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UNIVERSITY OF MYSORE

(Re-accredited by NAAC with 'A' Grade)
(NIRF-2022:Ranked 33rd in University Category and 54th in Overall Category)

B. N. BAHADUR INSTITUTE OF MANAGEMENT SCIENCES

MANASAGANGOTHRI
MYSORE -570 006

Proceedings of the meeting of Board of Studies (PG) in Business Administration held on 05.03.2026 at 11.00AM in B.N.Bahadur Institute of Management Sciences.

Members Present:	1. Prof. M.Amulya	Chairman, BOS
	2. Prof. D.Anand	Member
	3. Prof. S.J.Manjunath	Member
	4. Sri. Keshava Dongre.C.A	Member
Members Absent:	1. Prof. R.Mahesh	Member
	2. Prof. Ritika Sinha	Member

The Chairman welcomed all the members. The agenda was presented before the board and the board discussed and resolved;

1. Discussed and prepared the course objectives and course outcomes of MBA program.
2. The board approved the model course framework and syllabus of Research and Publication Ethics of Ph.D course work.
3. The Board considered the applications for guideship of Dr. Impa Belliappa and Dr. Manjunath.V of Maharaja Research Foundation, Mysuru & Dr. Anand.K of Maharaja College, UOM, Mysuru and approved to recommend for recognition as Ph.D guide in Management.
4. The Board considered the application for guideship of the following candidates and are eligible for recognition as Ph.D guide in Management.

Sl.No	Name of the Candidate	Institution	Remarks
1	Dr. Amrinder Singh, Assistant Professor	ISME, Bengaluru	Eligible
2	Dr. Prashantha Kumar.O, Assistant Professor	ISME, Bengaluru	Eligible
3	Dr. Shilpa.D, Asso. Professor,	Daksha Research Centre,	Eligible
4	Dr. Mamta Hegde, Assistant Professor	SDMIMD, Siddarthanagar	Eligible

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5	Dr. Sonia Singh, Associate Professor	ISME, Bengaluru	Eligible
6	Dr. Sweta Bhasin, Asso. Professor	ISME, Bengaluru	Eligible
7	Dr. Pooja Nagpal, Associate Professor	ISME, Bengaluru	Eligible
8	Dr. Manasa.R, Asso. Professor	Vishwakavi Kuvempu FGC, Mysuru	Eligible
9	Dr. Y.Palaniyandi	ISME, Sarjapura Road, Bengaluru	Eligible

5. The board approved the panel of examiners for MBA examination for the academic year 2026-27.

(Prof. M.AMULYA)
Chairperson, BOS

(Prof. D.ANAND)
Member

(Prof. S.J.MANJUNATH)
Member

(Sri. KESHAVA DONGRE.C.A)
Member

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COURSE CURRICULUM & REGULATIONS GOVERNING TWO YEAR MASTER OF BUSINESS ADMINISTRATION (MBA) DEGREE COURSE

With Effect from 2024-25

AS PER UGC GUIDELINES ON ADOPTION OF CHOICE BASED CREDIT SYSTEM

REGULATIONS

1. Course Title

The course shall be called 'Master of Business Administration'. The duration of the course shall be two years consisting of four semesters; two semesters in each year. A candidate joining the course shall pursue prescribed courses of studies.

2. Eligibility for Admission

Any Graduate or Post Graduate in Arts, Science, Commerce, Business Management, Allied Sciences, Engineering and Technology, Medical Sciences of this University or from any other recognized University considered equivalent thereto shall be eligible for admission to the course. Further the applicant shall have a minimum of 50% in the qualifying examination. A relaxation of 5% is available for SC/ST & Cat-I candidates. Selection of the candidates to the course shall be done as per rules of the University and Government of Karnataka.

3. Course Content and Instruction

Course content: The course comprises of Subjects of study, Internship, Project Work and Field Work as prescribed.

Pedagogy includes Classroom Lectures, Tutorials, Case Studies, Group Discussions, Quizzes, Seminars, Computer Practical, Industrial Visits etc.

a) Courses in the programme are of three types: Core courses (C), Foundation courses (F) and Elective Courses (E)

(i) Core Courses (C): Core Course is the course, which is to be compulsorily studied by a student as a core requirement to complete the programme. Business Familiarization Report (BFR) and Final Project Report are part of the core courses.

(ii) Foundation Courses (F): Foundation courses (F) are the courses based upon the contents that lead to knowledge enhancement that are mandatory for all disciplines.

Selection of Foundation Courses: Any two Foundation Courses from the available Foundation Courses shall be selected by a student at the commencement of First and Second Semesters. The Department Council/ Affiliated Colleges will announce, at the beginning of the First and Second semesters, the Foundation Courses which will be offered during First and Second semesters depending upon the availability of faculty and the demand for Foundation Courses. The minimum number of students opting for a Foundation Course shall be twenty.

(iii) Elective Courses (E): Elective Courses are optional courses that students can choose based on their interests, career goals or specialization streams. These elective courses consist of Major Elective courses and Minor Elective courses.

Major Elective courses are specialized courses chosen by the students which provide in-depth knowledge and skills relevant to that chosen area of specialization.

Minor Elective Courses are optional, specialized courses that students can choose within or outside the major area of specialization to enrich their knowledge. Minor Electives are offered to give students more flexibility and gain interdisciplinary/inter functional exposure to support their interest and career goals.

Selection of Major and Minor Elective Courses:

Any one group from the available major elective groups shall be selected by the student at the commencement of the third semester. Once a major elective group has been selected, no change in the selected group will be allowed. The Department/ Affiliated College will announce at the end of the second semester, any one or more major elective groups, which will be offered during III and IV semesters depending upon the availability of faculty and the demand for elective groups. A major elective group can be offered if there are a minimum of ten students opting for that group.

In addition, a student who has opted for any of the major elective groups shall select from among the available minor elective courses, any one minor elective course each in the third semester and in the fourth semester, of his/her choice.

Students can choose any Minor Elective course from list of such courses offered by the department or college irrespective of their Major Elective. These minor elective courses will be offered depending upon the availability of faculty members and the demand for these minor elective courses. A minor elective course shall be offered if there are minimum fifteen students in a batch of sixty students.

b) Internship and Business Familiarization Report (BFR): In the beginning of the third semester, the students shall undertake team based internship in a business firm and prepare a Business Familiarization Report under the guidance of a faculty member. The report shall be submitted before the commencement of the third semester examinations failing which the student shall not be permitted to appear for the third semester examination. Business Familiarization guidance to twenty students is considered equivalent to teaching of a course of two credits.

c) Final Project: During the fourth semester, each student shall undertake an individual project work and prepare a project report strictly in accordance with the guidelines, in their elective area, under the supervision of a faculty. The final project report must be submitted before the commencement of the fourth semester examination, failing which the student shall not be permitted to appear for the examination. Project work guidance to ten students is considered equivalent to teaching of a course of two credits.

4. Attendance and Conduct:

The Course is a full time course and students SHALL NOT take up any employment/course, part time or full time during their study. Students found violating this rule shall be removed from the course. Minimum attendance of 75% of actual working hours is required in each paper. A student

who does not satisfy the requirements of attendance and conduct shall not be permitted to appear for the examination in the concerned subject.

5. Evaluation:

Evaluation of each subject is divided into continuous assessment (CA) and end term examination with marks allocated as shown in the table. Continuous assessment will be carried out in two stages: One after the eight weeks of instructions designated as C1, the second, after sixteen weeks of instruction designated as C2. The end of term examination designated as C3 will be held between eighteenth and twentieth week of the semester. Marks will be awarded on the basis of continuous assessment that include announced and surprise tests, term papers / seminars / quizzes / case discussions, viva and practical.

The breakup of marks will be as follows:

a. C1 (Covering the first two units)	– 15 Marks
b. C2 (Covering the remaining units)	– 15 Marks
c. C3 (Term End Examination covering all the units)	– 70 Marks
Total	100 Marks

Term End Examination (C3) will be of 3 hours duration for each subject.

Setting question papers and evaluation of answer scripts.

I. Questions paper in three sets shall be set by the internal examiner for a course. Whenever there are no sufficient internal examiners, the Chairman of BoE shall get the question papers set by external examiners.

II. The Board of Examiners shall scrutinize and approve the question papers and scheme of valuation.

5.1 (i) There shall be double valuation for all theory papers by two examiners. In case a candidate secures less than 30% in C1 and C2 put together in a course, the candidate is said to have DROPPED that course, and such a candidate is not allowed to appear for C3 in that course. In case a candidate's class attendance in a course is less than 75% or as stipulated by the University, the candidate is said to have DROPPED that course, and such a candidate is not allowed to appear for C3 in that course.

Teachers offering the courses will place the above details in the Department Council meeting during the last week of the semester, before the commencement of C3, and subsequently a notification pertaining to the above will be brought out by the Chairman of the Department before the commencement of C3 examination. A copy of this notification shall also be sent to the office of the Registrar & Registrar (Evaluation).

5.2 In case a candidate secures less than 30% in C3, he/she may choose DROP/MAKEUP option. In case a candidate secures more than or equal to 40% in C3, but his/her grade (G) = 4, as per section 6.9 below, then he/she may be declared to have been conditionally successful in this course, provided that such a benefit of conditional clearance based on G=4 shall not be availed

for more than 8 credits for the entire programme of Master's Degree of two years. In case a candidate secures less than 30% in C3, he/she may choose DROP/MAKE-UP option. The candidate has to exercise his/her option to DROP immediately within 10 days from the date of notification of results.

A MAKE UP examination for odd semester courses will be conducted along with next regular odd semester examinations and for even semester courses along with a next regular even semester examinations. If a candidate is still unsuccessful, he/she may opt for DROP or again take up MAKE UP examination; however, not exceeding double the duration norm in one stretch from the date of joining the course.

A candidate has to re-register for the DROPPED course when the course is offered again by the Department. A candidate who is said to have DROPPED project work has to re-register for the same subsequently within the stipulated period. The details of any dropped course will not appear in the grade card.

The tentative / provisional grade card will be issued by the Registrar (Evaluation) at the end of every semester indicating the courses completed successfully. This statement will not contain the list of DROPPED courses.

Upon successful completion of Master's degree, a Final Grade Card consisting of grades of all courses successfully completed by the candidate will be issued by the Registrar (Evaluation).

6. Evaluation of Business Familiarization Report (BFR) and Final Project Report

1. BFR will be evaluated by the concerned guide, for 50 marks through internal valuation.

2. Each Final project report will be evaluated for 70 marks by internal and external examiners. The guide ordinarily shall be the internal examiner. A viva-voce on the project report for 30 marks will be conducted by a board of three members constituted by the Chairman, BOE from the approved list of examiners.

7. Calculation of Cumulative Grade point Average (CGPA)

The grade and the grade point earned by the candidate in the subject will be as given below

G	**G**	**GP = VXG**
30-39	4	V*4
40-49	5	V*5
50-59	6	V*6
60-64	6.5	V*6.5

65-69	7	V*7
70-74	7.5	V*7.5
75-79	8	V*8
80-84	8.5	V*8.5
85-89	9	V*9
90-94	9.5	V*9.5
95-100	10	V*10

Here, P is the percentage of marks (P = [(C1+C2) + M]) secured by a candidate in a course which is rounded to nearest integer. V is the credit value of course. G is the grade and GP is the grade point.

A candidate can withdraw any course within ten days from the date of notification of final results. Whenever a candidate withdraws a paper, he/she has to register for the same course in case it is hard core course, the same course or an alternate course if it is soft core/open elective. A DROPPED course is automatically considered as a course withdrawn.

Overall cumulative grade point average (CGPA) of a candidate after successful completion the required number of credits (76) is given by

$$CGPA = \frac{\sum GP}{Total\ Number\ of\ Credits}$$

8. Declaration of results

The final grade point (FGP) to be awarded to the student is based on CGPA secured by the candidate and is given as follows.

CGPA		**FGP**
	Numerical	**Qualitative**
	Index	**Index**

4	<= CGPA <	5	5	SECOND CLASS
5	<= CGPA <	6	6	
6	<= CGPA <	7	7	FIRST CLASS
7	<= CGPA <	8	8	
8	<= CGPA <	9	9	DISTINCTION
9	<= CGPA < =10		10	

Overall percentage =10*CGPA or is said to be 50% in case CGPA<5

9. Medium of Instruction

The medium of instruction shall be English.

10. In case of any discrepancy, the general provisions of CBCS and CAGP of the University of Mysore will be applicable.

UNIVERSITY OF MYSORE

DEPARTMENT OF STUDIES IN BUSINESS ADMINISTRATION

CHOICE BASED CREDIT SYSTEM- 2024

Minimum Credits required for MBA Degree

I to IV Semesters	Core Course (C)		Foundation course (F)		Major Elective Course (E)		Minor Elective Course (E)		Total	
	Number	Credits	Number	Credits	Number	Credits	Number	Credits	Number	Credits
	15	53	4	12	7	21	2	6	28	92

Minimum Credits to be registered by a student in a normal phase to successfully complete MBA degree in four semesters

Semesters	Core Course (C)		Foundation course (F)		Major Elective Course (E)		Minor Elective Course (E)		Total	
	Numbers	Credits	Numbers	Credits	Number	Credits	Number	Credits	bers	dits
I	5	19	2	6					7	25
II	5	19	2	6					7	25
III	3	8			3	9	1	3	7	20

IV	2	7			4	12	1	3	7	22
Total	15	53	4	12	7	21	2	6	28	92

Minimum Credits to be registered by a student in a normal phase to successfully complete MBA degree in ODD and EVEN semesters

Semesters	Core Course (C)		Foundation course (F)		Major Elective Course (E)		Minor Elective Course (E)		Total	
	Numbers	Credits	Numbers	edits	Number	Credits	Number	Credits	Numbers	Credits
ODD	8	27	2	6	3	9	1	3	14	45
EVEN	7	26	2	6	4	12	1	3	14	47
Total	15	53	4	12	7	21	2	6	28	92

Explanation of Credits:

L = Lecture – 1 hour of lecture per week in a Semester = 1 Credit

S/T/FW = Seminars/Tutorials/Field Work – 2 hours of Seminars/Tutorial/

Field Work per week in a Semester = 1 Credit

P = Practical – 2 hours of practical per week in a Semester = 1 Credit

Semester MBA

COURSE CODE	TITLE OF THE PAPER	C/F/E	L:S/T/FW:P	CREDITS
MBA 1.1	Management Concepts and Theories	C	2:1:0	3
MBA 1.2	Organizational Behaviour	C	3:1:0	4
MBA 1.3	Managerial Accounting	C	3:1:0	4
MBA 1.4	Statistics for Management	C	3:1:0	4
MBA 1.5	Managerial Economics	C	3:1:0	4
MBA 1.6	Corporate Communication	F	1:2:0	3
MBA 1.7	Business Environment and Public Policy	F	3:0:0	3
MBA 1.8	Corporate Laws	F	3:0:0	3
MBA 1.9	Computer Applications in Management	F	1:2:0	3
TOTAL				**25 Credits**

II Semester MBA

COURSE	TITLE OF THE PAPER	C/F/E	L:S/T/FW:P	CREDITS

CODE				
MBA 2.1	Marketing Management	C	3:1:0	4
MBA 2.2	Human Resource Management	C	3:1:0	4
MBA 2.3	Corporate Finance	C	3:1:0	4
MBA 2.4	Business Research Methods	C	3:1:0	4
MBA 2.5	Production and Operations Management	C	2:1:0	3
MBA 2.6	Business Analytics	F	2:1:0	3
MBA 2.7	Management Information Systems	F	1:2:0	3
MBA 2.8	International Business	F	3:0:0	3
MBA 2.9	Business Ethics and Corporate Governance	F	3:0:0	3
TOTAL				**25 Credits**

III Semester MBA

COURSE CODE	TITLE OF THE PAPER	C/F/E	L:S/T/FW:P	CREDITS
MBA 3.1	Project Management	C	3:0:0	3
MBA 3.2	Business Startups and Entrepreneurship	C	3:0:0	3
MBA 3.3	Major Elective-I	E	2:1:0	3
MBA 3.4	Major Elective-II	E	2:1:0	3
MBA 3.5	Major Elective-III	E	2:1:0	3
MBA 3.6	Minor Elective	E	2:1:0	3
MBA 3.7	Business Familiarization Report	C	0:0:2	2
TOTAL				**20 Credits**

MAJOR ELECTIVES

1. MARKETING MANAGEMENT

	TITLE OF THE PAPER	C/F/E	L:S/T/FW:P	CREDITS

Elective-I	Consumer Behaviour and Marketing Research	E	2:1:0	3
Elective-II	Sales and Logistics Management	E	2:1:0	3
Elective-III	Advertising and Promotion Management	E	2:1:0	3

1. FINANCIAL MANAGEMENT

	TITLE OF THE PAPER	**C/F/E**	**L:S/T/FW:P**	**CREDITS**
Elective-I	Advanced Corporate Finance	E	2:1:0	3
Elective-II	Financial Markets and Institutions	E	2:1:0	3
Elective-III	Security Analysis and Portfolio Management	E	2:1:0	3

2. HUMAN RESOURCE MANAGEMENT

	TITLE OF THE PAPER	C/F/E	L:S/T/FW:P	CREDITS
Elective-I	Human Resource Development	E	2:1:0	3
Elective-II	Organizational Change and Development	E	2:1:0	3
Elective-III	Training and Development	E	2:1:0	3

3. INTERNATIONAL BUSINESS

	TITLE OF THE PAPER	C/F/E	L:S/T/FW:P	CREDITS
Elective-I	International Economics	E	2:1:0	3
Elective-II	India and WTO	E	2:1:0	3
Elective-III	Export-Import Procedures and Documentation	E	2:1:0	3

1. LOGISTICS AND SUPPLY CHAIN MANAGEMENT

	TITLE OF THE PAPER	C/F/E	L:S/T/FW:P	CREDITS
Elective-I	Supply Chain Management	E	2:1:0	3
Elective-II	Sales and Logistics Management	E	2:1:0	3
Elective-III	Operations Strategy	E	2:1:0	3

MINOR ELECTIVES

(Choose any **ONE** of the following four courses)

SL.NO	TITLE OF THE PAPER	C/F/E	L:S/T/FW:P	CREDITS
Course:1	Big Data and Predictive Analysis	E	2:1:0	3
Course:2	Digital and Social Media Marketing	E	2:1:0	3
Course:3	Personal Finance and Tax Planning	E	2:1:0	3
Course:4	Digital HR and Data Privacy	E	2:1:0	3

IV Semester MBA

SL.NO	TITLE OF THE PAPER	C/F/E	L:S/T/FW:P	CREDITS
MBA 4.1	Strategic Management	C	3:0:0	3

MBA 4.2	Major Elective-IV	E	2:1:0	3
MBA 4.3	Major Elective-V	E	2:1:0	3
MBA 4.4	Major Elective-VI	E	2:1:0	3
MBA 4.5	Major Elective-VII	E	2:1:0	3
MBA 4.6	Minor Elective	E	2:1:0	3
MBA 4.7	Project Work	E	0:0:4	4
TOTAL				**22 Credits**

1. MARKETING MANAGEMENT

	TITLE OF THE PAPER	**C/F/E**	**L:S/T/FW:P**	**CREDITS**
Elective-IV	Product and Brand Management	E	2:1:0	3
Elective-V	Business Marketing Management	E	2:1:0	3
Elective-VI	Services Marketing	E	2:1:0	3
Elective-VII	International Marketing	E	2:1:0	3

2. FINANCIAL MANAGEMENT

	TITLE OF THE PAPER	**C/F/E**	**L:S/T/FW:P**	**CREDITS**
Elective-IV	Strategic Financial Management	E	2:1:0	3
Elective-V	Derivatives and Risk Management	E	2:1:0	3

Elective-VI	International Financial Management	E	2:1:0	3
Elective-VII	Corporate Taxation	E	2:1:0	3

3. HUMAN RESOURCE MANAGEMENT

	TITLE OF THE PAPER	C/F/E	L:S/T/FW:P	CREDITS
Elective-IV	Strategic Human Resource Management	E	2:1:0	3
Elective-V	Labour Legislation	E	2:1:0	3
Elective-VI	Industrial Relations and Collective Bargaining	E	2:1:0	3
Elective-VII	Knowledge Management	E	2:1:0	3

4. INTERNATIONAL BUSINESS

	TITLE OF THE PAPER	C/F/E	L:S/T/FW:P	CREDITS
Elective-IV	India's Foreign Trade	E	2:1:0	3
Elective-V	International Trade Policy	E	2:1:0	3
Elective-VI	International Financial Management	E	2:1:0	3
Elective-VII	International Marketing	E	2:1:0	3

5. LOGISTICS AND SUPPLY CHAIN MANAGEMENT

	TITLE OF THE PAPER	C/F/E	L:S/T/FW:P	CREDITS

Elective-IV	Total Quality Management	E	2:1:0	3
Elective-V	Service Operations Management	E	2:1:0	3
Elective-VI	Supply Chain Design and Modeling	E	2:1:0	3
Elective-VII	Operations Research	E	2:1:0	3

MINOR ELECTIVES

(Choose any **ONE** of the following four courses)

SL.NO	TITLE OF THE PAPER	C/F/E	L:S/T/FW:P	CREDITS
Course:1	Contemporary Technologies for Business Decisions	E	2:1:0	3
Course:2	Supply Chain Analytics	E	2:1:0	3
Course:3	Financial Technology Service and Management	E	2:1:0	3
Course:4	Human Resource Metrics and Analytics	E	2:1:0	3

SEMESTER – I – MBA

Name of the Program: Master of Business Administration (MBA)

Name of the Course: 1.1. Management Concepts & Theories

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3	4	64

Pedagogy: Classrooms lecture, Case studies, Tutorial Classes, Group discussion, Seminar & field work etc.,

Course Objectives: This course will enable the students

1. Understand the fundamental concepts, principles and theories of management and their evolution across different schools of thought.
2. Develop analytical ability to evaluate managerial roles, performance, productivity, efficiency and effectiveness in organizations.
3. Apply planning, decision-making and control concepts to real-life managerial and organizational situations.
4. Analyze organizational structures, design frameworks and coordination mechanisms in relation to strategy and environment.
5. Appreciate professional ethics, managerial responsibility, and contemporary trends influencing modern management practices.

Learning Course Outcomes:

CO#	Course Outcomes	Highest Level of Cognitive Domain
	After Completing this Course, students will be able to	
CO1	Examine the 'managerial concepts and roles', diagnose, solve, recommend and develop prognosis by using theories and principles of management.	L5
CO2	Examine the 'phenomena of management theories and practices', diagnose, solve, recommend and develop prognosis by applying classical, humanistic, systems and contingency approaches.	L5
CO3	Examine the 'phenomena of managerial planning and decision making', diagnose, solve, recommend and develop prognosis by using analytical tools, models and techniques.	L5
CO4	Examine the 'organizational structure and design phenomena', diagnose, solve, recommend and develop prognosis by using organizational theories and coordination principles.	L5
CO5	Scrutinize the 'managerial control phenomena', diagnose, solve, recommend and develop prognosis by applying control systems, techniques and audit mechanisms.	L5

Syllabus:	**Hours**
Module No. 1: **Management**	14

Functions of management-Management Process-Management Hierarchy Skills. Changing Roles of Manager - The changing paradigm of management –driving forces. Managerial and Organizational performance. Productivity, Efficiency and Effectiveness. Professional code of conduct and Ethics in management, Growth of professional management in India,

Recent trends in Management.	
Module No. 2: Evolution of Management Theory and Practice	14
Classical perspective-Scientific Management, Bureaucratic Organizations, Administrative principles. Humanistic Perspective-The Human Relations approach, the human resources perspective, the behavioral sciences approach ; management science perspectives. Recent historical trends- contingency approach, systems approach, TQM, Modern Management to the present day.	
Module No. 3: Managerial Planning and Decision making	12
Planning process, steps in planning, types of plans, hierarchy of plans, vision, mission and goals and objectives. Strategies, policies, procedures, rules and Planning premises. Management by Objectives. Decision making in certainty, risk and uncertainty, ambiguity, heuristics, bounded rationality in decision- making, steps in rational decision-making. Decision making models, Group decision making techniques, Creativity and innovation in decision making.	
Module No. 4: Organizational Theories and Design	12
Structure and Strategy- Chandler thesis, Bureaucracy in organizations. Bases of departmentalization- specialization, division of work, differentiation and integration; Various forms of Organization–Functional, Product/market, Matrix, Team structures, Virtual organizations. Span of Management Principles of coordination. Power, authority, delegation and decentralization. Informal organizations.	
Module No. 5: Managerial Control	12
Relationship between Planning and Control. Process of Control- Control Systems- Types and Techniques. Management by Exception, Budgetary Control, Functional and Dysfunctional aspects of Budgetary Control, Internal Control systems, Internal audit and Management Audit. IT enabled control techniques.	
Skill Developments Activities: • Students shall analyze real-life corporate case studies to evaluate managerial functions and roles at different levels of management and their impact on organizational performance and effectiveness. • Students shall conduct a comparative study of selected organizations to examine the practical application of classical, humanistic, systems, and contingency management theories in solving managerial problems. • Students shall participate in simulation-based exercises to apply decision-making models and analytical tools for managerial decision-making under conditions of certainty, risk, and uncertainty. • Students shall analyze the organizational structure and design of a chosen company to assess its alignment with strategy, coordination mechanisms, and environmental requirements. • Students shall examine organizational control systems, including budgetary control, management by exception, and audit mechanisms, to evaluate their role in ensuring performance measurement and managerial accountability.	
Books for Reference: ✓ *Essentials of Management-Koontz and O'Donnell. E-McGraw Hill,* ✓ *Introduction to Management-Fred Luthans-McGraw* ✓ *The Practice of Management-Peter.F.Drucker* ✓ *Management- Stoner, Freemen and Gilbert* ✓ *Management- Griffin* ✓ *Management- Holt* ✓ *Management- Tasks and Responsibilities- Peter. F. Drucker* ✓ *Professional management- Theo Haimann*	

✓ *Organization Theory and Design – Richard L. Draft*
✓ *Management - Richard L. Draft*
✓ *People and Performance by Peter F. Drucker*

Note: Latest edition of reference books may be used.

