Master of Business Administration (MBA)

Course Work + Course Work (CW+CW)

Curriculum under NEP, 2020

(Effective from Session, 2025)

Department of Management Studies
University of Kashmir

MBA Programme: Introduction and Programme Learning Outcomes

The two (2) and one (1) year full-time Master of Business Administration (MBA) programmes are aimed at nurturing managerial excellence, leadership potential, and ethical business acumen. With a curriculum aligned to the National Education Policy (NEP) 2020, the programme encompasses areas such as Marketing, Finance, Human Resource Management, Production and Operations Management, and Data Analytics and Artificial Intelligence. The two (2) year and one (1) year MBA programmes equip students with the ability to handle complex business challenges through analytical reasoning, creativity, collaboration, and responsible citizenship.

The MBA programme is designed to bridge the gap between theoretical knowledge and practical application by offering students a robust mix of academic rigor and industry relevance. Through a blend of case studies, simulations, industry projects, internships, and field-based and experiential learning, students are exposed to real-world business environments, enabling them to make informed and strategic decisions.

Special emphasis is placed on developing soft skills such as communication, negotiation, leadership, and team dynamics, which are essential for success in a highly competitive and globalized business world. The programme also integrates cross-disciplinary learning, encouraging students to understand how various business functions interact in a dynamic ecosystem. With continuous mentorship from experienced faculty members and industry experts, students are guided to discover their strengths and align them with their career aspirations.

In line with the NEP 2020, the curriculum encourages multidisciplinary and experiential learning. The incorporation of business analytics, digital transformation, and sustainability issues ensures that students are future-ready and capable of addressing emerging global trends and disruptions. Regular interaction with entrepreneurs, business leaders, and alumni through seminars, workshops, and guest lecturers further enhances the learning experience. In essence, the MBA programme not only prepares students for leadership roles in corporate world but also fosters an entrepreneurial mindset, equipping them with the skills and confidence to create and manage their own ventures. The ultimate goal is to develop socially responsible and visionary business leaders who can contribute meaningfully to national development and global progress.

PROGRAMME LEARNING OUTCOMES (PLOS)

Programme Learning Outcome (PLO)	Description
PLO 1: Knowledge and Understanding	Demonstrate a comprehensive understanding of core business functions, economic principles, organizational behavior, and contemporary global business trends.
PLO 2: Skills	Develop technical and analytical competencies using tools such as spread sheets, ERP systems, data visualization, and business analytics software for effective decision-making.
PLO 3: Application of Knowledge and Skills	Apply interdisciplinary management knowledge to solve practical problems across domains like marketing strategies, financial planning, HR policies, and operations optimization.
PLO 4: Communication Skills	Communicate effectively across managerial levels using structured reports, presentations, and digital tools while adapting to diverse cultural and organizational contexts.
PLO 5: Critical Thinking	Analyse business environments, interpret data, assess strategic alternatives, and make sound decisions in dynamic and uncertain conditions.
PLO 6: Ethics	Exhibit ethical behavior, integrity, and a sense of responsibility toward society, the environment, and business stakeholders.
PLO 7: Life-long Learning	Demonstrate a commitment to self-improvement, up skilling, and adapting to evolving technological and business environments through continuous learning.
PLO 8: Creativity	Foster creativity and innovative thinking to design business models, improve service delivery, and pursue entrepreneurial initiatives.
PLO 9: Research Aptitude	Conduct applied and academic research using qualitative and quantitative methods to derive insights and support evidence-based management.
PLO 10: Problem Solving	Identify organizational issues, assess root causes, and implement structured solutions leveraging multidisciplinary frameworks and collaboration.

MBA

1st SEMESTER

MANAGEMENT AND ORGANIZATIONAL BEHAVIOR		
SEMESTER: 1st	**COURSE CODE: MBAGCMO125**	**COURSE TYPE: CORE (4CREDITS)**
SUMMATIVE ASSESSMENT =72	**FORMATIVE ASSESSMENT= 28**	**PASS PERCENTAGE = 40**

Course Description
This course explores the multiplicity of interrelated factors which influence the behavior and performance of people as members of work organizations. The course deals with theories of organizations, study of individual behavior and attitude and its implications at work place, perception, Group dynamics and the motivational frame work applicable to organizations.

Course Learning Outcomes
Upon successful completion of the course, students should be able to: **CLO 1**: Recognize the application of management thought to the current work scenario in the organizations. **CLO 2**: Manage the process of perception to improve organizational performance. **CLO 3**: Gain insights into the learning process and its implications for work. **CLO 4**: Apply the theories of work motivation to improve employee performance in the organizations.

Unit-I:
Evolution of management Thought-Classical, Behavioral and Management Science Approaches; The Hawthorne Studies; Systems and Contingency Approach for understanding organizations; Application of Management thought to the current scenario; Fundamental Concepts of Organizational Behavior; The role of OB in Management; Managerial Process, Functions; Managerial Skills and Roles in Organizations, Organizational Structure.

Unit-II:
Foundations of Individual Behavior-Personality-Meaning; Development of Personality; Personality Determinants; the "Big Five" Personality Traits; Emotional Intelligence. Perception;- Nature and importance; Factors influencing perception; Managing the Perception Process.

Unit-III:
Learning- Components of learning process; Theoretical process of learning- Classical Conditioning; Operant Conditioning; Cognitive and Social Learning Theory. Attitude: Nature and dimensions; Components and functions of attitude, Formation and attitude change.

Unit-IV:
Motivation in organizations: Nature and importance; The motivational framework; The content theories of work motivation- Maslow's Need Hierarchy Theory; The Dual Structure Theory of Motivation; Process theory of work motivation- Vroom's Expectancy Theory; J. Stacy Adam's Equity Theory, Leadership and Group Dynamics.

CLO-PLO MATRIX: MANAGEMENT AND ORGANIZATIONAL BEHAVIOR

Unit wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO1	3	2	2	2	2	2	2	2	2	2	**2.1**
CLO2	3	3	3	2	3	2	2	2	2	2	**2.4**
CLO3	3	2	3	2	3	2	2	2	2	2	**2.3**
CLO4	3	3	3	2	3	2	2	2	2	3	**2.5**
Average (PLO)	**3**	**2.5**	**2.75**	**2**	**2.75**	**2**	**2**	**2**	**2**	**2.25**	**2.33**

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. Griffin & Houghton, Fundamentals of Management, Mifflin Company, Boston New York, U.S.A
2. Hersey, Balanchard & Johnson, Management of Organizational Behavior, Pearson Education, New Delhi
3. Stephen Robins, Organizational Behavior, Pearson Education, New Delhi
4. Fred Lathan's, Organizational Behavior, McGraw-Hill

ACCOUNTING FOR MANAGERS		
SEMESTER: 1st	**COURSE CODE:MBAGCAM125**	**COURSE TYPE:CORE (4CREDITS)**
SUMMATIVE ASSESSMENT = 72	**FORMATIVE ASSESSMENT= 28**	**PASS PERCENTAGE = 40**

Course Description
This course provides a comprehensive understanding of accounting principles and their managerial applications. It covers financial accounting fundamentals, management accounting techniques, financial statement analysis, and cost accounting systems. The course also explores advanced topics such as variance analysis, inflation accounting, and human resource accounting to enhance decision-making capabilities.

Course Learning Outcomes
Upon successful completion of the course, students should be able to: **CLO 1**: Analysing and apply accounting principles in the preparation of financial statements. **CLO 2:** Examining financial statements using tools such as ratio analysis to assess business performance. **CLO 3:** Apply costing techniques for managerial decision making. **CLO 4**: Examine the concepts and implications of inflation accounting and human resource accounting and their impact on organizational reporting and performance.

Unit-I

Financial Accounting - Concept, Importance and Scope. Generally accepted accounting principles, Preparation of Financial Statements with special reference to analysis of a Balance Sheet and Measurement of Business Income. Management Accounting – concept, need, importance and scope.

Unit-II

Financial Statement Analysis- Concept, objectives and types. Ratio analysis- study of liquidity, solvency and profitability ratios. Funds Flow Analysis – uses and preparation of funds flow statement. Cash Flow Analysis – uses and preparation of cash flow statement.

Unit-III

Cost Accounting - Records and Processes, Preparation of cost sheet. Marginal costing and absorption costing. Marginal costing equation, Managerial application of marginal costing. Break even analysis –Computation of breakeven point, margin of safety. Profit graphs. Responsibility Accounting – Concept and Objectives, Responsibility Centers.

Unit-IV

Standard costing – organization and establishing a standard costing system. Variance Analysis-Classification of variances, Material cost, Labor cost, Overhead cost and sales variances. Causes and Disposition of variances. Inflation Accounting – concept, impact of inflation on corporate financial statements. Techniques of inflation accounting – Replacement cost and Current purchasing power. Human Resource Accounting – Concept and Approaches.

CLO-PLO MATRIX: ACCOUNTING FOR MANAGERS

Unit wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO1	3	2	2	2	3	2	2	2	2	2	**2.2**
CLO2	3	3	3	2	3	2	2	2	2	3	**2.5**
CLO3	3	2	3	2	3	2	2	2	2	2	**2.3**
CLO4	3	3	3	3	3	2	2	2	2	3	**2.6**
Average (PLO)	**3**	**2.5**	**2.75**	**2.25**	**3**	**2**	**2**	**2**	**2**	**2.5**	**2.4**

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. C.T. Horngren, Gary L. Sundem, Jeff O. Schatzberg, and Dave Burgstahler: Introduction to Management Accounting, Pearson
2. M.N. Arora: A Textbook of Cost and Management Accounting, Vikas Publishing House Pvt. Ltd.
3. M.Y. Khan, and P.K. Jain, Management Accounting: Text Problems and Cases, McGraw Hill Education (India) Pvt. Ltd.
4. Maheshwari, and S.N. Mittal, Cost Accounting: Theory and Problems, ShreeMahavir Book Depot Publishers.

QUANTITATIVE METHODS IN MANAGEMENT		
SEMESTER: 1st	**COURSE CODE: MBAGCQM125**	**COURSE TYPE: CORE (4CREDITS)**
SUMMATIVE ASSESSMENT =72	**FORMATIVE ASSESSMENT= 28**	**PASS PERCENTAGE = 40**

Course Description

This course is designed to provide a rigorous introduction to the principles, techniques, and tools of operations research, equipping students with the skills needed to tackle complex decision-making problems across various industries. The course emphasizes the application of mathematical and analytical methods to make optimal decisions.

Course Learning Outcomes

Upon successful completion of the course, students should be able to:

CLO 1: Apply the tools and techniques of optimal managerial decision making.

CLO 2: Use various optimization techniques, including linear programming and network analysis, to solve complex decision-making problems.

CLO 3: Utilize the models to solve practical problems of business decision making for efficient management and control of the organizations.

CLO 4: Make informed, data-driven decisions while considering practical and ethical implications.

Unit-I

Mathematical basis of Managerial decisions - An overview; Scientific approach to Quantitative techniques and Model Building; Scope of Quantitative methods in management; Functions and their managerial application (linear & quadratic functions); Concept of Derivative of functions and its managerial applications for finding maxima and minima (functions of single variable only); Game Theory: Zero sum games – Pure and mixed strategies (matrices reducible to 2×2).

Unit-II

Basic concepts of Probability, Applications of addition rule and multiplication rule of probability- simple situation problems; Numerical problems on Bayes' theorem- the special case of multiplication rule; Elementary characteristics and simple situation applications of discrete and continuous probability distribution:-Binomial, Poisson and Normal probability Distribution only; Queuing theory: Elementary characteristics and simple situation applications

Unit-III

Linear Programming: Concept and formulation/ structuring of Linear programming problems; Graphical Method to Linear programming problems (Maximization and Minimization cases), Simplex method to linear programming problems(Involving Slack Variables only); Transportation problem: Initial basic feasible solution methods, Modified approximation method for finding optimal solutions to transportation problems; Basic concepts in Assignment problems – Hungarian assignment method for optimal assignment.

Unit-IV

Introductory concepts in network analysis: Program Evaluation and Review Technique (PERT) / Critical Path Method (CPM) and their managerial applications; Computations in PERT networks- finding earliest/ latest times and floats for activities; Probability considerations in PERT networks; Elementary PERT/ CPM – Cost Analysis, Time-cost tradeoff in network analysis; Decision theory: criteria for managerial decisions under uncertain and probabilistic kinds of decision-making environments; Calculation of EMV and EVPI.

CLO-PLO MATRIX: QUANTITATIVE METHODS IN MANAGEMENT

Unit Wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO1	3	3	3	2	3	2	2	2	2	3	**2.5**
CLO2	3	3	3	2	3	2	2	2	2	3	**2.5**
CLO3	3	3	3	2	3	2	2	2	2	3	**2.5**
CLO4	3	3	3	2	3	2	2	2	2	3	**2.5**
Average (PLO)	**3**	**3**	**3**	**2**	**3**	**2**	**2**	**2**	**2**	**3**	**2.5**

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. N.D.Vohra: Quantitative Techniques in Management, Tata McGraw Hill.
2. M. Ragavachari: Mathematics for Management, McGraw Hill.
3. S.P. Gupta and M.P. Gupta, Business Statistics, Sultan Chand.
4. R. Levin and D. Rubin, Statistics for Management, Prentice Hall Inc.

BUSINESS ECONOMICS		
SEMESTER: 1st	**COURSE CODE: MBAGCBE125**	**COURSE TYPE: CORE (4 CREDITS)**
SUMMATIVE ASSESSMENT = 72	**FORMATIVE ASSESSMENT= 28**	**PASS PERCENTAGE = 40**

Course Description
Business Economics is a fundamental course that explores the application of economic theories and methodologies to solve practical business problems. The course examines how economic principles can be used to inform managerial decisions, optimize resource allocation, and improve business performance. The course also delves into the dynamics of business cycles and their impact on economic stability and growth.

Course Learning Outcomes (CLOs)
Upon successful completion of the course, students should be able to: **CLO 1**: Apply the concepts of Business Economics, including consumer behavior theories using both cardinal and ordinal utility approaches. **CLO 2**: Apply key economic concepts such as the Law of Demand, Elasticity of Demand, Production Functions, and Cost Analysis in decision-making. **CLO 3**: Evaluate different market structures like Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly. **CLO 4:** Explain macroeconomic phenomena using relevant economic theories, and analyze their implications for managerial decisions.

Unit-I

Meaning, Nature, Scope of Business Economics; Application and Limitations; Consumer's Behavior: Utility Analysis- Cardinal Approach: Law of Diminishing Marginal Utility, Law of Equi-Marginal Utility and Consumer Equilibrium. Ordinal Approach: Indifference Curve, Budget Line and Consumer Equilibrium. Demand Analysis- Law of Demand, Elasticity of Demand, Measurement and application of Elasticity of Demand.

Unit-II

Production Function and Cost Analysis: Concept of Production Function. Law of Variable Proportions; Law of Returns to Scale; Properties of Cobb-Douglas and CES production Function; Cost minimizing input choice; Short-run and Long-run cost Function- traditional and modern approach.

Unit-III

Market Structures: Short-run and Long-run price-output determination under Perfect Competition, Monopoly and Monopolistic Competition; Oligopoly- Cornot and Swazy Model, Cartels and Price Leadership.

Unit–IV

Business Cycle: Nature and Phases; Theories- Psychological, Profit, Monetary, Innovation, Cobweb, Samuelson and Hicks theories; Inflation- Classification and Causes, Inflationary Gap, Deflationary Gap and Elimination Principle.

CLO-PLO MATRIX: BUSINESS ECONOMICS

Unit Wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO1	3	2	2	2	2	2	2	2	2	2	**2.1**
CLO2	3	3	3	2	3	2	2	2	2	3	**2.5**
CLO3	3	2	3	2	3	2	2	2	2	2	**2.3**
CLO4	3	3	3	2	3	2	2	2	2	3	**2.5**
Average (PLO)	**3**	**2.5**	**2.75**	**2**	**2.75**	**2**	**2**	**2**	**2**	**2.5**	**2.35**

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. W.J. Baumol: Economic Theory & Operations Analysis, Prentice Hall Inc., New Delhi.
2. Choptra: Managerial Economics, Tata McGraw Hill, New Delhi.
3. Keat, G. Paul, Philips and K. Y. Young: Managerial Economics, Prentice Hall, New Jersey.
4. D N Dwivedi, Essentials of Business Economics, Vikas Publishing

ETHICS AND CORPORATE GOVERNANCE		
SEMESTER:1st	**COURSE CODE: MBAGDBC125**	**COURSE TYPE: DCE(3CREDITS)**
SUMMATIVE ASSESSMENT = 54	**FORMATIVE ASSESSMENT= 21**	**PASS PERCENTAGE = 40**

Course Description

This course explores the ethical dimensions of business decisions and the framework of corporate governance in modern organizations. Students will develop an understanding of moral principles, ethical issues in business operations, and the structures that ensure responsible corporate behavior. Through case studies, theoretical insights, and current practices, learners will be equipped to evaluate ethical dilemmas and implement governance mechanisms that promote accountability, transparency, and sustainability in businesses.

Course Learning Outcomes

Upon successful completion of the course, students should be able to:

CLO 1: Apply ethical theories and principles in organizational settings.

CLO 2: Evaluate the role of corporate social responsibility and corporate governance in promoting ethical behavior.

CLO 3: Critically assess corporate strategies from an ethical and governance perspective.

Unit-I

Nature and Significance of Business Ethics; Personal Ethics, Morality, Religion, Etiquette, Law, Economics, Management, Professional Code; Moral and Non-moral Standards; Ethical Relativism; Moral Development and Moral Reasoning; Ethical Dilemmas, Ethical Decision Making Model, Ethical Dimensions of Business Decisions.

Unit-II

Business Ethical Principles: Teleological, Deontological and Virtue; Utilitarianism-classical, act and rule; Kant's Ethics, Rights and Duties, Justice and Fairness-Distributive, Egalitarian, Capitalistic, Socialistic, Libertarian, Retributive and Compensatory Justice; Ethics of care; Virtue Ethics; Corporate Social Responsibility; Corporate Philanthropy; Corporate Citizenship; Social Responsibility Model.

Unit-III

Corporate Governance: Nature, Evolution and Significance; Corporate Governance Model, Agency Theory; Shareholders Theory, Stakeholders Theory, Resource Dependency Theory, Corporate Governance Failure; Corporate Scam; Whistle Blowing; Insider Trading, Indian Corporate Governance: Role of Board of Directors, Auditors, and Shareholders; Accounting and Regulatory frame work, Committees in India and abroad, ESG compliance.

CLO-PLO MATRIX: BUSINESS ETHICS AND CORPORATE GOVERNANCE

CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO1	3	3	3	2	3	2	2	2	2	3	**2.5**
CLO2	3	3	3	2	3	2	2	2	2	3	**2.5**
CLO3	3	3	3	2	3	2	2	2	2	3	**2.5**
Average (PLO)	**3**	**3**	**3**	**2**	**3**	**2**	**2**	**2**	**2**	**3**	**2.5**

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:s

1) Manuel G Velasquez: Business Ethics, Pearson
2) John R Boatright: Ethics and the Conduct of Business, Pearson.
3) Willaim H Shaw: Business Ethics, Thomson.
4) Andrew Crane & Dirk Matten: Business Ethics, Oxford

DATA ANALYSIS USING EXCEL		
SEMESTER: 1st	**COURSE CODE: MBAGDEX125**	**COURSE TYPE: DCE (3 CREDITS)**
SUMMATIVE ASSESSMENT = 54	**FORMATIVE ASSESSMENT= 21**	**PASS PERCENTAGE = 40**

Course Description
This course offers a comprehensive introduction to Microsoft Excel as a powerful tool for data analysis and decision-making. It equips students with practical skills in spreadsheet management, data organization, use of formulas and functions, chart creation, and advanced tools such as PivotTables and What-if Analysis. The course emphasizes hands-on learning to apply Excel in real-world data analytics scenarios.

Course Learning Outcomes (CLOs)
Upon successful completion of the course, students should be able to: **CLO 1**: Effectively navigate and utilize Microsoft Excel's interface for basic and intermediate data operations. **CLO 2**: Apply a variety of functions and formulas to perform calculations, analyze data, and automate tasks using tools like AutoFill, conditional functions, and What-if Analysis techniques. **CLO 3**:Visualize and summarize data through the creation of charts and PivotTables, and perform advanced operations to support data-driven decision-making.

Unit-I

Excel software, Spreadsheet, Workbook, Worksheet, Tabs, Title Bar, Menu Bar, Standard Toolbar, Formatting Toolbar, the Ribbon, Formula Bar, Workbook Window, Status Bar, Task Pane, Data Analytics Overview, Importance of Data Analytics, Types of Data Analytics, Data Analysis Process, Uses of Excel

Unit-II

Columns & Rows: Selecting Columns & Rows, Changing Column Width & Row Height, Auto fitting Columns & Rows, Hiding/Unhiding Columns & Rows, Inserting & Deleting Columns & Rows, Cell, Address of a cell, Components of a cell – Format, value, formula, Use of paste and paste special.

Functionality Using Ranges: Using Ranges, Selecting Ranges, Entering Information into a Range, Using AutoFill. Creating Formulas: Using Formulas, Functions – Sum, Average, if, Count, max, min, Proper, Upper, Lower, Using AutoSum, Financial Functions, Statistical Functions, What-if Analysis: Scenario Manager, Goal Seek, Vlookup.

Unit-III

Charts: Different types of charts, Formatting Chart Objects, Changing the Chart Type, Showing and Hiding the Legend, Showing and Hiding the Data Table. Sorting: Filter, Text to Column, Data Validation, Cell referencing. Pivot Tables: Creating PivotTables, Manipulating a PivotTable, Using the PivotTable Toolbar, Changing Data Field, Displaying a PivotChart, Setting PivotTable Options, Adding Subtotals to PivotTables, Drill down to data, Slicers.

CLO-PLO MATRIX: DATA ANALYSIS USING EXCEL

CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO1	3	3	3	2	2	2	2	2	2	2	**2.3**
CLO2	3	3	3	2	3	2	2	2	2	3	**2.5**
CLO3	3	2	3	2	3	2	2	1	1	2	**2.1**
Average (PLO)	**3**	**2.67**	**3**	**2**	**2.67**	**2**	**2**	**1.67**	**1.67**	**2.33**	**2.3**

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. John Walkenbach, Microsoft Excel 2016 Bible. The Comprehensive Tutorial Resources, Wiley.
2. Manisha Nigam, Data Analysis with Excel, BPB publication.
3. Paul McFedries & P McFedries, Excel Data Analysis for Dummies, Wiley.
4. Gordon S Linoff, Data Analysis using SQL and Excel, Wiley.

BUSINESS LAW		
SEMESTER: 1st	**COURSE CODE:MBAGDBL125**	**COURSE TYPE: DCE(3CREDITS)**
SUMMATIVE ASSESSMENT = 54	**FORMATIVE ASSESSMENT= 21**	**PASS PERCENTAGE = 40**

Course Description
This course provides an in-depth study of company law, focusing on the legal framework governing the formation, management, and regulation of companies in India, as per the Companies Act, 2013. It covers the stages of company formation, the roles and responsibilities of key managerial personnel, and the legal requirements for corporate governance. Students will also explore the provisions related to prospectuses, dividends, audits, and the roles of directors. Additionally, the course examines the regulations imposed by the Securities and Exchange Board of India (SEBI), the Depositories Act, and the Foreign Exchange Management Act (FEMA).

Course Learning Outcomes
Upon successful completion of the course, students should be able to: **CLO 1:** Describe the process of forming a company, including the promotion and incorporation stages, and explain the legal significance of the Memorandum of Association and Articles of Association. **CLO 2:** Demonstrate a thorough understanding of the legal provisions related to prospectuses, dividends, audits, and the roles and responsibilities of directors and key managerial personnel. **CLO 3:** Critically evaluate the impact of the SEBI Act, Depositories Act, and FEMA on corporate governance and the functioning of companies in India.

Unit-I

Indian Contract Act 1872: Definition of contract, Essentials of valid contract, types of contract, discharge of contract, breach of contract, remedies for breach of contract.

Unit-II

Sale of Goods Act 1930: sale and agreement to sell, essentials of contract of sale of goods, conditions and warranties, transfer of property, Delivery of goods, rights of unpaid seller. Partnership act 1932: definition, formation of partnership, types of partners, dissolution of partnership. Companies Act 2013: Definition, characteristics, types of companies, registration, Memorandum of Associations, Articles of Association, types of meetings, corporate veil, winding up.

Unit-III

Negotiable Instruments Act 1881: Definition and types of negotiable instruments, parties to negotiable instruments, presentation of negotiable instruments, dishonor, discharge and remedies, amendment, 2015. Consumer protection Act 1986: General introduction, definition, complaint procedure and forums.

CLO-PLO MATRIX: BUSINESS LAW

Unit-wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO-1	2	3	3	2	2	2	3	2	3	3	**2.5**
CLO-2	2	3	3	2	3	2	3	3	3	2	**2.6**
CLO-3	3	1	3	3	3	2	3	3	2	1	**2.4**
Average (PLO)	**2.3**	**2.3**	**3.0**	**2.3**	**2.7**	**2.0**	**3**	**2.7**	**2.7**	**2.0**	**2.50**

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. Dr.Rajni Jagota, Corporate Laws, Taxmann.
2. Sumit Pahwa, Corporate Law Reference, Oak Bridge Publishing.
3. Kannal, S., &V.S.Sowrirajan,Company Law Procedure,Taxmann.
4. Hicks, Andrew & Goosh, Cases and Material on Company Law, Oxford University Press.

BUSINESS ENVIRONMENT		
SEMESTER: 1st	**COURSE CODE: MBAGDBE125**	**COURSE TYPE:DCE(3CREDITS)**
SUMMATIVE ASSESSMENT = 54	**FORMATIVE ASSESSMENT= 21**	**PASS PERCENTAGE = 40**

Course Description

This course provides an in-depth understanding of the multifaceted factors influencing business operations. It covers both internal and external elements—such as economic, political, legal, social, technological, and cultural—that shape organizational strategies and performance. By analyzing these factors, students learn to navigate the complexities of the modern business landscape, anticipate challenges, and seize opportunities. The course also delves into the impact of globalization and technological advancements on business practices. Ultimately, it equips students with the knowledge to make informed decisions and develop strategies that align with the dynamic business environment.

Course Learning Outcomes

Upon successful completion of the Supply Chain Management course, students should be able to:

CLO 1: Recognize and assess the factors of both internal and external business environments.

CLO 2: Examine the interactions between government policies and business practices, understanding political, economic, legal, and social frameworks.

CLO 3: Evaluate current economic conditions in emerging markets, identifying present and future business opportunities and gain insights into the operations of various institutions within the international business environment.

Unit-I:

Concept of business environment: Significance and nature, the interaction matrix of different environment factors, the process of environmental scanning. Legal environment: Relationship between business and Government of India; Constitutional provisions affecting business; Introduction to some important business laws: Consumer Protection Act; changing dimensions of these laws and their impact on business. Political scenario of India and its impact on business.

Unit-II:

Economic environment: economic systems, economic policies; Problem of poverty; Concept of mixed economy: the public sector and the private sector, their changing roles; Industrial policy in India in recent years.

Unit-III:

Technological and socio-cultural environment: Technological advancements in India; Intellectual property rights, Problem of selecting appropriate technology; Multinationals as source of technology; foreign collaborations and joint ventures, Impact of culture and values: Salient features of Indian culture and values and their implications for industrialization and economic growth.

CLO-PLO MATRIX :BUSINESS ENVIRONMENT

Unit Wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO-1	1	3	3	2	1	2	3	2	3	1	**2.1**
CLO-2	2	3	3	2	3	2	2	3	3	2	**2.5**
CLO-3	3	2	3	3	3	2	3	3	2	1	**2.5**
Average (PLO)	**2.0**	**2.7**	**3.0**	**2.3**	**2.3**	**2.0**	**2.7**	**2.7**	**2.7**	**1.3**	**2.37**

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. Adhikari M- Economic Environment of Business, Excel Books, Sultan Chand.
2. Ghosh- Economic Environment of Business,Vikas.
3. Agarwal R- Business Environment, Excel Books.
4. Bedi S K- Business Environment, Excel Books.

SOFT SKILL DEVELOPMENT		
SEMESTER: 1st	**COURSE CODE:MBAGDSD125**	**COURSE TYPE:DCE(3CREDITS)**
SUMMATIVE ASSESSMENT = 54	**FORMATIVE ASSESSMENT= 21**	**PASS PERCENTAGE = 40**

Course Description
This course is designed to equip participants with the essential soft skills necessary for success in today's dynamic professional landscape. Soft skills are the interpersonal, communication, and behavioral competencies that complement technical expertise and are important for effective collaboration, leadership, and career advancement.
Course Learning Outcomes
Upon successful completion of the course, students should be able to: **CLO 1:** Demonstrate improved verbal and non-verbal communication skills, including clarity, active listening, and empathy. **CLO 2:** Effectively convey ideas, information, and feedback in various professional contexts. **CLO 3:** Sharpen their critical thinking skills, enabling them to analyze situations, develop creative problem-solving abilities, and make informed decisions.

Unit-I:

Communication skills: Introduction, Purpose, Process of communication, Key elements of communication; Characteristics of effective communication; Listening skills and Speaking skills; Fundamentals of Good Listening; Need for Intercultural Communication; Communicating Digital World; Barriers to communication, Overcoming barriers.

Unit-II:

Employment Communication: Resume, Curriculum Vitae, Developing an Impressive Resume, Job Application or Cover Letter. Oral presentation: planning a presentation, preparing the presentation, delivering the Presentation. Interview: Background Information, Types of Interviews, Preparatory Steps for Job Interviews, Interview Skill Tips, Changes in the Interview Process, FAQ During Interviews. Group Discussion: Introduction, Ambience/Seating Arrangement for Group Discussion, Importance of Group Discussions, Difference between Group Discussion, Panel Discussion and Debate,

Unit-III:

Creativity at Workplace: Introduction, Creativity, Motivation, Core thinking skills, Categories of thinking, Nurturing Hobbies at Work. Problem solving and Decision making: Introduction, Need, skills, Process of problem solving, Methods of problem solving; Decision making Introduction, Scope Purpose, Process. Etiquette and Mannerism: Behavior at work, Personal etiquette, using office utilities and resources, Travel etiquette. Stress and Time Management: Stress, Sources of Stress, Ways to Cope with Stress; Time management introduction and skills.

CLO-PLO MATRIX : SOFT SKILL DEVELOPMENT

Unit Wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO-1	1	3	3	2	2	2	3	2	1	3	**2.2**
CLO-2	2	3	2	2	3	3	2	3	3	2	**2.5**
CLO-3	3	2	3	3	3	2	3	3	2	2	**2.6**
Average (PLO)	**2.0**	**2.7**	**2.7**	**2.3**	**2.7**	**2.3**	**2.7**	**2.7**	**2.0**	**2.3**	**2.43**

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. Gajendra S. Chauhan, Sangeeta Sharma: Soft Skills: an Integrated Approach to Maximise Personality, Wiley India
2. Soft Skills - Enhancing Employability, M. S. Rao, I. K. International
3. Business Communication, Shalini Kalia, Shailja Agrawal, Wiley India
4. Cornerstone: Developing Soft Skills, Sherfield, Pearson India

WORK LIFE BALANCE		
SEMESTER: 1st	**COURSE CODE: MBAGDWL125**	**COURSE TYPE:DCE(3CREDITS)**
SUMMATIVE ASSESSMENT = 54	**FORMATIVE ASSESSMENT= 21**	**PASS PERCENTAGE = 40**

Course Description

This course explores the dynamics and implications of maintaining effective work-life balance at work-place. Further this course delves into understanding about various theories affecting work-life balance and their applications in organizational context. Moreover, the courses provides knowledge about the emerging issues and challenges affecting work-life balance and applying the same for attaining productive work life balance at workplace.

Course Learning Outcomes

Upon successful completion of the course, students should be able to:

CLO 1: Apply the concept and dynamics of work-life balance in organizational context.

CLO 2: Critically examine and apply work-life balance theories and address key aspects of work-life balance.

CLO 3: Demonstrate the understanding about emerging issues and challenges, time management skills and their implications affecting work life balance.

Unit-I:

Work-Life balance- concept, purpose and its significance. Dimensions of work-life balance and factors affecting work-life balance. Consequences of work-life imbalance, strategies for effective work life balance and implications of managing work-life balance.

Unit-II:

Theories of Work-life balance- spillover theory, segmentation theory, compensation theory, boundary theory, enhancement theory and enrichment theory. Absenteeism- concept, causes and its implications. Burn out- concept, causes and suggestions for managing workplace burnout. Stress management- concept, significance and relationship between work life balance and stress management.

Unit-III:

Challenges and issues in achieving work-life balance. Emerging trends of work life balance. Work-life balance techniques, role of HR manager in improving employee's work life balance. Time management- concept, purpose, time management skills and its implications, relationship between time management and work-life balance.

CLO-PLO MATRIX :WORK LIFE BALANCE

Unit-wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO-1	3	3	3	2	1	1	1	1	1	3	**1.9**
CLO-2	2	3	2	1	3	3	2	3	3	2	**2.4**
CLO-3	3	2	3	3	3	2	3	3	2	2	**2.6**
Average (PLO)	**2.7**	**2.7**	**2.7**	**2.0**	**2.3**	**2.0**	**2.0**	**2.3**	**2.0**	**2.3**	**2.3**

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. Steward D. Fredman, HBR Guide to work-life balance, Harvard Business Press
2. Niharika. V, Robbins, S.P, Timothy, J. Organizational Behavior, Pearson
3. Fiona, M.W. Organizational Behavior at work, Oxford University Press

MBA

2nd SEMESTER

MARKETING MANAGEMENT		
SEMESTER: 2nd	**COURSE CODE: MBAGCMM225**	**COURSE TYPE: CORE (4 CREDITS)**
SUMMATIVE ASSESSMENT=72	**FORMATIVE ASSESSMENT= 28**	**PASS PERCENTAGE = 40**

Course Description
This course offers an in-depth exploration of marketing concepts, strategies, and practices, focusing on the dynamic environment in which businesses operate. Students will learn about the significance and scope of marketing, consumer behavior, market segmentation, and branding strategies. The course also covers critical aspects of product management, pricing strategies, and the management of marketing channels. Additionally, it delves into marketing communications, emphasizing the development of effective advertising, sales promotion, and public relations strategies, while also addressing the importance of socially responsible marketing.

