet listed, they are informed to ask the organization to register on the VTU Internship portal.

6. 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	Artificial Intelligence & Data Science	Code
1	Python Programming for Business Managers	24MBADS311
2	Introduction to Structured Query Language	24MBADS312
3	Generative AI in Data Analytics for Managers	24MBADS313
4	Machine Learning in Management	24MBADS314

Sl No	HR Elective	Code
1	Human Resource Metrics and Analytics	24MBAHR321
2	Employment Relation Laws	24MBAHR322
3	Diversity, Equity & Inclusivity	24MBAHR323
4	International Human Resources Management	24MBAHR324

Sl No	Marketing Elective	Code
1	Consumer Behavior in Digital Age	24MBAMM331
2	Sales and Distribution Management	24MBAMM332
3	Retail Management	24MBAMM333
4	Product & Brand Management	24MBAMM334

Sl No	Finance Elective	Code
1	Investment Management	24MBAFM341
2	Application of AI in Fintech Services & Products	24MBAFM342
3	Advanced Financial Management	24MBAFM343
4	Direct & Indirect Taxation	24MBAFM344

Sl No	Logistics & Supply Chain Management	Code
1	Sustainable Operations	24MBALS351
2	Innovations in Total Quality Management	24MBALS352
3	Service Operations Management	24MBALS353
4	Lean Operations Management	24MBALS354

NEW HORIZON COLLEGE OF ENGINEERING
DEPARTMENT OF MANAGEMENT STUDIES
SCHEME OF IV SEMESTER MBA
BATCH:2024-2026

Sl. No	Course and Course Code		Course Title	BOS	Credit Distribution				Over all credit	Teaching Hours / Week	Marks		
					L	T	P	S			CIE	SEE	Total
1	PCC	24MBA41	Indian Ethos in Management	MBA	3	0	0	0	3	3	50	50	100
2	PEC	24MBAXX***	Elective 1	MBA	3	0	0	0	3	3	50	50	100
3	PEC	24MBAXX***	Elective 2	MBA	3	0	0	0	3	3	50	50	100
4	PEC	24MBAXX***	Elective 1	MBA	3	0	0	0	3	3	50	50	100
5	PEC	24MBAXX***	Elective 2	MBA	3	0	0	0	3	3	50	50	100
6	PCC	24MBA42	Innovation & Design Thinking Based Project Dissertation	MBA	0	0	7	0	7	-	50	50	100
7	AUD	24AUD43*	BOS Recommended Online course	AUD	0	0	0	0	Classes & Evaluation procedures are as per the policy of the online course providers				
Total									22	15	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: - Each Course has a theory component of 03 hrs (03credits).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. - Innovation & Design Thinking Based Project Dissertation -24MBA42 (8 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. 24AUD43* - Student has to do a MOOC/ NPTEL/ONLINE Course , with course duration of 8 weeks – 12 weeks and complete the certification.													

Sl No	Artificial Intelligence & Data Science	Code
1	Data Visualization Using Tableau and Story Telling	24MBADS411
2	Statistical Modeling Using R	24MBADS412
3	Text and Social Media Analytics	24MBADS413
4	Predictive Analytics Using Artificial Intelligence	24MBADS414

Sl No	HR Elective	Code
1	AI – Enhanced HR	24MBAHR421
2	Leadership in Artificial Intelligence Era	24MBAHR422
3	Organization Design & Development	24MBAHR423
4	Managing Career Success & Transition	24MBAHR424

Sl No	Marketing Elective	Code
1	Digital & Social Media Marketing in AI Era	24MBAMM431
2	Services Marketing	24MBAMM432
3	Marcomms @ Work	24MBAMM433
4	B2B Marketing	24MBAMM434

Sl No	Finance Elective	Code
1	International Financial Management	24MBAFM441
2	Commercial Bank Management	24MBAFM442
3	Forex & Treasury Management	24MBAFM443
4	Financial Derivatives & Risk Management	24MBAFM444

Sl No	Logistics & Supply Chain Management	Code
1	Supply Chain Analytics	24MBALS451
2	Business Process Improvement	24MBALS452
3	Project Management Essentials	24MBALS453
4	Materials Management	24MBALS454

THIRD SEMESTER SYLLABUS

MANAGING DIGITAL BUSINESS									
Course Code	24MBA31				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:									
24MBA31.1	Apply fundamental concepts of e-commerce and innovative e-commerce structures to design sustainable business solutions								
24MBA31.2	Demonstrate diverse e-business models and evaluate their benefits and outcomes, fostering critical thinking for data-driven decision-making								
24MBA31.3	Analyze the features and impacts of social commerce and IoT on stakeholders, demonstrating ethical considerations and value-based leadership								
24MBA31.4	Interpret the dynamics and challenges of digital business ecosystems, promoting a multidisciplinary approach for problem-solving								
24MBA31.5	Evaluate digital business ecosystems and customer shopping mechanisms while addressing the role of intermediaries,								
24MBA31.6	Develop practical digital business applications for real-world scenarios								
Mapping of Course Outcomes to Program Outcomes and Program-Specific Outcomes:									
Module	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PS01	PS02
24MBA31.1	3	2	-	-	-	-	2	3	3
24MBA31.2	3	2	-	-	2	-	2	3	3
24MBA31.3	3	3	-	-	-	-	2	3	3
24MBA31.4	3	3	2	-	2	-	2	3	3
24MBA31.5	3	3	2	3	-	-	3	3	3
24MBA31.6	3	2	-	-	-	-	2	3	3
MODULE-1	E-commerce and E-commerce Business Models				24MBA31.1			10 Hours	
Digital Economy-Digital Enterprise-Social Enterprise-Introduction to E-Commerce- Meaning, retailing in e-commerce- products and services, consumer behavior, market research and advertisement, B2B-E-commerce-selling and buying in private e-markets, public B2B exchanges and support services, e-supply chains, Collaborative Commerce, Intra business EC, and corporate portals innovative EC System 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				24MBA31.2 & 24MBA31.3			10 Hours	
Introduction to Digital Business, Background and status, E-market places, structures, mechanisms, economics and impacts Difference between physical economy and digital economy, Social Economy. Social Commerce –Introduction of social commerce –Purpose –Features-Types and Benefits of Social Commerce-to Retailers, Employees and Customers- Introduction to IOT- Characteristics- Architecture – Advantages and disadvantages of IOT-Smart Home and Appliances- Wearable computing and Smart Gadgets-Opportunities and Challenges in Digital Business.									
Skill Development Activities		Case Studies on C2C and C2B business models – understanding and its impact on customers and digital business.							
Text Book		Text Book 2: 2.2, 2.3, 2.4 to 2.15							
MODULE-3	Digital Business Ecosystem				24MBA31.4			10 Hours	
Introduction to e-marketplaces –Types of e-market places-Customer Shopping Mechanisms-Electronic Malls –Web stores or Electronic Storefronts –Intermediaries and hubs Merchant Solutions-Electronic Catalogues –Search Engines and Shopping Carts – E-Auction- Changing Supply chains –Speeding up deliveries – same –day delivery and delivery by Drones – Order fulfilment in Make-to Order and Mass Customization and Digital Payment Systems-Need-Advantages and Types of Smart Cards –Types of Micropayment and Mobile payments.									
Skill Development Activities		Discuss on Digital Enterprises applications and Online							

		Communities and Web stores.		
Text Book		Text Book 3: 3.1, 3.3, 3.5, 3.7, 3.8		
MODULE-4		Managing Digital Business and E-Strategy	24MBA31.5	10 Hours
Managing Knowledge, Management skills for e-business, Managing Risks in e-business, Security Threats to e- business -Security Overview, Electronic Commerce Threats, Prominent Cryptographic Applications. E-business Strategic formulation- Analysis of the Company’s Internal and external environment, Conditions for E- business Adoption, Selection of E-business strategy, Implementation of E-business strategy and Evaluation of E-business strategy; Challenges and E-Transition, Idea to Realization-Business plan preparation.				
Skill Development Activities		Understand cryptographic importance and applications in Forensic industry or in defence.		
Text Book		Text Book 1: 6.1, 6.3, 6.5, 6.7, Text Book 2: 8.1, 8.3, 8.5, 8.7		
MODULE-5		Digital Business-Applications	24MBA31.6	10 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)	Alternate Assessment Test-1	MCQS
		25	20	05
L1	Remember	-	-	-
L2	Understand	05	-	-
L3	Apply	10	05	05
L4	Analyse	10	10	-
L5	Evaluate	-	05	-
L6	Create	-	-	-
SEE Assessment Pattern (50 Marks-Theory)				
RBT Levels		Exam Marks Distribution (50)		
		L1 Remember		
		L2 Understand		
		L3 Apply		
		L4 Analyze		
		L5 Evaluate		
		L6 Create		
Suggested Learning Resources:				
Textbooks:				
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). ISBN: 978-1-137-40556-2				
3. Digital Business Discourse Erika Darics, April 2015, Palgrave Macmillan. ISBN- 978-1292409313				
Reference Books:				
1. Trend and Challenges in Digital Business Innovation –Authors –Vinocenzo Morabito, Italy-Springer. ISBN: 978-3-319-04307-4				
2. E-Governance-Challenges and Opportunities in Proceedings in 2nd International Conference theory and practice of Electronic Governance. ISBN- 978-8120330276				
3. Measuring Digital Economy-A new perspective -DOI:8.1787/9789264221796-en OECD Publishing. ISBN: 978-92-64-22179-6				
Web Links & Video Lectures (e-Resources):				

1. <https://www.youtube.com/watch?v=qIXl7N1rzy4>
2. <https://www.youtube.com/watch?v=9Xy2YeAHjcY>
3. <https://www.simplilearn.com/digital-business-article>

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

- Group Analysis & Debate: Divide students into 8 teams, each researching one of the Top 8 digital e-commerce companies in India (2024). Discuss their business models, revenue streams, and innovative practices.
- E-Governance Model Analysis: Assign G2C, G2B, G2G, and G2E models to groups. Each presents a real-world Indian example (e.g., Aadhaar for G2C, GeM for G2B).

INTERNATIONAL BUSINESS									
Course Code	24MBA32				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:									
24MBA32.1	Understand the challenges faced by executives and teams in international business.								
24MBA32.2	Illustrate FDI concepts, including types, inward/outward flows, greenfield investments, and M&As.								
24MBA32.3	Analyze global FDI trends, drivers of flow changes, and shifts in emerging markets.								
24MBA32.4	Interpret trade complexities, financing, promotion strategies, and Balance of Payments for informed decision-making.								
24MBA32.5	Evaluate India's role in the WTO, international business risks, and foreign exchange market dynamics.								
24MBA32.6	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
24MBA32.1	3	-	2	-	2	2	-	3	2
24MBA32.2	3	-	-	-	-	-	2	3	3
24MBA32.3	3	2	-	-	-	2	2	2	3
24MBA32.4	3	3	-	2	-	-	-	3	-
24MBA32.5	3	-	2	3	-	-	1	2	2
24MBA32.6	3	2	-	-	-	-	-	-	3
MODULE-1	INTRODUCTION				24MBA32.1			10 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				24MBA32.2 24MBA32.3			10 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				24MBA32.5			10 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				24MBA32.4			10 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		24MBA32.6	10 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			
Text Book		Text Book 2: 12.1 to 12.10			
CIE Assessment Pattern (50 Marks-Theory)					
RBT Levels		Marks Distribution			
		Test(s)	Alternate Assessment Test-1	MCQS	
		25	20	05	
L1	Remember	-	-	-	
L2	Understand	05	-	-	
L3	Apply	10	05	05	
L4	Analyse	10	10	-	
L5	Evaluate	-	05	-	
L6	Create	-	-	-	
SEE Assessment Pattern (50 Marks-Theory)					
RBT Levels		Exam Marks Distribution (50)			
L1	Remember	-			
L2	Understand	10			
L3	Apply	10			
L4	Analyze	20			
L5	Evaluate	10			
L6	Create	-			
Suggested Learning Resources:					
Textbooks:					
1. Francis Cherunilam; 'International Business', published by Prentice Hall of India, 6 th Edition, 2020. ISBN- 978-9389347487					
2. Hill & Jain 'Global Marketplace', published by Tata Mcgraw-Hill, 13 th Edition, 2023. ISBN- 978-1260575866					
Reference Books:					
1. Shukla, A Introduction to International Business, Sai Jyoti Publications, 2012. ISBN- 9381432163					
2. Fundamental International Business by Rajendra P Maheshwari, by Rajendra P. Maheshwari, Surya Prakash, International Book House P LTD. ISBN- 978-9383283057					
3. International Business Paperback – Import, 9 December 2008, by Prof Alan M. Rugman, Simon Collinson, Prentice Hall Publication. ISBN- 978-0273716549.					
Web Links & Video Lectures (e-Resources):					
1. https://www.investopedia.com/terms/t/tradefinance.asp					
2. https://www.forbes.com/sites/forbesbusinesscouncil/2024/01/30/navigating-the-ethical-horizon-of-global-business/?sh=41792f7a4ec4					
3. https://corporatefinanceinstitute.com/resources/management/multinational-corporation/					
4. https://www.econlib.org/library/Topics/College/balanceoftradeandbalanceofpayments.html					
5. https://enterslice.com/learning/international-business-environment-ibe/					
Activity Based Learning (Suggested Activities in Class)/Practical Based Learning:					
• 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

PYTHON PROGRAMMING FOR BUSINESS MANAGERS									
Course Code	24MBADS311				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:									
24MBADS311.1	Apply problem-solving fundamentals and programming concepts to create effective business solutions								
24MBADS311.2	Understand control flow and basic data structures in Python for logical and structured programming								
24MBADS311.3	Develop proficiency in advanced data structure manipulation to enhance analytical decision-making								
24MBADS311.4	Explore Python libraries for data analysis and visualization to support data-driven insights and multidisciplinary approaches								
24MBADS311.5	Analyze time series data to address complex business challenges ethically and strategically								
24MBADS311.6	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:									
Module	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PS01	PS02
24MBADS311.1	3	2	-	-	-	-	2	3	3
24MBADS311.2	3	3	-	-	-	-	-	2	3
24MBADS311.3	3	2	-	-	-	-	-	-	3
24MBADS311.4	3	3	-	-	-	-	3	3	3
24MBADS311.5	3	3	-	3	2	-	-	2	-
24MBADS311.6	3	2	-	-	-	3	3	3	2
MODULE-1	FOUNDATION OF PROBLEM SOLVING AND PYTHON BASICS				24MBADS311.1			10 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: Features, syntax, structure, and indentation. Variables, data types, and type conversion. Operators, Expressions, and Statements: Arithmetic, relational, logical, and assignment operators, Expressions and statements in Python, Input/output operations.									
Tool Based Applications:									
1. Calculate the total cost of purchasing a certain quantity of items at a given price. 2. Determine the profit made by selling a product at a higher price than its cost price. 3. 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		Text book 2: 2.1, 2.2, 2.3, 2.4, 2.5, 2.6 2.8 Text book 3: 3.1, 3.2, 3.3, 3.4, 3.5, 3.6, 3.7, 3.8, 3.9. 3.10							
MODULE-2	CONTROL FLOW AND INTRODUCTION TO DATA STRUCTURES				24MBADS311.2			10 Hours	
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, Branching and Looping Constructs, Lists in Python, Introduction to lists and list operations, Traversing and manipulating lists, List comprehension. String and List Manipulation, Nested Lists and Advanced List Operations									
Tool Based Applications:									
1. Print the first 8 even numbers. 2. Generate a pattern of asterisks in the shape of a triangle. 3. Display the factors of a given number.									
Self-study / Case Study /		Explore online tutorials and resources to deepen understanding of							

Applications		loops and conditional statements.	
Text Book		Text book 2: 2.1, 2.2, 2.3, 2.4, 2.5, 2.6 2.8 Text book 3: 3.1, 3.2, 3.3, 3.4, 3.5, 3.6, 3.7, 3.8, 3.9. 3.10	
MODULE-3	ADVANCED DATA STRUCTURES AND DICTIONARIES	24MBADS311.3	10 Hours
Tuples in Python: Properties and operations, Tuple manipulation and traversal. Dictionaries in Python, Properties and operations, Dictionary methods, Dictionary comprehension, Combining Data Structures: Nested tuples & dictionaries, Using multiple data structures together			
Tool Based Applications: 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.	
Text Book		Text book 1: 1.5, 1.6, 1.7, 1.8 1.9 1.10, 1.11 Text book 3: 3.1, 3.2, 3.3, 3.4, 3.5, 3.6, 3.7, 3.8, 3.9. 3.10	
MODULE-4	PYTHON LIBRARIES FOR DATA VISUALIZATION WITH PANDAS	24MBADS311.4	10 Hours
Introduction to Pandas: Overview of Pandas Library, Importance of Pandas in data analysis, Applications in real-world scenarios, Understanding Series and Data Frames. Data Cleaning and Preparation, Handling Missing Data (drop, fill, interpolation), Filtering and Subsetting Data, Data Transformation (mapping, replacing, renaming), Importing and Exporting Data (CSV, Excel, JSON, etc.) Data Manipulation with Pandas- Indexing and Selecting Data, Sorting and Ranking, grouping and Aggregation, Merging, Joining, and Concatenation. Data Visualization with Pandas - Plotting Basics using Pandas, Line, Bar, and Histogram plots, Customizing Charts (titles, labels, legends, colors), Enhancing Visualizations for Effective Communication			
Tool Based Applications: 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 Data Frame.			
Skill Development Activities		Analyze a dataset of customer reviews using Pandas to extract insights and visualize sentiments over time using Matplotlib	
Text Book		Text book 1: 1.5, 1.6, 1.7, 1.8 1.9 1.10, 1.11 Textbook 4 : 4.16, 4.17, 4.19, 4.21, 4.22, 4.25	
MODULE-5	PYTHON LIBRARIES FOR DATA VISUALIZATION WITH MATPLOTLIB	24MBADS311.5 & 24MBADS311.6	10 Hours
Overview of Data Visualization in Python, Importance of Matplotlib in visualization, advantage and disadvantage of Matplotlib, Comparison with other libraries, Installation and Setting up and using Matplotlib. Plotting Basics: Creating Line plots, Constructing Bar charts, Plotting Histograms, Creating Scatter plots, understanding figure and axes Customization: Adding Titles and Axis Labels, Using Legends effectively, Customizing Colors and Styles, Gridlines, markers, and line formatting. Enhancing Visual Impact: Adding Annotations and Text to plots, Formatting for better readability, Subplots and multiple visualizations in one figure Best practices for effective communication			
Tool Based Applications: 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 sub plotting and customizing plot styles.	
Text Book		Text book1: 1.5, 1.6, 1.7, 1.8 1.9 1.10, 1.11 Textbook 4: 4.16, 4.17, 4.19, 4.21, 4.22, 4.25	

CIE Assessment Pattern (50 Marks-Theory)				
RBT Levels		Marks Distribution		
		Test(s)	Alternate Assessment Test-1	MCQS
		25	20	5
L1	Remember	-	-	-
L2	Understand	05	-	-
L3	Apply	10	10	5
L4	Analyze	10	10	-
L5	Evaluate	-	-	-
L6	Create	-	-	-
SEE Assessment Pattern (50 Marks-Theory)				
RBT Levels		Exam Marks Distribution (50)		
L1	Remember	-		
L2	Understand	10		
L3	Apply	10		
L4	Analyze	20		
L5	Evaluate	10		
L6	Create	-		
Suggested Learning Resources:				
Textbooks: 1. Python for Data Analysis (3rd Edition) – Wes McKinney – O'Reilly Media – 2022 – ISBN: 109810403X 2. Automate the Boring Stuff with Python – Al Sweigart – No Starch Press – 2019 (2nd Edition) – ISBN: 1593279922 3. Python Programming for Business Applications – Dr. R. Nageswara Rao – BPB Publications – 2021 – ISBN: 9391030476 4. Introduction to Python for Econometrics, Statistics and Data Analysis – Kevin Sheppard – Springer – 2017 – ISBN: 3319445765				
Reference Books: 1. Python Crash Course (2nd Edition) – Eric Matthes – No Starch Press – 2019 – ISBN: 1593279280 2. Think Python (2nd Edition) – Allen B. Downey – O'Reilly Media – 2015 – ISBN: 1491939362 3. Business Analytics Using Python – Bhimasankaram Pochiraju & Sridhar Seshadri – Springer – 2019 – ISBN: 3030137173 4. Hands-On Data Science for Business Decisions – Pravin Kumar – Packt Publishing – 2021 – ISBN: 1800564429				
Web Links & Video Lectures (e-Resources): • W3Schools- https://www.w3schools.com/python • Google's Python Class (Free tutorial)- https://developers.google.com/edu/python • Campus. epam - https://campus.epam.com/en/blog/240 • Python for Everybody (official free materials website) https://www.py4e.com/lessons				
Activity Based Learning (Suggested Activities in Class)/Practical Based Learning: • Analyze Business Data using Pandas & Matplotlib- Provide students with a real-world dataset (e.g., sales, marketing, or financial data) and guide them through cleaning, analyzing, and visualizing insights. • Automate a Business Task Using Python- Students choose a business process (e.g., sending emails, generating reports, scraping market data) and automate it using Python scripts.				

INTRODUCTION TO STRUCTURED QUERY LANGUAGE									
Course Code	24MBADS312				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:									
24MBADS312.1	Investigate the role of the Human Resource Department in strategic workforce planning and its contribution to long-term business sustainability								
24MBADS312.2	Identify key database management systems (DBMS) and their core principles to develop a foundational understanding of database architecture								
24MBADS312.3	Develop strong SQL skills for efficient data querying, manipulation, and administration, enhancing decision-making abilities								
24MBADS312.4	Construct PL/SQL for database functionality improvement, including the creation of stored procedures and triggers, for process optimization								
24MBADS312.5	Examine the fundamentals of NoSQL databases and their applications in modern data management								
24MBADS312.6	Interpret database design principles, including normalization techniques, to enhance system efficiency and support long-term business sustainability								
Mapping of Course Outcomes to Program Outcomes and Program-Specific Outcomes:									
Module	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
24MBADS312.1	3	2	-	3	-	-	2	3	2
24MBADS312.2	3	3	-	-	-	-	2	3	3
24MBADS312.3	3	2	-	-	-	-	-	2	3
24MBADS312.4	3	-	-	2	-	-	3	3	2
24MBADS312.5	3	3	-	-	-	-	2	3	-
24MBADS312.6	3	2	-	3	-	-	-	3	3
MODULE-1	INTRODUCTION TO RELATIONAL DATABASE AND SQL BASICS				24MBADS312.1		10 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).									
Tool Based Applications: 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 Keys 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		Text Book 3: 3.1, 3.5 Text Book 4: 4.1							
MODULE-2	SQL DDL AND DML COMMANDS				24MBADS312.2 & 24MBADS312.5		10 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.									
Tool Based Applications: 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, 1.9							

		Textbook 4: 4.6, 4.5		
MODULE-3		AGGREGATE FUNCTIONS AND ADVANCED QUERIES	24MBADS312.6	10 Hours
Aggregate Functions: MIN, MAX, AVG, COUNT, SUM. Advanced SQL Queries: Grouping Data (GROUP BY), Filtering Grouped Data (HAVING), Ordering Results (ORDER BY).				
Tool Based Applications: 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.		
Text Book		Text Book 3: 3.5, 3.6 Text Book 4: 4.4, 4.7		
MODULE-4		INTRODUCTION TO NoSQL AND COMPARISON WITH SQL	24MBADS312.4	10 Hours
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.				
Tool Based Applications: 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.		
Text Book		Text Book 4: 4.1		
MODULE-5		ADVANCED SQL PRACTICES AND OPTIMIZATION	24MBADS312.2 & 24MBADS312.3	10 Hours
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.				
Tool Based Applications: 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.		
Text Book		Text Book 1: 1.12, 1.4 Text Book 2: 2.11-15, Text Book 3: 3.10, 3.12 Text Book 4: 4.12		
CIE Assessment Pattern (50 Marks-Theory)				
RBT Levels		Marks Distribution		
		Test(s)	Alternate Assessment Test-1	MCQS
		25	20	5
L1	Remember	-	-	-
L2	Understand	05	-	-
L3	Apply	10	10	05
L4	Analyze	10	10	-
L5	Evaluate	-	-	-
L6	Create	-	-	-
SEE Assessment Pattern (50 Marks-Theory)				
RBT Levels		Exam Marks Distribution (50)		
L1	Remember	-		
L2	Understand	10		
L3	Apply	10		
L4	Analyze	20		

L5	Evaluate	10	
L6	Create	-	
Suggested Learning Resources:			
Textbooks: 1. Learning SQL – Alan Beaulieu – O'Reilly Media – 2009 – ISBN: 0596520832 2. SQL in 10 Minutes, Sams Teach Yourself – Ben Forta – Sams Publishing – 2019 – ISBN: 0135182794 3. Practical SQL: A Beginner's Guide to Storytelling with Data – Anthony DeBarros – No Starch Press – 2022 – ISBN: 1718501063 4. Head First SQL – Lynn Beighley – O'Reilly Media – 2007 – ISBN: 0596526849			
Reference Books: 1. SQL for Data Analytics – Upom Malik, Matt Goldwasser, and Benjamin Johnston – Packt Publishing – 2020 – ISBN: 1800205692 2. SQL Pocket Guide – Alice Zhao – O'Reilly Media – 2022 – ISBN: 1492097621 3. SQL Cookbook – Anthony Molinaro – O'Reilly Media – 2020 – ISBN: 1492077449 4. T-SQL Fundamentals – Itzik Ben-Gan – Microsoft Press – 2016 – ISBN: 150930200X			
Web Links & Video Lectures (e-Resources): • SQLZoo – https://sqlzoo.net/wiki/SQL_Tutorial • Mode SQL Tutorial – https://mode.com/sql-tutorial/ • W3Schools SQL Tutorial – https://www.w3schools.com/sql/			
Activity Based Learning (Suggested Activities in Class)/Practical Based Learning: • Create a Simple Business Database: Students design and create a small database for a mock business (e.g., retail store or HR system) and run basic SQL queries to retrieve meaningful data. • Analyze Business Data Using SQL Use real-world datasets (e.g., sales, marketing, finance) and have students write queries to answer business questions, generate reports, and derive insights.			

GENERATIVE AI IN DATA ANALYTICS FOR MANAGERS									
Course Code	24MBADS313				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:									
24MBADS313.1	Understand the key concepts and importance of Generative AI in data analytics and business to apply innovative solutions for long-term business sustainability								
24MBADS313.2	Develop techniques for generating synthetic data and augmenting datasets in business contexts, promoting analytical decision-making and multidisciplinary approaches								
24MBADS313.3	Practice Generative AI tools to create interactive visualizations and customize visual reports, supporting data-driven insights and fostering entrepreneurial skills								
24MBADS313.4	Design AI-optimized ETL processes for efficient data cleaning, transformation, and real-time analysis, enhancing operational effectiveness								
24MBADS313.5	Identify challenges in integrating Generative AI, including ethical and computational issues, to ensure responsible and sustainable business practices								
24MBADS313.6	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:									
Module	P01	P02	P03	P04	P05	P06	P07	PS01	PS02
24MBADS313.1	3	2	-	-	3	-	2	3	3
24MBADS313.2	3	3	-	2	2	-	-	3	2
24MBADS313.3	3	3	-	-	-	-	-	2	3
24MBADS313.4	3	3	-	-	-	-	1	3	3
24MBADS313.5	2	2	-	3	3	-	-	3	2
24MBADS313.6	2	-	-	-	3	-	-	3	3
MODULE-1	FOUNDATIONS OF GENERATIVE AI IN DATA ANALYTICS				24MBADS313.1			10 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									
Tool Based Applications: 1. Introduction to Generative AI Tool 2. Text Generation for Business Reports 3. Enhancing Data Quality Using AI 4. Generative AI in HR / People Analytics 5. Simulating the People Analytics Cycle									
Skill Development Activities		Analyze a case study on the impact of Generative AI in a specific business sector.							
Text Book		Textbook 1: 1.1, 1.3 Textbook 2: 2.2 Textbook 4: 4.1, 4.2							
MODULE-2	DATA AUGMENTATION AND EXPLORATION USING GENERATIVE AI				24MBADS313.2			10 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									
Tool Based Applications: 1. Generate synthetic sales data for a startup and train a simple predictive model. 2. Augment employee attrition dataset and analyze churn patterns.									