Name of the Program: Master of Business Administration (MBA)
Name of the Course: 1.2. Organizational Behaviour

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4	5	80

Pedagogy: Classrooms lecture, Case studies, Tutorial Classes, Group discussion, Seminar & field work etc.,

Course Objectives: This course will enable the students

1. Understand the fundamental concepts, theories, and frameworks of Organizational Behavior and their relevance in managing people and behavior in contemporary corporate organizations.
2. Develop analytical ability to evaluate individual, group, and organizational behavior influencing employee performance, productivity, motivation, and effectiveness at the workplace.
3. Apply behavioral concepts related to perception, attitude, learning, personality, motivation, and leadership to real-life managerial and organizational situations.
4. Analyze group dynamics, leadership styles, organizational culture, and change processes in relation to organizational strategy, structure, and business environment.
5. Appreciate the role of interpersonal effectiveness, ethical behavior, stress management, and change management in improving organizational performance and sustaining competitive advantage.

Learning Course Outcomes:

CO#	Course Outcomes	Highest Level of Cognitive Domain
	After Completing this Course, students will be able to	
CO1	Examine the *fundamental concepts and forces of Organizational Behavior*, diagnose behavioral issues, solve, recommend and develop prognosis by applying organizational behavior theories and frameworks.	L5
CO2	Examine the *individual behavior phenomena*, diagnose perceptional, attitudinal, learning and personality-related problems, solve, recommend and develop prognosis by applying individual behavior theories.	L5
CO3	Examine the *group and team dynamics phenomena*, diagnose group behavior and conflict issues, solve, recommend and develop prognosis by applying group behavior and interpersonal effectiveness models.	L5
CO4	Examine the *motivation and leadership phenomena*, diagnose leadership and motivational challenges, solve, recommend and develop prognosis by applying motivation theories and leadership models.	L5

CO5	Scrutinize the *organizational culture, climate, change and stress phenomena*, diagnose resistance and behavioral challenges, solve, recommend and develop prognosis by applying change management and stress management approaches.	L5

Syllabus:	**Hours**
Module No. 1: **Fundamentals of Organizational Behaviour**	16
Evolution of Organizational Behaviour, Forces affecting Organizational Behaviour, Changing workforce and Employment Relations, Impact of Globalization and Information Technology on Organizational Behaviour.	
Module No. 2: Individual Dimensions in Organizational Behaviour	16
Individual differences – Perception (process, determinants, perceptual errors and perceptual mapping), Attitude (components, determinants and characteristics), Learning (process and theories), Personality (determinants, types and theories), Interest, Aptitude and Creativity.	
Module No. 3: Group Dynamics	16
Group behaviour, Team development, Group cohesiveness, Group decision-making process, Effective teams, Organizational conflicts and conflict resolution, Interpersonal skills, Johari Window and Transactional Analysis.	
Module No. 4: Motivation and Leadership	16
Theories and models of motivation, Leadership – theories of leadership, Leadership types and styles.	
Module No. 5: Organizational Culture, Climate and Change	16
Organizational climate and culture, Change models, Learning organizations, Resistance to change, Stress and its management.	

Skill Developments Activities:

- Students shall analyze real-life corporate behavioral case studies to evaluate individual, group, and organizational behavior and their impact on organizational performance.
- Students shall conduct behavioral assessments and diagnostics to examine perception, attitude, personality traits, motivation, and leadership styles in organizations.
- Students shall participate in role plays, simulations, and group exercises to apply motivation theories, leadership models, and conflict resolution techniques.
- Students shall analyze organizational culture and change initiatives of selected companies to assess alignment with strategy, employee behavior, and organizational effectiveness.
- Students shall examine workplace stress and resistance to change to recommend stress management and behavioral intervention strategies.

Books for Reference:

- ✓ *Organizational Behavior – Robbins.*
- ✓ *Organizational Behavior- Fred Luthans*
- ✓ *Human Behavior at Work- Keith Davis*
- ✓ *Organizational Theory and Design – Daft*
- ✓ *The Fifth Discipline- Peter Senge*
- ✓ *The Seven Habits of highly Effective People- Stephen Covey*
- ✓ *Understanding Organizational Behaviour – Uday Parekh*
- ✓ *The Five Minds-Howard Gardner*
- ✓ *All the books by Edward De Bono*
- ✓ *Work in the 21st Century – Landy and Jeffrey*

Note: Latest edition of reference books may be used.

Name of the Program: Master of Business Administration (MBA)

Name of the Course: 1.3. Managerial Accounting

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4	5	80

Pedagogy: Classrooms lecture, Case studies, Tutorial Classes, Group discussion, Seminar & field work etc.,

Course Objectives: This course will enable the students

1. Understand the fundamental concepts, principles, and frameworks of accounting and managerial accounting and their relevance in corporate decision-making and business performance evaluation.
6. Develop analytical ability to interpret, analyze, and evaluate financial and cost information for planning, control, and strategic decision-making in organizations.
7. Apply accounting information, costing techniques, and financial statement analysis tools to real-life managerial, operational, and investment decisions in the corporate environment.
8. Analyze financial statements, cost structures, and accounting data to support managerial planning, budgeting, performance measurement, and control systems.
9. Appreciate the role of contemporary accounting practices, technology-enabled accounting systems, and ethical reporting in enhancing transparency, accountability, and sustainability in modern organizations.

Learning Course Outcomes:

CO#	Course Outcomes	Highest Level of Cognitive Domain
	After Completing this Course, students will be able to	
CO1	Examine the *fundamental accounting concepts and accounting information systems*, diagnose accounting problems, solve, recommend and develop prognosis by using financial and managerial accounting principles.	L5
CO2	Examine the *phenomena of company final accounts and financial reporting*, diagnose, solve, recommend and develop prognosis by applying Companies Act provisions, accounting standards, and financial statement frameworks.	L5
CO3	Examine the *phenomena of financial statement analysis*, diagnose financial performance and position, solve, recommend and develop prognosis by using ratio analysis, fund flow, cash flow techniques, and Excel-based tools.	L5
CO4	Examine the *costing and decision-making phenomena*, diagnose cost-related problems, solve, recommend and develop prognosis by applying marginal costing, break-even analysis, relevant costing, and activity-based costing techniques.	L5
CO5	Scrutinize the *recent trends and contemporary accounting practices*,	L5

	diagnose emerging accounting challenges, solve, recommend and develop prognosis by applying modern accounting systems and technology-driven accounting practices.	

Syllabus:	**Hours**
Module No. 1: **Introduction to Accounting**	16
Meaning of Accounting, Accounting Information System, Accounting Concepts and Conventions, Financial Accounting and Management Accounting, Users of Accounting Information, Accounting Environment – Ind-AS vs IFRS, Accounting Equation, Recording, Classifying and Summarizing Business Transactions, Preparation of Final Accounts of Sole Proprietary Merchandizing, Manufacturing and Service Businesses, Orientation to use of Excel in Accounting.	
Module No. 2: Company Final Accounts in India	16
Financial Statements of Companies, Requirements of Companies Act, 2013 relating to preparation of Final Accounts, Preparation and Analysis of Income Statement and Balance Sheet using Excel, Annual Reports and their contents, Introduction to Accounting Standards.	
Module No. 3: Financial Statement Analysis	16
Techniques of Financial Statement Analysis – Horizontal Analysis, Vertical Analysis, Trend Analysis, Ratio Analysis (Profitability, Liquidity, Solvency and Capital Market Ratios), Preparation of Fund Flow and Cash Flow Statements, Preparation and Analysis of Cash Flow Statement, Ratios and Projections using Excel.	
Module No. 4: Costing for Decision Making	16
Meaning of Cost, Elements of Cost, Classification of Costs, Preparation of Cost Sheet, Marginal Costing and Break-even Analysis, Relevant Costs for Marketing and Production Decisions, Cost Drivers and Activity Based Costing.	
Module No. 5: Recent Trends in Accounting	16
Accounting Packages, Cloud Accounting, Responsibility Accounting, Human Resource Accounting, Environmental Accounting, Forensic Accounting.	

Skill Developments Activities:

- Students shall analyse real-life corporate financial statements and accounting data to evaluate profitability, liquidity, solvency, and financial performance of business organizations.
- Students shall perform Excel-based accounting and financial analysis exercises, including preparation of final accounts, ratio analysis, and cash flow statements.
- Students shall solve case studies related to costing and managerial decision-making, applying marginal costing, break-even analysis, and relevant costing techniques.
- Students shall conduct comparative analysis of companies' annual reports to assess compliance with accounting standards, reporting practices, and corporate transparency.
- Students shall examine contemporary accounting practices and technology-enabled accounting systems, including cloud accounting and forensic accounting, to understand their role in modern corporate governance.

Books for Reference:

- ✓ *Financial Accounting: A Managerial perspective –R. Narayanswamy*
- ✓ *Introduction of Management Accounting- Horngren, Sundem, Stratton.*
- ✓ *Cost and Managerial Accounting - Duncan Willamson*
- ✓ *Cost accounting for Business Managers-Asish K Bhattacharayya.*
- ✓ *Management and Cost Accounting- Colin Drury*
- ✓ *Management Accounting –HensenMowen*

- ✓ *Financial Analysis and Modelling – Chandan Sen Guptha*
- ✓ *Finance Sense – Finance for Non – Finance Executive – Prasanna Chandra*
- ✓ *Accounting Principle – Anthony Robert and S Recce James*

Note: Latest edition of reference books may be used.

Name of the Program: Master of Business Administration (MBA)

Name of the Course: 1.4. Statistics for Management

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4	5	80

Pedagogy: Classrooms lecture, Case studies, Tutorial Classes, Group discussion, Seminar & field work etc.,

Course Objectives: This course will enable the students

1. Understand and interpret statistical concepts and tools required for analyzing business data and supporting evidence-based managerial decision-making in corporate organizations.
2. Develop analytical competence to collect, classify, summarize, and present business data, enabling managers to convert raw data into meaningful managerial information.
3. Apply descriptive and inferential statistical techniques to evaluate business performance, operational efficiency, market behavior, and risk in real-world corporate contexts.
4. Analyze relationships among business variables using correlation, regression, and probability models, assisting managers in forecasting, planning, and strategic decision-making.
5. Enhance decision-making capability under uncertainty by applying sampling theory, probability distributions, and statistical decision tools relevant to managerial and corporate problem-solving.

Learning Course Outcomes:

CO#	Course Outcomes	Highest Level of Cognitive Domain
	After Completing this Course, students will be able to	
CO1	Examine the 'statistical concepts and data presentation techniques', diagnose, solve, recommend and develop prognosis by applying tabulation, graphical representation, and classification of business data for managerial reporting and decision-making.	L5
CO2	Examine the 'phenomena of descriptive statistics', diagnose, solve, recommend and develop prognosis by applying measures of central tendency, dispersion, and exploratory data analysis to assess business performance and variability.	L5
CO3	Examine the 'relationship between business variables', diagnose, solve, recommend and develop prognosis by applying correlation and regression models for prediction, control, and strategic managerial decisions.	L5
CO4	Examine the 'uncertainty and risk phenomena in managerial	L5

	decisions', diagnose, solve, recommend and develop prognosis by applying probability concepts, probability distributions, and expectancy models in business situations.	
CO5	Scrutinize the 'statistical decision-making and inference phenomena', diagnose, solve, recommend and develop prognosis by applying sampling techniques, hypothesis testing, estimation, and ANOVA for managerial and corporate decision-making.	L5

Syllabus:	**Hours**
Module No. 1: Introduction to Statistics	16
Definition of Statistics – Importance and Scope of Statistics – Functions of Statistics – Statistical Investigation – Limitations of Statistics. Statistical Data: Primary and Secondary Data – Sources of Data – Classification of Data – Frequency Distribution. Tabular & Graphical Presentation – Diagrammatic Representation – Tabulation – Types of Tables – Construction of One-way and Two-way Tables.	
Module No. 2: Descriptive Statistics	16
Measures of Central Tendency: Mean, Median, Mode. Measures of Dispersion: Range, Quartile Deviation, Percentiles, Deciles, Variance and Standard Deviation. Measures of Variability – Relative Location – Detection of Outliers – Exploratory Data Analysis.	
Module No. 3: Correlation and Regression	16
Correlation: Concept, Types and Measures – Karl Pearson's and Spearman's Correlation Coefficients. Simple Linear Regression Model – Least Squares Method – Coefficient of Determination – Model Assumptions.	
Module No. 4: Probability and Probability Distributions	16
Basic Probability Concepts: Events, Sample Space, Laws of Probability, Conditional Probability, Independence of Events. Bayes' Theorem – Joint Probability Tables. Random Variables – Discrete and Continuous Probability Distributions – Binomial, Poisson, Uniform, Normal, Exponential Distributions – Normal Approximation – Expected Value and Variance – Expectancy Theory and Problems.	
Module No. 5: Sampling and Statistical Decision Theory	16
Sampling Techniques – Random Sampling – Estimation: Point and Interval. Hypothesis Testing for Means, Proportions, Difference of Means and Proportions. Chi-Square Tests – Analysis of Variance (ANOVA). Simulation – Random Number Tables – Statistical Decision Theory.	
Skill Developments Activities: • Students shall analyze real-life corporate datasets to apply data classification, tabulation, and graphical techniques for managerial reporting and performance evaluation. • Students shall conduct descriptive statistical analysis on business data to assess variability, consistency, and performance trends across departments or firms. • Students shall apply correlation and regression analysis to examine relationships among sales, costs, profits, and other business variables for forecasting and strategic planning. • Students shall solve probability-based managerial decision problems involving risk, uncertainty, and expectancy models relevant to marketing, finance, and operations management. • Students shall perform hypothesis testing and sampling-based analysis to support managerial decisions related to quality control, market research, and policy evaluation.	
Books for Reference:	

- ✓ *Statistics for Managers – using Microsoft excel – Levine, Stephan & others*
- ✓ *Statistics for Management – Richard Levin and Rubin[excel version]*
- ✓ *Statistics – Murray Spiegel, Schaum Series*
- ✓ *Quantitative Business Analysis – Text & Cases – Samul Bodiley & others*
- ✓ *Basic Business Statistics – Bereuram and Levine*
- ✓ *Quantitative Methods – Anderson, Sweeny & William*

Note: Latest edition of reference books may be used.

Name of the Program: Master of Business Administration (MBA)

Name of the Course: 1.5. Managerial Economics

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4	5	80

Pedagogy: Classrooms lecture, Case studies, Tutorial Classes, Group discussion, Seminar & field work etc.,

Course Objectives: This course will enable the students

1. Understand the fundamental concepts of managerial economics and organizational decision-making to enhance business efficiency and strategic performance in corporate environments.
2. Develop analytical ability to evaluate demand patterns, consumer behaviour, and forecasting techniques for effective managerial planning and market positioning.
3. Apply production, cost, and optimization techniques to real-life business situations for improving operational efficiency and cost competitiveness.
4. Analyze different market structures, pricing strategies, and competitive dynamics to support strategic decision-making in complex business environments.
5. Appreciate the role of macroeconomic indicators such as national income, business cycles, and policy measures in shaping corporate strategies and managerial decisions.

Learning Course Outcomes:

CO#	Course Outcomes	Highest Level of Cognitive Domain
	After Completing this Course, students will be able to	
CO1	Examine the 'managerial economic concepts and firm behavior', diagnose, solve, recommend and develop prognosis by applying economic theories and models in business decision-making.	L5
CO2	Examine the 'phenomena of demand analysis and forecasting', diagnose, solve, recommend and develop prognosis using statistical and analytical tools for market prediction.	L5
CO3	Examine the 'production and cost structures', diagnose, solve, recommend and develop prognosis by applying optimization techniques and cost analysis in organizational settings.	L5
CO4	Examine the 'market structures and competitive strategies', diagnose, solve, recommend and develop prognosis using pricing models, game theory, and strategic behavior concepts.	L5
CO5	Scrutinize the 'macroeconomic environment and business cycles',	L5

	diagnose, solve, recommend and develop prognosis by integrating policy impacts into corporate decision-making.	

Syllabus:	**Hours**
Module No. 1: Introduction	16
Fundamental Concepts of Managerial Economics, Distinction between Micro and Macroeconomics. Theory of Firm – Objectives of the firm, Principal–Agent problems. Constrained optimization, Indifference Curve analysis and Consumer Equilibrium.	
Module No. 2: Demand Analysis	16
Demand – Types and Determinants, Law of Demand. Elasticity of Demand and its implications. Demand Estimation and Forecasting – Identification problem, Regression Analysis. Demand Forecasting Methods. Forecasting fluctuations in time series and regression analysis using Excel.	
Module No. 3: Production and Cost Analysis	16
Production function in short and long run. Law of Variable Proportions with one and two variable inputs. Isoquant, Isocost, Returns to Scale, Least-cost combination of inputs. Nature of costs, Short-run and Long-run cost functions and curves, Economies of Scale.	
Module No. 4: Market Structures	16
Market structure and degree of competition – Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly. Price and output determination in short and long run. Cartels and Non-price competition. Measures of Market Concentration. Game Theory, Strategic Behavior, Nash Equilibrium, Prisoner's Dilemma. Pricing Decisions – Process, Methods, Strategies and Price Discrimination.	
Module No. 5: National Income and Business Cycle	16
Concepts and Measurement of National Income and managerial implications. Business Cycle – causes and coping strategies of firms. Monetary and Fiscal Policies and their impact on business decisions.	

Skill Developments Activities:

- Students shall analyze real-life corporate demand data to apply demand estimation and forecasting techniques for predicting market trends and consumer behavior.
- Students shall conduct case studies on production and cost structures of firms to evaluate cost efficiency, economies of scale, and optimal resource allocation.
- Students shall participate in simulation exercises to apply pricing strategies, game theory models, and competitive decision-making in oligopolistic markets.
- Students shall analyze macroeconomic indicators such as GDP, inflation, and interest rates to assess their impact on corporate strategies and investment decisions.
- Students shall use Excel-based tools and regression models to perform demand forecasting and business analytics for managerial decision-making.

Books for Reference:

- ✓ *Managerial Economics- Dominick Salwatore.*
- ✓ *Managerial Economics- Gupta and Mote*
- ✓ *Economics- Samuelson & Nordhaus*
- ✓ *Managerial Economics by Peterson and Lewis*
- ✓ *Micro Economics – Dominick Salvatore*
- ✓ *Macro Economics – Palmer and others*
- ✓ *Macro Economics – Koutinyas*

Note: Latest edition of reference books may be used.

Name of the Program: Master of Business Administration (MBA)

Name of the Course: 1.6. Corporate Communication

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3	5	80

Pedagogy: Classrooms lecture, Case studies, Tutorial Classes, Group discussion, Seminar & field work etc.,

Course Objectives: This course will enable the students

1. Understand and apply fundamental concepts and processes of corporate communication to enhance managerial effectiveness and professional interaction within business organizations.
6. Develop analytical and interpretative communication skills required for effective written, oral, and non-verbal communication in corporate and organizational settings.
7. Apply structured communication techniques for managerial speaking, negotiating, group discussions, and problem-solving in real-life corporate situations.
8. Analyze and prepare professional business documents, reports, and digital content to support managerial decision-making, corporate branding, and stakeholder communication.
9. Acquire presentation and visualization skills using modern business tools to communicate managerial ideas, data insights, and strategic proposals effectively in the corporate world.

Learning Course Outcomes:

CO#	Course Outcomes	Highest Level of Cognitive Domain
	After Completing this Course, students will be able to	
CO1	Examine the 'phenomena of managerial and corporate communication processes', diagnose, solve, recommend and develop prognosis by applying effective communication principles and overcoming communication barriers in organizations.	L5
CO2	Examine the 'phenomena of non-verbal communication and corporate etiquettes', diagnose, solve, recommend and develop prognosis by interpreting and applying non-verbal cues in professional and organizational contexts.	L5
CO3	Examine the 'phenomena of oral and interpersonal communication', diagnose, solve, recommend and develop prognosis by applying speaking, listening, negotiation, and group communication techniques.	L5
CO4	Examine the 'phenomena of business writing and content development', diagnose, solve, recommend and develop prognosis by drafting professional documents, reports, and digital communication content.	L5
CO5	Scrutinize the 'phenomena of business presentations and visual communication', diagnose, solve, recommend and develop prognosis by using presentation tools and data visualization techniques for managerial communication.	L5

Syllabus:	Hours
Module No. 1: Introduction	16
Managerial Communication, Communication Process, Effective Communication and Barriers to Communication. Communication Skills – Writing, Reading, Logic, Analysis and Listening. Formal and Informal Communication and their implications in business organizations.	
Module No. 2: Non-Verbal Communication	16
Verbal vs. Non-verbal communication. Forms of non-verbal communication – Kinesics, Oculesics, Artifacts, Chronemics and Proxemics. Corporate communication etiquettes – importance, types and benefits.	
Module No. 3: Oral Communication	16
Principles of speaking, listening, discussing and negotiating. Dyadic communication. Group discussion and problem-solving communication in organizational settings.	
Module No. 4: Writing Skills	16
Drafting business letters, memos, notices, circulars, agenda and minutes of meetings. E-mails, proposals, press releases, resume writing, reports and executive summaries. Content writing – formal and social media communication.	
Module No. 5: Business Presentations	16
Preparing formal business presentations. Developing and using graphic and visual aids. Hands-on exposure to MS Excel, PowerPoint and Power BI for business presentations and data communication.	

Skill Developments Activities:

- Students shall analyse real-life corporate communication cases to evaluate the effectiveness of managerial communication and identify communication barriers in organizations.
- Students shall participate in role-plays and simulations to practice oral communication, negotiation, group discussions, and interpersonal communication skills.
- Students shall draft professional business documents such as reports, proposals, emails, and press releases based on real organizational scenarios.
- Students shall conduct non-verbal communication analysis exercises to assess body language, etiquette, and professional behaviour in corporate environments.
- Students shall design and deliver business presentations using MS PowerPoint, Excel, and Power BI to communicate managerial insights and strategic recommendations.

Books for Reference:

- ✓ *Business Communications - Tom Means*
- ✓ *Effective Business Communications - Herta A. Murphy, Herbert W. and Jane P.*
- ✓ *Better Business Communication - Denish Murphy*
- ✓ *Written Executive Communication - Shurter*
- ✓ *Model Business Letters - Shirley Taylor, Gartside*
- ✓ *Business Communication - Lesikar, Pettit and Flatery*
- ✓ *MLA's Handbook*

Note: Latest edition of reference books may be used.

Name of the Program: Master of Business Administration (MBA)
Optional Course
Name of the Course: 1.7. Business Environment and Public Policy

Course Credits 3	No. of Hours per Week 3	Total No. of Teaching Hours 48

Pedagogy: Classrooms lecture, Case studies, Tutorial Classes, Group discussion, Seminar & field work etc.,

Course Objectives: This course will enable the students

1. Understand and analyze the internal, external, micro and macro business environment to support strategic decision-making and competitive positioning of firms in the Indian corporate context.
10. Develop analytical ability to evaluate the structure of the Indian economy, sectoral composition, and policy framework influencing business growth, investment, and sustainability.
11. Apply knowledge of monetary, fiscal and financial systems to assess their implications for corporate finance, banking decisions, taxation, and government–business relations.
12. Analyze global business environments, international trade dynamics, and entry strategies to support managerial decisions in internationalization and global expansion of firms.
13. Examine contemporary global economic issues and public policy challenges to assess their impact on Indian businesses, risk management, and long-term strategic planning.

Learning Course Outcomes:

CO#	Course Outcomes	Highest Level of Cognitive Domain
	After Completing this Course, students will be able to	
CO1	Examine the 'phenomena of business environment and environmental analysis', diagnose, solve, recommend and develop prognosis by analyzing internal, external, micro and macro environmental forces affecting organizations.	L5
CO2	Examine the 'phenomena of Indian economic structure and sectoral dynamics', diagnose, solve, recommend and develop prognosis by evaluating economic planning, sectoral performance and growth trends influencing business decisions.	L5
CO3	Examine the 'phenomena of monetary, fiscal and financial systems', diagnose, solve, recommend and develop prognosis by applying policy analysis to corporate finance, banking and investment decisions.	L5
CO4	Examine the 'phenomena of global business environment and international trade', diagnose, solve, recommend and develop prognosis by analyzing globalization, trade policies and global market entry strategies.	L5
CO5	Scrutinize the 'phenomena of contemporary global economic issues and public policy challenges', diagnose, solve, recommend and develop prognosis by assessing their implications for Indian businesses and strategic management.	L5

Syllabus:	**Hours**
Module No. 1: Business Environment in India	10

Types of business environment – internal, external, micro and macro environment. Competitive structure of industries. Environmental analysis and strategic management. Demographic characteristics, determinants of demography and socio-cultural factors affecting business. Technological, political and legal environment. Technology and development, integration of technology with business, technology in developing countries, political factors affecting business in India.	
Module No. 2: Economic Structure of India	10
Economic planning in India. Transition from mixed economy to market economy. Public and private sectors. Characteristics of industrial, service and agricultural sectors. Regional and sectoral imbalances, dualism and trends in GDP.	
Module No. 3: Monetary and Fiscal System in India	10
Overview of India's monetary and fiscal policy. Role of RBI in banking sector. Indian financial system – money market and capital market. Stock exchanges and stock market reforms. Industrial finance – role of financial institutions, commercial banks and NBFCs. Export–import finance – EXIM and ECGC. Taxation issues, government expenditure, FRBM Act 2003 and fiscal deficit.	
Module No. 4: Global Business Environment	10
Importance, nature and scope of global business environment. Modes of entry into global business. Internationalization process and managerial implications. Approaches to global business. Global trading environment – world trade in goods and services, major trends and developments. Protectionism – tariff and non-tariff barriers and counter trade.	
Module No. 5: Contemporary Issues and Challenges in Global Economic Environment – Indian Perspective	8
Globalization and its advocacy. Impact of globalization on India. Fair globalization and policy framework. Reverse globalization and re-emergence of protectionism. Eurozone crisis and its impact on India. Issues in Brexit. World recession, inflationary trends and impact of fluctuating prices of crude oil, gold and other commodities.	
Skill Developments Activities: • Students shall analyze real-life corporate cases to assess the impact of business environment forces and public policies on organizational strategies and performance. • Students shall conduct sector-wise and policy-based studies to evaluate the influence of economic planning, sectoral growth and GDP trends on business decisions. • Students shall analyze monetary and fiscal policy changes to assess their implications for banking, investment, taxation and corporate financial planning. • Students shall evaluate global business scenarios and trade policies to recommend suitable market entry strategies for Indian firms expanding internationally. • Students shall critically analyze contemporary global economic issues to assess risks, opportunities and policy responses relevant to Indian businesses.	
Books for Reference: ✓ *Business Environment – C. A. Francis.* ✓ *Business, Government & Society – Arthur Gold Smith.* ✓ *India in Transition – Jagdish Bhagwathi.* ✓ *India's Economic policy – Bimal Jalan.* ✓ *International Business Environment - Daniels & Radbaugh.* ✓ *Essentials of Business Environment - Aswathappa K.* ✓ *Global Economy and Business Environment - Francis Cherunilam* ✓ *International Business - Vishal Kumar*	

- ✓ *Global Political Economy - Robert Gilpin*
- ✓ *International Economics - Paul Krugman, Maurice Obstfeld and Marc Melitz*

Note: Latest edition of reference books may be used.