Course Learning Outcomes (CLOs)
Upon successful completion of the course, students should be able to: **CLO 1:** Use marketing concepts for strategic marketing planning. **CLO 2:** Analyze consumer behavior, segment consumer and business markets, and create targeted marketing strategies that build strong brands, manage product lifecycles, and make informed product management decisions. **CLO 3**: Formulate and apply appropriate pricing strategies, factors influencing pricing decisions, and manage marketing channels and distribution networks. **CLO 4**: Develop integrated marketing communications plans that include advertising, sales promotion, public relations, and personal selling.

Unit-I

Significance and scope of Marketing in Management; Company Orientations towards the marketing and market place- Core concepts; Production, Product, Selling and Marketing concepts; Demand Situations and Marketing Tasks, Strategic Marketing planning and Marketing Process; Marketing Mix; Scanning the Marketing Environment at macro and micro levels, Marketing Information System and Marketing Research; Creating customer value, satisfaction, and loyalty.

Unit-II

Consumer Behavior: Factors influencing Consumer Buying Behavior, Buying decision process; Market Segmentation and Market Targeting for consumer Markets, Market Positioning; Product Management: Product levels and Product Mix, New Product Development Process, Product life cycle, Product packaging and labeling; Building Strong Brands: Dealing with competition, Creating Brand Equity, Crafting Branding positions.

Unit-III

Pricing objectives and approaches, Factors affecting pricing decisions, Pricing policies and Strategies; Marketing channels and value networks, Distribution Mix, Channel Design decisions, Channel Management decisions, Channel Integration, Channel conflict and its Management, Factors affecting distributors' decisions; Retailing formats and retail marketing decisions.

Unit-IV

Marketing communications: Developing effective communications; Advertising: Developing, Managing and Deciding on Advertising Programs and its effectiveness; Sales promotion: Objectives and major decisions; Public relations: Concept and Decisions; Personal Selling: Concept, Types and Process; Public Relations and Direct Marketing: concepts and benefits; Internal Marketing: Concept and Significance; Socially Responsible Marketing and Digital Marketing: Prospects and Challenges.

CLO-PLO MATRIX: MARKETING MANAGEMENT

CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO1	3	2	2	3	2	2	2	2	1	2	**2.1**
CLO2	3	3	3	3	3	2	2	2	2	3	**2.6**
CLO3	3	2	3	2	3	2	2	2	1	2	**2.2**
CLO4	3	3	3	3	3	2	2	2	2	3	**2.6**
Average (PLO)	**3**	**2.5**	**2.75**	**2.75**	**2.75**	**2**	**2**	**2**	**1.5**	**2.5**	**2.37**

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. Gary Armstrong and Philip Kotler, Marketing: An Introduction, Prentice Hall.
2. Philip Kotler, and Keller, Marketing Management, Prentice Hall.
3. Ramaswamy, V. S. and Namakumari, S, Marketing Management, Planning, Control, Macmilliam, New Delhi.
4. Stanton, William, J., Fundamentals of Marketing, Mc Graw Hill, New York.

HUMAN RESOURCES MANAGEMENT		
SEMESTER: 2nd	**COURSE CODE: MBAGCHR225**	**COURSE TYPE: CORE (4 CREDITS)**
SUMMATIVE ASSESSMENT=72	**FORMATIVE ASSESSMENT= 28**	**PASS PERCENTAGE = 40**

Course Description
This course provides a comprehensive understanding of Human Resource Management (HRM), focusing on its nature, significance, and the challenges it faces in the modern business environment. Students will explore the evolution of HRM, the core values and philosophies that drive HR practices, and the role of HR managers. The course covers essential HR functions, including human resource planning, job analysis, recruitment, selection, and performance appraisal systems. Additionally, it addresses key areas such as employee training and development, industrial relations, and the mechanisms for handling discipline and grievances.

Course Learning Outcomes (CLOs)
Upon successful completion of the course, students should be able to: **CLO 1**: Apply the HRM concepts and practices, and address the challenges facing HRM and leverage technology to enhance HR functions. **CLO 2**: Conduct comprehensive human resource planning, perform job analysis, manage recruitment and selection processes. **CLO 3**: Implement effective performance appraisal systems. **CLO 4:** Maintain good industrial relations, and effectively manage discipline and grievance issues within the organization, contributing to overall organizational success.

Unit-I

Human Resource Management (HRM)- Concept, nature and scope. Skills and competencies of HR professionals. Managerial and Operative functions of HRM. Models of HR-Ulrich model, Harvard model & HR value chain. Present Trends and contemporary Challenges in HR. Human Resource Planning- Concept, objectives & process. Job Analysis- Concept, uses & methods. Job Description vs Job Specification.

Unit-II

Induction & socialization process. Recruitment- Concept, process and its sources. Selection- Concept and its process. Types of selection tests & interview. Employee Training- Concept, purpose and significance. Identification of training needs. Training Methods- On the job and off the job training methods. Training Evaluation- Concept, purpose, training evaluation instruments & its approaches.

Unit-III

Performance Appraisal- Concept, objectives, methods & errors in appraisal process. Compensation Management- Wages and Salaries, Wage determinants, Methods of fixing Compensation. Job Evaluation.

Unit-IV

Industrial Relations- Concept, importance, objectives and conditions for good industrial relations. Employee Discipline- Grievance Mechanism- Grievance handling procedure. Collective Bargaining – Workers Participation in Management-Concept, Mechanism and Process, Work-life balance.

CLO-PLO MATRIX: HUMAN RESOURCES MANAGEMENT

CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO1	3	2	2	2	3	2	2	2	1	2	**2.1**
CLO2	3	3	3	3	3	3	2	2	2	3	**2.7**
CLO3	3	2	3	2	3	2	2	2	2	2	**2.3**
CLO4	3	3	3	3	3	3	2	2	2	3	**2.7**
Average (PLO)	**3**	**2.5**	**2.75**	**2.5**	**3**	**2.5**	**2**	**2**	**1.75**	**2.5**	**2.45**

Note: The case studies/ presentations will be announced by the course instructor during the semester.

Suggested Readings:

1. E. Schuster, Human Resource Management, Concept, Cases and Readings, PHI.
2. Garg Dessler, Human Resource Management, Pearson Education.
3. Udai Pareek, Training Instruments in HRD and OD, Tata Mac Graw Hill.
4. M.S. Saiyadian, Human Resource Management, Tata Mac Graw Hill.

MANAGERIAL FINANCE		
SEMESTER: 2nd	**COURSE CODE: MBAGCMF225**	**COURSE TYPE: CORE (4 CREDITS)**
SUMMATIVE ASSESSMENT=72	**FORMATIVE ASSESSMENT= 28**	**PASS PERCENTAGE = 40**

Course Description
This course provides a comprehensive introduction to the fundamentals of financial management, focusing on essential concepts such as the time value of money, cost of capital, capital investment decisions, and capital structure. Students will explore the principles and theories that underpin financial decision-making within firms, including capitalization, leverage, and dividend policies. The course aims to equip students with the analytical tools necessary to evaluate investment opportunities, understand the impact of capital structure on a firm's value, and make informed financial decisions.

Course Learning Outcomes (CLOs)
Upon successful completion of the course, students should be able to: **CLO 1**: Demonstrate strong knowledge of financial management principles, including the computation of future and present values and the significance of cost of capital in financial decision-making. **CLO 2:** Analyze and evaluate capital investment decisions using various capital budgeting techniques. **CLO 3**: Critically assess the factors affecting capital structure, perform EBIT-EPS analysis, and evaluate the impact of different types of leverage on a firm's financial performance. **CLO 4**: Develop and justify dividend policies based on different relevance theories, and evaluate the effect of corporate dividend behavior on the valuation of firms and their securities.

Unit-I

Introduction to Finance: concept, principles that form the basics in financial management, scope, goal of the firm; Time value of money- future value and present value computation, comparing P.V. with F.V; Cost of Capital- concept, significance, determining cost of specific sources of capital, the weighted average cost of capital.

Unit-II

Capital Investment Decisions: concept and types of capital expenditures, capital budgeting process, Estimation of Cash Flows for investment analysis, Capital budgeting decision criteria: pay-back period and post pay-back method, present value and net present value method, internal rate of return.

Unit-III

Capitalization and Capital Structure -Meaning, theories of capitalization, over and under capitalization; concept of capital structure, factors affecting capital structure, relevance of capital structure –net income approach and traditional approach , Irrelevance of capital structure-net operating income approach and MM hypothesis, EBIT EPS analysis, Indifference point computation; Leverage: Financial, Operating Leverage and total leverage, Analysis and impact of leverage.

Unit-IV

Dividend Decision: Purpose of dividend decision, objectives of dividend policy, different dividend policies, forms of dividends, Dividend relevance theories: Walters Model, Gordon's Model; Dividend relevance theories- M.M. Hypothesis; Valuation: Corporate dividend behavior and value of firm, Valuation of shares and bonds.

CLO-PLO MATRIX: MANAGERIAL FINANCE

CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO1	3	2	2	2	3	2	2	1	2	2	**2.1**
CLO2	3	3	3	2	3	2	2	2	2	3	**2.5**
CLO3	3	2	3	2	3	2	2	1	2	2	**2.2**
CLO4	3	3	3	2	3	2	2	2	2	3	**2.5**
Average (PLO)	**3**	**2.5**	**2.75**	**2**	**3**	**2**	**2**	**1.5**	**2**	**2.5**	**2.33**

Note: Cases Studies and other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. James, Van Horne, Financial management policy, Pearson Education, New Delhi.
2. Arnold G., Corporate Finance, Pearson Education, New Delhi.
3. Keown A.J., Financial Management, Prentice Hall Of India.
4. Pandey I.M., Financial Management, Vikas Publishing House Pvt. Ltd.

RESEARCH METHODOLOGY		
SEMESTER: 2nd	**COURSE CODE: MBAGCRM225**	**COURSE TYPE: CORE (4 CREDITS)**
SUMMATIVE ASSESSMENT=72	**FORMATIVE ASSESSMENT= 28**	**PASS PERCENTAGE = 40**

Course Description
This course provides a thorough exploration of research methodology, focusing on the principles and practices necessary for conducting rigorous and ethical research. Students will gain an understanding of the epistemology of research, the research process, and the various designs and methodologies employed in research. The course covers a wide range of topics, including research design, measurement and scaling techniques, data collection methods, hypothesis testing, and advanced statistical techniques such as regression analysis and structural equation modelling.

Course Learning Outcomes (CLOs)
Upon successful completion of the course, students should be able to: **CLO 1**: Demonstrate thorough knowledge of the epistemology of research and the research process, including the ability to identify and address ethical issues in research. **CLO 2**: Develop and justify appropriate research designs for different research questions. **CLO 3:** Effectively design questionnaires, apply appropriate sampling techniques, and conduct hypothesis testing using both parametric and non-parametric methods, including Z-tests, T-tests, ANOVA, and Chi-Square tests. **CLO 4**: Analyze data using advanced statistical methods, including correlation and regression analysis, and apply structural equation modeling techniques.

Unit-I

Research: Definition and Significance of Business Research, Research Philosophies, Ontology, Epistemology, Sources of Knowledge, Research approach: Deductive and Inductive, Types of research: basic, applied, Quantitative, Qualitative, Mixed Method, Research Terminology: Concept, Construct, Variables, Theory and Model, Research Process, Formulation of Problem Statement, Research Question, Hypothesis and Objectives, Characteristics of good research.

Unit-II

Research Design: Exploratory, Descriptive and Casual, Experimental Design: Validity in Experiments, Data and types, Sources of data: Primary and Secondary, Measurement and Scaling: Validity and Reliability, Nominal, ordinal, interval and ratio scales, Comparative and Non-Comparative Scales: Likert, Semantic differential, Staple, Graphic rating, Paired comparison, Rank order, constant sum and Q-Sort.

Unit-III

Qualitative Research: Process and data collection methods, Literature Review, Observation Studies and Surveys, Research Instrument: Questionnaire Designing Process, Sampling Techniques- Probability and Non-Probability Sampling, Sample size, Sampling and Non Sampling Errors, Hypothesis Formulation & Testing: Testing Procedure, Type I & II errors, Central Limit Theorem, Parametric tests- one sample and two sample tests for means, Z –Test, T-Test, One way and two way ANOVA.

Unit-IV

Non-parametric tests: Chi- Square test for independence of attributes and goodness of fit, Kolmogrov–Smirnow test and goodness of fit, Correlation and Regression Analysis, Concept of Factor Analysis, Structural Equation Modelling, Logistic Regression, Introduction to SPSS and PLS-SEM software package for data analysis, Research Report: Types, characteristics, Format and references.

CLO-PLO MATRIX: RESEARCH METHODOLOGY

CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO1	3	2	2	2	3	2	2	2	3	2	**2.3**
CLO2	3	3	3	2	3	2	2	2	3	3	**2.6**
CLO3	3	2	3	2	3	2	2	2	3	2	**2.4**
CLO4	3	3	3	2	3	2	2	2	3	3	**2.6**
Average (PLO)	**3**	**2.5**	**2.75**	**2**	**3**	**2**	**2**	**2**	**3**	**2.5**	**2.47**

Note: Case studies and other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Cooper and Schindler, Business Research Methods, McGraw Hill.
2. Andy Field, Discovering Statistics Using IBM SPSS Statistics, Sage.
3. N Malhotra, Marketing Research, Pearson Education.
4. Ranjit Kumar, Research Methodology, Sage.

PRODUCTION AND OPERATIONS MANAGEMENT		
SEMESTER: 2nd	**COURSE CODE: MBAGDPO225**	**COURSE TYPE: DCE (3 CREDITS)**
SUMMATIVE ASSESSMENT = 54	**FORMATIVE ASSESSMENT= 21**	**PASS PERCENTAGE = 40**

Course Description

This course provides a comprehensive understanding of Production and Operations Management, focusing on the strategic and tactical aspects of managing production systems. Students will explore the nature and scope of POM, the historical evolution of operations management, and the different production systems and strategies employed in manufacturing. The course covers key concepts such as facility location, production process planning and design, production planning and control, and materials management, including inventory control and materials requirement planning.

Course Learning Outcomes (CLOs)

Upon successful completion of the course, students should be able to:

CLO 1: Demonstrate knowledge of production and operations management concepts, including the ability to analyze different production systems, develop operations strategies, and assess factors affecting facility location.

CLO 2: Effectively plan and design manufacturing systems and layouts, develop production schedules, and implement production planning and control strategies.

CLO 3: Apply materials management and inventory control techniques, including MRP, JIT, and EOQ, to ensure the efficient use of resources and minimize costs in production operations.

Unit-I

Production and Operations Management- an overview; Nature and scope of Production/ Operations Management; Historical perspective of Operations Management; Operations as a System:- Continuous and Intermittent production system, flow, batch and job type of production; Operations Strategy and elements of operations strategy; Facility location: Factors affecting plant location, Brown and Gibson Model of plant location; Manufacturing systems and layouts: Product, Process and cellular layouts, layout planning and Analysis.

Unit-II

Production Process Planning and Design: factors affecting process design and Product Design; Concept of Line Balancing; Production Planning and Control – An overview; types of Production Planning and Control; Aggregate planning:- Concept, strategies and costs; Master Production Scheduling (MPS): objectives and procedure for developing master production schedule; Basic Concepts.

Unit-III

Inventory Control: Costs and objectives; Inventory control techniques; ABC Analysis, Just in Time (JIT); Materials Requirement Planning (MRP); Economic Order Quantity Model (E.O.Q with deterministic Demand) and practical problems on EOQ; Quality Management and Quality Assurance: Statistical process control–Control Charts for Attributes and Variables; Total Quality Management (TQM): Building blocks of TQM; Concept & significance of Six Sigma; Concept and Significance of Value Engineering.

CLO-PLO MATRIX: PRODUCTION AND OPERATIONS MANAGEMENT

CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO1	3	2	2	2	3	2	2	1	1	2	**2.0**
CLO2	3	3	3	2	3	2	2	2	2	3	**2.5**
CLO3	3	2	3	2	3	2	2	1	1	2	**2.1**
Average (PLO)	**3**	**2.33**	**2.67**	**2**	**3**	**2**	**2**	**1.33**	**1.33**	**2.33**	**2.2**

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the time of launching of the course.

Suggested Readings:

1. Adam,E.E.& Ebert,RJ. Production and Operations Management. 6th ed., Prentice Hall of India.
2. Amrine Harold T., Manufacturing Organizations and Management. Englewood Cliffs, Prentice Hall Inc.
3. Buffa, E.S., Modern Production Management, John Wiley.
4. Chary, S.N., Production and Operations Management, Tata McGraw Hill.

ENTREPRENEURSHIP DEVELOPMENT		
SEMESTER: 2nd	**COURSE CODE: MBAGDED225**	**COURSE TYPE: DCE (3 CREDITS)**
SUMMATIVE ASSESSMENT = 54	**FORMATIVE ASSESSMENT= 21**	**PASS PERCENTAGE = 40**

Course Description

This course is designed to introduce students to the principles and practices of entrepreneurship. It covers the process of identifying business opportunities, developing viable business models, and launching and managing startups. The course also examines the entrepreneurial mindset, innovation, and the ecosystem that supports entrepreneurial ventures. Students will engage in experiential learning through idea generation, business plan development, and case analysis of successful entrepreneurs.

Course Learning Outcomes (CLOs)

Upon successful completion of the course, students should be able to:

CLO 1: Gain insights into the concept of entrepreneurship and role of innovation in entrepreneurial success.

CLO 2: Recognize the market opportunity and conduct environmental scanning for successful venture creation.

CLO 3: Develop and assess a business plan, considering market, financial, and operational feasibility.

Unit-I

Entrepreneur and Entrepreneurship: evolution, concept & emerging trends in entrepreneurship, Myths about Entrepreneurship, Role of Entrepreneurial Teams, Entrepreneur vs Entrepreneur, Creativity, innovation and inventions, diffusion of innovation. Technology and innovation: types of technological innovation, disruption, how technology is changing business models/ society. Activity – General Enterprising Tendency test and formation of venture teams.

Unit-II

Understanding the Problem and opportunity, define problem using Design thinking principles and validate Problem, recognizing the market opportunity, environment scanning, market types, identifying customer and estimating the market size. Value Proposition, Knowing Customer Job, Pains, and Gains using Value Proposition Canvas (VPC), competition analysis, creating a sustainable differentiation, Building a Minimum Viable Product (MVP), Importance of Build - Measure – Learn approach.Activity – Problem statement canvas, Crafting the customer persona and market estimation, Build your VPC Canvas, conduct competition analysis and create your MVP.

Unit-III

Introduction to Business model and types, Lean approach 9 block lean canvas model. Business planning: components of Business plan, preparing a business plan, Key Financial Metrics using financial template, Unit economics. Introduction to GTM, Start-up Branding and its elements, Selecting the Right Channel, Digital presence. Sources of funds: Debt & Equity, Map the Start-up Lifecycle to Funding Options, Build an Investor ready pitch deck. Activity – Business planning templates. Craft your Brand positioning statement and build your pitch deck.

CLO-PLO MATRIX: ENTREPRENEURSHIP DEVELOPMENT

CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO1	3	2	2	2	3	2	2	3	2	2	**2.3**
CLO2	3	3	3	3	3	2	2	3	2	3	**2.7**
CLO3	3	2	3	2	3	2	2	3	2	2	**2.4**
Average (PLO)	**3**	**2.33**	**2.67**	**2.33**	**3**	**2**	**2**	**3**	**2**	**2.33**	**2.47**

Note: Case studies and other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Hisrich, R. D., Peters, M. P., & Shepherd, D. A., Entrepreneurship. McGraw-Hill.
2. Taneja, S., & Gupta, S. L., Entrepreneurship Development: New Venture Creation. Galgotia Publishing.
3. Barringer, B. R., & Ireland, R. D., Entrepreneurship: Successfully Launching New Ventures. Pearson.
4. D. F. Kuratko and T. V. Rao, Entrepreneurship: A South-Asian Perspective, Cengage.

DECISION SUPPORT SYSTEM		
SEMESTER: 2nd	**COURSE CODE:MBAGDDS225**	**COURSE TYPE: DCE(3CREDITS)**
SUMMATIVE ASSESSMENT = 54	**FORMATIVE ASSESSMENT= 21**	**PASS PERCENTAGE = 40**

Course Description

This course introduces the concepts, components, and applications of Decision Support Systems (DSS) in organizational decision-making. It explores how computer-based systems aid in solving complex, semi-structured, and unstructured problems by integrating data, sophisticated analytical models, and user-friendly software. Emphasis is placed on the development, implementation, and evaluation of DSS, including the use of tools such as Excel, databases, data mining, business intelligence systems, and modern AI-based decision technologies.

Course Learning Outcomes

Upon successful completion of the course, students should be able to:

CLO 1: Examining and applying the components and architecture of DSS.
CLO 2: Develop the ability to analyze gain practical experience in designing and using DSS tools and applications.
CLO 3: Apply emerging trends of DSS in decision support in practical business problems.

Unit-I:

Concepts of Data, Information, Information Systems & End Users. Systems Concepts: Open System, Closed System; Information Systems and Systems Concept. Building Information System: System Analysis and Design – Systems Development Cycle (Identification of Requirements, Feasibility Study, System Analysis, Design, and implementation). Management Information System – Basic Ideas, Concepts, Evolution of MIS, Information Technology (IT) and MIS. Managerial Decision Making – Decision Making Process, Types of Decisions, Group Decision Making, Features of CBIS. Decision Support Systems: An Overview of DSS, Characteristics of DSS; Capabilities of DSS, Classification of DSS, Relevance of Relational Database Design in Decision Making.

UNIT-II

Components of Decision Support Systems: Model Base Management Subsystem, Database Management Subsystem, Knowledge Management, User Interface (Dialog) Management Subsystem. Constructing DSS: Development Process (SDLC, Prototyping), DSS Generators, Programming Languages and Software Tools used in DSS Development. Model Base Management System: Types of Models – Certainty, Uncertainty, Risk Structures, and Simulation Technique.

UNIT-III

Knowledge Base Management System: Knowledge, Knowledge Base, Expert Systems, and Components of Expert Systems. Inference Techniques: Forward Chaining, Backward Chaining. Knowledge Representation Techniques: Rules, Frames, Semantic Networks. Data Warehousing: Concepts in Data Warehouse, Data Mart, Data Mining, Online Analytical Processing (OLAP).

CLO-PLO MATRIX: DECISION SUPPORT SYSTEM

Unit Wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO1	3	2	2	2	3	2	2	3	2	2	**2.3**
CLO2	3	3	3	3	3	2	2	3	2	3	**2.7**
CLO3	3	2	3	2	3	2	2	3	2	2	**2.4**
Average (PLO)	**3**	**2.33**	**2.67**	**2.33**	**3**	**2**	**2**	**3**	**2**	**2.33**	**2.47**

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. Turban, Efrain,Decision Support & Intelligent Systems, Pearson Education
2. Marakas, George.M, Decision Support Systemsinthe21stcentury,Pearson Education
3. Laudon, “Managing A Digital Firm”,Pearson Publishing..
4. Power, D. J. (2002). Decision Support Systems: Concepts and Resources for Managers, Quorum Books / Greenwood Publishing Group

PUBLIC ADMINISTRATION		
SEMESTER: 2nd	**COURSE CODE:MBAGDPA225**	**COURSE TYPE: DCE(3CREDITS)**
SUMMATIVE ASSESSMENT = 54	**FORMATIVE ASSESSMENT= 21**	**PASS PERCENTAGE = 40**

Course Description
The Course Offers a comprehensive understanding of Principles, Processes and Practices of Public Administration emphasizing its role in Policy Formulation and Governance especially in relation to Business and Economic Development. The Course provides awareness about the evolution and growth of the discipline of Public Administration knowledge about the structure and principles of organization.
Course Learning Outcomes
Upon successful completion of the course, students should be able to: **CLO 1:** Awareness about the Concept of the discipline of Public Administration. **CLO 2:** Learning of Evolution and Theories of Public Administration. **CLO 3:** Learning Public Policy, Governance Structure in India and e-Governance.

Unit-I:

Introduction of Public Administration : Meaning, Nature, Scope and Importance of Public Administration. Public and Private Administration. Ecology of Public Administration. Organization and its Structure: Meaning, Importance; Types of Organization, Formal and Informal Organization; Basis of Organization (4Ps). Chief Executive; Line and Staff agencies.

Unit-II:

Public Administration- Evolution and significance; Evolution of Indian Administration: Kautilya's Arthashastra; Mughal administration; Legacy of British rule in politics and administration. Wilson's vision of Public Administration; Weber's bureaucratic model and post-Weberian Developments; Participative Management (R. Likert, C. Argyris, D. McGregor); Riggsian models; Modern Administrative Theories - Minnow Brook Perspectives; New Public Service; Post Modernism New Public Administration (NPA), New Public Management (NPM), Globalization and Public Administration, Paradigm Shift from Government to Governance.

Unit-III

Public Policy: Concept, Significance and Scope. Policy Analysis: Concept and Significance. Role of Various stakeholders in Public Policy Making Process: Role of Legislature,Executive, Judiciary, Non-Governmental Organization, Pressure Groups. Governance Structure in India, Decentralization of Powers in India through 73rd and 74th Amendment of Constitution. Concepts, Meaning and Significance of e-Governance. Examples of e-Governance Initiatives in India.

CLO-PLO MATRIX: PUBLIC ADMINISTRATION

Unit Wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO1	3	3	3	2	3	2	2	2	2	3	**2.5**
CLO2	3	3	3	2	3	2	2	2	2	3	**2.5**
CLO3	3	3	3	2	3	2	2	2	2	3	**2.5**
Average (PLO)	**3**	**3**	**3**	**2**	**3**	**2**	**2**	**2**	**2**	**3**	**2.5**

Note: **The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.**

Suggested Readings:

1. Basu, D. D. Introduction to the Constitution of India; Prentice Hall: New Delhi
2. Khera, S.S. The Central Executive: Orient Longman: New Delhi.
3. Singh Hoshiar and Singh Mohinder. Public Administration in India: Theory and Practice; Sterling Publishers Private Ltd., New Delhi.
4. A.R. Tyagi Public Administration, Atma Ram, Original from the University of Michigan.

LEADERSHIP AND NEGOTIATION SKILLS		
SEMESTER: 2nd	**COURSE CODE: MBAGDLN225**	**COURSE TYPE:DCE(3CREDITS)**
SUMMATIVE ASSESSMENT = 54	**FORMATIVE ASSESSMENT= 21**	**PASS PERCENTAGE = 40**

Course Description

The course is designed to provide students with a holistic perspective with the dynamics of leadership, its styles and theories for managing employees at workplace. Further, the course is designed to acquaint students with negotiation skills and have broader understanding about negotiation styles and types and its managerial application for attaining organizational effectiveness.

Course Learning Outcomes

Upon successful completion of the course, students should be able to:

CLO 1: Develop the understanding with leadership dynamics at workplace and to apply various leadership styles and approaches in managerial context.

CLO 2: Acquaint with understanding towards leadership skills and strategies and to apply leadership competencies in creating culture and effectiveness.

CLO 3: Apply the learning of negotiation skills and strategies in business organizations and further gain holistic view towards managerial implications of negotiation at workplace.

Unit-I:

Understanding Leadership- Concept, significance and qualities of effective leader. Leaders vs. Managers, Styles of Leadership, Transactional vs. Transformational Leadership, Theories of leadership- trait theory, situational theory, contingency theory and path goal theory.

Unit-II:

Leadership Skills and competencies- types of leadership skills, developing leadership competencies, role of leadership in creating culture and organizational effectiveness. Challenges to effective leadership, 7C's of effective leadership.

Unit-III:

Negotiation- concept, significance and its process. Types of Negotiation- Integrative vs. Distributive negotiation. Negotiation Skills and Styles- Developing key negotiation skills Styles of Negotiation, 4C's of Negotiation, roles and responsibilities of negotiator. Role of leadership in negotiation.

CLO-PLO MATRIX: LEADERSHIP AND NEGOTIATION SKILLS

Unit Wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO1	3	3	2	2	3	2	2	2	2	3	**2.4**
CLO2	2	3	3	2	3	2	2	2	2	3	**2.4**
CLO3	3	2	3	2	3	2	2	2	2	3	**2.4**
Average (PLO)	**2.67**	**2.67**	**2.67**	**2**	**3**	**2**	**2**	**2**	**2**	**3**	**2.4**

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. Peter Northouse, Leadership- Theory and Practice, Sage Publication
2. Marlene Caroselli, Leadership Skills for Managers, Tata McGraw Hill
3. Jacques Rojot, Negotiation: From Theory to Practice, Springer
4. Roy.J. Lweicki, Bruce Berry, David M. Sauders, Kevin Tasa, Essentials of Negotiation, McGraw Hill Foundation

WOMEN FINANCIAL WELLBEING		
SEMESTER: 2nd	**COURSE CODE: MBAGDWF225**	**COURSE TYPE: DCE(3CREDITS)**
SUMMATIVE ASSESSMENT = 54	**FORMATIVE ASSESSMENT= 21**	**PASS PERCENTAGE = 40**

Course Description

This course aims to empower women by enhancing their financial literacy and equipping them with decision-making tools to navigate financial ecosystems. It addresses systemic gender disparities in income, access to capital, asset ownership, and retirement planning. Drawing from Indian policy frameworks, behavioral finance, and real-life case studies, the course emphasizes the role of women in shaping inclusive and sustainable financial development.

Course Learning Outcomes

Upon successful completion of the course, students should be able to:

CLO 1: Analyze financial challenges unique to women in India and globally.

CLO 2: Evaluate and leverage government schemes and financial products for women.

CLO 3: Promote gender-inclusive financial systems through policy and enterprise and demonstrate leadership in advocating financial equity and empowerment.

Unit-I:

Financial Literacy and Gender Economics in India: Gender norms and the economics of unpaid work. Financial literacy levels among Indian women. Budgeting, savings, and goal-setting for Indian households. Access to banking, credit, and microfinance (SHGs, MUDRA, Jan Dhan). Financial decision-making in rural vs. urban India

Unit-II:

Investing, Career Finance & Women Entrepreneurship: Investment basics - SIPs, mutual funds, gold, real estate, PPF/EPF. Women in the workforce - Pay parity, job roles, and glass ceilings. Salary negotiation and taxation for women. Government schemes - Stand-Up India, Start-Up India, Nari Shakti. Women-led businesses and social enterprises.

Unit-III:

Long-term Planning, Retirement, and Policy Interventions: Retirement planning, pensions, and insurance for Indian women. Legal and property rights (Hindu Succession Act, marital finance). Widowhood, divorce, care giving - Life transitions and financial impact. Role of MFIs, NBFCs, fintech, and gender-inclusive banking. National and international financial inclusion policies (RBI, SEBI, UN Women).

CLO-PLO MATRIX: WOMEN FINANCIAL WELLBEING

Unit-wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO-1	3	1	2	2	2	3	2	1	3	3	**2.2**
CLO-2	2	3	2	3	3	3	2	3	3	2	**2.6**
CLO-3	3	2	3	3	3	2	3	3	2	2	**2.6**
Average (PLO)	**2.7**	**2**	**2.3**	**2.7**	**2.7**	**2.7**	**2.3**	**2.3**	**2.7**	**2.3**	**2.47**

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. Clever Girl Finance – Bola Sokunbi (Relevant chapters; global + adaptable insights)
2. Financial Literacy for Women: A Case Study-Based Approach – Dr. Sheetal Jain
3. Gender and Economic Policy in India – Ritu Dewan
4. Women and Financial Inclusion in India – IWWAGE Reports (Initiative for What Works to Advance Women and Girls in the Economy)

MBA
3rd SEMESTER

STRATEGIC MANAGEMENT		
SEMESTER:3rd	**COURSE CODE:MBAGCSM325**	**COURSE TYPE:CORE (4CREDITS)**
SUMMATIVE ASSESSMENT = 72	**FORMATIVE ASSESSMENT= 28**	**PASS PERCENTAGE = 40**

Course Description
This course on Strategic Management provides a comprehensive understanding of the concepts, frameworks, and practices involved in formulating, implementing, and controlling strategies within organizations. Students will explore the nature and scope of strategic management, the process of strategic decision-making, and the development of organizational vision and mission. The course covers environmental appraisal techniques, the role of resources and capabilities in strategy formulation, and the various corporate and business-level strategies. Additionally, students will learn about the importance of strategic and operational control, organizational structure, strategic leadership, and corporate culture in executing and controlling strategies.
Course Learning Outcomes
Upon successful completion of the course, students should be able to: **CLO 1:** Effectively distinguish between strategic and operational decisions within an organization. **CLO 2:** Utilize various environmental scanning techniques, such as SWOT analysis and Porter's Five Forces model, and perform organizational appraisal to facilitate strategic decisions. **CLO 3:** Develop and critically evaluate corporate-level strategies, and business-level strategies, using relevant strategic frameworks to develop competitive strategies. **CLO 4:** Apply strategic control mechanisms, comprehend the role of organizational structure in strategy implementation, and leverage strategic leadership and corporate culture to ensure effective execution and control of strategic plans.

Unit-I:

Nature, scope, and relevance of strategic management, strategy vs. operational decisions, Strategic decision-making process, Building organization's vision and mission, Porras's BHAG framework: core purpose and core vale, Pralad's concept of Strategic intent. Hamel's frame work of Core-competence.

Unit-II

Environmental Appraisal: Components of environment (Economic, legal, social, political and technological), Environmental scanning techniques: SWOT (strengths, weaknesses, opportunities & treats) analysis, Industry level analysis: Porter's fiveforces model (modified). Methods and techniques used for organizational appraisal: Porter's Value chain analysis.