3. Extract insights from a CSV file (e.g., customer feedback or NPS data).			
4. Apply anomaly detection using a combination of synthetic + real business data.			
Skill Development Activities		Create synthetic data for a given business scenario to enhance model testing	
Text Book		Textbook 1: 1.4, 1.5 Textbook 3: 3.2 Textbook 4: 4.3	
MODULE-3	GENERATIVE AI FOR DATA VISUALIZATION AND REPORTING	24MBADS313.3	10 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.			
Tool Based Applications: 1. Build an AI-generated Sales Performance Dashboard, Tools: Power BI + Copilot / Excel + ChatGPT 2. Create Auto-Generated Visual Summaries, Upload raw data and prompt AI to generate Trend analysis, Graphical reports, Executive summaries for stakeholders) 3. Employee Turnover Case (Full Cycle) 4. Use generative AI to create both visuals and a slide deck report			
Skill Development Activities		Develop interactive visualizations for a real-world business dataset.	
Text Book		Textbook 1: 1.5 Textbook 2: 2.2 Textbook 4: 4.4, 4.6	
MODULE-4	OPTIMIZING BUSINESS PROCESSES WITH GENERATIVE AI	24MBADS313.4	10 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.			
Tool Based Applications: 1. Automated ETL with AI Assistance 2. Real-Time Data Analysis Dashboard 3. Forecasting Customer Churn			
Skill Development Activities		Implement an AI-driven ETL process in a sample business workflow.	
Text Book		Textbook 2: 2.5, 2.4 Textbook 3: 3.3, 3.4 Textbook 4: 4.4	
MODULE-5	CHALLENGES AND FUTURE DIRECTIONS IN GENERATIVE AI	24MBADS313.5 & 24MBADS313.6	10 Hours
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			
Tool Based Applications: 1. Evaluating Bias in AI-Generated Business Content 2. Simulating Ethical Dilemmas in Generative AI Applications 3. Energy & Cost Analysis of Running Generative AI Models 4. Designing a Responsible AI Policy for a Business Use Case			
Skill Development Activities		Review a research paper on ethical considerations in Generative AI and propose solutions.	
Text Book		Textbook 2: 2.3, 2.4, 2.5 Textbook 3: 3.1, 3.2, 3.3, Textbook 4: 4.2, 4.4	

CIE Assessment Pattern (50 Marks-Theory)				
RBT Levels		Marks Distribution		
		Test(s)	Alternate Assessment Test-1	MCQS
L1	Remember	-	-	-
L2	Understand	5	-	05
L3	Apply	10	10	-
L4	Analyze	10	10	-
L5	Evaluate	-	-	-
L6	Create	-	-	-
SEE Assessment Pattern (50 Marks-Theory)				
RBT Levels		Exam Marks Distribution (50)		
L1	Remember	-		
L2	Understand	10		
L3	Apply	10		
L4	Analyze	20		
L5	Evaluate	10		
L6	Create	-		
Suggested Learning Resources:				
Textbooks:				
1. Introduction to Generative AI — Dhamani, N. & Engler, M. — Manning Publications — 2024 — ISBN-10: 1633437191 2. Generative AI in Practice: 100+ Amazing Ways Generative Artificial Intelligence is Changing Business and Society — Marr, B. — Wiley — 2024 — ISBN-10: 1394245564 3. Artificial Intelligence for Managers: Leverage the Power of AI to Transform Organizations & Reshape Your Career — Malay A. Upadhyay — BPB Publications — 2020 — ISBN-13: 978-9389898385 4. Generative AI Essentials — Dr. Priyanka Singh & Hariom Singh — Vishwakarma Publications — 2023 — ISBN-13: 978-93-6589-707-4				
Reference Books:				
1. Artificial Intelligence for Managers: Leverage the Power of AI to Transform Organizations & Reshape Your Career — Upadhyay, M. A. — BPB Publications — 2020 — ISBN-13: 978-9389898385 2. Generative AI: Navigating the Course to the Artificial General Intelligence Future — Musiol, M. — Wiley — 2023 — ISBN-13: 978-1394220717 3. Generative AI for Business: The Essential Guide for Business Leaders — White, M. D. — Wiley — 2024 — ISBN-13: 978-1394220700 4. Generative AI Essentials — Singh, P. & Singh, H. — Vishwakarma Publications — 2024 — ISBN-13: 978-9365897074				
Web Links & Video Lectures (e-Resources):				
• Generative AI Full Course — https://www.youtube.com/watch?v=mEsleV16qdo • Introduction to Generative AI — https://www.youtube.com/watch?v=G2fqAlmoPo • GenAI Essentials – Full Course for Beginners https://www.youtube.com/watch?v=nJ25yl34Uqw				
Activity Based Learning (Suggested Activities in Class)/Practical Based Learning:				
• Simulation Exercise on Data Cleaning and Transformation using Generative AI. Students use tools like ChatGPT or Excel Copilot to automate data preparation steps for a business dataset. • Design Thinking Workshop for AI-Enhanced Business Solutions. Groups ideate and prototype a solution using Generative AI to solve a real-world business problem (e.g., marketing, HR, supply chain).				

MACHINE LEARNING IN MANAGEMENT									
Course Code	24MBADS314				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:									
24MBADS314.1	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								
24MBADS314.2	Identify real-world applications of AI and ML across various business domains, enhancing decision-making and supporting strategic business solutions								
24MBADS314.3	Analyze ethical and legal challenges in AI implementation, ensuring responsible and sustainable practices in business operations								
24MBADS314.4	Implement data-driven decision-making techniques to generate actionable insights and shape business strategies.								
24MBADS314.5	Apply AI solutions to marketing and operations, optimizing business processes for improved outcomes								
24MBADS314.6	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:									
Module	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
24MBADS314.1	3	2	-	-	-	-	2	3	3
24MBADS314.2	3	3	-	-	-	-	2	3	2
24MBADS314.3	3	2	2	3	3	2	-	3	2
24MBADS314.4	3	3	-	-	-	-	2	3	3
24MBADS314.5	3	3	-	-	-	2	2	3	3
24MBADS314.6	3	2	3	3	2	3	2	3	3
MODULE-1	INTRODUCTION TO AI AND MACHINE LEARNING IN MANAGEMENT				24MBADS314.1 & 24MBADS314.2			10 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.									
Tool Based Applications: 1. Exploring AI and ML Concepts through Interactive Simulations 2. Implementing Simple Machine Learning Models (e.g., Linear Regression, Classification) using Python or Excel 3. Case Study Analysis: Applying AI/ML in Business Scenarios (Finance, Marketing, Healthcare) 4. Ethical AI Exercise: Identifying and Mitigating Bias in Sample AI Models									
Skill Development Activities		Analyze a case study of a company that successfully implemented AI in their business operations.							
Text Book		Textbook 1: 1.1, 1.2, 1.19							
MODULE-2	DATA-DRIVEN DECISION MAKING				24MBADS314.4			10 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									
Tool Based Applications: 1. Data Collection and Exploration from Multiple Sources (e.g., surveys, transactional data) 2. Data Cleaning and Preprocessing using Python (Pandas) or Excel									

3. Applying Statistical Analysis and Data Visualization Techniques (e.g., charts, dashboards) 4. Building a Simple Financial Forecasting Model using Machine Learning Tools			
Skill Development Activities		Examine a case where data-driven decisions led to significant business outcomes (e.g., Netflix recommendation system).	
Text Book		Textbook 2: 2.1 Textbook 4:4.1, 4.2	
MODULE-3	AI AND ML IN MARKETING AND OPERATIONS	24MBADS314.5	10 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.			
Tool Based Applications: 1. Customer Segmentation using Clustering Algorithms (e.g., K-Means) 2. Building a Recommendation System for Personalized Marketing 3. Predictive Analytics for Marketing Campaign Performance using Regression Models 4. AI-Based Demand Forecasting and Inventory Management Simulation 5. Case Study: Optimizing Supply Chain Processes with AI Tools			
Skill Development Activities		Investigate how AI-powered personalization has impacted customer retention in a specific industry.	
Text Book		Textbook 2: 2.4, 2.5 Textbook 4:4.3	
MODULE-4	AI FOR STRATEGIC MANAGEMENT AND ORGANIZATIONAL BEHAVIOR	24MBADS314.6 & 24MBADS314.4	10 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			
Tool Based Applications: 1. Using AI Tools for Strategic Market and Competitive Analysis 2. Simulating AI-Driven Talent Sourcing and Candidate Screening 3. Analyzing Employee Performance Data with AI for Engagement Insights 4. Case Study: AI-Supported Leadership Decision Making and Change Management 5. Designing AI-Enabled Learning and Development Programs			
Skill Development Activities		Analyze a case where AI was used to optimize supply chain management and its impact on organizational strategy.	
Text Book		Textbook 1:1.18 Textbook 2: 2.6 Textbook 4: 4.5	
MODULE-5	GLOBAL AND LEGAL CONSIDERATIONS IN AI APPLICATIONS	24MBADS314.3 & 24MBADS314.2	10 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			
Tool Based Applications: 1. Analysis of Global AI Regulatory Frameworks and Compliance Requirements 2. Designing AI-Driven Global Marketing Strategies with Localization Considerations 3. Innovation Workshop: Using AI Tools to Develop Entrepreneurial Business Models 4. Simulating Strategic Decision-Making Processes with AI Support			

5. Ethical AI Exercise: Identifying and Addressing Security, Privacy, and Fairness Issues					
Skill Development Activities		Examine a multinational corporation's approach to navigating legal and ethical challenges in AI adoption.			
Text Book		Textbook 1:1.26 Textbook 3: 3.5			
CIE Assessment Pattern (50 Marks-Theory)					
RBT Levels		Marks Distribution			
		Test(s)	Alternate Assessment Test-1	MCQS	
		25	20	05	
L1	Remember	-	-	-	
L2	Understand	05	-	05	
L3	Apply	10	10	-	
L4	Analyze	10	10	-	
L5	Evaluate	-	-	-	
L6	Create	-	-	-	
SEE Assessment Pattern (50 Marks-Theory)					
RBT Levels		Exam Marks Distribution (50)			
		L1	Remember		-
		L2	Understand		10
		L3	Apply		10
		L4	Analyze		20
		L5	Evaluate		10
		L6	Create		-
Suggested Learning Resources:					
Textbooks:					
1. Artificial Intelligence: A Modern Approach — Russell, S. & Norvig, P. — Pearson — 2021 — ISBN-13: 978-0134610993					
2. Machine Learning for Business — Hudgeon, D. & Nichol, R. — Packt Publishing — 2020 — ISBN-13: 978-1800209002					
3. Generative AI in Business — Marr, B. — Wiley — 2024 — ISBN-13: 978-1394245567					
4. Data Science for Managers — Provost, F. & Fawcett, T. — O'Reilly Media — 2013 — ISBN-13: 978-1449374273					
Reference Books:					
1. Artificial Intelligence for Managers — Malay A. Upadhyay — BPB Publications — 2020 — ISBN-13: 978-9389898385					
2. Deep Learning — Ian Goodfellow, Yoshua Bengio & Aaron Courville — MIT Press — 2016 — ISBN-13: 978-0262035613					
3. AI Superpowers: China, Silicon Valley, and the New World Order — Kai-Fu Lee — Houghton Mifflin Harcourt — 2018 — ISBN-13: 978-1328546395					
4. Business Analytics — James Evans — Pearson — 2013 — ISBN-13: 978-0133126819					
Web Links & Video Lectures (e-Resources):					
• Generative AI Fundamentals – Microsoft Learn https://learn.microsoft.com/en-us/shows/generative-ai-for-beginners/					
• Introduction to AI & Machine Learning – Google Cloud https://www.cloudskillsboost.google/course_templates/536					
• AI for Business Leaders – YouTube https://www.youtube.com/watch?v=aircAruvnKk					
Activity Based Learning (Suggested Activities in Class)/Practical Based Learning:					
• Simulation on AI-driven Decision Making in Marketing					
• Workshop on Ethical AI Practices and Bias Mitigation					

HUMAN RESOURCE METRICS AND ANALYTICS									
Course Code	24MBAHR321				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:									
24MBAHR321.1	Investigate the role of the Human Resource Department in strategic workforce planning and its contribution to long-term business sustainability								
24MBAHR321.2	Analyze the link between business and Human Resources in aligning HR strategies with business objectives								
24MBAHR321.3	Elucidate the basic guidelines in HR Analytics effective decision-making and improving organizational performance								
24MBAHR321.4	Evaluate the performance and potential of employees to foster value-based leadership								
24MBAHR321.5	Create simulations for scenario planning enhancing strategic management and workforce planning capabilities								
24MBAHR321.6	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	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PS01	PS02
24MBAHR321.1	3	2	-	-	-	-	2	3	3
24MBAHR321.2	3	3	-	-	-	-	2	3	2
24MBAHR321.3	3	2	-	-	-	2	-	2	3
24MBAHR321.4	2	1	3	-	3	-	2	3	3
24MBAHR321.5	3	2	2	-	-	3	2	3	2
24MBAHR321.6	3	3	-	3	3	3	-	3	-
MODULE-1	TALENT MANAGEMENT – BASICS				24MBAHR321.1 & 24MBAHR321.2			10 Hours	
Introduction to Talent Management, Meaning & Objectives, Role of Talent Management in building sustainable competitive advantage to a firm, Key Processes of Talent Management, Human Resource Planning, performance monitoring, Talent vs. knowledge people, Source of Talent, Consequences of failure in Managing Talent, some suggestive tools for Managing Talent.									
SAP-Overview: Create position, create a career, define requirements, hire employee, display, organizational plan, post job advertisement, enter applicant master data, prepare hiring, hiring applicant, proof hiring, maintain qualification profile, execute career planning, create an event, book the event, follow up event, execute career planning, prepare appraisal, performance appraisal, transfer of employee and HCM1 challenge									
Skill Development Activities		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 1: 1.1, 1.2, 1.3, 1.5, 1.7, 1.9, 1.12							
MODULE-2	HR - METRICS				24MBAHR321.3			10 Hours	
Concepts, Objectives, Historical Evolution of HR metrics, How and Why Metrics are Used in an Organization--What Metrics are Important to Your Business--HR Metrics Design Principles, Approaches for Designing HR Metrics--The Inside-Out Approach-, The Outside-In Approach-- Align HR Metrics with Business Strategy, HR Efficiency Measures—HR Effectiveness Measures, HR Value / Impact Measures. Building HR Functions Metrics-- Workforce Planning Metrics-- Recruitment Metrics --Training & Development Metrics, Compensation & Benefits Metrics, Employee Relations & Retention Metrics									
Skill Development Activities		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		24MBAHR321.4	10 Hours
What is HR Analytics? Importance of HR Analytics. Translating HR Metrics Results into Actionable Business Decisions for Upper Management creating HR Dashboards using excel, HR Information Systems, and Data Sources-- Intuition Versus Analytical thinking-- HRMS/HRIS and Data Sources-- Analytics Frameworks like LAMP-- HCM:21 Model, HR maturity framework, Talent ship framework.					
Skill Development Activities		Prepare the HR analytics framework for any 2 companies and give a presentation of the same in class.			
Text Book		Text Book 3 : 3.1, 3.2, 3.3, 3.5, 3.7, 3.9, 3.12			
MODULE-4		DIVERSITY AND PERFORMANCE ANALYSIS		24MBAHR321.5	10 Hours
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 Activities		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.			
Text Book		Text Book 4 : 4.1, 4.2, 4.3, 4.5,4.7, 4.9, 4.10			
MODULE-5		HR ANALYTICS AND INTERVENTIONS		24MBAHR321.6	10 Hours
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 Activities		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.			
Text Book		Text Book 4: 4.11.4.12,3.			
CIE Assessment Pattern (50 Marks-Theory)					
RBT Levels		Marks Distribution			
		Test(s)	Alternate Assessment Test-1	MCQS	
L1	Remember	-	-	-	
L2	Understand	05	-	-	
L3	Apply	10	05	05	
L4	Analyze	10	10	-	
L5	Evaluate	-	05	-	
L6	Create	-	-	-	
SEE Assessment Pattern (50 Marks-Theory)					
RBT Levels		Exam Marks Distribution (50)			
L1	Remember	-			
L2	Understand	10			
L3	Apply	10			
L4	Analyze	20			

L5	Evaluate	10	
L6	Create	-	
Suggested Learning Resources:			
Textbooks:			
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-9781259835554. Publication date: 2017. This book can be purchased via Amazon.com 2. Dessler Gary A Framework for Human Resource Management, Pearson 7th edition.2022. ISBN:0132576147 3. Dessler Gary, Varkkey Biju Fundamentals of Human Resource Management, Pearson 14th Edition.2020. ISBN: 1119803748 4. Lance A Berger, Dorothy R Berger Talent Management Hand Book Mc.Graw Hill 13th Edition.2020. ISBN: 1259863557			
Reference Books:			
1. Hasan, M., Singh, A. K., Dhamija Talent management in India: Challenges and opportunities Atlantic Publication Latest Edition. ISBN: 978-8126912650 2. Armstrong, Michael A Handbook of Human Resource Management Practice Kogan Page Publication Latest Edition. ISBN: 978-1398606630 3. Pattanayak Biswajeet Human Resource Management PHI Learning Pvt. Ltd. Latest edition. ISBN: 978-9389347753			
Web Links & Video Lectures (e-Resources):			
1.https://www.youtube.com/watch?v=m_BmPqQO6Fs 2.https://www.aihr.com/courses/hr-generalist- 3.https://www.youtube.com/watch?v=TV4mw6eLbPU 4.https://www.youtube.com/watch?v=KNOEd8Ssac8			
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. 2. Conduct a group discussion on retention strategies based on a sample HR metrics for a pharmaceutical company. 3. Create a Model for competency mapping for a HR Manager in IT sector. 4. Present on how HR analytics plays a vital role in today's organizations. 5. Ask the students to explain and write down the after math of introduction to dashboards.			

EMPLOYMENT RELATION LAWS									
Course Code	24MBAHR322				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:									
24MBAHR322.1	Understand the legal framework of employment relations and the dispute resolution mechanisms								
24MBAHR322.2	Summarize the roles and rights of employers and employees under relevant labor laws and								
24MBAHR322.3	Illustrate legal research methodologies and data analysis techniques to formulate and report on legal issues effectively								
24MBAHR322.4	Analyze recent court rulings by identifying legal hypotheses through case studies and interviews								
24MBAHR322.5	Examine key legal issues such as discrimination, harassment, and workplace safety, ensuring an ethical and compliant organizational culture								
24MBAHR322.6	Evaluate recent developments and emerging trends in employment contract law								
Mapping of Course Outcomes to Program Outcomes and Program-Specific Outcomes:									
Module	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
24MBAHR322.1	3	2	-	3	-	-	2	3	2
24MBAHR322.2	3	2	-	3	3	-	-	3	3
24MBAHR322.3	3	2	-	-	-	2	-	3	3
24MBAHR322.4	3	3	-	-	-	2	2	3	3
24MBAHR322.5	3	2	2	3	3	-	2	3	2
24MBAHR322.6	3	2	-	3	-	3	2	3	-
MODULE-1	EMPLOYMENT LAW				24MBAHR 322.1			10 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				24MBAHR322.2			10 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 2: 2.2, 2.3, 2.4 to 2.15							
MODULE-3	LEGAL RESEARCH				24MBAHR322.3			10 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 3: 3.1, 3.3, 3.5, 3.7, 3.10			
MODULE-4		EMPLOYEMENT DISCRIMINATION		24MBAHR322.4	10 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 4: 4.1, 4.3, 4.5, 4.7, Text Book 5: 5.1, 5.3, 5.5, 5.7			
MODULE-5		THE CONTRACT OF EMPLOYEMENT		24MBAHR322.5 & 24MBAHR322.5	10 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 5: 5.1 to 5.10			
CIE Assessment Pattern (50 Marks-Theory)					
RBT Levels		Marks Distribution			
		Test(s)	Alternate Assessment Test-1	MCQS	
		25	20	05	
L1	Remember	-	-	-	
L2	Understand	05	05	-	
L3	Apply	10	-	05	
L4	Analyze	-	10	-	
L5	Evaluate	10	05	-	
L6	Create	-	-	-	
SEE Assessment Pattern (50 Marks-Theory)					
RBT Levels		Exam Marks Distribution (50)			
L1	Remember	-			
L2	Understand	10			
L3	Apply	10			
L4	Analyze	20			
L5	Evaluate	10			
L6	Create	-			
Suggested Learning Resources:					
Textbooks:					
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: 1. Labor and Employment Law: Text and Cases by David Twomey, Cengage Learning-Publication Year: 2012, ISBN: 9781111970196 2. Social Security Law, Policy, and Practice by Frank S. Bloch Publisher: West Academic Publishing-Publication Year: 2016, ISBN: 9780314286583 3. 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 4. 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. 5. 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 & 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=PLltdM60MtzxOjIMzv6rnPCp7JmlMvLwcs • 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	24MBAHR323				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:									
24MBAHR323.1	Elucidate DEI (Diversity, Equity, and Inclusion) concepts and their historical evolution								
24MBAHR323.2	Apply methods to address personal biases in decision-making processes,								
24MBAHR323.3	Evaluate the impact of biases on organizational behavior and DEI								
24MBAHR323.4	Develop strategies for creating inclusive & bias-aware environments								
24MBAHR323.5	Design equitable resource allocation strategies for diverse groups within an organization.								
24MBAHR323.6	Conduct equity impact assessments to evaluate policy effectiveness across demographics								
Mapping of Course Outcomes to Program Outcomes and Program-Specific Outcomes:									
Module	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
24MBAHR323.1	3	2	-	3	-	-	-	3	2
24MBAHR323.2	3	2	-	-	3	-	-	3	3
24MBAHR323.3	3	3	-	3	-	-	2	3	3
24MBAHR323.4	3	2	1	3	3	-	2	3	2
24MBAHR323.5	3	3	2	1	3	-	2	3	3
24MBAHR323.6	3	3	-	3	2	3	2	3	3
MODULE-1	INTRODUCTION TO DIVERSITY, EQUITY, AND INCLUSIVITY				24MBAHR323.1		10 Hours		
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 Activities		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.							
Text Book		Textbook 1 – 1.1, 1.2 1.3,1.4,1.5							
MODULE-2	UNDERSTANDING AND ADDRESSING BIAS				24MBAHR323.2		10 Hours		
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 Activities		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.							
Text Book		Textbook 2 – 2.1, 2.2 2.3,2.4,2.5							
MODULE-3	BUILDING INCLUSIVE ENVIRONMENTS				24MBAHR323.3		10 Hours		
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 Activities		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 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.		
Text Book		Textbook 3 – 3.1, 3.2 3.3,3.4,3.5		
MODULE-4	EQUITY IN PRACTICE		24MBAHR323.4	10 Hours
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 Activities		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		
Text Book		Textbook 4 – 4.1, 4.2 4.3,4.4,4.5		
MODULE-5	SUSTAINING DIVERSITY, EQUITY, AND INCLUSIVITY EFFORTS		24MBAHR323.5 24MBAHR323.6	10 Hours
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 Activities		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.		
Text Book		Textbook 4 – 4.2, 4.4		
CIE Assessment Pattern (50 Marks-Theory)				
RBT Levels		Marks Distribution		
		Test(s)	Alternate Assessment Test-1	MCQS
		25	20	05
L1	Remember	-	-	-
L2	Understand	10	-	-
L3	Apply	05	10	05
L4	Analyze	10	5	-
L5	Evaluate	-	5	-
L6	Create	-	-	-

SEE Assessment Pattern (50 Marks-Theory)		
RBT Levels		Exam Marks Distribution (50)
L1	Remember	-
L2	Understand	10
L3	Apply	10
L4	Analyze	20
L5	Evaluate	10
L6	Create	-
Suggested Learning Resources:		
Textbooks: 1. "Diversity, Equity, and Inclusion: Strategies for Facilitating Conversations on Race" by Caprice D. Hollins and Ilsa Govan. Rowman & Littlefield Publishers. ISBN: 978-1475814989 2. "Cultural Competence in Health Education and Health Promotion" by Miguel A. Perez and Raffy R. Luquis. Wiley. ISBN: 978-1119578475 3. "The Equity Myth: Racialization and Indigeneity at Canadian Universities" by Frances Henry and Enakshi Dua. University of British Columbia Press (UBC Press). ISBN: 978-0774834896		
Reference Books: 1. "Inclusive Leadership: The Definitive Guide to Developing and Executing an Impactful Diversity and Inclusion Strategy" by Charlotte Sweeney and Fleur Bothwick. ISBN: 978-1292112725 2. "Managing Diversity and Inclusion: An International Perspective" by Jawad Syed and Mustafa F. Ozbilgin. ISBN: 978-1526458896 3. "The Inclusion Imperative: How Real Inclusion Creates Better Business and Builds Better Societies" by Stephen Frost. ISBN: 978-0749471293 4. "Cultural Competence in Caring for Muslim Patients" by Lisa Al Mulla and Aziz Sheikh. ISBN: 978-1857758122		
Web Links & 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	24MBAHR324				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:									
24MBAHR324.1	Understand issues, opportunities, and challenges in International Human Resource Management								
24MBAHR324.2	Evaluate competency in dealing with cross-cultural situations in Recruitment & Selection								
24MBAHR324.3	Illustrate the strategic and functional roles of HRM in designing Training programs								
24MBAHR324.4	Assess HR compensation strategies in international contexts and their impact on organizational performance and employee satisfaction								
24MBAHR324.5	Comprehend external forces such as legal, economic, and cultural factors on Performance Management								
24MBAHR324.6	Develop generic and transferable skills for handling adhoc and contemporary Issues								
Mapping of Course Outcomes to Program Outcomes and Program-Specific Outcomes:									
Module	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
24MBAHR324.1	3	2	1	2	-	-	1	3	2
24MBAHR324.2	3	2	1	2	3	-	-	3	3
24MBAHR324.3	3	1	3	3	-	-	2	3	-
24MBAHR324.4	3	2	-	3	3	1	-	3	3
24MBAHR324.5	3	2	-	3	-	1	3	3	3
24MBAHR324.6	3	2	3	3	3	-	2	3	3
MODULE-1	Introduction to IHRM				24MBAHR324.1			10 Hours	
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				24MBAHR324.2			10 Hours	
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.									
Skill Development Activities		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				24MBAHR324.3& 24MBAHR324.4			10 Hours	
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				24MBAHR324.5			10 Hours	
Performance Management: Introduction, Expatriate issues and challenges in international performance management system, Performance Appraisal Methods, performance appraisal of international									

employees, Managing people in international context, Use of Digital Tools & Metrics for Performance Management, Cultural Elements in Appraisal Process.					
Skill Development Activities		Effective International Performance Appraisals: Easily Said, Hard to Do Jie Shen,			
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		24MBAHR324.6	10 Hours
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: 2.1 to 2.10			
CIE Assessment Pattern (50 Marks-Theory)					
RBT Levels		Marks Distribution			
		Test(s)	Alternate Assessment Test-1	MCQS	
		25	20	05	
L1	Remember	-	-	-	
L2	Understand	05	-	-	
L3	Apply	10	05	05	
L4	Analyze	10	10	-	
L5	Evaluate	-	05	-	
L6	Create	-	-	-	
SEE Assessment Pattern (50 Marks-Theory)					
RBT Levels		Exam Marks Distribution (50)			
L1	Remember	-			
L2	Understand	10			
L3	Apply	10			
L4	Analyze	20			
L5	Evaluate	10			
L6	Create	-			
Suggested Learning Resources:					
Textbooks:					
1. Dr. Nilanjan Sengupta, Mousumi Bhattacharya, “International Human Resource Management: Excel books, 2012.ISBN: 978-1844800131					
2. Peter J Rowlis, Device & Welch, IHRM Thomson Learning 2006, ISBN: 978-1844800131					
Reference Books:					
1. 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.ISBN: 978-1529734980					
2. Murugan Annamalai , International Human Resource Management, Discovery Publishing House ISBN – 9789386841537, 2018.ISBN: 978-9386841537					
3. Gupta SC, “International Human Resource Management”, ISBN: 9789351380559, Trinity Press, 2018.ISBN:					
4. PL Rao, “International Human Resource Management”, Atlantic Publishers, 2008.ISBN: 978-8174465962					
5. Peter J. Dowling ,Marion Festing ,Allen D. Engle , “International Human Resource Management”,Cengage , January 2017.ISBN: 978-1285426405					
Web Links & Video Lectures (e-Resources):					
• https://www.youtube.com/watch?v=7ea8l0vM0OU					
• https://www.youtube.com/watch?v=cZip3IoqTA0&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	24MBAMM331				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:									
24MBAMM331.1	Analyze consumer decision-making in a digital world.								
24MBAMM331.2	Investigate data-driven marketing frameworks.								
24MBAMM331.3	Examine psychological drivers of consumer behavior.								
24MBAMM331.4	Evaluate strategies to influence consumer behavior digitally.								
24MBAMM331.5	Predict and identify opinion leaders in social media.								
24MBAMM331.6	Develop analytical and conceptual insights for digital marketing.								
Mapping of Course Outcomes to Program Outcomes and Program Specific Outcomes:									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PS01	PS02
24MBAMM331.1	3	3	2	2	-	-	-	3	3
24MBAMM331.2	3	3	-	2	-	-	1	3	2
24MBAMM331.3	3	2	3	3	2	-	-	2	2
24MBAMM331.4	3	3	2	3	-	-	1	3	3
24MBAMM331.5	3	3	2	2	-	-	-	3	3
24MBAMM331.6	3	3	2	3	2	2	-	3	2
MODULE-1	INTRODUCTION TO CONSUMER BEHAVIOUR & DIGITAL IMPACT				24MBAMM331.1 24MBAMM331.2		10 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				24MBAMM331.3		10 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				24MBAMM331.3		10 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				24MBAMM331.4 24MBAMM331.5		10 Hours		
Customer Life Time Value - Customer Trend Analysis - Customer analytics and centricty – Using R for customer analytics - Quantifying Customer Value – Prediction to prescription									
Skill Development Activities		Explore the mechanism of Consumer Analytics towards Consumer Retention.							
Text Book		Text Book 1 – 4.1,4.2, 4.3,4.4							
MODULE-5	CONSUMER ANALYTICS - II				24MBAMM331.6		10 Hours		

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 2 – 2.1,2.2,2.3,2.4			
CIE Assessment Pattern (50 Marks-Theory)					
RBT Levels		Marks Distribution			
		Test(s)	Alternate Assessment Test-1	MCQS	
		25	20	05	
L1	Remember	-	-	-	
L2	Understand	-	-	-	
L3	Apply	05	10	-	
L4	Analyze	10	05	05	
L5	Evaluate	10	05	-	
L6	Create	-	-	-	
SEE Assessment Pattern (50 Marks-Theory)					
RBT Levels		Exam Marks Distribution (50)			
L1	Remember	-			
L2	Understand	10			
L3	Apply	10			
L4	Analyze	20			
L5	Evaluate	10			
L6	Create	-			
Suggested Learning Resources:					
Textbooks:					
1. Consumer Behavior, Schiffman and Ramesh Kumar, 12th Edition, Pearson India, January 2019, ISBN-13: 978-0134734828.					
2. Consumer Behavior: A Digital Native: Varsha Jain, Jagdish Sheth, Pearson Publication,2019, ISBN-13 978-9353437695.					
Reference Books:					
1. Consumer Behaviour & Analytics, Andrew Smith, 2nd Edition, Routledge Publication, 2023, ISBN: 978-1000983036.					
2. Consumer Behaviour- Satish K Batra& S.H.H. Kazmi, 2nd Edition,2017, Excel Books, ISBN-13 978-8174466440.					
Web Links & Video Lectures (e-Resources):					
• https://onlinecourses.nptel.ac.in/noc22_mg47/preview					
• https://nptel.ac.in/courses/110105074					
• https://www.youtube.com/watch?v=UEtE-el6KKs					
Activity Based Learning (Suggested Activities in Class)/Practical Based Learning:					
• Take a data set of consumer purchase pattern from Kaggle and present a visual report using Power BI.					
• Prepare SERVQUAL Questionnaire and do a survey of minimum 20 respondents to understand Consumer Behaviour in Services.					