Name of the Program: Master of Business Administration (MBA)

Name of the Course: 1.8. Corporate Laws

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3	3	48

Pedagogy: Classrooms lecture, Case studies, Tutorial Classes, Group discussion, Seminar & field work etc.,

Course Objectives: This course will enable the students

1. Understand and interpret the legal framework governing corporate entities in India to ensure lawful formation, administration, and governance of companies in the corporate sector.
14. Develop analytical ability to evaluate corporate compliance requirements, managerial responsibilities, and remedies against oppression and mismanagement in business organizations.
15. Apply legal provisions relating to insolvency, bankruptcy, and enforcement of security interests for effective corporate restructuring, recovery, and risk management decisions.
16. Analyze laws regulating capital markets, foreign exchange, and fund flows to support compliant financial decision-making and ethical corporate conduct.
17. Examine intellectual property, consumer protection, competition, and information technology laws to safeguard business innovation, market fairness, and stakeholder interests.

Learning Course Outcomes:

CO#	Course Outcomes	Highest Level of Cognitive Domain
	After Completing this Course, students will be able to	
CO1	Examine the 'phenomena of laws governing companies', diagnose, solve, recommend and develop prognosis by applying provisions of the Companies Act, 2013 to corporate formation, governance, and compliance issues.	L5
CO2	Examine the 'phenomena of insolvency, bankruptcy and enforcement laws', diagnose, solve, recommend and develop prognosis by applying IBC provisions and security enforcement mechanisms in corporate distress situations.	L5
CO3	Examine the 'phenomena of regulation of funds and financial compliance', diagnose, solve, recommend and develop prognosis by applying FEMA and PMLA provisions in corporate financial transactions.	L5

CO4	Examine the 'phenomena of securities market regulations', diagnose, solve, recommend and develop prognosis by applying SEBI regulations and securities laws to corporate fund-raising and market operations.	L5
CO5	Scrutinize the 'phenomena of intellectual property, consumer protection and competition laws', diagnose, solve, recommend and develop prognosis by applying legal frameworks to protect business interests and consumer rights.	L5

Syllabus:	**Hours**
Module No. 1: Laws Governing Companies	10
Provisions of the Indian Companies Act, 2013 – types of companies, incorporation, name approval, Memorandum of Association and Articles of Association. Director Identification Number (DIN). Management and administration of companies. Filing of documents. Remedies against oppression and mismanagement. Powers of investigation by the Government. Corporate Social Responsibility. Acceptance of deposits. Banning of unregulated deposit schemes (Ponzi schemes). Restrictions under Companies (Acceptance of Deposits) Rules, 2014.	
Module No. 2: Laws relating to Insolvency, Bankruptcy and Enforcement of Security Interest	10
Insolvency and Bankruptcy Code – definitions and corporate insolvency resolution process. Provisions of the Securitization and Reconstruction of Financial Assets and Enforcement of Security Interest Act.	
Module No. 3: Laws related to Regulation of Funds	10
Provisions relating to dealing in foreign currency under FEMA. Important provisions of the Prevention of Money Laundering Act, 2002.	
Module No. 4: Laws Related to Securities Markets	10
Securities and Exchange Board of India Act, 1992. Securities Contracts (Regulation) Act, 1956. Depositories Act, 1996. Role of depositories, depository participants, stock brokers and intermediaries.	
Module No. 5: Laws Related to Intellectual Property and Consumer Protection	8
Meaning and importance of intellectual property rights. Provisions of the Patents Act, 1970, Trademarks Act, 1999, Copyright Act, 1957. Consumer Protection Act, 2019. Information Technology Act, 2000. Competition Act, 2002.	

Skill Developments Activities:

- Students shall analyze real-life corporate legal cases to understand compliance requirements, governance failures, and remedies under the Companies Act, 2013.
- Students shall examine insolvency and bankruptcy case studies to evaluate corporate resolution strategies and creditor–debtor rights under IBC.
- Students shall analyze FEMA and PMLA compliance scenarios to assess risks in corporate financial transactions and fund management.
- Students shall study securities market regulations and SEBI enforcement cases to understand corporate fund-raising, disclosures, and market discipline.
- Students shall evaluate intellectual property and consumer protection cases to assess legal safeguards for business innovation, competition, and consumer welfare.

Books for Reference:

- ✓ *A Manual of Business Laws – S. N. Maheshwari and S. K. Maheshwari*
- ✓ *Business Law for Management – K. R. Bulchandani*
- ✓ *Business Environment: Texts and Cases – Francis Cherunilam*

- ✓ *Business and Corporate Laws – S. S. Gulshan and G. K. Kapoor*
- ✓ *Bare Acts of respective legislations.*

Note: Latest edition of reference books may be used.

Name of the Program: Master of Business Administration (MBA)

Name of the Course: 1.9. Computer Applications in Management

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3	5	80

Pedagogy: Classrooms lecture, Case studies, Tutorial Classes, Group discussion, Seminar & field work etc.,

Course Objectives: This course will enable the students

1. Understand and apply fundamental concepts of computer systems, operating systems, and communication networks to support managerial decision-making and organizational operations.
18. Develop analytical and practical skills in office automation tools to improve managerial productivity, data handling, reporting, and professional communication in corporate environments.
19. Apply internet and information technology concepts to analyse digital business processes, information access, and technology-driven organizational transformation.
20. Analyze e-commerce models, electronic data interchange, and digital trading mechanisms to support managerial decisions in online and global business environments.
21. Examine electronic transaction systems, digital payment mechanisms, and cyber security issues to ensure safe, efficient, and compliant technology-enabled business operations.

Learning Course Outcomes:

CO#	Course Outcomes	Highest Level of Cognitive Domain
	After Completing this Course, students will be able to	
CO1	Examine the 'phenomena of computer systems and communication networks', diagnose, solve, recommend and develop prognosis by applying computing and networking concepts to managerial applications.	L5
CO2	Examine the 'phenomena of office automation and managerial computing tools', diagnose, solve, recommend and develop prognosis by applying word processing, spreadsheet, presentation and accounting software in organizations.	L5
CO3	Examine the 'phenomena of internet and information technology applications', diagnose, solve, recommend and develop prognosis by analyzing digital connectivity, data access and IT-enabled business processes.	L5

CO4	Examine the 'phenomena of e-commerce and electronic business models', diagnose, solve, recommend and develop prognosis by applying digital commerce frameworks to supply chain and global business operations.	L5
CO5	Scrutinize the 'phenomena of electronic transactions and cyber security risks', diagnose, solve, recommend and develop prognosis by applying secure payment systems and cyber law considerations in business transactions.	L5

Syllabus:	**Hours**
Module No. 1: Introduction to Computer System	16
Computer hardware and software. Block diagram of computer. Communication networks and evolution of computer networks. LAN, MAN and WAN. Classification and generations of computers. PC configuration. Input and output devices. Operating systems – introduction to MS-DOS, Unix and Windows. Concept of GUI.	
Module No. 2: Office Automation and Management	16
Word processing – creating, editing, formatting, printing and merging documents. Excel – spreadsheets, tables, charts, formulas, functions and WHAT-IF analysis. PowerPoint – presentation creation, graphics and animation. Outlook – email communication and internet connectivity. Tally – introduction to computational accounting.	
Module No. 3: Internet and Information Technology	16
Overview, architecture and functioning of the internet. Internet services – WWW, IP address, ISP, URL, domain names and web browsers. Internet protocols, search engines, downloading and uploading. Intranet and extranet. Applications and impact of information technology on business.	
Module No. 4: Introduction to E-Commerce	16
Meaning, nature, scope and channels of e-commerce. E-market and models of e-commerce. Global trading environment and adoption of e-commerce. Application of e-commerce to supply chain management. EDI and paperless trading. Internet-based EDI, architecture and standards. E-commerce in India.	
Module No. 5: Electronic Transaction	16
Concept of electronic transactions. Purchase order processing and payments. Electronic payment systems – e-cash, currency servers, smart cards, electronic purses. Mobile commerce. Security risks of e-commerce – types and sources of threats. Cybercrimes.	

Skill Developments Activities:

- Students shall perform hands-on exercises on office automation tools to prepare managerial reports, spreadsheets, presentations and accounting records.
- Students shall analyse corporate IT case studies to evaluate the role of computer systems and networks in improving organizational efficiency.
- Students shall conduct internet-based research and data analysis to support managerial decision-making and digital business strategies.
- Students shall evaluate e-commerce platforms and digital business models to assess their impact on supply chain and customer relationship management.
- Students shall analyse electronic payment systems and cyber security cases to assess risks, controls and compliance in digital business transactions.

Books for Reference:

- ✓ *Computer Fundamental - V Rajaraman*
- ✓ *Electronic Commerce: Framework Technologies and Applications - Bhasker*
- ✓ *E-Commerce - Daniel Minoli and Emma Minoli*
- ✓ *Management Information Systems - A Contemporary perspective - Laudon*

Kenneth and Laudon Jane

- ✓ *Computer Applications in Management – Mohan. P*

Note: Latest edition of reference books may be used.

SEMESTER – II – MBA

Name of the Program: Master of Business Administration (MBA)

Name of the Course: 2.1. Marketing Management

Course Credits 4	No. of Hours per Week 5	Total No. of Teaching Hours 80

Pedagogy: Classrooms lecture, Case studies, Tutorial Classes, Group discussion, Seminar & field work etc.,

Course Objectives: This course will enable the students

1. Understand fundamental marketing concepts, philosophies, and frameworks to analyse real-world market dynamics, customer needs, and competitive business environments in corporate organizations.
2. Develop analytical and strategic capabilities to evaluate consumer behaviour, market segmentation, targeting, and positioning decisions across diverse domestic and global markets.
3. Apply product, pricing, distribution, and promotional strategies to design effective marketing programs aligned with organizational objectives and industry practices.
4. Analyze marketing channel structures, logistics systems, and integrated promotion strategies to improve market reach, operational efficiency, and brand performance.
5. Appreciate the role of digital technologies, marketing analytics, and technological advancements in aligning marketing strategies with Industry 4.0 and Industry 5.0 business transformations.

Learning Course Outcomes:

CO#	Course Outcomes	Highest Level of Cognitive Domain
	After Completing this Course, students will be able to	
CO1	Examine the 'marketing management concepts and philosophies', diagnose, solve, recommend and develop prognosis by applying marketing functions, environmental analysis and marketing mix decisions in corporate contexts.	L5
CO2	Examine the 'consumer behaviour and market segmentation phenomena', diagnose, solve, recommend and develop prognosis by applying consumer decision models, segmentation, targeting and positioning strategies.	L5
CO3	Examine the 'product and pricing management phenomena', diagnose, solve, recommend and develop prognosis by using product strategies, branding, product life cycle and pricing approaches.	L5
CO4	Examine the 'distribution and promotion management phenomena', diagnose, solve, recommend and develop prognosis by applying channel design, logistics management and integrated marketing communication strategies.	L5
CO5	Scrutinize the 'technology-driven marketing strategy phenomena',	L5

	diagnose, solve, recommend and develop prognosis by leveraging digital marketing tools, marketing technology platforms and Industry 4.0–5.0 transitions.	

Syllabus:	**Hours**
Module No. 1: **Introduction to Marketing Management**	16
Functions of Marketing Management, Entities of Marketing, Marketing Philosophies and Concepts – Production, Product, Selling, Marketing, Societal and Holistic Concepts, Marketing Environment Dynamics, Marketing Planning and its Components, Elements of Marketing Mix.	
Module No. 2: Consumer Behaviour and Market Segmentation	16
Consumer – Generation Gap and Marketing, Buying Behaviour and Buying Decision Process – From Awareness to Advocacy, Concept and Basis for Segmentation and Targeting, Segmentation for Consumer and Business Markets, Product Positioning, Market Research and Marketing Information System.	
Module No. 3: Product and Price	16
Classification of Goods and Services, Levels of Product, Product Mix and Product Line, New Product Development, Product Life Cycle Strategies, Branding – Types of Brands, Brand Building, Measuring Brand Equity, Packaging and Labelling, Pricing – General Pricing Approaches, New Product Pricing Strategies.	
Module No. 4: Place and Promotion	16
Distribution Channels and Logistics Management, Channel Behaviour and Organization, Channel Design and Management Decisions, Nature, Importance and Functions of Logistics, Promotion Mix – Advertising and Public Relations, Personal Selling and Sales Promotion, Direct and Online Marketing, Integrated Marketing Communication	
Module No. 5: Aligning Marketing Strategies with Technological Advancements	16
Digital Marketing, 7c's of Digital Marketing, Leveraging Marketing Tech, Generation Gap and Challenges if Serving Different Generations, Digital Marketing Channels, Technology Compass; Personal, Social and Experimental Marketing, Marketing Transition Theory Industry 4.0 to 5.0	

Skill Developments Activities:

- Students shall analyse real-life corporate marketing case studies to evaluate marketing strategies, consumer behaviour patterns, and marketing mix decisions adopted by leading organizations.
- Students shall conduct a market segmentation and targeting exercise for a selected product or service to assess customer profiles, positioning strategies, and competitive advantages.
- Students shall participate in simulation-based activities to apply product life cycle strategies, pricing decisions, and branding approaches under dynamic market conditions.
- Students shall analyse distribution channel structures and promotional strategies of a chosen company to assess efficiency, reach, and integrated communication effectiveness.
- Students shall design a digital marketing strategy using contemporary marketing technologies to address generation-specific challenges and Industry 4.0–5.0 marketing transitions.

Books for Reference:

- ✓ *Marketing 5.0: Technology for Humanity - Philip Kotler, Hermawan Kartajaya, Iwan Satiawan*

- ✓ *Marketing 4.0: Moving from Traditional to Digital - Philip Kotler, Hermawan Kartajaya, Iwan Satiawan*
- ✓ *Digital Marketing: Strategy, Implementation and Practices - Dave Chaffey and F. Ellis-Chadwick (6e)*
- ✓ *Marketing Management - Philip Kotler, Kevin lane Keller, Alexander Chernev, Jagdish*
- ✓ *N. Sheth (16e)*
- ✓ *Principles of Marketing - Philip Kotler, Gray Armstrong, Sridhar and Prafulla (19e)*
- ✓ *Fundamentals of Marketing - William Stanton*
- ✓ *Marketing Management - Zickmund*

Note: Latest edition of reference books may be used.

Name of the Program: Master of Business Administration (MBA)

Name of the Course: 2.2. Human Resource Management

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4	5	80

Pedagogy: Classrooms lecture, Case studies, Tutorial Classes, Group discussion, Seminar & field work etc.,

Course Objectives: This course will enable the students

1. Understand fundamental concepts, functions, and systems of Human Resource Management to analyse workforce planning, talent management, and people-related challenges in corporate organizations.
2. Develop analytical ability to evaluate recruitment, selection, training, and development practices and their impact on employee performance, productivity, and organizational effectiveness.
3. Apply performance management and compensation planning concepts to real-life organizational situations for improving employee motivation, retention, and performance alignment.
4. Analyze human resource policies, job evaluation systems, and reward structures in relation to organizational strategy, competitiveness, and legal–ethical requirements.
5. Appreciate contemporary HR practices, digital transformation, and emerging workforce trends influencing strategic human resource management in modern organizations.

Learning Course Outcomes:

CO#	Course Outcomes	Highest Level of Cognitive Domain
	After Completing this Course, students will be able to	
CO1	Examine the 'human resource management concepts and roles', diagnose, solve, recommend and develop prognosis by using HR functions, policies and systems in organizational contexts.	L5
CO2	Examine the 'phenomena of HR planning, recruitment and selection', diagnose, solve, recommend and develop prognosis by applying job analysis, recruitment strategies and selection techniques.	L5

CO3	Examine the 'phenomena of training and development', diagnose, solve, recommend and develop prognosis by using training methods, career development tools and competency enhancement models.	L5
CO4	Examine the 'performance management and compensation phenomena', diagnose, solve, recommend and develop prognosis by applying appraisal systems, job evaluation and reward management techniques.	L5
CO5	Scrutinize the 'contemporary HR practices and workforce management phenomena', diagnose, solve, recommend and develop prognosis by applying digital HR tools and modern workforce strategies.	L5

Syllabus:	**Hours**
Module No. 1: **Human Resource Management**	16
HR Functions and Policies, Role of HR Managers, Sub-systems of HRM, Impact of Globalization and Digital Economy on HRM.	
Module No. 2: HR Planning, Recruitment and Selection	16
Scope of HR Planning, Job Analysis, Job Description, Methods of Recruitment – Internal System and Outsourcing, Testing for Selection of Employees, Psychological Tests, Selection Process, Interviews, Errors in Selection.	
Module No. 3: Training and Development	16
Induction and Orientation, Methods of Training, Training Manual, Training under ISO and QS Certification, Supervisory, Executive and Management Development Programmes, Career Development.	
Module No. 4: Performance Management and Compensation Planning	16
Key Result Areas (KRA) and Key Performance Areas (KPA), Traditional vs Modern Methods of Performance Management, Potential Appraisal, Feedback Systems, Job Evaluation, Wage and Salary Administration, Perks, Fringe Benefits, Bonus, Incentives, Compensation Surveys, Performance Linked Pay Structure, Compensation Review and Structuring.	
Module No. 5: Recent Trends in HR Practices	16
Managing Agile and Remote Workforce, Employee Wellbeing and Work Life Balance, Hybrid and Global Workforce, AI Integration for HR Practices, Work from Home (WFH), Flexible Work Culture.	

Skill Developments Activities:

- Students shall analyse real-life corporate HR case studies to evaluate HR functions, workforce planning decisions, and their impact on organizational performance.
- Students shall conduct a comparative study of recruitment and selection practices adopted by organizations to assess effectiveness, efficiency, and talent acquisition strategies.
- Students shall participate in simulation-based exercises to apply training need analysis, performance appraisal methods, and career development frameworks.
- Students shall analyse performance management and compensation systems of selected organizations to assess alignment with productivity, motivation, and reward strategies.
- Students shall examine contemporary HR practices such as digital HR, remote workforce management, and employee wellbeing initiatives to evaluate their strategic relevance.

Books for Reference:

✓ *HR and Personnel Management – Keith Davis*

- ✓ *Personnel Management – Flippo*
- ✓ *Human Resource Management – T. V. Rao*
- ✓ *Human Resource Management – Pattanaik*
- ✓ *Human Resource Management –Micheal Armstrong*
- ✓ *Human Resource Management –Gary Desseler*

Note: Latest edition of reference books may be used.

Name of the Program: Master of Business Administration (MBA)

Name of the Course: 2.3. Corporate Finance

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4	5	80

Pedagogy: Classrooms lecture, Case studies, Tutorial Classes, Group discussion, Seminar & field work etc.,

Course Objectives: This course will enable the students

1. Understand fundamental concepts and objectives of corporate finance to analyse financial decision-making related to wealth maximization, financing, and dividend policies in corporate organizations.
2. Develop analytical ability to evaluate risk–return relationships, security valuation, and portfolio decisions using financial models and quantitative techniques.
3. Apply working capital management concepts and tools to real-life corporate situations for efficient management of short-term assets and liabilities.
4. Analyze capital budgeting decisions using cash-flow estimation techniques and investment appraisal models to support long-term corporate investment decisions.
5. Appreciate capital structure and dividend decision frameworks and their impact on firm value, cost of capital, and financial performance in Indian and global firms.

Learning Course Outcomes:

CO#	Course Outcomes	Highest Level of Cognitive Domain
	After Completing this Course, students will be able to	
CO1	Examine the 'corporate finance goals and financial decision-making phenomena', diagnose, solve, recommend and develop prognosis by applying time value of money and wealth maximization principles.	L5
CO2	Examine the 'risk–return and security valuation phenomena', diagnose, solve, recommend and develop prognosis by applying bond valuation, equity valuation and CAPM models.	L5
CO3	Examine the 'working capital management phenomena', diagnose, solve, recommend and develop prognosis by applying inventory, cash, receivables and short-term financing strategies.	L5
CO4	Examine the 'capital budgeting decision-making phenomena', diagnose, solve, recommend and develop prognosis by using cash-flow estimation and investment appraisal techniques.	L5
CO5	Scrutinize the 'capital structure and dividend decision phenomena', diagnose, solve, recommend and develop prognosis by applying cost of capital, leverage and dividend policy frameworks.	L5

Syllabus:	Hours
Module No. 1: **Goals of the Firm**	16
Profit Maximization vs Wealth Maximization, Nature of Basic Managerial Finance Functions, Financing and Dividend Decisions, Agency Problems, Social Responsibility, Time Value of Money, Compounding, Discounting, Present Value, Annuities, Amortization of Loans, Problem Solving using Excel.	
Module No. 2: Valuation of Long-Term Securities; Risk and Return	16
Bond Valuation, Common Stock Valuation using Dividend Discount Model, Calculation of Rates of Return (Yields), Risk and Return of Equity Stock and Portfolio, CAPM Model.	
Module No. 3: Working Capital Management	16
Concepts of Gross, Net and Core Working Capital, Optimal Level of Working Capital, Financing Current Assets – Maturity Matching Approach, Inventory Management, JIT, Cash and Receivables Management, Credit Management, Financing of Current Assets.	
Module No. 4: Capital Budgeting	16
Estimating Cash Flows – Initial, Intermediate and Terminal Cash Flows on Standalone and Incremental Basis, Principles of Cash Flow Measurement, Capital Budgeting Decision Rules – Payback, ARR, Discounted Cash Flow Techniques – NPV, IRR, PI, Problem Solving using Excel.	
Module No. 5: Capital Structure and Dividend Decisions	16
Concept of Optimal Capital Structure, Required Rates of Return and Cost of Capital – Cost of Debt, Preference Shares and Equity, Computation of WACC, CAPM Approach, EBIT–EPS Analysis, Operating and Financial Leverage, Capital Structure Policy and Trends of Indian Firms, Dividend Policy, Factors Affecting Dividend Policy, Stable Dividend Policy, and Dividend Trends in Indian Firms.	
Skill Developments Activities: • Students shall analyse real-life corporate finance case studies to evaluate financial decision-making related to investment, financing, and dividend policies. • Students shall solve numerical problems and case-based scenarios on time value of money, security valuation, and risk–return analysis using Excel. • Students shall conduct a working capital analysis of a selected company to assess liquidity management, efficiency, and short-term financing strategies. • Students shall apply capital budgeting techniques to evaluate real-world investment proposals and recommend accept–reject decisions. • Students shall analyse capital structure and dividend policy practices of Indian firms to assess their impact on firm value and shareholder wealth.	
Books for Reference: ✓ *Fundamentals of Financial Management – Van Horne and Wachowitz* ✓ *Financial Policy and Management – Van Horne, 12th edition.* ✓ *Financial Management – Prasanna Chandra* ✓ *Corporate Finance – Brigham and Erhardt* ✓ *Corporate Finance – Ross, Wetfield & Jaffer* **Note:** Latest edition of reference books may be used.	

Name of the Program: Master of Business Administration (MBA)

Name of the Course: 2.4. Business Research Methods

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4	5	80

Pedagogy: Classrooms lecture, Case studies, Tutorial Classes, Group discussion, Seminar & field work etc.,

Course Objectives: This course will enable the students

1. Understand the role and importance of business research in corporate decision-making, strategy formulation, and problem-solving in dynamic business environments.
2. Develop analytical ability to design appropriate research frameworks and methodologies to address managerial and organizational problems effectively.
3. Apply qualitative and quantitative research techniques for collecting, analyzing, and interpreting data relevant to real-life business situations.
4. Analyze research findings using statistical tools and models to support evidence-based managerial decisions and policy formulation.
5. Appreciate ethical standards, research integrity, and professional reporting practices required for conducting and presenting business research in corporate organizations.