Unit-III

Role of resources and capabilities in strategy formulation, Appraising resources and capabilities in strategy formulation, Corporate level strategies: Stability, Expansion, Retrenchment and Combination strategies, Corporate level analysis (BCG, GE Nine-cell).Business level strategies: Porter's framework of competitive strategies, Conditions, risks and benefits of Cost leadership, Differentiation and Focus strategies.

Unit-IV

Strategic control and operational Control: Organization Structure and Strategy as implementation-Control tool, Strategic Leadership: Development and Implementation, Corporate Culture: Execution and Control.

CLO-PLO MATRIX: STRATEGIC MANAGEMENT

Unit-wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO-1	3	3	3	2	2	2	3	2	3	3	**2.6**
CLO-2	2	3	3	2	3	2	3	3	3	2	**2.6**
CLO-3	3	2	3	1	3	2	3	3	2	3	**2.5**
CLO-4	2	2	2	3	3	3	2	2	3	2	**2.4**
Average (PLO)	**2.5**	**2.5**	**2.8**	**2**	**2.8**	**2.3**	**2.75**	**2.5**	**2.8**	**2.5**	**2.53**

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. Strategic Management: Concepts and Cases, Fred R. David and Forest R. David,Pearson.
2. Charles W.L.Hill & GarethR.Jones; Strategic Management Theory:An Integrated Approach, Houghton Miflin Company, Princeton New Jersey.
3. ThomasL.Wheelen,J.David Hunger, Strategic Management Addison Wesley, Longman Singapore Pvt. Ltd.
4. Azhar Kazmi, Business Policy & Strategic Management,Tata McGraw Hill.

SPECIALIZATIONS

1.Marketing
2.Finance
3.Human Resources Management
4.Production and Operation Management
5.Data Analytics and Artificial Intelligence

MARKETING

MARKETING OF SERVICES		
SEMESTER:3rd	**COURSE CODE:MBAGCMS325**	**COURSE TYPE:CORE (4CREDITS)**
SUMMATIVE ASSESSMENT = 72	**FORMATIVE ASSESSMENT= 28**	**PASS PERCENTAGE = 40**

Course Description
The basic aim of this course is to expose students to the unique challenges of marketing and managing services, and delivering quality service to customers in a complex and dynamic marketing environment.

Course Learning Outcomes
Upon successful completion of the course, students should be able to: **CLO 1**: Examining the differences between services and physical products, their impact on marketing practice and the key factors influencing service quality. **CLO 2:** Identify the critical issues in service blueprint, service design and significance of services cape and services employees in building the design. **CLO 3**: Gaining insight into strategies for positioning, branding and fostering customer relationship in services. **CLO 4:** Apply the knowledge of customer interface management, service encounter dynamics, and recovery Processes in marketing of services.

Unit-I:
Concept of services, importance, Goods versus Services marketing, Service Marketing Mix; Emergence & Reasons for growth of service sector in India, Characteristics of services, Classifications of services, Environment of Services Marketing, Service Quality Gap Model, Gronross Model of service quality; Challenges to Service Marketing.

Unit-II:
Services Design and Development; Service Blue printing; Service Process; Physical Evidence and Services cape; Pricing of services; Services Distribution Management; Managing the Integrated Services Communication Mix; Managing Service Personnel; Employee and Customer Role in Service Delivery.

Unit-III:
Importance of positioning in Services Marketing–Steps in developing a positioning strategy Relationship Marketing: Creating and maintaining valued relationship with Customers; role of Internal Marketing in service delivery.

Unit-IV:
Service profit chain, Concept of Service encounter – Moment of Truth; Motivation and empowerment of service employees; Customer complaining behavior; Service failure and recovery, Principles of effective service recovery, ISO standards 10001 to 10004.

CLO-PLO MATRIX : MARKETING OF SERVICES

Unit-wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO-01	3	3	3	2	2	2	3	1	3	3	**2.5**
CLO-02	3	3	3	2	1	2	3	3	3	2	**2.5**
CLO-03	3	1	3	1	3	2	3	3	2	2	**2.3**
CLO-04	3	2	2	3	3	3	2	1	3	2	**2.4**
Average (PLO)	**3**	**2.25**	**2.8**	**2.0**	**2.3**	**2.3**	**2.75**	**2**	**2.8**	**2.3**	**2.4**

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. Christian Gronroos, Service Management and Marketing, John Wiley & Sons Ltd.
2. ValarieA. Zeithaml. Service Marketing, Tata McGraw-Hill.
3. Christopher LoveLock, Service Marketing, Pearson Education Asia.
4. Philip Kotler, Marketing of non-profit organization, Prentice Hall.

INTERNATIONAL MARKETING		
SEMESTER:3rd	**COURSE CODE: MBAGDIM325**	**COURSE TYPE:DCE(3CREDITS)**
SUMMATIVE ASSESSMENT = 54	**FORMATIVE ASSESSMENT= 21**	**PASS PERCENTAGE = 40**

Course Description

This course offers a comprehensive examination of International Marketing, providing students with the knowledge and skills necessary to navigate the complexities of marketing in a global context. Through a blend of theoretical concepts and practical applications, students will explore the fundamentals of international marketing management, including market segmentation, positioning, entry strategies, and product and pricing strategies, distribution, promotion, and emerging trends. Emphasis will be placed on understanding the dynamic international marketing environment and developing strategies to capitalize on global market opportunities.

Course Learning Outcomes

Upon successful completion of the course, students should be able to:

CLO 1: Develop proficiency to meet diverse customer needs and preferences worldwide.

CLO 2: Assess and select appropriate international market strategies based on factors such as market characteristics, regulatory environments, and organizational capabilities.

CLO 3: Exhibit the ability to develop and implement international strategies to effectively target global consumers.

Unit-I:

International Marketing: Meaning, Nature and Importance; International Marketing Orientation: E.P.R.G. – Approach: An overview of the International Marketing Management Process; International Marketing Environment., International Market Segmentation and Positioning; Screening and Selection of Markets; International Market Entry Strategies: Exporting, licensing, Contract Manufacturing, Joint Venture & Setting-up of Wholly owned subsidiary aboard, strategic alliance

Unit-II:

International Product and Pricing Strategies: Product Designing: Product Standardization Vs. Adaptation; Managing Product Line, The international product and its life cycle, Global product policy, Global branding and different positioning of the same brand in different countries, Pricing for International Markets: Factors Affecting International Price Determination, Key factors in global pricing & methods

Unit-III:

Managing International Distribution and Promotion: Distribution Channel Strategy –International Distribution Channels, their Roles and Functions; Selection and Management of Overseas Agents; Planning for Trade Fairs and Exhibitions; International Promotion Mix – Advertising and other Modes of Communication. Regionalism v/s Multilaterism ; Trade Blocks. Understanding Global Consumer

CLO-PLO MATRIX: INTERNATIONAL MARKETING

Unit-wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO-1	3	2	3	2	2	2	3	1	3	3	**2.4**
CLO-2	3	3	3	2	2	2	3	3	3	2	**2.6**
CLO-3	3	2	3	2	3	2	3	3	2	2	**2.5**
Average (PLO)	**3**	**2.33**	**3**	**2**	**2.33**	**2**	**3**	**2.33**	**2.67**	**2.33**	**2.5**

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. Cateora, Philip R. and Graham John L.. International Marketing. Tata McGraw- Hill Edition.
2. Terpstra, Vern and Sarathy, Ravi . International Marketing. The Dryden Press, Chicago.
3. Keegan, Warren J. Global Marketing Management. Pearson Education , New Delhi.
4. Kotabe Masaaki and Helsen Kristiaan. Global Marketing Management. John Wiley & Sons (Asia)

MARKETING ANALYTICS		
SEMESTER:3rd	**COURSE CODE:MBAGDMA325**	**COURSE TYPE:DCE(3CREDITS)**
SUMMATIVE ASSESSMENT = 54	**FORMATIVE ASSESSMENT= 21**	**PASS PERCENTAGE = 40**

Course Description
The course introduces marketing analytics and its commonly used tools. Itaims at developing an understanding of the data available to marketing managers and the tools for generating insights from data and how such insights can be used in making marketing decisions. Students would get hands-on opportunity for learning these skills.

Course Learning Outcomes
Upon successful completion of the course, students should be able to: **CLO 1:** Analyze the importance of data and analytics in marketing decisions **CLO 2:** Ability to analyze the consumer needs and product attributes choices to develop customer oriented marketing offers. **CLO 3:** Ability to apply key marketing analytics tools and techniques for business problem solving and strategy making.

Unit-I:

Introduction to marketing Analytics: Concept, characteristics, significance of marketing analytics. Market Data Sources (Primary and Secondary). The New Realities of Marketing Decision Making Market Sizing: Stakeholders, Applications & Approaches (Top-down and Bottom-up), PESTLE Market Analysis, Porter Five Force Analysis, STEEPLE Model.

Unit-II:

Pricing Analytics: Estimating Demand Curves and User Solver to Optimize Price - Price Bundling & Nonlinear Pricing: Pure Bundling & Mixed Bundling, Determine Optimal Bundling Pricing, Profit Maximizing strategies using Nonlinear Pricing Strategies, Price Skimming & Sales, Revenue Management: Markdown Pricing and Handling Uncertainty. Sales Forecasting: Regression model to forecast sales, Modeling trend and seasonality; Ratio to moving average/winter method/neural networks forecasting method, Product related Decision. Product Attribute Analysis (Conjoint) – Logistic Regression – Discrete Choice Analysis and random Utility Theory.

Unit-III:

Retailing Analysis: Market Basket analysis and Lift - Allocating Retail Space and Sales Resources. Advertising Analysis: Optimizing Advertising, Pay per Click (PPC), Online Advertising. Customer Analytics: Customer Lifetime Value: Measuring Customer Lifetime value, Estimating Chance that customer is still active, Using Customer Value to value a business. Market Segmentation: Deriving market segments and describing the segments using Cluster analysis, Discriminant Analysis, Perceptual Mapping.

CLO-PLO MATRIX: MARKETING ANALYTICS

Unit-wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO-01	3	3	3	2	2	2	3	1	3	3	**2.5**
CLO-02	3	3	3	2	2	2	3	2	3	2	**2.5**
CLO-03	2	1	3	3	3	2	3	3	2	2	**2.4**
Average (PLO)	**2.67**	**2.33**	**3.00**	**2.33**	**2.33**	**2.00**	**3.00**	**2.00**	**2.67**	**2.33**	**2.47**

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. Wayne L. Winston (2014). Marketing Analytics-Data-Driven Techniques with Microsoft® Excel, John Wiley & Sons, Inc., Indianapolis, Indiana.
2. Stephen Sorger (2013), Marketing Analytics: Strategic Models and Metrics, Atlantic Publishers and Distributors.
3. Gary L. Lilien and Arvind Rangaswamy (2005), Marketing Engineering: Computer-Assisted Marketing Analysis and Planning, Pearson Education.
4. Paul W.Farris et al (2010), Marketing Metrics, Pearson Education.

BUSINESS MARKETING		
SEMESTER:3rd	**COURSE CODE:MBAGDBM325**	**COURSE TYPE:DCE(3CREDITS)**
SUMMATIVE ASSESSMENT = 54	**FORMATIVE ASSESSMENT= 21**	**PASS PERCENTAGE = 40**

Course Description
The course is designed to help the students gain an understanding of marketing activities and how they are best implemented, the course emphasizes both theory and practice. However, greater attention is focused on practice, i.e., how marketing decisions are made in the supply chain environment.
Course Learning Outcomes
Upon successful completion of the course, students should be able to: **CLO 1:** Apply the knowledge of the working of business markets. **CLO 2:** Examining buying behavior, marketing strategy, brand and product management, pricing, integrated marketing communications, distribution, and global marketing in the context of business markets. **CLO 3:** Apply the concepts, tools, and frameworks learned in the course to real world marketing situations.

Unit-I:

Overview of Business Marketing: Business market vs. consumer goods market, nature of demand for business markets; nature and types of business market customers; organizational buying process; evaluating the competitive and technological business environment.

Unit-II:

Relationship Management in Business Marketing: Managing the product line for business markets – core competencies, product quality, management of innovation, new product development process. Managing Business Marketing Channels: Channel selection, channel strategies, channel administration; concept of logistics interface. Managing the Industrial Pricing Function: Industrial pricing process, pricing across the product life cycle, price administration; concept of competitive bidding.

Unit-III:

Business marketing communication-integrated communication programs, managing business tobusinessadvertising,managingsalesforce;communicationbudget;Concept of business marketing strategy-elements of business strategy-mission, goal, objective target; Hierarchies of strategies and role of marketing at each level of hierarchy; implementation skills. Types of marketing control and associated tools; ethical aspects in business marketing.

CLO-PLO MATRIX: BUSINESS MARKETING

Unit-wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO-01	3	3	3	2	2	2	3	2	3	3	**2.6**
CLO-02	3	3	3	2	1	2	3	3	3	2	**2.5**
CLO-03	3	1	3	2	3	2	3	2	2	3	**2.4**
Average (PLO)	**3**	**2.33**	**3**	**2**	**2**	**2**	**3**	**2.33**	**2.67**	**2.67**	**2.5**

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. Business Marketing Management:B2B, Michael, D. Huttand Thomas W. Speh Cengage learning
2. Business Marketing, text and cases, Krishna K Havaldar, Mc Graw Hill.
3. Reader, Robert.Etc. Industrial marketing analysis, planning and control, Prentice hall
4. Michael H. Morris, Industrial & Organizational Marketing, MacMillan.

E-MARKETING		
SEMESTER:3rd	**COURSE CODE:MBAGDEM325**	**COURSE TYPE:DCE(3CREDITS)**
SUMMATIVE ASSESSMENT = 54	**FORMATIVE ASSESSMENT= 21**	**PASS PERCENTAGE = 40**

Course Description
This course intends to introduce E-Marketing and its associated concepts and tools. It focuses on developing the competences that are needed to use information technology as strategic tool to take advantage of the emerging marketing opportunities. It aims at developing an integrated insight into all the components of marketing offer and to develop specific strategies in view of customer and competitor profiles and organizational resources.
Course Learning Outcomes
Upon successful completion of the course, students should be able to: **CLO 1:** Examining the principles and practices associated with using the internet to market goods and services. **CLO 2:** Explore how the internet can be used effectively to enhance marketing activities. **CLO 3:** Prepare an effective e-Marketing Plan and create a long value based relationship with customers through E-markets.

Unit-I:

E-Marketing: Meaning, scope and Emergence, Web 2.O- 3.O, E-Marketing types (Direct, Mobile marketing, Social media marketing), E-marketing tools, E-marketing environment. Technology and E-marketing- Virtual and Augmented realities, Segmentation, positioning and targeting in E-Marketing. Ethical and legal issues in E-marketing.

Unit-II:

Products development in E-Marketing, New product trends in E-Marketing, Pricing in E-Marketing- Types and strategies, Distribution in E-Marketing- Importance and Types of distribution channels, Role of Intermediaries in E-Marketing; Permission Marketing, Viral Marketing, Digital Marketing, Blogging, UGC, RSS.

Unit-III:

E-Marketing communication – Integrated Marketing Communication, Internet Advertising, Online ad formats, Search Engine Optimization, Search engine advertising, Network advertising, affiliate marketing. Pay-Per-Click (PPC) Advertising, Google Analytics. Public Relations, Sales Promotion, Direct Marketing.

CLO-PLO MATRIX: E-MARKETING

Unit-wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO-01	3	3	3	2	2	2	3	1	3	3	**2.5**
CLO-02	3	3	3	2	2	2	3	3	3	2	**2.6**
CLO-03	3	3	3	2	3	3	3	3	2	2	**2.7**
Average (PLO)	**3**	**3**	**3**	**2**	**2.33**	**2.33**	**3**	**2.33**	**2.67**	**2.33**	**2.6**

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. Rob Stoke. E-Marketing: The essential guide to marketing in a digital world. Independent.
2. Alan Charlesworth. Digital Marketing: A Practical Approach. Routledge
3. Prof.Vinod V.Sople. E-Marketing Text & Cases. Dreamtech Press.
4. Shayne Tilley. The Online Marketing Inside Out, Brandon Eley. SitePoint

RURAL MARKETING		
SEMESTER:3rd	**COURSE CODE:MBAGDRM325**	**COURSE TYPE:DCE(3CREDITS)**
SUMMATIVE ASSESSMENT = 54	**FORMATIVE ASSESSMENT= 21**	**PASS PERCENTAGE = 40**

Course Description

The course provides an in-depth understanding of the concepts, strategies, and practices of marketing in rural areas. It highlights the unique characteristics, challenges, and opportunities of rural markets in developing economies, with a particular focus on India. Rural marketing involves all aspects of bringing farm products/services to market to satisfy customer needs in rural areas.

Course Learning Outcomes

Upon successful completion of the course, students should be able to:

CLO 1: Identifying the issues in rural markets.

CLO 2: Provide an over view of marketing environment and marketing strategies in the context of rural markets in India.

CLO 3: Comprehend the opportunities and challenges in designing and implementing various marketing strategies in rural areas.

Unit-I:

Evolution of Rural Marketing in India and Global Context: Nature, Significance and characteristics of Rural Marketing; Social perspective of Rural Marketing; Rural vs Urban Marketing; Indian Rural Marketing Environment; Marketing opportunities and challenges under rural setting; Role of central, state government and other Institutions in Rural Marketing. Profile of Rural Marketing dimensions and consumer profile; Classification of rural marketing- Regulated and Non-Regulated.

Unit-II:

Consumer Buyer Behavior model in Rural Marketing; Rural Marketing Research; Segmentation, Targeting and Positioning; Structure of competition in rural India. Product service classification in Rural Marketing; New Product Development in Rural Marketing; channel Management- Managing Distribution process in Rural Marketing.

Unit-III:

Integrated Marketing Communications in Rural Marketing; Advertising, Sales force management in Rural Marketing; Pricing strategies in Rural Marketing; size and structure of Rural Market in India. Rural Marketing strategy formulation; Advanced practices in Rural Marketing; Advancement of technology in Rural Marketing; e-Rural Marketing; CRM and e-CRM in Rural Marketing; CSR and Marketing Ethics in Rural Marketing. Rural financial Institutions: Regional rural banks, NABARD and cooperative banks.

CLO-PLO MATRIX: RURAL MARKETING

Unit-wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO-01	2	3	3	2	2	2	3	1	3	3	**2.4**
CLO-02	3	2	3	2	1	2	1	3	3	2	**2.2**
CLO-03	3	2	2	2	3	3	3	3	2	2	**2.5**
Average (PLO)	**2.67**	**2.33**	**2.67**	**2**	**2**	**2.33**	**2.33**	**2.33**	**2.67**	**2.33**	**2.36**

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. B. Dogra& K. Ghuman: Rural Marketing, TMH Latest Edition.
2. T.P. Gopalswamy, Rural Marketing Environment, Problems and strategies, Wheeler Publications.
3. Awadesh,Kuma, Sing,h, Satyaprakash, Rural Marketing : Indian Perespective; Pandey New age publishers.
4. Dr. A Sarangapani: A text book on Rural consumer behavior in India:A study of FMCG's

CONSUMER BEHAVIOR		
SEMESTER:3rd	**COURSE CODE:MBAGDCB325**	**COURSE TYPE:DCE(3CREDITS)**
SUMMATIVE ASSESSMENT = 54	**FORMATIVE ASSESSMENT= 21**	**PASS PERCENTAGE = 40**

Course Description

The aim of the course is to provide students with an understanding of the theories and concepts of buyer behavior, to improve skills in the research and analysis of customer segments, demand, and market potential and to utilize knowledge of buyer behavior to enhance strategic decision making.

Course Learning Outcomes

Upon successful completion of the course, students should be able to:
CLO 1: Define and discuss key theories, models, and principles that guide consumer behavior.
CLO 2: Evaluate how motivation, perception, attitudes, personality, and learning affect buying behavior.
CLO 3: Analyze how reference groups, family, social class, and cultural trends influence consumer choices.

Unit-I:

Consumer behavior: definition, nature and scope. Interdisciplinary and multidisciplinary characteristics. Marketing concept, societal marketing concept, social responsibility and ethics in consumer behavior. Consumer decision-making process: Routinised response, limited and extensive problem solving behavior. Howard Sheth, Engell, Kollat-blackwell and Nicosia models of consumer decision-making.

Unit-II:

Consumer motivation: Needs, goals and their interdependence. Rational vs. emotional motives, Dynamic nature of motivation, Hierarchy of needs. The consumer research process, quantitative and qualitative research. Reference group influence: types of consumer relevant groups, factors affecting group influence, application of reference group concept.

Unit-III:

Consumer perception: Absolute and differential threshold, subliminal perception. Perceptual selection, organization and interpretation. Consumer learning: Motivation, cues, response and reinforcement. Behavioral learning and cognitive learning theories. Personality and consumer behavior: Nature of personality, Freudian, Neo-freudian and trait theories. Role of personality in understanding consumer diversity. Impact of social class, culture, subculture and cross-cultural factors on consumer behavior.

CLO-PLO MATRIX: CONSUMER BEHAVIOR

Unit-wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO-01	3	3	3	2	3	2	3	1	3	3	**2.6**
CLO-02	3	3	2	2	2	2	3	3	3	2	**2.5**
CLO-03	2	3	3	2	3	2	3	3	2	2	**2.5**
Average (PLO)	**2.67**	**3**	**2.67**	**2**	**2.67**	**2**	**3**	**2.33**	**2.67**	**2.33**	**2.53**

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. Leon G.Schiffman & Leslie Lazar Kannk, Consumer Behavior, Prentice-Hall of India.
2. Reynolds & Wells: Consumer Behavior - Mcgraw Hill, International.
3. James F.Ingel Roger.D. & Blackwell - Consumer Behavior - Dryden Press.
4. S.C.Mehta - Indian Consumers - Tata McGraw Hill.

FINANCE

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT		
SEMESTER:3rd	**COURSE CODE:MBAGCSA325**	**COURSE TYPE:CORE (4CREDITS)**
SUMMATIVE ASSESSMENT = 72	**FORMATIVE ASSESSMENT= 28**	**PASS PERCENTAGE = 40**

Course Description

This course provides a comprehensive understanding of the principles, concepts, and techniques essential for making informed investment decisions. The course covers the fundamentals of financial assets, the mechanics of security trading, and the role of the security market in the economy. Students will explore theories related to efficient capital markets, risk and return analysis, and the impact of behavioral finance on market efficiency.

Course Learning Outcomes

Upon successful completion of the course, students should be able to:

CLO 1: Analyze the properties off financial assets, understand theme mechanics of security trading, and assess the role of security markets in the economy.

CLO 2: Critically assess the efficient market hypothesis, understand risk and return and identify the influence of behavioral biases on investment decisions.

CLO 3: Perform thorough economic, industry, and company analysis using various financial ratios and techniques to make informed investment decisions.

CLO 4: Construct optimal investment portfolios using portfolio theory, calculate portfolio risk and return and apply models such as the Markowitz portfolio theory and Sharpe's Index Model.

Unit–I

Introduction: Properties of financial assets, Meaning and Concept of investment, characteristics and objectives of investments, role of security market in economy, various securities and their characteristics, mechanics of security trading: Security Market Indices- computation through market value method, price weighted method and equal weighted method, sensitive index of equity prices; Various types of security markets and their functions.

Unit–II

Efficient Capital Markets Theory-Need for efficient capital markets, efficient market hypothesis –weak form, semi strong and strong form; capital asset pricing model; stock market volatility; Risk and Return- historical and expected rates of return, mean and measurement of risk of expected and historical return, common measures of risk and return; Market Efficiency and Behavioral Finance- explanation of biases and Fusion Investing Theory; review of the efficient market paradigm and analyses of the behavioral challenge staged against it.

Unit–III

Fundamental Security Analysis: Economic analysis – purpose, sources of information and techniques; Industry Analysis – objectives, sources of information, and techniques; Company Analysis- objectives, company analysis through financial ratio analysis.

Unit-IV

Portfolio Theory and Management-concept, objectives, principles, portfolio return, portfolio risk, covariance, correlation and variance, determination of portfolio beta and alpha, optimum portfolio, two asset portfolio, Markowitz portfolio theory, finding the efficient frontier and investors' utility, Sharpe's Index Model of Optimization.

CLO-PLO MATRIX: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Unit Wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO1	3	2	3	2	3	2	2	2	2	2	**2.3**
CLO2	3	3	3	2	3	2	2	2	2	3	**2.5**
CLO3	3	2	3	2	3	2	2	2	2	2	**2.3**
CLO4	3	3	3	2	3	2	2	2	2	3	**2.5**
Average (PLO)	**3**	**2.5**	**3**	**2**	**3**	**2**	**2**	**2**	**2**	**2.5**	**2.4**

Note:- The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. Amling,Fundamentals of Investment Analysis ,Prentice Hall.
2. Farozzi, FranchJ, Investment Management, PrenticeHall.
3. Sharpe, William F, Gordon J Alexander and J.VBailly, Investments, Prentice Hall of India.
4. Chandra, Prasanna, Investment Analysis & Portfolio Management, Tata McGraw Hill Publishing House.

INDIAN FINANCIAL SYSTEM		
SEMESTER: 1st	**COURSE CODE: MBAGDIF125**	**COURSE TYPE: DCE (3 CREDITS)**
SUMMATIVE ASSESSMENT = 54	**FORMATIVE ASSESSMENT= 21**	**PASS PERCENTAGE = 40**

Course Description

This course offers a comprehensive exploration of the financial system, with a focus on the Indian context. It covers the significance, structure, and functions of financial systems, including the role of financial instruments and markets. The course delves into both money and capital markets, examining their components, functions, and historical development in India. Additionally, it provides an in-depth analysis of financial institutions, including commercial banks, the Reserve Bank of India, development financial institutions, and non-banking financial companies. This course equips students with the knowledge and skills necessary to understand and navigate the complexities of financial systems and institutions.

Course Learning Outcomes (CLOs)

Upon successful completion of the course, students should be able to:

CLO 1: Explain the significance, structure, and functions of financial systems, with a particular emphasis on the Indian financial system and financial dualism.

CLO 2: Demonstrate a solid know-how of money and capital markets, including the various financial instruments and their roles in the economy.

CLO 3: Critically analyze the functions and management of different types of financial institutions.

Unit - I

Financial Systems- Significance, Functions and structure of financial system, Indian financial system, Financial Dualism. Money Market- Meaning and Functions, Constituents of Money Market- Call Money Market, Treasury Bill Market, Certificate of Deposit Market, Commercial Bills Market and Commercial Paper Market. Reserve Bank of India: Role and Functions.

Unit – II

Capital Market: History of Indian capital market, Classification and functions of capital market. Primary market: Methods of capital issue- Public issue through prospectus, Book building, Offer for sale, Private Placement and Rights issue, Pricing of capital issues, Secondary Market; Types of stock exchanges, Organization and management of stock exchanges, Role of Securities and Exchange Board of India (SEBI) in Indian Securities Market, Listing of securities, Trading and settlement mechanism

Unit – III

Financial Institutions: Commercial Banks: Functions and management, Development Financial Institutions: Types, Role, functions, Non-Banking Financial Companies (NBFCS): Concept, Types, Role and functions, Regional Rural Banks: Role and Functions, Insurance: Life and Non-life insurance; Insurance Regulatory and Development Authority of India (IRDAI): Role and Functions, Mutual Funds: Concept and Classification, Role of Association of Mutual Funds in India (AMFI).

CLO-PLO MATRIX: INDIAN FINANCIAL SYSTEM

CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO1	3	2	3	2	3	2	2	1	1	2	**2.1**
CLO2	3	3	3	2	3	2	2	2	2	3	**2.5**
CLO3	3	2	3	2	3	2	2	1	1	2	**2.1**
Average (PLO)	**3**	**2.33**	**3**	**2**	**3**	**2**	**2**	**1.33**	**1.33**	**2.33**	**2.23**

Note: Cases Studies and other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Pathak, Bharti V., The Indian Financial System, Pearson Education, India.
2. Khan, M. Y., Indian Financial System, Tata McGraw Hill, New Delhi.
3. Bhole, L. M. Indian Financial System; Tata McGraw Hill, New Delhi.
4. Varshney, P.N., Indian Financial System, Sultan Chand & Sons, New Delhi.

WORKING CAPITAL MANAGEMENT		
SEMESTER:3rd	**COURSE CODE:MBAGDWC325**	**COURSE TYPE:DCE(3CREDITS)**
SUMMATIVE ASSESSMENT = 54	**FORMATIVE ASSESSMENT= 21**	**PASS PERCENTAGE = 40**

Course Description

This course provides a comprehensive understanding of the principles and practices involved in managing a company's short-term assets and liabilities. The course covers key concepts related to working capital, including its components, determinants, and approaches to investment and financing. Students will explore the management of cash and marketable securities, including cash flow forecasting, budgeting, and optimization models. Additionally, the course delves into inventory management techniques, cost control, and emerging trends in inventory management. By the end of the course, students will be equipped to make informed decisions regarding the efficient management of working capital in various business environments.

Course Learning Outcomes

Upon successful completion of the course, students should be able to:

CLO 1: Identify and analyze the components and determinants of working capital, and apply various approaches to working capital investment and financing.

CLO 2: Gain proficiency in managing cash flows, preparing cash budgets, and applying optimization models for short-term investments in marketable securities.

CLO 3: Implement effective inventory management techniques, including determining order points, analyzing costs, and using selective inventory control methods like ABC, VED, and FSN analysis.

Unit-I

Working Capital: Concepts. Components of Working Capital. Objectives of Working Capital, Determinants of Working Capital, Estimating Working Capital needs, Operating Environment of Working Capital, Approaches to Working Capital Investment – Walters approach and Trade off approach, Financing of Working Capital.

Unit-II

Management of cash and marketable securities: Objectives and Decisions, Motives for holding cash, Managing cash flows: problems and issues, Cash forecasting: preparation of cash budget, Investment in marketable securities, Optimization models for short term investments: Baumol model, Miller-Orr model and Stone model.

Unit-III

Management and Components of inventory, Objectives of inventory control, Costs in inventory system, Techniques of inventory management, determination of order point, Analysis of quality discounts and safety level, Selective inventory control techniques – ABC analysis, VED analysis, FSN analysis, Emerging trends in inventory management**.**

CLO-PLO MATRIX: WORKING CAPITAL MANAGEMENT

Unit Wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO1	3	3	3	2	3	2	2	2	2	3	**2.5**
CLO2	3	3	3	2	3	2	2	2	2	3	**2.5**
CLO3	3	3	3	2	3	2	2	2	2	3	**2.5**
Average (PLO)	**3**	**3**	**3**	**2**	**3**	**2**	**2**	**2**	**2**	**3**	**2.5**

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester**.**

Suggested Readings:

1. Bhalla, V.K. Working Capital Management: text and cases, Anmol Publications.
2. Hampton J.J. and C.L.Wagner Working capital management, John Wiley and sons.
3. Scherr F C. Modern Working Capital Management, Prentice hall.Smith,
4. Keith V and Gallinger G. W., Readings on Short-term Financial Management, West Pub. Co.

FINANCIAL ECONOMETRICS		
SEMESTER:3rd	**COURSE CODE:MBAGDFE325**	**COURSE TYPE:DCE(3CREDITS)**
SUMMATIVE ASSESSMENT = 54	**FORMATIVE ASSESSMENT= 21**	**PASS PERCENTAGE = 40**

Course Description

This course provides a comprehensive introduction to basic econometric concepts, techniques and its application in the area of finance. It covers estimation of simple regression analysis, time-series data analysis and panel data analysis with the aim to develop students' ability to quantify and evaluate economic and finance theories using empirical research.

Course Learning Outcomes

Upon successful completion of the course, students should be able to:

CLO 1: Demonstrate knowledge with respect to simple and multiple regression models.
CLO 2: Conduct time-series analysis on real data using STATA software.
CLO 3: Apply appropriate panel data model to conduct empirical analysis in the area of finance.

Unit-I

Introduction to Econometrics and an overview of its applications, Types of Data- cross-sectional, time-series and panel data, Simple Regression with Classical Assumptions, Least Square Estimation and its BLUE (best, linear, and unbiased estimator) properties, Multiple Regression Model and its assumptions; Goodness-of-Fit of a model, Hypothesis Testing Related to parameters – Simple and Joint.

Unit-II

Introduction to time-series analysis, Application of time-series analysis in finance, Tests of stationarity, Co-integration and Vector Error Correction Models (VECM), Vector auto-regression (VAR) model, Moving average (MA) models, Autoregressive (AR) models, Building ARMA models, Granger Causality test, Time series modelling in finance using STATA software.

Unit-III

Panel data regression models – the importance and application of panel data analysis in finance, Pooled OLS regression, the fixed effects least squares dummy variable (LSDV) model, the fixed effect within group (WG) estimator, the random effects model (REM) or error components model (ECM), fixed effects model vs. random effects model, Model selection criteria, Panel data modelling in finance using STATA software.

CLO-PLO MATRIX: FINANCIAL ECONOMETRICS

Unit Wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO1	3	2	3	2	3	2	2	2	2	2	**2.3**
CLO2	3	2	3	2	3	2	2	2	2	2	**2.3**
CLO3	3	2	3	2	3	2	2	2	2	2	**2.3**
Average (PLO)	**3**	**2**	**3**	**2**	**3**	**2**	**2**	**2**	**2**	**2**	**2.3**

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. Damodar Gujarati, Basic Econometrics. New Delhi: McGraw Hill.
2. Chris Brooks, Introductory Econometrics for Finance, Cambridge University Press.
3. Jeffrey M. Wooldridge, Econometric Analysis of Cross Section and Panel Data, The MIT Press, Cambridge.
4. Christian Gourieroux and Joann Jasiak, Financial Econometrics: Problems, Models, and Methods, Princeton University Press.

SOCIAL BANKING AND MICRO FINANCE		
SEMESTER:3rd	**COURSE CODE: MBAGDSB325**	**COURSE TYPE:DCE(3CREDITS)**
SUMMATIVE ASSESSMENT = 54	**FORMATIVE ASSESSMENT= 21**	**PASS PERCENTAGE = 40**

Course Description

This course explores the evolving paradigm of social banking in India, emphasizing its role in fostering inclusive growth and social development. The curriculum covers the conceptual foundations of social banking, financial inclusion, microfinance, and the regulatory frameworks that shape banking outreach to underserved sections of society. It delves into the innovative mechanisms adopted by banks to address socio-economic disparities, including schemes like PSL, SHG-Bank Linkage, and Jan Dhan Yojana. The course also introduces students to advanced models and regulatory aspects of microfinance institutions and assesses their social and financial impact.