SALES AND DISTRIBUTION MANAGEMENT									
Course Code	24MBAMM332				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:									
24MBAMM332.1	Elucidate concepts of sales & distribution to solve business challenges.								
24MBAMM332.2	Apply consumer behavior theories for decision-making.								
24MBAMM332.3	Examine ethical and psychological factors in sales leadership.								
24MBAMM332.4	Apply structured research methods to sales & distribution problems.								
24MBAMM332.5	Investigate socio-psychological influences on global sales.								
24MBAMM332.6	Evaluate customer satisfaction and loyalty using analytics.								
Mapping of Course Outcomes to Program Outcomes and Program-Specific Outcomes:									
	P01	P02	P03	P04	P05	P06	P07	PS01	PS02
24MBAMM332.1	3	2	-	-	3	-	-	3	2
24MBAMM332.2	3	3	-	2	-	-	2	3	3
24MBAMM332.3	3	2	3	1	2	-	-	3	2
24MBAMM332.4	3	3	-	2	-	-	2	3	2
24MBAMM332.5	3	2	2	1	2	-	-	3	3
24MBAMM332.6	3	3	2	3	2	-	-	3	3
MODULE-1	INTRODUCTION TO SALES & DISTRIBUTION MANAGEMENT				24MBAMM332.1		10 Hours		
Introduction to Sales Management; Nature & Scope; Personal Selling Objectives, Personal selling strategies, Sales Forecasting and budgeting decisions, Theories of personal selling, emerging trends in selling, Ethical in Personal selling, selling process.									
Skill Development Activities		Case study analysis on sales and distribution.							
Text Book		Text Book 1 – 1.1,1.2,1.3,1.4							
MODULE-2	SALES FORCE MANAGEMENT				24MBAMM332.2		10 Hours		
Sales Force Management: Recruitment and selection of sales Force; Training the Sales Force; Sales Force Compensation, Motivation of Sales Force, Controlling the Sales Force.									
Skill Development Activities		Create a training program for sales force executive.							
Text Book		Text Book 1: 2.2, 2.3, 2.4 to 2.15							
MODULE-3	SALES CONTROL AND ANALYSIS				24MBAMM332.3		10 Hours		
Sales Control: Objectives, Sales Control Process, The Sales Budget-Quotas- Sales Territories- Cost Analysis- Sales Executive, Its Functions, Qualities of Effective Sales Executive. Designing Sales Territories and Allocating Sales efforts to sales territories. Selling process (for B2B & B2C), Sales Planning, Sales Budgets, Estimating Market Potential and Forecasting Sales, Sales Quotas, Sales and Cost Analysis.									
Skill Development Activities		Rural colleges can send the students to the city nearby to observe the merchandising planning in retail outlets and to make a small report.							
Text Book		Text Book 2: 3.1, 3.3, 3.5, 3.7, 3.10							
MODULE-4	CHANNEL INTERMEDIARIES				24MBAMM332.4		10 Hours		
Role and Types; Wholesaling- Types of Wholesalers, Wholesaler marketing decisions; Retailing- Types of retailers, retailer marketing decisions; Market Logistics- Logistics objectives, Market logistics decisions for Distribution Channels; Role of Information System in Distribution Channel Management; Assessing Performance of Marketing Channels									
Skill Development Activities		Creating an distribution channel strategy for retailing							
Text Book		Text Book 1: 6.1, 6.3, 6.5, 6.7							
MODULE-5	SAP- SALES AND DISTRIBUTION				24MBAMM332.5 24MBAMM332.6		10 Hours		
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: 10.1, 10.3, 10.5, 10.7			
CIE Assessment Pattern (50 Marks-Theory)					
RBT Levels		Marks Distribution			
		Test(s)	Alternate Assessment Test-1	MCQ's	
		25	20	05	
L1	Remember	-	-	-	
L2	Understand	05	-	-	
L3	Apply	10	05	05	
L4	Analyze	10	10	-	
L5	Evaluate	-	05	-	
L6	Create	-	-	-	
SEE Assessment Pattern (50 Marks-Theory)					
RBT Levels		Exam Marks Distribution (50)			
L1	Remember	-			
L2	Understand	10			
L3	Apply	10			
L4	Analyze	20			
L5	Evaluate	10			
L6	Create	-			
Suggested Learning Resources:					
Textbooks:					
1. Sales and Distribution Management, 2nd Edition (An Indian Adaptation) by Joseph F. Hair, Jr., Rolph Anderson, Rajiv Mehta, Barry Babin, Arun Kaushik, Zillur Rahman. ISBN: 978-9357469517 Wiley India					
2. Sales and Distribution Management: An Indian Perspective by Venugopal Pingali. ISBN: 978-8178298481					
Reference Books:					
1. Pingali Venugopal – Sales and Distribution Management: An Indian Perspective Response Books / SAGE, 2nd Edition, 2017 ISBN: 9788132107286					
2. Krishna K Havaladar & Vasant M Cavale – Sales and Distribution Management: Text and Cases McGraw Hill, 4th Edition, 2017 ISBN: 9789339204785					
3. Joseph Hair, Rajiv Mehta, Arun Kaushik & Zillur Rahman – Sales and Distribution Management (An Indian Adaptation) Wiley India, 2nd Edition, 2021 ISBN: 9789357469517					
Web Links & Video Lectures (e-Resources):					
• https://onlinecourses.nptel.ac.in/noc20_mg13/preview • https://www.netsuite.com/portal/resource/articles/erp/distribution-management.shtml • https://www.fh-vie.ac.at/en/pages/studies/bachelor/technical-sales-and-distribution-management?page=3					
Activity Based Learning (Suggested Activities in Class)/Practical Based Learning:					
• Analysis of sales and distribution process of various outlets such as D-MART, MORE MART, SUPER BAZAR. • For active participation of students: students will be instructed to prepare Mind map charts of sales and distribution taking different factors and parameters.					

RETAIL MANAGEMENT									
Course Code	24MBAMM333				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									
24MBAMM333.1	Analyze the organized retail sector and its operations, applying retail management concepts to solve challenges for sustainable retail growth								
24MBAMM333.2	Investigate retail strategies, especially location selection, to improve performance and ensure sustainability.								
24MBAMM333.3	Demonstrate crisis management strategies and examine consumer shopping behavior in varied retail environments.								
24MBAMM333.4	Evaluate different retail formats, identifying their strengths and weaknesses to apply a multidisciplinary approach in decision-making.								
24MBAMM333.5	Apply marketing tools and techniques to engage customers, enhance loyalty, and improve profitability.								
24MBAMM333.6	Assess emerging trends in retail management and recognize the importance of innovation and continuous learning for retail growth.								
Mapping of Course Outcomes to Program Outcomes and Program Specific Outcomes:									
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
24MBAMM333.1	3	2	-	-	3	-	-	3	2
24MBAMM333.2	3	3	-	2	-	-	-	3	3
24MBAMM333.3	3	2	3	3	3	-	-	3	3
24MBAMM333.4	3	3	2	3	-	-	-	2	3
24MBAMM333.5	3	2	-	-	3	-	-	2	2
24MBAMM333.6	3	2	-	2	3	-	-	2	2
MODULE-1	INTRODUCTION TO GLOBAL RETAIL MANAGEMENT				24MBAMM333.1		10 Hours		
Introduction and Perspectives on Retailing World of Retailing, Retail management, introduction, meaning, characteristics, emergence of organizations of retailing - Types of Retailers (Retail Formats) - Multichannel Retailing -Customer Buying Behavior, Historical Perspective, role of retailing, trends in retailing, FDI in Retail - Problems of Indian Retailing - Current Scenario.									
Skill Development Activities		Investigate the recent trends in Retail sector							
Text Book		Text Book 2- 1.1,1.2,1.3,1.4							
MODULE-2	RETAIL THEORIES & CATEGORY MANAGEMENT				24MBAMM333.2		10 Hours		
Wheel of retailing, The Retail Accordion, Melting Pot Theory, Polarization theory. Retail Atmospherics, Category Management and Private Labels.									
Skill Development Activities		Self-study on the Application of Retail Theories							
Text Book		Text Book 2 - 2.1,2.2,2.3,2.4							
MODULE-3	RETAILING STRATEGY FOR SETTING UP RETAIL ORGANIZATION AND PLANNING				24MBAMM333.3		10 Hours		
Retail Market Strategy - Financial Strategy - Site & Locations (Size and space allocation, location strategy, factors Affecting the location of Retail, Retail location Research and Techniques, Objectives of Good store Design.) – Human Resource Management, Information Systems and supply chain management & Logistics. Retail Pricing and Promotion: Factors influencing retail pricing, Retail pricing strategies, Retail promotion strategies									
Skill Development Activities		Self-study on Pricing strategies of various Retail stores							
Text Book		Text Book 3 – 4.1,4.2,4.3,4.4							
MODULE-4	STORE MANAGEMENT AND VISUAL MERCHANDISING				24MBAMM333.5 24MBAMM333.4		10 Hours		
Responsibilities of Store Manager, Store Security, Parking Space Problem at Retail Centres, Store Record and Accounting System, Coding System, Material Handling in Stores, Management of Modern retails –									

Store Layout, design: Types of Layouts, role of Visual Merchandiser, Visual Merchandising Techniques, Controlling Costs and Reducing Inventories Loss, Exteriors, Interiors Customer Service, Planning Merchandise Assortments -Buying systems -Buying merchandise and Retail Communication Mix.					
Skill Development Activities		Case study on Visual Merchandising techniques of shoppers stop			
Text Book		Textbook 1- 4.1,4.3,4.3,4.8			
MODULE-5		RELATIONSHIP MARKETING & INTERNATIONAL RETAILING	24MBAMM333.6	10 Hours	
Management & Evaluation of Relationships in Retailing, Retail Research in Retailing: Importance of Research in Retailing, Trends in Retail Research, Areas of Retail Research. Customer Audits, Brand Management in retailing, Internationalization of Retailing and Evolution of International Retailing, Motives of International Retailing, International Retail Environment – Socio Cultural, Economic, Political, Legal, Technological and issues in international retailing.					
Skill Development Activities		Case study on Technology in Retail sector			
Text Book		Text Book 4 – 2.1,2.2,2.3,2.4			
CIE Assessment Pattern (50 Marks-Theory)					
RBT Levels		Marks Distribution			
		Test(s)	Alternate Assessment Test-1	MCQS	
		25	20	05	
L1	Remember	-	-	-	
L2	Understand	05	-	-	
L3	Apply	10	05	05	
L4	Analyze	10	10	-	
L5	Evaluate	-	05	-	
L6	Create	-	-	-	
SEE Assessment Pattern (50 Marks-Theory)					
RBT Levels		Exam Marks Distribution (50)			
L1	Remember	-			
L2	Understand	10			
L3	Apply	10			
L4	Analyze	20			
L5	Evaluate	10			
L6	Create	-			
Suggested Learning Resources:					
Textbooks:					
1. Gibson G Vedamani, “Retail Management”, Pearson, 5th Edition, 2017, ISBN-10-9386873273.					
2. Bajaj C, TuliRajnish, Srivastava NV, “Retail Management”, Oxford University Press, New Delhi, 3rd Edition, 2017, ISBN-10-0199467447.					
3. Levy M, Barton A Weitz, Dhruv Grewal, “Retailing Management”, Tata McGraw Hill, Delhi, 11th edition, 2022, ISBN-10-1264157444.					
4. Retail Management: A Strategic Approach: Barry Berman, Joel R Evans, Patrali Chatterjee, Pearson Publication, 2017, ISBN-10-0133796841.					
Reference Books:					
1. Retail Management: A Global Perspective (Text and Cases) by Harjit Singh, S. Chand. While a bit older, has many applicable cases. ISBN 8121932076					
2. Principles of Retail Management (Indian Edition) by Varley. Good for basic to mid-level Retail modules. ISBN 978-1403993663					
Web Links & Video Lectures (e-Resources):					
• NPTEL: https://archive.nptel.ac.in/courses/110/108/110108047/					
• https://www.icmrindia.org/casestudies/catalogue/Business%20Strategy/BSTR268.htm					
• https://www.icmrindia.org/casestudies/catalogue/Business%20Strategy/BSTR559.htm					
Activity Based Learning (Suggested Activities in Class)/Practical Based Learning:					
• Visit a Retail store such as Metro/ D Mart and write a report on its Visual Merchandising.					
• Discussion on understanding the consumer behavior in retail stores by doing a physical observation.					
• Compare the planograms of various Retail brands by visiting the shopping malls.					

PRODUCT & BRAND MANAGEMENT									
Course Code	24MBAMM334				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:									
24MBAMM334.1	Understand the basic concepts of product management and explore the world of products, aligning theoretical knowledge with real-world applications to drive organizational success.								
24MBAMM334.2	Describe the value creation process, evaluate the value management journey, and integrate value-driven practices into the product lifecycle to optimize business outcomes								
24MBAMM334.3	Analyze adaptive productizing processes and frameworks, identify key competencies for effective product management, and evaluate their relevance in contemporary business environments.								
24MBAMM334.4	Investigate consumer perceptions, brand identity, and brand image on brand equity.								
24MBAMM334.5	Recommend brand management practices and strategies for sustaining competitive advantage in dynamic markets.								
24MBAMM334.6	Evaluate innovative branding solutions and strategies to build, strengthen, and revitalize brands in contemporary business environments.								
Mapping of Course Outcomes to Program Outcomes and Program-Specific Outcomes:									
Module	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PS01	PS02
24MBAMM334.1	3	2	-	3	-	-	-	3	3
24MBAMM334.2	3	2	-	3	2	1	2	2	3
24MBAMM334.3	3	2	2	-	-	-	3	3	3
24MBAMM334.4	2	2	3	-	3	2	-	3	3
24MBAMM334.5	3	3	2	3	2	-	-	3	3
24MBAMM334.6	3	2	-	2	-	2	2	3	3
MODULE-1	INTRODUCTION TO PRODUCT MANAGEMENT				24MBAMM334.1			10 Hours	
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	PRODUCT PLANNING				24MBAMM334.2			10 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		Present the Product Management Framework for the newly launched FMCG product in the market							
Text Book		Text Book 1: 2.2, 2.3, 2.4 to 2.15							
MODULE-3	IDENTIFYING & ESTABLISHING BRAND				24MBAMM334.3, 24MBAMM334.4			10 Hours	
Brand Management: The concept of Brand ,creating brands in a competitive market, Brand Positioning and Brand Associations, , Leveraging Secondary Brand Associations, Managing brands over time and Geographic boundaries									
Skill Development Activities		Compare the delivery processes of Swiggy, Zomato, and Blinkit and present their Branding strategies.							
Text Book		Text Book 2: 3.1, 3.3, 3.5, 3.7, 3.10							
MODULE-4	PLANNING & IMPLEMENTING BRAND EQUITY				24MBAMM334.5			10 Hours	
Growing and Sustaining Brand Equity: Designing and Implementing Branding Strategies, Launching Brand Extension Products. Using Brand Elements to create brand equity, and developing a Brand Equity Management System. Measuring Sources of Brand Equity and Brand Equity Measurement Approaches									

Skill Development Activities		Scrutinize the Different types of Brand Equity at the national and international markets			
Text Book		Text Book 1: 6.1, 6.3, 6.5, 6.7			
MODULE-5		MEASURING THE CUSTOMER VALUE		24MBAMM334.6	10 Hours
Value Design, Understanding Value, Creating Value, Capturing Value, Communicating Value, Delivering Value, Competitor Mapping Analysis, How to Position for Market Advantage.					
Skill Development Activities		Present on 10 X Thinking process of Google's Larrie			
Text Book		Text Book 2: 12.1 to 12.10			
CIE Assessment Pattern (50 Marks-Theory)					
RBT Levels		Marks Distribution			
		Test(s)	Alternate Assessment Test	MCQS	
		25	20	05	
L1	Remember	-	-	-	
L2	Understand	05	-	-	
L3	Apply	10	05	05	
L4	Analyze	10	10	-	
L5	Evaluate	-	05	-	
L6	Create	-	-	-	
SEE Assessment Pattern (50 Marks-Theory)					
RBT Levels		Exam Marks Distribution (50)			
L1	Remember	-			
L2	Understand	10			
L3	Apply	10			
L4	Analyze	20			
L5	Evaluate	10			
L6	Create	-			
Suggested Learning Resources:					
Textbooks:					
1. Arijit Goswami, Dr. Bhavna Prajapati "Product and Brand Management" Walnut Publication, 2023,ISBN- 8196314108					
2. Dr. K. Venugopal Rao," Product and Brand Management," Himalaya Publishing House, Second Edition, 2022, ISBN-978-93-5142-599-1					
Reference Books:					
1. Ramanuj Majumdar: Product Management in India", PHI Learning, book, ISBN: 9788120333833,					
2. Chitale, Avinash K., Gupta, Ravi, "Product Policy and Brand Management: Text and Cases Learning Centre" Fourth Edition, ISBN-9789389347500					
Web Links & Video Lectures (e-Resources):					
• https://www.youtube.com/watch?v=i69U0lvi89c • https://www.youtube.com/watch?v=dJmg40DH0YY • https://www.youtube.com/watch?v=0dX0g5XFm8 • https://www.ted.com/talks/aakarsh_sethi_a_primer_on_product_management					
Activity Based Learning (Suggested Activities in Class)/Practical Based Learning:					
• Market Research Simulation • Customer Persona Development • Competitive Analysis Exercise • Minimum Viable Product (MVP) Workshop: • Contents related activities (Activity-based discussions) For active participation of students, instruct the students to prepare Flowcharts and Handout • Organizing Group wise discussions on issues					

INVESTMENT MANAGEMENT									
Course Code	24MBAFM341				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:									
24MBAFM341.1	Apply empirical and theoretical concepts of financial investments to real-world investment scenarios for effective decision-making.								
24MBAFM341.2	Analyse portfolio theory and risk-return trade-offs to understand the performance of individual and collective securities.								
24MBAFM341.3	Evaluate stock prices using fundamental and technical analysis tools to interpret market trends and make informed investment decisions.								
24MBAFM341.4	Assess the value of equity, debt, and mutual funds through valuation models and financial metrics for guiding investment choices.								
24MBAFM341.5	Examine diversification strategies to minimize risks and optimize returns in portfolio construction.								
24MBAFM341.6	Create an optimal portfolio using modern portfolio theory, aligning investment strategies with investors' goals and risk tolerance.								
Mapping of Course Outcomes to Program Outcomes and Program-Specific Outcomes:									
Module	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
24MBAFM341.1	3	2	-	2	-	-	-	3	2
24MBAFM341.2	3	3	-	2	2	-	1	3	3
24MBAFM341.3	3	3	2	3	-	-	-	3	3
24MBAFM341.4	3	3	3	3	-	-	2	3	3
24MBAFM341.5	3	3	2	2	2	-	-	3	3
24MBAFM341.6	3	3	2	2	3	2	2	3	3
MODULE-1	Introduction to Indian Financial System				24MBAFM341.1			10 Hours	
Financial system, need, functions, structure and constituents of Indian financial system, Financial institutions, Financial markets, Money market, capital market, Financial instruments and Services, Regulatory institutions RBI, SEBI, IRDA, Financial System and economic development. Investment Management: Meaning, objectives of financial investment, types, financial & non-financial forms of investment, investment methods, security & non-security forms of investment, sources of investment information, investment instruments. (Theory)									
Skill Development Activities		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				24MBAFM341.2& 24MBAFM341.6			10 Hours	
Risk and returns concepts, concept of risk, types of risk- systematic risk, unsystematic risk, calculation of risk and returns, portfolio risk and return, expected returns of a portfolio, calculation of portfolio risk and return, portfolio with two assets, portfolio with more than two assets. (Theory and Problems)									
Skill Development Activities		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				24MBAFM341.3			10 Hours	
Economy-Industry-Company framework, economic analysis & forecasting, theory of technical analysis, points & figures chart, bar chart, confidence index, RSA, RSI, moving average analysis, Japanese candlesticks, behaviour of stock market prices, the market mechanism, testable hypothesis about market efficiency, implications of efficiency market hypothesis in portfolio management. (Theory and Problems)									
Skill Development Activities		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				24MBAFM341.4			10 Hours	
Valuation of bond, features, types of bonds, determinants of interest rate, bond management strategies									

bond valuation, bond duration, preference shares concepts, features, yields, equity shares, concepts, valuation, dividend valuation models. (Theory and Problems)					
Skill Development Activities		Case study on valuation of securities with respect to technical analysis.			
Text Book		Textbook- 2- 2.4,2.5,2.6,2.7,2.8,2.9			
MODULE-5		Portfolio Construction & Management:		24MBAFM341.5	10 Hours
Markowitz model – portfolio selection, opportunity set, efficient frontier , CAPM (assumptions, equation, CML vs. SML), Sharpe Single Index model, APT overview, Portfolio construction and performance evaluation (Sharpe, Treynor, Jensen), Active & passive strategies, mutual funds – types & evaluation, robo advisory Behavioral Finance & Investor Psychology – Prospect Theory, loss aversion, overconfidence, herding, mental accounting, Behavioral Portfolio Theory, market anomalies, and implications for portfolio construction and evaluation					
Skill Development Activities		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)	Alternate Assessment Test-1	MCQS	
		25	20	05	
L1	Remember	-	-	-	
L2	Understand	05	-	-	
L3	Apply	10	05	05	
L4	Analyse	10	10	-	
L5	Evaluate	-	05	-	
L6	Create	-	-	-	
SEE Assessment Pattern (50 Marks-Theory)					
RBT Levels		Exam Marks Distribution (50)			
L1	Remember	-			
L2	Understand	10			
L3	Apply	10			
L4	Analyze	20			
L5	Evaluate	10			
L6	Create	-			
Suggested Learning Resources:					
Textbooks:					
1. Rajiv Srivastava – Investment Management Wiley India ISBN: 9788126569366					
2. Vanita Tripathi, Amit Kumar Singh & Vandana Jain – Taxman’s Investment Management, Taxman 7th Edition, 2025 ISBN: 97893557789356					
3. Dr. Preeti Singh – Investment Management, Himalaya Publishing House 20th Edition, 2023 ISBN: 9789352739080					
Reference Books:					
1. Prasanna Chandra – Investment Analysis and Portfolio Management McGraw Hill Education, Indi, 6th Edition, 2021 ISBN: 9789389811229					
2. V. A. Avadhani – Investment and Securities Market in India, Himalaya Publishing House, ISBN: 9789351611869					
3. Frank K. Reilly & Keith C. Brown – Investment Analysis and Portfolio Management Cengage Learning, 11th Edition, 2019 ISBN: 9789353501359					
Web Links & Video Lectures (e-Resources):					
• 1InvestmentandPortfolioManagement.pdf					
• DEFIN576 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT.pdf					
• Free Video: Investing & Portfolio Management from YouTube Class Central					
• 16. Portfolio Management					
• https://www.open.edu/openlearn/money-business/managing-my-investments?					
Activity Based Learning (Suggested Activities in Class)/Practical Based Learning:					

- Valuation role play – divide class into investors, analysts, and regulators; simulate a company valuation discussion
- Debate: “Active portfolio management vs Passive portfolio management – Which works better in India?”