Learning Course Outcomes:

CO#	Course Outcomes	Highest Level of Cognitive Domain
	After Completing this Course, students will be able to	
CO1	Examine the 'business research concepts and processes', diagnose, solve, recommend and develop prognosis by applying research principles, theory building and ethical standards.	L5
CO2	Examine the 'phenomena of research design and secondary research', diagnose, solve, recommend and develop prognosis by applying exploratory, descriptive and causal research designs.	L5
CO3	Examine the 'survey research and primary data collection phenomena', diagnose, solve, recommend and develop prognosis by using survey methods, measurement and scaling techniques.	L5
CO4	Examine the 'sampling design and sampling procedure phenomena', diagnose, solve, recommend and develop prognosis by applying statistical theories and sampling techniques.	L5
CO5	Scrutinize the 'data analysis, interpretation and research reporting phenomena', diagnose, solve, recommend and develop prognosis by applying statistical analysis tools and research presentation methods.	L5

Syllabus:	**Hours**
Module No. 1: **Research in Business**	16
Role of Business Research, Information Systems and Knowledge Management, Sources of Information, Types and Basic Elements of Research, Theory Building, Overview of Research Process, Ethical Issues in Business Research.	
Module No. 2: Research Design	16
Literature Review, Research Gap, Problem Definition and Research Proposal, Basic Research Designs – Exploratory, Descriptive and Causal Designs, Secondary Research Designs, Qualitative Analysis, Secondary Data.	
Module No. 3: Survey Research	16
Primary Data Sources, Basic Concepts in Survey Research, Methods of Communication with Respondents, Questionnaire, Interview, Observation Method, Experimental Research, Measurement and Scaling Concepts, Attitude Measurement, Principles of Questionnaire	

Design.	
Module No. 4: Sampling	16
Sample Design and Sample Procedures, Sampling Methods, Determination of Sample Size, Review of Statistical Theories.	
Module No. 5: Data Analysis and Presentation	16
Editing and Coding, Transformation of Raw Data into Information, Descriptive Statistics, Hypothesis Development and Testing, ANOVA, Univariate and Bivariate Analysis, Tests of Differences, Measures of Association, Multivariate Analysis, Research Report Preparation, Presentation of Research Findings.	

Skill Developments Activities:

- Students shall analyse real-life corporate research cases to evaluate how business research supports managerial decision-making and strategic planning.
- Students shall design a research proposal for a selected organizational problem, including problem definition, objectives, and appropriate research design.
- Students shall develop and administer survey instruments to collect primary data and apply measurement and scaling techniques.
- Students shall analyse collected data using statistical tools to test hypotheses and interpret managerial implications.
- Students shall prepare and present a structured research report following professional and ethical research reporting standards.

Books for Reference:

- ✓ *Business Research Methods – Zikmund*
- ✓ *Marketing Research – Malhotra N. K.*
- ✓ *Marketing Research – Parashuraman*
- ✓ *Business Research Methods – Donald R. Coopers and Schindler*
- ✓ *Foundations of Behavioural Research – F.N. Kerlinger*
- ✓ *MLA Handbook for Researchers – MLA Association*

Note: Latest edition of reference books may be used.

Name of the Program: Master of Business Administration (MBA)

Name of the Course: 2.5. Production and Operations Management

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3	4	64

Pedagogy: Classrooms lecture, Case studies, Tutorial Classes, Group discussion, Seminar & field work etc.,

Course Objectives: This course will enable the students

1. Understand fundamental concepts, systems, and strategic role of production and operations management to analyse operational efficiency and competitiveness in manufacturing and service organizations.
2. Develop analytical ability to evaluate operations strategies, capacity decisions, and competitive priorities influencing organizational performance and productivity.
3. Apply facility location, layout planning, process selection, and capacity planning concepts to real-life operational and industrial decision-making situations.
4. Analyze material planning, inventory control, maintenance management, and Just-in-Time systems to enhance operational effectiveness and cost optimization.
5. Appreciate quality management philosophies, statistical quality control techniques, and total quality management practices for achieving continuous improvement and

operational excellence.

Learning Course Outcomes:

CO#	Course Outcomes	Highest Level of Cognitive Domain
	After Completing this Course, students will be able to	
CO1	Examine the 'production and operations management concepts and systems', diagnose, solve, recommend and develop prognosis by applying operations planning and control principles.	L5
CO2	Examine the 'operations strategy and competitive capability phenomena', diagnose, solve, recommend and develop prognosis by applying strategic operations frameworks and core competency concepts.	L5
CO3	Examine the 'production system and facility planning phenomena', diagnose, solve, recommend and develop prognosis by applying location models, layout planning and capacity decisions.	L5
CO4	Examine the 'material planning, maintenance and JIT phenomena', diagnose, solve, recommend and develop prognosis by applying MRP, maintenance strategies and lean production concepts.	L5
CO5	Scrutinize the 'quality management and continuous improvement phenomena', diagnose, solve, recommend and develop prognosis by applying quality control tools, TQM and TPM practices.	L5

Syllabus:	**Hours**
Module No. 1: **Introduction**	14
Historical Background of Modern Industry, Definition and Types of Production Systems, Organizational Structure and its Interaction with Other Functional Departments, Role of Operations Manager, Production Planning and Control, Operations Management and Strategy, Tools for Implementation of Operations, Industry Best Practices.	
Module No. 2: Operations Strategy	14
Elements of Operations Strategy, Characteristics of Effective Operations Strategy, Operations Strategy as Competitive Capabilities, Core Competencies and Competitive Weapons.	
Module No. 3: Production System	12
Facility Location Decisions, Factors Affecting Location Decisions, Facility Location Models, Facility Layout Planning, Layout Objectives for Manufacturing, Warehouse, Service and Office Operations, Types of Layouts – Product, Process, Fixed Position, Cellular and Hybrid Layouts, Factors Influencing Layout Changes, Types of Processes, Choosing Service Processes, Capacity Planning, Use of Computers in Production Management.	
Module No. 4: Material Requirement Planning and JIT	12
Dependent Inventory Models, MRP Structure and Benefits, Maintenance Management – Concepts, Preventive Maintenance, System Reliability, Characteristics of JIT, Waste Elimination, JIT Implementation, Pre-requisites, JIT Inventory and Supply Chains.	
Module No. 5: Quality Management	12
Quality Control Concepts, Quality Circles, Total Quality Control, Control Charts – X-Bar, R and P Charts, Total Quality Management – Meaning and Dimensions of Quality, Quality Control Techniques, Quality-Based Strategy, TQM, ISO 9000 as a Platform, Total Productive Maintenance (TPM).	

Skill Developments Activities:

- Students shall analyse real-life industrial and service sector case studies to evaluate production planning, operational efficiency, and strategic operations decisions.
- Students shall conduct a comparative study of operations strategies adopted by organizations to assess competitive capabilities and core competencies.
- Students shall apply facility location, layout planning, and capacity planning models to solve practical operational problems.
- Students shall analyse material planning, maintenance practices, and JIT implementation in selected organizations to assess waste reduction and productivity improvement.
- Students shall examine quality management systems, control charts, and TQM practices of organizations to evaluate continuous improvement and operational excellence.

Books for Reference:

- ✓ *Productions and Operations Management - Chase, Aquilano and Jacob*
- ✓ *Material Management - An Integrated Approach - Gopalakrishnan and Sundareshan Production and Operations Management - Adam and Erbert-*
- ✓ *Operations Management, Strategy and Analysis – Addison Wesley, Krajewski and Ritzman-*
- ✓ *Theory and Problems in POM - Chary*
- ✓ *Computer aided production Management - P.B. Mahapatra*
- ✓ *Production and Operations Management - Render and Heizer-*
- ✓ *Modern Production Management – Buffa*

Note: Latest edition of reference books may be used.

Name of the Program: Master of Business Administration (MBA)

Name of the Course: 2.6. Business Analytics

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3	4	64

Pedagogy: Classrooms lecture, Case studies, Tutorial Classes, Group discussion, Seminar & field work etc.,

Course Objectives: This course will enable the students

1. Understand fundamental concepts, tools, and frameworks of business analytics to analyze data-driven decision-making processes in corporate organizations.
2. Develop analytical ability to evaluate business problems using data mining, predictive analytics, and optimization techniques.
3. Apply statistical, predictive, and prescriptive analytics models to real-life managerial and strategic business situations.
4. Analyze large and complex datasets using big data analytics tools to support operational, marketing, financial, and HR decisions.
5. Appreciate emerging technologies such as artificial intelligence, machine learning, and IoT and their strategic impact on contemporary business analytics practices.

Learning Course Outcomes:

CO#	Course Outcomes	Highest Level of Cognitive Domain

	After Completing this Course, students will be able to	
CO1	Examine the 'business analytics concepts and decision-making phenomena', diagnose, solve, recommend and develop prognosis by applying analytical frameworks and optimization tools.	L5
CO2	Examine the 'data mining and knowledge discovery phenomena', diagnose, solve, recommend and develop prognosis by applying CRISP-DM, KDD processes and data mining techniques.	L5
CO3	Examine the 'predictive analytics phenomena', diagnose, solve, recommend and develop prognosis by applying regression models, time series, decision trees and neural networks.	L5
CO4	Examine the 'big data analytics phenomena', diagnose, solve, recommend and develop prognosis by applying big data frameworks, mobile analytics and social media analytics.	L5
CO5	Scrutinize the 'analytics applications and emerging technology phenomena', diagnose, solve, recommend and develop prognosis by applying analytics solutions across functional areas and advanced technologies.	L5

Syllabus:	**Hours**
Module No. 1: **Introduction to Business Analytics**	14
Challenges in Business Analytics, Business Analytics Optimization (BAO), Data Warehousing, OLAP, OLTP, Introduction to Predictive and Prescriptive Analytics, Role of Business Analyst and Data.	
Module No. 2: Data Mining	14
Meaning and Evolution of Data Mining, Data Mining Process, Knowledge Discovery from Data (KDD), CRISP-DM Model, Data Mining Techniques, Challenges of Data Mining.	
Module No. 3: Predictive Analytics	12
Simple Linear Regression, Multiple Linear Regression, Logistic Regression, Time Series Analysis, Decision Trees, Neural Networks.	
Module No. 4: Big Data Analytics	12
Introduction to Big Data, Need for Big Data, Characteristics of Big Data, Structure of Big Data (Structured, Semi-Structured, Unstructured and Real-Time Data), Benefits and Barriers of Big Data Analytics, Mobile Data Analytics, Social Media Analytics.	
Module No. 5: Applications of Analytics and Contemporary Developments	12
Financial Analytics, HR Analytics, Marketing Analytics, Supply Chain Analytics, Production and Operations Analytics, Machine Learning, Artificial Intelligence, Deep Learning, Internet of Things (IoT), Robotics.	
Skill Developments Activities: • Students shall analyse real-life corporate case studies to evaluate how business analytics supports strategic and operational decision-making. • Students shall apply data mining techniques on sample datasets to extract patterns, trends, and managerial insights. • Students shall use predictive analytics models to forecast business outcomes and recommend data-driven decisions. • Students shall analyse big data use cases in marketing, finance, HR, and operations to assess organizational impact. • Students shall examine emerging analytics technologies such as AI, machine learning, and IoT through industry cases and applied projects.	
Books for Reference:	

- ✓ *Albright Winston "Business Analytics, Data Analysis and Decision Making" 5ht edition, Cengage Publication.*
- ✓ *Cindi Howson "Successful Business Inteligence" 2*" edition, Mc Graw Hil Education.*
- ✓ *U. Dinesh Kumar "Business Analytics: The Science of Data - Driven Decision Making" by Wiley Publications*

Note: Latest edition of reference books may be used.

Name of the Program: Master of Business Administration (MBA)

Name of the Course: 2.7. Management Information Systems

Course Credits 3	No. of Hours per Week 5	Total No. of Teaching Hours 80

Pedagogy: Classrooms lecture, Case studies, Tutorial Classes, Group discussion, Seminar & field work etc.,

Course Objectives: This course will enable the students

1. Understand the fundamental concepts, components, and strategic role of information systems in supporting managerial decision-making and organizational performance in corporate enterprises.
2. Develop analytical ability to evaluate different types of information systems and network technologies used for operational, tactical, and strategic management decisions.
3. Apply systems development concepts, business process reengineering, and system design methodologies to real-life organizational transformation initiatives.
4. Analyze enterprise application technologies such as ERP and extended ERP systems to assess their role in integrating functional business processes.
5. Appreciate information system security, control mechanisms, and risk management practices required to protect organizational data, systems, and digital assets.

Learning Course Outcomes:

CO#	Course Outcomes	Highest Level of Cognitive Domain
	After Completing this Course, students will be able to	
CO1	Examine the 'management information systems concepts and decision-support phenomena', diagnose, solve, recommend and develop prognosis by applying IS frameworks and decision-making models.	L5
CO2	Examine the 'networking and communication technology phenomena', diagnose, solve, recommend and develop prognosis by applying telecommunication, internet and digital network concepts.	L5
CO3	Examine the 'systems development and business process transformation phenomena', diagnose, solve, recommend and develop prognosis by applying SDLC models, BPR and system design tools.	L5
CO4	Examine the 'enterprise application and ERP implementation phenomena', diagnose, solve, recommend and develop prognosis by	L5

	applying ERP concepts and functional integration frameworks.	
CO5	Scrutinize the 'information systems security and control phenomena', diagnose, solve, recommend and develop prognosis by applying security measures, risk controls and disaster recovery mechanisms.	L5

Syllabus:	**Hours**
Module No. 1: **Information Systems**	16
Data vs Information, Strategic Role of Information in Management, Components of IS – Hardware, Software, Data, Telecommunication and People, Information Systems and Decision Making, Types of IS – TPS, MIS, DSS, GDSS, KWS, ESS, OAS.	
Module No. 2: Networks	16
Networking Concepts, Telecommunication Networks, Wireless Networks – Wi-Fi, Bluetooth, Wi-Max, Broadband Technologies, Mobile Technologies, Network Convergence, Internet, Intranet, Extranets, Teleconferencing, Video Conferencing, Internet-Based Businesses, Geographical Information Systems (GIS).	
Module No. 3: Systems Development	16
Systems as Planned Organizational Change, Business Process Reengineering, Steps in Effective Reengineering, Process Improvement and TQM, System Analysis and Design, Completing the System Development Process, Flowcharts, SDLC, Types of SDLC – Waterfall, Prototype, Spiral, RAD, End User Development, Outsourcing, Off-shoring, BPO.	
Module No. 4: Application Technologies	16
ERP Concepts and Evolution, ERP Packages – SAP, Microsoft Dynamics 365, MFG-PRO, SSA ERP (Baan), Oracle, ERP Next, Functional Modules – Accounting, Finance, Production, Manufacturing, Marketing, Sales & Distribution, HRM, ERP Evaluation, ERP and BPR, ERP Implementation, Extended ERP – CRM, SCM, BI, Practical Exposure to ERP Modules.	
Module No. 5: Information Systems Security and Control	16
System Vulnerability and Abuse, Concerns for System Builders and Users, Computer Crimes – Hacking, Cracking, Cyber Theft, Identity Theft, Intellectual Property Theft, Viruses, Worms, Adware, Spyware, Cybercrime, Cyber Terrorism, Security Measures, Disaster Recovery Centers.	

Skill Developments Activities:

- Students shall analyze real-life corporate case studies to evaluate the role of information systems in managerial decision-making and organizational performance.
- Students shall examine networking and digital communication infrastructures of organizations to assess their impact on business operations and connectivity.
- Students shall participate in system analysis and design exercises to apply SDLC models and business process reengineering concepts.
- Students shall analyse ERP implementation cases to evaluate functional integration, business process alignment, and organizational transformation.
- Students shall examine information system security practices and cyber risk management strategies adopted by organizations to ensure data protection and system continuity.

Books for Reference:

- ✓ *MIS – Kennett G. Lauden and Jane P. Lauden*
- ✓ *MIS – James A. O'Brien*
- ✓ *MIS-C.S.V.Murthy*
- ✓ *MIS-W S Jawadekar*

✓ *Computer Today – S.K. Basudev*
✓ *ERP Concepts – V.K. Garg*

Note: Latest edition of reference books may be used.

Name of the Program: Master of Business Administration (MBA)

Name of the Course: 2.8. International Business

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3	3	48

Pedagogy: Classrooms lecture, Case studies, Tutorial Classes, Group discussion, Seminar & field work etc.,

Course Objectives: This course will enable the students

1. Understand fundamental concepts, drivers, and strategic dimensions of international business to analyse globalization, internationalization, and cross-border business decisions of firms.
2. Develop analytical ability to evaluate international trade theories, commercial policies, and competitive advantage of nations influencing global business strategies.
3. Apply knowledge of international institutions, trade agreements, and WTO frameworks to assess their impact on global trade and corporate operations.
4. Analyze international monetary systems, trade blocs, and global financial institutions to understand their role in facilitating international trade and investment.
5. Appreciate foreign direct investment, balance of payments, and foreign exchange mechanisms and their implications for multinational corporations and national economies.

Learning Course Outcomes:

CO#	Course Outcomes	Highest Level of Cognitive Domain
	After Completing this Course, students will be able to	
CO1	Examine the 'international business concepts and globalization phenomena', diagnose, solve, recommend and develop prognosis by applying internationalization strategies and global competitiveness frameworks.	L5
CO2	Examine the 'international trade theories and commercial policy phenomena', diagnose, solve, recommend and develop prognosis by applying classical, modern and new trade theories.	L5
CO3	Examine the 'WTO and international trade regulation phenomena', diagnose, solve, recommend and develop prognosis by applying WTO agreements, dispute settlement mechanisms and global trade rules.	L5
CO4	Examine the 'international monetary system and trade bloc phenomena', diagnose, solve, recommend and develop prognosis by applying global financial institution frameworks and regional integration models.	L5

CO5	Scrutinize the 'information systems security and control phenomena', diagnose, solve, recommend and develop prognosis by applying security measures, risk controls and disaster recovery mechanisms.	L5

Syllabus:	**Hours**
Module No. 1: **Introduction to International Business**	10
Reasons for Going International, Trends in International Trade, Global Sourcing and Production Sharing, Internationalization Stages and Orientations, International Business Decisions, MNCs – Importance and Dominance, MNCs and Globalization, Transfer of Technology, Global Competitiveness, Indicators of Competitiveness, Competitive Advantage of Nations, Technology and Global Competitiveness.	
Module No. 2: International Trade Theories	10
Country-Based vs Firm-Based Theories, Vernon, Krugman and Porter Models, Terms of Trade, Commercial Policy – Free Trade vs Protectionism, Basic Tariff Analysis, New Trade Theories.	
Module No. 3: World Trade Organization	10
GATT – Origin and Features, WTO – Origin, Evolution, Principles, Functions and Structure, Ministerial Conference, GATS, TRIMS, TRIPS, Dispute Settlement System, WTO Agreements – Agriculture, Textiles and Clothing, Anti-dumping, Customs Valuation, Pre-shipment Inspection, Rules of Origin, Subsidies and Countervailing Measures.	
Module No. 4: International Monetary System and Trade Blocs	10
International Monetary System, IMF and World Bank – Funding Facilities and Strategies, Expatriation and Repatriation, Asian Development Bank and BRICS Bank – Structure and Functions, Trade Blocs – Concepts and Classification, Structure and Functions of ASEAN, OPEC, BRICS, EU, SAARC, SCO, MERCOSUR, APEC, USMCA, AfCFTA, COMESA, CPTPP and CIS, India's Role.	
Module No. 5: FDI, BOP and FOREX	8
FDI and FII in India – Trends and Government Policy, Balance of Payments – Components, Factors Affecting BOP, Construction of BOP, J-Curve Effect, Foreign Exchange, Exchange Rate Theories, Factors Affecting Exchange Rate, NEER vs REER, Exchange Rate Systems.	

Skill Developments Activities:

- Students shall analyse real-life multinational corporation case studies to evaluate internationalization strategies and global competitive positioning.
- Students shall conduct a comparative study of trade policies and protectionist measures adopted by different countries and their impact on international trade.
- Students shall analyse WTO dispute cases and trade agreements to understand global trade governance and regulatory mechanisms.
- Students shall evaluate the role of international financial institutions and trade blocs in promoting regional and global economic integration.
- Students shall analyse FDI trends, balance of payments data, and exchange rate movements to assess their implications for corporate and national economic decisions.

Books for Reference:

- ✓ *International Business: Competing in the Global Marketplace (SIE) - Charles W. L. Hill, G. Tomas M. Hult, RohitMehtani.*
- ✓ *International Business - K Aswathappa*
- ✓ International Business (Text And Cases) –P Subba Rao.
- ✓ International Business: Environments And Operations - ohn D. Daniels, Lee H.

Radebaugh, Daniel P. Sullivan, PrashantSalwan.
- ✓ International Business - Sonia Gupta
- ✓ International Business- Francis Cherunilam.
- ✓ International Business - Rakeshmohanjoshi
- ✓ International Business - Daniels

Note: Latest edition of reference books may be used.

Name of the Program: Master of Business Administration (MBA)

Name of the Course: 2.9. Business Ethics and Corporate Governance

Course Credits 3	No. of Hours per Week 3	Total No. of Teaching Hours 48

Pedagogy: Classrooms lecture, Case studies, Tutorial Classes, Group discussion, Seminar & field work etc.,

Course Objectives: This course will enable the students

1. Understand fundamental ethical concepts, theories, and frameworks to analyse ethical behaviour, leadership, and decision-making practices in corporate organizations.
2. Develop analytical ability to evaluate ethical issues and dilemmas across functional areas such as marketing, finance, HR, IT, and supply chain management.
3. Apply principles, models, and best practices of corporate governance to assess governance structures, board effectiveness, and accountability mechanisms in firms.
4. Analyze legal, regulatory, and institutional frameworks governing corporate governance to understand stakeholder roles and compliance requirements in corporate India.
5. Appreciate corporate social responsibility and socially responsive management practices as integral components of sustainable business and long-term value creation..

Learning Course Outcomes:

CO#	Course Outcomes	Highest Level of Cognitive Domain
	After Completing this Course, students will be able to	
CO1	Examine the 'business ethics concepts and ethical decision-making phenomena', diagnose, solve, recommend and develop prognosis by applying ethical theories, leadership principles and compliance frameworks.	L5
CO2	Examine the 'ethical issues across functional areas phenomena', diagnose, solve, recommend and develop prognosis by applying ethical standards and codes of conduct in organizational functions.	L5
CO3	Examine the 'corporate governance structures and practices phenomena', diagnose, solve, recommend and develop prognosis by applying governance principles, models and regulatory guidelines.	L5
CO4	Examine the 'legal and regulatory governance framework	L5

	phenomena', diagnose, solve, recommend and develop prognosis by applying stakeholder theory and regulatory compliance mechanisms.	
CO5	Scrutinize the 'corporate social responsibility and sustainability phenomena', diagnose, solve, recommend and develop prognosis by applying CSR frameworks and socially responsible business strategies.	L5

Syllabus:	**Hours**
Module No. 1: **Business Ethics**	10
Ethics, Ethical Concepts and Theories, Morals and Values, Importance and Need of Ethics in Business, Ethical Corporate Behavior, Ethical Leadership, Ethical Decision Making, Ethical Dilemmas in Organizations, Ethical Compliance Training in Corporates, Business Ethics in India.	
Module No. 2: Ethical Issues in Functional Areas	10
Ethical Issues in Marketing, Production, Accounting and Finance, Human Resource Management, Information Technology, Supply Chain Management and E-Commerce.	
Module No. 3: Corporate Governance	10
Objectives, Need and Significance, Difference between Governance and Management, Principles of Corporate Governance, Governance Structures, Models and Theories of Corporate Governance, Corporate Governance in India, Committees on Corporate Governance in India, Narayan Murthy and Ganguly Committee Reports, Corporate Frauds in India.	
Module No. 4: Legal and Regulatory Aspects of Corporate Governance	10
Stakeholders of Corporate Governance, Role of Board of Directors, Auditors and Independent Directors, Role of SEBI in Corporate Governance, Corporate Governance Forums – CACG, OECD, ICGN and NFCG.	
Module No. 5: Corporate Social Responsibility	8
Levels, Phases and Approaches of CSR, Principles of CSR, Provisions of Companies Act 2013 with respect to CSR, Socially Responsive Management, Formulation and Implementation of Socially Responsive Strategies, Corporate Social Reporting, Corporate Governance Rating.	

Skill Developments Activities:

- Students shall analyse real-life corporate ethics cases to evaluate ethical leadership, decision-making, and compliance practices in organizations.
- Students shall conduct a comparative study of ethical issues faced by different functional areas and recommend ethical solutions.
- Students shall analyse corporate governance structures of selected Indian companies to assess board practices, transparency, and accountability.
- Students shall examine regulatory frameworks and SEBI guidelines to evaluate governance compliance and stakeholder protection mechanisms.
- Students shall analyse CSR initiatives and sustainability reports of companies to assess socially responsible management and long-term value creation.

Books for Reference:

- ✓ *Business Ethics – An Indian Perspective - Fernando A. C.*
- ✓ *Corporate Governance, Business Ethics & CSR – Sharma J. P.*
- ✓ *Business Ethics & Corporate Governance - Ghosh B. N.*
- ✓ *Corporate Governance – Principles, Policies, and Practices - Fernando A. C.*
- ✓ *Business Ethics and Corporate Governance – C. S. V. Murthy*

Note: Latest edition of reference books may be used.

SEMESTER – III – MBA

Name of the Program: Master of Business Administration (MBA)

Name of the Course: 3.1. Project Management

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3	3	48

Pedagogy: Classrooms lecture, Case studies, Tutorial Classes, Group discussion, Seminar & field work etc.,

Course Objectives: This course will enable the students

1. Understand fundamental concepts, tools, and strategic importance of project management to align projects with organizational strategy and business objectives.
2. Develop analytical ability to define project scope, structure work packages, allocate responsibilities, and manage stakeholder expectations in corporate projects.
3. Apply time, cost, and resource estimation techniques to plan, schedule, and control projects effectively under real-life business constraints.
4. Analyze project risks, quality requirements, and performance metrics to ensure successful project execution and value delivery.
5. Appreciate leadership, team management, monitoring, and closure practices required for managing complex, global, and technology-driven projects.