Course Learning Outcomes

Upon successful completion of the course, students should be able to:

CLO 1: Evaluate the role of social banking in promoting inclusive financial services.

CLO 2: Analyze the need for financial inclusion and assess the effectiveness of RBI initiatives and Priority Sector Lending in promoting equitable credit access.

CLO 3: Explain the scope of microfinance in India and examine its role as a tool for development and poverty alleviation.

Unit–I

Concept and meaning of social banking, Evolution of social banking in India, Objectives and scope of social banking, Social vs. commercial banking, Role of RBI and Government in promoting social banking. Innovative Banking, Social Banking-Lead Bank Scheme, Village Adoption Scheme, Differential Interest Rate Scheme, Hi-Tech Banking, Financial Services-Venture Capital Financing, Housing Finance, Hire Purchase.

Unit–II

Concept and need for financial inclusion, Measures of financial inclusion, RBI's initiatives in promoting financial inclusion, Financial literacy, Technology in financial inclusion (Digital banking, Mobile banking, Aadhaar linking). Meaning and categories under Priority Sector Lending (PSL), RBI guidelines on PSL, Challenges and performance of PSL, Credit to agriculture, MSMEs and education.

Unit–III

Introduction- nature, concept and scope of microfinance, Evolution of microfinance, Microfinance institutions, Microfinance as a tool of development and poverty eradication, Models of Microfinance- Self-help group model, NABARD model, Grameen model and Co-operative model, Strategic Issues in Microfinance, Role of NGOs in Microfinance, Microfinance in India-present status and future prospects.

CLO-PLO MATRIX: SOCIAL BANKING AND MICRO FINANCE

Unit Wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO1	3	2	3	2	3	2	2	1	1	2	**2.1**
CLO2	3	3	3	2	3	2	2	2	2	3	**2.5**
CLO3	3	2	3	2	3	2	2	1	1	2	**2.1**
CLO4	3	3	3	2	3	2	2	2	2	3	**2.5**
Average (PLO)	**3**	**2.5**	**3**	**2**	**3**	**2**	**2**	**1.5**	**1.5**	**2.5**	**2.3**

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1 Deepali Pant Joshi, Social Banking: Promise, Performance and Potential, Cambridge University Press India Private Limited,

2 Eugenia Macchiavello, Microfinance and Financial Inclusion: The Challenge of Regulating Alternative Forms of Finance, *Routledge*,

3 Indian Institute of Banking & Finance (IIBF), Basics of Microfinance: Foundation Course (3rd ed.), Macmillan Education India,

4 S. Teki & R. K. Mishra, *Microfinance & Financial Inclusion,* Academic Foundation**,**

BEHAVIORAL FINANCE		
SEMESTER:3rd	**COURSE CODE:MBAGDBF325**	**COURSE TYPE:DCE(3CREDITS)**
SUMMATIVE ASSESSMENT = 54	**FORMATIVE ASSESSMENT= 21**	**PASS PERCENTAGE = 40**

Course Description
This course delves into the fascinating field of Behavioral Finance, exploring how psychological influences and biases affect the financial decision-making process of individuals and institutions. Beginning with the evolution of behavioral finance, students will examine key human behavioral theories and biases that challenge traditional financial theories. The course then reviews the Neo-Classical Finance Theory, particularly the Efficient Market Hypothesis (EMH), and the behavioral challenges posed against it. Finally, students will learn about the intersection of behavioral finance with capital budgeting and risk management, analyzing how biases impact managerial decisions and firm valuation.
Course Learning Outcomes
Upon successful completion of the course, students should be able to: **CLO 1:** Demonstrate in-depth knowledge of the various behavioral biases and how these biases impact financial decision-making processes. **CLO 2:** Critically assess the validity of the EMH in the context of behavioral finance, identifying instances where behavioral biases cause deviations from the hypothesis, with a focus on investor behavior in different markets. **CLO 3:** Analyze the implications of behavioral biases on capital budgeting and risk management, applying concepts such as prospect theory and heuristics to real-world financial decisions made by managers, analysts, and investors.

Unit–I

Introduction: background and evolution of behavioral finance, contribution of pioneers of behavioral finance experts, human behavioral theories- prospect theory, heuristics: fusion investing; Behavioral Biases: overconfidence bias, representative bias, herding bias, anchoring bias, cognitive bias, regret aversion bias, gamblers fallacy bias, mental accounting, hindsight bias, escalation bias, confirmation bias.

Unit–II

Review of Neo Classical Finance Theory: Efficient market hypothesis, factors contributing to an efficient market, Three sub hypotheses of EMH and implications of each of them, tests and results which support the EMH and which indicate an anomaly related to the hypothesis; Behavioral Challenges to EMH- Analysis of behavioral challenge stage against EMH, investors rationality and behavioral biases, emotion and investment decisions, implications of behavioral biases on the applicability of EMH, behavioral patterns of Indian stock market investors.

Unit–III

Capital Budgeting and Behavioral Finance: cost of capital and its significance in capital budgeting decisions, implications of heuristics, overconfidence, excessive optimism, aversion to sure loss and confirmation bias on managers capital budgeting decisions; Risk and Behavioral Finance: Analysis of firm valuation, perceptions of risk and return, the use of valuation heuristics by managers/analysts and consequent valuation biases, how managers, analysts, strategists and investors perceive the relationship between risk and return, prospect theory and IPO behavior.

CLO-PLO MATRIX: BEHAVIORAL FINANCE

Unit Wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO1	3	2	2	2	3	2	2	3	2	2	**2.3**
CLO2	3	3	3	2	3	2	2	3	2	3	**2.6**
CLO3	3	2	3	2	3	2	2	3	2	2	**2.4**
Average (PLO)	**3**	**2.33**	**2.67**	**2**	**3**	**2**	**2**	**3**	**2**	**2.33**	**2.43**

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. Amling, Fundamentals of Investment Analysis, Prentice Hall.
2. Donald, E. Fisher & Ronald J. Jordon, Security Analysis & Portfolio Management, Pearson Education.
3. Farozzi, Franch J, Investment Management, Prentice Hall.
4. Sharpe, William F, Gordon J Alexander and J. V Bailly, Investments, Prentice Hall of India.

FINANCIAL ANALYTICS		
SEMESTER:3rd	**COURSE CODE:MBAGDFA325**	**COURSE TYPE:DCE(3CREDITS)**
SUMMATIVE ASSESSMENT = 54	**FORMATIVE ASSESSMENT= 21**	**PASS PERCENTAGE = 40**

Course Description

This advanced course in Financial Analytics provides a rigorous examination of modern financial modeling and data analysis techniques, with a strong emphasis on implementation using R. It integrates portfolio optimization, asset pricing, and regression diagnostics; advanced risk modeling including ARCH/GARCH, Value-at-Risk, and logistic regression; and financial data visualization using ggplot2. The course also covers technical analysis and fixed income analytics, such as bond valuation, duration, and convexity. By combining theoretical finance, quantitative methods, and practical programming, the course equips students with the skills to apply data-driven insights to complex financial decision-making.

Course Learning Outcomes

Upon successful completion of the course, students should be able to:

CLO 1: Optimize multi-asset portfolios, construct efficient frontiers, evaluate performance, and apply regression-based asset pricing models using R.

CLO 2: Model financial risk through GARCH volatility estimation, VaR/CVaR, and build classification models (Logit, Probit), assessing performance with ROC and MLE in R.

CLO 3: Create advanced visualizations using ggplot2 for financial time-series and apply technical indicators for trend analysis in R and Analyze fixed-income securities, compute bond prices, duration, convexity, and interpret their impact on portfolio management using R code.

Unit–I

Portfolio Analytics: Portfolio Optimization with two securities and multiple securities, Construction of efficient frontier and market portfolio, Portfolio performance evaluation and construction of market portfolio, Asset Pricing Models, Implementation in R. Introduction to regression modelling, Simple and Multiple Linear Regression, Assumptions of classical linear regression model and its violations, issues of heteroscedasticity, multicollinearity, autocorrelation, Application with asset pricing models, and implementation with R.

Unit–II

Risk Analytics: Introduction to Volatility Modelling, Historical volatility models, ARCH/GARCH Models, VaR/CvaR models, Implementation in R. Logistic Regression: Linear probability models, Logit Model and Probit Models, ROC curve, classification matrix, Maximum. Likelihood Estimation, Finance Use case and implementation in R.

Unit–III

Financial Markets Data Visualization with GGPLOT: Basics of GGPLOT, Layering, Facet wrap, aesthetics, geometric objects, Use case with R implementation. Technical Analysis: Trend Analysis and Indicators, Bollinger bands, trendlines, candle stick charts, Dow theory, classical patterns, Momentum Indicators, R implementation. Fixed Income securities: Bond fundamentals, G-Secs, Duration, Convexity, application in portfolio management, Use case with R implementation.

CLO-PLO MATRIX: FINANCIAL ANALYTICS

Unit-wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO-1	2	3	3	3	1	2	3	2	3	3	**2.5**
CLO-2	3	2	3	2	3	2	2	3	3	3	**2.6**
CLO-3	3	3	3	1	3	3	3	3	2	2	**2.6**
Average (PLO)	**2.667**	**2.67**	**3**	**2**	**2.33**	**2.333**	**2.667**	**2.67**	**2.67**	**2.67**	**2.57**

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1 Bernhard Pfaff – Financial Risk Modelling & Portfolio Optimization with R, Wiley, 2nd ed.
2 Manfred Gilli, Dietmar Maringer & Enrico Schumann – Numerical Methods and Optimization in Finance, Academic Press
3 William G. Foote – Financial Engineering Analytics: A Practice Manual Using R, self-published/online
4 David Jamieson Bolder. Fixed-Income Portfolio Analytics: A Practical Guide to Implementing, Monitoring and Understanding Fixed-Income Portfolios. Springer International Publishing

HUMAN RESOURCE MANAGEMENT

HUMAN RESOURCE DEVELOPMENT: STRATEGIES AND SYSTEMS		
SEMESTER:3rd	**COURSE CODE:MBAGCHR325**	**COURSE TYPE:CORE (4CREDITS)**
SUMMATIVE ASSESSMENT = 72	**FORMATIVE ASSESSMENT= 28**	**PASS PERCENTAGE = 40**

Course Description

The course is designed to familiarize students with various human resource development mechanisms and system practices applied in organizations for developing human resource competencies at workplace. Further, the course will acquaint students with contemporary HRD challenges and to familiarize with application of HRD interventions in organizational context.

Course Learning Outcomes

Upon successful completion of the course, students should be able to:

CLO 1: Apply conceptual discourse of HRD, its philosophy, purpose and identify HRD challenges in organizational context

CLO 2: Apply the learning about HRD climate and implications of factors affecting HRD climate.

CLO 3: Implement HRD interventions & mechanism and develop insights towards HRD process and outcome variables For attaining organizational effectiveness.

CLO 4: Develop understanding towards HRD evaluation and apply its models in developing competencies and attaining overall human and organizational effectiveness.

Unit-I

Human Resource Development (HRD)- Concept, nature, objectives and need for HRD. HRM vs HRD, 3C's of HRD. Evolution of HRD, components of HRD systems, 10 commandments of HRD systems, HRD roles and competencies. prerequisite skills and qualities of an effective HRD managers. Challenges of HRD at workplace.

Unit –II

HRD Climate- Concept, objectives & its significance. Elements of HRD Climate- General climate, HRD mechanisms & OCTAPACE values. Contributing factors affecting HRD climate, strategies for effective HRD Climate at workplace. Motivational aspects of HRD and its implications. Role Efficacy- concept and its characteristics.

Unit-III

HRD for Workers- concept, objectives and its mechanisms, HRD mechanisms for managers and their implications. Roles and responsibilities of line managers. HRD strategies, role of top management in creating effective HRD strategy. HRD Matrix- HRD Interventions, culture driven HRD, HRD processes, HRD outcomes & organizational effectiveness. Potential Appraisal System matrix.

Unit –IV

Future and Emerging trends in HRD. HRD Audit- concept, objectives, process, types & methodology. HRD Evaluation- concept, objectives and its significance. HRD Evaluation Approaches- HRD scorecard, strategic HR framework, Integrative HR framework and human capital appraisal

CLO-PLO MATRIX: HUMAN RESOURCE DEVELOPMENT: STRATEGIES AND SYSTEMS

Unit-wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO-1	2	3	3	2	2	2	3	2	3	3	**2.5**
CLO-2	2	3	3	2	2	2	3	3	3	2	**2.5**
CLO-3	3	2	3	2	3	2	3	3	2	2	**2.5**
CLO-4	2	2	2	3	3	3	2	2	3	2	**2.4**
Average (PLO)	**2.25**	**2.5**	**2.8**	**2.3**	**2.5**	**2.3**	**2.75**	**2.5**	**2.8**	**2.3**	**2.48**

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. T.V.Rao, Readings in Human Resource Development, Oxford and IBH Publishing.
2. T.V.Rao, HRD Audit, Sage Publication.
3. David McGuire and M.J. Kenneth, Human Resource Development, Theory and Practice, Sage Publication,
4. R.K. Sudan , Human Resource Development, New Century Publications.

MANAGEMENT OF INDUSTRIAL RELATIONS		
SEMESTER:3rd	**COURSE CODE: MBAGDMI325**	**COURSE TYPE: DCE(3CREDITS)**
SUMMATIVE ASSESSMENT = 54	**FORMATIVE ASSESSMENT= 21**	**PASS PERCENTAGE = 40**

Course Description

The course is designed to provide understanding about the conceptual framework of industrial relations, its objectives, scope, models and perspectives. Further, the course will help students to gain and apply knowledge towards Industrial relations dynamics like industrial disputes, trade unions, collective bargaining, workers participation in management, grievance mechanism and employee discipline in workplace settings.

Course Learning Outcomes

Upon successful completion of the course, students should be able to:

CLO 1: Demonstrate the learning about industrial relations, its perspectives, models and dynamics.

CLO 2: Apply the understanding about industrial disputes and machinery for its settlement and comprehend the functions and dynamics of trade unions.

CLO 3: Apply the concepts and philosophy of collective bargaining & workers participation in management at workplace settings.

Unit I:

Industrial Relations (IR)- Concept, nature, objectives, scope & its significance. Factors affecting industrial relations. Tripartite mechanism of industrial relations & essential conditions for maintaining sound industrial relations at workplace. Models & approaches of industrial relations. Recent development and shifts in IR.

Unit II:

Industrial disputes- concept, types & its causes. Machinery for prevention & settlement of industrial disputes. Trade Union- concept, objectives & its significance. Intra-mural & extra mural functions of trade union. Classification of trade unions & problems faced by trade unions. Strikes- concept and its types.

Unit III:

Collective bargaining-concept, features, significance and its process. Essential conditions for maintaining effective collective bargaining. Types of collective bargaining. Workers Participation in Management (WPM)- Concept, objectives & its determinants. Levels & forms of worker's participation in management. Employee welfare: Statutory and voluntary employee welfare schemes.

CLO-PLO MATRIX OF MANAGEMENT: INDUSTRIAL RELATIONS

Unit-wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO-1	3	3	3	2	2	2	3	2	3	3	**2.6**
CLO-2	2	2	3	1	3	3	2	3	3	3	**2.5**
CLO-3	2	3	1	3	3	1	3	3	3	2	**2.4**
Average (PLO)	**2.3**	**2.7**	**2.3**	**2.0**	**2.7**	**2.0**	**2.7**	**2.7**	**3.0**	**2.7**	**2.50**

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. Ghosh, P. &Nandan, S, Industrial Relations and Labour laws, , McGraw Hill.
2. Monappa, A, Namduduri, R & Selvaraj, P. Industrial relations and labour laws, McGraw Hill
3. A.M. Sarma, Industrial Relations and Labour laws, Himalayan Publishing House
4. M.V. Pylee & A. Simon George, Industrial Relations and Personnel Management, Vikas Publishing

HR ANALYTICS		
SEMESTER:3rd	**COURSE CODE:MBAGDHR325**	**COURSE TYPE:DCE(3CREDITS)**
SUMMATIVE ASSESSMENT = 54	**FORMATIVE ASSESSMENT= 21**	**PASS PERCENTAGE = 40**

Course Description

The course is designed to provide students with a holistic perspective towards HR analytics, its framework, principles and challenges and understanding of HR metrics. Further, the course is designed to acquaint students with application of HR analytics with HR practices for attaining organizational effectiveness..

Course Learning Outcomes

Upon successful completion of the Human Resource Analytics course, students should be able to:

CLO 1: Apply the dynamics and frameworks of HR analytics at workplace

CLO 2: Use HR analytics and HR Metrics measures and further apply people analytics principles in organizational settings.

CLO 3: Apply the concepts & principles of high performance HR practices, Organizational analytics in organizational contexts.

Unit-I

Understanding HR Analytics- Concept, need for HR analytics, building blocks of analytics. Models and framework of HR analytics- Harvard analytical framework, Matching model and LAMP framework. Drivers of HR analytics. Types of analytics in HR- descriptive, diagnostics, predictive and prescriptive. Challenges and opportunities of HR analytics.

Unit-II

HR forecasting- conceptual framework, need for HR forecasting, techniques of demand and supply forecasting. Human Resource Planning (HRP)- concept, need, forms, process and limitations of HRP. HRD audit- concept, process and its methods.

Unit-III

High Performance HR practices- High performance HR practices used by Simosi and Delert & Doty. Implications of high performance HR practices at workplace. Analytics for Organizational Culture- Predictors of organizational culture, models of organizational culture by Mohr and Rahimi. Green Culture model by Roscoe. Implication of organizational culture in organizational context.

CLO-PLO MATRIX: HR ANALYTICS

Unit-wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO-1	2	2	3	3	3	2	2	3	3	3	**2.6**
CLO-2	2	3	2	2	2	3	3	3	3	3	**2.6**
CLO-3	3	3	2	3	2	3	3	3	2	1	**2.5**
Average (PLO)	**2.3**	**2.7**	**2.3**	**2.7**	**2.3**	**2.7**	**2.7**	**3.0**	**2.7**	**2.3**	**2.6**

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. Rama Shankar Yadav & Sunil Maheshwari, HR Analytics, Wiley.
2 Nishant Uppal, HR Analytics, Pearson.
3 D.K. Bhattacharya, HR Analytics, Sage.
4 Ramesh Soundrarajan & Kuldeep Singh, Winning on HR Analytics, Sage.

MANAGING INTERPERSONAL RELATIONS AND GROUP DYNAMICS		
SEMESTER:3rd	**COURSE CODE:MBAGDMG325**	**COURSE TYPE:DCE(3CREDITS)**
SUMMATIVE ASSESSMENT = 54	**FORMATIVE ASSESSMENT= 21**	**PASS PERCENTAGE = 40**

Course Description

Explore the fundamentals of management of interpersonal relations and group processes and their importance within organizations Delve into the concept of team building, group roles and influence on decision making and problem solving within organizations. To understand power dynamics, management of diversity and conflict resolution and its effectiveness within organizations.

Course Learning Outcomes

Upon successful completion of the course, students should be able to:

CLO 1: Apply the basic concepts of interpersonal relations and group processes in organizational setting and their effective management

CLO 2: Comprehend and develop the necessary skills to manage and improve interpersonal relations and group dynamics

CLO 3: Application of the theoretical concepts and framework understood to real world scenarios.

UNIT I :

Introduction: Overview of interpersonal relations and group processes, Importance in Organizational Setting, Communication Skills, Conflict Resolution, Emotional Intelligence, Empathy and Active Listening

UNIT II:

Group Dynamics: Group Formation and Development, Group Roles and Norms, Decision Making and Problem Solving, Team Building and Leadership, Leadership Styles, Leadership Theories

UNIT III:

Power and Influence, Power Dynamics in Groups, Influence Tactics, Managing Diversity and Inclusion, managing Cross Cultural Interactions, Creating Inclusive Teams Conflict Resolution.

CLO-PLO MATRIX: MANAGING INTERPERSONAL RELATIONS AND GROUP DYNAMICS

Unit-wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO-1	3	2	3	3	3	2	2	3	3	3	2.7
CLO-2	1	3	3	2	3	3	2	3	2	3	2.5
CLO-3	2	1	2	3	1	3	3	3	2	2	2.2
Average (PLO)	**2.0**	**2**	**2.7**	**2.7**	**2.3**	**2.7**	**2.3**	**3.0**	**2.3**	**2.7**	**2.47**

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. Stephen P. Robbins and Timothy. A Judge, Organisation Behavior, Pearson Publications,
2. FrenchWH And Bell CH ,Organization Development,PHI, NewDelhi.
3. Huse FE And Cumming T G, Organizational Development and Change, NewYork West,
4. Michel J.Kabanagh,Human Resource Information System:Basics,Applications,and future directions.Sage Publication.

ORGANIZATIONAL PSYCHOLOGY		
SEMESTER:3rd	**COURSE CODE:MBAGDOP325**	**COURSE TYPE:DCE(3CREDITS)**
SUMMATIVE ASSESSMENT = 54	**FORMATIVE ASSESSMENT= 21**	**PASS PERCENTAGE = 40**

Course Description

Organizational Psychology applies psychological principles to understand and improve various aspects of work, including employee behavior, performance & employee well-being. Further, course applies leaderships & conflict dynamics, organizational structure and culture aspects into business settings with focus on improving individual, group and overall organizational performance.

Course Learning Outcomes

Upon successful completion of the course, students should be able to:

CLO 1: Apply the dynamics of organizational psychology in organizational context.

CLO 2: Develop the ability to comprehend and examine the human & group behavior at workplace.

CLO 3: Critically analyze the organizational structure, culture and climate and their influence on individual and organizational work performance.

Unit-I

Introduction to Organizational Psychology. Personality and Individual Differences. Perception and Attribution in Organizations. Motivation Theories (Maslow, Herzberg, McClelland, Self-Determination Theory). Work Attitudes: Job Satisfaction, Organizational Commitment, and Engagement. Stress, Burnout, and Well-being at Work.

Unit-II

Group Behavior and Team Dynamics. Communication Processes in Organizations. Conflict, Power, and Politics. Decision-Making in Groups. Diversity and Inclusion. Leadership Theories (Trait, Behavioral, Transformational, Servant Leadership).

Unit-III

Organizational Culture and Climate. Organizational Structure and Design. Organizational Development and Change. Psychological Contract and Organizational Citizenship Behavior. Innovation and Creativity in Organizations. Contemporary Issues: Remote Work, AI in Organizations, Employee Surveillance.

CLO-PLO MATRIX: ORGANISATIONAL PSYCHOLOGY

Unit Wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO-1	1	2	3	3	3	2	2	3	2	3	**2.4**
CLO-2	3	3	2	2	2	3	2	3	2	3	**2.5**
CLO-3	2	2	2	3	2	3	3	3	2	2	**2.4**
Average (PLO)	**2.0**	**2.3**	**2.3**	**2.7**	**2.3**	**2.7**	**2.3**	**3.0**	**2.0**	**2.7**	**2.43**

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. Robbins, S.P., & Judge, T.A. – Organizational Behavior, Pearson Education
2. Greenberg, J. – Behavior in Organizations, Pearson
3. Muchinsky, P.M. – Psychology Applied to Work, Hypergraphic Press
4. Arnold, J., et al. – Work Psychology: Understanding Human Behavior in the Workplace, Pearson.

TRAINING AND DEVELOPMENT		
SEMESTER:3rd	**COURSE CODE:MBAGDTD325**	**COURSE TYPE:DCE(3CREDITS)**
SUMMATIVE ASSESSMENT = 54	**FORMATIVE ASSESSMENT= 21**	**PASS PERCENTAGE = 40**

Course Description

Training and Development course delves into the dynamics of training principles, methods and its implications at workplace. Further, the course explores the methods of training and management development and examines the training evaluation models and instruments and indicators for measuring effectiveness of training program.

Course Learning Outcomes

Upon successful completion of the course, students should be able to:

CLO 1: Explaining the conceptual framework and principles of training and development and its implications at workplace.

CLO 2: Apply the methods of training and management development for designing effective training program.

CLO 3: Demonstrate and apply the training evaluation models and examine training evaluation instruments for measuring training effectiveness.

UNIT I:

Training and Development (T&D)- concept of training, development & education. Training vs Development. Objectives, significance and principles of training. Training Process, Responsibilities and challenges of training managers. Implications of training and development at workplace.

UNIT II:

Methods of employee training- On the job & off the job training methods. Management Development- concept, significance and methods of management development. types of managers at workplace. ADDIE model- Stages and its significance. Incorporation of ADDIE model in Training design process. Designing and developing the effective training program.

UNIT III:

Training Evaluation- concept, objectives, significance and its types. Approaches of training evaluation- Kirkpatrick model, Philips ROI model, CIRO model, CIPP model, IBM model & Kaufman's model. training evaluation instruments. Indicators in measuring training effectiveness, pre-requisites of an effective trainer.

CLO-PLO MATRIX: TRAINING AND DEVELOPMENT

Unit-wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO-1	3	2	3	3	3	2	2	3	3	3	**2.7**
CLO-2	3	3	2	2	2	3	2	3	2	3	**2.5**
CLO-3	2	3	3	3	3	3	3	3	2	2	**2.7**
Average (PLO)	**2.7**	**2.7**	**2.7**	**2.7**	**2.7**	**2.7**	**2.3**	**3.0**	**2.3**	**2.7**	**2.63**

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. Beunet, Roger ed.Improving Training Effectiveness. Aldershot, Gower.
2. Buckley R & Caple, Jim. The Theory & Practice of Training, London, Kogan & Page.
3. Lynton,R.Pareek,U.Training for Development. New Delhi, Vistaar.
4. Pepper, Allan D. Managing the Training and Development Function. Aldershot, Gowerm.

COMPENSATION MANAGEMENT		
SEMESTER:3rd	**COURSE CODE:MBAGDCM325**	**COURSE TYPE:DCE (3CREDITS)**
SUMMATIVE ASSESSMENT = 54	**FORMATIVE ASSESSMENT= 21**	**PASS PERCENTAGE = 40**

Course Description
Compensation management course provides a comprehensive understanding about various aspects concerning its theoretical perspective and dynamics. It further examines and delves into practical application of wage theories, job evaluation, executing compensation plans in organizational contexts.
Course Learning Outcomes
Upon successful completion of the course, students should be able to: **CLO 1:** Analyze the dynamics of compensation management in organizational contexts **CLO 2:** Apply methods of job evaluations and incentive plans in salary management and administration **CLO 3:** Demonstrate and apply the knowledge of executive compensation plans and its management.

Unit-I

Basic concepts; Conceptual and theoretical understanding of economic theory related to Compensation Management. Wage theories. Employee's satisfaction and Motivation issues in compensation design. Process of wage payment: Wage legislation "payment of wages act, Minimum wage act, payment of Bonus act", wage survey, wage determinants and wage level "Lanham factors".

Unit-II

Job Evaluation, methods of job evaluation. Wage structure. Wage fixation; "merit increment, flat rate and merit rate. Merit rating". Wage payment. Types of wage, payment .wage, incentive plans.

Unit-III

Executive Compensation. Compensation Systems in Multinational Companies and IT companies. The role of fringe benefits in reward systems. Retirement Plans including VRS/Golden Handshake Schemes.

CLO-PLO MATRIX: COMPENSATION MANAGEMENT

Unit-wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO-1	**3**	**2**	**3**	**3**	**3**	**2**	**2**	**3**	**3**	**3**	**2.7**
CLO-2	**3**	**3**	**2**	**2**	**2**	**3**	**2**	**3**	**2**	**3**	**2.5**
CLO-3	**2**	**3**	**3**	**3**	**1**	**3**	**1**	**3**	**2**	**2**	**2.3**
Average (PLO)	**2.7**	**2.7**	**2.7**	**2.7**	**2.0**	**2.7**	**1.7**	**3.0**	**2.3**	**2.7**	**2.50**

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. Robbins, S.P., & Judge, T.A. – *Organizational Behavior*, Pearson Education
2. Greenberg, J. – *Behavior in Organizations*, Pearson
3. Muchinsky, P.M. – *Psychology Applied to Work*, Hypergraphic Press
4. Arnold, J., et al. – *Work Psychology: Understanding Human Behavior in the Workplace*, Pearson.

PRODUCTION AND OPERATIONS MANAGEMENT

SERVICE OPERATIONS MANAGEMENT		
SEMESTER:3rd	**COURSE CODE: MBAGCSO325**	**COURSE TYPE:CORE (4CREDITS)**
SUMMATIVE ASSESSMENT = 72	**FORMATIVE ASSESSMENT= 28**	**PASS PERCENTAGE = 40**

Course Description
The key objective of this course is to acquaint the students with the decision making in planning, design, delivery, quality and scheduling of service operations. The students are also expected to appreciate the role of service quality and operations in emerging service economy in Indian scenario.
Course Learning Outcomes
Upon successful completion of the course, students should be able to: **CLO 1:** Examining the nature of service operations management **CLO 2:** Recognizing the role of effective decision making in planning, design and delivery **CLO 3:** Comprehending the role of service quality and the concept of service operations **CLO 4:** Develop knowledge of emerging economy in Indian Scenario.

UNIT I :

Introduction to Service Operations Management . Emergence and Nature of Services, Importance of Service Sector, Characteristics of Services, Role of Services, Service Tripod, Classification of Services and Service Types

UNIT II:

Service Process-components and types, service Process Model, Designing of Service Operations, Service Environment, Role of Technology in Service Operations Management

UNIT III:

Service Operations vs. manufacturing Operations, Location and Layout Decisions for Service Operations, Service Environment, Outsourcing of services and online service delivery, Complaint Management, Service Recovery, Employee Training and Skill Development

UNIT IV:

Capacity management in Services-Yield management, Scheduling Decisions, Service Scheduling, Waiting Lines, Inventory management, Service Operational Planning and Control, Process analysis, Costing of Services –Methods and Approaches.

CLO-PLO MATRIX: SERVICE OPERATIONS MANAGEMENT

Unit Wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO1	2	2	2	2	3	2	2	2	3	2	**2.2**
CLO2	3	2	2	2	2	3	2	2	3	3	**2.4**
CLO3	2	2	2	2	2	2	2	2	2	2	**2**
CLO4	2	3	3	3	2	2	3	3	1	2	**2.4**
Average (PLO)	**2.25**	**2.25**	**2.25**	**2.25**	**2.25**	**2.25**	**2.25**	**2.25**	**2.25**	**2.25**	**2.3**

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. Richard Metters, Kathryn King Metters, Madeleine Pullaman “Service Operations Management” Publishers Thomson South Western.
2. Cengiz Kahsever, Roberta S.Russell, Barry Render, Robert G. Murdick, “ Service Management and Operations, Pearson Education,
3. Fitzsimmons, James, Service Management: Operations, Strategy, Information Technoloy”, McGraw Hill,
4. Service Management: Operations, Strategy, Information Technology", James A. Fitzsimmons, Mona J. Fitzsimmons, Edition, Mc Graw-Hill Education

PRODUCTION PLANNING AND CONTROL		
SEMESTER:3rd	**COURSE CODE:MBAGDPP325**	**COURSE TYPE:DCE(3CREDITS)**
SUMMATIVE ASSESSMENT = 54	**FORMATIVE ASSESSMENT= 21**	**PASS PERCENTAGE = 40**

Course Description

Firms have to utilize their scarce resources in the optimum way to maximize productivity at minimum costs. The course will describe the use of planning and control systems to manage firm operations, production scheduling, production planning, inventory management, material planning, capacity management, and just-in-time techniques in the dynamic manufacturing environment.

Course Learning Outcomes

Upon successful completion of the course, students should be able to:

CLO 1: Exploring the objectives, functions, applications of PPC and forecasting techniques.

CLO 2: Application of different Inventory control techniques for maximizing productivity.

CLO 3: Solve routing and scheduling problems and Summarize various aggregate production planning techniques.

Unit I:

Definition – Objectives of production Planning and Control – Functions of production planning and control– Elementsofproductioncontrol–Typesofproduction–Organizationofproductionplanning and control department – Internal organization of department. Levels of manufacturing: Aggregate planning Master production schedule material requirement planning. Manufacturing methods : project and job work, batch production, mass flow production, continuous process production

Unit II:

Importance of forecasting –Types of forecasting; Forecastingtechniques–qualitativemethods-Jury/ExpertMethod,Surveyof Expert opinion method, Sales force composite method, Survey of buyers intention method and quantitative methods-Simple average, moving average, smoothing coefficient, Least Square method. Functions of inventories – relevant inventory costs – ABC analysis – VED analysis – EOQ model – Inventory control systems – P–Systems and Q-Systems Introduction to MRP-I, MRP-II & ERP, JIT inventory, Kanban system.

Unit III:

Routing, Routing, procedure–Route sheets– Bill of material–Factors affecting routing procedure. Definition of Scheduling, Activities, Difference with loading, Scheduling types: Forward, Backward scheduling, Job shop scheduling methods – Arrival pattern, processing pattern, number of workers available, machine varieties available, priority rules for job sequencing. Line balancing- introduction, objectives, term related to line balancing, procedures, simple problems.

CLO-PLO MATRIX: PRODUCTION PLANNING AND CONTROL

Unit-wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO-01	2	3	3	2	2	2	2	2	3	2	**2.3**
CLO-02	3	2	3	2	2	2	3	2	3	2	**2.4**
CLO-03	3	2	2	3	3	2	3	3	2	2	**2.5**
Average (PLO)	**2.67**	**2.33**	**2.67**	**2.33**	**2.33**	**2.00**	**2.67**	**2.33**	**2.67**	**2.**	**2.4**

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester

Suggested Readings:

1. S.N.Chary,"Production & Operations Management",TMH.
2. Martin K. Starr and David W. Miller ,"Inventory Control Theory and Practice", Prentice Hall.
3. Dr. C. Nadha Muni Reddy and Dr. K. Vijaya Kumar Reddy "Reliability Engineering &Quality Engineering", Galgotia Publications, Pvt., Limited.
4. S.kSharma,Savita Sharma,"A Course in Industrial Engineering and Operations Management", Tata McGraw Hill publications.