APPLICATION OF AI IN FINTECH SERVICES AND PRODUCTS									
Course Code	24MBAFM342				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:									
24MBAFM342.1	Understand the key concepts and dynamics of Fintech and startups, exploring their role in economic development and business growth.								
24MBAFM342.2	Analyze the principles of new-age banking systems and the emerging Fintech landscape, analyzing their impact on financial inclusion and technological innovation.								
24MBAFM342.3	Use practical Fintech knowledge to assess the various tools and technologies transforming financial services, fostering innovation and efficiency.								
24MBAFM342.4	Summarize the developments in digital finance and alternative finance systems, understanding their importance in contemporary finance and their role in diversifying investment options.								
24MBAFM342.5	Illustrate the key regulations and compliance measures associated with the Fintech industry, ensuring the understanding of legal and regulatory frameworks.								
24MBAFM342.6	Evaluate the application of data analytics in financial services, including its role in decision-making, risk management, and predictive modelling.								
Mapping of Course Outcomes to Program Outcomes and Program-Specific Outcomes:									
Module	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
24MBAFM342.1	3	2	2	3	-	-	2	3	2
24MBAFM342.2	3	2	-	3	3	-	-	3	3
24MBAFM342.3	3	2	-	-	1	2	-	3	3
24MBAFM342.4	3	3	1	-	-	2	2	3	3
24MBAFM342.5	3	2	2	3	3	-	2	3	2
24MBAFM342.6	3	2	2	3	-	3	2	3	-
MODULE-1	INTRODUCTION TO FINTECH				24MBAFM342.1			10 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		Textbook 1: 1.1, 1.3, 2.2; Textbook 2: 1.2, 1.5, 2.1; Textbook 3: 2.1, 2.3, 3.2;							
MODULE-2	PAYMENTS, CRYPTO-CURRENCIES & BLOCK CHAIN				24MBAFM342.2			10 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: 3.1, 3.4, 4.2, 4.5; Textbook 2: 3.2, 3.5, 4.1; Textbook 3: 4.1, 4.3; Textbook 4: 2.1, 2.4, 3.1, 3.5							
MODULE-3	DIGITAL AND ALTERNATIVE FINANCE				24MBAFM342.3			10 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 1: 5.1, 5.4, 5.7; Textbook 2: 5.2, 5.4, 5.9; Textbook 3: 5.1, 5.4, 6.2; Textbook 4: 2.1, 2.4, 3.1, 3.5							

MODULE-4	DATA AND FINTECH REGULATION	24MBAFM342.4	10 Hours		
Overview of Data regulation; Challenges of Data Regulation Data in Financial Services; Methods of Data Protection; Overview of Fintech Regulation; Overview and Evolution of Reg Tech; Use of AI in fraud detection.					
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, 7.2; Text Book 2: 7.1, 7.3; Textbook 3: 8.1, 8.3; Textbook 4: 5.1, 5.3				
MODULE-5	SAP (FICO)	24MBAFM342.5 & 24MBAFM342.6	10 Hours		
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 Traditional finance to behavioral finance. (Theory only)					
Skill Development Activities	Case study on Nubank – Revolutionizing Banking in Latin America on expanding into financial services				
Text Book	Text Book 3: 9.2				
CIE Assessment Pattern (50 Marks-Theory)					
RBT Levels		Marks Distribution			
		Test(s)	Alternate Assessment Test-1		MCQS
		25	20		05
L1	Remember	-	-		-
L2	Understand	10	-		-
L3	Apply	05	05		05
L4	Analyze	10	10		-
L5	Evaluate	-	05	-	
L6	Create	-	-	-	
SEE Assessment Pattern (50 Marks-Theory)					
RBT Levels		Exam Marks Distribution (50)			
		-			
		10			
		10			
		20			
		10			
		-			
Suggested Learning Resources:					
Textbooks:					
1. FinTech: Finance, Technology and Regulation, Ross P. Buckley, Douglas W. Arner, Dirk A. Zetsche, ISBN: 978-1316514405					
2. The FINTECH Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries, Susanne Chishti, Janos Barberis, ISBN: 978-1119218876					
3. Bank 4.0: Banking Everywhere, never at a Bank, Brett King, ISBN: 978-1119506508					
4. Financial Services Revolution: How Blockchain Is Transforming Money, Markets, and Banking, Alex Tapscott, Don Tapscott, ISBN: 978-0241300770					
Reference Books:					
1. Behavioral Finance: Psychology, Decision-Making, and Markets by Lucy Ackert & Richard Deaves. ISBN-13: 978-1119558764					
2. Behavioral Finance and Wealth Management by Michael Pompian. ISBN-13: 978-0470416845					
3. Blockchain Basics: A Non-Technical Introduction in 25 Steps by Daniel Drescher. ISBN-13: 978-1484226032					
4. Cryptoassets: The Innovative Investor’s Guide to Bitcoin and Beyond by Chris Burniske & Jack Tatar. ISBN-13: 978-1260026672					
Web Links & Video Lectures (e-Resources):					
• https://www.youtube.com/watch?v=AeOWJZjPYN0					
• https://www.youtube.com/playlist?list=PL0avVLYg8Hmz90UcuI2SlCz8kBtc1Mbg0					

- [https://www.youtube.com/watch?v= 160oMzblY8](https://www.youtube.com/watch?v=160oMzblY8)

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

- Video demonstration of latest trends in Fintech and Blockchain Technology
- Group wise discussions on recent trends of Fintech

ADVANCED FINANCIAL MANAGEMENT									
Course Code	24MBAFM343				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:									
24MBAFM343.1	Apply the debt-equity mix in firm valuation decisions, balancing risk and return to optimize the capital structure for long-term value creation.								
24MBAFM343.2	Analyze dividend strategies in relation to wealth maximization, evaluating different policies to enhance shareholder value and support long-term business growth.								
24MBAFM343.3	Assess the regulatory framework governing cash management operations, understanding its importance in financial stability and operational efficiency.								
24MBAFM343.4	Evaluate the managerial synergy of mergers and acquisitions, identifying how value creation can be maximized through strategic integration and efficient management.								
24MBAFM343.5	Develop financial management strategies based on current financial trends, leveraging market insights to ensure financial stability and sustainability in a dynamic environment.								
24MBAFM343.6	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:									
Module	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
24MBAFM343.1	3	2	2	3	3	-	2	2	2
24MBAFM343.2	3	2	1	3	3	-	-	3	3
24MBAFM343.3	2	1	-	-	-	2	-	1	3
24MBAFM343.4	3	3	-	-	-	2	2	2	3
24MBAFM343.5	3	2	2	3	3	-	2	3	2
24MBAFM343.6	3	2	-	3	-	3	2	3	-
MODULE-1	Components of Capital structure and Firm Valuation				24MBAFM343.1			10 Hours	
Capital structure theories, Net income approach, Net operating income approach, Modigliani- Millar approach, Traditional Approach, optimum capital structure, EBIT-EPS analysis, ROI & ROE analysis (Theory and Problem)									
Skill Development Activity		Case study on analysis of capital structure criteria.							
Text book		Textbook-1- 1.1,1.2,1.3							
MODULE-2	Dividend Decisions				24MBAFM343.2&24MBAFM343.6			10 Hours	
Dividend decision. Walter’s and Gordon’s model, Modigliani and Miller approach, Dividend policies – stable dividend, stable payout and growth, bonus shares and stock split, corporate dividend behavior. (Theory and Problem)									
Skill Development Activity		Case study on Dividend policy with reference to stable payout and growth.							
Text book		Textbook-1- 1.8,1.10,1.12,1.13							
MODULE-3	Cash Management				24MBAFM343.3			10 Hours	
Presentation: Facets of Cash Management, Motive for holding cash, managing cash collection and disbursement-investing surplus, cash in marketable securities, forecasting cash flows, Cash budgets-long-term cash forecasting, optimal cash balances, Baumol model-Miller-Orr model-Strategies for managing surplus fund. (Theory and Problems)									
Skill Development Activity		Case study on Strategic financial decision making and planning							
Text book		Textbook- 2- 2.1,2.2,2.3							
MODULE-4	Mergers, Acquisitions & Corporate Restructuring				24MBAFM343.4			10 Hours	

Mergers, types of mergers, theories of mergers, operating, financial and managerial synergy of mergers, value creation in horizontal, vertical and conglomerate mergers, internal and external forces contributing to M & A activities. (Theory only)					
Skill Development Activity		Case study on Merger and acquisition on flipkart and Myntra			
Text book		Textbook- 2- 2.4,2.5,2.6,2.7,2.8,2.9			
MODULE-5		Recent Developments in Advanced Financial Management		24MBAFM343.5	
10 Hours					
Global Financial Environment and Drivers of Change, Advanced Investment and Valuation Techniques, Innovations in Risk Management and Treasury Operations, Contemporary Trends in Capital Structure and Financing, Future of Financial Management: Governance, Ethics, and Emerging Paradigms (Theory only)					
Skill Development Activities		Case study on block chain technology.			
Text Book		Textbook- 3- 3.1,3.2,3.3,3.4,3.5			
CIE Assessment Pattern (50 Marks-Theory)					
RBT Levels		Marks Distribution			
		Test(s)	Alternate Assessment Test-1	MCQS	
		25	20	05	
L1	Remember	-	-	-	
L2	Understand	05	-	-	
L3	Apply	10	05	05	
L4	Analyze	10	10	-	
L5	Evaluate	-	05	-	
L6	Create	-	-	-	
SEE Assessment Pattern (50 Marks-Theory)					
RBT Levels		Exam Marks Distribution (50)			
		L1	Remember		-
		L2	Understand		10
		L3	Apply		10
		L4	Analyze		20
		L5	Evaluate		10
		L6	Create		-
Suggested Learning Resources:					
Textbooks:					
1. Financial management, I M Pandey, Vikas, 12/E, 2021. ISBN- 978-9390577255					
2. Principle of corporate finance, Brearly, Myeres, and Allen, TMH, 13/E. ISBN- 978-1260565553.					
3. Financial Management and policy, Vanhorne, Pearson, 13/E. ISBN- 978-0273713630					
Reference Books:					
1. Financial Management, Ravi M Kishore, Taxmann Publications, 8/e, 2022. ISBN- 978-0273713630					
2. Financial Management, Prasanna Chandra, TMH, 9/e, 2017. ISBN- 978-9339222574					
3. Principle of corporate finance, Brearly, Myeres, and Allen, TMH, 11/E. ISBN- 978-0078034763					
4. Advanced Business & Financial Management - Caiib Main 2023 by Na (Author), Macmillan Publishers India Pvt Ltd (Publisher). ISBN- 978-9356661257					
5. Forbes, William, “Behavioural Finance”, Student ed, Wiley Publication. ISBN- 978-0470028049					
6. Corporate finance – Theory and practice, Ashwasth Damodaran, 4/E, Wiley Indian private Ltd., 2021. ISBN- 978-1118808931					
7. Financial Management, M Y Khan and P K Jain, TMH, 8/e, 2017. ISBN- 978-9353162184					
Web Links & Video Lectures (e-Resources):					
• https://www.youtube.com/watch?v=laufAHLbVdE					
• 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>

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

- Consider a top 5 Nifty 50 and evaluate Dividend approach
- Construct optimized capital structure for your business

DIRECT & INDIRECT TAXATION									
Course Code	24MBAFM344				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:									
24MBAFM344.1	Demonstrate the system of taxation and various categories of income, including the scope of taxable income under Indian tax laws.								
24MBAFM344.2	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.								
24MBAFM344.3	Analyze the various tax provisions when appraising income from capital gains and other sources, ensuring compliance with applicable tax rules.								
24MBAFM344.4	Evaluate how various provisions of taxation impact the tax liability of the assessee, including exemptions, deductions, and rebates to optimize tax planning.								
24MBAFM344.5	Design the structure of Goods and Services Tax (GST), understanding its framework, applicability, and implications for various industries and taxpayers.								
24MBAFM344.6	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:									
Module	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
24MBAFM344.1	3	2	-	3	-	-	2	3	2
24MBAFM344.2	3	2	3	3	3	-	-	1	3
24MBAFM344.3	3	2	1	-	2	2	-	3	3
24MBAFM344.4	3	3	-	-	-	2	2	2	3
24MBAFM344.5	2	1	2	3	3	-	2	3	2
24MBAFM344.6	3	2	-	3	-	3	2	1	-
MODULE-1	Basic Taxation Concepts & Income from salary				24MBAFM344.1			10 Hours	
Brief History of Indian Income Tax, Legal Frame Work, Types of Taxes , Cannons of Taxation Important Definitions, Assessment, Assessment Year, Previous Year, Assessee, Person, Income, Casual Income, Gross Total Income, Agricultural Income, Meaning and classification of Capital & Revenue, Income tax authorities, Powers & functions of CBDT, CIT & A.O. Residential Status of individuals and total income Heads of Income- Income from Salary: Meaning, Definition, Advance Salary, Arrears of Salary, Allowances, Perquisites, Provident Fund, Profits in Lieu of Salary, Gratuity, Commutation of Pension, Encashment of Earned leave, Compensation for voluntary retirement, Deductions from Salary Problems on Income from Salary. (Theory and Problem)									
Skill Development Activities		Case study on understanding the salary taxation with latest case							
Text book		Textbook-1- 1.1,1.2,1.3							
MODULE-2	Income from House Property & Income from Business/Profession				24MBAFM344.2 & 24MBAFM344.6			10 Hours	
House property income, Basis of Charge, Deemed Owners, Exempted Incomes from House Property, Composite Rent, Annual Value, Determination of Annual Value, Treatment of Unrealized Rent, Loss due to Vacancy, Deductions from Annual Value, Problems on Income from House Property. Income from Business/ Profession: Meaning and Definition of Business, Profession Vocation, Expenses Expressly Allowed, Allowable Losses, Expenses Expressly Disallowed Expenses Allowed on Payment Basis, Problems on Business relating to Sole Trader and Problems on Profession relating to Chartered Accountant, Advocate and Medical Practitioner. (Theory and Problem)									
Skill Development Activities		Case study with reference to Income from House Property							
Text book		Textbook-1- 1.8,1.10,1.12,1.13							
MODULE-3	Income from Capital gains & Other Sources				24MBAFM344.3			10 Hours	
Capital asset, Long term capital asset, short term capital asset, long term and short-term capital gains, computation of long term and short-term capital gains, exemptions from capital gains. Securities, Kinds of Securities Rules for Grossing Up of Ex Interest Securities and Interest Securities. (Theory and Problem)									
Skill Development Activities		Case study with reference to Capital Gains on Aditya the landlord							

Text book		Textbook- 2- 2.1,2.2,2.3			
MODULE-4		Computation of Tax liability	24MBAFM344.4	10 Hours	
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	24MBAFM344.5	10 Hours	
History, formation, launch, taxes subsumed, HSN code, GST rates, goods kept outside GST, GST Council, criticisms towards GST, CGST, SGST, IGST, Registrations, Time Value & Place of Supply, Input Tax Credit, Payments, Invoicing, Accounts & Records, Reverse Charge, TDS, TCS, Composition Scheme, Return filing, Refunds, Penalty, Assessments, Appeal and related provisions, Problems on GST(Theory and Problems)					
Skill Development Activities		Case study on GST in respect to application.			
Text Book		Textbook- 3- 3.1,3.2,3.3,3.4,3.5			
CIE Assessment Pattern (50 Marks-Theory)					
RBT Levels		Marks Distribution			
		Test(s)	Alternate Assessment Test-1	MCQS	
		25	20	05	
L1	Remember	-	-	-	
L2	Understand	05	-	-	
L3	Apply	10	05	05	
L4	Analyze	10	10	-	
L5	Evaluate	-	05	-	
L6	Create	-	-	-	
SEE Assessment Pattern (50 Marks-Theory)					
RBT Levels		Exam Marks Distribution (50)			
		L1	Remember		-
		L2	Understand		10
		L3	Apply		10
		L4	Analyze		20
		L5	Evaluate		10
		L6	Create		-
Suggested Learning Resources:					
Textbooks:					
1. Direct Taxes Law & Practice by Vinod K Singhania, Kapil Singhania, Publisher Taxman 2023. ISBN-978-9357780186					
2. Income Tax-Theory, Law Practice by T.S Reddy and Hari Prasad Reddy, publisher: Margham 2022. ISBN- 978-9381430583					
3. GST — How to Meet Your Obligations (Set of 3 Vols.) by S. S. Gupta, Publisher: Taxmann Publications Pvt. Ltd, 2023. ISBN-13: 978-9357782425.					
Reference Books:					
1. Income Tax Law & Practice by Dr. N. Hariharan, Publisher: Vijay Nicole Imprints Pvt Ltd, 2023. ISBN-13: 978-8182094529.					
2. GST — How to Meet Your Obligations (Set of 3 Vols.) by S. S. Gupta, Publisher: Taxmann Publications Pvt. Ltd, 2023. ISBN-13: 978-9357782425.					
3. The Law and Practice of Income Tax by Kanga & Palkhivala, Publisher: LexisNexis, 2022. ISBN-13: 978-9389991178.					
4. Master Guide to Income Tax Act by Pradeep S. Shah & Rajesh S. Kadakia, Publisher: Taxmann Publications Pvt. Ltd, 2025 (latest edition shown). ISBN-13: 978-9364554084.					
5. Income Tax — Tax Planning & Management (Assessment Year 2020-21) by H. C. Mehrotra & S. P. Goyal, Publisher: Sahitya Bhawan Publications. ISBN-13: 978-9383866489.					
6. Contemporary Issues in Taxation Research (Business/Management Studies) edited by Andy Lymer & David Salter (Tax Research Network), Publisher: Ashgate / Routledge, 2003 (conference volume; commonly cited). ISBN-13: 978-0754631422.					

7. Formation, Management & Taxation of Charitable & Religious Trusts & Institutions under Income-Tax Law by Ram Dutt Sharma, Publisher: Commercial Law Publishers (India) Pvt. Ltd., 2024/2025 (latest listing). ISBN-13: 978-9356039650.

Web Links & Video Lectures (e-Resources):

- <https://incometaxindia.gov.in/Pages/tutorials.aspx>
- <https://www.youtube.com/watch?v=76UUB7Vv8s8>

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

SUSTAINABLE OPERATIONS									
Course Code	24MBALS351				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:									
24MBALS351.1	Evaluate sensitivity to sustainability issues in business								
24MBALS351.2	Analyze business responses and actions to address sustainability issues in supply chains.								
24MBALS351.3	Identify social and ethical issues in operations and supply chain management.								
24MBALS351.4	Evaluate the challenges and opportunities in local, national, and global business communities for implementing sustainable operations.								
24MBALS351.5	Create value-based leadership for establishing sustainable business practices.								
24MBALS351.6	Evaluate the latest trends in business sustainability, incorporating cutting-edge practices.								
Mapping of Course Outcomes to Program Outcomes and Program-Specific Outcomes:									
Module	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
24MBALS351.1	3	1	-	3		-	2	3	3
24MBALS351.2	3	3	-	2	-	2	1	3	3
24MBALS351.3	2	2	-	3	3	-	-	3	3
24MBALS351.4	2	1	2	3	2	2	-	3	3
24MBALS351.5	3	2	3	-	3	-	1	3	3
24MBALS351.6	3	3	2	2	2	-	1	3	3
MODULE-1	Introduction to Sustainable Business Management				24MBALS351.1		10 Hours		
Definition of sustainable business management: triple bottom line, Social, Ecological and Economic factors that affect business sustainability, Conventional vs. sustainable operations, Business case for implementing sustainable operations, drivers and barriers of sustainable operations. Stakeholder engagement.									
Skill Development Activities		Triple Bottom Line (TBL): People (Social), Planet (Ecological), Profit (Economic)							
Text Book		Textbook 1-1.1, 1.2, 1.3							
MODULE-2	Design for Sustainability				24MBALS351.2		10 Hours		
Diverse Approaches to Design for Sustainability: resources with low impact, Design for Environment (DfE), Product – Service System Design for eco-efficiency. Systems approach to sustainable design. Nature inspired design – bio mimicry.									
Skill Development Activities		Participants understand sustainable design approaches, including low-impact resources, DfE, Product–Service System (PSS) design, systems thinking, and biomimicry.							
Text Book		Textbook 2.- 2.1, 2.2							
MODULE-3	Sustainable Supply Chain Management				24MBALS351.3		10 Hours		
The Ecosystem Framework for Sustainable Supply Chains, Forward-Backward Supply chains, Re-features in Supply Chain Design (Re use, Recycle, Re-manufacture), Green Procurement, Logistics, Risks in sustainable Supply Chain Management; Cradle to Cradle Protocol, Life Cycle Assessment (LCA). Ethical practices in supply chain management. Management of Carbon footprints, Energy Management, Performance measures for Business Sustainability, Sustainability reporting (GRI).									
Skill Development Activities		Group project: Designing a sustainable supply chain model for a local business.							
Text Book		Textbook 2- 3.1, 3.2							
MODULE-4	Industrial Waste Management				24MBALS351.4		10 Hours		
Approaches to waste management, Solid waste management, Hazardous waste management, Cost-benefits of waste management, e-waste management. Landfills and incinerators, Municipal Waste Management: Best Practices.									
Skill Development Activities		Debate: “Profit vs. Sustainability – Can businesses balance both?”							

Text Book		Textbook 4- 3.3, 3.5, 3.7		
MODULE-5		Current Trends And Sustainable Leadership	24MBALS351.5& 24MBALS351.6	10 Hours
Latest trends and research in business sustainability and sustainable operations. SDG initiatives. Sustainable leadership practices; good stewardship practices for business leaders.				
Skill Development Activities		Strategic thinking, SDG knowledge, stakeholder mapping, sustainability planning.		
Text Book		Textbook 3- 5.1,5.2,5.3		
CIE Assessment Pattern (50 Marks-Theory)				
RBT Levels		Marks Distribution		
		Test(s)	Alternate Assessment Test-1	MCQS
		25	20	05
L1	Remember	-	-	-
L2	Understand	05	-	-
L3	Apply	10	05	05
L4	Analyze	10	10	-
L5	Evaluate	-	05	-
L6	Create	-	-	-
SEE Assessment Pattern (50 Marks-Theory)				
RBT Levels		Exam Marks Distribution (50)		
L1	Remember	-		
L2	Understand	10		
L3	Apply	10		
L4	Analyze	20		
L5	Evaluate	10		
L6	Create	-		
Suggested Learning Resources:				
Textbooks:				
1. Sustainable Operations Management: Key Practices and Cases, by Breno Nunes, Luciano Batista, Donato Masi, and David Bennett, published by Taylor & Francis, ISBN: 9780367443832.				
2. Sustainable Operations Management, by Donato Masi, published by Routledge, ISBN: 9781032626161.				
3. Sustainable Operations Management: Advances in Strategy and Methodology, edited by Andrea Chiarini, published by Springer, ISBN: 9783319140025.				
4. Sustainable Operations Management, by Kampan Mukherjee, published by CRC Press, ISBN: 9781032626161.				
Reference Books:				
1. An Introduction to Sustainable Development, by Peter Rogers, Kazi F. Jalal, and John A. Boyd, published by Earthscan Publications Ltd, ISBN: 9781844075218.				
2. Green to Gold: How Smart Companies Use Environmental Strategy to Innovate, Create Value, and Build Competitive Advantage, by Daniel C. Esty and Andrew S. Winston, published by Yale University Press, ISBN: 9781591398390.				
3. Material Concerns: Pollution, Profit and Quality of Life, by Tim Jackson, published by Routledge, ISBN: 9781138935419.				
4. Environmental Principles and Policies: An Interdisciplinary Introduction, by Sharon Beder, published by Routledge, ISBN: 9781844074044.				
Web Links & Video Lectures (e-Resources):				
• UN Sustainable Development Goals (SDGs): https://sdgs.un.org/goals				
• Harvard Business Review (Sustainability Articles): https://hbr.org/topic/sustainability				
• World Business Council for Sustainable Development (WBCSD): https://www.wbcsd.org				
• Ellen MacArthur Foundation (Circular Economy): https://ellenmacarthurfoundation.org				
Activity Based Learning (Suggested Activities in Class)/Practical Based Learning:				
• Debate: “Profit vs. Sustainability – Can businesses balance both?”				
• Group project: Designing a sustainable supply chain model for a local business.				

INNOVATIONS IN TOTAL QUALITY MANAGEMENT									
Course Code	24MBALS352				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:									
24MBALS352.1	Evaluate the basic concepts of Total Quality Management (TQM).								
24MBALS352.2	Apply the philosophies of Quality Management for organizational efficiency.								
24MBALS352.3	Create new or improved statistical process control (SPC) systems.								
24MBALS352.4	Analyze the tools and techniques of Quality Management.								
24MBALS352.5	Justify the implementation of quality systems towards business performance and sustainability.								
24MBALS352.6	Comprehend the concepts of leadership, motivation, and empowerment in fostering organizational culture .								
Mapping of Course Outcomes to Program Outcomes and Program-Specific Outcomes:									
Module	P01	P02	P03	P04	P05	P06	P07	PS01	PS02
24MBALS352.1	3	2	-	2	-	-	1	3	3
24MBALS352.2	3	3	-	1	2	2	2	3	3
24MBALS352.3	2	1	-	2	-	-	1	3	3
24MBALS352.4	3	3	-	3	2	2	2	3	3
24MBALS352.5	3	3	2	3	3	-	2	3	3
24MBALS352.6	2	1	3	-	3	-	1	3	3
MODULE-1	INTRODUCTION TO QUALITY MANAGEMENT				24MBALS352.1		10 Hours		
Definitions – TQM framework, benefits, awareness and obstacles. Quality – vision, mission and policy statements. Customer Focus – customer perception of quality, Translating needs into requirements, customer retention. Dimensions of product and service quality. Cost of quality.									
Skill Development Activities		Analytical thinking, problem-solving, TQM application, team collaboration.							
Text Book		Textbook 2- 1.1, 1.2, 1.3.							
MODULE-2	PRINCIPLES AND PHILOSOPHIES OF QUALITY MANAGEMENT				24MBALS352.2		10 Hours		
Overview of the contributions of Deming, Juran Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi techniques – introduction, loss function, parameter and tolerance design, signal to noise ratio. Concepts of Quality circle, Japanese 5S principles and 8D methodology.									
Skill Development Activities		Research, conceptual understanding, presentation, comparative analysis.							
Text Book		Textbook 3- 2.1, 2.2, 2.3							
MODULE-3	SIX SIGMA				24MBALS352.3		10 Hours		
Meaning, benefits of six sigma, Principles and Focus Areas, Methodology – DMAIC, DMADV, DFSS, Belts of Six Sigma, Criticism of six sigma.									
Skill Development Activities		Methodology – DMAIC, DMADV, DFSS, Belts of Six Sigma, Criticism of six sigma.							
Text Book		Textbook 1- 3.1, 3.2, 3.3							
MODULE-4	TOOLS AND TECHNIQUES FOR QUALITY MANAGEMENT				24MBALS352.4		10 Hours		
Quality functions development (QFD) – Benefits, Voice of customer, information organization, House of quality (HOQ), building a HOQ, QFD process. Failure mode effect analysis (FMEA) – requirements of reliability, failure rate, FMEA stages, design, process and documentation. Seven old (statistical) tools. Seven new management tools. Bench marking and POKA YOKE.									
Skill Development Activities		Customer analysis, data organization, visualization, product/service design.							
Text Book		Textbook 4- 3.5, 3.6, 3.7.							
MODULE-5	QUALITY SYSTEMS				24MBALS352.5,6		10 Hours		

		ORGANIZING AND IMPLEMENTATION			
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		Six Sigma application case study in Motorola or GE.			
Text Book		Textbook 2- 4.2, 4.3, 4.5			
CIE Assessment Pattern (50 Marks-Theory)					
RBT Levels		Marks Distribution			
		Test(s)	Alternate Assessment Test-1	MCQS	
		25	20	05	
L1	Remember	-	-	-	
L2	Understand	05	-	-	
L3	Apply	10	05	05	
L4	Analyze	10	10	-	
L5	Evaluate	-	05	-	
L6	Create	-	-	-	
SEE Assessment Pattern (50 Marks-Theory)					
RBT Levels		Exam Marks Distribution (50)			
		L1	Remember		-
		L2	Understand		10
		L3	Apply		10
		L4	Analyze		20
		L5	Evaluate		10
		L6	Create		-
Suggested Learning Resources:					
Textbooks:					
1. Innovative Quality Improvement in Operations: Introducing Emergent Quality Management, by Anders Fundin, Springer International Publishing, ISBN 9783319559841.					
2. Virtual and Innovative Quality Management Across the Value Chain, by Marc Helmold, Springer, ISBN 9783031300899.					
3. Total Quality Management (TQM): Concepts, Implementation and Applications, edited by Jeffry A. Doney, Nova Science Publishers, ISBN 9781536156010.					
4. Total Quality Management and Just-in-Time Purchasing: Their Effects on Performance of Firms Operating in the U.S., by Hale Kaynak, Taylor & Francis, ISBN 9780815330486.					
Reference Books:					
1. Total Quality Management, by Dale H. Besterfield and Carol Besterfield-Michna, Pearson, ISBN 9780130993069.					
2. Total Quality Management: Concepts, Implementation, and Applications, by Jeffry A. Doney, Nova Science Publishers, ISBN 9781536156010.					
3. Total Quality Management in Human Service Organizations, by Donald M. Linhorst, SAGE Publications, ISBN 9781452254364.					
4. Total Quality Management: Text with Cases, by John S. Oakland, Butterworth-Heinemann, ISBN 9780750621243.					
Web Links & Video Lectures (e-Resources):					
• ASQ (American Society for Quality): https://asq.org –					
• MIT Open Courseware – Quality Management: https://ocw.mit.edu					
• NPTEL (IIT Kharagpur – Quality Management): https://npTEL.ac.in/courses/110/105/110105065/					
• Lean Six Sigma Resources: https://www.isixsigma.com					
• ISO Official Website: https://www.iso.org/standards.html					
Activity Based Learning (Suggested Activities in Class)/Practical Based Learning:					
Case Studies & Discussions:					
• Analyze Toyota’s Lean Manufacturing and Kaizen practices.					
• Six Sigma application case study in Motorola or GE.					