Learning Course Outcomes:

CO#	Course Outcomes	Highest Level of Cognitive Domain
	After Completing this Course, students will be able to	
CO1	Examine the 'project management concepts and strategic alignment phenomena', diagnose, solve, recommend and develop prognosis by applying project life cycle and contract frameworks.	L5
CO2	Examine the 'project scope and work structuring phenomena', diagnose, solve, recommend and develop prognosis by applying WBS, RACI and stakeholder management tools.	L5
CO3	Examine the 'time, cost and scheduling phenomena', diagnose, solve, recommend and develop prognosis by applying CPM, PERT, budgeting and earned value techniques.	L5
CO4	Examine the 'project risk and quality management phenomena', diagnose, solve, recommend and develop prognosis by applying risk analysis tools and quality management practices.	L5
CO5	Scrutinize the 'project team management, monitoring and closure phenomena', diagnose, solve, recommend and develop prognosis by applying leadership, performance monitoring and project closure frameworks.	L5

Syllabus:	**Hours**
Module No. 1: **Introduction to Project Management and Strategic Alignment**	10
Definition, Importance and Characteristics of Projects, Key Concepts and Terminology,	

Evolution of Project Management – Traditional, Agile and Hybrid Models, Project Life Cycle and Phases, Strategic Alignment of Projects, Types of Project Contracts – Turnkey, EPC, BOOT, Cost-Plus, Fixed Price, Feasibility Studies – Technical, Financial, Environmental and Operational.	
Module No. 2: Project Scope and Work Structure Planning	10
Project Charter and Scope Statement, Work Breakdown Structure (WBS), Process Breakdown Structure (PBS), Responsibility Assignment Matrix (RAM), RACI Charts, Rolling Wave Planning, Change Control Process, Requirements Gathering and Stakeholder Mapping.	
Module No. 3: Estimating Time, Cost and Scheduling	10
Estimation Methods – Expert Judgment, Analogous, Parametric, Bottom-up, Top-down vs Bottom-up Estimation, Resource Planning and Allocation, Gantt Charts, Critical Path Method (CPM), Program Evaluation and Review Technique (PERT), Cost Estimation and Budgeting, Earned Value Management (EVM).	
Module No. 4: Project Risk and Quality Management	10
Risk Management Planning, Risk Identification, Analysis and Response Strategies, Risk Analysis Tools – Risk Matrix, Monte Carlo Simulation, Decision Trees, Contingency Planning and Risk Reserves, Project Quality Management – Quality Planning, Quality Assurance and Quality Control.	
Module No. 5: Project Team Management, Monitoring and Closure	8
Team Formation and Development (Tuckman Model), Leadership Styles of Project Managers, Conflict and Communication Management, Managing Virtual and Distributed Teams, Project Performance Monitoring – KPIs and Dashboards, Project Reviews, Audits and Closure Reports, Post-Project Evaluation and Lessons Learned.	
Skill Developments Activities: • Students shall analyse real-life corporate project case studies to evaluate project planning, execution, and strategic alignment. • Students shall develop a project charter, WBS, and RACI matrix for a selected business project. • Students shall apply CPM, PERT, and EVM techniques to plan and control project schedules and budgets. • Students shall conduct risk assessment and quality planning exercises for simulated project scenarios. • Students shall analyse project team dynamics, leadership styles, and project closure reports to assess project success and learning outcomes.	
Books for Reference: ✓ *Harold Kerzner – Project Management: A Systems Approach to Planning, Scheduling, and Controlling* ✓ *PMI (Project Management Institute) – A Guide to the Project Management Body of Knowledge (PMBOK® Guide), 7th Edition* ✓ *Rory Burke – Project Management: Planning and Control Techniques* ✓ *Jack T. Marchewka – Information Technology Project Management: Providing Measurable Organizational Value* ✓ *Erik W. Larson & Clifford F. Gray – Project Management: The Managerial Process* ✓ *Kathy Schwalbe – Information Technology Project Management* ✓ *John M. Nicholas & Herman Steyn – Project Management for Engineering, Business and Technology* ✓ *Jeffrey K. Pinto – Project Management: Achieving Competitive Advantage* ✓ *Robert K. Wysocki – Effective Project Management: Traditional, Agile, Extreme*	

✓ *Bennett Lientz & Kathryn Rea – Project Management for the 21st Century*

Note: Latest edition of reference books may be used.

Name of the Program: Master of Business Administration (MBA)

Name of the Course: 3.2. Business Startups and Entrepreneurship

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3	3	48

Pedagogy: Classrooms lecture, Case studies, Tutorial Classes, Group discussion, Seminar & field work etc.,

Course Objectives: This course will enable the students

1. Understand the fundamental concepts, principles and processes of entrepreneurship and startup development to identify, evaluate and pursue business opportunities in the corporate and startup ecosystem.
2. Develop analytical ability to evaluate entrepreneurial mindset, startup ecosystems, business models and innovation-driven ventures in relation to economic and organizational development.
3. Apply business planning, lean startup tools and strategic frameworks to design, launch and manage startups and small businesses in competitive markets.
4. Analyze financing mechanisms, scaling strategies and operational challenges of startups and small businesses across different growth stages.
5. Appreciate policy frameworks, globalization dynamics and emerging entrepreneurial trends influencing sustainable, inclusive and technology-driven ventures in the modern business environment.

Learning Course Outcomes:

CO#	Course Outcomes	Highest Level of Cognitive Domain
	After Completing this Course, students will be able to	
CO1	Examine the 'entrepreneurship concepts and startup foundation phenomena', diagnose, solve, recommend and develop prognosis by using entrepreneurial theories, mindset frameworks and small business principles.	L5
CO2	Examine the 'startup and small business ecosystem phenomena', diagnose, solve, recommend and develop prognosis by applying ecosystem models, institutional support mechanisms and global best practices.	L5
CO3	Examine the 'business planning and startup design phenomena', diagnose, solve, recommend and develop prognosis by using business model tools, lean startup methodology and market validation techniques.	L5
CO4	Examine the 'startup financing and scaling phenomena', diagnose, solve, recommend and develop prognosis by applying financial planning, valuation methods and growth strategies.	L5
CO5	Scrutinize the 'policy, globalization and emerging entrepreneurship phenomena', diagnose, solve, recommend and develop prognosis by	L5

	applying regulatory frameworks, internationalization strategies and sustainability principles.	

Syllabus:	**Hours**
Module No. 1: **Foundations of Entrepreneurship and Small Business**	10
Definition, types and evolution of entrepreneurship, entrepreneurial traits, mindset and decision-making, differences between small businesses and startups, role of small businesses in economic development, challenges and success factors in small business management.	
Module No. 2: Startup and Small Business Ecosystem	10
Startup ecosystem – elements and actors (incubators, accelerators, mentors, venture capitalists etc.), India's startup landscape – hubs, success stories and trends, role of universities, CSIR labs and research institutions, government initiatives and support systems – Startup India, Atal Innovation Mission, MSME Ministry, SIDBI, global startup ecosystems – Silicon Valley, Israel, Berlin and Singapore.	
Module No. 3: Business Planning and Startup Design	10
Opportunity identification and market validation, Business Model Canvas (BMC), Lean Startup Methodology and Minimum Viable Product (MVP), business plan components – marketing, operations, financials and legal aspects, forms of business ownership and registration in India (LLP, Private Limited Company, OPC).	
Module No. 4: Financing and Scaling Startups and Small Businesses	10
Sources of finance – bootstrapping, angel investing, venture capital, crowdfunding, MSME loans, financial planning and startup valuation, stages of funding – pre-seed to Series A and beyond, SHGs, microfinance and rural entrepreneurship, women entrepreneurs, family businesses and social enterprises, scaling strategies and operations management.	
Module No. 5: Policy, Globalization and Emerging Trends	8
National and state-level startup policies, regulatory aspects – intellectual property, taxation, labour laws and compliance for startups, export promotion for small businesses – EXIM Bank, DGFT and EPCs, internationalization and globalization of startups, emerging sectors – climate tech, fintech, AI startups, gig economy, social and green entrepreneurship, ESG and sustainability trends.	

Skill Developments Activities:

- Students shall analyse real-life startup and small business case studies to evaluate entrepreneurial decision-making, innovation strategies and venture performance.
- Students shall conduct a comparative study of startup ecosystems to examine the role of incubators, accelerators, investors and government support in venture success.
- Students shall develop a business model canvas and business plan for a proposed startup, incorporating market, operational and financial considerations.
- Students shall analyse startup financing options and scaling strategies to recommend suitable funding and growth paths for different entrepreneurial ventures.
- Students shall examine startup policies, regulatory frameworks and emerging entrepreneurial trends to assess opportunities and challenges in global and Indian contexts.

Books for Reference:

- ✓ *Harold Kerzner – Project Management: A Systems Approach to Planning, Scheduling, and Entrepreneurship – Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd*
- ✓ *Innovation and Entrepreneurship – Peter F. Drucker*
- ✓ *Small Business Management – Justin G. Longenecker, J. William Petty, Leslie E. Palich*

- ✓ *The Startup Owner's Manual – Steve Blank and Bob Dorf*
- ✓ *The Lean Startup – Eric Ries*
- ✓ *Disciplined Entrepreneurship – Bill Aulet*
- ✓ *Entrepreneurship Development – S.S. Khanka*
- ✓ *Essentials of Entrepreneurship and Small Business Management – Norman M. Scarborough*
- ✓ *Start-up Nation: The Story of Israel's Economic Miracle – Dan Senor and Saul Singer*
- ✓ *Indian Entrepreneurship and Innovation – Dinesh Awasthi and Dinesh S. Tiwari*

Note: Latest edition of reference books may be used.

MAJOR ELECTIVES MARKETING MANAGEMENT

Name of the Program: Master of Business Administration (MBA)

Name of the Course: Elective MM-1: Consumer Behaviour and Marketing Research

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3	4	64

Pedagogy: Classrooms lecture, Case studies, Tutorial Classes, Group discussion, Seminar & field work etc.,

Course Objectives: This course will enable the students

1. Understand the fundamental concepts, principles and models of consumer behaviour to analyze consumer needs, motivations and buying patterns in competitive corporate markets.
2. Develop analytical ability to evaluate consumer decision-making processes, attitudes and influences for effective marketing strategy formulation.
3. Apply consumer behaviour theories and marketing research tools to real-life marketing problems related to product design, branding, pricing and promotion.
4. Analyze individual, social, organizational and digital buying behaviour to understand changing consumer dynamics and market responsiveness.
5. Appreciate the role of marketing research, data analysis and information systems in managerial decision-making and evidence-based marketing practices.

Learning Course Outcomes:

CO#	Course Outcomes	Highest Level of Cognitive Domain
	After Completing this Course, students will be able to	
CO1	Examine the 'consumer behaviour concepts and research phenomena', diagnose, solve, recommend and develop prognosis by using consumer behaviour theories and marketing research principles.	L5
CO2	Examine the 'buying decision making phenomena', diagnose, solve, recommend and develop prognosis by applying decision process models, innovation diffusion and adoption frameworks.	L5
CO3	Examine the 'consumer as an individual phenomena', diagnose,	L5

	solve, recommend and develop prognosis by applying motivational, social, cultural and technological influence models.	
CO4	Examine the 'online and organizational buying behaviour phenomena', diagnose, solve, recommend and develop prognosis by using organizational buying models and digital consumer behaviour frameworks.	L5
CO5	Scrutinize the 'marketing research and information system phenomena', diagnose, solve, recommend and develop prognosis by applying research design, data analysis tools and managerial reporting techniques.	L5

Syllabus:	**Hours**
Module No. 1: **Consumer Behaviour**	14
Consumer behaviour and the need for marketing and consumer research, consumer benefits, customer value, satisfaction, trust and retention, factors influencing consumer behaviour, models of consumer behaviour – traditional versus contemporary models.	
Module No. 2: Buying Decision Making	14
Buying decision behaviour and its determinants, stages of the decision process, buyer decision process for new products, buying roles, innovation diffusion and adoption process.	
Module No. 3: Consumer as an Individual	12
Buying motives and symbols of consumption, influence of family, society and reference groups, consumerism, technology and communication.	
Module No. 4: Online and Organisational Buying Behaviour	12
Online buying behaviour – parties, process and determinants, organisational buying behaviour, organisational buying decision process and roles.	
Module No. 5: Marketing Research and Information System	12
Consumer research process, techniques and tools of data collection, use of SPSS for data analysis, reporting and interpretation of research findings.	

Skill Developments Activities:

- Students shall analyse real-life consumer behaviour case studies to evaluate customer decision-making, satisfaction and loyalty in corporate markets.
- Students shall conduct a comparative study of buying behaviour across products, brands or markets to examine factors influencing consumer choices.
- Students shall apply consumer behaviour models to analyse individual and social influences affecting purchasing decisions.
- Students shall analyse online and organizational buying situations to assess decision roles, processes and digital influences.
- Students shall design and execute a small marketing research project using data collection tools and SPSS for analysis and managerial reporting..

Books for Reference:

- ✓ *Consumer Behaviour - Jay D. Lindquist, M. Joseph Sirgy*
- ✓ *Consumer Behaviour - Leon G. Schiffman, Leslie Lazar Kanuk, S. Ramesh Kamar*
- ✓ *Consumer Behaviour –Henry assail*
- ✓ *Marketing Research N.K. Malhotra*
- ✓ *Marketing Research R.Nargundkar*
- ✓ *Consumer Behaviour Schiffman and Kanuk*
- ✓ *Marketing Research Tull, Green and Hawkins*
- ✓ *Business Research Methods Zikmund*
- ✓ *Marketing Research Parashuraman, Grewal*
- ✓ *Consumer Behaviour Hoyer Mac Innis*

Note: Latest edition of reference books may be used.

Name of the Program: Master of Business Administration (MBA)

Name of the Course: Elective MM-2: Sales and Logistics Management

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3	4	64

Pedagogy: Classrooms lecture, Case studies, Tutorial Classes, Group discussion, Seminar & field work etc.,

Course Objectives: This course will enable the students

1. Understand the fundamental concepts, principles and practices of sales and logistics management to enhance revenue generation, customer satisfaction and operational efficiency in corporate organizations.
2. Develop analytical ability to evaluate sales force effectiveness, retailing strategies and logistics systems in relation to organizational performance and competitive advantage.
3. Apply sales management tools, CRM analytics and logistics planning frameworks to real-life business situations across B2B and B2C markets.
4. Analyze distribution channels, integrated logistics networks and technology-enabled supply systems to improve coordination, responsiveness and cost efficiency.
5. Appreciate ethical, sustainability and technology-driven trends influencing modern sales operations and strategic logistics management in global business environments

Learning Course Outcomes:

CO#	Course Outcomes	Highest Level of Cognitive Domain
	After Completing this Course, students will be able to	
CO1	Examine the 'sales management concepts and sales organization phenomena', diagnose, solve, recommend and develop prognosis by using sales management principles, CRM tools and analytics-driven strategies.	L5
CO2	Examine the 'sales force management phenomena', diagnose, solve, recommend and develop prognosis by applying scientific recruitment, training, motivation, control and ethical compliance frameworks.	L5
CO3	Examine the 'retailing and omnichannel wholesaling phenomena', diagnose, solve, recommend and develop prognosis by applying digital retail models, experiential strategies and omnichannel integration principles.	L5
CO4	Examine the 'distribution and integrated logistics management phenomena', diagnose, solve, recommend and develop prognosis by using channel design, inventory control and logistics coordination techniques.	L5
CO5	Scrutinize the 'strategic logistics and technology integration	L5

	phenomena', diagnose, solve, recommend and develop prognosis by applying LIS, ERP, AI-enabled logistics systems and sustainable supply chain strategies.	

Syllabus:	**Hours**
Module No. 1: **Sales Management**	14
Objectives and functions of modern sales management, personal selling process and sales funnel management, development of sales strategies using CRM and analytics, structuring sales organizations – centralized vs. decentralized, sales force sizing and deployment strategies, competency mapping and qualities of successful sales executives.	
Module No. 2: Sales Force Management	14
Scientific methods for recruiting, selecting and on boarding sales personnel, sales force training programs and skill development frameworks, sales territory design and optimization models, designing and managing sales quotas, motivation and compensation models (incentives and recognition), sales force control – KPIs, dashboards and performance appraisal, ethical considerations and compliance in sales..	
Module No. 3: Retailing and Omnichannel Wholesaling	12
Evolution from traditional to omnichannel retailing, e-tailing and D2C models, digital transformation in retail, mobile commerce, telemarketing and social commerce, role of AI and personalization, trends in B2B and B2C wholesale distribution, visual merchandising and experiential retail strategies.	
Module No. 4: Distribution and Integrated Logistics Management	12
Designing and evaluating distribution channel strategies, multichannel vs. omnichannel distribution models, role of intermediaries and channel conflict management, inbound and outbound logistics alignment with sales, core logistics functions – customer service and order fulfillment, inventory control systems (JIT, VMI, EOQ), packaging, labeling and sustainability, transportation, routing and last-mile delivery, warehousing design and automation.	
Module No. 5: Strategic Logistics and Technology Integration	12
Strategic logistics planning aligned with business goals, logistics information systems (LIS) and ERP integration, application of AI/ML, IoT and blockchain in logistics, logistics strategy formulation and implementation, computer-aided logistics – TMS, WMS and SCM software, sales-logistics synergy in rural and underserved markets, emerging concepts – green logistics, circular supply chains and reverse logistics.	

Skill Developments Activities:

- Students shall analyze real-life corporate sales case studies to evaluate sales strategies, CRM usage and sales force performance.
- Students shall conduct a comparative study of sales force structures and compensation models across organizations to assess motivation and productivity outcomes.
- Students shall analyze retail and omnichannel distribution models to evaluate customer engagement, technology adoption and market reach.
- Students shall apply logistics planning tools to evaluate distribution efficiency, inventory control and cost optimization in supply networks.
- Students shall examine technology-enabled logistics systems and sustainability practices to assess their role in strategic decision-making and competitive advantage.

Books for Reference:

- ✓ *Sales Management Decisions, Strategies and Cases Richard R. Still, Edward W. Cundiff and Noman A.P. Govani*
- ✓ *Professional Sales Management R.E. Anderson, Joseph F. Har, Alan J. Bash*

- ✓ *Marketing Channels Louis W. Stern, Adel I. ER Ansary, T. Coughlan*
- ✓ *Fundamentals of Logistics Management M. Lambert, James R. Stock, M. Eliram*
- ✓ *Logistics Management Donald J.B. and D.J. Closs*
- ✓ *Logistics and Supply Chain Management Martin Christopher*
- ✓ *Sales Management Analysis and Decisions Making Thomas N. Ingram*
- ✓ *Managing Supply Chain J.L. Gattorn and D.W. Waldis*

Note: Latest edition of reference books may be used.

Name of the Program: Master of Business Administration (MBA)

Name of the Course: Elective MM-3: Advertising and Promotion Management

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3	4	64

Pedagogy: Classrooms lecture, Case studies, Tutorial Classes, Group discussion, Seminar & field work etc.,

Course Objectives: This course will enable the students

1. Understand the fundamental concepts, principles and frameworks of advertising and promotion to design effective communication strategies in corporate and competitive market environments.
2. Develop analytical ability to evaluate promotion mix decisions, advertising strategies and communication effectiveness for brand building and market positioning.
3. Apply advertising planning models, creative strategies and media planning tools to real-life marketing and promotional challenges faced by organizations.
4. Analyze advertising campaigns, media effectiveness and budgeting decisions to enhance return on promotional investments and communication impact.
5. Appreciate ethical, regulatory and social dimensions of advertising and promotion influencing responsible marketing practices and corporate reputation.

Learning Course Outcomes:

CO#	Course Outcomes	Highest Level of Cognitive Domain
	After Completing this Course, students will be able to	
CO1	Examine the 'promotion mix and communication strategy phenomena', diagnose, solve, recommend and develop prognosis by using integrated marketing communication frameworks and consumer behaviour principles.	L5
CO2	Examine the 'advertising fundamentals and strategic planning phenomena', diagnose, solve, recommend and develop prognosis by applying advertising models, planning processes and regulatory guidelines.	L5
CO3	Examine the 'advertising campaign and creativity management phenomena', diagnose, solve, recommend and develop prognosis by using creative strategy models, copywriting techniques and message design principles.	L5

CO4	Examine the 'advertising media planning and effectiveness phenomena', diagnose, solve, recommend and develop prognosis by applying media planning metrics, budgeting techniques and evaluation tools.	L5
CO5	Scrutinize the 'sales promotion, agency management and emerging advertising issues phenomena', diagnose, solve, recommend and develop prognosis by applying ethical standards, agency frameworks and regulatory mechanisms.	L5

Syllabus:	**Hours**
Module No. 1: **Promotion Mix and Communication Strategy**	14
Concept and scope of promotion mix – advertising, publicity, personal selling, public relations, direct marketing and sales promotion, strategic importance of promotion in marketing and branding, determinants and objectives of an effective promotion mix, introduction to Integrated Marketing Communications (IMC), planning communication campaigns using IMC framework, role of consumer behaviour and segmentation in promotion decisions.	
Module No. 2: Advertising Fundamentals and Strategic Planning	14
Meaning and evolution of advertising in global context, classification of advertisements – product vs institutional, informative vs persuasive vs reminder, ATL/BTL/TTL, advertisability of products and services, advertising planning process – objectives, target audience and budgeting, advertising decision-making models – Hierarchy of Effects, AIDA, Lavidge-Steiner Model, ethical and regulatory issues in advertising including ASCI guidelines, surrogate advertising and misleading claims.	
Module No. 3: Advertising Campaign and Creativity Management	12
Setting advertising goals and DAGMAR model, message strategy and creative tactics – rational and emotional appeals, humor, fear, testimonials, copywriting and headline techniques, writing for print, radio, television and digital media, layout and visualization, storyboard preparation, essentials of good advertising copy, drafting advertisement copies and scripts.	
Module No. 4: Advertising Media Planning and Effectiveness	12
Media types – traditional, digital and emerging media, media planning concepts – reach, frequency, GRP, CPM and media mix decisions, media scheduling strategies – continuity, flighting and pulsing, advertising budgeting techniques – objective-task, percent of sales, competitive parity, measurement of advertising effectiveness, rural media planning and budget allocation.	
Module No. 5: Sales Promotion, Agencies and Emerging Issues	12
Nature, scope and tools of consumer and trade sales promotion, role and structure of advertising agencies, client-agency relationship management, major Indian and global ad agencies, advertising in social marketing, CSR and rural development, social and ethical issues – stereotyping, gender portrayal and green washing, regulatory frameworks – ASCI, TRAI, MIB and global standards.	
Skill Developments Activities: • Students shall analyze real-life advertising and promotion campaigns to evaluate communication strategy, creativity and brand impact. • Students shall conduct a comparative study of promotion mix strategies adopted by organizations across products and markets. • Students shall design advertising copies, scripts and storyboards for selected products or services based on creative strategy models. • Students shall analyze media plans and advertising budgets to assess reach,	

effectiveness and cost efficiency.

- Students shall examine ethical and regulatory advertising cases to evaluate compliance, social responsibility and corporate image management.

Books for Reference:

- ✓ *Advertisement and Promotion Belch and Belch*
- ✓ *Advertising Aaker and Bathra*
- ✓ *Advertising Management Chunawalla*
- ✓ *Advertising Management Write and Ziegler*
- ✓ *Contemporary Advertising Williams Arens*
- ✓ *Advertising Management Rajeev Batra, John G.Myer, David Aker*
- ✓ *Advertising Planning & Implementation Sangeeta Sharma &Raghuvir Singh*
- ✓ *Advertising Principles and Practice Wells, Moriatry, Burnett*
- ✓ *Advertising Management JaishriJethwanry, Shruthi Jain*
- ✓ *Marketing Communication Dahlen*

Note: Latest edition of reference books may be used.

FINANCIAL MANAGEMENT

Name of the Program: Master of Business Administration (MBA)

Name of the Course: Elective FM-1: Advanced Corporate Finance

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3	4	64

Pedagogy: Classrooms lecture, Case studies, Tutorial Classes, Group discussion, Seminar & field work etc.,

Course Objectives: This course will enable the students

1. Understand advanced concepts, tools and theories of corporate finance to evaluate complex investment, financing and payout decisions in large corporate organizations.
2. Develop analytical ability to assess capital budgeting decisions under uncertainty, risk and real-world market imperfections.
3. Apply advanced valuation models and financial decision frameworks to real-life corporate finance problems involving projects, firms and securities.
4. Analyze dividend policy, capital structure and valuation issues in the presence of taxes, information asymmetry and agency conflicts.
5. Appreciate the impact of financial markets, regulatory frameworks and informational inefficiencies on corporate financial strategy and firm value.