MATERIALS MANAGEMENT		
SEMESTER:3rd	**COURSE CODE: MBAGDPM325**	**COURSE TYPE: DCE(3CREDITS)**
SUMMATIVE ASSESSMENT = 54	**FORMATIVE ASSESSMENT= 21**	**PASS PERCENTAGE = 40**

Course Description
The course intends to equip students with updated knowledge of modern materials management concepts and aims to develop their functional expertise in store and purchase management disciplines.
Course Learning Outcomes
Upon successful completion of the course, students should be able to: **CLO 1:** Examining materials management. **CLO 2:** Comprehending purchasing and inventory management. **CLO 3:** Investigating material handling and store management with application of technology.

Unit I:

Introduction: Meaning and Scope, Objectives and Significance of Materials Management, Material Management in Other Areas of Management Functions.ABCAnalysis:Meaning,Advantages,Objective,PurposeandLimitations,Simple Numerical of ABC Analysis. Codification and Standardization: Basis of Codification, Characteristics of Good Coding System, Types of Coding, Standardization and its Benefits.

Unit II:

Material Planning – Introduction – Factors affecting material planning – Techniques of material planning – MRP; Purchasing, Procedure & Pricing Issues – Receipt – Storage – Issue Purchasing Management: Objectives. Functions of Purchasing Department, Purchase Policy and Procedure, Negotiations, Purchase of High Capital Equipment and their Feasibilities. Inventories – Definition-Classification of Inventories- Need for inventories – Merits & Demerits of Inventories, Inventory control techniques and principles - classification, codification, standardization – ABC analysis –VED,GOLF,FSN-HML

Unit III:

Basic concepts of Material Handling; Just in Time (JIT), Economic order quantity concept. Value Analysis: Purchasing Research, Price Forecasting, Forward Buying, Make or Buy Decision. Stores Management: Purpose of Store Management, Location and Layout, Cost Aspects and Productivity, Problems and Developments, New Developments in Storing. Purchasing. Computers in Material Management.

CLO-PLO MATRIX: MATERIALS MANAGEMENT

Unit-wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO-01	3	3	2	2	3	2	3	2	3	2	**2.4**
CLO-02	3	3	3	3	2	2	3	2	2	2	**2.5**
CLO-03	3	3	2	3	3	3	3	3	2	2	**2.7**
Average (PLO)	**3**	**3**	**2.33**	**2.67**	**2.67**	**2.33**	**3.00**	**2.33**	**2.33**	**2**	**2.53**

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. Dutta A.K., Materials Management: Procedures, Text and cases, Prentice Hall of India.
2. Gopalakrishnan, P.and Sundareson,M., Materials Management: An Integrated Approach, Prentice Hall of India.
3. Varma, M.M., Essentials of Storekeeping and Purchasing, Sultan Chand and Sons.
4. Arnold, Champman and Ramakrishnan, Introduction to Materials Management Pearson Education, Inc.

GOAL PROGRAMMIMG IN MANAGEMENT		
SEMESTER:3rd	**COURSE CODE: MBAGDGP325**	**COURSE TYPE:CORE(3CREDITS)**
SUMMATIVE ASSESSMENT = 72	**FORMATIVE ASSESSMENT= 28**	**PASS PERCENTAGE = 40**

Course Description

This course provides a comprehensive examination of goal programming, a mathematical optimization technique widely used in management decision-making. Students will explore the principles, methods, and applications of goal programming in addressing complex decision problems with multiple conflicting objectives. Emphasis will be placed on formulating goal programming models, solving those using computational methods, and interpreting solutions in real-world management contexts.

Course Learning Outcomes

Upon successful completion of the course, students should be able to:

CLO 1: Define goal programming and explain its importance in addressing multi-objective decision problems.

CLO 2: Formulate goal programming models to represent complex decision situations with multiple conflicting objectives and constraints.

CLO 3: Solve goal programming models using mathematical programming software and interpret the optimal solutions.

Unit-I

Concept and need for Goal Programming, Comparison with Linear Programming, Types of Goal Programming: Lexicographic GP, Weighted GP, Min–Max GP, Structure of GP models: Goal constraints and deviational variables Priority levels and preemptive goals, Formulation of basic GP models

Unit-II

Solution methods for different types of GP, Graphical and simplex approaches, Use of software tools (Excel Solver, LINGO, TORA, etc.), Sensitivity analysis in GP, Interpretation of results and decision implications, Goal Programming with integer and binary variables.

Unit-III

Real-world applications of Goal Programming: Marketing, HR, Finance, Operations, Public policy and government planning. Case studies and industry-based model building. Introduction to advanced topics: Fuzzy Goal Programming Interactive Goal Programming. Multi-level and multi-decision-maker scenarios.

CLO-PLO MATRIX: GOAL PROGRAMMIMG IN MANAGEMENT

Unit-wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO-01	3	3	2	2	3	2	3	2	3	2	**2.5**
CLO-02	2	3	2	2	3	3	3	2	2	2	**2.4**
CLO-03	2	3	2	2	3	3	3	3	2	2	**2.5**
Average (PLO)	**2.33**	**3**	**2**	**2**	**3**	**2.67**	**3.00**	**2.33**	**2.33**	**2.33**	**2.46**

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. Hamdy A. Taha , Operations Research: An Introduction. Pearson Education
2. James P. Ignizio , Goal Programming and Extensions. Lexington Books
3. Frederick S. Hillier & Gerald J. Lieberman , Introduction to Operations Research. McGraw-Hill Education
4. A. Ravindran, Don T. Phillips, James J. Solberg , Operations Research: Principles and Practice. Wiley.

INNOVATION AND PRODUCT DEVELOPMENT		
SEMESTER:3rd	**COURSE CODE:MBAGDTI325**	**COURSE TYPE:DCE(3CREDITS)**
SUMMATIVE ASSESSMENT = 54	**FORMATIVE ASSESSMENT= 21**	**PASS PERCENTAGE = 40**

Course Description
The course is aimed to teach students in aligning Business Strategies with Technology and Innovation. The subject will develop understanding the impact of current and emerging technologies in business models with focus on managing innovation portfolios in the Business Operations.
Course Learning Outcomes
Upon successful completion of the course, students should be able to: **CLO 1:** Analyzing the concept of Innovation & Creativity which will build a foundation in creative thinking among the students. **CLO 2:** Gain knowledge on Current and Emerging Technologies. **CLO 3:** Acquire knowledge on Product Development and Management.

Unit I:

Innovation: Meaning, concept, characteristics, importance, principles of innovation, and process of innovation. Creativity: Meaning, concept, importance, creativity process, and hurdles to creativity. Understanding the role of technology in innovation. Theories of innovation, disruptive innovation, open innovation, and blue ocean strategy.

Unit II:

Innovation Management: Concept, s cope, characteristics, evolution of innovation management, significance, and factors influencing innovation. Current and emerging technologies. Understanding the role of digital technologies in transforming business models and operations. Innovation strategies, managing innovation portfolios, and measuring innovation success. Managing Intellectual Property: Basic concept.

Unit III:

Market research and product development decisions; stages of product development – ideation, prototyping, launch, and post-market support. Creating and managing product roadmaps. Product Life Cycle Management: Understanding the different stages of a product's lifecycle. Agile Methodologies: Understanding and applying agile principles to product development. Go-to-Market Strategies: Developing and executing launch plans, including marketing, sales, and distribution strategies.

CLO-PLO MATRIX: INNOVATION AND PRODUCT DEVELOPMENT

Unit-wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO-01	3	2	3	2	2	3	3	1	3	3	**2.5**
CLO-02	3	2	2	3	2	2	3	2	3	2	**2.4**
CLO-03	2	3	3	3	3	2	3	3	2	2	**2.6**
Average (PLO)	**2.67**	**2.33**	**2.67**	**2.67**	**2.33**	**2.33**	**3.00**	**2.00**	**2.67**	**2.33**	**2.5**

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. Innovation Management by C.S. G Krishnama charyulu & Lalitha R, Himalaya Publishing House
2. James A. Christiansen,"Competitive Innovation Management",published by Macmillan Business.
3. S.S.George,"Managing innovation in the New Millennium",The ICFA IPress
4. Kelley,Tom,Jonathn Littmant,andTomPeters.TheArtofInnovation:LessonsinCreativityfrom IDEO, America's Leading Design Firm. New York: Doubleday.

BUSINESS PROCESS REENGINEERING		
SEMESTER:3rd	**COURSE CODE:MBAGDBP325**	**COURSE TYPE:DCE(3CREDITS)**
SUMMATIVE ASSESSMENT = 54	**FORMATIVE ASSESSMENT= 21**	**PASS PERCENTAGE = 40**

Course Description
Explore the fundamentals of Business Process Reengineering. Delve into understanding the elements and key principles of BPR and role of Information Technology in Business Process Reengineering and improvements thereof.
Course Learning Outcomes
Upon successful completion of the course, students should be able to: **CLO 1:** Investigating the nature and objectives of Business Process Reengineering and the business processes and its techniques **CLO 2:** Identify areas of improvement and understanding the role of IT in BPR **CLO 3:** Examining how improvements can be made in BPR.

Unit-I:

Significance and objectives of Business Process Reengineering, Need for BPR in today's competitive market, Key Principles and Concepts of BPR

Unit-II:

Understanding Business Processes, Identifying areas of Improvement, Analysing and Mapping Business Processes, Principles of Process Redesign and its Techniques, Understanding ERP systems.

Unit-III:

Role of IT in BPR, managing Change in an organization and implementing BPR changes, Benchmarking, Principles of Business Process Improvement BPI.

CLO-PLO MATRIX: BUSINESS PROCESS REENGINEERING

Unit-wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO-01	3	3	3	2	2	3	3	2	2	3	**2.6**
CLO-02	3	2	3	3	3	2	3	2	3	2	**2.6**
CLO-03	3	3	3	2	3	2	3	3	2	2	**2.6**
Average (PLO)	**3**	**2.67**	**3.00**	**2.33**	**2.67**	**2.33**	**3.00**	**2.33**	**2.33**	**2.33**	**2.6**

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. Jan Vom Brocke Michael Roseman, Introduction, Mehods and Information Systems,Springer Nature.
2. Marlon Dumas, Marcello La Rosa, Jan Mending, Hajo A Reijers Fundamentals of Business Process Management, Springer Berlin Heidelberg.
3. Anupindi Chopra Deshmukh Van Mieghem Zemel, Managing Business Process Flows, Pearson
4. R. Radhakrishnan Business Process Reengineering: Text and Cases— PHI

APPLIED OPERATIONS RESEARCH		
SEMESTER:3rd	**COURSE CODE:MBAGDAO325**	**COURSE TYPE:DCE(3CREDITS)**
SUMMATIVE ASSESSMENT = 54	**FORMATIVE ASSESSMENT= 21**	**PASS PERCENTAGE = 40**

Course Description

This course provides a comprehensive introduction to Applied Operations Research (OR), focusing on its practical applications in managerial decision-making processes. It covers various OR models, including linear programming, transportation models, and queuing theory, among others. Additionally, it explores advanced topics such as inventory control, dynamic programming, and game theory.

Course Learning Outcomes

Upon successful completion of the course, students should be able to:

CLO 1: Apply linear programming techniques, including duality and sensitivity analysis, to formulate and solve management decision problems effectively.

CLO 2: Demonstrate expertise in utilizing transportation models and assignment models to optimize supply chain logistics and routing decisions in various operational contexts.

CLO 3: Analyze strategic decision-making situations using game theory concepts and evaluate their implications in competitive environments and negotiation scenarios.

Unit-I

Introduction to OR: Managerial Decision Making and OR. OR Models: Principles and Types. Linear Programming and its application in management decision making, Duality, and Sensitivity Analysis

Unit-II

Transportation Models, Trans-shipment Problem, Application in supply chain management Travelling Salesman Problem, Assignment Models. Replacement Models: Group Replacement, Individual Replacement Application of Queuing Theory

Unit-III

Inventory control (deterministic Models only) Price Break Inventory Model Dynamic Programming. Principles of Optimality, Recurrence Relation Game Theory: strategic importance, prisoner's dilemma, Pure and Mixed Strategy

CLO-PLO MATRIX: APPLIED OPERATIONS RESEARCH

Unit-wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO-01	3	2	2	2	2	3	3	2	2	3	**2.4**
CLO-02	3	2	3	3	3	2	3	1	3	1	**2.4**
CLO-03	3	3	2	2	3	2	3	3	2	3	**2.6**
Average (PLO)	**3**	**2.33**	**2.33**	**2.33**	**2.67**	**2.33**	**3.00**	**2.00**	**2.33**	**2.33**	**2.47**

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. J K Sharma, Quantitative Techniques for Managerial Decisions.
2. N D Vohra, Quantitative Techniques in Management.
3. S.D.Sharma, Operations Research Kedar Nath Ram Nath & Co
4. V.K.Kapoor, Operations Research Sultan Chand.

DATA ANALYTICS AND ARTIFICIAL INTELLIGENCE

BUSINESS DATA ANALYTICS		
SEMESTER:3rd	**COURSE CODE:MBAGCDA325**	**COURSE TYPE:CORE (4CREDITS)**
SUMMATIVE ASSESSMENT = 72	**FORMATIVE ASSESSMENT= 28**	**PASS PERCENTAGE = 40**

Course Description

This course provides a comprehensive understanding of Business Analytics, its methodologies, and practical applications in real-world decision-making. Students will learn to analyze data using descriptive, predictive, and prescriptive techniques while gaining hands-on experience with tools such as R. Topics include business decision modelling, data mining, forecasting, optimization methods, and text/web analytics, equipping learners with data-driven analytical capabilities.

Course Learning Outcomes

Upon successful completion of the course, students should be able to:

CLO 1: Exploring the scope of business analytics, data types, and modelling techniques for effective decision-making.
CLO 2: Apply descriptive statistics and visualization tools to summarize and interpret data meaningfully.
CLO 3: Demonstrate the ability to build predictive models using regression, forecasting, and data mining approaches.
CLO 4: Gain practical experience in R programming, prescriptive modelling, and advanced optimization techniques for business analysis.

Unit-I:

Definition of Business Analytics, Categories of Business Analytical methods and models, Business Analytics in practice, Big Data - Overview of using Data, Types of Data- Business decision modeling.

Unit-II:

Overview of Descriptive Statistics (Central Tendency, Variability), Data Visualization -Definition, Visualization Techniques –Tables, Cross Tabulations, charts, Data Dashboards using R.

Unit-III:

Trend Lines, Regression Analysis – Linear& Multiple, Predictive modeling, forecasting Techniques, Data Mining – Definition Approaches in Data Mining- Data Exploration & Reduction, Data mining and business intelligence, Data mining for business, Classification, Association, Cause Effect Modeling.

Unit-IV:

Overview of Linear Optimization, Non-Linear Programming Integer Optimization, Cutting Plane algorithm and other methods, Decision Analysis – Risk and uncertainty methods - Text analytics Web analytics. programming using R: R Environment, R packages, Reading and Writing data in R, R functions, Control Statements, Frames and Subsets, Managing and Manipulating data in R.

CLO-PLO MATRIX: BUSINESS DATA ANALYTICS

Unit Wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO1	3	2	2	3	3	3	2	1	2	2	**2.3**
CLO2	2	3	3	3	2	3	2	2	2	2	**2.4**
CLO3	3	3	3	2	2	2	3	2	2	2	**2.4**
CLO4	3	3	3	2	2	2	3	2	1	2	**2.3**
Average (PLO)	**2.75**	**2.75**	**2.75**	**2.5**	**2.25**	**2.5**	**2.5**	**1.75**	**1.75**	**2**	**2.35**

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. James Evans, Business Analytics, Pearson.
2. Albright Winston, Business Analytics - Data Analysis - Data Analysis and Decision Making, Cengage Learning, Reprint.
3. Sahil Raj, Business Analytics, Cengage Learning.
4. Ratnoo&Ratnoo, Essentials of R for Data Analytics, Wiley

ADVANCED DATABASE MANAGEMENT SYSTEMS		
SEMESTER:3rd	**COURSE CODE: MBAGDAD325**	**COURSE TYPE:DCE(3CREDITS)**
SUMMATIVE ASSESSMENT = 54	**FORMATIVE ASSESSMENT= 21**	**PASS PERCENTAGE = 40**

Course Description
This course provides students with advanced-level understanding of database management systems. It explores relational database concepts, SQL operations, data normalization, concurrency control, recovery mechanisms, and security protocols. Emphasis is laid on data modelling, relational algebra, and managing data consistency and integrity in high-volume, multi-user environments.
Course Learning Outcomes
Upon successful completion of the course, students should be able to: **CLO 1:** Explain the architecture, components, and structure of a DBMS and understand its key features and limitations. **CLO 2:** Apply relational algebra and SQL commands effectively to manage and manipulate database structures and queries. **CLO 3:** Demonstrate the ability to design normalized relational databases using dependency theory.

Unit-I:
Basic concepts: Entity, Attributes, Keys, Relationship, Association, Database, DBMS, Data Independence, Three Level Architecture. Data Base Components - Classification of DBMS Users, DBMS Facilities, Structure of DBMS, Advantages and Disadvantages of DBMS.

Unit-II:
Relational Databases - Codd's Rules, Integrity Rules, Database Anomalies Relational Algebra - Union, Difference, Intersection, Cartesian Product, Projection, Selection, Join, Division SQL-Data Definition (Create/Drop a Table, View, Index), Data Manipulation (Select, Update, Delete, Insert), forms and Reports in MS-Access.

Unit-III:
Relational Data Base Design - Full/Partial Functional Dependency, Transitive Dependency Normalization - Unnormalized Relations, First, Second, Third, BCNF, Fourth Normal Lossless Join and Dependency Preserving Decomposition.

CLO-PLO MATRIX: ADVANCED DATABASE MANAGEMENT SYSTEMS

Unit Wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO1	3	2	2	3	3	3	2	1	2	2	**2.3**
CLO2	2	3	3	3	2	3	2	2	2	2	**2.4**
CLO3	3	3	3	2	2	2	3	2	2	2	**2.4**
Average (PLO)	**2.67**	**2.67**	**2.67**	**2.67**	**2.33**	**2.67**	**2.33**	**1.67**	**2**	**2**	**2.37**

Note: The list of Practical's and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. Elmasri & Navathe, Fundamentals of Database Systems, Pearson Education, New Delhi
2. Hoffer, Modern Database Management, Pearson Education, New Delhi
3. Date, C. J., An Introduction to Database Systems, Addison Wesley
4. Ullman, J. D., Principles of Database Systems, Galgotia Publications

KNOWLEDGE MANAGEMENT		
SEMESTER:3rd	**COURSE CODE:MBAGDKM325**	**COURSE TYPE:DCE(3CREDITS)**
SUMMATIVE ASSESSMENT = 54	**FORMATIVE ASSESSMENT= 21**	**PASS PERCENTAGE = 40**

Course Description

This course introduces the fundamentals of Knowledge Management (KM) and its significance in the digital and organizational landscape. It explores the creation, capture, codification, and transfer of knowledge across systems, integrating both technical tools and strategic frameworks. Learners will gain insights into KM life cycles, architectures, knowledge representation models, and digital tools for enhancing decision-making and competitive advantage.

Course Learning Outcomes

Upon successful completion of the course, students should be able to:

CLO 1: Identify various forms of knowledge and understand the myths, challenges, and life cycles involved in KM systems.

CLO 2: Analyze and apply methods like Nonaka's model and Delphi techniques for knowledge creation and tacit knowledge capture.

CLO 3: Demonstrate proficiency in codifying knowledge using structured tools and implementing appropriate knowledge representation techniques.

Unit-I:

Concepts of Data, Information, Knowledge, Experience, Common-sense and Intelligence. KM Myths -Knowledge Life Cycle – Types of Knowledge – Expert Knowledge – Human Thinking and Learning. Challenges in Building KM Systems – Conventional Vs KM System Life Cycle (KMSLS).

Unit-II:

Knowledge Creation and Knowledge Architecture – Nonaka's Model of Knowledge, Creation and Transformation, Knowledge Architecture, Knowledge Capture – Tools and techniques of capture of Tacit Knowledge, Delphi Method, Black boarding, Repository Grid.

Unit-III:

Knowledge Codification – How to codify knowledge, Tools and Procedures – Knowledge Maps, Decision Tables, Decision Trees, Frames, Production Rules, System Testing and Deployment Transfer Methods – Role of the Internet in Knowledge Transfer, Knowledge Transfer in E-world – Intranets, Extranets, Groupware and Groupware Applications. Business Intelligence – Decision Making Architecture – Data Management – Knowledge Portal Technologies.

CLO-PLO MATRIX: KNOWLEDGE MANAGEMENT

Unit Wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO1	3	2	2	3	2	3	2	2	2	2	**2.3**
CLO2	3	3	2	3	2	3	2	1	2	2	**2.3**
CLO3	3	2	3	2	2	2	3	2	2	2	**2.3**
Average (PLO)	**3**	**2.33**	**2.33**	**2.67**	**2**	**2.67**	**2.33**	**1.67**	**2**	**2**	**2.3**

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. Elias M. Award & Hassan M. Ghaziri – Knowledge Management, Pearson Education
2. Guus Schreiber et al. – Knowledge Engineering and Management, Universities Press
3. C.W. Holsapple – Handbooks on Knowledge Management, International Handbooks on Information Systems.
4. Kimiz Dalkir, Knowledge Management in Theory and Practice, The MIT press

MACHINE LEARNING SYSTEMS		
SEMESTER:3rd	**COURSE CODE:MBAGDML325**	**COURSE TYPE:DCE(3CREDITS)**
SUMMATIVE ASSESSMENT = 54	**FORMATIVE ASSESSMENT= 21**	**PASS PERCENTAGE = 40**

Course Description

This course introduces students to the foundational principles, algorithms, and practical applications of Machine Learning (ML). It covers various ML paradigms including supervised, unsupervised, and reinforcement learning. Students will gain knowledge in decision trees, neural networks, support vector machines, clustering, self-organizing maps, ART, Q-learning, genetic algorithms, and their applications in business and real-world scenarios.

Course Learning Outcomes

Upon successful completion of the course, students should be able to:

CLO 1: Differentiate among supervised, unsupervised, and reinforcement learning methods and understand key ML concepts.

CLO 2: Apply decision tree learning, neural networks, and SVMs to solve classification and prediction problems.

CLO 3: Design clustering and pattern recognition solutions using SOM, ART, and evaluate their business impact.

Unit-I:

Basic concepts of learning and Machine Learning. Machine Learning – Definitions, techniques, and applications. Supervised Learning, Unsupervised Learning, Reinforcement Learning Difference between Data Mining and Machine Learning.

Unit-II:

Decision Tree – Numeric Attributes, Missing Values, Pruning, Estimating Error Rates, Complexity of Decision Tree Induction, From Trees to Rules, Neural Networks (NN) – Perceptron, Artificial Neural Network Architecture, Feed Forward NN, Back Propagation NN, NN Applications in Business, Support Vector Machines (SVM) – SVM Architecture and Working, Application of SVM.

Unit-III:

SOM (Self-Organizing Maps) – SOM Architecture and Working, Application of SOM ART (Adaptive Resonance Theory) – ART Architecture and Working, Application of ART Clustering – Technique of Clustering and its Applications in Business. Q-Learning – Algorithm of Q-Learning and Working, Application of Q-Learning State-Action-Reward – Concept and Definition of State-Action-Reward Genetic Algorithms (GA) – GA Algorithm and Its Applications.

CLO-PLO MATRIX: MACHINE LEARNING SYSTEMS

Unit Wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO1	3	3	3	3	2	3	2	2	2	2	**2.5**
CLO2	3	3	3	2	3	2	2	2	2	2	**2.4**
CLO3	3	2	3	2	2	2	3	2	2	2	**2.3**
Average (PLO)	**3**	**2.67**	**3**	**2.67**	**2.33**	**2.33**	**2.33**	**1.67**	**2**	**2**	**2.4**

Note: The list of Practicals and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. Mitchell, T. Machine Learning. New York: McGraw-Hill.
2. MehryarMohri, AfshinRostamizadeh, Ameet Talwalkar. Foundations of Machine Learning. The MIT Press.
3. Yaser S. Abu-Mostafa, Malik Magdon-Ismail, Hsuan-Tien Lin. Learning From Data. AMLBook.

AI AND DEEP LEARNING		
SEMESTER:3rd	**COURSE CODE:MBAGDAI325**	**COURSE TYPE:DCE(3CREDITS)**
SUMMATIVE ASSESSMENT = 54	**FORMATIVE ASSESSMENT= 21**	**PASS PERCENTAGE = 40**

Course Description
This course offers a comprehensive introduction to Artificial Intelligence (AI) and Deep Learning (DL), focusing on foundational concepts, practical techniques, and real-world applications. Students will learn about classical AI techniques, modern neural networks, and deep learning frameworks. Through theoretical learning and hands-on assignments, students will gain the skills to build intelligent systems and train deep learning models.
Course Learning Outcomes
Upon successful completion of the course, students should be able to: **CLO 1:** Demonstrate the comprehension of AI techniques and models. **CLO 2:** Utilize modern frameworks (TensorFlow, PyTorch) to build neural networks. **CLO 3:** Identify potential ethical issues and societal impacts of AI systems.

Unit-I:

Foundations of Artificial Intelligence: Introduction to AI - Definition, History, Applications. Intelligent Agents and Environments. Classical Search Strategies - DFS, BFS, A*, Heuristics etc. Knowledge Representation and Reasoning. Introduction to Machine Learning and its Relationship with AI. Supervised vs. Unsupervised Learning.

Unit-II:

Introduction to Deep Learning: Fundamentals of Neural Networks - Perceptron, MLP, Back propagation. Activation Functions, Loss Functions, Optimization. Convolutional Neural Networks (CNNs) - Architecture and Applications. Recurrent Neural Networks (RNNs), LSTMs and GRUs. Training Strategies: Dropout, Batch Normalization, Early Stopping. Over fitting, Regularization, and Hyper parameter Tuning.

Unit-III:

Applications and Advanced Topics: Transfer Learning and Pre-trained Models. Generative Adversarial Networks (GANs). Natural Language Processing with DL. Applications in Healthcare, Finance, Retail, Autonomous Systems. AI Ethics: Bias, Fairness, Interpretability, Responsible AI. Mini Project: End-to-End AI/DL Problem Solving.

CLO-PLO MATRIX: AI AND DEEP LEARNING

Unit Wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO1	3	3	2	2	2	3	2	2	2	2	**2.3**
CLO2	3	2	3	2	2	3	2	2	2	2	**2.4**
CLO3	2	2	3	2	2	2	3	2	2	2	**2.2**
Average (PLO)	**2.67**	**2.33**	**2.67**	**2**	**2**	**2.67**	**2.33**	**2**	**2**	**2**	**2.3**

Note: The list of practicals and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. Stuart Russell and Peter Norvig , Artificial Intelligence: A Modern Approach
2. Ian Goodfellow, Yoshua Bengio, and Aaron Courville , Deep Learning
3. Aurélien Géron, Hands-On Machine Learning with Scikit-Learn, Keras, and TensorFlow"
4. Sebastian Raschka , Python Machine Learning.

GEOGRAPHICAL INFORMATION SYSTEMS		
SEMESTER:3rd	**COURSE CODE:MBAGDGI325**	**COURSE TYPE:DCE(3CREDITS)**
SUMMATIVE ASSESSMENT = 54	**FORMATIVE ASSESSMENT= 21**	**PASS PERCENTAGE = 40**

Course Description

This course introduces the basic concepts, tools, and techniques of Geographic Information Systems (GIS), focusing on spatial data collection, storage, analysis, and presentation. It equips students with the knowledge of GIS components, data structures, models, and the integration of GIS with remote sensing for spatial decision-making and applications.

Course Learning Outcomes

Upon successful completion of the course, students should be able to:

CLO 1: Exploring the applications and components of GIS and describe how geographic features are represented digitally.

CLO 2: Demonstrate knowledge of data input, query, and analysis functions, including managing errors and topologies.

CLO 3: Organize and manage geographic data using spatial models, DBMS types, and spatial-attribute data linking.

Unit-I:

Geographic Information System (GIS): Definition and applications; GIS and Remote Sensing interface; Components and elements of GIS; Development of GIS technology; Geographic objects: point, line, area and their computer representation; Analog and digital maps.

Unit-II:

Data input/ capturing, storage and manipulation, query, data analysis and presentation, topology creation, data quality and errors in GIS.Data Management and Structure: Nature of Geographic data: Spatial and attribute data; Sources of data; Concept of vector and raster based models: Attribute data management.

Unit-III:

Data Base Management System (DBMS); Data Structures: relational, hierarchical and network; Linking spatial and attribute data.GIS and Spatial Analysis: Neighborhood analysis: buffers, Network analysis; Overlays analysis - raster and vector based overlay and their applications in geography; Presentation of GIS output.

CLO-PLO MATRIX: GEOGERAPHICAL INFORMATION SYSTEMS

Unit Wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO1	3	3	2	3	3	3	2	2	2	2	**2.5**
CLO2	3	3	3	3	2	3	2	2	2	2	**2.5**
CLO3	3	3	3	2	2	2	3	2	2	2	**2.4**
Average (PLO)	**3**	**3**	**2.67**	**2.67**	**2.33**	**2.67**	**2.33**	**2**	**2**	**2**	**2.46**

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. Longley, P. A., Good child, M. F., Maguire, D. J., and Rhind, D. W., Geographic Information Systems and Science, John Wiley and Sons
2. Heywood, I. et al., An Introduction to Geographic Information Systems, Pearson Education, Delhi
3. Ramez Elmasri & Shamkant B. Navathe, Fundamentals of Database Systems, Pearson Addison Wesley
4. Shashi Shekhar& Sanjay Chawla, Spatial Databases: A Tour, Prentice Hall.

ENTERPRISE RESOURCE PLANNING		
SEMESTER:3rd	**COURSE CODE:MBAGDER325**	**COURSE TYPE:DCE(3CREDITS)**
SUMMATIVE ASSESSMENT = 54	**FORMATIVE ASSESSMENT= 21**	**PASS PERCENTAGE = 40**

Course Description

This course offers a comprehensive understanding of Enterprise Resource Planning (ERP) systems, focusing on their evolution, implementation, business modules, and associated technologies. Students will explore major ERP packages, assess benefits and risks, understand change management, and examine the role of ERP in modern business transformation.

Course Learning Outcomes

Upon successful completion of the course, students should be able to:

CLO 1: Examining the fundamentals, evolution, and strategic considerations involved in selecting and implementing ERP systems.

CLO 2: Gain insights into ERP implementation phases, team dynamics, consultant roles, and methods for benefit realization.

CLO 3: Analyze various ERP business modules and evaluate strategies to optimize ERP utility and support change management.

Unit- I

ERP: An Overview, Evolution of ERP-MRP and MRP-II, Problems of Information islands, Risks and Benefits of ERP, Major ERP Packages (SAP, Oracle, BAAN, JD Edwards, PeopleSoft, QAD), Market opportunities and problems in ERP selection and implementation.

Unit-II

ERP implementation: Identifying ERP benefits, team formation, consultant intervention, selection of ERP, process of ERP implementation, Project Management and Monitoring, Measuring benefits of ERP.

Unit –III

Post ERP Implementation, Maximizing the ERP System, The Business modules of ERP Package: Financial, Manufacturing, Human Resources, Material Management, Procurement and Inventory Management, Sales and Distribution, ERP and Change Management.

CLO-PLO MATRIX: ENTERPRISE RESOURCE PLANNING

Unit Wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO1	3	3	3	3	3	3	2	2	2	2	**2.6**
CLO2	3	3	3	3	2	3	2	2	2	2	**2.5**
CLO3	3	2	2	2	3	2	3	2	2	2	**2.3**
Average (PLO)	**3**	**2.67**	**2.67**	**2.67**	**2.67**	**2.67**	**2.33**	**2**	**2**	**2**	**2.467**

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. Hammer, Michael and J. Champ – Reengineering the Corporation.
2. Leon, Alexis – Enterprise Resource Planning, Tata McGraw Hill.
3. Ray, Rajesh – ERP, Tata McGraw Hill.
4. P. C. Reddy, Enterprise Resource Planning S. K. Kataria & Sons

MBA
4thSEMESTER

INTERNSHIP AND TRAINING PROJECT	
SEMESTER:4th	**COURSECODE:MBAGIIP425**
SUMMATIVE ASSESSMENT = 125	**COURSETYPE:CORE(6CREDITS)**

All MBA students shall undergo 06 to 08 weeks of internship in any sector/company/organization of their choice in their fourth (4th) semester comprising six (6) credits. This internship shall not only bridge the gap between theoretical and practical applications but also enhances the skill sets and knowledge required to thrive in the corporate world. Each student shall also get an opportunity to understand the corporate world better, be a good team player, understand what their customers and clients require from them in addition to prepare each of them for better placement opportunity. Based on this internship the students shall be required to submit a project report to the Department immediately after the completion of internship.