SERVICE OPERATIONS MANAGEMENT									
Course Code	24MBALS353				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:									
24MBALS353.1	Evaluate the basic concepts of services, focusing on their characteristics.								
24MBALS353.2	Analyze service design and human resource planning (HRP), on workforce management								
24MBALS353.3	Apply the basics of service quality, focusing on customer satisfaction, service recovery, and quality assurance practices.								
24MBALS353.4	Examine the capacity demands and scheduling methods in services.								
24MBALS353.5	Design operations to achieve competitive advantages in services through resource and workforce scheduling.								
24MBALS353.6	Investigate the flow of goods between the producer towards supply chain management and logistics strategies.								
Mapping of Course Outcomes to Program Outcomes and Program-Specific Outcomes:									
Module	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
24MBALS353.1	3	3	-	2	-	-	2	3	3
24MBALS353.2	3	3	-	2	2	-	3	3	3
24MBALS353.3	3	2	-	3	3	2	2	3	3
24MBALS353.4	3	2	-	2	1	2	3	3	3
24MBALS353.5	3	3	2	3	3	3	3	3	3
24MBALS353.6	3	3	1	2	2	3	3	3	3
MODULE-1	INTRODUCTION				24MBALS353.1		10 Hours		
Introduction and imperatives of services, Nature and characteristics of services, Classification of services and analyzing service operations, Introduction to Service Strategy, Competitive Service Strategies-Strategic Service Vision.									
Skill Development Activities		HBR “Mumbai’s Models of service excellence- Dabbawallas” by Stefan Thomke							
Text Book		Textbook 2- 4.2, 4.3, 4.5							
MODULE-2	SERVICE DESIGN AND DEVELOPMENT				24MBALS353.2		10 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 Book		Textbook 3- 4.51,4.52, 4.53							
MODULE-3	SERVICES QUALITY				24MBALS353.3		10 Hours		
Defining and Measuring Service Quality, SERVQUAL Model, Quality Service by Design and Walk Through Audit. Achieving Service Quality, Service Recovery and service guarantee.									
Skill Development Activities		HBR “Four ways to reinvent service delivery” by Kamalini Ramdas, Elizabeth Teisberg & Amy L.Tucker							
Text Book		Textbook 1- 2.1, 2.2, 2.3							
MODULE-4	Managing Capacity and Demand in Service Operations				24MBALS353.4		10 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 Book		Textbook 3- 3.1, 3.2, 3.3 TextBook 4: 4.2,4.3,4.6							
MODULE-5	Warehouse Management				24MBALS353.5, 24MBALS353.6		10 Hours		
Create purchase order, display material inventory, display material inventory value, receive the goods, display material inventory & value, run bin status report, create transfer order, confirm transfer order.									

(SAP)				
Skill Development Activities		Using SAP, Create a Purchase Order		
Text Book		Textbook 1- 4.1, 4.2, 4.3		
CIE Assessment Pattern (50 Marks-Theory)				
RBT Levels		Marks Distribution		
		Test(s)	Alternate Assessment Test-1	MCQS
		25	20	05
L1	Remember	-	-	-
L2	Understand	05	-	-
L3	Apply	10	05	05
L4	Analyze	10	10	-
L5	Evaluate	-	05	-
L6	Create	-	-	-
SEE Assessment Pattern (50 Marks-Theory)				
RBT Levels		Exam Marks Distribution (50)		
L1	Remember	-		
L2	Understand	10		
L3	Apply	10		
L4	Analyze	20		
L5	Evaluate	10		
L6	Create	-		
Suggested Learning Resources:				
Textbooks:				
1. Service Operations Management: Improving Service Delivery (5th Edition), by Robert Johnston, Michael Shulver, Nigel Slack, Graham Clark, Pearson, ISBN 9781292064468.				
2. Service Operations Management: The Total Experience, by David Parker, Edward Elgar Publishing, ISBN 9781781006238.				
3. Service Management: Operations, Strategy, Information Technology (10th Edition), by James Fitzsimmons, Mona Fitzsimmons, Sanjeev Bordoloi, McGraw-Hill Education, ISBN 9781264098354.				
4. Managing the Professional Service Firm, by David H. Maister, Free Press, ISBN 9780684834313.				
Reference Books:				
1. Uplifting Service: The Proven Path to Delighting Your Customers, Colleagues, and Everyone Else You Meet, by Ron Kaufman, Evolve Publishing, ISBN 9780984762507.				
2. Service Operations Management, by Roger W. Schmenner, Prentice Hall, ISBN 9780024068118.				
3. Service Operations Management: A Strategic Perspective, by John McManus, Mats Winroth, Bloomsbury Academic, ISBN 9781137609243.				
4. Service Operations Management: Improving Service Delivery (4th Edition), by Robert Johnston, Michael Shulver, Nigel Slack, Graham Clark, Pearson, ISBN 9780273740483.				
Web Links & Video Lectures (e-Resources):				
• NPTEL – Services Operations Management (IIT Kharagpur): https://nptel.ac.in/courses/110/105/110105150/				
• Service Operations & Management – Wiley Online Library: https://onlinelibrary.wiley.com				
• Service Operations Management: Key to Excellence (Safety Culture): https://safetyculture.com				
• MIT Open Courseware – Operations Management: https://ocw.mit.edu				
Activity Based Learning (Suggested Activities in Class)/Practical Based Learning:				
• Case Study Analysis:				
• Mumbai Dabbawallas (HBR case) – Service excellence through reliability.				
• Designing services that deliver (HBR case) – Mapping service encounters.				

LEAN OPERATIONS MANAGEMENT									
Course Code	24MBALS354				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:									
24MBALS354.1	Identify the importance of a lean manufacturing system								
24MBALS354.2	Distinguish between measurement systems used in lean management practices.								
24MBALS354.3	Examine the lean concept and the different types of lean tools .								
24MBALS354.4	Determine the different faces of change in improvement and innovation.								
24MBALS354.5	Develop an organizational master plan for implementing a lean management system.								
24MBALS354.6	Design a project chart to plan, track, and optimize lean manufacturing initiatives.								
Mapping of Course Outcomes to Program Outcomes and Program-Specific Outcomes:									
Module	P01	P02	P03	P04	P05	P06	P07	PS01	PS02
24MBALS354.1	3	3	2	-	-	-	2	3	3
24MBALS354.2	3	3	2	-	-	2	-	3	3
24MBALS354.3	3	3	-	-	2	-	3	3	3
24MBALS354.4	3	2	-	-	2	1	-	3	3
24MBALS354.5	3	3	3	-	3	-	1	3	3
24MBALS354.6	3	3	2	-	3	-	-	3	3
MODULE-1	INTRODUCTION AND HISTORY OF LEAN MANAGEMENT				24MBALS354.1		10 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		Process mapping, observation, problem-solving, process optimization.							
Text Book		Textbook 3- 1.1, 1.2,1.3							
MODULE-2	LEAN PERFORMANCE MEASUREMENT SYSTEM				24MBALS354.2		10 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.									
Skill Development Activities		After watching this video, students have to submit a report.							
Text Book		Textbook 2- 2.1, 2.2, 2.3							
MODULE-3	LEAN CONCEPTS TOOLS AND METHODS				24MBALS354.3		10 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		Process analysis, critical thinking, process optimization, value identification.							
Text Book		Textbook 1- 2.3, 2.5, 2.6							
MODULE-4	THREE FACE OF CHANGE: KAIZEN, KAIKAKU AND KAKUSHIN				24MBALS354.4		10 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		Continuous improvement, teamwork, problem-solving, change							

		management.			
Text Book		Textbook 2- 3.1, 3.2, 3.3			
MODULE-5		Lean Management System: Organizational Master Plan		24MBALS354.5, 24MBALS354.6	10 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		Strategic planning, Lean implementation, project management, analytical thinking.			
Text Book		Textbook 4- 4.1, 4.2, 4.3			
CIE Assessment Pattern (50 Marks-Theory)					
RBT Levels		Marks Distribution			
		Test(s)	Alternate Assessment Test-1	MCQS	
		25	20	05	
L1	Remember	-	-	-	
L2	Understand	05	-	-	
L3	Apply	10	05	05	
L4	Analyze	10	10	-	
L5	Evaluate	-	05	-	
L6	Create	-	-	-	
SEE Assessment Pattern (50 Marks-Theory)					
RBT Levels		Exam Marks Distribution (50)			
L1	Remember	-			
L2	Understand	10			
L3	Apply	10			
L4	Analyze	20			
L5	Evaluate	10			
L6	Create	-			
Suggested Learning Resources:					
Textbooks:					
1. Lean Thinking: Banish Waste and Create Wealth in Your Corporation, by James P. Womack & Daniel T. Jones, Free Press, ISBN 9780743249270.					
2. The Toyota Way: 14 Management Principles from the World's Greatest Manufacturer, by Jeffrey K. Liker, McGraw-Hill Education, ISBN 9780071392310.					
3. The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses, by Eric Ries, Crown Business, ISBN 9780307887894.					
4. Lean Solutions: How Companies and Customers Can Create Value and Wealth Together, by James P. Womack & Daniel T. Jones, Free Press, ISBN 9780743238489.					
Reference Books:					
1. Managing to Learn: Using the A3 Management Process, by John Shook, Lean Enterprise Institute, ISBN 9780966784301.					
2. Creating a Lean Culture: Tools to Sustain Lean Conversions, by David Mann, CRC Press, ISBN 9781439821572.					
3. Lean Product and Process Development, by Allen C. Ward & Durward K. Sobek II, Lean Enterprise Institute, ISBN 9781934109137.					
4. The Lean Management Systems Handbook, by Rich Charron, H. James Harrington, Frank Voehl, CRC Press, ISBN 9781466564350.					
Web Links & Video Lectures (e-Resources):					
• Lean Enterprise Institute (LEI): https://www.lean.org					
• MIT OpenCourseWare – Lean/Six Sigma Courses: https://ocw.mit.edu					
• NPTEL (IIT Kharagpur – Lean Manufacturing): https://nptel.ac.in/courses/112/107/112107251/					
• Harvard Business Review – Lean Management Articles: https://hbr.org					
• Kaizen Institute: https://kaizen.com					
Activity Based Learning (Suggested Activities in Class)/Practical Based Learning:					

- Case Studies & Reports: Watch videos on Toyota Production System, Lean in Healthcare, and Lean in Services, and submit analysis reports.
- Case analysis: How Nike/Intel applied Lean to improve supply chains.

INTERNSHIP									
Course Code	24MBA33				CIE Marks			50	
L:T:P:S	0:0:0:4				SEE Marks			50	
Hrs / Week	-				Credits			04	
Course outcomes:									
At the end of the course, the student will be able to:									
24MBA33.1	Interpret the working of the organization/company/industry, understanding its structure, functions, and processes.								
24MBA33.2	Analyze problems in business settings and propose solutions based on strategic thinking and critical analysis.								
24MBA33.3	Apply creativity and innovation in business practices to drive continuous improvement and competitive advantage.								
24MBA33.4	Identify financial statements and reports using relevant tools, and analyze them to make informed business decisions								
24MBA33.5	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.								
24MBA33.6	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
24MBA33.1	3	2	-	-	2	-	3	3	3
24MBA33.2	3	3	-	-	3	2	2	3	3
24MBA33.3	2	2	3	-	3	3	3	3	3
24MBA33.4	3	3	-	2	2	-	2	3	3
24MBA33.5	3	3	-	2	3	2	2	3	3
24MBA33.6	3	2	-	-	3	3	2	3	3
GENERAL GUIDELINES									
1. The internship shall be for a period of 4 weeks in between the 2nd and the 3rd semester. 2. The Subject code of the internship report shall be 24MBA33. 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.

Chapter 2: Organization Profile

- Back ground
- Nature of business
- Vision, mission, quality policy
- Workflow model
- Product/service profile
- Ownership pattern
- Achievements/awards if any
- 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:

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

EVALUATION OF INTERNSHIP REPORT:

- Internal evaluation will be done by the internal guide.
- External valuation shall be done by a faculty member of other college/university with a minimum of 10 years of experience.
- 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.
- 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 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

Sl.No	Aspects	Marks
1	Introduction and Understanding of Industry	05
2	Understanding the Corporate Functions/Company Profile	10
3	Mckensy's 7's Framework and Porter's Five Force Model	10
4	SWOT/SWOC Analysis	10
5	Financial Statement Analysis	05
6	Learning Experience	10

	Total	50	
STRUCTURE AND SCHEDULE FOR INTERNSHIP			
Timeline	Activity	Remarks	
1 st week of internship	Theoretical background of the study & Industry and Company Profile	Student should understand the organization in depth. Elaborative information on the subject chosen for better understanding and analysis. 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.	
2 nd week of internship	Application of Theoretical Framework	McKinsey 7S Framework, Overview of Functional Departments.	
3 rd 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.	
4 th Week of internship	Summary of Findings, Suggestions and Conclusion & Submission of final Internship report.	Summary of Finding, Suggestions and Conclusions. Learning Experience & 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	24MBA41				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:									
24MBA41.1	Understand the concept and theories of Indian ethos in management, focusing on values, ethics, and principles from ancient Indian texts.								
24MBA41.2	Develop a comprehensive management framework that integrates Indian ethos with contemporary management practices to foster ethical leadership.								
24MBA41.3	Identify the key concepts and principles of Indian ethos relevant to management practices, such as dharma, karma, and swadharma.								
24MBA41.4	Elucidate the significance of ethical decision-making as highlighted in Indian scriptures and its impact on modern management.								
24MBA41.5	Demonstrate the ability to apply the principles of leadership from Indian philosophy in real-world organizational scenarios.								
24MBA41.6	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
24MBA41.1	3	2	-	3	-	-	-	3	3
24MBA41.2	3	2	3	3	3	2	3	3	3
24MBA41.3	3	2	-	3	1	-	-	3	3
24MBA41.4	3	3	-	3	3	2	2	3	3
24MBA41.5	3	2	3	3	1	-	-	3	3
24MBA41.6	3	3	-	2	3	-	-	3	3
MODULE-1	INTRODUCTION TO INDIAN ETHOS				24MBA41.1		8 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				24MBA41.2		8 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				24MBA41.3		8 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		24MBA41.4		8 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				
Text Book			Text Book 4: 4.1,4.2,4.3,4.4,4.5				
MODULE-5		FUTURE TRENDS AND CHALLENGES		24MBA41.5 & 24MBA41.6		8 Hours	
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				
Text Book			Text Book 4: 4.1,4.2,4.3,4.4,4.5				
CIE Assessment Pattern (50 Marks-Theory)							
RBT Levels		Marks Distribution					
		Test(s)	Alternate Assessment Test-1		MCQS		
		25	20		05		
L1	Remember	-	-		-		
L2	Understand	05	-		-		
L3	Apply	10	05		05		
L4	Analyze	10	10		-		
L5	Evaluate	-	05		-		
L6	Create	-	-		-		
SEE Assessment Pattern (50 Marks-Theory)							
RBT Levels		Exam Marks Distribution (50)					
		-					
		10					
		10					
		20					
		10					
		-					
Suggested Learning Resources:							
Textbooks:							
1. “Sharma Subhash, Management in New Age: Western Windows Eastern Doors, New Age International Publishers, New Delhi, 2006.ISBN: 978-8122417890							
2. Sharma Subhash, New Mantras in Corporate Corridors: From Ancient Roots to Global Routes, New Age International Publishers, New Delhi, 2007.ISBN: 978-8122417890							
3. Indian Ethos for Management, Swami Jitatmaanda, Ramakrishna Ashrama, Rajkot, 1995.ISBN: 978-8189157326							
4. Chakraborty S. K., Managerial Effectiveness and Quality of Work Life: Indian Insights, Tata Mc Graw Hill, 1996.ISBN: 978-0074516263							
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 & Video Lectures (e-Resources):

- <https://www.mca.gov.in/ministryv2/csr.html>
- <http://www.mca.gov.in/MinistryV2/CorporateSocialResponsibility.html>
- https://www.youtube.com/watch?v=I3keQ_lclP4
- <https://nptel.ac.in/courses/110/105/110105122/>
- <https://www.ted.com/tedx>

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

- **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.
- **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.
- **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.
- **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.
- **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.
- **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."
- **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.
- **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.
- **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	24MBADS411				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:									
24MBADS411.1	Estimate the dimensions of data visualization and dashboards to effectively represent complex data visually, enabling meaningful business insights.								
24MBADS411.2	Examine the concept of data visualization using Tableau, focusing on its role in enhancing data presentation and analysis.								
24MBADS411.3	Identify different ways to create Tableau dashboards and visualizations for given data, applying practical tools and techniques.								
24MBADS411.4	Formulate high-value insights using Python libraries like Pandas and Seaborn to enhance data- driven decision-making.								
24MBADS411.5	Derive data on the given desktop Tableau platform for audience analysis, focusing on storytelling with data for better comprehension.								
24MBADS411.6	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:									
Module	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
24MBADS411.1	3	3	-	2	-	-	2	3	-
24MBADS411.2	3	3	-	2	-	-	1	3	2
24MBADS411.3	3	3	-	2	1	-	2	3	3
24MBADS411.4	3	3	3	3	3	2	1	2	3
24MBADS411.5	3	3	2	2	3	3	3	3	3
24MBADS411.6	3	3	3	3	3	3	3	3	3
MODULE-1	GETTING STARTED WITH TABLEAU				24MBADS411.1		8 Hours		
Getting started with Tableau – Tableau Server, Tableau Desktop, Tableau Online, Tableau Public, Data Ingestion and Preparation in Tableau, Working with Visualization Tools in Tableau (Drag-and-Drop Interface, Show Me Panel, Filters and Parameters, Calculated Fields: Dashboards, Stories) Tableau in Business Decision Making with Industries (Marketing, HR & Operations)									
Tool Based Applications:									
1. Install and set up Tableau Public/Desktop.									
2. Connect Tableau to various data sources (Excel, CSV, Google Sheets).									
3. Perform basic data cleaning and preparation in Tableau.									
4. Create your first dashboard with visual components.									
Skill Development Activities		Learn the Tableau interface and navigation. Practice importing and preparing datasets. Explore business applications (HR, Marketing, Operations). Create simple dashboards using drag-and-drop elements.							
Text Book		Textbook 1: 1.1, 1.2, 1.3							
MODULE-2	PRINCIPLES OF EFFECTIVE VISUALIZATION				24MBADS411.2		8 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.									
Tool Based Applications:									
1. Create visualizations demonstrating good vs. bad design.									
2. Experiment with color schemes, chart types, and scales.									
3. Use tooltips and interactivity features in Tableau.									
Skill Development Activities		Identify effective vs. ineffective visuals. Choose appropriate chart types for given data.							

	Apply color theory and data encoding principles. Customize layouts and understand user perception.		
Text Book	Textbook 2:2.2, 2.3 Textbook 3: 3.3 Textbook 4: 4.2		
MODULE-3	DATA VISUALIZATION AND TYPES OF CHARTS	24MBADS411.3	8 Hours
Introduction, Types of data visualization, Data for visualization: Data types, Data encodings, Retinal variables, mapping variables to encodings, Visual encodings. Type of visualization tool. Basic Charts (Text Tables (Cross Tab), Heat Map, Highlight Table, Symbol Map, Filled Map (Choropleth Map)), Comparison Charts (Bar Chart Stacked Bar Chart (horizontal/vertical), Side-by-Side Bar Chart, Line Chart, Dual-Line Chart (Dual Axis), Area Chart, Stacked Area Chart, Pie Chart, Circle View), Distribution Charts Histogram (Box-and-Whisker Plot (Box Plot), Scatter Plot, Bubble Chart, Dot Plot, Strip Plot), Trend & Relationship Charts (Trend Line Chart, Reference Line/Distribution, Bullet Chart, Control Chart, Regression & Forecast Charts)			
Tool Based Applications: 1. Create various chart types (bar, line, pie, scatter, map). 2. Use calculated fields and filters to customize visuals. 3. Compare and contrast different chart types for same dataset.			
Skill Development Activities	Build complex visuals using dual-axis and combination charts. Work with geographic data and create maps in Tableau. Apply visual encoding concepts (retinal variables). Practice transforming raw data into insights visually.		
Text Book	Textbook 1: 1.5 Textbook 3: 3.4 Textbook 4:4.4		
MODULE-4	VISUAL DESIGN & DASHBOARDING IN TABLEAU	24MBADS411.4	8 Hours
Visual design building blocks – Stepped color and reversed color – Color effects – Opacity, mark borders, mark halos – Formatting grid lines, zero lines, drop lines, and borders – Formatting, shading, and banding – Shape marks card and custom shapes – Case study: color consideration with a dark background, 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.			
Tool Based Applications: 1. Design an interactive dashboard using layout containers. 2. Use formatting tools to enhance dashboard appearance. 3. Implement best practices for device compatibility.			
Skill Development Activities	Apply layout design techniques for storytelling. Use tiled and floating layouts in dashboards. Add interactivity through filters and actions. Customize dashboards with shapes, icons, and themes.		
Text Book	Textbook 1: 1.7, 1.9 Textbook 2: 2.6 Textbook 4: 4.8		
MODULE-5	STORYTELLING WITH DATA SET	24MBADS411.5 24MBADS411.6	8 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.			
Tool Based Applications: 1. Develop a complete visual data story using Tableau’s Story feature. 2. Customize story points to create a narrative flow. 3. Present your visual story to peers or faculty.			
Skill Development Activities	Translate analytical results into compelling stories. Differentiate between exploratory and explanatory visuals. Tailor stories to specific business audiences (C-suite, clients).		

		Use storytelling structure (who, what, why, how) in design.			
Text Book		Textbook 1: 1.15 Textbook 2:2.6, 2.7 Textbook 3: 3.10			
CIE Assessment Pattern (50 Marks-Theory)					
RBT Levels		Marks Distribution			
		Test(s)	Alternate Assessment Test-1	MCQS	
		25	20	05	
L1	Remember	-	-	-	
L2	Understand	05	-	-	
L3	Apply	10	10	05	
L4	Analyze	10	10	-	
L5	Evaluate	-	-	-	
L6	Create	-	-	-	
SEE Assessment Pattern (50 Marks-Theory)					
RBT Levels		Exam Marks Distribution (50)			
L1	Remember	-			
L2	Understand	10			
L3	Apply	10			
L4	Analyze	20			
L5	Evaluate	10			
L6	Create	-			
Suggested Learning Resources:					
Textbooks:					
1. Tableau Your Data! — Daniel G. Murray — Wiley — 2016 — ISBN: 978-1118612040					
2. Storytelling with Data: A Data Visualization Guide for Business Professionals — Cole Nussbaumer Knaflic — Wiley — 2015 — ISBN: 978-1119002253					
3. Visualize This: The Flowing Data Guide to Design, Visualization, and Statistics — Nathan Yau — Wiley — 2011 — ISBN: 978-1118140260					
4. Fundamentals of Data Visualization — Claus O. Wilke — O'Reilly Media — 2019 — ISBN: 978-1492031086					
Reference Books:					
1. The Big Book of Dashboards — Steve Wexler, Jeffrey Shaffer, Andy Cotgreave — Wiley — 2017 — ISBN: 978-1119282716					
2. Practical Tableau: 100 Tips, Tutorials, and Strategies — Ryan Sleeper — O'Reilly Media — 2017 — ISBN: 978-1491977316					
3. Information Dashboard Design — Stephen Few — Analytics Press — 2006 — ISBN: 978-1938377006					
4. Data Points: Visualization That Means Something — Nathan Yau — Wiley — 2013 — ISBN: 978-1118462195					
Web Links & Video Lectures (e-Resources):					
• Tableau Official Training: https://www.tableau.com/learn/training					
• Storytelling with Data - YouTube Channel: https://www.youtube.com/c/StorytellingWithData					
• https://www.youtube.com/watch?v=9dZ8HmlcFzA					
Activity Based Learning (Suggested Activities in Class)/Practical Based Learning:					
• Create a dashboard using real-world business data (e.g., sales, HR, or marketing) and present insights.					
• Case study analysis: Compare good vs. bad data visualizations and redesign for clarity and impact.					

STATISTICAL MODELING USING R									
Course Code	24MBADS412				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:									
24MBADS412.1	Estimate the dimensions of data visualization and dashboards using R, fostering the ability to apply management knowledge and promote lifelong learning and entrepreneurship								
24MBADS412.2	Examine the concept of data visualization using R, enhancing analytical and critical thinking abilities and a multidisciplinary approach for problem-solving.								
24MBADS412.3	Design visualizations with data cleaning concepts and execution, encouraging teamwork and enabling value-based leadership in decision-making.								
24MBADS412.4	Derive data insights using Tableau for audience analysis, fostering analytical and multidisciplinary approaches for effective problem-solving.								
24MBADS412.5	Evaluate the collected data to design samples and find alternatives for business research problems, integrating ethics and teamwork to solve challenges innovatively.								
24MBADS412.6	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:									
Module	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
24MBADS412.1	3	3	-	2	1	2	2	3	2
24MBADS412.2	3	2	-	2	2	1	2	3	3
24MBADS412.3	3	3	-	3	-	2	-	3	3
24MBADS412.4	3	3	2	2	3	2	-	3	3
24MBADS412.5	3	1	3	3	3	3	-	3	3
24MBADS412.6	3	3	3	3	3	3	3	3	3
MODULE-1	GETTING STARTED WITH R				24MBADS412.1			8 Hours	
Installing R and R-Studio, Downloading and managing packages in R, Navigating the R-Studio interface Importing data into R- Text files, Excel, CSV, From statistical software packages, From databases and the web, Viewing and understanding datasets									
Tool Based Applications: 1. Creating R text files 2. Learning basics of R, data frames and lists. 3. Creating discretizing variables									
Skill Development Activities		Navigating the RStudio environment effectively. Importing and managing datasets from various sources. Understanding and manipulating basic R data structures (data frames, lists)							
Text Book		Textbook 1:1.1 Textbook 3: 3.2 Textbook 4: 4.1							
MODULE-2	R PROGRAMMING FUNDAMENTALS				24MBADS412.2			8 Hours	
Arithmetic with R, Variable assignment & naming rules, Basic data types in R (numeric, character, logical, etc.), Data Cleaning, Data structures- Vectors, Matrices, Data frames, Lists. Categorical data- Factors, Discretizing variables									
Tool Based Applications: 1. Creating basic graphs. 2. In data visualization- analysing the data and missing values. 3. Basics of data filtering – factors, facts, DPLYR.									
Skill Development Activities		Writing and debugging basic R scripts. Working with vectors, matrices, and categorical data. Performing basic data cleaning using R functions and dplyr.							
Text Book		Textbook 1:1.3							

	Textbook 2: 2.3 Textbook 4: 4.3, 4.5		
MODULE-3	DATA EXPLORATION & CLEANING	24MBADS412.3	8 Hours
Exploring raw data, Handling missing and special values, Detecting outliers and obvious errors, Basic data visualization (graphs, plots, charts), type of charts, Basic Charts, Bar Chart, Pie Chart, Histogram Boxplot, Dot Chart, Line Chart, Scatter Plot. Preparing data for analysis, DPLYR package.			
Tool Based Applications: 1. Creating frequency tables. 2. Creation of cross tabulations. 3. Managing and learning graphics in R.			
Skill Development Activities	Handling missing values and outliers in datasets. Creating basic visualizations (bar charts, histograms, scatter plots). Preparing data using summarization and transformation techniques.		
Text Book	Textbook 2:2.4, 2.5, 2.6 Textbook 3: 3.4		
MODULE-4	DATA VISUALIZATION & EXPLORATORY DATA ANALYSIS	24MBADS412.4	8 Hours
Frequency tables & cross-tabulation, Adding details (titles, labels, legends), Managing visual complexity, Creating plot arrays, Advanced plot customization, the graphics systems in R, ggplot2 package, Grammar of Graphics, Aesthetics & geometries, plot() function, adding statistical layers in graphs, Exploratory Data Analysis (EDA) using graphs, Descriptive Statistics- Measures of central tendency (mean, median, mode), Measures of variability (range, variance, SD), Exploring categorical & numerical data			
Tool Based Applications: 1. Exploring categories of data. 2. Learning data analysis. 3. Using graphs visualize the data in R.			
Skill Development Activities	Customizing advanced visualizations using ggplot2. Analyzing data distribution through descriptive statistics. Applying EDA techniques to identify patterns in categorical and numerical data.		
Text Book	Textbook 2: 2.2, 2.7 Textbook 3: 3.4 Textbook 4: 4.9		
MODULE-5	STATISTICAL ANALYSIS & MODELING	24MBADS412.5 & 24MBADS412.6	8 Hours
Testing of Hypothesis- t-test, Chi-Square test, ANOVA, Correlation, Regression Analysis - Simple Linear Regression, Multiple Regression, Assumption checking, Model estimation, Model validation			
Tool Based Applications: 1. Test the Hypothesis 2. Apply tests- t-test, Chi-Square. 3. Use of statistical tools, ANOVA.			
Skill Development Activities	Applying hypothesis testing techniques (t-test, Chi-Square). Performing regression analysis and interpreting model output. Validating statistical models with real-world datasets.		
Text Book	Textbook 1: 1.9 Textbook 3: 3.6, 3.8, 3.10, 3.12		

CIE Assessment Pattern (50 Marks-Theory)				
RBT Levels		Marks Distribution		
		Test(s)	Alternate Assessment Test-1	MCQS
		25	20	05
L1	Remember	-	-	-
L2	Understand	05	-	-
L3	Apply	10	10	05
L4	Analyze	10	10	-
L5	Evaluate	-	-	-
L6	Create	-	-	-
SEE Assessment Pattern (50 Marks-Theory)				
RBT Levels		Exam Marks Distribution (50)		
L1	Remember	-		
L2	Understand	10		
L3	Apply	10		
L4	Analyze	20		
L5	Evaluate	10		
L6	Create	-		
Suggested Learning Resources:				
Textbooks: 1. The Art of R Programming — Norman Matloff — No Starch Press — 2011 — ISBN: 978-1593273842 2. R for Data Science — Hadley Wickham & Garrett Grolemund — O'Reilly Media — 2016 — ISBN: 978-1491910399 3. Discovering Statistics Using R — Andy Field, Jeremy Miles, Zoe Field — SAGE Publications — 2012 — ISBN: 978-1446200469 4. Hands-On Programming with R — Garrett Grolemund — O'Reilly Media — 2014 — ISBN: 978-1449359010				
Reference Books: 1. Practical Statistics for Data Scientists — Peter Bruce & Andrew Bruce — O'Reilly Media — 2017 — ISBN: 978-1492072942 2. Advanced R — Hadley Wickham — Chapman & Hall/CRC — 2019 — ISBN: 978-0367353141 3. Data Visualization with ggplot2 — Hadley Wickham — Springer — 2016 — ISBN: 978-3319242750 4. Modern Applied Statistics with S — W.N. Venables & B.D. Ripley — Springer — 2002 — ISBN: 978-0387954578				
Web Links & Video Lectures (e-Resources): • R for Data Science – Book Website: https://r4ds.had.co.nz/ • YouTube – FreeCodeCamp Full Course on R Programming https://www.youtube.com/watch?v=rfscVS0vtbw • Advanced R – Hadley Wickham https://adv-r.hadley.nz/				
Activity Based Learning (Suggested Activities in Class)/Practical Based Learning: • Create a mini project in R to clean, visualize, and analyze a real-world dataset (e.g., HR analytics, marketing campaign data, or sales performance). • Run hypothesis testing (t-test, ANOVA) on business datasets and present results with visualizations.				