Learning Course Outcomes:

CO#	Course Outcomes	Highest Level of Cognitive Domain
	After Completing this Course, students will be able to	
CO1	Examine the 'advanced capital budgeting and real options phenomena', diagnose, solve, recommend and develop prognosis by using decision trees, simulation techniques and real options valuation models.	L5

CO2	Examine the 'project selection and capital rationing phenomena', diagnose, solve, recommend and develop prognosis by applying NPV, IRR, MIRR and risk-adjusted evaluation techniques.	L5
CO3	Examine the 'dividend decisions and corporate payout policy phenomena', diagnose, solve, recommend and develop prognosis by applying dividend theories, regulatory frameworks and signaling models.	L5
CO4	Examine the 'firm valuation under imperfect market phenomena', diagnose, solve, recommend and develop prognosis by using MM propositions, option pricing models and valuation frameworks for complex firms.	L5
CO5	Scrutinize the 'information asymmetry and agency conflict phenomena', diagnose, solve, recommend and develop prognosis by applying asymmetric information models, agency theory and market microstructure concepts.	L5

Syllabus:	**Hours**
Module No. 1: **Advanced Topics in Capital Budgeting and Real Options**	14
Advanced issues in cash flow estimation – incremental cash flows, sunk costs, working capital and inflation, cash flow uncertainty and probability distributions, decision trees and risk-neutral valuation, Monte Carlo simulation for risk analysis, real options in capital budgeting – expansion, delay/postponement and abandonment options.	
Module No. 2: Project Selection and Ranking Conflicts in Capital Budgeting	14
Ranking conflicts – NPV vs IRR, cross-over rate and multiple IRRs, Modified Internal Rate of Return (MIRR), capital rationing and optimal project selection, risk analysis tools – sensitivity analysis, scenario analysis and financial break-even analysis, integration of risk-adjusted discount rates and certainty equivalents.	
Module No. 3: Dividend Decisions and Corporate Payout Policy	12
Dividend policy theories – residual theory, bird-in-hand theory and signaling hypothesis, determinants of dividend policy including debt covenants, buybacks vs dividends and signaling effects, legal and regulatory framework in India – Companies Act, 2013 and tax provisions, trends in global and Indian dividend payout practices.	
Module No. 4: Valuation of the Firm in Imperfect Markets	12
Valuation under ideal vs real capital markets, Modigliani-Miller propositions with and without taxes, binomial model and Black-Scholes option pricing model, valuation of start-ups, unlisted firms and firms with negative earnings.	
Module No. 5: Information Asymmetry and Agency Conflicts in Corporate Finance	12
Separation of ownership and control, principal-agent conflicts and managerial opportunism, information asymmetry models – Akerlof, Spence and Leland-Pyle, implications for cost of capital and securities pricing, dividend policy as a signaling tool, information asymmetry in bond valuation, market microstructure and quality of stock markets.	
Skill Developments Activities: • Students shall analyze real-life corporate investment cases to evaluate capital budgeting decisions under risk and uncertainty. • Students shall apply advanced valuation techniques to assess project selection and ranking conflicts in capital-constrained firms. • Students shall analyze dividend and buyback decisions of Indian and global	

companies to evaluate signaling and payout strategies.

- Students shall evaluate firm valuation cases involving start-ups, unlisted companies and firms with complex capital structures.
- Students shall examine cases of information asymmetry and agency conflicts to assess their impact on firm value, cost of capital and market efficiency.

Books for Reference:

- ✓ *Damodaran, A. – Applied Corporate Finance, Wiley*
- ✓ *Brealey, R.A., Myers, S.C., & Allen, F. – Principles of Corporate Finance, McGraw Hill*
- ✓ *Copeland, T., Koller, T., & Murrin, J. – Valuation: Measuring and Managing the Value of Companies, McKinsey & Company*
- ✓ *Chandra, P. – Financial Management: Theory and Practice, McGraw Hill*
- ✓ *Ross, S.A., Westerfield, R., & Jaffe, J. – Corporate Finance, McGraw Hill*
- ✓ *Hull, J.C. – Options, Futures and Other Derivatives, Pearson*
- ✓ *Berk, J. & DeMarzo, P. – Corporate Finance, Pearson*
- ✓ *Grinblatt, M. & Titman, S. – Financial Markets and Corporate Strategy, Irwin McGraw Hill*
- ✓ *Damodaran, A. – The Dark Side of Valuation, Pearson*
- ✓ *Graham, J. & Smart, S. – Introduction to Corporate Finance, Cengage Learning*

Note: Latest edition of reference books may be used.

Name of the Program: Master of Business Administration (MBA)

Name of the Course: Elective FM-2: Financial Markets and Institutions

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3	4	64

Pedagogy: Classrooms lecture, Case studies, Tutorial Classes, Group discussion, Seminar & field work etc.,

Course Objectives: This course will enable the students

1. Understand the structure, components and functioning of financial markets and institutions to analyze their role in mobilizing savings and facilitating corporate and economic growth.
2. Develop analytical ability to evaluate the operations, instruments and regulatory frameworks of money markets, capital markets and derivatives markets in India.
3. Apply financial market concepts and institutional mechanisms to real-life corporate financing, investment and risk management decisions.
4. Analyze the role of banking institutions, NBFCs and development financial institutions in credit allocation, financial stability and financial inclusion.
5. Appreciate the impact of financial services, fintech innovations, global capital flows and regulatory reforms on the efficiency and governance of financial markets.

Learning Course Outcomes:

CO#	Course Outcomes	Highest Level of Cognitive Domain
	After Completing this Course, students will be able to	
CO1	Examine the 'Indian financial system structure and global capital flow phenomena', diagnose, solve, recommend and develop	L5

	prognosis by using financial system frameworks and institutional analysis.	
CO2	Examine the 'financial market operations and trading mechanism phenomena', diagnose, solve, recommend and develop prognosis by applying money market, capital market and derivatives market principles.	L5
CO3	Examine the 'financial institutions and banking system phenomena', diagnose, solve, recommend and develop prognosis by applying regulatory norms, prudential standards and restructuring mechanisms.	L5
CO4	Examine the 'financial services and intermediary management phenomena', diagnose, solve, recommend and develop prognosis by using fund-based and non-fund-based financial service frameworks.	L5
CO5	Scrutinize the 'NBFCs, fintech and financial market governance phenomena', diagnose, solve, recommend and develop prognosis by applying regulatory guidelines, digital finance models and governance mechanisms.	L5

Syllabus:	**Hours**
Module No. 1: **Overview of Indian Financial System**	14
Structure and constituents – financial markets, institutions, services and instruments, development of financial system and economic growth, financial sector reforms and weaknesses, role of FIIs, FPIs and global capital flows, portfolio management schemes, hedge funds, private equity, ADRs and GDRs – concepts, mechanisms and implications.	
Module No. 2: Financial Markets	14
Indian money market – structure, instruments, players and RBI's role, capital market – equity, bonds and government securities, primary and secondary markets, trading mechanisms – NSE, BSE, online platforms and OTCEI, commodity markets – MCX and NCDEX, derivatives market – futures and options, SEBI's role in investor protection, mock trading exercises.	
Module No. 3: Financial Institutions	12
Banking system in India – public, private, foreign, cooperative banks and RRBs, role of RBI, capital adequacy and Basel norms, NPAs and corporate debt restructuring, asset reconstruction and securitization, development financial institutions – NABARD, SIDBI, EXIM Bank, NHB, MUDRA, UTI, LIC, GIC, Insolvency and Bankruptcy Code (IBC)	
Module No. 4: Financial Services	12
Classification of financial services – fund-based and non-fund-based, leasing, hire purchase, factoring, venture capital, private equity and securitization, letters of credit, guarantees, underwriting and advisory services, merchant banking and issue management, SEBI guidelines for intermediaries, credit rating process and regulations.	
Module No. 5: Non-Banking Financial Companies (NBFCs)	12
Concept, evolution and classification of NBFCs, RBI's scale-based regulation, capital adequacy and provisioning norms, role of microfinance, payment banks and small finance banks in financial inclusion, fintech innovations and digital lending, role of CDSL, NSDL, NFRA and governance in financial markets.	
Skill Developments Activities: • Students shall analyze real-life financial market cases to evaluate the functioning of money markets, capital markets and derivatives markets. • Students shall conduct mock trading exercises to understand price discovery, market	

volatility and investment decision-making.

- Students shall analyze banking and NBFC case studies to assess credit risk, regulatory compliance and financial stability issues.
- Students shall evaluate financial service offerings and intermediary roles in corporate financing and investment management.
- Students shall examine fintech-driven financial innovations and regulatory developments to assess their impact on market efficiency and governance.

Books for Reference:

- ✓ *Mishkin, F.S. & Eakins, S.G. – Financial Markets and Institutions, Pearson*
- ✓ *Bhole, L.M. & Mahakud, J. – Financial Institutions and Markets, McGraw Hill*
- ✓ *Gurusamy, S. – Financial Services and Markets, Vijay Nicole*
- ✓ *Pathak, B.V. – The Indian Financial System: Markets, Institutions and Services, Pearson*
- ✓ *Khan, M.Y. – Indian Financial System, McGraw Hill*
- ✓ *Saunders, A. & Cornett, M.M. – Financial Institutions Management, McGraw Hill*
- ✓ *Fabozzi, F.J. – Bond Markets, Analysis and Strategies, Pearson*
- ✓ *RBI Bulletins and Reports – Trends and Progress of Banking in India*
- ✓ *SEBI Manuals and Reports – Handbook of Statistics on Indian Securities Market*
- ✓ *Srivastava, R.M. & Nigam, D. – Management of Indian Financial Institutions*

Note: Latest edition of reference books may be used.

Name of the Program: Master of Business Administration (MBA)

Name of the Course: Elective FM-3: Security Analysis and Portfolio Management

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3	4	64

Pedagogy: Classrooms lecture, Case studies, Tutorial Classes, Group discussion, Seminar & field work etc.,

Course Objectives: This course will enable the students

1. Understand the fundamental concepts, instruments and theories of investment and security analysis to support informed investment decision-making in corporate and financial markets.
2. Develop analytical ability to evaluate equity, bond and derivative instruments using valuation models and market efficiency concepts.
3. Apply fundamental analysis, technical analysis and behavioural finance principles to real-life security selection and market timing decisions.
4. Analyze risk-return relationships and portfolio construction models to design diversified and optimal investment portfolios.
5. Appreciate portfolio performance evaluation techniques and active portfolio management strategies relevant to professional fund management and corporate treasury functions.

Learning Course Outcomes:

CO#	Course Outcomes	Highest Level of Cognitive Domain
	After Completing this Course, students will be able to	

CO1	Examine the 'investment concepts and market efficiency phenomena', diagnose, solve, recommend and develop prognosis by using investment theories, market efficiency models and behavioural finance concepts.	L5
CO2	Examine the 'equity and bond valuation phenomena', diagnose, solve, recommend and develop prognosis by applying valuation models, yield measures and interest rate theories.	L5
CO3	Examine the 'fundamental and technical analysis phenomena', diagnose, solve, recommend and develop prognosis by using economic, industry and company analysis tools and technical indicators.	L5
CO4	Examine the 'risk-return and portfolio model phenomena', diagnose, solve, recommend and develop prognosis by applying diversification principles, portfolio theory and asset pricing models.	L5
CO5	Scrutinize the 'portfolio performance and active management phenomena', diagnose, solve, recommend and develop prognosis by applying performance evaluation ratios and portfolio optimization techniques.	L5

Syllabus:	**Hours**
Module No. 1: **Investment Concepts**	14
Introduction to investment, financial and non-financial investments, objectives of investment, investment methods, security and non-security forms, sources of investment information, investment instruments, efficient market hypothesis – forms and tests, Indian market evidence, basic concepts of behavioural finance.	
Module No. 2: Equity Valuation and Bond Valuation	14
Equity valuation models – DDM, P/E, P/B, P/S, free cash flow models, EVA and MVA, minority interest and valuation discounts, bond valuation – bond terminology, types, yield measures, bond price analysis, interest rate forecasting and theories, deep discount bonds, convertible bonds, duration, convexity and immunization.	
Module No. 3: Fundamental Analysis & Technical Analysis	12
Fundamental analysis – objectives, beliefs and framework, intrinsic value, economic forecasting, industry and company analysis, technical analysis – Dow theory, charts, contrary opinion theory, RSI, moving averages, MACD, Japanese candlesticks, market and individual stock indicators, practical applications using labs.	
Module No. 4: Risk & Returns and Portfolio Models	12
Concepts and measurement of risk and return, portfolio risk and return, diversification, beta estimation, Markowitz portfolio theory, Sharpe's single index model, corner portfolio, international diversification, asset pricing theories – CAPM and APT.	
Module No. 5: Portfolio Performance	12
Portfolio performance measurement – Sharpe, Treynor, Jensen's Alpha, Information Ratio, portfolio attribution, conventional vs risk-adjusted evaluation (M^2, T^2), active portfolio management, Treynor-Black model, portfolio revision strategies.	

Skill Developments Activities:

- Students shall analyze real-life investment cases to evaluate security selection decisions using market efficiency and behavioural finance perspectives.
- Students shall apply equity and bond valuation models to assess the intrinsic value of securities using live or historical market data.
- Students shall conduct fundamental and technical analysis of selected stocks using economic indicators and charting tools.

- Students shall construct diversified portfolios and evaluate risk-return trade-offs using portfolio theory models.
- Students shall measure and compare portfolio performance using risk-adjusted return metrics and active management techniques.

Books for Reference:

- ✓ *Reilly, F.K. & Brown, K.C. – Investment Analysis and Portfolio Management, Cengage*
- ✓ *Sharpe, W.F., Alexander, G.J., & Bailey, J.V. – Investments, Pearson*
- ✓ *Elton, E.J., Gruber, M.J., Brown, S.J., & Goetzmann, W.N. – Modern Portfolio Theory and Investment Analysis, Wiley*
- ✓ *Bodie, Z., Kane, A., & Marcus, A.J. – Investments, McGraw Hill*
- ✓ *Chandra, P. – Investment Analysis and Portfolio Management, McGraw Hill*
- ✓ *Fischer, D.E. & Jordan, R.J. – Security Analysis and Portfolio Management, Pearson*
- ✓ *Damodaran, A. – Investment Fables, FT Press*
- ✓ *Benjamin Graham & David Dodd – Security Analysis, McGraw Hill*
- ✓ *Ranganatham, M. & Madhumathi, R. – Security Analysis and Portfolio Management, Pearson*
- ✓ *Malkiel, B.G. – A Random Walk Down Wall Street, W.W. Norton*

Note: Latest edition of reference books may be used.

HUMAN RESOURCE MANAGEMENT

Name of the Program: Master of Business Administration (MBA)

Name of the Course: Elective HRM-1: Human Resource Development

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3	4	64

Pedagogy: Classrooms lecture, Case studies, Tutorial Classes, Group discussion, Seminar & field work etc.,

Course Objectives: This course will enable the students

1. Understand the strategic role of Human Resource Development in building organizational capability, competitiveness, and long-term business sustainability.
2. Develop analytical ability to evaluate performance management systems, learning frameworks, and career development practices in corporate organizations.
3. Apply HRD tools, mentoring, coaching, and counseling models to real-life organizational development and employee performance challenges.
4. Analyze career planning, succession management, and leadership development systems in relation to organizational growth and talent retention.
5. Appreciate the role of learning, knowledge management, digital HR technologies, and people analytics in enhancing workforce agility and organizational effectiveness.

Learning Course Outcomes:

CO#	Course Outcomes	Highest Level of Cognitive Domain

	After Completing this Course, students will be able to	
CO1	Examine the 'strategic human resource development and organizational development phenomena', diagnose, solve, recommend and develop prognosis by using HRD frameworks, OD interventions and strategic linkage models.	L5
CO2	Examine the 'performance management system phenomena', diagnose, solve, recommend and develop prognosis by applying traditional, contemporary and technology-enabled performance management approaches.	L5
CO3	Examine the 'mentoring, coaching and employee support phenomena', diagnose, solve, recommend and develop prognosis by using coaching models, counseling techniques and ethical HR practices.	L5
CO4	Examine the 'career planning, development and succession management phenomena', diagnose, solve, recommend and develop prognosis by applying career lifecycle models, succession frameworks and predictive analytics.	L5
CO5	Scrutinize the 'learning, capability development and knowledge management phenomena', diagnose, solve, recommend and develop prognosis by applying organizational learning theories, digital learning systems and workforce planning tools.	L5

Syllabus:	**Hours**
Module No. 1: **Strategic Human Resource Development**	14
HRD and organizational development – subsystems and strategic linkages, evolution of HRD from operational to strategic orientation, HRM vs HRD – integration and distinctions, emerging HRD trends – digital HR, people analytics and AI in HR, cross-cultural HRD practices in MNCs, linking HRD to business outcomes.	
Module No. 2: Performance Management Systems	14
Traditional and contemporary approaches to performance management, balanced scorecard, OKRs and 360-degree feedback, identification of KPAs and KRAs, ethical issues in appraisal systems, technology-enabled PMS – AI-driven appraisals and continuous feedback platforms, career anchors and performance management as a learning tool.	
Module No. 3: Mentoring, Coaching and Employee Support Services	12
Nature, purpose and scope of mentoring and coaching, executive coaching frameworks and impact measurement, counseling and behavioral interventions, coaching models – GROW, CLEAR and Co-Active coaching, HR's role in building coaching culture and learning agility, ethical and confidentiality issues in counseling.	
Module No. 4: Career Planning, Development and Succession Management	12
Strategic career planning models and tools, career lifecycle and career paths, organizational and individual roles in career management, succession planning and leadership pipelines, career conversations, dual career paths, women's career development, use of AI and predictive analytics in succession planning.	
Module No. 5: Learning, Capability Development and Knowledge Management	12
Learning in the knowledge economy, organizational learning and social capital, learning design – micro learning, blended and project-based learning, knowledge management systems – acquisition, retention and sharing, technology-enabled learning – MOOCs, LMS,	

LXP, mobile learning and gamification, strategic workforce planning and learning agility

Skill Developments Activities:

- Students shall analyze real-life corporate HRD case studies to evaluate strategic HRD interventions and organizational development initiatives.
- Students shall conduct a comparative study of performance management systems across organizations to assess effectiveness, fairness, and technology adoption.
- Students shall participate in role-plays and simulations to practice mentoring, coaching, counseling and feedback techniques.
- Students shall analyze career development and succession planning practices of selected organizations to evaluate leadership pipeline effectiveness.
- Students shall design learning and development plans using digital learning tools and knowledge management frameworks to enhance organizational capability.

Books for Reference:

- ✓ *Human Resource Development–Randy L. Desimone, Jon M. Werner & David M. Harris*
- ✓ *Designing and Managing Human Resource Systems–Udai Pareek & T.V. Rao*
- ✓ *Performance Appraisal –Theory and Practice–T.V. Rao*
- ✓ *Human Resource Management –Satyadian S. Mirza*
- ✓ *Knowledge Management–Shelda Debowski*
- ✓ *Coaching for Performance –Sir John Whitmore*
- ✓ *Learning Agility–Warner Burke*
- ✓ *Performance Management–Herman Aguinis*
- ✓ *Effective Succession Planning: Ensuring Leadership Continuity and Building Talent from Within – William J. Rothwell*
- ✓ *Mentoring Programs That Work –Jenn Labin*

Note: Latest edition of reference books may be used.

Name of the Program: Master of Business Administration (MBA)

Name of the Course: Elective HRM-2: Organizational Change and Development

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3	4	64

Pedagogy: Classrooms lecture, Case studies, Tutorial Classes, Group discussion, Seminar & field work etc.,

Course Objectives: This course will enable the students

1. Understand the concepts, processes and strategic importance of organizational change and development in responding to dynamic corporate and business environments.
2. Develop analytical ability to evaluate drivers of change, resistance mechanisms and change management frameworks in organizational contexts.
3. Apply organizational development theories, diagnostic tools and consulting processes to real-life organizational change situations.
4. Analyze organizational development interventions, structures and systems to enhance effectiveness, collaboration and performance.
5. Appreciate contemporary challenges, ethical considerations and future trends influencing organizational change and development in global and digital organizations.

Learning Course Outcomes:

CO#	Course Outcomes	Highest Level of Cognitive Domain
	After Completing this Course, students will be able to	
CO1	Examine the 'strategic organizational change and transformation phenomena', diagnose, solve, recommend and develop prognosis by applying change management models and resistance management strategies.	L5
CO2	Examine the 'foundations and evolution of organization development phenomena', diagnose, solve, recommend and develop prognosis by using organizational learning and culture-based OD frameworks.	L5
CO3	Examine the 'OD theories and process consulting phenomena', diagnose, solve, recommend and develop prognosis by applying systems theory, action research and consulting cycle models.	L5
CO4	Examine the 'OD interventions, tools and techniques phenomena', diagnose, solve, recommend and develop prognosis by using team, structural and techno-structural intervention methods.	L5
CO5	Scrutinize the 'contemporary issues and future directions in OD phenomena', diagnose, solve, recommend and develop prognosis by applying global, ethical and digital OD perspectives.	L5

Syllabus:	**Hours**
Module No. 1: **Strategic Organizational Change and Transformation**	14
Concept and scope of organizational change, types of change – incremental, transformational and disruptive, drivers of change – technology, globalization, workforce diversity and legal reforms, change management frameworks – Lewin, Kotter and ADKAR models, resistance to change and methods to overcome resistance, planned vs emergent change, creating a culture of change and innovation.	
Module No. 2: Foundations and Evolution of Organization Development	14
Historical development of OD, key contributors and evolution from T-group to strategic OD, organizational culture and climate, OD and organizational learning, learning organizations and adaptive capacity, role of HR in aligning OD with organizational strategy.	
Module No. 3: OD Theories and Process Consulting	12
OD theoretical models – systems theory, socio-technical systems theory and action research, OD process and consulting cycle – entry, diagnosis, feedback, planning, implementation and evaluation, role of OD consultants, ethical considerations, data collection and feedback mechanisms, action research and collaborative learning.	
Module No. 4: OD Interventions – Tools and Techniques	12
Group dynamics and team interventions – team building, inter-group relations and conflict resolution, structural interventions – job redesign and organizational restructuring, techno-structural interventions – TQM, Six Sigma and Lean practices, third-party peace-making, measuring intervention impact using OD metrics and KPIs.	
Module No. 5: Contemporary Issues and Future Directions in OD	12
OD in global and cross-cultural contexts, power, politics and ethics in organizational change, OD in the digital age, virtual OD practices, emerging trends – gig economy, hybrid work, HR analytics and design thinking, research in OD and future directions.	

Skill Developments Activities:

- Students shall analyze real-life organizational change cases to evaluate change drivers, resistance and transformation outcomes.
- Students shall conduct a comparative study of change management models applied in corporate organizations.
- Students shall participate in simulations and role-plays to practice OD consulting, diagnosis and feedback techniques.
- Students shall analyze OD interventions used in organizations to assess their impact on performance and employee engagement.
- Students shall examine contemporary OD challenges such as digital transformation and cross-cultural change to recommend strategic solutions.

Books for Reference:

- ✓ *Organization Development –French & Bell*
- ✓ *Organization Behaviour–Fred Luthans*
- ✓ *Human Behaviourat Work– Keith Davis*
- ✓ *Organizational Design for Excellence –Khandwalla*
- ✓ *Organizational Intelligence–Silber Kearny*
- ✓ *The Dance of Change –Peter Senge and others*
- ✓ *The Fifth Discipline – Peter Senge*
- ✓ *Diagnosing and Changing Organizational Culture–Cameron & Quinn*
- ✓ *Practicing Organization Development–Rothwell, Stavros & Sullivan*
- ✓ *Managing Organizational Change: A Multiple Perspectives Approach–Ian Palmer, Richard Dunford & David Buchanan*
- ✓ *Leading Change–John P. Kotter*
- ✓ *Organization Theory and Design–Richard L. Daft*
- ✓ *Flawless Consulting: A Guide to Getting Your Expertise Used–Peter Block*
- ✓ *ReframingOrganizations:Artistry,Choice,andLeadership–LeeG.Bolman& Terrence E. Deal*

Note: Latest edition of reference books may be used.

Name of the Program: Master of Business Administration (MBA)

Name of the Course: Elective HRM 3: Training and Development

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3	4	64

Pedagogy: Classrooms lecture, Case studies, Tutorial Classes, Group discussion, Seminar & field work etc.,

Course Objectives: This course will enable the students

1. Understand the strategic role of training and development as a critical human capital investment that enhances workforce capability, organizational competitiveness, and long-term business sustainability in the corporate environment.
2. Develop analytical ability to assess organizational, task, and individual training needs and align training design with corporate goals, competency frameworks, and performance management systems.
3. Apply instructional design models, modern training technologies, and delivery methods to develop effective, scalable, and outcome-oriented training programs for diverse and global workforces.

4. Analyze and evaluate the effectiveness of training interventions using qualitative and quantitative evaluation models to measure learning outcomes, behavioral change, and return on investment for organizations.
5. Appreciate the role of training interventions, leadership development, and organizational development initiatives in managing change, building ethical organizations, and developing future-ready leaders.

Learning Course Outcomes:

CO#	Course Outcomes	Highest Level of Cognitive Domain
	After Completing this Course, students will be able to	
CO1	Examine the 'foundations of training and development', diagnose, solve, recommend and develop prognosis by applying learning theories, instructional design principles, and global training trends.	L5
CO2	Examine the 'training needs assessment and design phenomena', diagnose, solve, recommend and develop prognosis by using TNA techniques, ISD models, and competency-based training frameworks.	L5
CO3	Examine the 'training delivery and technology integration phenomena', diagnose, solve, recommend and develop prognosis by applying traditional, digital, experiential, and simulation-based training methods.	L5
CO4	Examine the 'training evaluation and effectiveness phenomena', diagnose, solve, recommend and develop prognosis by using evaluation models, statistical techniques, and ROI analysis.	L5
CO5	Scrutinize the 'training interventions, leadership and organizational development phenomena', diagnose, solve, recommend and develop prognosis by applying OD, leadership development, succession planning, and change management principles.	L5

Syllabus:	**Hours**
Module No. 1: **Foundations of Training and Development**	14
Concept and Definition of Training and Development, Training as a Subsystem of HRD, Training in the Changing Workforce: Diversity, Inclusion and Digitalization, Learning Environment and Instructional Design, Learning Theories and Models (Behaviourist, Cognitive, Constructivist, Andragogy), Training Challenges and Global Trends.	
Module No. 2: Training Needs Assessment (TNA) and Design	14
Concept and Scope of TNA, Organizational, Task and Individual Analysis, Techniques of TNA, Competency Mapping, Goal Specification, Resource Analysis, Role of HR and Line Managers, ISD Models (ADDIE, ASSURE), Curriculum and Competency-based Training Design.	
Module No. 3: Training Delivery Methods and Technology Integration	12
Traditional and Modern Training Methods, E-learning, MOOCs, Blended Learning, Simulation, Gamification, VR & AR, Experiential Learning, Coaching, Mentoring, Peer Learning, Global and Cross-Cultural Training Delivery	
Module No. 4: Evaluation of Training Effectiveness	12
Importance of Evaluation, Kirkpatrick Model, Phillips ROI Model, CIRO Model, Behavioral and Results Measurement, Statistical Techniques, Cost–Benefit Analysis, Utility Assessment, Training Evaluation Reports.	