The Internship and Training Project shall be evaluated by company supervisor and by external examiner followed by Project viva-voce conducted by the panel of experts. The evaluation of Internship and Training Project shall consist of three parts. Firstly, evaluation shall be done by the company supervisor where student is placed and shall have weightage of 02 credits. Secondly, evaluation shall also be done by the external examiner, to be appointed by the Head, Department of Management Studies, University of Kashmir from the panel duly approved by the Hon'ble V.C., having life of two years, and shall have weightage of 02 credits. Lastly, evaluation shall be made by the following panel of experts through conducting the Viva-Voce of the students and shall have weightage of 02 credits:

1. Head, Department of Management Studies as Chairman;

2. One External Examiner from the panel submitted by Head of the Department and approved by the Hon'ble Vice Chancellor;

3. Two teachers of the department to be nominated by the Head of the Department.

RESEARCH AND PUBLICATION ETHICS		
SEMESTER:4th	**COURSE CODE:MBAGCRP425**	**COURSE TYPE:CORE (4CREDITS)**
SUMMATIVE ASSESSMENT = 72	**FORMATIVE ASSESSMENT= 28**	**PASS PERCENTAGE = 40**

Course Description
This course aims at providing an in-depth understanding of ethical issues and practices in research and academic publication. It covers key aspects of responsible research conduct, including scientific integrity, plagiarism, authorship, peer review, data management, and ethical compliance. The course also introduces regulatory frameworks and global standards that govern scholarly communication and publication. It is designed to prepare students and researchers to conduct and publish research with honesty, transparency, and accountability.
Course Learning Outcomes
Upon successful completion of the course, students should be able to: **CLO 1:** Demonstrate knowledge of research misconduct, plagiarism, and ethical authorship practices. **CLO 2:** Apply ethical principles in data collection, analysis, reporting, and publication. **CLO 3:** Navigate issues related to peer review, citation ethics, and conflict of interest in academic writing. **CLO 4:** Critically evaluate cases of research misconduct and apply frameworks for ethical decision-making in professional contexts.

Unit-I

Introduction to research ethics: meaning, need, and significance, Academic integrity and responsible conduct of research, Research and society: ethical responsibility of scholars, Moral philosophy and ethical decision-making in research, Intellectual honesty and scientific misconduct (fabrication, falsification, plagiarism).

Unit-II

Publication ethics: definition, importance, and scope, Types of publication misconduct: redundant publication, and authorship disputes, Ethical guidelines by COPE, ICMJE, UGC, and other bodies, Open access, predatory journals, and impact factor ethics, Peer review process and ethical responsibilities of reviewers and editors.

Unit-III

Plagiarism: detection tools (e.g., Turnitin, I Thenticate), prevention, and institutional mechanisms, Citation ethics and proper attribution, Research involving human and animal subjects – informed consent and ethical clearance, Data management: collection, storage, sharing, and confidentiality, Conflict of interest and ethical disclosures.

Unit-IV

Case studies of real-world research misconduct, Legal consequences and institutional responses to ethical violations, Role of research ethics committees and institutional review boards, Emerging challenges: AI in research, data privacy, and algorithmic bias, Promoting a culture of ethics in research institutions and academia.

CLO-PLO MATRIX: RESEARCH AND PUBLICATION ETHICS

Unit Wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO 1	3	3	3	2	3	2	2	2	2	2	**2.4**
CLO 2	3	3	3	2	3	2	2	2	2	2	**2.4**
CLO 3	2	3	2	3	3	2	2	2	2	2	**2.3**
CLO 4	3	2	3	3	2	2	2	1	1	2	**2.1**
Average (PLO)	**2.75**	**2.75**	**2.75**	**2.50**	**2.75**	**2.00**	**2.00**	**1.75**	**1.75**	**2.00**	**2.30**

Note: Case studies and other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Monika Prakash, Nimit Chowdhary, Sunayana,Research and Publication Ethics, Taylor & Francis
2. Noushad Husain,: Principles & Practices, Shipra.
3. Upendra Pratap Singh, Sakshi Ahlawat, Sushma Sharma, Research and Publication Ethics, Sultan Chand Sons.
4. Yadav, Research and Publication Ethics, Ane Books

SPECIALIZATIONS

1.Marketing
2.Finance
3.Human Resources Management
4.Production and Operation Management
5.Data Analytics and Artificial Intelligence

MARKETING

SALES AND DISTRIBUTION MANAGEMENT		
SEMESTER:4th	**COURSE CODE:MBAGCSD425**	**COURSE TYPE:DCE(3CREDITS)**
SUMMATIVE ASSESSMENT = 54	**FORMATIVE ASSESSMENT= 21**	**PASS PERCENTAGE = 40**

Course Description

This course provides an in-depth understanding of the principles and practices of sales and distribution management. It is designed to equip students with the knowledge and skills required to effectively manage a sales force and design efficient distribution channels. The course covers a range of topics, including sales strategies, sales planning and forecasting, sales force management, customer relationship management (CRM), channel design and management, logistics, and the impact of technology on sales and distribution.

Course Learning Outcomes

Upon successful completion of the course, students should be able to:

CLO 1: Develop and implement effective sales strategies that align with organizational goals.

CLO 2: Exploring the processes involved in sales force management like recruitment, motivation, compensation and training.

CLO 3: Examining the different types of distribution channels and intermediaries.

CLO 4: Apply logistics principles to improve the efficiency of distribution networks.

Unit-I

Nature, scope, objectives and functions of sales management, Process of sales management; Theories of selling, sales prospecting-client referral model, sales presentation-modes of sales presentation, emerging trends in sales management, Salesmanship.

Unit-II

Sales Force Management- Sales Job Analysis (Recruitment & Selection), Sales Training, Sales Force Compensation, Motivation, and Sales Performance Evaluation & control; Digital Sales Management- need and importance, application of emerging social media platforms in sales management; Sales Planning & Organization- Sales Organization Structures; sales Quotas-and its types; Designing sales territories

Unit-III

Distribution Management- need and scope, marketing channel structure and functions, channel planning and organizational pattern; traditional vs vertical marketing system, Channel conflict, Channel design process, channel management decisions. Channel intermediaries- need and importance,

Unit-IV

Wholesaling & Retailing: Retail marketing decisions, Retail formats, Wholesaling operations; Market logistics and logistics decisions, market logistics decision for distribution channels, technology in logistics and SCM. ; Supply Chain management – Building blocks, Market and Marketing driven SCM.

CLO-PLO MATRIX: SALES AND DISTRIBUTION MANAGEMENT

Unit Wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO 1	3	3	3	2	2	3	2	2	2	3	**2.5**
CLO 2	2	3	3	2	3	2	2	2	2	3	**2.4**
CLO 3	3	2	3	3	2	2	2	2	2	3	**2.4**
Average (PLO)	**2.67**	**2.67**	**3**	**2.33**	**2.33**	**2.33**	**2**	**2**	**2**	**3**	**2.43**

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. Krishna K. Havaldar, Vasant M. Cavale, Sales & Distribution Management, Tata McGraw Hill (2017, 3e).
2. Cundiff W. Edward, Richard R. Still, Norman A.P. Govoni, Sales Management: Decisions, Strategies & Cases, Pearson Education (2014, 5e).
3. David Jobber, Geoffrey Lancaster, Selling & Sales Management, Pearson (2011, 8e).
4. Tanner, Honeycutt, Erffmeyer, Sales Management, Pearson (2013, 1e).

STRATEGIC MARKETING		
SEMESTER:4th	**COURSE CODE:MBAGDSM425**	**COURSE TYPE:CORE (4CREDITS)**
SUMMATIVE ASSESSMENT = 72	**FORMATIVE ASSESSMENT= 28**	**PASS PERCENTAGE = 40**

Course Description

The focus of the course is on long-term market planning and action. The course will prepare students to assess marketing opportunities and formulate effective marketing strategies tailored to various business contexts to develop sustainable competitive advantages.

Course Learning Outcomes

Upon successful completion of the course, students should be able to:

CLO 1: Students will be able to conduct comprehensive strategic analyses to assess market dynamics and competitive positioning.

CLO 2: Develop skills in formulating marketing strategies that align with organizational goals and leverage competitive advantages identified through strategic analysis.

CLO 3: Gain competence in gathering and utilizing competitive intelligence to anticipate competitor actions and enhance strategic decision-making.

CLO 4: Learn performance evaluation and other control tools to evaluate the effectiveness of marketing strategies and ensure continuous improvement and alignment with strategic goals.

UNIT-I

Nature, Scope and emergence of Strategic Marketing, New Paradigms in Marketing; Strategy, Marketing and Strategic Marketing; Role of Marketing in leading Strategic Management, RBV of Marketing, Strategic Marketing Planning Process;

UNIT-II

Customer analysis: Need for customer Information and research, Organizing customer information, STP Research; Competitor analysis – Competitive Benchmarking, Dimensions of Competitor analysis, Competitive Information; Strategic positioning: Principles of Competitive Positioning, Positioning Strategies and errors.

UNIT-III

Competitive Marketing Strategies for leaders, challengers, and followers; Strategies for Domestic and Global Players, Competing through New Marketing Mix, Innovation, Superior Service and Customer Relationships, Marketing Metrics and Analytics, Methods of Performance Evaluation; Basic Control Tools.

CLO-PLO MATRIX: STRATEGIC MARKETING

Unit Wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO 1	2	3	3	2	3	3	2	2	2	2	**2.4**
CLO 2	3	2	3	2	3	2	2	2	2	2	**2.3**
CLO 3	2	3	2	3	3	3	2	2	2	2	**2.4**
CLO 4	3	2	3	3	2	2	2	2	1	2	**2.2**
Average (PLO)	**2.5**	**2.5**	**2.75**	**2.50**	**2.75**	**2.50**	**2.00**	**2**	**1.75**	**2.00**	**2.32**

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. David A.Aaker, Strategic Market Management, John Wiley
2. Sahaf, M.A., Strategic Marketing, Prentice-Hall of India.
3. Cravens, D W., Strategic Marketing Homewood Illinois, Richard D. Irwin.
4. Xavier, M.J., Strategic Marketing, Response Books- A division of Sage Publications.

ADVERTISING AND BRAND MANAGEMENT		
SEMESTER:4th	**COURSE CODE:MBAGDAB425**	**COURSE TYPE:DCE (3CREDITS)**
SUMMATIVE ASSESSMENT = 54	**FORMATIVE ASSESSMENT= 21**	**PASS PERCENTAGE = 40**

Course Description

The purpose of this course is to provide the students a working knowledge of the major concepts, frameworks and theories in the area of advertising management. The emphasis will be on understanding customer motivations, crafting effective messages, making efficient use of media, and understanding metrics. The course will expose students to the concept and meaning of brand management. This course aims at developing students' understanding of the importance of brand equity as well as how to develop and execute successful branding strategies through building, managing brand equity.

Course Learning Outcomes

Upon successful completion of the course, students should be able to:

CLO 1: Discuss the major players in advertising, advertising budgets and budgeting approaches.

CLO 2: Identifying different types of advertisements; discuss print, radio, TV and web advertisements, and having an understanding of the impact of advertisements.

CLO 3: Examining the nature, role, and importance of branding, the branding process, functions of a brand and branding decisions.

Unit-I

Overview of advertising and its role in marketing, Role of Integrated Marketing Communication (IMC), Process of marketing communication, Definition and scope of advertising management, Target audience analysis and consumer behavior, Setting advertising objectives (DAGMAR approach), Advertising budgets: methods and planning.

Unit-II

Media planning: objectives and development, Evaluation and selection of media types, Media buying and scheduling, Advertisement copy: types and components, Media mix planning, Advertisement research and market testing, Measuring advertising effectiveness: pre-testing & post-testing, Digital media: effectiveness measurement techniques

Unit-III

Brand concept Nature and Importance of brand, What can be branded and how to brand, Functions and challenges of branding, Brand Life cycle, Brand equity: concepts and measurement (cost, price, consumer-based), Brand identity (Aaker model), concepts and measures Brand loyalty, Brand extension, Brand positioning: concept, importance, Repositioning, Brand revitalization, Branding failures: causes and emerging market issues.

CLO-PLO MATRIX: ADVERTISING AND BRAND MANAGEMENT

Unit Wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO 1	2	3	2	3	2	3	2	2	1	2	**2.2**
CLO 2	3	2	2	2	3	3	3	2	1	2	**2.3**
CLO 3	2	3	3	3	2	3	2	2	2	2	**2.4**
Average (PLO)	**2.33**	**2.67**	**2.33**	**2.67**	**2.33**	**3**	**2.67**	**2**	**1.33**	**2**	**2.30**

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. Advertising and Promotion: An Integrated Marketing Communications Perspective by George E. Belch & Michael A. Belch.
2. Strategic Brand Management: Building, Measuring, and Managing Brand Equity by Kevin Lane Keller.
3. Building A Story Brand: Clarify Your Message So Customers Will Listen" by Donald Miller.
4. Digital Marketing for Dummies by Ryan Deiss & Russ Henneberry.

RETAIL MANAGEMENT		
SEMESTER:4th	**COURSE CODE: MBAGDRM425**	**COURSE TYPE:DCE(3CREDITS)**
SUMMATIVE ASSESSMENT = 54	**FORMATIVE ASSESSMENT= 21**	**PASS PERCENTAGE = 40**

Course Description

This course covers fundamental concepts, strategies, and practices essential for understanding and operating in the retail industry. It explores retailing from various perspectives including consumer behavior, marketing strategies, merchandising, store management, and the integration of technology in modern retail operations.

Course Learning Outcomes

Upon successful completion of the course, students should be able to:

CLO 1: Demonstrate a deep knowledge of retailing concepts, functions, and strategies through practical application and theoretical knowledge.

CLO 2: Develop practical skills in merchandising planning, retail promotion, customer service management, and store operations.

CLO 3: Apply retailing techniques effectively, including location strategy, merchandising, pricing strategies, and CRM, to solve real-world retail challenges.

UNIT –I

Retailing: Concept, - Types of stores – Product retailing vs Service Retailing – Non-store Retailing –Retail Strategy – Retail formats. Achieving competitive advantage and positioning. Retailing environment – Legal, Social, Economic, Technological Issues – Trends in the Indian Retailing Industry.

UNIT –II

Retail store location and layout – country/region analysis – trade area analysis – site evaluation and selection – store design and layout – comprehensive store planning – exterior design and layout – interior store design and layout – interior design elements. Retail Merchandising: Planning Merchandising needs and merchandise budgets – methods for determining inventory evaluation – assortment planning, buying and vendor relations.

UNIT –III

Merchandise Pricing – Price strategies – psychological pricing – mark up and mark down strategies. Retail promotion mix – advertising, sales promotion, publicity. Online retailing - International retailing – Opportunities and challenges – market entry strategies– new customized formats (customized stores, portable stores, merchandise depots, retail theatre, service malls, customer made stores, interactive kiosk' shopping arcades). Impact of social media on retail sector.

CLO-PLO MATRIX: RETAIL MANAGEMENT

Unit Wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO 1	3	3	3	3	2	3	2	2	1	2	**2.4**
CLO 2	3	3	2	3	3	3	3	2	1	2	**2.5**
CLO 3	3	3	3	3	2	3	2	2	2	2	**2.5**
Average (PLO)	**3**	**3**	**2.67**	**3**	**2.33**	**3**	**2.33**	**2**	**1.33**	**2**	**2.46**

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. Berman B and Evans J R, Retail Management, Pearson Education.
2. Michael Lervy M and Weitz B W, Retailing Management, Tata McGraw-Hill.
3. Newman A J and Cullen P, Retailing: Environment and Operations, Vikas.
4. Varley R and Rafiq M, Principles of Retail Management, Palgrave.

MARKETING ENGINEERING		
SEMESTER:4th	**COURSE CODE:MBAGDME425**	**COURSE TYPE:DCE(3CREDITS)**
SUMMATIVE ASSESSMENT = 54	**FORMATIVE ASSESSMENT= 21**	**PASS PERCENTAGE = 40**

Course Description
This course provides a comprehensive overview of marketing engineering, focusing on the application of various models and methods to analyze markets, segment customers, and make strategic marketing decisions.

Course Learning Outcomes
Upon successful completion of the course, students should be able to:
CLO 1: Apply marketing engineering models to effectively identify and reach target markets.
CLO 2: Utilizing forecasting techniques and pricing models to make data-driven marketing decisions that align with organizational goals and objectives.
CLO 3: Gain proficiency in conducting promotional analysis to evaluate the effectiveness of marketing campaigns and optimize promotional strategies for enhanced customer engagement and business growth.

Unit-I

Marketing Engineering Approach, Key Concepts of Marketing Engineering (ME) Model, Verbal, Model, Box and Arrow Model, Response Model, Mathematical Model, Models Vs Judgements, Trial / Repeat Model, Marketing Decision Environment, Tools for Marketing Engineering , Business Value of Marketing Engineering, Customer Value, Value in Use Assessment, Economic Life Time Value, Approaches to Measure Customer Value.

Unit-II

Segmentation, Targeting, Positioning- STP through Brand Linkages, Perceptual Maps, Preference Maps, Forecasting Methods – Judgemental Method, Market and Product Analysis Method, Time Series Methods, Causal Methods, Product Life Cycle, Market Response Models: Concept of a Response Model, Response Models – Aggregate Response Model, Individual Response Models, Shared Expenditure Models, Qualitative Response Models

Unit-III

Strategic Market Analysis, Strategic Marketing Decisions, Media Decisions, Pricing Models, Differential Pricing, Competitive Bidding Bases for Differential Pricing, Revenue Management Process, Promotional analysis. Promotional Effects, Promotional types and targets, Promotional Effects Model.

CLO-PLO MATRIX: MARKETING ENGINEERING

Unit Wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO 1	3	3	3	2	2	2	2	2	2	3	**2.4**
CLO 2	3	3	3	2	2	2	2	1	2	2	**2.2**
CLO 3	3	3	3	2	3	2	2	2	2	2	**2.4**
Average (PLO)	**3.00**	**3.00**	**3**	**2.00**	**2.33**	**2**	**2.00**	**1.67**	**2**	**2.33**	**2.33**

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. Gary L Lilien, Arvind Rangaswamy, Arnaud De Bruyn, " Principles of Marketing Engineering,P H I.
2. Gary L Lilien, Philip Kotler, Sridhara Moorthy, "Marketing Models ,P H I
3. Gary L Lilien, Arvind Rangaswamy "Marketing Engineering , Trafford Publishing.
4. Paul W Farris, Neil T Bendle, Phillip E.Pfeifer, David J.Reibstein, Marketing Metrics, Wharton School Publishing

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SUPPLY CHAIN MANGEMENT		
SEMESTER:4th	**COURSECODE:MBAGDSC425**	**COURSETYPE:DCE(3CREDITS)**
SUMMATIVE ASSESSMENT = 54	**FORMATIVE ASSESSMENT= 21**	**PASS PERCENTAGE = 40**

Course Description
Supply Chain Management (SCM) is a cross-functional discipline concerned with the movement of products, the use of business resources, the flow of information, and the deployment of services in the value chain. In this course, students are provided with a comprehensive overview of the business processes, value creating activities, and best practices for managing a supply chain – from forecasting and demand management, to sourcing and procurement, to sales and operations planning, and through logistics (i.e., warehousing, distribution and transportation), out to the customer. The course covers both the tactical and strategic perspectives of SCM and is based on supply chain operations in the real world.

Course Learning Outcomes
Upon successful completion of the course, students should be able to: **CLO 1:** Knowledge of how supply chains operate and skills to make decisions to support strategic and tactical activities to manage efficient and effective supply chains **CLO 2:** Examining the management and the dynamics of supply chains in the current global economy **CLO 3:** Exploring the evolution of world class supply chains and the role of electronic commerce as supply chain enablers.

UNIT I

Introduction to Supply Chain Management- Supply chain objectives, importance, decision phases, functions of SCM, Process Overview, Supply chain and networks, Extended organization - Responsiveness –Flexible Structure –Supply Chain Synchronization., Coordination in a Supply Chain- Lack of supply chain coordination and the Bullwhip effect – obstacle to coordination — achieving strategic fit – supply chain drivers and obstacles. Reverse supply chain.

UNIT II

Supply Chain Information System Design. -Inventory Management Policies- Inventory Management Practices. Continuous replenishment and vendor-managed inventories – collaborative planning, forecasting and replenishment. Transportation: Principles and Participants-Transportation Administration –Documentation. Role of transportation – modes and their performance – transportation infrastructure and policies - design options and their trade-offs – Tailored transportation.

UNIT III

Designing the distribution network – role of distribution – factors influencing distribution – design options – e-business and its impact – distribution networks in practice. Strategic Warehousing-Warehousing Operations-Warehousing Ownership Arrangements- Warehouse Decisions. Packaging Perspectives-Packaging for Materials Handling Efficiency-Materials Handling. Planning Demand and Supply- Role of forecasting – demand forecasting – approaches.

CLO-PLO MATRIX: SUPPLY CHAIN MANAGEMENT

Unit Wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO 1	3	2	3	3	2	2	2	2	2	3	**2.4**
CLO 2	2	3	3	2	3	2	2	2	2	2	**2.3**
CLO 3	3	3	2	2	2	3	2	2	2	2	**2.3**
Average (PLO)	**2.67**	**2.67**	**2.67**	**2.33**	**2.33**	**2.33**	**2**	**2**	**2**	**2.333**	**2.33**

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester

Suggested Readings:

1. Bowersox, Closs& Cooper. Supply Chain Logistics Management. McGraw-Hill.
2. Burt, Dobbler, Starling. World Class Supply Management. TMGH.
3. Philippe - Pierre Dornier, Global operations & Logistics. John Wiley & sons Inc, New York.
4. Sunil Chopra and Peter Meindl, Supply Chain Management – Strategy, Planning And Operation, Phi,.

CUSTOMER RELATIONSHIP MANAGEMENT		
SEMESTER:4th	**COURSE CODE:MBAGDCR425**	**COURSE TYPE:DCE(3CREDITS)**
SUMMATIVE ASSESSMENT = 54	**FORMATIVE ASSESSMENT= 21**	**PASS PERCENTAGE = 40**

Course Description

This course delves into the intricacies of Customer Relationship Management (CRM), emphasizing its evolution, strategies, technologies, and practical applications in diverse sectors. Students will explore the fundamentals of relationship marketing, customer satisfaction dynamics, technological dimensions of e-CRM, and strategies for managing employee-organization relationships. Case studies from retail, hospitality, banking, telecom, and aviation industries will illustrate CRM practices.

Course Learning Outcomes

Upon successful completion of the course, students should be able to:

CLO 1: Define and explain CRM concepts.

CLO 2: Evaluate customer satisfaction strategies and Utilize e-CRM technologies.

CLO 3: Enhance employee-customer linkages and apply CRM in industry settings**.**

UNIT-I

Fundamentals of Customer Relationship Management; Evolution of relationship marketing, Stages of relationship, Issues of relationship, Purpose of relationship marketing, CRM Definitions, Emergence of CRM practice:, CRM cycle, Stakeholders in CRM, Significance of CRM, Types of CRM, Success Factors in CRM, CRM strategies and Implementation.

UNIT-II

Customer Satisfaction: Meaning, Definition, Significance, Components, Models, Rationale of Customer Satisfaction, Measuring Customer Satisfaction, Customer satisfaction and marketing program evaluation, Customer Satisfaction Practices. customer relationship management practices in retail industry, hospitality industry, banking industry, telecom industry, and aviation industry

UNIT-III

Technology Dimensions- E- CRM in Business, Features of e-CRM, Advantages of e-CRM, Technologies of e- CRM, Voice Portals, Web Phones, BOTs, Virtual Customer Representative, Customer Relationship Portals, Functional Components of CRM, Database Management: Database Construction, Data Warehousing, architecture, Data Mining. Characteristics, Data Mining tools and techniques, Meaning, Significance, Advantages, Call Center, Multimedia Contact Center, Important CRM software.

CLO-PLO MATRIX: CUSTOMER RELATIONSHIP MANAGEMENT

Unit Wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO 1	3	2	3	2	3	2	3	2	2	2	**2.4**
CLO 2	3	3	3	3	2	2	2	2	2	2	**2.4**
CLO 3	3	3	3	2	2	3	2	2	2	2	**2.4**
Average (PLO)	**3.00**	**2.67**	**3**	**2.33**	**2.33**	**2.33**	**2.33**	**2**	**2**	**2**	**2.4**

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. Rai, R.K., Customer Relationship Management: Concepts and Cases, PHI Learning, New Delhi
2. Knox, S., Payne, A., Maklan, S., Customer Relationship Management, Routledge Inc.
3. Anderson,K., Kerr, C, Customer Relationship Management, McGraw-Hill Professional
4. Sheth J. N., Parvatiyar A., Shainesh G., Customer Relationship Management: Emerging Concepts, Tools, & Applications, Tata McGraw-Hill Education,

FINANCE

PROJECT APPRAISAL, FINANCE AND MANAGEMENT		
SEMESTER:4th	**COURSECODE:MBAGCPA425**	**COURSETYPE:CORE (4CREDITS)**
SUMMATIVE ASSESSMENT = 72	**FORMATIVE ASSESSMENT= 28**	**PASS PERCENTAGE = 40**

Course Description

This course delves into the essential aspects of capital investment, project feasibility analysis, and financial appraisal. It provides students with a comprehensive understanding of the complexities involved in evaluating and managing large-scale projects. The course covers project classification, market demand analysis, financial projections, and risk analysis techniques. Students will also learn about technical, environmental, and social cost-benefit analysis, as well as project implementation strategies. By the end of the course, students will be equipped to effectively analyze, finance, and manage projects within a corporate environment.

Course Learning Outcomes

Upon successful completion of the course, students should be able to:

CLO 1: Identify and classify projects based on various dimensions, and conduct a thorough project feasibility analysis.

CLO 2: Develop the ability to analyze market demand, assess technical aspects, and perform social and environmental appraisals for projects.

CLO 3: Gain proficiency in estimating project costs, financing, and preparing financial projections, including profitability and cash flow estimates.

CLO 4: Apply financial and risk analysis techniques, such as ratio analysis, NPV, IRR, and sensitivity analysis, to evaluate the viability and risks of projects, and manage potential time and cost overruns during implementation.

Unit-I

Capital Investment: Importance and Difficulties, Project classification and dimensions, Stages of Project Feasibility Analysis: Identification, Pre-selection, Analysis, Evaluation and Decision. Generation and Screening of Project Idea; Corporate Appraisal; Profit Potential of Industries: Porter Model.

Unit-II

Market Demand and Situational Analysis, Forecast future market demand, Market Risk, Technical Analysis: Preliminary information requirements and Steps of the technical analysis, Social Cost Benefit Analysis. Environmental Appraisal of Projects, Network Techniques for Project Management, Project Review and Administrative Aspects.

Unit-III

Financial Appraisal of Projects, Project costing and financing: Estimating Total Project Cost, Working Capital Requirement and Financing the projects - long term and short term, Financial Projections: Profitability Estimates, Cash flow Estimates, Projected Balance sheets.

Unit-IV

Analyzing Financial Projections- Techniques: Ratio Analysis, Break Even analysis, Average rate of return, Payback period, Net present value and Internal rate of return. Risk Analysis for Projects, Sensitivity analysis, Project Implementation, Time and cost overruns.

CLO-PLO MATRIX: PROJECT APPRAISAL, FINANCE AND MANAGEMENT

Unit Wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO1	3	2	3	2	3	2	2	2	1	2	**2.1**
CLO2	3	3	3	2	3	2	2	2	2	3	**2.5**
CLO3	3	2	3	2	3	2	2	1	2	2	**2.1**
CLO4	3	3	3	2	3	2	2	2	2	3	**2.5**
Average (PLO)	**3**	**2.5**	**3**	**2**	**3**	**2**	**2**	**1.5**	**1.5**	**2.5**	**2.28**

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. Chandra Prasanna. Project; Planning, Analysis, Financing, Implementation and Control, Tata McGraw Hill.
2. Chitale V. P., Project Viability in Inflationary Conditions – A Study of Capital Cost and Project Viability, Vikas Publishing House.
3. Bhalla, V. K., Financial Management and Policy, Anmol.
4. Patel B. M., Project Management, Strategic Financial Planning, Evaluation and Control, Vikas Publishing House.

FINANCIAL RISK MANAGEMENT		
SEMESTER:4th	**COURSE CODE:MBAGDFR425**	**COURSE TYPE:DCE(3CREDITS)**
SUMMATIVE ASSESSMENT = 54	**FORMATIVE ASSESSMENT= 21**	**PASS PERCENTAGE = 40**

Course Description
This course offers an in-depth exploration of the various financial risks that modern financial institutions face. The course covers key concepts and techniques in risk management, focusing on types of risks such as credit risk, market risk, operational risk, and more. Through detailed study of the scientific risk management process, students will gain an understanding of the principles and practices that underlie effective risk management in banking. Additionally, the course will cover risk measurement techniques, operational risk management frameworks, and capital adequacy management, including Basel II norms and RBI guidelines.

Course Learning Outcomes
Upon successful completion of the course, students should be able to: **CLO 1:** Identify and explain different types of financial risks and the specific banking activities they affect. **CLO 2:** Develop the ability to apply various risk measurement techniques based on sensitivity, volatility, and downside potential. **CLO 3:** Gain proficiency in managing operational risks and understanding the processes and principles underlying operational risk management.

Unit-I

Risk Management: Concept and objectives; Types of financial risks- credit risk, market risk, default risk, foreign exchange risk, purchasing power risk, liquidity risk, and interest rate risk; Main banking business lines and risks associated with each: the banking book, the trading book and off balance sheet exposure; Scientific risk management process. Interest Rate Risk Management: objectives, essentials of interest rate risk, sources, effects and measurement of interest rate risk, strategies for controlling interest rate risk.

Unit-II

Risk and return-introduction, measuring expected return, possible return, portfolio return and various measures of risk. Operational Risk Management:- Concept of operational risk; Operational risk categorization-cause based, effect based and event based ; Operational risk management process; Guiding principles; Approaches for attribution of capital charge for operational risks- Basic Indicator Approach, Standardized Approach and Advanced Measurement Approach.

Unit-III

Credit Risk Measurement: - based on sensitivity, based on volatility and based on down side potential; Credit risk management –concept, components, need and process of credit risk management; Approaches for capital charge for credit risks; Solvency risk and management of capital Adequacy in Banks-Concept of Capital Adequacy, Objectives; BASEL 2, Capital Adequacy norms; RBI guidelines with regard to capital adequacy; Computation of Risk Weighted Assets, Assignment of Weights to various assets, Computation of Capital charge for credit risk and market risk.

CLO-PLO MATRIX: FINANCIAL RISK MANAGEMENT

Unit-wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO-1	3	3	3	2	3	3	3	2	1	2	**2.5**
CLO-2	3	2	3	3	3	2	2	1	2	2	**2.3**
CLO-3	3	3	2	3	3	2	3	2	2	1	**2.4**
Average (PLO)	**3**	**2.67**	**2.67**	**2.67**	**3**	**2.33**	**2.67**	**1.67**	**1.67**	**1.67**	**2.40**

Note:- The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. Mare Lore and Lev Berodovsky, Financial Risk Management, Butterworth Heinennam, Oxfords.
2. Rajda, G. E., Principles of Risk Management & Insurance, Pearson Education Asia, New Delhi.
3. Joel Bessis, Risk Management in Banking, John Wiley and Sons Ltd., London.
4. Dorfman, M.S., Introduction to Risk Management and Insurance, Pearson

CORPORATE TAX PLANNING AND MANAGEMENT		
SEMESTER:4th	**COURSE CODE:MBAGDCT425**	**COURSE TYPE:DCE(3CREDITS)**
SUMMATIVE ASSESSMENT = 54	**FORMATIVE ASSESSMENT= 21**	**PASS PERCENTAGE = 40**

Course Description

This course delves into the complexities of corporate taxation, offering a thorough understanding of tax assessment for companies under the Income Tax Act. It covers essential topics such as the determination of residential status, computation of taxable income and tax liability, and the intricacies of advance tax payments. Students will explore corporate tax planning, including its scope, methods, and significance, as well as the implications of Minimum Alternate Tax (MAT). The course also addresses tax planning in the context of specific management decisions and financial management, and examines tax issues related to business restructuring, including amalgamation and demerger.

Course Learning Outcomes

Upon successful completion of the course, students should be able to:

CLO 1: Distinguish between the types of companies under the Income Tax Act and determine the residential status of companies.

CLO 2: Differentiate between tax planning, tax evasion, and tax avoidance, and compute taxable income and tax liability for companies under normal provisions as well as Minimum Alternate Tax (MAT).

CLO 3: Apply tax planning principles to specific management decisions, such as lease or buy, retain or replace, and new capital investment, and understand the tax implications in developing capital structure and dividend policy.

Unit-I

Assessment of Companies: Meaning and kinds of companies under Income Tax Act, Determination of Residential Status of Companies, Computation of taxable income (Income from business and other sources only) and tax liability of companies. Advance Tax Payment for Companies: Pay as you earn scheme, Computation of advance tax and interest payable on shortfall of advance tax.

Unit-II

Corporate Tax Planning : Concept & Scope; Tax planning differentiated from tax evasion and tax avoidance; Tax shifting and its types; Areas of tax planning; Significance, methods and problems of tax planning. Minimum Alternate Tax(MAT): Scheme of MAT in brief; Concept of Zero Tax Company; Computation of book profits U/S 115JB; Computationof tax liability under MAT provisions.

Unit-III

Tax Planning with regard to Specific Management Decision: Lease or buy ii) Retain or replace iii) New capital investment (with practical problems).Tax Planning & Financial Management Decisions: Tax planning and tax implications in developing capital structure, Tax considerations in dividend policy (with practical problems).

CLO-PLO MATRIX: CORPORATE TAX PLANNING AND MANAGEMENT

Unit-wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO-1	3	3	3	2	2	3	3	2	2	2	**2.5**
CLO-2	2	3	3	3	3	3	2		2	2	**2.5**
CLO-3	3	3	3	3	2	2	3	2	2	2	**2.5**
Average (PLO)	**2.67**	**3**	**3**	**2.67**	**2.33**	**2.67**	**2.67**	**2**	**2**	**2**	**2.50**

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. Vinod Singhania& Monica Singhania, Corporate Tax Planning & Business Tax Procedures, Taxmann.
2. Dr. Girish Ahuja and Dr. Ravi Gupta, Direct Taxes Law and Practice, Commercial Law Publishers Pvt. Ltd.
3. Singhania, V. K., Direct Tax Planning & Management, Taxman Publications, New Delhi. Srinivas, E. A., Corporate Tax Planning, Tata McGraw Hill Publishing Co. Ltd.

FINANCIAL TECHNOLOGY		
SEMESTER:4th	**COURSE CODE:MBAGDFT425**	**COURSE TYPE:DCE(3CREDITS)**
SUMMATIVE ASSESSMENT = 54	**FORMATIVE ASSESSMENT= 21**	**PASS PERCENTAGE = 40**

Course Description

This course provides an in-depth understanding of the rapidly evolving field of financial technology (Fintech). It explores how technology is transforming the delivery of financial services, including banking, payments, insurance, lending, wealth management, and regulatory compliance. The course covers key technologies such as blockchain, artificial intelligence, and digital platforms while also addressing regulatory, ethical, and strategic implications. Through real-world cases and hands-on learning, students will develop skills to critically analyse and leverage Fintech innovations in modern business environments.