TEXT AND SOCIAL MEDIA ANALYTICS									
Course Code	24MBADS413				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:									
24MBADS413.1	Design various concepts and terms associated with media and text to apply management knowledge in solving business problems								
24MBADS413.2	Elucidate terms and concepts used in all aspects of natural language, fostering analytical thinking for data-based decision-making								
24MBADS413.3	Apply scientific principles of clustering to solve contemporary business problems, developing value-based leadership								
24MBADS413.4	Examine structured and unstructured data from a data-driven decision perspective, promoting a multidisciplinary approach to problem-solving								
24MBADS413.5	Evaluate data collection processes, design samples, and propose alternatives for business research problems, enhancing ethical and analytical decision-making								
24MBADS413.6	Develop reports, charts, and visualizations to effectively communicate findings, fostering teamwork and entrepreneurship								
Mapping of Course Outcomes to Program Outcomes and Program-Specific Outcomes:									
Module Code	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PS01	PS02
24MBADS413.1	3	2	1	-	-	1	-	3	2
24MBADS413.2	3	3	2	-	-	1	2	3	3
24MBADS413.3	3	2	-	-	2	1	-	2	3
24MBADS413.4	3	3	3	2	-	1	1	3	-
24MBADS413.5	2	2	1	3	2	1	-	-	3
24MBADS413.6	2	2	1	-	3	-	-	2	2
MODULE-1	Natural Language Basics and Understanding Text and Processing				24MBADS413.1			8 Hours	
Natural language. Language, syntax and structure. Language semantics. Natural language processing. Text tokenization. Text normalization. Cleaning text. Understanding structure and syntax.									
Tool Based Applications:									
1. Implement text tokenization and normalization on sample datasets.									
2. Practice cleaning and preprocessing raw text data using Python libraries (e.g., NLTK, spaCy).									
Skill Development Activities		Hands-on exercises on text segmentation and cleaning. Explore syntactic parsing and basic NLP tasks.							
Text Book		Textbook 1:1.1, 1.3 Textbook 3:3.2 Textbook 4: 4.1							
MODULE-2	Text Similarity and Clustering				24MBADS413.2			8 Hours	
Information retrieval. Text similarity and similarity measures. Common distance measures: Hamming distance, Manhattan distance, Euclidian distance, Levenshte in Edit Distance. Document clustering									
Tool Based Applications:									
1. Calculate various distance measures (Hamming, Manhattan, Euclidean, Levenstein) between text samples.									
2. Perform document clustering using algorithms like K-means or hierarchical clustering.									
Skill Development Activities		Textbook 2: 2.5 Textbook 3: 3.4 Textbook 4: 4.9							
Text Book		Comparative analysis of similarity metrics. Practical clustering exercises on text datasets.							
MODULE-3	Introduction to Sentiment Analysis				24MBADS413.3			8 Hours	
Defining the sentiment analysis problem – objective and tasks. Understanding affect, emotion, mood, and opinion. Preparing data for analysis. Supervised and unsupervised learning. Classification using									

lexicon-based approach.					
Tool Based Applications:					
1. Build a basic sentiment classifier using lexicon-based methods.					
2. Prepare sentiment-labeled datasets and perform supervised learning classification.					
Skill Development Activities		Annotate sample text data with sentiment labels. Experiment with supervised vs. unsupervised sentiment analysis techniques.			
Text Book		Textbook 1: 1.9 Textbook 3: 3.10 Textbook 4: 4.11			
MODULE-4	Introduction to Social Media Analytics	24MBADS413.4	8 Hours		
Introduction. Social media and social media networks. Social media data – structured and unstructured data. Applications					
Tool Based Applications:					
1. Extract structured and unstructured social media data via APIs (e.g., Twitter API).					
2. Analyze social media posts for content categorization and trend detection.					
Skill Development Activities		Hands-on exploration of social media data formats. Case studies on social media marketing and sentiment analysis.			
Text Book		Textbook 2: 2.10 Textbook 4: 4.1, 4.3, 4.5			
MODULE-5	Social Media Data Analysis and Visualization	24MBADS413.5 & 24MBADS413.6	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.					
Tool Based Applications:					
1. Perform statistical analysis on social media datasets.					
2. Create network graphs and identify key influencers using network analysis tools (e.g., Gephi, NetworkX).					
Skill Development Activities		Visualize social network data and extract insights. Model growth and dynamics of social networks with real data.			
Text Book		Textbook 2: 2.8 Textbook 4: 4.9, 4.11 Textbook 3: 3.4			
CIE Assessment Pattern (50 Marks-Theory)					
RBT Levels		Marks Distribution			
		Test(s)	Alternate Assessment Test-1		MCQS
		25	20		05
L1	Remember	-	-	-	
L2	Understand	05	-	-	
L3	Apply	10	10	05	
L4	Analyze	10	10	-	
L5	Evaluate	-	-	-	
L6	Create	-	-	-	
SEE Assessment Pattern (50 Marks-Theory)					
RBT Levels		Exam Marks Distribution (50)			
L1	Remember	-			
L2	Understand	10			
L3	Apply	10			
L4	Analyze	20			
L5	Evaluate	10			
L6	Create	-			

Suggested Learning Resources:
Textbooks: 1. Speech and Language Processing — Daniel Jurafsky & James H. Martin — Pearson — 2009 — ISBN-13: 978-0131873216 2. Introduction to Information Retrieval — Christopher D. Manning, Prabhakar Raghavan & Hinrich Schütze — Cambridge University Press — 2008 — ISBN-13: 978-0521865715 3. The Text Mining Handbook — Ronen Feldman & James Sanger — Cambridge University Press — 2007 — ISBN-13: 978-0521709735 4. Mining the Social Web — Matthew A. Russell — O'Reilly Media — 2013 — ISBN-13: 978-1491914916
Reference Books: 1. Natural Language Processing with Python — Steven Bird, Ewan Klein & Edward Loper — O'Reilly Media — 2009 — ISBN-13: 978-0596516499 2. Social Network Data Analytics — Charu C. Aggarwal — Springer — 2011 — ISBN-13: 978-1461406661 3. Sentiment Analysis: Mining Opinions, Sentiments, and Emotions — Bing Liu — Cambridge University Press — 2015 — ISBN-13: 978-1107327526 4. Mining the Web — Soumen Chakrabarti — Morgan Kaufmann — 2002 — ISBN-13: 978-1558607546
Web Links & Video Lectures (e-Resources): • Natural Language Processing https://canvas.gateway.stanford.edu/goCanvas.html • Introduction to Sentiment Analysis: https://www.projectguru.in/introduction-to-sentiment-analysis-in-natural-language-processing-nlp • Social Media Analytics Tutorial - YouTube: https://www.youtube.com/watch?v=wNuhlph9W04
Activity Based Learning (Suggested Activities in Class)/Practical Based Learning: • Hands-on text preprocessing and tokenization using Python libraries. • Perform sentiment classification on Twitter data using lexicon-based and machine learning methods.

PREDICTIVE ANALYTICS USING ARTIFICIAL INTELLIGENCE									
Course Code	24MBADS414				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:									
24MBADS414.1	Understand the various predictive analytics techniques, including regression, classification, and clustering, to apply knowledge of management theories and practices.								
24MBADS414.2	Formulate the data for predictive modeling, fostering analytical and critical thinking abilities for data-driven decision-making.								
24MBADS414.3	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.								
24MBADS414.4	Utilize predictive analytics techniques to address real-world business challenges and support strategic decision-making processes across industries, integrating ethical and sustainable perspectives.								
24MBADS414.5	Assess documents and manage predictive modeling projects effectively, emphasizing teamwork and the ability to lead in collaborative environments.								
24MBADS414.6	Develop critical thinking skills to evaluate model performance,.								
Mapping of Course Outcomes to Program Outcomes and Program-Specific Outcomes:									
Module	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PS01	PS02
24MBADS414.1	3	2	-	-	-	-	3	3	2
24MBADS414.2	3	2	-	-	-	2	-	3	3
24MBADS414.3	3	2	3	2	3	-	2	3	2
24MBADS414.4	3	2	2	-	-	2	-	3	2
24MBADS414.5	3	2	-	-	3	-	1	2	3
24MBADS414.6	3	1	2	2	-	-	-	2	2
MODULE-1	INTRODUCTION TO ANALYTICS AND DATA PREPARATION				24MBADS414.1 & 24MBADS414.2			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.									
Tool Based Applications: This experiential approach ensures that students not only grasp analytical concepts but also acquire the technical proficiency required to solve business and research problems.									
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, 1.3 Textbook 2: 2.3							
MODULE-2	LINEAR REGRESSION AND MODEL BUILDING				24MBADS414.3			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.									
Tool Based Applications: Theoretical knowledge with hands-on practice. Students work with real and simulated datasets to build simple and multiple regression models, test assumptions, and validate outcomes. Software tools like R, Python, and Excel are used for model development, diagnostics, and									

deployment. Through these exercises, learners gain practical experience in applying regression techniques to business problems, preparing them for real-world analytical tasks.			
Skill Development Activities		Analyze sales data from a retail company to predict future sales using simple linear regression	
Text Book		Textbook 1: 1.5, 1.7 Textbook 2: 2.5	
MODULE-3	LOGISTIC REGRESSION AND CLASSIFICATION TECHNIQUES	24MBADS414.3 & 24MBADS414.4	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.			
Tool Based Applications: These exercises help learners understand how logistic regression supports decision-making in areas such as credit scoring, churn prediction, medical diagnosis, and marketing analytics.			
Skill Development Activities		Analyze customer churn data from a telecom company to predict customer attrition using logistic regression.	
Text Book		Textbook 1: 1.5, 1.7 Textbook 2: 2.5	
MODULE-4	TIME SERIES ANALYSIS AND FORECASTING	24MBADS414.4	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			
Tool Based Applications: Do you want me to also prepare a case-let style example (like forecasting monthly sales of a retail company) for the lab component to make it more applied?			
Skill Development Activities		Analyze historical sales data for a retail company to forecast future sales using time series analysis techniques.	
Text Book		Textbook 1: 1.11 Textbook 2: 2.9	
MODULE-5	ADVANCED PREDICTIVE MODELING AND PRACTICAL APPLICATION	24MBADS414.5 & 24MBADS4146	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			
Tool Based Applications: 1. Create a sample mini-lab task (e.g., "Perform sentiment analysis on a set of product reviews using Python's NLTK")			
Skill Development Activities		Explore advanced predictive modeling techniques such as ensemble methods and neural networks through online resources	
Text Book		Textbook 1: 1.12, 1.14 Textbook 2: 2.13	

CIE Assessment Pattern (50 Marks-Theory)				
RBT Levels		Marks Distribution		
		Test(s)	Alternate Assessment Test-1	MCQS
		25	20	05
L1	Remember	-	-	-
L2	Understand	05	-	-
L3	Apply	10	10	05
L4	Analyze	10	10	-
L5	Evaluate	-	-	-
L6	Create	-	-	-
SEE Assessment Pattern (50 Marks-Theory)				
RBT Levels		Exam Marks Distribution (50)		
L1	Remember	-		
L2	Understand	10		
L3	Apply	10		
L4	Analyze	20		
L5	Evaluate	10		
L6	Create	-		
Suggested Learning Resources:				
Textbooks: 1. Data Mining for Business Analytics: Concepts, Techniques and Applications in Python — Shmueli, G., Bruce, P. C., Gedeck, P., & Patel, N. R. — Wiley, United Kingdom, 2019 — ISBN: 9781119549840 2. Machine Learning Design Patterns — Lakshmanan, V., Robinson, S., & Munn, M. — O'Reilly Media, Taiwan, 2020 — ISBN: 9781098115781				
Reference Books: 1. Introduction to Time Series Analysis and Forecasting — Montgomery, D. C., Jennings, C. L., & Kulahci, M. — Wiley, Germany, 2011 — ISBN: 9780470542811 2. R Programming: An Approach to Data Analytics — MJP Publisher — MJP Publisher, 2019 — ISBN: 9789388176620 3. ANOVA and Mixed Models: A Short Introduction Using R — Meier, L. — CRC Press, United States, n.d. — ISBN: 9781498796782 4. Data Analysis with R, Second Edition: A Comprehensive Guide to Manipulating, Analyzing, and Visualizing Data in R — Fischetti, A. — Packt Publishing, United Kingdom, 2018 — ISBN: 9781788621192				
Web Links & Video Lectures (e-Resources): • Introduction to Predictive Analysis: https://youtu.be/0gf5iLTbiQM • Advanced Predictive Modelling Techniques: https://youtu.be/tREwXpk-agU • Time series Analysis: https://youtu.be/BBoUIYT0jxY • Deployment of Predictive Models: https://youtu.be/P75D9FgTP0Q				
Activity Based Learning (Suggested Activities in Class)/Practical Based Learning: • Predictive Model Building Workshop • Industry Case Study Analysis in Predictive Analytics • Predictive Modeling Competition • Guest Speaker Sessions with Industry Professionals • Simulation Exercises for Predictive Analytics Decision Making				

AI – ENHANCED HR									
Course Code	24MBAHR421				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:									
24MBAHR421.1	Understand the fundamentals of AI and its applications in HR, driven to enhance HR practices and contribute to business sustainability.								
24MBAHR421.2	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.								
24MBAHR421.3	Design AI-driven training programs tailored to individual learning needs and organizational goals, promoting effective talent development within HR frameworks.								
24MBAHR421.4	Evaluate the effectiveness of AI systems in performance evaluation and feedback, supporting ethical HR practices and improving organizational performance.								
24MBAHR421.5	Apply NLP techniques to HR processes such as resume parsing, candidate matching, and automated interview analysis, optimizing recruitment processes for better workforce alignment.								
24MBAHR421.6	Determining 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:									
Module	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
24MBAHR421.1	3	3	-	-	-	-	2	3	3
24MBAHR421.2	3	2	-	-	3	-	-	3	3
24MBAHR421.3	2	-	3	-	3	-	2	3	3
24MBAHR421.4	3	3	3	3	-	-	-	3	3
24MBAHR421.5	3	3	-	-	3	-	2	3	3
24MBAHR421.6	3	3	-	-	-	-	-	3	3
MODULE-1	Introduction to HR in AI				24MBAHR421.1			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				24MBAHR421.2 & 24MBAHR421.6			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				24MBAHR421.3			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				24MBAHR421.4 & 24MBAHR421.6			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		24MBAHR421.5	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 Mitigating AI Bias, Ensuring Fairness in AI-Driven Evaluations, Prospects of AI in HR.					
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)	Alternate Assessment Test-1	MCQS	
		25	20	05	
L1	Remember	-	-	-	
L2	Understand	05	-	-	
L3	Apply	10	05	05	
L4	Analyze	10	10	-	
L5	Evaluate	-	05	-	
L6	Create	-	-	-	
SEE Assessment Pattern (50 Marks-Theory)					
RBT Levels		Exam Marks Distribution (50)			
		L1	Remember	-	
		L2	Understand	10	
		L3	Apply	10	
		L4	Analyze	20	
		L5	Evaluate	10	
		L6	Create	-	
Suggested Learning Resources:					
Textbooks:					
1. "Artificial Intelligence for HR: Use AI to Support and Develop a Successful Workforce" by Ben Eubanks.ISBN: 978-1398604025					
2. "Data-Driven HR: How to Use Analytics and AI to Drive Performance" by Bernard Marr.ISBN: 978-1398614567					
Reference Books:					
1. "Human + Machine: Reimagining Work in the Age of AI" by Paul R. Daugherty and H. James Wilson.ISBN: 978-1633693869					
Web Links & 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 ARTIFICIAL INTELLIGENCE ERA									
Course Code	24MBAHR422				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:									
24MBAHR422.1	Demonstrate an integrated understanding of digital leadership and its connection to globalization, emphasizing leadership's role in a globalized digital environment.								
24MBAHR422.2	Develop effective leadership approaches suitable for digital environments and cross-cultural settings, enhancing adaptability and collaboration in diverse contexts.								
24MBAHR422.3	Determine the importance of adaptability, agility, and mobility in managing digital transformations and driving organizational change.								
24MBAHR422.4	Explain the strategic role of leadership in shaping and implementing digital strategies within organizations.								
24MBAHR422.5	Illustrate the process of transforming traditional organizations into learning or intelligent organizations through digital innovation and tools.								
24MBAHR422.6	Evaluate complex leadership concepts 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
24MBAHR422.1	3	3	3	-	2	2	3	3	2
24MBAHR422.2	2	-	3	-	-	-	-	3	2
24MBAHR422.3	3	3	3	3	2	1	2	2	3
24MBAHR422.4	3	2	3	-	1	-	-	3	3
24MBAHR422.5	2	-	3	2	1	1	2	3	3
24MBAHR422.6	3	2	3	-	-	-	-	3	3
MODULE-1	Introduction to Digital Leadership				24MBAHR422.1		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 Activities		Theories of digital leadership, difference between traditional leadership and digital leadership.							
Text Book		Text Book 1: 1.1,1.2,1.3,							
MODULE-2	Change in Leadership in Digital Era				24MBAHR422.2		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 Activities		Examples of novel approach to digital leadership -with hands-on tactics, techniques and sets of characteristics or behaviors							
Text Book		Text Book 1: 1.1,1.2,1.3							
MODULE-3	Cultural Intelligence, a Competencies of Effective Leaders				24MBAHR422.3 & 24MBAHR422.4		8 Hours		
Evolution of CQ's dimensions over time-Challenges and critique of CQ-Considering culture within cultural intelligence-The Douglassian 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 Activities		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 1: 1.3,1.4		
MODULE-4	Framework for Digital Leadership Transformation	24MBAHR422.5	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 ubs.				
Skill Development Activities		Explanation with example on different strategies that digital leaders can harness to become successful including Organizational 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	24MBAHR422.6	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 Activities		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) Genetic Inheritance, Physical Attributes, Life Experiences, or Environmental Conditions. 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:2 2 .1,2.2,2.3,2.4,2.5		
CIE Assessment Pattern (50 Marks-Theory)				
RBT Levels		Marks Distribution		
		Test(s)	Alternate Assessment Test-1	MCQS
		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	-
L2	Understand	10
L3	Apply	10
L4	Analyze	20
L5	Evaluate	10
L6	Create	-
Suggested Learning Resources:		
Textbooks: - Leadership and Workplace Culture in the Digital Era-Ebtihaj Al- A'ali, Meryem Masmoudi-Release Date: October, 2022.-Copyright: © 2023 Pages: 287- ISBN13: 9781668458648 - 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.		
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 ISBN: 978-1647822163 - 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.ISBN: 978-1119900085		
Web Links & 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		
Activity Based Learning (Suggested Activities in Class)/Practical Based Learning: - 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/ - 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. - 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. - Create a Model for goal oriented Digital Leaders in manufacturing sector. - Identify the role of leadership in digital learning organizations. https://www.researchgate.net/publication/370818207_The_Role_of_Leadership_in_Digital_Learning_Organizations.		

ORGANISATION DESIGN AND DEVELOPMENT									
Course Code	24MBAHR423				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:									
24MBAHR423.1	Illustrate theoretical principles of organizational development (OD) to understand and analyze planned change for long-term business sustainability.								
24MBAHR423.2	Examine the relationship between contracting and diagnosing organizational challenges to foster critical thinking and data-based decision-making.								
24MBAHR423.3	Develop and evaluate models of change management to promote value-based leadership and adaptability in dynamic business environments								
24MBAHR423.4	Assess OD and HR intervention strategies ethically to address organizational goals while considering global and legal aspects of business.								
24MBAHR423.5	Design change management strategies by identifying components and constraints for multidisciplinary problem-solving and organizational innovation.								
24MBAHR423.6	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	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
24MBAHR423.1	3	3	-	3	-	2	2	2	3
24MBAHR423.2	3	2	2	-	-	-	-	3	3
24MBAHR423.3	3	2	3	-	2	1	2	3	2
24MBAHR423.4	3	3	1	3	-	-	-	3	2
24MBAHR423.5	3	2	-	-	-	2	2	3	3
24MBAHR423.6	3	3	1	-	-	-	-	-	3
MODULE-1	INTRODUCTION TO ORGANIZATIONAL DESIGN & DEVELOPMENT:				24MBAHR423.1		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 Activities		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:							
Text Book		Text Book 1: 1.2, 1.3, 1.4							
MODULE-2	OD PROCESS				24MBAHR423.2 & 24MBAHR423.3		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 Activities		In group or teamsituations, coaching skills can be used to help them workthrough change,understand their interactions and behaviors, and look at the way the work together.							
Text Book		Text Book 2: 2.2, 2.3,2.4							
MODULE-3	CHANGE MANAGEMENT				24MBAHR423.4		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 Activities		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		24MBAHR423.5	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 Activities		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		24MBAHR423.6	8 Hours	
OD in IT & ITES organizations, service sector, and public sector and future directions in OD. Case study on OD interventions.					
Skill Development Activities		Case study: Analysis of Toyota Motor Corporation By: Thembani Nkomo			
Text Book		Text Book 4: 4.1,4.2,4.3,4.4			
CIE Assessment Pattern (50 Marks-Theory)					
RBT Levels		Marks Distribution			
		Test(s)	Alternate Assessment Test-1	MCQS	
		25	20	05	
L1	Remember	-	-	-	
L2	Understand	05	-	-	
L3	Apply	10	05	05	
L4	Analyze	10	10	-	
L5	Evaluate	-	05	-	
L6	Create	-	-	-	
SEE Assessment Pattern (50 Marks-Theory)					
RBT Levels		Exam Marks Distribution (50)			
L1	Remember	-			
L2	Understand	10			
L3	Apply	10			
L4	Analyze	20			
L5	Evaluate	10			
L6	Create	-			
Suggested Learning Resources:					
Textbooks:					
1. The Roles of Organization Development, Annamaria Garden , Routledge; 1st edition, 2020.ISBN: 0367737965					
2. Organization Development: Behavioral Science Interventions For Organizational Improvement, French Wendell L . Pearson Education; Sixth edition, 2017.ISBN: 9780132422314					
3. Organizational Theory, Design and Change, Gareth R. Jones, Pearson Education; Seventh edition, 2017. ISBN: 9780132729949					
4. Cases and Exercises in Organization Development & Change-Edited by:Donald L.Anderson Publisher: ISBN: 9781506344478					
Reference Books:					
1. Organization Development: A Practitioner's Guide for OD and HR, Linda Holbeche , Kogan Page;3rd edition 2021.ISBN: 9781789667912					

2. Organization Development: The Process of Leading Organizational Change, Donald L. Anderson, SAGE Publications India Pvt Ltd (15 September 2021). ISBN: 9781071876206

Web Links & Video Lectures (e-Resources):

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

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

- 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"
- Present in the class on how Techno Structure Interventions work for Flipkart. Refer- Riann Singh & Shalini Ramdeo, 2020.
- How in Adobe and Intuit – applying 7s framework of change management works well on change management.
- Have a group discussion on how Pharma Corp, a pharmaceutical company, aimed to cultivate agriculture of health and wellness among their employees.