Module No. 5: Training Interventions, Leadership and Organizational Development	12
Types of Training Interventions, Leadership Development, Succession Planning, High-Potential Development, Career Development, Organizational Transformation, Change Management, Knowledge Sharing Culture, Ethics and Equity.	

Skill Developments Activities:

- Students shall analyze real-life corporate training programs to evaluate how learning theories, instructional design, and digital platforms are used to enhance employee capability and organizational performance.
- Students shall conduct a training needs assessment for a selected organization by applying organizational, task, and individual analysis techniques and propose a competency-based training design.
- Students shall participate in simulation-based and technology-enabled training exercises (e-learning, gamification, VR/AR) to apply modern training delivery methods in managerial contexts.
- Students shall evaluate the effectiveness of a corporate training program using Kirkpatrick, ROI, or CIRO models and present findings through analytical training evaluation reports.
- Students shall design and present a leadership or organizational development intervention plan addressing succession planning, change management, ethical leadership, and organizational transformation.

Books for Reference:

- ✓ *Training in Organizations: Needs Assessment, Development, and Evaluation– Irwin L. Goldstein & J. Kevin Ford*
- ✓ *Effective Training: Systems, Strategies and Practices –P.Nick Blanchard & James W. Thacker*
- ✓ *Training for Organizational Transformation–Rolf Lynton & Udai Pareek*
- ✓ *The Trainer's Portable Mentor–Gargulo & Others*
- ✓ *Employee Training and Development–Raymond A. Noe*
- ✓ *Human Resource Development–Jon M.Werner & Randy L. DeSimone*
- ✓ *Improving Performance: How to Manage the White Space on the Organization Chart – Geary A. Rummler & Alan P. Brache*
- ✓ *The ASTD Training and Development Handbook–Robert L.Craig*
- ✓ *Measuring Training Effectiveness–Jack J.Phillips*
- ✓ *Developing and Training Human Resources in Organizations –LarryM. Starr & David M. Wurtzel*

Note: Latest edition of reference books may be used.

INTERNATIONAL BUSINESS

Name of the Program: Master of Business Administration (MBA)

Name of the Course: Elective IB 1: International Economics

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3	4	64

Pedagogy: Classrooms lecture, Case studies, Tutorial Classes, Group discussion, Seminar & field work etc.,

Course Objectives: This course will enable the students

1. Understand the fundamental concepts, principles, and theories of international economics and their relevance in analyzing global trade patterns, macroeconomic relationships, and international business environments faced by firms and nations.
2. Develop analytical ability to evaluate international trade theories, aggregate demand and supply dynamics, and trade policy instruments to assess their impact on corporate competitiveness and national economic performance.
3. Apply open economy macroeconomic models, balance of payments frameworks, and exchange rate theories to real-life international business, policy-making, and global financial decision-making situations.
4. Analyze inflation, unemployment, balance of payments, and exchange rate movements to understand macroeconomic risks, cost structures, and strategic challenges faced by multinational firms and economies.
5. Appreciate the role of foreign direct investment, multinational corporations, technology transfer, and global competitiveness in shaping international production networks and strategic global expansion decisions.

Learning Course Outcomes:

CO#	Course Outcomes	Highest Level of Cognitive Domain
	After Completing this Course, students will be able to	
CO1	Examine the 'phenomena of international trade theories', diagnose, solve, recommend and develop prognosis by applying classical and modern trade theories to global trade and corporate competitiveness issues.	L5
CO2	Examine the 'aggregate demand and aggregate supply phenomena', diagnose, solve, recommend and develop prognosis by using macroeconomic models to analyze economic fluctuations in open economies.	L5
CO3	Examine the 'terms of trade, trade policy and open economy phenomena', diagnose, solve, recommend and develop prognosis by applying tariffs, non-tariff barriers, and macroeconomic policy models.	L5
CO4	Examine the 'inflation, unemployment, balance of payments and exchange rate phenomena', diagnose, solve, recommend and develop prognosis by using macroeconomic theories and exchange rate frameworks.	L5

CO5	Scrutinize the 'FDI and multinational corporation phenomena', diagnose, solve, recommend and develop prognosis by applying global competitiveness, technology transfer, and international investment theories.	L5

Syllabus:	**Hours**
Module No. 1: **Theories of International Trade**	14
Introduction to International Trade, Classical Trade Theories: Mercantilism, Absolute Advantage, Comparative Advantage, Opportunity Cost Theory; Modern Trade Theories: Heckscher–Ohlin Theory, Leontief Paradox, Factor-Price Equalization Theorem, Product Life Cycle Theory, Porter's Diamond Model.	
Module No. 2: Aggregate Demand and Supply Analysis	14
Aggregate Demand and Aggregate Supply, AD–AS Curves, Components and Factors Affecting AD and AS, Short-run and Long-run Aggregate Supply, Shifts and Macroeconomic Implications.	
Module No. 3: Terms of Trade, Trade Policy and Open Economy	12
Terms of Trade, Offer Curves and Trade Equilibrium, Tariffs and Non-Tariff Barriers, Protectionism, Dumping and Anti-dumping Measures, Mundell–Fleming Model, Internal and External Balance, J-Curve, Marshall–Lerner Condition, Capital Mobility.	
Module No. 4: Inflation, Unemployment, Balance of Payments and Exchange Rates	12
Inflation Concepts, Types and Control, Theories of Inflation, Phillips Curve, Inflation–Unemployment Trade-off, Balance of Payments and Trade, Exchange Rate Theories, NEER vs REER, Exchange Rate Systems, Foreign Exchange Market.	
Module No. 5: FDI and Multinational Corporations	12
Concept and Types of FDI, Meaning and Role of MNCs, Globalization and MNC Dominance, Code of Conduct, Technology Transfer, Global Competitiveness Indicators, Competitive Advantage of Nations.	

Skill Developments Activities:

- Students shall analyze international trade case studies to evaluate how classical and modern trade theories explain global trade patterns and firm-level competitiveness.
- Students shall apply aggregate demand and supply models to assess macroeconomic fluctuations and policy responses in open economies using real-world data.
- Students shall examine trade policy instruments such as tariffs and non-tariff barriers to evaluate their economic and strategic impact on industries and multinational firms.
- Students shall analyze inflation, balance of payments, and exchange rate movements to assess macroeconomic risks faced by exporting and importing firms.
- Students shall study FDI and multinational corporation strategies to evaluate global competitiveness, technology transfer, and international expansion decisions.

Books for Reference:

- ✓ *International Economics - Dominick Salvatore*
- ✓ *International Economics: Theory and Policy - Paul Krugman & Maurice Obstfeld*
- ✓ *International Economics- Robert J. Carbaugh*
- ✓ *International Economics: Global Markets and Competition - Henry Thompson*
- ✓ *International Economics - Theodore Eicher, John Mutti& Michelle Turnovsky*
- ✓ *Macroeconomics: N. Gregory Mankiw*
- ✓ *Macroeconomics: Rudiger Dornbusch, Stanley Fischer & Richard Startz*
- ✓ *Macroeconomic Theory: M.L. Jhingan*

Note: Latest edition of reference books may be used.

Name of the Program: Master of Business Administration (MBA)

Name of the Course: Elective IB 2: India & WTO

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3	4	64

Pedagogy: Classrooms lecture, Case studies, Tutorial Classes, Group discussion, Seminar & field work etc.,

Course Objectives: This course will enable the students

1. Understand the background, rationale, and implications of India's entry into the World Trade Organization and its significance for Indian businesses, trade policy, and global economic integration.
2. Develop analytical ability to evaluate the structure, principles, and functioning of the WTO and assess their impact on global trade governance and corporate market access.
3. Apply knowledge of WTO agreements and post-1995 Indian trade policies to analyze sectoral reforms, regulatory changes, and compliance challenges faced by Indian industries.
4. Analyze WTO dispute settlement mechanisms and India's participation in trade disputes to understand their implications for domestic policy formulation and international business strategy.
5. Appreciate India's negotiating strategies, developmental concerns, and coalition-building efforts within the WTO framework and their influence on national competitiveness and global trade negotiations.

Learning Course Outcomes:

CO#	Course Outcomes	Highest Level of Cognitive Domain
	After Completing this Course, students will be able to	
CO1	Examine the 'phenomena of India's entry into the WTO', diagnose, solve, recommend and develop prognosis by analyzing liberalization policies, commitments, benefits, and challenges for the Indian economy.	L5
CO2	Examine the 'structure and functioning of WTO phenomena', diagnose, solve, recommend and develop prognosis by applying WTO principles, institutional mechanisms, and trade governance frameworks.	L5
CO3	Examine the 'WTO agreements and Indian trade policy phenomena', diagnose, solve, recommend and develop prognosis by applying GATS, TRIPS, TRIMS, AoA and sectoral reform perspectives.	L5
CO4	Examine the 'WTO dispute settlement phenomena', diagnose, solve, recommend and develop prognosis by analyzing dispute settlement processes, case studies, and policy implications.	L5
CO5	Scrutinize the 'India's stand on WTO agreements phenomena', diagnose, solve, recommend and develop prognosis by applying negotiation strategies, coalition dynamics, and developmental trade concerns.	L5

Syllabus:	Hours
Module No. 1: **India's Entry into the WTO**	14
India's liberalization and economic reforms of the 1990s, reasons for joining WTO, arguments for and against membership, early commitments (tariff bindings, subsidies, TRIPS), benefits and challenges for India in a globalized WTO framework.	
Module No. 2: Structure and Functioning of WTO	14
Evolution from GATT to WTO, objectives, principles and institutional framework, WTO functions, MFN, National Treatment, transparency, Ministerial Conferences, Doha Development Agenda, India's role in WTO committees.	
Module No. 3: WTO Agreements and Indian Trade Policy Post-1995	12
India's post-1995 trade reforms, WTO agreements (GATS, TRIPS, TRIMS, AoA), sectoral reforms in agriculture, pharmaceuticals, textiles and IT services.	
Module No. 4: Dispute Settlement System of WTO	12
DSU framework, dispute settlement process, types of disputes, India's major WTO disputes, India as complainant and defendant, impact on domestic policy, limitations and criticisms of the dispute mechanism.	
Module No. 5: India's Stand on WTO Agreements	12
India's negotiation strategies, agriculture and food security concerns, NAMA, TRIPS waiver, IPR and technology transfer, coalitions (G-33, G-77, IBSA), recent WTO developments involving India.	

Skill Developments Activities:

- Students shall analyze policy documents and case studies related to India's WTO accession to evaluate its impact on Indian industries and trade competitiveness.
- Students shall conduct a comparative study of WTO principles such as MFN and National Treatment to examine their implications for Indian firms operating in global markets.
- Students shall analyze WTO agreements and sector-specific reforms to assess compliance challenges and strategic responses of Indian businesses.
- Students shall examine major WTO dispute cases involving India to evaluate their impact on domestic policy decisions and international trade relations.
- Students shall assess India's negotiating positions and coalition strategies in WTO rounds to understand their role in protecting developmental and corporate interests.

Books for Reference:

- ✓ *International Business: Environments and Operations- Daniels, J. D., Radebaugh, L. H., & Sullivan, D. P.*
- ✓ *International Business and Trade Policy - Shaffer, R. M., Zinkota, M. R., & Bonnet, R*
- ✓ *India's Foreign Trade: Policy and Practices - Vadilal, D. H.*
- ✓ *Manual of Foreign Exchange and Trade Regulations - Evilt, H. E.*
- ✓ *Prospects of India's Foreign Trade - Khan, N. A.*
- ✓ *India's Trade Policy and the WTO‖ - AadityaMattoo& Robert M. Stern*
- ✓ *India and the World Trade Organization‖ – By R. K. Gupta*
- ✓ *India's Trade Policy and the WTO‖ – Edited by T. N. Srinivasan*
- ✓ *India and the WTO: A Developing Country's Perspective on International Trade Law and Policy‖ -Aseema Sinha*

Note: Latest edition of reference books may be used.

Name of the Program: Master of Business Administration (MBA)

Name of the Course: Elective IB 3: Export – Import Procedures & Documentation

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3	4	64

Pedagogy: Classrooms lecture, Case studies, Tutorial Classes, Group discussion, Seminar & field work etc.,

Course Objectives: This course will enable the students

1. Understand the fundamentals of international trade procedures, legal frameworks, and export–import regulations to enable firms to conduct cross-border business operations efficiently and compliantly.
2. Develop analytical ability to evaluate export and import procedures, documentation requirements, and institutional support mechanisms in order to manage international trade transactions effectively.
3. Apply knowledge of export–import contracts, INCOTERMS, customs laws, and digital trade platforms to real-life international business and logistics decision-making situations.
4. Analyze export incentives, promotion schemes, logistics systems, and trade facilitation measures to assess their impact on firm-level competitiveness and national trade performance.
5. Appreciate the role of e-commerce, technology, digitalization, and emerging trade facilitation trends in shaping the future of global trade and international business operations.

Learning Course Outcomes:

CO#	Course Outcomes	Highest Level of Cognitive Domain
	After Completing this Course, students will be able to	
CO1	Examine the 'phenomena of international trade framework and EXIM policy', diagnose, solve, recommend and develop prognosis by applying foreign trade policy provisions, legal frameworks, and INCOTERMS.	L5
CO2	Examine the 'export trade procedures and documentation phenomena', diagnose, solve, recommend and develop prognosis by applying export processes, regulatory compliance, and digital documentation systems.	L5
CO3	Examine the 'import trade procedures and compliance mechanisms phenomena', diagnose, solve, recommend and develop prognosis by applying customs laws, tariff classification, and digital trade platforms.	L5
CO4	Examine the 'export incentives, promotion and logistics phenomena', diagnose, solve, recommend and develop prognosis by applying incentive schemes, logistics systems, and trade facilitation mechanisms.	L5
CO5	Scrutinize the 'e-commerce, technology and future trade facilitation	L5

	phenomena', diagnose, solve, recommend and develop prognosis by applying digital trade tools, automation systems, and emerging global trade trends.	

Syllabus:	**Hours**
Module No. 1: Foundations of International Trade and EXIM Framework	14
India's Foreign Trade Policy 2023–2028, Legal frameworks governing cross-border trade, DGFT, SEZs, EPCs, ECGC, CBIC, Customs Act 1962, Export–import contract essentials, Arbitration and dispute resolution, INCOTERMS 2020 and their application.	
Module No. 2: Export Trade Procedures and Documentation	14
Export procedure from inquiry to realization, Commercial and regulatory documents, GR form, Softex, ARE-1, Role of EXIM Bank and ECGC, E-BRC, ICEGATE, electronic documentation, Digital export filing case study.	
Module No. 3: Import Trade Procedures and Compliance Mechanisms	12
Import licensing, customs duty and HS classification, bill of entry, warehousing and bonded imports, import documentation, e-Sanchit, SWIFT, role of EPCs and TPOs, GeM, Amazon Global Selling, government support schemes, BoP impact, exporter case studies.	
Module No. 4: Export Incentives, Promotion and Logistics	12
Duty exemption schemes, financial incentives, export promotion councils, SEZs, trade logistics, freight forwarding, ICDs, CFS, import policy restrictions, import valuation and IGST, customs automation, logistics efficiency and trade competitiveness.	
Module No. 5: E-Commerce, Technology and Future Trends in Trade Facilitation	12
Role of e-commerce platforms, blockchain, digital LC, paperless trade, WTO TFA, data protection and taxation norms, trade logistics index, smart customs, AI-based clearance, Sagarmala and port-led development.	

Skill Developments Activities:

- Students shall analyze real-life export and import case studies to evaluate procedural compliance, documentation accuracy, and institutional support in international trade transactions.
- Students shall prepare export and import documentation sets, including invoices, shipping bills, bills of entry, and INCOTERM-based contracts, to develop practical trade documentation skills.
- Students shall examine digital trade platforms such as ICEGATE, e-Sanchit, and SWIFT to assess their role in trade facilitation and customs automation.
- Students shall analyze export incentive schemes and logistics systems to evaluate their impact on cost efficiency, delivery performance, and export competitiveness.
- Students shall study emerging trends in e-commerce, digital trade, and smart customs to assess their implications for future international trade operations.

Books for Reference:

- ✓ *IExport/Import Procedures and Documentation – Thomas E. Johnson & Donna Bade*
- ✓ *Foreign Trade Policy 2023–2028 & Handbook of Procedures - DGFT Publications*
- ✓ *DGFT – Ministry of Commerce & Industry, Government of India*
- ✓ *New Import-Export Policy & Handbook of Procedures with Ready Reckoner- Nabhi's Board of Editors*
- ✓ *Export Management - P. K. Khurana*
- ✓ *Export Management - Balagopal, T. A. S.*
- ✓ *World Trade Report / Trade Facilitation Agreement Guide - WTO Publications*

- ✓ *Customs Manual & ICEGATE / E-Sanchit Guidelines - Customs Manual & ICEGATE / E-Sanchit Guidelines*
- ✓ *International Trade & Export Management – Francis Cherunilam*
- ✓ *Export Management – T. A. S. Balagopal*
- ✓ *WTO & Trade Facilitation – WTO TFA Reports*
- ✓ *Handbook on EXIM Procedures – CBIC, Govt. of India*
- ✓ *FIEO/DGFT Online Resources*

Note: Latest edition of reference books may be used.

LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Name of the Program: Master of Business Administration (MBA)

Name of the Course: Elective L&SCM 1: Supply Chain Management

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3	4	64

Pedagogy: Classrooms lecture, Case studies, Tutorial Classes, Group discussion, Seminar & field work etc.,

Course Objectives: This course will enable the students

1. Understand the fundamental concepts, evolution, and strategic importance of supply chain management in enhancing organizational efficiency, responsiveness, and competitive advantage in the corporate environment.
2. Develop analytical ability to evaluate inventory systems, sourcing strategies, and supplier performance metrics for optimizing cost, service levels, and operational effectiveness.
3. Apply supply chain optimization models, forecasting tools, and digital technologies to real-life managerial decision-making situations across manufacturing and service organizations.
4. Analyze customer-oriented supply chain practices, logistics integration, and service delivery mechanisms to improve customer satisfaction and market responsiveness.
5. Appreciate the role of global supply chains, sustainability, risk management, and digital value chain systems in building resilient and future-ready organizations.

Learning Course Outcomes:

CO#	Course Outcomes	Highest Level of Cognitive Domain
	After Completing this Course, students will be able to	
CO1	Examine the 'phenomena of supply chain concepts and configurations', diagnose, solve, recommend and develop prognosis by applying SCM principles, coordination mechanisms, and maturity models.	L5
CO2	Examine the 'inventory and sourcing management phenomena', diagnose, solve, recommend and develop prognosis by using inventory control systems, forecasting models, and supplier performance metrics.	L5
CO3	Examine the 'strategic supply chain optimization phenomena',	L5

	diagnose, solve, recommend and develop prognosis by applying lean, agile, SCOR, CPFR, and technology-enabled planning models.	
CO4	Examine the 'customer-oriented supply chain phenomena', diagnose, solve, recommend and develop prognosis by applying omnichannel logistics, service integration, and customer experience frameworks.	L5
CO5	Scrutinize the 'global supply chain and value chain systems phenomena', diagnose, solve, recommend and develop prognosis by applying global sourcing, sustainability, risk management, and digital supply network concepts.	L5

Syllabus:	**Hours**
Module No. 1: **Foundations of Supply Chain Management**	14
Concept, evolution and objectives of SCM; strategic and operational roles; supply chain configuration and design; global vs. domestic SCM; coordination and bullwhip effect; supply chain maturity models.	
Module No. 2: Inventory and Sourcing Management	14
Inventory classification and control systems (EOQ, ABC, FSN), demand forecasting models, safety stock and service levels; sourcing strategy, TCO, insourcing vs. outsourcing, supplier development and performance measurement.	
Module No. 3: Strategic Supply Chain Optimization	12
Lean and agile supply chains, SCOR and CPFR models, design thinking, collaborative logistics, capacity alignment, AI and IoT applications, strategic partnerships and supplier collaboration.	
Module No. 4: Customer-Oriented Supply Chain Management	12
Retail supply chain integration, omnichannel logistics, last-mile delivery, packaging and reverse logistics, complaint handling, customer experience management, RFID, barcoding, and CRM integration.	
Module No. 5: Global SCM and Value Chain Systems	12
Global sourcing strategies, EDI and blockchain, risk and complexity management, reverse logistics, circular and green SCM, sustainability, value delivery architecture, and digital supply networks (DSN).	

Skill Developments Activities:

- Students shall analyze real-life corporate supply chain case studies to evaluate coordination mechanisms, performance efficiency, and responsiveness across different industries.
- Students shall apply inventory control models and forecasting techniques to solve practical problems related to cost optimization and service level improvement.
- Students shall participate in simulation-based exercises to design and optimize lean, agile, and collaborative supply chain networks.
- Students shall analyze customer-oriented logistics systems, including last-mile delivery and omnichannel integration, to assess their impact on customer satisfaction and loyalty.
- Students shall examine global supply chain risks, sustainability initiatives, and digital supply networks to evaluate their role in building resilient and competitive organizations.

Books for Reference:

- ✓ *Chopra, S., & Meindl, P. – Supply Chain Management: Strategy, Planning, and Operation (Pearson)*
- ✓ *Simchi-Levi, D., Kaminsky, P., & Simchi-Levi, E. – Designing and Managing the Supply Chain (McGraw-Hill)*

- ✓ *Shah, J. – Supply Chain Management: Text and Cases (Pearson Education)*
- ✓ *Stadtler, H., Kilger, C., & Meyr, H. – Supply Chain Management and Advanced Planning (Springer)*
- ✓ *Coyle, J. J., Langley, C. J., Novack, R. A., & Gibson, B. J. – Supply Chain Management: A Logistics Perspective (Cengage)*
- ✓ *Bowersox, D. J., Closs, D. J., & Cooper, M. B. – Supply Chain Logistics Management (McGraw-Hill)*
- ✓ *Shapiro, J. F. – Modeling the Supply Chain (Duxbury Press)*
- ✓ *Gattorna, J. – Dynamic Supply Chains (FT Prentice Hall)*

Note: Latest edition of reference books may be used.

Name of the Program: Master of Business Administration (MBA)
Name of the Course: Elective L&SCM 2: Sales and Logistics Management

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3	4	64

Pedagogy: Classrooms lecture, Case studies, Tutorial Classes, Group discussion, Seminar & field work etc.,

Course Objectives: This course will enable the students

1. Understand the fundamental concepts, objectives, and functions of modern sales and logistics management and their role in driving organizational revenue, market expansion, and customer value creation.
2. Develop analytical ability to evaluate sales force structures, territory designs, motivation systems, and performance metrics to enhance sales effectiveness and managerial control.
3. Apply sales management tools, CRM analytics, and logistics models to real-life managerial decision-making situations across manufacturing, retail, and service organizations.
4. Analyze retailing, wholesaling, and distribution channel strategies to assess their impact on customer experience, operational efficiency, and competitive advantage.
5. Appreciate the role of strategic logistics, technology integration, and sustainable supply chain practices in strengthening sales–logistics synergy and long-term business performance.

Learning Course Outcomes:

CO#	Course Outcomes	Highest Level of Cognitive Domain
	After Completing this Course, students will be able to	
CO1	Examine the 'phenomena of sales management concepts and strategies', diagnose, solve, recommend and develop prognosis by applying sales processes, CRM analytics, and organizational design principles.	L5
CO2	Examine the 'sales force management phenomena', diagnose, solve, recommend and develop prognosis by using recruitment, training, motivation, compensation, and performance control frameworks.	L5
CO3	Examine the 'retailing and omnichannel wholesaling phenomena',	L5

	diagnose, solve, recommend and develop prognosis by applying digital retail models, distribution trends, and customer engagement strategies.	
CO4	Examine the 'distribution and integrated logistics management phenomena', diagnose, solve, recommend and develop prognosis by applying channel design, logistics coordination, and inventory control systems.	L5
CO5	Scrutinize the 'strategic logistics and technology integration phenomena', diagnose, solve, recommend and develop prognosis by applying LIS, ERP, AI-enabled logistics, and sustainable logistics practices.	L5

Syllabus:	**Hours**
Module No. 1: **Sales Management**	14
Objectives and functions of modern sales management, personal selling process, sales funnel management, CRM-based sales strategies, sales organization structures, sales force sizing, competency mapping, and qualities of successful sales executives.	
Module No. 2: Sales Force Management	14
Recruitment, selection and onboarding, sales training and skill development, territory design, sales quotas, motivation and compensation models, sales control systems, KPIs, dashboards, ethical and compliance issues in sales.	
Module No. 3: Retailing and Omnichannel Wholesaling	12
Evolution of retailing, e-tailing, D2C models, digital transformation, mobile and social commerce, AI-based personalization, B2B and B2C wholesaling trends, visual merchandising, experiential retailing.	
Module No. 4: Distribution and Integrated Logistics Management	12
Distribution channel strategies, multichannel vs. omnichannel models, intermediaries and channel conflict management, inbound and outbound logistics, inventory control systems, transportation, warehousing design and automation.	
Module No. 5: Strategic Logistics and Technology Integration	12
Strategic logistics planning, LIS and ERP integration, AI/ML, IoT and blockchain in logistics, logistics strategy implementation, TMS and WMS, rural logistics, green logistics, circular and reverse supply chains.	