Course Learning Outcomes

Upon successful completion of the course, students should be able to:

CLO 1: Apply the foundational concepts of Fintech and its applications in various financial services.

CLO 2: Analyze the transformative impact of block chain technology in finance.

CLO 3: Assess the ethical concerns and compliance issues associated with financial technologies..

Unit-I

Overview of Fintech ecosystem and key players, Evolution of financial services and digitization, Fintech business models and platforms, Role of big data, cloud computing, and Application Programming Interface, Digital banking and net banks. Digital payments, wallets, and UPI systems, Peer-to-peer (P2P) lending and crowdfunding

Unit-II

Credit scoring using alternative data, Robo-advisory and digital wealth management platforms, Case studies of Paytm, Square, Robinhood. Basics of blockchain technology and distributed ledger systems, Bitcoin, Ethereum, and other crypto currencies, Initial Coin Offerings (ICOs) and tokenization, Smart contracts and their applications in finance, Central Bank Digital Currencies (CBDCs).

Unit-III

Regulatory frameworks and compliance issues (RBI, SEBI, global standards), Cybersecurity, data privacy, and ethical concerns, RegTech and InsurTech innovations, Fintech in emerging markets and financial inclusion, Future trends: embedded finance, AI in Fintech, DeFi.

CLO-PLO MATRIX: FINANCIAL TECHNOLOGY

Unit-wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO1	3	2	2	2	3	2	2	3	2	2	2.3
CLO2	3	3	3	2	3	2	2	3	2	3	2.6
CLO3	3	2	3	2	3	2	2	3	2	2	2.4
Average (PLO)	3	2.33	2.67	2	3	2	2	3	2	2.33	2.43

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. Agustin Rubini, "Fintech in a Flash: Financial Technology Made Easy", Zaccheus.
2. Susanne Chishti and Janos Barberis, "The FINTECH Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries", John Wiley.
3. Bernardo Nicoletti , The Future of FinTech: Integrating Finance and Technology in Financial Services, Palgrave Macmillan.
4. Abdul Rafay, FinTech as a Disruptive Technology for Financial Institutions, IGI Global.

MANAGEMENT CONTROL SYSTEM		
SEMESTER:4th	**COURSE CODE:MBAGDMC425**	**COURSE TYPE:DCE(3CREDITS)**
SUMMATIVE ASSESSMENT = 54	**FORMATIVE ASSESSMENT= 21**	**PASS PERCENTAGE = 40**

Course Description

This course explores the essential components and functions of management control systems within organizations. It covers the basic concepts and boundaries of management control, strategic planning, and the alignment of corporate and business unit strategies. Students will learn about the structure of management control systems, including decentralized organizations, responsibility centres, and performance measurement. The course also delves into the management control process, including budgeting and performance evaluation.

Course Learning Outcomes

After completing the course, the student shall be able to:

CLO 1: Assess the boundaries of management control systems and the factors influencing goal congruence.

CLO 2: Analyze the structure of decentralized organizations and the characteristics of responsibility centers, including expense, revenue, administrative, support, R&D, and marketing centers.

CLO 3: Apply the management control process through the preparation and classification of various budgets, including flexible, performance, and zero-based budgeting.

Unit-I

Management Control Systems: Basic concepts and purpose of management control systems in organizations, boundaries of management control systems, Management control versus task control, New paradigms in management control system, Elements of control system, Behavioral aspects of management control system, Formal management control system: design, implementation and administration. Informal management controls.

Unit-II

Management Control Structure: Decentralized organization and responsibility accounting, Responsibility center: Concept and characteristics, Types of responsibility centers: Expense center, revenue center, administrative and support center, R&D center and marketing center, Profit center: General considerations, role and performance measurement, Transfer pricing and its methods. Investment center: Performance evaluation of investment center.

Unit-III

Strategic planning, programming and budgeting, Classification of budgets: preparation of sales, production, production cost, overhead, cash and master budgets, Flexible budgeting, performance and zero based budgeting, Performance measurement, reporting and control, Balanced scorecard as a measure of business strategy, Perspectives of measurement: financial, customer, internal-business-process and learning & growth

CLO-PLO MATRIX :MANAGEMENT CONTROL SYSTEM

Unit-wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO1	3	2	3	2	3	2	2	1	2	2	**2.2**
CLO2	3	3	3	3	3	2	2	2	2	3	**2.6**
CLO3	3	2	3	2	3	2	2	1	2	2	**2.2**
Average (PLO)	**3**	**2.33**	**3**	**2.33**	**3**	**2**	**2**	**1.33**	**2**	**2.33**	**2.36**

Note: Case studies and other assignments will be provided by the concerned faculty in the class.

Suggested Readings:

1. Anthony Robert N Govindrajan Vijay, Management Control Systems; Tata McGraw-Hill publishing House.
2. Anthony Robert N, Young David W., Management Control in Non-Profit Organisations; McGraw-Hill higher Education, New York.
3. Merchant K C, Modern Management Control Systems, Printice Hall.
4. Hersy, P and Blanchard, H B Management of Organization Behavior: Utilizing Human Resources. New Delhi, Prentice Hall of India.

FINANCIAL DERIVATIVES		
SEMESTER:4th	**COURSE CODE:MBAGDFD425**	**COURSE TYPE:DCE(3CREDITS)**
SUMMATIVE ASSESSMENT = 54	**FORMATIVE ASSESSMENT= 21**	**PASS PERCENTAGE = 40**

Course Description

This course provides a comprehensive understanding of financial derivatives, which are essential instruments in modern financial markets for managing risk and speculation. Students will delve into the theoretical foundations, pricing models, and application of various derivative products, including options, futures, swaps, and forward contracts.

Course Learning Outcomes

Upon successful completion of the course, students should be able to:

CLO 1: Demonstrate knowledge with respect to use of derivatives contracts in risk management.
CLO 2: Analyze the hedging strategies using futures contracts.
CLO 3: Demonstrate proficiency in using options for hedging against adverse price movements.

Unit-I

Introduction to Derivatives: Meaning and purpose of Derivatives, Economic benefits of derivatives, Types of financial derivatives- forwards, futures, options and swaps, Exchange traded versus OTC derivatives, Participants in derivatives markets, Risks involved in derivatives markets and their management, Derivatives market in India.

Unit-II

Forwards and Futures: Forwards- Meaning and definition, Characteristics of forwards, Futures: Meaning and definition, Characteristics of futures, Distinction between forwards and futures, Pricing of forward contracts and futures contracts, Stock futures and its application, Index futures and its application, Hedging strategies using futures, Trading and Settlement mechanism.

Unit-III

Options Contracts: Meaning and definition, characteristics of options, classification of options- Call option and put option, American and European options, Trading strategies using options, Factors determining option pricing, Black-Scholes options pricing model, Swaps: Concept and Features of Swaps, Types of Financial Swaps – Interest Rate Swap, Currency Swap and Debt Equity Swap.

CLO-PLO MATRIX: FINANCIAL DERIVATIVES

Unit-wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO1	3	3	3	2	3	2	2	2	2	2	**2.4**
CLO2	3	3	3	2	3	2	2	2	2	3	**2.5**
CLO3	3	2	3	2	3	2	2	2	2	2	**2.3**
Average (PLO)	**3**	**2.67**	**3**	**2**	**3**	**2**	**2**	**2**	**2**	**2.33**	**2.4**

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. Sundaram Janakiramanan, Derivatives and Risk Management, Pearson Education.
2. A. Maheshwari, D. Chugh, Financial Derivatives, Pearson.
3. John C. Hull, Fundamentals of Futures and Options Market, Pearson.
4. Rajiv Srivastava, Derivatives and Risk Management, Oxford University Press.

CORPORATE VALUATION AND RESTRUCTURING		
SEMESTER:4th	**COURSE CODE:MBAGDCV425**	**COURSE TYPE:DCE(3CREDITS)**
SUMMATIVE ASSESSMENT = 54	**FORMATIVE ASSESSMENT= 21**	**PASS PERCENTAGE = 40**

Course Description

This course provides an in-depth understanding of the principles and practices involved in valuing companies and managing corporate transformations. The course covers various corporate valuation methods, value-based management approaches, and strategies for mergers and acquisitions. Students will explore the financial, regulatory, and strategic aspects of mergers, acquisitions, and corporate restructuring. Through real-world case studies and practical analysis, the course aims to equip students with the skills needed to make informed decisions in corporate finance.

Course Learning Outcomes

Upon successful completion of the course, students should be able to:

CLO 1: Apply various methods of corporate valuation, including adjusted book value, discounted cash flows, and direct comparison approaches.

CLO 2: Develop the ability to evaluate and implement value-based management strategies using different approaches.

CLO 3: Gain proficiency in analyzing and managing mergers and acquisitions, and assess and execute corporate restructuring strategies, including financial and organizational restructuring.

Unit-I

Corporate Valuation: Introduction and features of valuation process, Biases in corporate valuation, Methods of measuring corporate value: Book value approach, Adjusted book value approach, Stock and debt approach, Direct comparison approach, Enterprise discounted cash flow approach**.**

Unit-II

Value Based Management: Concept and features of Value Based Management, Approaches in Value Based Management: Marrakon approach, Alcar approach, McKinsey approach, Economic value added approach, Boston Consulting Group approach, Contemporary business case studies on Value Based Management.

Unit-III

Mergers and Acquisitions, Types of combinations, reasons for mergers, Costs & benefits of mergers, Valuing the target company, Exchange ratio & form of compensation, Regulations for takeovers & mergers. Defensive strategies, Leveraged buyouts. Corporate Re-structuring & Divestitures: Reasons for corporate restructuring; dynamics of restructuring; financial restructuring, organizational restructuring, divestitures and joint ventures.

CLO-PLO MATRIX: CORPORATE VALUATION AND RESTRUCTURING

Unit-wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO1	3	3	3	2	3	2	2	2	2	2	**2.3**
CLO2	3	3	3	3	2	3	2	2	2	3	**2.6**
CLO3	3	2	2	2	3	2	2	2	2	2	**2.3**
Average (PLO)	**3**	**2.33**	**3**	**2**	**3**	**2.33**	**2**	**2**	**2**	**2.33**	**2.4**

Note: Cases Studies and other assignments will be provided by the concerned faculty in the class.

Suggested Reading:

1. Prasanna Chandra, Corporate Valuation, Tata McGraw Hill.
2. James, Van Horne, Financial management policy, Pearson Education, New Delhi.
3. Arnold G., Corporate Finance, Pearson Education, New Delhi.
4. Khan and Jain, Financial Management, Tata McGraw Hill.

HUMAN RESOURCE MANAGEMENT

CROSS CULTURAL MANAGEMENT		
SEMESTER:4th	**COURSE CODE:MBAGCCC425**	**COURSE TYPE:CORE(4CREDITS)**
SUMMATIVE ASSESSMENT = 72	**FORMATIVE ASSESSMENT= 28**	**PASS PERCENTAGE = 40**

Course Description
Cross cultural management course provides a deeper insights about the dynamics and implications of managing cross cultural communication and negotiation at workplace. If further explores various cross cultural models and frameworks and their application in present business context. Moreover, the exposes understanding about international HRM, its dynamics, functions and emerging issues and challenges for managing business effectively.
Course Learning Outcomes
Upon successful completion of the course, students should be able to: **CLO 1:** Analyze the cross cultural management dynamics and its implications in business context. **CLO 2:** Examine and apply the cross cultural models in organizational settings. **CLO 3**: Critically assess & apply cross cultural communication dynamics and negotiation styles in businesses **CLO 4:** Demonstrate the knowledge about IHRM, its dynamics, emerging trends and address its challenges effectively.

Unit-I

Cross Cultural Management- concept, elements, significance and its implications for HR practices. Culture measurements in cross cultural management- cultural surveys, cultural dimensions, cultural intelligence, cultural simulations and cultural audits. Determinants & various aspects of culture, types of culture- national, organizational and professional culture.

Unit-II

Cross Cultural Frameworks - Hofstede's Cultural Dimensions Theory, Hall's context theory, Trompenaars' Cultural Value Dimensions & GLOBE Study on Cultural Leadership Dimensions. Applications and implications of cross cultural frameworks in business context. Managing cultural diversity in Global business context.

Unit-III

Cross cultural communication- Verbal and Non-verbal communication across cultures, cultural differences, significance of cross cultural communication, cross cultural communication barriers and its management. Cross Cultural Negotiation- concept, significance, strategies for effective cross cultural negotiations, negotiation styles across cultures.

Unit-IV

International HRM- Concept, objectives and its scope. Domestic vs International HRM, Dimensions of IHRM, International Staffing Decisions and approaches, expatriate selection & its criteria, cross cultural training, international compensation- components and approaches, repatriation and its stages. Implications of IHRM at workplace, emerging trends & challenges in IHRM.

CLO-PLO MATRIX: CROSS CULTURAL MANAGEMENT

Unit-wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO-1	2	3	3	2	2	2	3	1	3	3	**2.4**
CLO-2	2	3	3	2	1	2	3	3	3	2	**2.4**
CLO-3	3	1	3	1	3	2	3	3	2	2	**2.3**
CLO-4	2	2	2	3	3	3	1	1	3	2	**2.2**
Average (PLO)	**2.25**	**2.25**	**2.8**	**2**	**2.3**	**2.3**	**2.5**	**2**	**2.8**	**2.3**	**2.33**

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. Understanding Cross-Cultural Management" by Marie-Joëlle Browaeys and Roger Price
2. International Dimensions of Organizational Behavior" by Nancy J. Adler
3. Transnational Management: Text, Cases & Readings in Cross-Border Management" by Christopher A. Bartlett and Sumantra Ghoshal
4. Cross-Cultural Management: A Knowledge Management Perspective" by David C. Thomas and Mark F. Peterson.

ORGANIZATIONAL EFFECTIVENESS AND CHANGE		
SEMESTER:4th	**COURSE CODE:MBAGDOE425**	**COURSE TYPE:DCE (3CREDITS)**
SUMMATIVE ASSESSMENT = 54	**FORMATIVE ASSESSMENT= 21**	**PASS PERCENTAGE = 40**

Course Description

Organizational Effectiveness and Change course is both a professional field of social action and an area of scientific inquiry covering a wide spectrum of activities, with seemingly endless variations upon them. It covers diverse approaches to measuring and enhancing organizational effectiveness, understanding the dynamics of organizational change, and implementing interventions to drive positive change and improve organizational performance.

Course Learning Outcomes

Upon successful completion of the course, students should be able to:

CLO 1: Able to critically analyze the factors influencing organizational effectiveness and apply appropriate measures to enhance organizational performance.

CLO 2: Demonstrate the ability to identify sources of resistance to change within organizations and propose strategies to overcome them effectively.

CLO 3: Acquire practical skills in organizational diagnosis, intervention design, and implementation, enabling them to contribute effectively to organizational development initiatives and change management efforts.

Unit – I

Organizational effectiveness: Concept, nature, significance and its characteristics. Organizational effectiveness strategy, Critical issues of organizational effectiveness. Approaches & Models of organizational effectiveness

Unit - II

Organizational Culture: concept, characteristics, levels and its types. Organizational climate vs organizational culture. Organizational change- concept, nature, & its need. Process & levels of change. Types of organizational change. Internal & External forces for change. Kurt Lewin's model of organizational change.

Unit- III

Resistance to change. Strategies for managing resistance to change. Implications of managing change at workplace, Organizational development- concept, characteristics and OD interventions- Sensitivity training, process consultation, team development, survey feedback, intergroup development.

CLO-PLO: ORGANIZATIONAL EFFECTIVENESS AND CHANGE

Unit-wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO-1	2	3	3	3	1	2	3	2	3	3	**2.5**
CLO-2	3	2	1	2	3	2	2	3	3	3	**2.4**
CLO-3	3	1	3	1	3	3	3	3	1	2	**2.3**
Average (PLO)	**2.7**	**2**	**2.3**	**2.0**	**2.3**	**2.3**	**2.7**	**2.7**	**2.3**	**2.7**	**2.4**

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. Theory of Organization Development and Change by Cummings/ Worley CENGAGE Learning,
2. Palmer. I, Dunford. R, Akin. G, Managing organizational change: A multiple perspectives approach, McGraw-Hill.
3. Irwin Cummings Worley, Organization Development, 10th Edition, Cengage Learning
4. Organizational Development by French and Bell, Prentice Hall of India,New Delhi.

STRATEGIC HUMAN RESOURCE MANAGEMENT		
SEMESTER:4th	**COURSE CODE:MBAGDSH425**	**COURSE TYPE:DCE(3CREDITS)**
SUMMATIVE ASSESSMENT = 54	**FORMATIVE ASSESSMENT= 21**	**PASS PERCENTAGE = 40**

Course Description

Strategic human resource management (SHRM) course provides a theoretical and practical understanding about the dynamics and perspectives of SHRM. Further the course explores the role of HR professionals in integrating HR strategies with business strategies. It also covers and examines contemporary issues and challenges facing SHRM and how its knowledge and application creates competitive advantage and organizational excellence.

Course Learning Outcomes

Upon successful completion of the course, students should be able to:

CLO 1: Critically examine the dynamics and apply the perspectives and models of SHRM

CLO 2: Apply and Integrate HR strategies with business strategies

CLO 3: Examine & Apply strategic roles and competencies and help analyze and address the challenges facing SHRM

UNIT I

Strategic HRM- Concept, objectives, significance and its characteristics. Strategic HRM Systems – strategic HRM practices & strategic HRM Facilitators. Traditional HR vs. Strategic HR. Models & perspectives of strategic HRM- business oriented model and strategic fit model, 5 Ps Model of Strategic HR, Micheal Armstrong's model of Strategic HR.

UNIT II

Strategic Alignment-Aligning HR Strategies with business strategies. Importance, objectives and role of HR strategy in creating effective organizations. Developing and Implementing HR strategies, barriers to implementing HR strategies at workplace.

UNIT III

Strategic HR Development-concept, objectives, elements & strategies for developing capabilities of employees. Strategic HR roles & HR competencies for building competitive organization. Contemporary Issues in SHRM- Global HRM, Technology & HRM, Sustainability and corporate CSR & ethical considerations. Future trends & emerging skills in the field of SHRM.

CLO-PLO MATRIX : STRATEGIC HUMAN RESOURCE MANAGEMENT

Unit-wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO 10	Average (CLO)
CLO-1	3	3	3	2	2	2	3	2	3	3	**2.6**
CLO-2	2	2	3	1	3	3	2	3	3	3	**2.5**
CLO-3	2	3	1	3	3	1	3	3	3	2	**2.4**
Average (PLO)	**2.3**	**2.7**	**2.3**	**2**	**2.7**	**2**	**2.7**	**2.7**	**3**	**2.7**	**2.5**

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. JefferyMello, Strategic HRM, Thompson publication,NewDelhi,
2. Michael Armstrong, Strategic HRM, Koganpage,London,
3. Gary Dessler, HumanResource Management, PHI, NewDelhi,
4. Bhatia, S.K, Strategic Human Resource Management, Deep & Deep Publications,

MANAGEMENT OF LEARNING ORGANIZATIONS		
SEMESTER:4th	**COURSE CODE:MBAGDML425**	**COURSE TYPE:DCE(3CREDITS)**
SUMMATIVE ASSESSMENT = 54	**FORMATIVE ASSESSMENT= 21**	**PASS PERCENTAGE = 40**

Course Description

Explore the fundamental concept of learning organization and its implications. To expose knowledge towards various learning organization frameworks and delve into the emerging trends in learning organizations dynamics.

Course Learning Outcomes

Upon successful completion of the course, students should be able to:

CLO1 Apply the concepts and dynamics of learning organizations.

CLO2 Demonstrate knowledge and apply various frameworks of learning organizations

CLO3 Identify and comprehend emerging trends and challenges in learning organizations..

UNIT-I

Learning Organization – concept, characteristics, purpose and its significance. Traditional organizations vs. Learning organizations. Implications of learning organization at workplace and strategies for building effective learning organizations.

UNIT-II

Learning Organization Framework: Peter Senge's Five Disciplines, Garvin's Learning Organisation Model and Marquardt's Learning Organization Framework. Individual learning and Team based learning.

UNIT-III

Emerging trends in Learning Organizations- AI- driven personalized learning, skill based talent management, immersive learning experiences, data driven learning analytics, social and collaborative learning, experiential learning, Up-skilling and Re-skilling initiatives. Creating a learning Culture at workplace.

CLO-PLO MATRIX: MANAGEMENT OF LEARNING ORGANIZATIONS

Unit-wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO-1	2	2	3	3	3	2	2	3	3	3	**2.6**
CLO-2	2	3	2	2	2	3	3	3	3	3	**2.6**
CLO-3	3	3	2	3	2	3	3	3	2	1	**2.5**
Average (PLO)	**2.3**	**2.7**	**2.3**	**2.7**	**2.3**	**2.7**	**2.7**	**3.0**	**2.7**	**2.3**	**2.6**

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. Peter Senge, The Fifth Discipline Penguin Random House,
2. John Renesch Learning Organisations Epitome Books
3. Meinolf Dierkes, Handbook of Organisational Learning and Knowledge Oxford University Press
4. Stephen P. Robbins and Timothy. A Judge, Organisation Behavior, Pearson Publications,

HUMAN RESOURCE INFORMATION SYSTEM		
SEMESTER:4th	**COURSE CODE:MBAGDHR425**	**COURSE TYPE:DCE(3CREDITS)**
SUMMATIVE ASSESSMENT = 54	**FORMATIVE ASSESSMENT= 21**	**PASS PERCENTAGE = 40**

Course Description
The course on Human Resource Information System provides conceptual understanding of HRIS, its dynamics, functions and implications at workplace. It further delves into planning, implementation and evaluation of HRIS. Moreover, it addresses the issues and challenges and emerging trends facing HRIS.

Course Learning Outcomes
Upon successful completion of the course, students should be able to: **CLO 1:** Exhibit comprehension about HRIS dynamics, its functions and implications. **CLO 2:** Apply the knowledge about planning, implementation and evaluation of HRIS at workplace. **CLO 3:** Demonstrate learning about the emerging aspects and challenges in the area of HRIS.

UNIT-I

Human Resource Information System (HRIS)- Concept, need, significance and its limitations. Types of HRIS- Operational, strategic, tactical, comprehensive and specialized. Users and functions of HRIS at workplace. Strategic role and main implications of HRIS.

UNIT-II

HRIS planning, implementation and evaluation- Needs analysis, project planning, steps in implementing an HRIS, evaluating HRIS investment and its cost implications. Best practices in HRIS- customization of organizational needs, data and system maintenance, user training and performance monitoring,

UNIT-III

Contemporary challenges and issues in HRIS- HRIS outsourcing, information security and privacy in HRIS, HR metrics and workforce analytics. Emerging trends in HRIS- artificial intelligence and machine learning in HRIS, Cloud based HRIS, mobile HRIS & data analytics and HR

CLO-PLO: HUMAN RESOURCE INFORMATION SYSTEM

Unit-wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO-1	3	2	3	3	3	2	2	3	3	3	**2.7**
CLO-2	1	3	3	2	3	3	2	3	2	3	**2.5**
CLO-3	2	1	2	3	1	3	3	3	2	2	**2.2**
Average (PLO)	**2**	**2**	**2.7**	**2.7**	**2.3**	**2.7**	**2.3**	**3.0**	**2.3**	**2.7**	**2.47**

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. Michael Kavanagh, Mohan Thite and Richard D. Johnson: Human Resource Information Systems- Basics, Application, Future and Directions, SAGE,
2. P.K Gupta and SushilChabra: Human Resource Information System, Himalaya Publishing House,
3. Nitin C Kamat,Chinmay N Kamat and Pooja Updhay, Human Resource Information Systems, Nirali Prakashan

STRESS MANAGEMENT		
SEMESTER:4th	**COURSE CODE:MBAGDSM425**	**COURSE TYPE:DCE(3CREDITS)**
SUMMATIVE ASSESSMENT = 54	**FORMATIVE ASSESSMENT= 21**	**PASS PERCENTAGE = 40**

Course Description
This course explores the dynamics of stress management, its causes, impact and implications at workplace. Further the course delve into individual and organizational approaches in managing stress and further examines the relationship of work performance and time management with stress management.

Course Learning Outcomes
Upon successful completion of the course, students should be able to: **CLO 1:** Apply the concepts, functions and implications of stress management at workplace. **CLO 2:** Demonstrate and apply knowledge of coping strategies for stress management. **CLO 3:** Examine the relationship and effect of work performance and time management with stress management.

UNIT-I

Understanding Stress- concept and its nature. Types of Stressors- internal and external, Consequences and causes of stress at workplace. Sources and components of stress, Impact of Stress- Physiological, Psychological and Social, General Adaptation Syndrome (GAS). Implications of managing stress at workplace.

UNIT-II

Management of stress- Individual and organizational approaches for managing stress at workplace, Individual coping Strategies- cognitive, behavioral, emotional and life style changes. Application of stress management techniques at workplace.

UNIT-III

Stress management and work performance- relationship between stress management and organizational performance, role of communication in managing stress at workplace. Skills and techniques of time management for managing stress at workplace. Relationship between time management and stress management.

CLO-PLO MATRIX: STRESS MANAGEMENT

Unit-wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO-1	1	2	3	3	3	2	2	3	2	3	**2.4**
CLO-2	3	3	2	2	2	3	2	3	2	3	**2.5**
CLO-3	2	2	2	3	2	3	3	3	2	2	**2.4**
Average (PLO)	**2.0**	**2.3**	**2.3**	**2.7**	**2.3**	**2.7**	**2.3**	**3.0**	**2.0**	**2.7**	**2.43**

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. Paul M.Lehrer and Robert L.Woolfolk "Principles and Practices of Stress management", Guilford Press
2. Anthony J Curtis Health Psychology Stress and Stress Management, Imprint Routeledge
3. Olpin, M. & Hesson M. Stress Management for Life:A Research Based Experiential Approach, Edition.Wadworth Publihing.
4. Tylor S.E Health Psychology, New York McGraw Hill.

TALENT MANAGEMENT		
SEMESTER:4th	**COURSE CODE:MBAGDTM425**	**COURSE TYPE:DCE(3CREDITS)**
SUMMATIVE ASSESSMENT = 54	**FORMATIVE ASSESSMENT= 21**	**PASS PERCENTAGE = 40**

Course Description
This course provides an in depth knowledge about the dynamics of talent management, its models and framework. Further the course delves into processes of talent management and their applications in business context. Moreover, strategies, challenges and best practices of talent management are addressed.

Course Learning Outcomes
Upon successful completion of the course, students should be able to: **CLO 1:** Demonstrate and apply the knowledge about talent management its dynamics and models. **CLO 2:** Examine and learn talent management processes and their application in organizational context. **CLO 3:** Apply strategies and identify challenges and best practices of talent management at workplace.

Unit-I:

Talent Management: concept, purpose, scope and its significance, talent vs knowledge workforce, talent management vs HRM. Components and process of talent management, Approaches and models of talent management- 9 box model, 5 Cs framework, Five stage model, 6 Bs of talent management and AARRR model.

Unit-II:

Talent Management processes- Talent Acquisition: identifying company needs, workforce planning, sources of talent acquisition, onboarding and integration, Talent development: components and its benefits, Talent Retention: concept, significance and its elements. Strategies for effective talent retention. Succession planning and off boarding.

Unit-III:

Talent Management Strategies- Strategies for effective talent management, Role of HR in talent management, Functional and dysfunctional aspects of talent management, Implications of talent management at workplace and HR Challenges in managing talent. AI in talent management- Benefits and key considerations for HR. Best practices of talent management in organizations.

CLO-PLO MATRIX: TALENT MANAGEMENT

Unit-wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO-1	3	2	3	3	3	2	2	3	3	3	**2.7**
CLO-2	3	3	2	2	2	3	2	3	2	3	**2.5**
CLO-3	2	3	3	3	3	3	3	3	2	2	**2.7**
Average (PLO)	**2.7**	**2.7**	**2.7**	**2.7**	**2.7**	**2.7**	**2.3**	**3.0**	**2.3**	**2.7**	**2.63**

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. Stephen Taylor : Talent Management; A Contemporary Perspective. CIPD
2. Mark Wilcox; Effective Talent Management: Aligning Strategy, People and Performance. Routledge
3. Janice Caplan ; Strategic Talent Development" –. Chartered Institute of Personnel and Development (CIPD)
4. Paul Sparrow & Hugh Scullion ; Talent Management: A Research Overview" –. Chartered Institute of Personnel and Development (CIPD).

PRODUCTION AND OPERATIONS MANAGEMENT

LOGISTICS MANAGEMENT		
SEMESTER:4th	**COURSE CODE: MBAGCLM425**	**COURSE TYPE:CORE(4CREDITS)**
SUMMATIVE ASSESSMENT = 72	**FORMATIVE ASSESSMENT= 28**	**PASS PERCENTAGE = 40**

Course Description
This course provides an in-depth understanding of Logistics Management within the context of modern business operations. It covers fundamental concepts, strategies, and techniques essential for managing the flow of goods and services from the point of origin to the point of consumption. Emphasis is placed on the critical role of logistics in enhancing customer value, optimizing supply chain performance, and gaining competitive advantage in the marketplace.
Course Learning Outcomes
Upon successful completion of the course, students should be able to: **CLO 1:** Analyze the customer value chain and understand how logistics contributes to enhancing customer satisfaction and loyalty. **CLO 2:** Evaluate different types of warehousing functions, material handling equipment, and storage systems. **CLO 3:** Assess their suitability for specific logistical requirements. **CLO 4:** Apply performance measurement techniques to assess the effectiveness and efficiency of logistics operations, both internally and externally.

Unit 1:

Introduction to Logistics: Definition, Objectives, and Importance; Difference Between Logistics and Supply Chain; Role of Logistics in Business and Global Trade; Key Logistics Activities and Logistics Network Design; Logistics and Customer Service; Trends in Logistics: Green Logistics & Sustainability.

Unit 2:

Logistics System Design and Planning; Warehousing: Functions, Types, Design, and Layout; Material Handling Systems and Equipment; Automation and Technology in Warehousing; Safety and Security in Warehousing; Role of IT and E-logistics (including ERP, WMS, TMS).

Unit 3:

Transportation Management: Modes, Carrier Selection, Routing; Freight Negotiation, Transport Documentation; Intermodal and Multimodal Transport Systems; Inventory Management: Types of Inventory; Inventory Control; Techniques: EOQ, JIT, ABC, VED; Trade-offs and Total Cost Analysis in Logistics.

Unit 4:

3PL, 4PL and Outsourcing in Logistics; Global Logistics: Challenges and Risk Management; International Logistics Documentation and Compliance; Emerging Technologies in Logistics: AI, IoT, Blockchain; Logistics Performance; Metrics and Benchmarking; Case Studies on Strategic Logistics Decisions.

CLO-PLO MATRIX: LOGISTICS MANAGEMENT

Unit-wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO-1	2	3	3	2	2	2	3	2	3	3	**2.5**
CLO-2	2	3	3	2	2	2	3	3	3	2	**2.5**
CLO-3	3	2	3	2	3	2	3	3	2	2	**2.5**
CLO-4	2	2	2	3	3	3	2	2	3	2	**2.4**
Average (PLO)	**2.25**	**2.5**	**2.8**	**2.3**	**2.5**	**2.3**	**2.75**	**2.5**	**2.8**	**2.3**	**2.48**

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. Martin Christopher – Logistics and Supply Chain Management. Pearson Education
2. Donald J. Bowersox, David J. Closs, M. Bixby Cooper – Supply Chain Logistics Management. McGraw-Hill Education
3. Vinod V. Sople – Logistics Management: The Supply Chain Imperative. Pearson Education / PHI Learning
4. Alan Rushton, Phil Croucher, Peter Baker – The Handbook of Logistics and Distribution Management. Kogan Page.

MULTICRITERIA DECISION MAKING		
SEMESTER:4th	**COURSE CODE:MBAGDMC425**	**COURSETYPE:DCE(3CREDITS)**
SUMMATIVE ASSESSMENT = 54	**FORMATIVE ASSESSMENT= 21**	**PASS PERCENTAGE = 40**

Course Description
This course provides a comprehensive understanding of Multicriteria Decision Making (MCDM) techniques, which are used to solve complex decision problems involving multiple, often conflicting, criteria. Students will explore both classical and modern MCDM methods**,** including the Analytic Hierarchy Process (AHP), TOPSIS, ELECTRE, and PROMETHEE, as well as advanced approaches.
Course Learning Outcomes
Upon successful completion of the course, students should be able to: **CLO 1:** Identify the appropriate MCDM methods for different decision-making scenarios. **CLO 2:** Perform decision analysis in various contexts such as business, supply chain management, and policy-making. **CLO 3:** Develop proficiency in using computational tools to handle complex multi-criteria decision problems.

Unit 1

Introduction to MCDM**:** Concepts, need, and applications in decision-making. MCDM Problem Structuring**:** Decision matrix, criteria, alternatives, and trade-offs. Weighted Sum Model (WSM)**:** Definition, formulation, and application. Analytic Hierarchy Process (AHP): Pairwise comparisons, consistency ratio, and application of AHP in decision-making.

Unit 2

Technique for Order Preference by Similarity to Ideal Solution**:** Concept, methodology, and application in ranking alternatives. Detailed discussion and Comparative Analysis of Classical MCDM Methods**:** Comparing AHP, TOPSIS, ELECTRE, and PROMETHEE for decision problems.

Unit 3

Fuzzy MCDM**:** Use of fuzzy logic in MCDM, fuzzy decision matrices, fuzzy AHP, and fuzzy TOPSIS.Goal Programming**:** Formulating goal programming models for multi-objective optimization.
Decision Making under Uncertainty: Sensitivity analysis, simulation, and Monte Carlo methods in MCDM. Group Decision Making**:** Consensus models and methods like the Delphi method and voting models for group decision-making.