MANAGING CAREER SUCCESS AND TRANSITION									
Course Code	24MBAHR424				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:									
24MBAHR424.1	Understand the importance of self-assessment while aligning them with achievable career goals, fostering management knowledge and lifelong learning.								
24MBAHR424.2	Conduct job market research and build networks: utilize them for career success emphasizing analytical and teamwork skills.								
24MBAHR424.3	Apply critical thinking to create impactful resumes, cover letters, and practice for interviews, demonstrating value-based leadership and multidisciplinary problem-solving.								
24MBAHR424.4	Design a personalized lifelong learning plan, integrating ethical considerations and entrepreneurship spirit.								
24MBAHR424.5	Develop strategies to navigate career transitions and manage challenges, highlighting teamwork and adaptability.								
24MBAHR424.6	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:									
Module	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
24MBAHR424.1	3	2	-	-	-	-	-	3	2
24MBAHR424.2	3	2	-	-	3	-	1	3	2
24MBAHR424.3	3	3	3	-	2	-	-	2	3
24MBAHR424.4	3	2	-	3	-	-	1	3	2
24MBAHR424.5	2	2	-	-	3	-	-	3	2
24MBAHR424.6	3	3	-	-	2	-	-	2	3
MODULE-1	SELF ASSESSMENT AND CAREER PLANNING				24MBAHR424.1			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				24MBAHR424.2			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				24MBAHR424.3, 24MBAHR424.4			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. 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 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				24MBAHR424.5			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		24MBAHR424.6	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)	Alternate Assessment Test-1	MCQS	
		25	20	05	
L1	Remember	-	-	-	
L2	Understand	05	-	-	
L3	Apply	10	05	05	
L4	Analyze	10	10	-	
L5	Evaluate	-	05	-	
L6	Create	-	-	-	
SEE Assessment Pattern (50 Marks-Theory)					
RBT Levels		Exam Marks Distribution (50)			
L1	Remember	-			
L2	Understand	10			
L3	Apply	10			
L4	Analyze	20			
L5	Evaluate	10			
L6	Create	-			
Suggested Learning Resources:					
Textbooks:					
1. Jeffrey H. Greenhaus, "Career management",4th Edition, 2017, Sage Publications. ISBN: 978-1412978262					
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 & 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:					
• 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					

DIGITAL & SOCIAL MEDIA MARKETING IN AI ERA									
Course Code	24MBAMM431				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:									
24MBAMM431.1	Classify contemporary digital marketing competencies and knowledge with analytical skills to make effective decisions.								
24MBAMM431.2	Demonstrate various marketing analytical perspectives and methodologies fostering critical thinking and value-based leadership.								
24MBAMM431.3	Analyze multiple pedagogical models through case-based discussions, simulations, lectures, role-plays, and workshops, and demonstrate teamwork while cultivating lifelong learning skills.”								
24MBAMM431.4	Examine the concepts of the digital marketing environment and integrate global, ethical, and multidisciplinary perspectives to solve business problems								
24MBAMM431.5	Recommend the latest digital technologies and marketing strategies that encourage entrepreneurship and adaptability in business contexts.								
24MBAMM431.6	Assess the usage of various payment and billing gateways in digital marketing, and propose ethical and innovative solutions for effective business systems.								
Mapping of Course Outcomes to Program Outcomes and Program-Specific Outcomes:									
Module	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
24MBAMM431.1	3	3	2	-	2	-	2	3	3
24MBAMM431.2	3	-	-	2	-	3	-	2	2
24MBAMM431.3	3	2	3	3	3	3	3	-	2
24MBAMM431.4	3	2	3	2	3	-	3	-	-
24MBAMM431.5	3	2	2	3	2	2	-	-	3
24MBAMM431.6	3	2	2	-	3	3	2	2	3
MODULE-1	DIGITAL MARKETING LANDSCAPE				24MBAMM431.1			8 Hours	
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 Activities		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	SEARCH ENGINE OPTIMIZATION				24MBAMM431.2 & 24MBAMM431.3			8 Hours	
Keyword Research, How Google Works, Content Marketing, Content SEO, 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 Activities		Create a PPC Campaign							
Text Book		Text Book 1: 2.1, 2.2, 2.3, 2.4, 2.5 , 2.6, 2.7							
MODULE-3	CUSTOMER INSIGHTS INFLUENCER MARKETING				24MBAMM431.4			8 Hours	
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									
Skill Development Activities		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	VARIOUS AI WITHIN THE MARTECH LANDSCAPE				24MBAMM431.5			8 Hours	
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 Activities		Creating app and widgets.			
Text Book		Text Book 2: 3.1, 3.3, 3.5, 3.7, 3.10			
MODULE-5		MOBILE MARKETING AND MOBILE ANALYTICS		24MBAMM431.6	8 Hours
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.					
Skill Development Activities		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)	Alternate Assessment Test	MCQS	
		25	20	05	
L1	Remember	-	-	-	
L2	Understand	05	-	-	
L3	Apply	10	05	05	
L4	Analyze	10	10	-	
L5	Evaluate	-	05	-	
L6	Create	-	-	-	
SEE Assessment Pattern (50 Marks-Theory)					
RBT Levels		Exam Marks Distribution (50)			
L1	Remember	-			
L2	Understand	10			
L3	Apply	10			
L4	Analyze	20			
L5	Evaluate	10			
L6	Create	-			
Suggested Learning Resources:					
Textbooks:					
1. Digital Marketing Step-by-Step: Your Step-by-Step Guide to Learn How To Generate Leads And Sell Through Google, Facebook And Email Marketing Campaigns, Bryan Bren, Atlantic Publisher, January, 2024, ISBN : 9798874207298					
2. Digital Marketing Strategy: An Integrated Approach to Online Marketing, Simon Kingsnorth ,Kogan Page Ltd ,May 2022,ISBN : 978-1398605978					
Reference Books:					
1. Digital Marketing: Principles Strategies and Innovations, Dr. S. Gopi Mohammed Ilyas E. K, Zykra Publications, Dec-2024 , ISBN : 9789349154957					
2. Internet Marketing Plan Bayne, M, John Wiley & Sons, 2nd edition, 2020, ISBN :978-0471355984					
Web Links & 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 the working of PPC and creation of Google Ads - Creation of Newsletter, Blogs, V-logs, QR codes, YouTube 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 startups to large organizations. - Class will be divided into team's ICT tools like Mentimeter and Mural will be Live sessions					

SERVICES MARKETING									
Course Code	24MBAMM432				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:									
24MBAMM432.1	Investigate the unique challenges in managing and delivering quality services, emphasizing service-specific complexities and strategies for sustainable success.								
24MBAMM432.2	Analyze the characteristics of services their impact on marketing decisions, and design strategies that address service quality, customer perceptions, and competitive positioning.								
24MBAMM432.3	Examine the roles of employees and customers in service delivery, their impact on customer satisfaction and engagement, and propose effective approaches for service recovery.								
24MBAMM432.4	Evaluate the implementation of marketing strategies in service organizations and design approaches to enhance customer experience, build loyalty, and improve satisfaction.								
24MBAMM432.5	Create skills to identify service decision problems, evaluate alternatives, define critical issues, and plan the effective execution of decisions.								
24MBAMM432.6	Assess the significance of customer feedback in service marketing across various service sectors in India,								
Mapping of Course Outcomes to Program Outcomes and Program-Specific Outcomes:									
Module	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PS01	PS02
24MBAMM432.1	3	-	-	2	3	3	-	3	3
24MBAMM432.2	3	2	-	2	-	-	2	3	2
24MBAMM432.3	3	2	3	-	3	2	-	3	2
24MBAMM432.4	3	2	-	3	-	3	3	2	3
24MBAMM432.5	3	3	2	3	2	3	2	3	-
24MBAMM432.6	3	2	2	2	3	-	-	3	2
MODULE-1	INTRODUCTION TO SERVICES MARKETING				24MBAMM432.1			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				24MBAMM432.2			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 blueprints. 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				24MBAMM432.3 & 24MBAMM432.4			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		24MBAMM432.5	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		24MBAMM432.6	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)	Alternate Assessment Test-1	MCQS	
		25	20	05	
L1	Remember	-	-	-	
L2	Understand	05	-	-	
L3	Apply	10	05	05	
L4	Analyze	10	10	-	
L5	Evaluate	-	05	-	
L6	Create	-	-	-	
SEE Assessment Pattern (50 Marks-Theory)					
RBT Levels		Exam Marks Distribution (50)			
L1	Remember	-			
L2	Understand	10			
L3	Apply	10			
L4	Analyze	20			
L5	Evaluate	10			
L6	Create	-			
Suggested Learning Resources:					
Textbooks:					
1. Services Marketing People, Technology, Strategy, Jochen Wirtz and Christopher Lovelock, World Scientific Publishers, 978 -1944660598, Ninth Edition, January 2023					
2. 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, Jochen Wirtz, World Scientific press, 978-1-944659-79-0, 9th Edition, October 2021					
Web Links & Video Lectures (e-Resources):					
• 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:

- Video demonstration of latest trends in services marketing, its challenges.
- Contents related activities (Activity-based discussions) → 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	24MBAMM433				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:									
24MBAMM433.1	Illustrate the evolution of Marketing Communications (Marcomms), differentiate it from traditional media, and analyze its critical role in shaping contemporary marketing strategies.								
24MBAMM433.2	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.								
24MBAMM433.3	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								
24MBAMM433.4	Investigate the impact of IMC campaigns on marketing effectiveness, analyzing their outcomes and evaluating how they contribute to achieving marketing objectives.								
24MBAMM433.5	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								
24MBAMM433.6	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:									
Module	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PS01	PS02
24MBAMM433.1	3	2	-	2	-	-	3	2	3
24MBAMM433.2	3	2	-	3	2	2	2	-	-
24MBAMM433.3	3	2	2	2	3	3	2	3	3
24MBAMM433.4	3	2	3	2	2	2	2	-	2
24MBAMM433.5	2	1	2	-	3	3	3	-	3
24MBAMM433.6	3	3	3	-	2	-	3	2	3
MODULE-1	FUNDAMENTALS OF MARCOMMS @ WORK				24MBAMM433.1			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.									
Skill Development Activities		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				24MBAMM433.2			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 Activities		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				24MBAMM433.3			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 .						
Skill Development Activities		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		24MBAMM433.4 & 24MBAMM433.5	8Hours	
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 Activities		Creating an advertainment for the college publicity.				
Text Book		Text Book 1: 3.1, 3.3, 3.5, 3.7, Text Book 2: 6.1, 6.3,				
MODULE-5		MANAGING DIGITAL COMMUNICATIONS		24MBAMM433.6	8 Hours	
Emergence of Digital Communication, the need of the hour Forms of Online Marketing Communication How to start a buzz fire and Tracking Online Buzz, managing marketing communications on social media, Creating and managing Digital Word of Mouth, Mobile Marketing The scope of mobile marketing, Developing effective mobile marketing program, Mobile marketing across markets						
Skill Development Activities		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)	Alternate Assessment Test-1	MCQS		
		25	20	05		
L1	Remember	-	-	-		
L2	Understand	05	-	-		
L3	Apply	10	05	05		
L4	Analyze	10	10	-		
L5	Evaluate	-	05	-		
L6	Create	-	-	-		
SEE Assessment Pattern (50 Marks-Theory)						
RBT Levels		Exam Marks Distribution (50)				
		L1	Remember			-
		L2	Understand			10
		L3	Apply			10
		L4	Analyze			20
		L5	Evaluate			10
		L6	Create			-
Suggested Learning Resources:						
Textbooks:						
1. Integrated Marketing Communications: A Global Brand-Driven Approach, Philip J. Kitchen, Marwa E. Tourky, Macmillan, January 2022,ISBN: 9783030764159						
2. Marketing Communications: Integrating Online & Offline,Pr Smith,March 2020, Kogan Page, ISBN: 9781398611719						
Reference Books:						
1. Integrated Marketing Communication, Uska and Jerome M, Taylor & Francis, 2021 ISBN,9780367443382						
2. Advertising and Integrated Marketing Communications, Kruti Shah First Edition, McGraw Hill Education ISBN :978-1259026058, 2017.						
Web Links & Video Lectures (e-Resources):						
• https://www.youtube.com/user/satyan771						
• https://study.com/learn/lesson/video/integrated-marketing-communications-concept-plans-developments.html						

• https://www.youtube.com/watch?v=5hIw59IEA_g
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

B2B MARKETING									
Course Code	24MBAMM434				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:									
24MBAMM434.1	Apply e-commerce and B2B structures for sustainability.								
24MBAMM434.2	Illustrate B2B models and their global benefits.								
24MBAMM434.3	Analyze B2B marketing features and stakeholder impact.								
24MBAMM434.4	Interpret challenges and opportunities in B2B marketing.								
24MBAMM434.5	Evaluate ecosystems, customer behavior & technology.								
24MBAMM434.6	Create B2B applications/tools for real-world use.								
Module	P01	P02	P03	P04	P05	P06	P07	PS01	PS02
24MBAMM434.1	3	2	-	2	-	-	2	3	2
24MBAMM434.2	3	3	-	2	-	1	2	3	3
24MBAMM434.3	3	3	2	2	-	-	2	3	3
24MBAMM434.4	3	3	-	3	-	1	2	2	2
24MBAMM434.5	3	3	2	3	-	-	3	3	2
24MBAMM434.6	3	3	2	2	2	3	3	3	3
MODULE-1	B2B MARKETING				24MBAMM434.1			8 Hours	
B2B-Introduction, significance and concept of B2B Marketing. Business Markets, characteristics. Classification of Business Products and Markets, Trends & Challenges in Business marketing. Value Chain Context in B2B.									
Skill Development Activities		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.							
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-2	PERSPECTIVE ON ORGANIZATIONAL BUYER & BUYING BEHAVIOR				24MBAMM434.2			8 Hours	
Classifying Customers, Organization & marketing, Types of organization Customers & their Unique Characteristics on Commercial Enterprises, Government & Institutional Marketing. Organization Buying Behavior – Organization buying & buying behavior -Nature, Process, Process Show Model.									
Skill Development Activities		Ask your friends if they would buy certain goods like groceries, vegetables, socks, mobile, pens etc. from the roadside vendor as against a regular shop. Group the products into low risk and high risk ones. Does this buying behavior also depend on the personality of the individual doing the buying? Or the one doing the selling?							
Text Book		Text Book 2: 15.1 to 15.10							
MODULE-3	B2B STRATEGY AND MARKET SEGMENTATION				24MBAMM434.3 & 24MBAMM434.4			8 Hours	
Process, approach. Responsible strategy-CSR and sustainability. Researching B2B markets. Standard industrial classification. B2B Market Segmentation- Significance of segmentation. Basis of segmentation. Challenges of segmentation in B2B markets. B2B positioning. A Model for Segment the organizational markets.									
Skill Development Activities		Survey on quotation for sales order.							
Text Book		Text Book 2: 15.1 to 15.10							
MODULE-4	MANAGING INNOVATION & PRICING STRATEGY FOR BUSSINES MARKETING				24MBAMM434.5			8 Hours	
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 4 – 4.5, 5.1,5.2,5.3		
MODULE-5		ORGANIZATIONAL DEMAND ANALYSIS & MANAGING BUSINESS MAKETING CHANNEL , BUSSINES COMMUNICATION .	24MBAMM434.6	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		Textbook 2 - 2.1; 2.2; 2.3; 2.5.		
CIE Assessment Pattern (50 Marks-Theory)				
RBT Levels		Marks Distribution		
		Test(s)	Alternate Assessment Test-1	MCQS
		25	20	05
L1	Remember	-	-	-
L2	Understand	05	-	-
L3	Apply	10	05	05
L4	Analyze	05	10	-
L5	Evaluate	-	05	-
L6	Create	-	-	-
SEE Assessment Pattern (50 Marks-Theory)				
RBT Levels		Exam Marks Distribution (50)		
L1	Remember	-		
L2	Understand	10		
L3	Apply	10		
L4	Analyze	20		
L5	Evaluate	10		
L6	Create	-		
Suggested Learning Resources:				
Textbooks:				
1. Michael D. Hutt, Thomas W. Speh, P. Heera – Business Marketing Management: B2B (South Asian Perspective), Cengage, 13th Edition, 2022, ISBN: 9789355732958				
2. Sharad Sarin – Business-to-Business Marketing: Concepts and Cases, McGraw Hill India, 2nd Edition, 2013, ISBN: 9789332902619				
Reference Books:				
1. Ross Brennan, Louise Canning, Raymond McDowell – Business-to-Business Marketing, Sage, Indian Reprint, 2021, ISBN: 9789353887476				
2. Kotler, Keller, Koshy & Jha – Marketing Management: A South Asian Perspective, Pearson, 16th Edition, 2022, ISBN: 9789356064898				
3. Schiffman & Ramesh Kumar – Consumer Behaviour, Pearson India, 12th Edition, 2019, ISBN: 9789353065799				
4. Harjit Singh – Retail Management: A Global Perspective (Text & Cases), S. Chand, 2016, ISBN: 9788121932073				
Web Links & Video Lectures (e-Resources):				
• https://www.youtube.com/watch?v=fRGz0aSLg8o				
• https://www.youtube.com/watch?v=6LHGwtX6ads				
• https://www.youtube.com/watch?v=-tVUXclCwlw				

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

- Visit to any manufacturing/aero/auto industry or any power plant.
- Video demonstration of latest trends in mobility
- Organizing Group wise discussions on issues.
- 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.

INTERNATIONAL FINANCIAL MANAGEMENT									
Course Code	24MBAFM441				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:									
24MBAFM441.1	Demonstrate the framework of international financial management and the functioning of foreign exchange markets.								
24MBAFM441.2	Apply concepts of foreign exchange rate determination and currency quotation systems in solving practical problems.								
24MBAFM441.3	Analyse the different types of foreign exchange exposures faced by firms and strategies to manage.								
24MBAFM441.4	Evaluate the effectiveness of hedging techniques using forwards, futures, options, and swaps in managing currency risks								
24MBAFM441.5	Design international investment and financing decisions considering cross-border capital budgeting, cost of capital, and risk factors.								
24MBAFM441.6	Appraise international financial institutions, regulatory frameworks, and their role in global financial stability								
Mapping of Course Outcomes to Program Outcomes and Program-Specific Outcomes:									
Module	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
24MBAFM441.1	3	2	-	2	-	-	2	3	2
24MBAFM441.2	3	2	-	-	-	-	2	3	3
24MBAFM441.3	3	3	-	2	-	-	3	2	3
24MBAFM441.4	3	2	-	3	-	-	2	3	3
24MBAFM441.5	3	2	-	2	-	2	3	3	3
24MBAFM441.6	3	2	-	3	-	-	3	2	3
MODULE-1	Insights into International Financial System				24MBAFM441.1		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 Activities		Case study on The Great Depression in the US and impact on Indian Economic Crisis							
Text Book		Textbook-1- 1.1,1.2,1.3							
MODULE-2	International Flow of funds & Preparation of Balance of Payment Statement				24MBAFM441.2 & 24MBAFM441.6		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 Activities		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				24MBAFM441.3		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 Activities		Case study on Indian Rupee Finally Managed Float							
Text Book		Textbook- 2- 2.1,2.2,2.3							
MODULE-4	International Financial				24MBAFM441.4		8 Hours		

		Markets and Instruments				
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 Activities		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		24MBAFM441.5	8 Hours	
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 Activities		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)	Alternate Assessment Test-1	MCQS		
		25	20	05		
L1	Remember	-	-	-		
L2	Understand	05	-	-		
L3	Apply	10	05	05		
L4	Analyse	10	10	-		
L5	Evaluate	-	05	-		
L6	Create	-	-	-		
SEE Assessment Pattern (50 Marks-Theory)						
RBT Levels		Exam Marks Distribution (50)				
L1	Remember	-				
L2	Understand	10				
L3	Apply	10				
L4	Analyze	20				
L5	Evaluate	10				
L6	Create	-				
Suggested Learning Resources:						
Textbooks:						
1. Apte, P.G., International Financial Management (8th Edition, 2022),McGraw Hill Education ISBN-13: 9789355324234						
2. Sharan, Vyuptakesh, International Financial Management (8th Edition, 2021), PHI Learning Pvt. Ltd, ISBN-13: 9789391818174						
3. Madura, Jeff & Parameswaran, M.G. (Indian Adaptation), International Financial Management (13th Edition, 2022, Indian Edition), Cengage India, ISBN-13: 9789393253348						
Reference Books:						
1. V.K. Bhalla, International Financial Management (Revised Edition, 2020), S. Chand Publishing, ISBN-13: 9789352837300						
2. T. Siddaiah, Global Financial Management (2nd Edition, 2020), Pearson India, ISBN-13: 9789353437370						
3. Madura, Jeff & Parameswaran, M.G. (Indian Adaptation), International Financial Management (13th Edition, 2022, Indian Edition), Cengage India, ISBN-13: 9789393253348						
Web Links & Video Lectures (e-Resources):						
• nptel.ac.in/courses/110105057						
• NPTEL : International Finance (Management)						
• INTERNATIONAL FINANCIAL MANAGEMENT Introduction To International Financial Management						
• International Financial Management - Detailed Revision with all Questions CA Final AFM						

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

- Forex Trading Simulation-Students make buy/sell/hedge decisions based on exchange rate movements.
- Parliament Debate: "Is Globalization Beneficial for Indian Corporates?"

COMMERCIAL BANK MANAGEMENT									
Course Code	24MBAFM442				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:									
24MBAFM442.1	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.								
24MBAFM442.2	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.								
24MBAFM442.3	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.								
24MBAFM442.4	Identify, structure, price, and market loan products in a competitive banking environment and the ability to address problem loans and develop sustainable lending strategies.								
24MBAFM442.5	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.								
24MBAFM442.6	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:									
Module	P01	P02	P03	P04	P05	P06	P07	PS01	PS02
24MBAFM442.1	3	2	-	3	-	-	2	3	2
24MBAFM442.2	3	2	1	3	3	-	1	3	3
24MBAFM442.3	3	2	3	-	-	2	-	2	3
24MBAFM442.4	3	3	-	-	-	2	2	3	3
24MBAFM442.5	3	2	2	2	3	-	2	3	2
24MBAFM442.6	3	2	-	3	-	3	2	3	-
MODULE-1	Introduction to Bank Credit Management				24MBAFM442.1			8 Hours	
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		Prepare a mini credit portfolio of 3–5 borrowers with risk ratings and justifications.							
Text Book		Text Book 1: 1.12, 1.13, 1.14, 1.23, 1.35, 1.36							
MODULE-2	Loan and advances against pledge				24MBAFM442.2			8 Hours	
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		Compare loan against property vs. loan against fixed deposits in terms of risk, documentation, and interest rates.							
Text Book		Text Book 1: 2.12, 2.13, 2.14 to 2.25							
MODULE-3	Commercial and industrial lending				24MBAFM442.3 & 24MBAFM442.6			8 Hours	
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		Prepare a report comparing lending policies for MSMEs vs. Large Corporates.		
Text Book		Text Book 2: 3.11, 3.13, 3.15, 3.17, 3.20		
MODULE-4	Real Estates and Consumer Lending		24MBAFM442.4	8 Hours
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		Prepare a report comparing lending policies for MSMEs vs. Large Corporates.		
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		24MBAFM442.5	8 Hours
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		Students play roles of bank officers reviewing a problematic loan and deciding on corrective measures.		
Text Book		Text Book 2: 12.1 to 12.10		
CIE Assessment Pattern (50 Marks-Theory)				
RBT Levels		Marks Distribution		
		Test(s)	Alternate Assessment Test-1	MCQS
		25	20	05
L1	Remember	-	-	-
L2	Understand	05	-	-
L3	Apply	10	05	05
L4	Analyze	10	10	-
L5	Evaluate	-	05	-
L6	Create	-	-	-
SEE Assessment Pattern (50 Marks-Theory)				
RBT Levels		Exam Marks Distribution (50)		
L1	Remember	-		
L2	Understand	10		
L3	Apply	10		
L4	Analyze	20		
L5	Evaluate	10		
L6	Create	-		
Suggested Learning Resources:				
Textbooks:				
1. Rose, P.S., & Hudgins, S. C. Bank management and financial services. New Delhi: Tata McGraw Hill Education Pvt. Ltd. 2022 10 th edition. ISBN- 978-0077861766				
2. Gup, B.E., & Kolari, J. W. Commercial banking. New Delhi: Willey India reference pvt. ltd 2021 8 th edition. ISBN- 978-0471469490				
Reference Books:				
1. Murali, S. & Subbakrishna, K. R. Bank credit management. Mumbai: Himalayan Publishing House. ISBN- 978-9352994250				
2. Vijayaragavan, G. Bank credit management: Text and cases. Mumbai: Himalayan Publishing House. ISBN- 978-9350515013.				
3. Gestel, T. V. & Baesens, B. Credit risk management. New York: Oxford University Press. ISBN- 978-0199545117.				
Web Links & Video Lectures (e-Resources):				
• https://www.youtube.com/watch?v=01OXhwTU5rl				
• https://www.youtube.com/watch?v=bG8Qqa9KrY4				

- <https://www.youtube.com/watch?v=NarBGzHhKk4>

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

- Simulation – Loan Pricing & Monitoring
- Simulated Credit Appraisal and Lending Decision

FOREX AND TREASURY MANAGEMENT									
Course Code	24MBAFM443				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:									
24MBAFM443.1	Describe the structure and functioning of the foreign exchange market, including participants and instruments.								
24MBAFM443.2	Explain various exchange rate determination theories and their implications for international financial management.								
24MBAFM443.3	Analyse different types of forex risks (transaction, translation, economic) and their impact on firms.								
24MBAFM443.4	Apply treasury tools and techniques in managing liquidity, working capital, and short-term financing.								
24MBAFM443.5	Evaluate derivative instruments (forwards, futures, options, swaps) for hedging currency and interest rate risks.								
24MBAFM443.6	Design integrated forex and treasury management strategies for multinational corporations.								
Mapping of Course Outcomes to Program Outcomes and Program-Specific Outcomes:									
Module	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
24MBAFM443.1	3	2	-	2	-	-	2	3	2
24MBAFM443.2	3	3	-	2	-	-	2	3	3
24MBAFM443.3	3	3	-	2	-	-	3	3	3
24MBAFM443.4	3	3	2	2	2	-	3	3	3
24MBAFM443.5	3	3	2	3	-	-	3	3	3
24MBAFM443.6	3	3	2	2	-	3	3	3	3
MODULE-1	INTRODUCTION TO FOREX MANAGEMENT				24MBAFM443.1		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		Textbook-1- 1.1,1.2,1.3							
MODULE-2	FOREX MARKETS				24MBAFM443.2 & 24MBAFM443.6		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		Textbook-1- 1.8,1.10,1.12,1.13							
MODULE-3	DERIVATIVES AND COMMODITY EXCHANGES				24MBAFM443.3		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		Textbook- 2- 2.1,2.2,2.3							
MODULE-4	INTRODUCTION TO TREASURY MANAGEMENT				24MBAFM443.4		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		24MBAFM443.5 & 24MBAFM443.6	
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 contro 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)	Alternate Assessment Test-1	MCQS	
		25	20	05	
L1	Remember	-	-	-	
L2	Understand	05	-	-	
L3	Apply	10	05	05	
L4	Analyse	10	10	-	
L5	Evaluate	-	05	-	
L6	Create	-	-	-	
SEE Assessment Pattern (50 Marks-Theory)					
RBT Levels		Exam Marks Distribution (50)			
L1	Remember	-			
L2	Understand	10			
L3	Apply	10			
L4	Analyze	20			
L5	Evaluate	10			
L6	Create	-			
Suggested Learning Resources:					
Textbooks:					
1. Treasury Management in India by Dr. V. A. Avadhani — Himalaya Publishing House, 3 rd Edition, 2023, ISBN: 978-81-8488-883-6					
2. Treasury Management: An Introduction to Forex & Derivatives by Raj Kumar Sharma & Purnima Sharma — Notion Press, 2023. ISBN-13: 979-8890675255					
Reference Books:					
1. Treasury, Investment and Risk Management — Indian Institute of Banking & Finance; Taxmann Publications Pvt Ltd. ISBN: 978-9386394576					
2. Treasury Management: An Introduction to Forex & Derivatives — Raj Kumar Sharma & Purnima Sharma. ISBN-13: 979-8858447221					
3. Theory and Practice of Forex and Treasury Management — ICAI (Institute of Chartered Accountants of India) publication. ISBN: 978-81-8441-812-5					
Web Links & Video Lectures (e-Resources):					
• PDFFile5b27884a1fc143.87311237.pdf					
• Treasury & Forex Management					
• FINANCIAL, TREASURY & FOREX MGT. VIDEO LECTURES - YouTube					
• Financial Treasury & Forex Management Forex Management 5 Forward Market Hedge - Arbitrage Lec 35					
Activity Based Learning (Suggested Activities in Class)/Practical Based Learning:					
• Group discussion: <i>Purchasing Power Parity vs Interest Rate Parity</i> – which theory better explains INR movements?					

- Case study: An exporter invoiced in USD faces rupee depreciation – what risks arise? Groups identify transaction, translation, and economic risks.

FINANCIAL DERIVATIVES AND RISK MANAGEMENT									
Course Code	24MBAFM444				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:									
24MBAFM444.1	Describe basic risk management principles and the functioning of derivative markets.								
24MBAFM444.2	Apply futures and forwards to hedge market risks and improve portfolio performance.								
24MBAFM444.3	Analyse options strategies to manage risks and maximize returns in dynamic markets.								
24MBAFM444.4	Illustrate the role of swaps in managing financial risks across different market conditions.								
24MBAFM444.5	Evaluate credit risk and Value at Risk (VaR) models for effective risk assessment and mitigation.								
24MBAFM444.6	Design integrated risk management strategies using derivative instruments to enhance business value.								
Mapping of Course Outcomes to Program Outcomes and Program-Specific Outcomes:									
Module	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
24MBAFM444.1	3	3	-	-	2	-	-	3	2
24MBAFM444.2	3	3	-	2	3	-	2	3	2
24MBAFM444.3	3	2	-	3	-	-	-	3	2
24MBAFM444.4	3	3	2	2	-	-	2	3	2
24MBAFM444.5	3	3	2	-	3	-	-	3	2
24MBAFM444.6	3	3	3	-	3	-	1	3	3
MODULE-1	Introduction to Risk				24MBAFM444.1			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 Activities		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				24MBAFM444.2 & 24MBAFM444.6			8 Hours	
Introduction- Forward Contract-Futures Contract- Differences - Specifications of Futures Contract-Commodity futures, Index futures interest rate futures, Forward rate agreement, Forward Market Commission Mechanics of buying &selling futures, Margins, valuation of futures, valuation of long and short forward contract. Hedging using futures, arbitrage opportunities. (Theory & Problem)									
Skill Development Activities		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				24MBAFM444.3			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 Activities		Case study on options wiley.com							
Text Book		Textbook- 2- 2.1,2.2,2.3							
MODULE-4	SWAP				24MBAFM444.4			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 Activities		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 &				24MBAFM444.5			8 Hours	

		Control		24MBAFM444.6					
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 Activities				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)		Alternate Assessment Test-1			MCQS
				25		20			05
L1	Remember	-		-		-			
L2	Understand	05		-		-			
L3	Apply	10		05		05			
L4	Analyse	10		10		-			
L5	Evaluate	-		05		-			
L6	Create	-		-		-			
SEE Assessment Pattern (50 Marks-Theory)									
RBT Levels				Exam Marks Distribution (50)					
L1	Remember	-							
L2	Understand	10							
L3	Apply	10							
L4	Analyze	20							
L5	Evaluate	10							
L6	Create	-							
Suggested Learning Resources:									
Textbooks:									
1. Derivatives and Risk Management by N. R. Parasuraman — 4th Edition, McGraw Hill India, 2021. ISBN-13: 978-9354601866									
2. An Introduction to Derivatives and Risk Management by Don M. Chance, Robert Brooks, Sanjay Dhamija — 10th Edition, Cengage India. ISBN: 978-9353500511									
3. Derivatives and Risk Management (Oxford University Press) by Rajiv Srivastav - edition. ISBN-13: 978-0198089155									
Reference Books:									
1. Rajiv Srivastava – Derivatives and Risk Management (2nd Edition, Oxford University Press, 2014) ISBN-13: 978-0198089155									
2. Don M. Chance, Robert Brooks & Sanjay Dhamija – An Introduction to Derivatives and Risk Management ISBN: 978-9353500511									
3. Sundaram & Janakiramanan – Derivatives and Risk Management (Pearson India) ISBN: 978-9354495748									
Web Links & Video Lectures (e-Resources):									
• Derivatives and Risk Management • Financial Derivatives & Risk Management - Course • Financial Derivatives And Risk Management - YouTube • Derivative Market in India Financial Derivatives Risk Management By Shikha Dubey									
Activity Based Learning (Suggested Activities in Class)/Practical Based Learning:									
• Case study: An importer has a USD payment due in 3 months. Students design a forward contract hedge. • Role play: Two companies (one with fixed rate debt, one with floating rate debt) negotiate a swap deal to reduce cost.									