CLO-PLO MATRIX: MULTICRITERIA DECISION MAKING

Unit-wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO-1	3	2	3	3	3	2	2	3	3	3	**2.7**
CLO-2	3	3	2	2	2	3	2	3	2	3	**2.5**
CLO-3	2	3	3	3	3	3	3	3	2	2	**2.7**
Average (PLO)	**2.7**	**2.7**	**2.7**	**2.7**	**2.7**	**2.7**	**2.3**	**3.0**	**2.3**	**2.7**	**2.63**

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. Belton, V., & Stewart, T. J. – Multi-Criteria Decision Analysis: An Integrated Approach. Springer.
2. Koksalan, M., Wallenius, J., & Zionts, S. – Multiple Criteria Decision Making: From Early History to the 21st Century. World Scientific Publishing
3. Hwang, C. L., & Yoon, K. – Multiple Attribute Decision Making: Methods and Applications. Springer
4. Zionts, S., & Koksalan, M. – Multiple Criteria Decision Making: The Applications in Business and Industry. Wiley.

TQM AND CORE PROCESS REEINGINERING		
SEMESTER:4th	**COURSE CODE: MBAGDTQ425**	**COURSE TYPE:DCE(3CREDITS)**
SUMMATIVE ASSESSMENT = 54	**FORMATIVE ASSESSMENT= 21**	**PASS PERCENTAGE = 40**

Course Description

This course on Total Quality Management (TQM) *provides a thorough understanding of the principles and practices that enable organizations to continuously improve the quality of their processes, products, and services. Students will explore the foundational theories, models, tools, and techniques used in TQM. The course covers various quality management philosophies, as well as statistical tools for quality control, process improvement, and organizational leadership in a quality-driven environment.*

Course Learning Outcomes

Upon successful completion of the course, students should be able to:

CLO 1: Identify opportunities for process improvement and redesign in organizations.

CLO 2: Apply process mapping and modeling techniques to analyze business processes.

CLO 3: Implement information technology solutions to support reengineered processes.

Unit 1:

Introduction to BPR: Definition, principles, and evolution; BPR vs. Continuous Improvement: Understanding the difference between BPR and incremental process improvement; Drivers of BPR: Technological advancements, market pressures, and organizational needs; The BPR Framework: Stages of BPR (Define, Measure, Analyze, Design, Implement).

Unit 2:

Process Mapping and Modeling: Using flowcharts, SIPOC diagrams, and BPMN (Business Process Model and Notation) for process analysis; Redesigning Processes: Techniques for process redesign, eliminating inefficiencies, and leveraging technology; Role of Information Technology: Role of ERP, CRM, and automation in reengineering processes; Change Management: Managing resistance to change and ensuring successful implementation.

Unit 3:

BPR Case Studies: Success and failure stories from companies like Ford, General Electric, and IBM. Key Success Factors for BPR: Leadership commitment, IT support, and clear process goals. Measuring Success in BPR: KPIs and metrics to track process performance and organizational impact. Future Trends in BPR.

CLO-PLO MATRIX: TQM AND CORE PROCESS REEINGINERING

Unit-wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO-1	3	2	3	3	3	2	2	3	3	3	**2.7**
CLO-2	3	3	3	2	2	3	2	3	2	3	**2.6**
CLO-3	3	3	3	3	3	3	3	3	2	2	**2.8**
Average (PLO)	**3**	**2.7**	**2.7**	**2.7**	**2.7**	**2.7**	**2.3**	**3.0**	**2.3**	**2.7**	**2.7**

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. Oakland, J. S. – Total Quality Management and Operational Excellence: Text with Cases. Routledge
2. Juran, J. M., & Godfrey, A. B. – Juran's Quality Handbook: The Complete Guide to Performance Excellence. McGraw-Hill
3. Deming, W. E. – Out of the Crisis. MIT Press
4. Crosby, P. B. – Quality is Free: The Art of Making Quality Certain. McGraw-Hill.

WORLD CLASS MANUFACTURING		
SEMESTER:4th	**COURSE CODE:MBAGDWC425**	**COURSE TYPE:DCE(3CREDITS)**
SUMMATIVE ASSESSMENT = 54	**FORMATIVE ASSESSMENT= 21**	**PASS PERCENTAGE = 40**

Course Description

This course introduces the principles and practices of World Class Manufacturing (WCM), focusing on strategies for achieving excellence in manufacturing operations. Topics include lean manufacturing, total quality management, just-in-time production, continuous improvement, and the role of technology in modern manufacturing.

Course Learning Outcomes

Upon successful completion of the course, students should be able to:

CLO 1: Demonstrate proficiency in applying lean manufacturing techniques to identify and eliminate waste in production processes.

CLO 2: Exploring the role of quality management in achieving excellence in manufacturing and be able to implement quality improvement initiatives.

CLO 3: Analyze manufacturing systems and recommend strategies for optimization and continuous improvement.

Unit 1:

Foundations of World Class Manufacturing- Definition, scope, and significance of WCM. Evolution: Craft production to mass production to WCM; Principles of WCM – focus on cost, quality, flexibility, speed; Competitive priorities and performance measures. Role of technology and global supply chains

Unit 2:

Tools and Techniques in WCM- Lean Manufacturing: Principles, value stream mapping, 5S, Kaizen, Kanban Just-In-Time (JIT) and Cellular Manufacturing; Total Productive Maintenance (TPM): Pillars, implementation, OEE Six Sigma: DMAIC methodology and integration with WCM; Agile Manufacturing: Features, enablers, and contrasts with lean.

Unit 3:

Benchmarking and Performance Measurement: Metrics, KPIs, world-class benchmarks; Cultural and Human Aspects: Teamwork, employee empowerment, training; Change Management in WCM adoption, Zero Effect and Zero defect (ZED).

CLO-PLO MATRIX: WORLD CLASS MASNUFACTURING

Unit-wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO1	3	2	2	3	3	3	2	1	2	2	**2.3**
CLO2	2	3	3	3	2	3	2	2	2	2	**2.4**
CLO3	3	3	3	2	2	2	3	2	2	2	**2.4**
Average (PLO)	**2.67**	**2.67**	**2.67**	**2.67**	**2.33**	**2.67**	**2.33**	**1.67**	**2**	**2**	**2.37**

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. B.S. Sahay, K.B.C. Saxena & Ashish Kumar – World Class Manufacturing: Strategic Perspective – Macmillan India
2. Korgaonkar, M. G. – Just-In-Time Manufacturing – Macmillan
3. Radhakrishnan, P., & Balasubramanian, S. – World-Class Manufacturing – Himalaya Publishing House
4. James P. Womack & Daniel T. Jones – Lean Thinking – Simon & Schuster.

VALUE ENGINEERING		
SEMESTER:4th	**COURSE CODE:MBAGDVE425**	**COURSE TYPE:DCE(3CREDITS)**
SUMMATIVE ASSESSMENT = 54	**FORMATIVE ASSESSMENT= 21**	**PASS PERCENTAGE = 40**

Course Description

Value engineering is a systematic, organized approach to providing necessary functions in a project at the lowest cost. Value engineering promotes the substitution of materials and methods with less expensive alternatives, without sacrificing functionality. The course will help students understand the process of designing products at a low cost without compromising on the quality of the products.

Course Learning Outcomes

Upon successful completion of the course, students should be able to:

CLO 1: Examining the basic concept of value engineering.
CLO 2: Discuss and articulate the various phases of value engineering.
CLO 3: Discuss and select appropriate methods, standards and apply them on value engineering project.

Unit-I

Origin of value engineering - Meaning and Definition of value engineering and Value analysis- Value Management - Value Analysis Versus Value Engineering - Value Analysis versus Traditional cost reduction techniques - Value engineering concepts, advantages, applications and role in productivity.

Unit-II

Stages in value engineering: Introduction, orientation, information phase, speculation phase, analysis phase. Selection and Evaluation of value engineering Projects, Project selection, methods selection, value standards, application of value engineering methodology. Seven phases of job plan.

Unit-III

Value engineering techniques: Brain storming - Gordon technique - Morphological Analysis - ABC Analysis- Probabilistic approach - Make or Buy decisions – Function cost worth analysis (FCWA) - Function Analysis System technique (FAST) - Break Even Analysis - Life cycle cost(LCC).

CLO-PLO MATRIX: VALUE ENGINEERING

Unit-wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO1	3	3	3	2	3	3	2	1	2	2	**2.4**
CLO2	2	3	3	3	2	3	2	2	2	2	**2.4**
CLO3	3	3	3	2	2	2	3	2	2	2	**2.4**
Average (PLO)	**2.67**	**3**	**3**	**2.33**	**2.33**	**2.67**	**2.33**	**1.67**	**2**	**2**	**2.4**

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. Anil Kumar. and Mukhopadhyaya., Value Engineering: Concepts Techniques and applications, SAGE Publications.
2. Del L. Younker., Value Engineering: analysis and methodology, CRC Press,
3. Richard Park., Value Engineering: A Plan for Invention, CRC Press,
4. Arthur E. Mudge., Value Engineering:A systematic approach, McGraw Hill,.

BEHAVIORAL OPERATIONS MANAGEMENT		
SEMESTER:4th	**COURSE CODE: MBAGDBO425**	**COURSE TYPE:DCE(3CREDITS)**
SUMMATIVE ASSESSMENT =54	**FORMATIVE ASSESSMENT= 21**	**PASS PERCENTAGE = 40**

Course Description

The course explores the intersection of behavioral science and traditional operations research models. The course focuses on how human cognitive biases, preferences, emotions, and social influences affect decision-making in operational settings. By integrating psychological insights with analytical tools, the course equips students to better design, implement, and interpret operations systems in uncertain, real-world contexts

Course Learning Outcomes

Upon successful completion of the course, students should be able to:

CLO 1: Integrate behavioral considerations into inventory management, supply chain coordination, forecasting, and Scheduling.

CLO 2: Design experiments and interventions to mitigate cognitive bias in operations.

CLO 3: Apply behaviorally informed OR models to real-world problems.

Unit 1

Introduction to Behavioral OR: Motivation and scope. Behavioral Decision Theory: Bounded rationality, heuristics, and cognitive bias. Overview of classical OR models vs. behavioral insights. Key concepts: Prospect Theory, Mental Accounting, Decision Framing.

Unit 2

Behavioral Inventory Management: Newsvendor problem, order variability. Behavioral Supply Chain Management: Trust, collaboration, bullwhip effect. Human Judgment in Forecasting: Biases in prediction and scenario planning. Scheduling and Resource Allocation: Behavioral inefficiencies. Decision-making under uncertainty and risk

Unit 3

Incentives and Contracts: Behavioral perspectives in supply chains. Behavioral Queuing: Perceived wait times, service fairness. Behavioral Nudges in operations. Designing Behaviorally Robust OR Models. Emerging trends: AI, nudging, and behavioral data analytics in operations.

CLO-PLO MATRIX: BEHAVIORAL OPERATIONS MANAGEMENT

Unit-wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO1	3	3	2	3	3	3	2	2	2	2	**2.5**
CLO2	3	3	3	3	2	3	2	2	2	2	**2.5**
CLO3	3	3	3	3	2	2	3	2	2	2	**2.5**
Average (PLO)	**3**	**3**	**2.67**	**3**	**2.33**	**2.67**	**2.33**	**2**	**2**	**2**	**2.5**

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. Bazerman, Max H., and Don A. Moore.Judgment in Managerial Decision Making. John Wiley & Sons.
2. Bendoly, Elliot, Wout van Wezel, and Daniel G. Bachrach. Behavioral Operations Management: Foundations and Frontiers. Palgrave Macmillan.

COMPETITION AND CO-OPERATION IN BUSINESS ECOSYSTEMS		
SEMESTER:4th	**COURSE CODE:MBAGDCC425**	**COURSE TYPE:DCE(3CREDITS)**
SUMMATIVE ASSESSMENT = 54	**FORMATIVE ASSESSMENT= 21**	**PASS PERCENTAGE = 40**

Course Description

Explore the fundamentals of competition in a business ecosystem. Delve into the components of business ecosystem, and a basic understanding of the scenarios and strategies under the various demand and supply conditions. To understand the concept of cooperation, its foundation principles and the purpose of its existence within the society.

Course Learning Outcomes

Upon successful completion of the course, students should be able to:
CLO 1: Exploring the business models and underlying theories.
CLO 2: Examining the concept of cooperation.
CLO 3: Investigating the Underlying Principles, formation, problems and issues.

UNIT I

Concept of Business Ecosystem, Components of a business ecosystem, Liberalisation, Privatisation and Globalisation, Business Models, Managerial Theories of Firm. Competition in business ecosystem, Concept of Market, Market Demand and Supply, Price Determination in Monopoly, Perfect Competition, Monopolistic Competition, Oligopoly, Pricing Strategies and Practices of Firm.

UNIT II

Origin and Development of Cooperation- Meaning, Definition, Features of a cooperation in comparison to other forms of business, Significance, Objectives, Benefits of Cooperation. Different Aspects of Cooperation. Cooperation and other Economic Systems-Capitalism, Socialism, Communism.

UNIT III

Rochdale's Principles, Distinction between cooperative Values and Cooperative Principles Types of Cooperatives in India, cooperative Movements In Foreign Countries and India tax Relaxations for Cooperatives, Registration of a cooperative Society in India, Indian Cooperative Act 1912 with amendments from time to time, Problems and Issues of a Cooperative, Government schemes for cooperatives.

CLO-PLO MATRIX: COMPETITION AND CO-OPERATION IN BUSINESS ECOSYSTEMS

Unit-wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO1	3	3	2	3	3	3	2	2	2	2	**2.5**
CLO2	2	3	3	3	2	3	2	2	2	2	**2.4**
CLO3	3	3	3	2	2	2	3	2	2	2	**2.4**
Average (PLO)	**2.67**	**3**	**2.67**	**2.67**	**2.33**	**2.67**	**2.33**	**1.67**	**2**	**2**	**2.43**

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. Christopher Thomas and Charles Maurice, Managerial Economics, McGrawHill,
2. Krishnaswami, O.R., Fundamentals of Cooperation, S.Chand & Company
3. Hejela TN, Principles, Problems and Practices of Cooperation, Konark Publications
4. Mathur BS,Cooperation in India, Sahitya Bhavan Publishers.

DATA ANALYTICS AND ARTIFICIAL INTELLIGENCE

DATA WAREHOUSING AND DATA MINING		
SEMESTER:4th	**COURSE CODE:MBAGCDW425**	**COURSE TYPE:CORE (4CREDITS)**
SUMMATIVE ASSESSMENT = 72	**FORMATIVE ASSESSMENT= 28**	**PASS PERCENTAGE = 40**

Course Description

This course provides a detailed exploration of data warehousing and data mining concepts. It introduces the architecture, implementation, and preprocessing of data warehouses. Students will learn about OLAP techniques, data mining processes, and their application in business contexts. The course covers advanced data analysis techniques including classification, association rule mining, clustering, and web mining, equipping learners with the skills to extract actionable insights from large datasets.

Course Learning Outcomes

Upon successful completion of the course, students should be able to:

CLO 1: Design and implement a data warehouse, applying data pre-processing and schema design techniques.
CLO 2: Differentiate between OLAP and data mining, and apply their methods effectively in business scenarios.
CLO 3: Demonstrate the ability to build classification models and derive association rules from large datasets.
CLO 4: Apply clustering techniques and web mining methods to analyze user behavior, content, and structure on the web.

Unit- I.

Data Warehouse Concepts: Definitions, Characteristics, Purpose, Data Warehouse Architecture, Data Warehouse Implementation, Data pre-processing: Data cleaning, Data integration and Transformation, Warehouse Schema Design and Metadata.

Unit-II.

OLAP Concepts: Definitions, characteristics and its types, OLAP applications in Business. Data Mining Concepts: Definitions, Process and Applications in business. Difference between Data mining and OLAP

Unit –III

Classification: Data Mining through Decision Trees, decision rules, issues in data mining through decision trees, strengths and weakness of decision trees. Association Rules: process of association rule mining, problem of large data sets, strengths and weakness of association rules

Unit –IV

Clustering: Searching for clusters, K-means method, Agglomerative method, Evaluating Clusters, strengths and weakness Web Mining: Web content mining, Web Usage Mining, Web structure mining.

CLO-PLO MATRIX: DATA WAREHOUSING AND DATA MINING

Unit-wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO-1	2	3	3	2	2	2	3	2	3	3	**2.5**
CLO-2	2	3	3	2	2	2	3	3	3	2	**2.5**
CLO-3	3	2	3	2	3	2	3	3	2	2	**2.5**
CLO-4	2	2	2	3	3	3	2	2	3	2	**2.4**
Average (PLO)	**2.25**	**2.5**	**2.8**	**2.3**	**2.5**	**2.3**	**2.75**	**2.5**	**2.8**	**2.3**	**2.48**

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. Jiawei Han, MichelineKamber, Data Mining – Concepts and Techniques, Morgan Kaufmann Publishers,
2. Michael J A Berry, Gordon S Linoff, Data Mining Techniques, Wiley Publishing inc,
3. Alex Berson, Stephen J.Smith, Data warehousing , data mining & OLAP, Tata McGraw Hill Publications
4. W H Inmon, Building the data warehouse, Wiley Computer Publishing.

PYTHON FOR DATA ANALYTICS		
SEMESTER:4th	**COURSE CODE:MBAGDPD425**	**COURSE TYPE:DCE(3CREDITS)**
SUMMATIVE ASSESSMENT = 54	**FORMATIVE ASSESSMENT= 21**	**PASS PERCENTAGE = 40**

Course Description

Python Programming for Data Analytics course equips students with essential Python skills tailored for data analysis. Through comprehensive modules spanning Python fundamentals, NumPy, Pandas, and Matplotlib, students gain proficiency in built-in objects, program development environments, numerical computation, data handling, and visualization. With a focus on practical exercises and real-world applications, students develop the expertise needed to excel in the dynamic field of data analytics.

Course Learning Outcomes

Upon successful completion of the course, students should be able to:

CLO 1: Develop a deep knowledge of program development environments, enabling learning of efficient and effective Python programming.

CLO 2: Apply numerical programming techniques using NumPy and other libraries for advanced data computation and manipulation.

CLO 3: Utilize Pandas for efficient data handling, including data aggregation, indexing, and manipulation.

Unit-I

Data Science: Benefits and uses – facets of data - Data Science Process: Overview – Defining research goals – Retrieving data – Data preparation - Exploratory Data analysis – Building the model–presenting findings and building applications Structure of Python Program-Underlying Mechanism of Module Execution-Branching and Looping-Problem Solving Using Branches and Loops-Functions - Lists and Mutability-Problem-Solving Using Lists and Functions. Sequences, Mapping and Sets- Dictionaries- -Classes: Classes and Instances-Inheritance- Introduction to Regular Expressions using "re" module.

Unit-II

Basics of NumPy-Computation on NumPy-Aggregations-Computation on Arrays- Comparisons, Masks and Boolean Arrays-Fancy Indexing-Sorting Arrays-Structured Data: NumPy's Structured Array. Introduction to Pandas Objects - Data Indexing and Selection - Operating on Data in Pandas - Handling Missing Data - Hierarchical Indexing - Combining Data Sets - Aggregation and Grouping - Pivot Tables.

Unit III

Basic functions of Matplotlib - Simple Line Plot, Scatter Plot - Density and Contour Plots - Histograms, Binning's and Density - Customizing Plot Le gends, Colour Bars - Three-Dimensional Plotting in Matplotlib.

CLO-PLO MATRIX: PYTHON FOR DATA ANALYTICS

Unit-wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO1	3	2	2	3	3	3	2	1	2	2	**2.3**
CLO2	2	3	3	3	2	3	2	2	2	2	**2.4**
CLO3	3	3	3	2	2	2	3	2	2	2	**2.4**
Average (PLO)	**2.67**	**2.67**	**2.67**	**2.67**	**2.33**	**2.67**	**2.33**	**1.67**	**2**	**2**	**2.37**

Note: The list of Practicals and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. Python for Data Analysis, Wes McKinney, O'Reilly,
2. Data Analytics Using Python, Bharti Motwani, Wiley.
3. Data Analytics Made Accessible, Anil Maheshwari, McGraw
4. R. Nageswara Rao, Python Programming , Dreamtech Hills Core

PROMPT ENGINEERING		
SEMESTER:4th	**COURSE CODE:MBAGDPE425**	**COURSE TYPE:DCE(3CREDITS)**
SUMMATIVE ASSESSMENT = 54	**FORMATIVE ASSESSMENT= 21**	**PASS PERCENTAGE = 40**

Course Description

This course delves into the art and science of prompt engineering, focusing on crafting effective prompts to harness the capabilities of Generative AI models, particularly Large Language Models (LLMs). Students will engage in hands-on projects, exploring various prompt techniques and understanding their applications across different domains. The curriculum also addresses the ethical considerations and cultural nuances essential for responsible AI deployment.

Course Learning Outcomes

Upon successful completion of the course, students should be able to:

CLO 1: Articulate the role and importance of prompt engineering in optimizing AI model outputs..
CLO 2: Create applications leveraging LLMs through effective prompt design and fine-tuning.
CLO 3: Critically assess the ethical and cultural considerations in prompt engineering practices.

Unit-I

Introduction to Prompt Engineering and LLMs: Overview of Generative AI and Large Language Models. Fundamentals of Prompt Engineering. In-Context Learning and its Significance. Best Practices in Prompt Design.

Unit-II

Advanced Prompt Techniques and Applications: Zero-Shot and Few-Shot Learning Methods. Chain-of-Thought and Tree-of-Thought Prompting. Developing AI Applications with LLMs. Hands-on Projects: Implementing Prompt Strategies.

Unit-III

Ethical, Cultural, and Future Perspectives in Prompt Engineering: Cultural Sensitivities in Prompt Design. Agile Methodologies for Prompt Development. Regulatory Compliance and Ethical Considerations. Future Trends and Innovations in Prompt Engineering.

CLO-PLO MATRIX: PROMPT ENGINEERING

Unit-wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO-1	3	3	3	2	3	3	3	2	1	2	**2.5**
CLO-2	3	2	3	3	3	2	2	1	2	2	**2.3**
CLO-3	3	3	2	3	3	2	3	2	2	1	**2.4**
Average (PLO)	**3**	**2.67**	**2.67**	**2.67**	**3**	**2.33**	**2.67**	**1.67**	**1.67**	**1.67**	**2.40**

Note: The list of practicals and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1 Introduction to Large Language Models by Mitesh M. Khapra
2 IBM: Introduction to Prompt Engineering by Edx
3 Mastering Multi-Prompt Engineering (AI) by Eduxlabs
4 Prompt Pulse: Igniting India's Tech Evolution with Agile Prompt Engineering by uni Bharat

SYSTEM ANALYSIS AND DESIGN		
SEMESTER:4th	**COURSE CODE:MBAGDSA425**	**COURSE TYPE:DCE(3CREDITS)**
SUMMATIVE ASSESSMENT = 54	**FORMATIVE ASSESSMENT= 21**	**PASS PERCENTAGE = 40**

Course Description

This course provides an in-depth understanding of the structured approach to analyzing, designing, and implementing information systems. It covers all phases of the system development life cycle, from requirement gathering and feasibility study to detailed design and project management. Students will learn techniques such as data flow diagrams, decision trees, database design, and hardware/software selection, equipping them with practical skills to manage real-world system projects.

Course Learning Outcomes

Upon successful completion of the course, students should be able to:
CLO 1: Analyze requirements and perform feasibility studies to initiate structured system development.
CLO 2: Documentation using tools such as data flow diagrams, decision trees, and data dictionaries.
CLO 3: Design completes system solutions with proper controls, testing, and maintenance planning.

Unit- I.
System Development Methodologies – System Development Life Cycle (Waterfall Model), Requirement Analysis, Feasibility Study, System Analysis, and System Design, Link Program Testing, System Testing, Conversion and Installation, System Review and Evaluation, Maintenance, Prototyping. Identifying and Selecting System Development Project, Feasibility Study – Operational, Technical, Economical. Tools for Analysis and Design of Business Systems. Methodology Available: Need for Structured Techniques; Structured Techniques Available.

Unit-II.
System Requirement Specification and Analysis; Documentation Techniques for System Analysis – Context Diagram, Activity Diagrams or Data Flow Diagrams. Activity Sheets, Data Flow Sheets, Data Stores Sheets, Data Item Sheets, Data Dictionaries; Decision Trees and Tables; Expansion, Explosion and Normalization.

Unit –III
Detailed Design; Modulation; Module Specification; File Design; Data Base Design; Dialog (User Interface) Design. System Control and Quality Assurance; Documentation Tools; Testing Techniques Available; System Controls and Audit Trails; System Administration and Training; Conversions and Operations Plan, Final Installation & Maintenance.

CLO-PLO MATRIX: SYSTEM ANALYSIS AND DESIGN

Unit-wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO-1	3	3	3	2	3	3	2	2	2	2	**2.5**
CLO-2	3	3	2	3	3	2	3	2	2	2	**2.5**
CLO-3	3	3	3	3	2	3	3	2	2	1	**2.5**
Average (PLO)	**3**	**3.00**	**2.67**	**2.67**	**2.67**	**2.67**	**2.67**	**2**	**2**	**1.67**	**2.50**

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. Awadh. Elias M. Systems Analysis and Design. Prentice Hall of India. Coad, Peter
2. Edward, Yourdon. Object- Oriented Analysis .. Englewood Cliff, New jersey, Yourdon Press.
3. Hawryszkiewyez, I.T. Introduction to system Analysis &Design Prentice Hall of India.
4. Marco. T.D. Structure Analysis and systems specification , Yourdon Press.

BUSINESS INTELLIGENCE		
SEMESTER:4th	**COURSE CODE:MBAGDBI425**	**COURSE TYPE:DCE(3CREDITS)**
SUMMATIVE ASSESSMENT = 54	**FORMATIVE ASSESSMENT= 21**	**PASS PERCENTAGE = 40**

Course Description
This course introduces students to the fundamentals and practical applications of Business Intelligence (BI). It focuses on transforming raw data into actionable insights using modern tools and techniques. The course emphasizes data visualization, data warehousing, decision support systems, and introduces predictive analytics and machine learning elements used in BI. Students will gain hands-on experience with industry-standard BI tools and platforms.
Course Learning Outcomes
Upon successful completion of the course, students should be able to: **CLO 1:** Demonstrate the ability to collect, clean, and analyze business data. **CLO 2:** Create interactive dashboards and reports using BI tools. **CLO 3**: Apply predictive analytics to forecast business trends.

Unit-I

Introduction and importance of BI in the business environment. Components of BI systems. BI architecture: Data sources, ETL (Extract, Transform, Load), Data Warehouses. Data modeling: Star schema, Snowflake schema OLAP vs OLTP. Introduction to decision support systems.

Unit-II

Data mining concepts and applications in BI. Descriptive, Predictive, and Prescriptive Analytics. Statistical techniques in BI (Regression, Clustering, Classification). Introduction to BI tools: Tableau, Power BI, Excel. Dashboards, Reports, and Storytelling with data. Case studies using real-time datasets.

Unit-III

Integration of AI/ML in Business Intelligence. Big Data and BI: Hadoop, Spark basics. Cloud-based BI and real-time analytics. BI in different business domains: Marketing, Finance, HR, Supply Chain. Ethical, Legal, and Privacy Issues in BI. Trends and future of BI: Augmented analytics, Embedded BI.

CLO-PLO MATRIX: BUSINESS INTELLIGENCE

Unit-wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO-1	3	3	2	2	3	3	2	2	2	2	**2.4**
CLO-2	2	3	3	2	3	2	3	2	2	2	**2.4**
CLO-3	3	3	2	2	2	3	3	2	2	2	**2.4**
Average (PLO)	**2.67**	**3.00**	**2.33**	**2**	**2.67**	**2.67**	**2.67**	**2**	**2**	**2**	**2.4**

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. The Data Warehouse Toolkit: The Definitive Guide to Dimensional Modeling by Ralph Kimball and Margy Ross.
2. Data Science for Business: What You Need to Know about Data Mining and Data-Analytic Thinking by Foster Provost and Tom Fawcett.
3. Competing on Analytics: The New Science of Winning by Thomas H. Davenport and Jeanne G. Harris.
4. Business Intelligence Guidebook: From Data Integration to Analytics by Rick Sherman

E BUSINESS		
SEMESTER:4th	**COURSE CODE:MBAGDEB425**	**COURSE TYPE: DCE(3CREDITS)**
SUMMATIVE ASSESSMENT = 54	**FORMATIVE ASSESSMENT= 21**	**PASS PERCENTAGE = 40**

Course Description

This course offers a comprehensive introduction to e-commerce and e-business. It equips students with necessary knowledge about how e-business works various models used, payment system in different world and security issues. It also gives an in-depth insight of e-governance and its related issues.

Course Learning Outcomes

Upon successful completion of the course, students should be able to:

CLO 1: Recognizing the fundamentals of e-business and e-commerce models, their benefits, limitations, and strategic role in modern businesses.

CLO 2: Able to use and evaluate web-based tools, EDI frameworks, and encryption techniques essential for secure electronic communication.

CLO 3: Demonstrate knowledge of digital payment technologies, e-business strategies, and current trends in mobile and digital commerce.

Unit- I.

Introduction to e-business: Electronic Business, Electronic Commerce, Types of Electronic Commerce, Benefits, Limitations and Barriers of E-commerce, Electronic Commerce Models, Value Chains in Electronic Commerce, E-Commerce in India. Strategies for E-Commerce, Internet based Business Models; Legal, Ethical and Societal Impacts of E-Commerce.

Unit-II.

Web Based Tools for Electronic Commerce, Intranet, Composition of Intranet, Business Applications on Intranet, Extranets. Electronic Data Interchange, Components of Electronic Data Interchange, Electronic Data Interchange Communication Process. Security Issues in e-business; Security Overview, Electronic Commerce Threats, Encryption, Cryptography, Public Key and Private Key Cryptography, Digital Signatures, Digital Certificates, Securing E-commerce Networks.

Unit –III

Electronic Payment System; Concept of e-Money, Electronic Payment System, Types of Electronic Payment Systems, Smart Cards, Stored Value cards and Electronic Payment Systems. B2B Electronic payments, Infrastructure Issues in EPS, Electronic Fund Transfer.e-Business Applications & Strategies Business Models & Revenue Models over Internet, Emerging Trends in e-Business, e-Governance, Digital Commerce, Mobile Commerce.

CLO-PLO MATRIX: E BUSINESS

Unit-wise CLOs	PLO 1	PLO 2	PLO 3	PLO 4	PLO 5	PLO 6	PLO 7	PLO 8	PLO 9	PLO10	Average (CLO)
CLO-1	3	3	3	2	3	3	2	1	2	2	**2.4**
CLO-2	3	3	3	2	2	3	2	2	2	1	**2.3**
CLO-3	3	2	2	3	3	3	2	2	1	2	**2.3**
Average (PLO)	**3**	**2.67**	**2.67**	**2.33**	**2.67**	**3**	**2**	**1.67**	**1.67**	**1.67**	**2.33**

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. E-Business and E-Commerce Management- Strategy, Implementation and Practice , Dave Chaffey, Prentice Hall
2. Electronic Commerce - A Managerial Perspective, Efraim Turban, David King, DennisViehland, Jae Lee, 4th Edition, Pearson Education.
3. Electronic Commerce- From Vision to Fulfillment, Elias M. Awad, PHI Learning.
4. Electronic Commerce Strategy, Schneider Gary P. and Perry, James T, Cengage Learning.

ACCOUNTING ANALYTICS		
SEMESTER:4th	**COURSECODE:MBAGDAA425**	**COURSETYPE:DCE(3CREDITS)**
SUMMATIVE ASSESSMENT = 54	**FORMATIVE ASSESSMENT= 21**	**PASS PERCENTAGE = 40**

Course Description
This course explores the integration of analytics within the accounting domain, focusing on techniques and tools that enhance financial data analysis and decision-making. Students will engage with various analytical methods, software applications, and ethical considerations pertinent to accounting analytics.

Course Learning Outcomes
Upon successful completion of the course, students should be able to: **CLO 1:** Investigating the significance and applications of analytics in accounting. **CLO 2:** Utilize methods such as ratio analysis, trend analysis, and variance analysis to interpret financial data. **CLO 3:** Operate accounting software and data visualization tools for effective data analysis and interpret balance sheets, income statements, and cash flow statements to evaluate financial health.

Unit-I

Introduction to Accounting Analytics: Role of Analytics in Accounting. Overview of Analytical Techniques. Accounting Software and Tools. Ethical Considerations in Accounting Analytics.

Unit-II

Analytical Techniques in Accounting: Ratio Analytics -Liquidity, Solvency, and Profitability Ratios. Trend and Comparative Analytics. Variance Analytics. Cash Flow Analytics and Fund flow Analytics.

Unit-III

Tools, Applications, and Ethical Considerations: Advanced Features of Accounting Software. Data Visualization Techniques in Accounting. Case Studies on Accounting Analytics Applications. Ethical and Cultural Sensitivities in Data Analytics.

CLO-PLO MATRIX: ACCOUNTING ANALYTICS

Unit-wise CLOs	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9	PLO10	Average (CLO)
CLO-1	3	2	3	2	3	2	2	2	2	2	**2.3**
CLO-2	3	3	3	2	3	2	2	2	2	3	**2.5**
CLO-3	3	2	3	2	3	2	2	2	2	2	**2.3**
Average (PLO)	**3**	**2.33**	**3**	**2**	**3**	**2**	**2**	**2**	**2**	**2.33**	**2.37**

Note: The list of cases and specific references will be announced by the concerned faculty in the class at the beginning of the semester.

Suggested Readings:

1. Financial Accounting and Analysis. Prof. Padmini Srinivasan, IIM Bangalore
2. Accounting Information Systems. *Marshall B. Romney & Paul J. Steinbart*
3. Data Analytics for Accounting. *Vernon J. Richardson, Ryan A. Teeter & Katie L. Terrell*
4. Business Analytics: Data Analysis & Decision Making. *S. Christian Albright & Wayne L. Winston*