SUPPLY CHAIN ANALYTICS									
Course Code	24MBALS451				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:									
24MBALS451.1	Develop a comprehensive understanding of the critical factors that influence supply chain performance.								
24MBALS451.2	Apply logistics and procurement strategies to optimize supply chain processes.								
24MBALS451.3	Examine various transportation methods and their roles in enhancing the efficiency and effectiveness of supply chain operations.								
24MBALS451.4	Design effective SCM strategies by integrating planning and forecasting tools.								
24MBALS451.5	Analyze the role of outsourcing and agility in the supply chain to enhance flexibility, responsiveness, and cost-effectiveness.								
24MBALS451.6	Explore the key functions of warehouse management.								
Mapping of Course Outcomes to Program Outcomes and Program-Specific Outcomes:									
Module	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
24MBALS451.1	3	3	-	-	-	-	-	2	3
24MBALS451.2	3	2	-	-	3	-	2	2	3
24MBALS451.3	3	2	2	-	2	-	-	2	2
24MBALS451.4	3	3	-	3	-	-	2	3	3
24MBALS451.5	3	3	-	3	3	-	1	3	2
24MBALS451.6	3	3	-	-	2	-	-	2	3
MODULE-1	INTRODUCTION TO SUPPLY CHAIN MANAGEMENT				24MBALS451.1 & 24MBALS451.2		8 Hours		
Supply Chain definition – Objectives – Types – Various definitions – Drivers of SCM – Need for 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		Conceptual understanding, research, teamwork, presentation.							
Text Book		Text book-1.1,1.2,1.3							
MODULE-2	LOGISTICS OF PART OF SCM				24MBALS451.3		8 Hours		
Logistics costs, different models, logistics sub-systems, inbound and outbound logistics bullwhip effects in logistics Modes of Transportation: Concept of multi-modal transport – Different transport modes – Modal interfaces –Intermodal systems – road/rail/sea; sea/air; road/air; road/rail, sea/rail, sea/road – Inland Milk run in Logistics									
Skill Development Activities		Discuss strategies to reduce costs without compromising service. Skills Developed: Cost analysis, decision-making, process optimization.							
Text Book		Text book-2.5,2.6,2.7							
MODULE-3	STRATEGIES IN SCM				24MBALS451.4		8 Hours		
Strategy formulation in SCM – Value in Supply Chain – Trade offs –Supply chain Integrates- Push, Pull strategies -Reverse Vs forward supply chain – types of reverse flows – Agile systems– sources of variability – characteristics – supplier interface – internal processes Demand driven 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		Process mapping, reverse logistics understanding, problem-solving.							
Text Book		Text book -4.1,4.2,4.3							
MODULE-4	WARE HOUSE MANAGEMENT				24MBALS451.5		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, Utility and Advantages of warehouses									
Skill Development Activities		Risk assessment, problem-solving, operational planning.							
Text Book		Text book-5.1,5.2,5.3							
MODULE-5	E-SUPPLY CHAIN				24MBALS451.6		8 Hours		

		MANAGEMENT			
Concepts, processes and bottlenecks Supply chain structure and design Network strategy Strategic sourcing and procurement Sustainability Forecasting and Supply chain analytics-Linking operations to financial goals Risk management and innovation Operational leadership and change management.					
Skill Development Activities			Supplier evaluation, procurement strategy, risk analysis.		
Text Book			Text book -6.1,6.2,6.3		
CIE Assessment Pattern (50 Marks-Theory)					
RBT Levels		Marks Distribution			
		Test(s)	Alternate Assessment Test-1	MCQS	
		25	20	05	
L1	Remember	-	-	-	
L2	Understand	05	-	-	
L3	Apply	10	05	05	
L4	Analyze	10	10	-	
L5	Evaluate	-	05	-	
L6	Create	-	-	-	
SEE Assessment Pattern (50 Marks-Theory)					
RBT Levels		Exam Marks Distribution (50)			
L1	Remember	-			
L2	Understand	10			
L3	Apply	10			
L4	Analyze	20			
L5	Evaluate	10			
L6	Create	-			
Suggested Learning Resources:					
Textbooks:					
1. Supply Chain Analytics, by T.A.S. Vijayaraghavan, Wiley India Pvt. Ltd., ISBN 9789354243431 Wiley India .					
2. Supply Chain Analytics: Concepts, Techniques and Applications, by Kurt Y. Liu, Palgrave Macmillan, ISBN 9783030922238 Better World Books .					
3. Big Data Analytics in Supply Chain Management: Theory and Applications, by Iman Rahimi, Amir H. Gandomi, Simon James Fong, M. Ali Ülkü, CRC Press, ISBN 9780367407179 Amazon .					
4. Introduction to Supply Chain Analytics: With Examples in AnyLogic and anyLogistix Software, by Dmitry Ivanov, Springer Nature Switzerland, ISBN 9783031512407					
Reference Books:					
1. Supply Chain Analytics: A Practical Introduction, by Peter W. Robertson, Springer, ISBN 9783030298570.					
2. Supply Chain Analytics: Using Data to Optimise Supply Chain Processes, by Peter W. Robertson, Springer, ISBN 9783030298563.					
3. Supply Chain Analytics: A Decision-Oriented Introduction, by Dmitry Ivanov, Springer, ISBN 9783030298556.					
4. Supply Chain Analytics: A Managerial Perspective, by Michael Watson, Springer, ISBN 9783030298549.					
Web Links & Video Lectures (e-Resources):					
https://www.investopedia.com/terms/s/scm.asp https://www.youtube.com/watch?v=qYac28pJ_hc https://www.oracle.com/in/scm/what-is-supply-chain-management/ https://www.michiganstateuniversityonline.com/resources/supply-chain/what-is-supply-chain-management/					
Activity Based Learning (Suggested Activities in Class)/Practical Based Learning:					
- Case study on Amazon/Flipkart SCM using IoT for last-mile delivery. - Benefits of 3 PL logistics -Maersk					

BUSINESS PROCESS IMPROVEMENT									
Course Code	24MBALS452				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:									
24MBALS452.1	Evaluate Business Process Improvement (BPI) as a strategic technique for enhancing business decision-making.								
24MBALS452.2	Analyze process discovery models and best industry practices to align business processes.								
24MBALS452.3	Apply innovative business process improvements by conducting gap analysis and designing processes that support a company's strategic objectives.								
24MBALS452.4	Analyze key business processes that drive the value chain and impact the entire product lifecycle within an organization.								
24MBALS452.5	Evaluate and integrate appropriate technologies (both existing and emerging) to enhance the development of business processes.								
24MBALS452.6	Assess the capabilities of various process modelling tools and their application.								
Mapping of Course Outcomes to Program Outcomes and Program-Specific Outcomes:									
Module	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PS01	PS02
24MBALS452.1	3	3	3	-	2	-	-	3	2
24MBALS452.2	3	2	-	-	2	2	2	3	3
24MBALS452.3	3	3	-	3	3	-	-	3	2
24MBALS452.4	3	3	-	2	-	1	2	3	3
24MBALS452.5	3	2	-	3	3	-	-	3	3
24MBALS452.6	2	2	3	2	3	-	-	2	3
MODULE-1	INTRODUCTION				24MBALS452.1		8 Hours		
Background, concepts of BPM. BPM as a management Discipline. Possible benefits while practicing BPM. Organizational performance. BPM Process, BPM life cycle-Process identification, Process architecture									
Skill Development Activities		Watch You Tube Video on Business Process Management, After watching the video student has to submit a report.							
Text Book		Text book -1.1,1.2,1.3							
MODULE-2	PROCESS DISCOVERY AND MODELLING				24MBALS452.2		8 Hours		
Process discovery – Objectives, Approaches, techniques, strength and weakness of various techniques, Process Modeling -Process, Process modeling technique and tools, identifying value chain, value stream, Process classification framework, Different ways to express process knowledge, Different types of diagram, Modeling Pitfall.									
Skill Development Activities		Watch You Tube Video on Setting of Process Discovery, After watching the video student has to submit a report.							
Text Book		Text book -2.1,2.2,2.3							
MODULE-3	PROCESS IMPROVEMENT (ANALYSIS AND DESIGN)				24MBALS452.3		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 Activities		Watch You Tube Video on BPI Methodologies and Tools, After watching the video student has to submit a report.							
Text Book		Text book-2.5,2.6,2.7							
MODULE-4	PROCESS MEASUREMENT				24MBALS452.4		8 Hours		
Process measurement, Concepts, Principles, Dimensions of process performance measurement. Validation of measurement data. 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 Activities		Watch You Tube Video on Business Process Measurement, After watching the video student has to submit a report.							

Text Book		Text book-3.1,3.2,3.3			
MODULE-5		BUSINESS PROCESS TECHNOLOGIES		24MBALS452.5 & 24MBALS452.6	8 Hours
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.					
Skill Development Activities		Watch You Tube Video on Business Process Technologies, After watching the video student has to submit a report.			
Text Book		Text book-4.1,4.2,4.3			
CIE Assessment Pattern (50 Marks-Theory)					
RBT Levels		Marks Distribution			
		Test(s)	Alternate Assessment Test-1	MCQS	
		25	20	05	
L1	Remember	-	-	-	
L2	Understand	05	-	-	
L3	Apply	10	05	05	
L4	Analyze	10	10	-	
L5	Evaluate	-	05	-	
L6	Create	-	-	-	
SEE Assessment Pattern (50 Marks-Theory)					
RBT Levels		Exam Marks Distribution (50)			
L1	Remember	-			
L2	Understand	10			
L3	Apply	10			
L4	Analyze	20			
L5	Evaluate	10			
L6	Create	-			
Suggested Learning Resources:					
Textbooks:					
1. Business Process Improvement: The Breakthrough Strategy for Total Quality, Productivity, and Competitiveness, by H. James Harrington, McGraw-Hill Professional, ISBN 9780071371025.					
2. Business Process Improvement Workbook: Documentation, Analysis, Design, and Management of Business Process Improvement, by H. James Harrington, E. K. C. Esseling, H. van Nimwegen, McGraw-Hill Professional, ISBN 9780070267794.					
3. The Power of Business Process Improvement: 10 Simple Steps to Increase Effectiveness, Efficiency, and Adaptability, by Susan Page, AMACOM, ISBN 9780814436615.					
4. The Power of Business Process Improvement: The Workbook, by Susan Page, ISBN 9780976042839.					
Reference Books:					
1. Business Process Improvement Toolbox, Second Edition, by Bjørn Andersen, ASQ Quality Press, ISBN 9780873897198.					
2. Business Process Management: Concepts, Languages, Architectures, by Mathias Weske, Springer, ISBN 9783642000197.					
3. Business Process Change: A Business Process Management Guide for Managers and Process Professionals, by Paul Harmon, Morgan Kaufmann, ISBN 9780123741523.					
4. Business Process Management: The Third Wave, by Howard Smith and Peter Fingar, Meghan-Kiffer Press, ISBN 9781884183704.					
Web Links & Video Lectures (e-Resources):					
• https://www.ibm.com/think/topics/business-process-managementYouTube					
• https://www.techtarget.com/searchcio/definition/business-process-management					
• https://learning.sap.com/learning-journeys/developing-business-processes-with-sap-process-orchestration/outlining-business-process-management-bpm- fc0ae4d9-0241-48c5-ba4e-4554842bb608					
Activity Based Learning (Suggested Activities in Class)/Practical Based Learning:					

- Watch a video on Introduction to BPM and submit a reflection report on its benefits for organizational performance
- Conduct a process improvement case study – e.g., reducing waiting time in a bank or hospital

PROJECT MANAGEMENT ESSENTIALS									
Course Code	24MBALS453				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:									
24MBALS453.1	Apply the project management framework to address key project-related challenges.								
24MBALS453.2	Evaluate various project management techniques to ensure project success.								
24MBALS453.3	Apply methodologies to improve team performance in managing project tasks and milestones.								
24MBALS453.4	Classify business scenarios using appropriate project management techniques to expedite project timelines.								
24MBALS453.5	Examine and manage project risks to monitor and control project performance .								
24MBALS453.6	Develop effective project management techniques for planning, executing, monitoring project.								
Mapping of Course Outcomes to Program Outcomes and Program-Specific Outcomes:									
Module	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2
24MBALS453.1	3	3	-	-	3	-	-	3	2
24MBALS453.2	3	2	-	-	1	-	2	3	2
24MBALS453.3	3	2	3	-	3	-	-	2	3
24MBALS453.4	3	3	2	3	-	-	1	3	2
24MBALS453.5	3	2	-	3	-	-	-	3	2
24MBALS453.6	3	3	2	3	-	-	-	3	3
MODULE-1	Project Management Framework				24MBALS453.1			8 Hours	
Definition of project, Need for project management, Project life cycle, Project stake holders									
Skill Development Activities		Project Management Simplified Overview of project management fundamentals							
Text Book		Text book 1-1.1,1.2,1.3							
MODULE-2	Project Management Parameters				24MBALS453.2			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 Activities		Budgeting, risk assessment, financial planning, analytical thinking							
Text Book		Text book 2-2.1,2.3,2.4							
MODULE-3	Project Teams				24MBALS453.3			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 Activities		Understand the five stages of team developmen							
Text Book		Text book 2-2.3,2.4,2.5							
MODULE-4	Project Expediting				24MBALS453.4			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 Activities		Propose a roadmap to reach the next maturity level.							
Text Book		Text book 3-3.2,3.3,3.4							
MODULE-5	Project Risk and Control Management				24MBALS453.5 & 24MBALS453.6			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 Activities		Process evaluation, strategic planning, continuous improvement mindset.			
Text Book		Text book4 -4.5,4.6,4.7			
CIE Assessment Pattern (50 Marks-Theory)					
RBT Levels		Marks Distribution			
		Test(s)	Alternate Assessment Test-1	MCQS	
		25	20	05	
L1	Remember	-	-	-	
L2	Understand	05	-	-	
L3	Apply	10	05	05	
L4	Analyze	10	10	-	
L5	Evaluate	-	05	-	
L6	Create	-	-	-	
SEE Assessment Pattern (50 Marks-Theory)					
RBT Levels		Exam Marks Distribution (50)			
		L1	Remember		-
		L2	Understand		10
		L3	Apply		10
		L4	Analyze		20
		L5	Evaluate		10
L6	Create	-			
Suggested Learning Resources:					
Textbooks:					
1. Project Management Essentials You Always Wanted to Know (4th Edition), by Kalpesh Ashar, Vibrant Publishers, ISBN 9781949395396.					
2. Project Management Essentials, Second Edition, by Kathryn N. Wells & Timothy J. Kloppenborg, Business Expert Press, ISBN 9781948976398.					
3. Project Management Essentials: A Quick and Easy Guide to the Most Important Concepts and Best Practices for Managing Your Projects Right, by William P. Athayde, Ruth Elswick, & Paul Lombard, Maven House Press, ISBN 9781938548109.					
4. Project Management Essentials, Second Edition (Revised), by Kathryn N. Wells & Timothy J. Kloppenborg, Business Expert Press, ISBN 9781637423707.					
Reference Books:					
1. Project Management Essentials (4th Edition), by Kalpesh Ashar, Vibrant Publishers, ISBN 9781949395396.					
2. Project Management Essentials, Second Edition, by Kathryn N. Wells & Timothy J. Kloppenborg, Business Expert Press, ISBN 9781948976398.					
3. Project Management Essentials: A Quick and Easy Guide to the Most Important Concepts and Best Practices for Managing Your Projects Right, by William P. Athayde, Ruth Elswick, & Paul Lombard, Maven House Press, ISBN 9781938548109.					
4. Project Management Essentials, Second Edition (Revised), by Kathryn N. Wells & Timothy J. Kloppenborg, Business Expert Press, ISBN 9781637423707					
Web Links & Video Lectures (e-Resources):					
• YouTube: Project Management Simplified – Introduction & Life Cycle; https://www.youtube.com/watch?v=ZKOL-rZ79gs					
• https://www.youtube.com/watch?v=5DurtA7MXto					
• https://www.projectmanager.com/blog/risk-management-process-steps					
• https://www.youtube.com/watch?v=-TDh-5n90vk					
• https://www.youtube.com/watch?v=BVcd9uy9kuQ					
Activity Based Learning (Suggested Activities in Class)/Practical Based Learning:					
• Conduct a case study analysis of the Delhi Metro Rail Project to evaluate its objectives, scope, risks, and outcomes..					

- Conduct a **WBS Workshop for the Construction of a Smart City Housing Complex** to develop a detailed Work Breakdown Structure and assign responsibilities to project teams.

MATERIALS MANAGEMENT									
Course Code	24MBALS454				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:									
24MBALS454.1	Understand the foundational concepts of materials management.								
24MBALS454.2	Analyze material requirements for effective material planning.								
24MBALS454.3	Apply various inventory management models to streamline inventory processes								
24MBALS454.4	Evaluate purchasing practices that optimize procurement strategies.								
24MBALS454.5	Explain the role of storage management in warehouses, focusing on strategies for improving organizational efficiency,								
24MBALS454.6	Utilize the concept of value analysis to improve the functionality of materials and processes in the production system.								
Mapping of Course Outcomes to Program Outcomes and Program-Specific Outcomes:									
Module	P01	P02	P03	P04	P05	P06	P07	PS01	PS02
24MBALS454.1	3	2	-	-	3	-	-	3	2
24MBALS454.2	3	2	2	-	-	-	-	3	2
24MBALS454.3	3	2	3	-	2	-	-	3	2
24MBALS454.4	3	2	2	2	3	-	-	3	3
24MBALS454.5	3	3	2	2	-	-	-	3	3
24MBALS454.6	3	3	-	2	3	-	-	2	3
MODULE-1	Introduction				24MBALS454.1		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		Aggregate Planning Case Study: Provide historical demand data for a manufacturing firm							
Text Book		Text book -1.1,1.2,1.3							
MODULE-2	Materials Planning				24MBALS454.2		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		BOM Exercise: Provide a product and its components.							
Text Book		Text book -2.2, 2.3,2.4							
MODULE-3	Inventory Management				24MBALS454.3		8 Hours		
Policy Decisions-objectives-control -Retail Discounting Model, Newsvendor Model; Review of deterministic models, Probabilistic inventory models.									
Skill Development Activities		EOQ & ROP Calculation: Compute Economic Order Quantity (EOQ) and Reorder Point (ROP) for given demand and cost data							
Text Book		Text book -2.2, 2.3,2.5							
MODULE-4	Purchasing Management				24MBALS454.4		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		Price Forecasting Exercise: Provide historical price data. Teams predict future prices using simple moving averages or weighted moving averages.							
Text Book		Text book -3.3,3.4.,3.5							
MODULE-5	Warehouse Management				24MBALS454.5 & 24MBALS454.6		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		Warehouse Layout Exercise: Design a layout for efficient storage, picking, and dispatch.		
Text Book		Text book -4.2,4.3,4.4		
CIE Assessment Pattern (50 Marks-Theory)				
RBT Levels		Marks Distribution		
		Test(s)	Alternate Assessment Test-1	MCQS
		25	20	05
L1	Remember	-	-	-
L2	Understand	05	-	-
L3	Apply	10	05	05
L4	Analyze	10	10	-
L5	Evaluate	-	05	-
L6	Create	-	-	-
SEE Assessment Pattern (50 Marks-Theory)				
RBT Levels		Exam Marks Distribution (50)		
L1	Remember	-		
L2	Understand	10		
L3	Apply	10		
L4	Analyze	20		
L5	Evaluate	10		
L6	Create	-		
Suggested Learning Resources:				
Textbooks:				
1. Introduction to Materials Management, by J.R. Tony Arnold, Stephen N. Chapman, Lloyd M. Clive, Pearson Education, ISBN 9780132425506.				
2. Materials Management: An Integrated Systems Approach, by Prem Vrat, Springer India, ISBN 9788132235552.				
3. Materials Management: An Executive's Supply Chain Guide, by Stan C. McDonald, Wiley, ISBN 9780470437575.				
4. Materials Management: An Integrated Systems Approach, by Prem Vrat, Springer India, ISBN 9788132235552.				
Reference Books:				
1. Materials Management, by M. Karthikeyan, Not specified, ISBN 9789350560495.				
2. Materials Management: An Executive's Supply Chain Guide, by Stan C. McDonald, Wiley, ISBN 9780470437575.				
3. Materials Management, by M. Karthikeyan, Not specified, ISBN 9789350560495.				
4. Materials Management: An Integrated Systems Approach, by Prem Vrat, Springer India, ISBN 9788132235552.				
Web Links & Video Lectures (e-Resources):				
• https://ocw.mit.edu/courses/esd-273j-logistics-and-supply-chain-management-fall-2009/				
• https://www.inboundlogistics.com/articles/materials-management/				
• https://www.deskera.com/blog/material-management/				
• https://abl-group.com/abl/all-media/blog/5-best-practices-of-effective-materials-management/				
Activity Based Learning (Suggested Activities in Class)/Practical Based Learning:				
• Real-time inventory case study: Starbucks				
• Group projects on study of Walmart Purchasing strategy				

Innovation & Design Thinking Based Project Dissertation									
Course Code	24MBA42				CIE Marks			50	
L:T:P:S	0:0:7:0				SEE Marks			50	
Hrs / Week	-				Total Marks			100	
Credits	7				Exam Hours			03	
Course outcomes:									
At the end of the course, the student will be able to:									
24MBA42.1	Illustrate the methods of problem identification, framing research questions, and outlining a structured approach to solving business and management problems.								
24MBA42.2	Develop a comprehensive synopsis that clearly outlines the objectives, methodology, and scope of the research.								
24MBA42.3	Employ appropriate research methods and processes, including qualitative and quantitative techniques, to gather and analyze data effectively.								
24MBA42.4	Apply the concepts and techniques of research methodology learned in previous semesters to solve complex business and management research problems.								
24MBA42.5	Evaluate research problems through hypothesis testing, data analysis, and interpretation of results to make informed conclusions.								
24MBA42.6	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:									
Module	P01	P02	P03	P04	P05	P06	P07	PS01	PS02
24MBA42.1	3	2	1	2	2	3	3	3	2
24MBA42.2	3	2	2	1	2	3	3	3	2
24MBA42.3	3	3	2	2	2	3	2	3	3
24MBA42.4	3	3	2	3	2	3	2	3	3
24MBA42.5	3	3	2	3	2	2	3	3	3
24MBA42.6	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 24MBA42 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 this in the internal evaluation as well as in the viva voce examination of the project report.

CONTENTS OF THE PROJECT 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:

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 Viva Voce Examination

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

Sl.No	Aspect	Marks
1	First Presentation	05
2	Second Presentation	05
3	Third Presentation	05
4	Introduction and Methodology	05
5	Industry and Company Profile	05
6	Theoretical Background of Study	05
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	Marks
1	Introduction & Relevance of the Project	05
2	Conceptual Background and Literature Review	05
3	Research Design	05
4	Analysis and Interpretation	05
5	Summary of Findings, Suggestions and Conclusion	05
	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	Marks
1	Presentation and Communication Skills	05
2	Subject Knowledge	05
3	Objectives of the Study and Methodology	05
4	Analysis using Statistical tools and Statistical Packages	05
5	Findings and Appropriate Suggestions	05

	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	Date 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

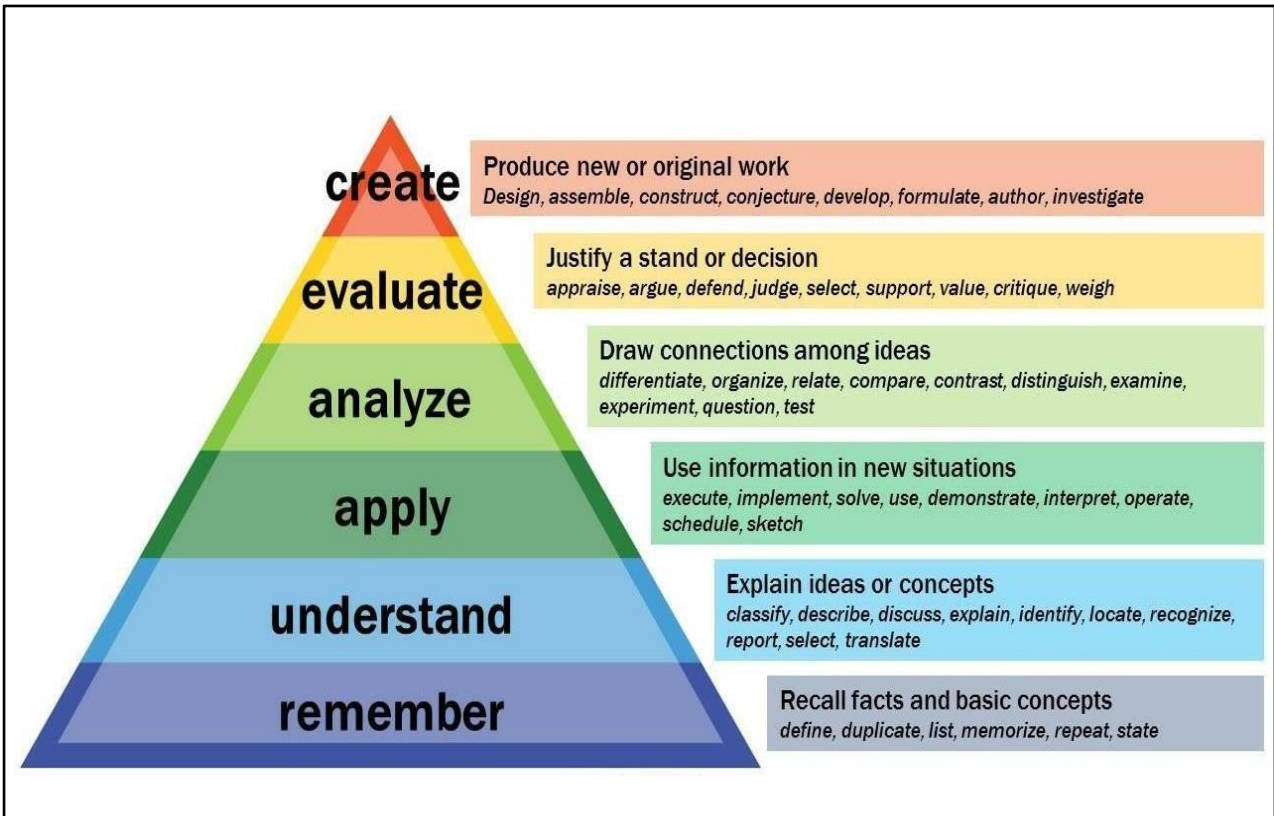
GRADUATE PARAMETERS

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 decision making.
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

BLOOMS TAXANOMY

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. [eduglosarry.org]



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