Skill Developments Activities:

- Students shall analyze real-life corporate sales case studies to evaluate sales strategies, CRM usage, and sales force effectiveness across industries.
- Students shall design sales territory plans, quota systems, and incentive structures to understand practical sales force management challenges.
- Students shall analyze retail and omnichannel business models to assess customer experience, digital integration, and market reach.
- Students shall apply logistics and distribution models to solve problems related to inventory control, transportation, warehousing, and order fulfillment.
- Students shall examine technology-enabled logistics systems and sustainability initiatives to evaluate their role in enhancing sales–logistics alignment and business performance.

Books for Reference:

- ✓ *Sales Management Decisions, Strategies and Cases Richard R. Still, Edward W. Cundiff and Noman A.P. Govani*
- ✓ *Professional Sales Management R.E. Anderson, Joseph F. Har, Alan J. Bash*
- ✓ *Marketing Channels Louis W. Stern, Adel I. ER Ansary, T. Coughlan*

- ✓ *Fundamentals of Logistics Management M. Lambert, James R. Stock, M. Eliram*
- ✓ *Logistics Management Donald J.B. and D.J. Closs*
- ✓ *Logistics and Supply Chain Management Martin Christopher*
- ✓ *Sales Management Analysis and Decisions Making Thomas N. Ingram*
- ✓ *Managing Supply Chain J.L. Gattorn and D.W. Waldis*

Note: Latest edition of reference books may be used.

Name of the Program: Master of Business Administration (MBA)

Name of the Course: Elective L&SCM 3: Operations Strategy

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3	4	64

Pedagogy: Classrooms lecture, Case studies, Tutorial Classes, Group discussion, Seminar & field work etc.,

Course Objectives: This course will enable the students

1. Understand the strategic role of operations in achieving organizational competitiveness by aligning operational decisions with overall corporate and business-level strategies.
2. Develop analytical ability to evaluate production systems, forecasting techniques, and planning mechanisms to improve operational efficiency and responsiveness in organizations.
3. Apply capacity planning, facility location, and layout strategies to real-life managerial decision-making situations involving cost, flexibility, risk, and growth.
4. Analyze sourcing strategies, contract structures, and make-or-buy decisions to optimize value creation, cost control, and risk sharing in supply networks.
5. Appreciate the importance of learning, continuous improvement, innovation, and technology adoption in building sustainable and future-ready operations systems.

Learning Course Outcomes:

CO#	Course Outcomes	Highest Level of Cognitive Domain
	After Completing this Course, students will be able to	
CO1	Examine the 'phenomena of strategic role of operations', diagnose, solve, recommend and develop prognosis by applying competitive priorities and operations–strategy alignment frameworks.	L5
CO2	Examine the 'production systems and planning phenomena', diagnose, solve, recommend and develop prognosis by using forecasting models, aggregate planning techniques, and process technology analysis.	L5
CO3	Examine the 'capacity and facility planning phenomena', diagnose, solve, recommend and develop prognosis by applying location models, layout designs, line balancing, and capacity expansion strategies.	L5
CO4	Examine the 'strategic sourcing and contract management phenomena', diagnose, solve, recommend and develop prognosis by applying make-or-buy analysis, outsourcing strategies, and	L5

	incentive-based contracts.	
CO5	Scrutinize the 'learning and innovation in operations phenomena', diagnose, solve, recommend and develop prognosis by applying lean transformation, continuous improvement, automation, and organizational learning principles.	L5

Syllabus:	**Hours**
Module No. 1: **Strategic Role of Operations**	14
Integration of operations with business strategy, competitive priorities (cost, quality, flexibility, delivery), operations–fit matrix, alignment of operations with corporate goals.	
Module No. 2: Production Systems and Planning	14
Forecasting methods, aggregate planning, production cycle and lead-time analysis, process technologies, and implications of Industry 4.0 on operations.	
Module No. 3: Capacity and Facility Planning	12
Facility location models, plant layout types, line balancing, capacity expansion timing, operational flexibility, and risk hedging strategies.	
Module No. 4: Strategic Sourcing and Contracts	12
Make-or-buy decisions, vertical integration, outsourcing strategies, procurement contracts (fixed price, cost-plus, performance-based), revenue management, incentive-based contracts.	
Module No. 5: Learning and Innovation in Operations	12
Lean transformation, Kaizen, knowledge management, organizational learning, innovation as an operations strategy, automation, robotics, and employee upskilling.	

Skill Developments Activities:

- Students shall analyze real-life corporate cases to evaluate how operations strategies support competitive priorities such as cost leadership, quality excellence, and delivery reliability.
- Students shall apply forecasting and aggregate planning models to solve operational planning problems faced by manufacturing and service organizations.
- Students shall design facility layouts and capacity plans to understand trade-offs between flexibility, cost efficiency, and scalability.
- Students shall analyze sourcing decisions and procurement contracts to assess their impact on cost control, risk management, and supplier relationships.
- Students shall examine lean transformation and innovation initiatives to evaluate their role in continuous improvement and long-term operational excellence.

Books for Reference:

- ✓ *Slack, N., & Lewis, M. – Operations Strategy (Pearson Education)*
- ✓ *Hayes, R. H., Wheelwright, S. C., & Clark, K. B. – Dynamic Manufacturing (Free Press)*
- ✓ *Hill, T. – Operations Management: Strategic Context and Managerial Analysis (Palgrave)*
- ✓ *Schroeder, R. G., Goldstein, S. M., & Rungtusanatham, M. – Operations Management (McGraw-Hill)*
- ✓ *Skinner, W. – Manufacturing in the Corporate Strategy (Wiley)*
- ✓ *Chase, R. B., Jacobs, F. R., & Aquilano, N. J. – Operations and Supply Chain Management (McGraw-Hill)*
- ✓ *Krajewski, L. J., Ritzman, L. P., & Malhotra, M. K. – Operations Management: Processes and Supply Chains (Pearson)*
- ✓ *Meredith, J. R., & Shafer, S. M. – Operations Management for MBAs (Wiley)*

Note: Latest edition of reference books may be used.

MINOR ELECTIVES

Name of the Program: Master of Business Administration (MBA)

Name of the Course: Elective 1: Big Data and Predictive Analytics

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3	4	64

Pedagogy: Classrooms lecture, Case studies, Tutorial Classes, Group discussion, Seminar & field work etc.,

Course Objectives: This course will enable the students

1. Understand the fundamental concepts, technologies, and business value of Big Data and predictive analytics in supporting data-driven decision making in modern organizations.
2. Develop analytical ability to evaluate Big Data generation, acquisition, storage, and processing mechanisms for managing large-scale enterprise and digital data environments.
3. Apply Big Data analytics methods and predictive modeling techniques to real-life managerial, operational, and strategic business problems.
4. Analyze regression models, forecasting techniques, and time-series methods to interpret data patterns and support managerial planning and control decisions.
5. Appreciate the role of Big Data, cloud computing, IoT, and advanced analytics in enhancing organizational competitiveness, innovation, and business performance.

Learning Course Outcomes:

CO#	Course Outcomes	Highest Level of Cognitive Domain
	After Completing this Course, students will be able to	
CO1	Examine the 'phenomena of Big Data concepts and enabling technologies', diagnose, solve, recommend and develop prognosis by applying Big Data features, cloud computing, IoT, and data center frameworks.	L5
CO2	Examine the 'Big Data generation and acquisition phenomena', diagnose, solve, recommend and develop prognosis by applying data collection, preprocessing, and distributed storage mechanisms.	L5
CO3	Examine the 'Big Data analytics and application phenomena', diagnose, solve, recommend and develop prognosis by applying structured, unstructured, and real-time data analysis architectures.	L5
CO4	Examine the 'predictive analytics and regression modeling phenomena', diagnose, solve, recommend and develop prognosis by applying regression techniques and model diagnostics for managerial decision making.	L5
CO5	Scrutinize the 'forecasting and time-series analysis phenomena', diagnose, solve, recommend and develop prognosis by applying exponential smoothing, ARIMA, and GARCH models.	L5

Syllabus:	**Hours**

Module No. 1: **Introduction to Big Data**	14
Big Data era, definition and features, value and development of Big Data, challenges; related technologies: cloud computing, IoT, relationship between Big Data and cloud/IoT, data centers.	
Module No. 2: Big Data Generation and Acquisition	14
Enterprise data, IoT data, internet data, data from other fields; data collection, transportation, preprocessing; storage systems for massive data, distributed storage mechanisms.	
Module No. 3: Big Data Analysis and Applications	12
Traditional vs. Big Data analytics, real-time and offline architectures, analysis of structured, text, web, multimedia, network and mobile data; applications of Big Data in enterprises.	
Module No. 4: Predictive Analytics and Linear Regression	12
Business modeling tools and environments, data types and variables, modeling techniques, missing value imputation, regression fundamentals, diagnostics, interpretation, multiple regression analysis.	
Module No. 5: Forecasting and Time Series Analysis	12
Forecasting principles and risks, time-series components, additive and multiplicative models, exponential smoothing, accuracy measures, AR, MA, ARIMA and GARCH models, applications.	

Skill Developments Activities:

- Students shall analyze real-life corporate datasets to evaluate the role of Big Data technologies in improving business decision making and operational efficiency.
- Students shall perform data acquisition, preprocessing, and storage tasks to understand practical challenges in managing large-scale enterprise data.
- Students shall apply Big Data analytics techniques to structured and unstructured datasets to generate managerial insights and business intelligence.
- Students shall develop regression-based predictive models and interpret results for managerial planning and performance evaluation.
- Students shall apply forecasting and time-series models to analyze trends, seasonality, and risk in business and economic data.

Books for Reference:

- ✓ *Big Data: Principles and Best Practices of Scalable Real-Time Data Systems‖ – Nathan Marz and James Warren*
- ✓ *Data Science for Business: What You Need to Know About Data Mining and Data-Analytic Thinking‖ – Foster Provost and Tom Fawcett*
- ✓ *Big Data Fundamentals: Concepts, Drivers & Techniques‖ – Thomas Erl, Wajid Khattak, and Paul Buhler*
- ✓ *Predictive Analytics: The Future of Business Intelligence‖ – Eric Siegel*
- ✓ *Data Mining: Concepts and Techniques‖ – Jiawei Han, Micheline Kamber, and Jian Pei*
- ✓ *Business Analytics: Data Analysis and Decision Making‖ – S. Christian Albright and Wayne L. Winston*
- ✓ *Forecasting: Principles and Practice‖ – Rob J. Hyndman and George Athanasopoulos*
- ✓ *Applied Multivariate Statistical Analysis‖ – Richard A. Johnson and Dean W. Wichern*
- ✓ *Introduction to Time Series and Forecasting‖ – Peter J. Brockwell and Richard A. Davis*
- ✓ *Cloud Computing: Concepts, Technology & Architecture‖ – Thomas Erl, Ricardo*

Puttini, and Zaigham Mahmoo
Note: Latest edition of reference books may be used.

Name of the Program: Master of Business Administration (MBA)

Name of the Course: Elective 2: Digital Marketing and Social Media Marketing

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3	4	64

Pedagogy: Classrooms lecture, Case studies, Tutorial Classes, Group discussion, Seminar & field work etc.,

Course Objectives: This course will enable the students

1. Understand the fundamental concepts, tools, and strategic importance of digital and social media marketing in building brand presence, customer engagement, and business growth in the corporate environment.
2. Develop analytical ability to evaluate consumer behavior, digital marketing funnels, and campaign performance metrics to support data-driven marketing decisions.
3. Apply digital marketing, social media, SEO, SEM, and content marketing techniques to real-life managerial and organizational marketing situations.
4. Analyze digital platforms, e-commerce models, and website performance to optimize customer acquisition, conversion, and retention strategies.
5. Appreciate ethical, legal, and technological dimensions of digital marketing, including data privacy, compliance, and emerging trends shaping modern marketing practices.

Learning Course Outcomes:

CO#	Course Outcomes	Highest Level of Cognitive Domain
	After Completing this Course, students will be able to	
CO1	Examine the 'phenomena of digital marketing concepts and consumer behavior', diagnose, solve, recommend and develop prognosis by applying digital marketing frameworks, funnels, and performance metrics.	L5
CO2	Examine the 'social media marketing phenomena', diagnose, solve, recommend and develop prognosis by applying platform strategies, paid advertising, influencer marketing, and analytics tools.	L5
CO3	Examine the 'content marketing phenomena', diagnose, solve, recommend and develop prognosis by applying content strategy, storytelling, CMS tools, and conversion-focused content frameworks.	L5
CO4	Examine the 'SEO and SEM phenomena', diagnose, solve, recommend and develop prognosis by applying keyword research, optimization techniques, paid search models, and performance analytics.	L5
CO5	Scrutinize the 'websites, e-commerce and email marketing phenomena', diagnose, solve, recommend and develop prognosis by	L5

	applying digital storefront design, email campaign optimization, and web analytics tools.	

Syllabus:	**Hours**
Module No. 1: **Introduction to Digital Marketing**	14
Definition and scope, evolution from traditional to digital, inbound vs. outbound marketing, digital marketing funnel, consumer behavior in the digital age, metrics and KPIs, overview of tools and technologies.	
Module No. 2: Social Media Marketing	14
Role of social media in marketing strategy, platforms (Facebook, Instagram, LinkedIn, X, YouTube), content planning, paid advertising, influencer marketing, social listening, community management, ROI measurement, SMM case studies.	
Module No. 3: Content Marketing	12
Importance of content, content strategy and creation, content types, tools (Canva, HubSpot, Grammarly, BuzzSumo), storytelling, content funnel, conversion measurement, CMS platforms overview.	
Module No. 4: Search Engine Optimization and Search Engine Marketing	12
SEO and SEM concepts, Google search basics, SERPs, crawling and indexing, on-page, off-page and technical SEO, keyword tools, link building, Google Ads, PPC, analytics and reporting.	
Module No. 5: Websites, E-Commerce and Email Marketing	12
Website planning and hosting, domains, e-commerce models (B2B, B2C, D2C), digital storefront design, checkout optimization, email marketing tools, segmentation, A/B testing, GDPR compliance, web analytics.	

Skill Developments Activities:

- Students shall analyze real-life digital marketing campaigns to evaluate strategy effectiveness, customer engagement, and ROI across platforms.
- Students shall design and manage social media content calendars and paid campaigns to understand platform-specific marketing dynamics.
- Students shall create content marketing plans and evaluate content performance using traffic, engagement, and conversion metrics.
- Students shall apply SEO and SEM tools to optimize website visibility and analyze search marketing performance.
- Students shall design basic websites, e-commerce workflows, and email campaigns to evaluate digital customer journey and conversion effectiveness.

Books for Reference:

- ✓ *Digital Marketing: Strategy, Implementation, and Practice‖ – Dave Chaffey & Fiona Ellis-Chadwick*
- ✓ *Marketing 4.0: Moving from Traditional to Digital‖ – Philip Kotler, Hermawan Kartajaya, Iwan Setiawan*
- ✓ *Digital Marketing for Dummies‖ – Ryan Deiss & Russ Henneberry*
- ✓ *Social Media Marketing‖ – Tracy L. Tuten*
- ✓ *Epic Content Marketing‖ – Joe Pulizzi*
- ✓ *SEO 2024: Learn Search Engine Optimization‖ – Adam Clarke*
- ✓ *Ultimate Guide to Google Ads‖ – Perry Marshall, Mike Rhodes & Bryan Todd*
- ✓ *Everybody Writes‖ – Ann Handley*
- ✓ *Email Marketing Rules‖ – Chad S. White*
- ✓ *E-Marketing: Theory and Application‖ – Judy Strauss & Raymond Frost*
- ✓ *Digital Social Media Marketing‖ – Prof. Nitin C Kamat & Mr.Chinmay Nitin*

Kamat

Note: Latest edition of reference books may be used.

Name of the Program: Master of Business Administration (MBA)

Name of the Course: Elective 3: Personal Finance and Tax Planning

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3	4	64

Pedagogy: Classrooms lecture, Case studies, Tutorial Classes, Group discussion, Seminar & field work etc.,

Course Objectives: This course will enable the students

1. Understand the fundamental concepts, tools, and processes of personal financial planning to enable individuals and professionals to manage income, expenses, savings, and wealth systematically.
2. Develop analytical ability to evaluate investment options, risk tolerance, and portfolio strategies for achieving long-term financial goals in a dynamic economic environment.
3. Apply retirement, estate, tax, and insurance planning concepts to real-life financial decision-making situations faced by salaried employees, professionals, entrepreneurs, and managers.
4. Analyze taxation provisions, exemptions, and insurance products to optimize tax efficiency, financial security, and compliance with prevailing laws.
5. Appreciate the role of Behavioral finance, financial literacy, and ethical financial decision-making in improving individual financial well-being and sustainable wealth creation.

Learning Course Outcomes:

CO#	Course Outcomes	Highest Level of Cognitive Domain
	After Completing this Course, students will be able to	
CO1	Examine the 'phenomena of budgeting and personal financial planning', diagnose, solve, recommend and develop prognosis by applying financial planning tools, goal-setting techniques, and time value of money concepts.	L5
CO2	Examine the 'investment strategies and portfolio management phenomena', diagnose, solve, recommend and develop prognosis by applying asset allocation, diversification, and risk-adjusted performance evaluation models.	L5
CO3	Examine the 'retirement and estate planning phenomena', diagnose, solve, recommend and develop prognosis by applying retirement corpus estimation, succession planning, and legal frameworks.	L5
CO4	Examine the 'taxation and insurance planning phenomena', diagnose, solve, recommend and develop prognosis by applying income tax provisions, deduction strategies, and insurance need analysis.	L5
CO5	Scrutinize the 'behavioral aspects of personal finance phenomena',	L5

	diagnose, solve, recommend and develop prognosis by applying behavioral finance theories, bias mitigation techniques, and financial well-being frameworks.	

Syllabus:	**Hours**
Module No. 1: **Budgeting and Personal Financial Planning**	14
Introduction to personal financial planning, components of financial plan, goal setting, budgeting techniques, emergency funds, liquidity planning, net worth and cash flow analysis, time value of money.	
Module No. 2: Investment Strategies and Portfolio Management	14
Investment objectives, risk profiling, financial instruments, asset allocation, diversification, rebalancing, SIPs, tax-saving investments, portfolio performance evaluation.	
Module No. 3: Retirement and Estate Planning	12
Retirement planning process, retirement instruments, tax implications, estate planning tools, wills, trusts, succession laws, inheritance, and digital asset management.	
Module No. 4: Taxation and Insurance Planning	12
Basics of personal income tax, income computation, deductions and exemptions, tax planning strategies, life and health insurance, insurance need analysis, claims and grievance redressal.	
Module No. 5: Behavioral Aspects of Personal Finance	12
Behavioral finance concepts, cognitive biases, emotional decision-making, financial stress, nudges, financial literacy, and inclusion.	

Skill Developments Activities:

- Students shall prepare comprehensive personal financial plans using budgeting, goal-setting, and cash-flow analysis techniques.
- Students shall design and evaluate investment portfolios based on risk tolerance, return expectations, and diversification principles.
- Students shall analyze retirement and estate planning case studies to assess long-term financial security and legal compliance.
- Students shall compute individual income tax liabilities and design tax-saving strategies using relevant provisions of the Income Tax Act.
- Students shall examine behavioral biases in financial decision-making and propose corrective strategies for improved financial well-being.

Books for Reference:

- ✓ *Personal Finance‖ – Jeff Madura*
- ✓ *Fundamentals of Financial Planning‖ – Michael A. Dalton & James F. Dalton*
- ✓ *Personal Finance: Turning Money into Wealth‖ – Arthur J. Keown*
- ✓ *Investment Analysis and Portfolio Management‖ – Prasanna Chandra*
- ✓ *Investments‖ – Zvi Bodie, Alex Kane, and Alan J. Marcus*
- ✓ *Financial Planning: Theory and Practice‖ – Michael A. Dalton & Thomas P. Langdon*
- ✓ *Retirement Planning and Employee Benefits‖ – Susan M. Tillery & Thomas P. Langdon*
- ✓ *Indian Financial System‖ – Bharati V. Pathak*
- ✓ *Behavioral Finance: Psychology, Decision-Making, and Markets‖ – Lucy Ackert & Richard Deaves*
- ✓ *Personal Finance in India‖ – Madhu Sinh*

Note: Latest edition of reference books may be used.

Name of the Program: Master of Business Administration (MBA)

Name of the Course: Elective 4: Digital HR and Data Privacy

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3	4	64

Pedagogy: Classrooms lecture, Case studies, Tutorial Classes, Group discussion, Seminar & field work etc.,

Course Objectives: This course will enable the students

1. Understand the fundamental concepts, evolution, and strategic relevance of Digital HR practices in transforming human resource management and enhancing organizational effectiveness.
2. Develop analytical ability to evaluate digital talent acquisition, onboarding systems, and employer branding strategies in technology-driven corporate environments.
3. Apply data privacy, cybersecurity, and compliance principles to real-life HR decision-making situations involving employee data, digital platforms, and HRIS systems.
4. Analyze legal, ethical, and regulatory frameworks governing digital HR operations to ensure responsible, transparent, and compliant HR practices.
5. Appreciate the role of technology, ethics, and governance in shaping future-ready HR functions while balancing innovation, employee trust, and organizational accountability.

Learning Course Outcomes:

CO#	Course Outcomes	Highest Level of Cognitive Domain
	After Completing this Course, students will be able to	
CO1	Examine the 'phenomena of Digital HR transformation and HRIS integration', diagnose, solve, recommend and develop prognosis by applying digital HR frameworks and process automation principles.	L5
CO2	Examine the 'digital talent acquisition and onboarding phenomena', diagnose, solve, recommend and develop prognosis by applying AI-enabled recruitment tools, digital platforms, and employer branding strategies.	L5
CO3	Examine the 'data privacy and compliance phenomena in HR functions', diagnose, solve, recommend and develop prognosis by applying data protection principles, consent mechanisms, and compliance frameworks.	L5
CO4	Examine the 'cybersecurity phenomena in human resource management', diagnose, solve, recommend and develop prognosis by applying cybersecurity controls, risk mitigation strategies, and incident response mechanisms.	L5
CO5	Scrutinize the 'legal and ethical issues in Digital HR phenomena', diagnose, solve, recommend and develop prognosis by applying employment laws, ethical frameworks, and responsible HR technology practices.	L5

Syllabus:	**Hours**
Module No. 1: **Foundations of Digital HR and Transformation**	14

Concept and evolution of Digital HR, objectives and scope, traditional vs. digital HRM, drivers of transformation, HRIS, automation of core HR functions, digital employee experience.	
Module No. 2: Talent Acquisition and On-boarding in the Digital Era	14
Digital recruitment strategies, AI and automation, HRIS integration with BGV systems, data privacy in recruitment, virtual interviews, digital On-boarding platforms, TA effectiveness metrics, employer branding.	
Module No. 3: Data Privacy and Compliance in HR Functions	12
HR data privacy concepts, sensitive data classification, legal and ethical aspects, employee consent, data access rights, HRIS security, compliance monitoring, data breach management.	
Module No. 4: Cybersecurity in Human Resource Management	12
Cybersecurity importance, HR data vulnerabilities, cyber threats, best practices, cybersecurity policies, employee awareness, KPIs, HR's strategic role in cyber risk management.	
Module No. 5: Legal and Ethical Issues in Digital HR	12
Legal framework for digital HR, employment laws (Indian and global), privacy and confidentiality, surveillance issues, ethical dilemmas, responsible AI use, ethical decision models, future trends.	

Skill Developments Activities:

- Students shall analyze real-life corporate case studies on digital HR transformation to evaluate HRIS adoption, automation benefits, and employee experience outcomes.
- Students shall examine digital recruitment and onboarding platforms to assess effectiveness, data privacy risks, and compliance challenges.
- Students shall analyze HR data privacy and cybersecurity incidents to evaluate organizational preparedness, response mechanisms, and governance practices.
- Students shall assess legal and ethical dilemmas arising from HR technology adoption and propose compliant and ethical HR solutions.
- Students shall design policy frameworks for digital HR, data privacy, and cybersecurity to support responsible and sustainable HR practices.

Books for Reference:

- ✓ *Digital HR: A Guide to Technology-Enabled Human Resources – Deborah D. Waddill*
- ✓ *Human Resource Information Systems: Basics, Applications, and Future Directions – Michael J. Kavanagh & Richard D. Johnson*
- ✓ *The Future of HR and the Digital Workplace – Ronald van der Walt*
- ✓ *AI for HR: Use AI to Support and Develop a Successful Workforce – Ben Eubanks*
- ✓ *Cybersecurity for HR Professionals – National Cybersecurity Institute (NCI)*
- ✓ *Data Protection and Privacy: Data Protection and Democracy – Ronald Leenes et al.*
- ✓ *Ethics and Technology: Controversies, Questions, and Strategies for Ethical Computing – Herman T. Tavani*
- ✓ *Employment Law for Human Resource Practice – David J. Walsh*
- ✓ *People Analytics in the Era of Big Data – Jean Paul Isson & Jesse Harriott*
- ✓ *Privacy in the Workplace: Data Protection in Employment and Working Life – S. De Hert & H. Lammerant*

Note: Latest edition of reference books may be used.

Fourth Semester

Name of the Program: Master of Business Administration (MBA)

Name of the Course: 4.1. Strategic Management

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3	4	48

Pedagogy: Classrooms lecture, Case studies, Tutorial Classes, Group discussion, Seminar & field work etc.,

Course Objectives: This course will enable the students

1. Understand the fundamental concepts, frameworks, and evolution of strategic management to analyze how organizations formulate and sustain competitive advantage in dynamic business environments.
2. Develop analytical ability to evaluate internal and external business environments for strategic decision-making in competitive, global, and digital corporate contexts.
3. Apply strategic formulation, implementation, and evaluation tools to real-life corporate, industry, and business-level strategic situations.
4. Analyze competitive, corporate, and functional strategies to assess strategic fit, growth choices, innovation pathways, and risk management in organizations.
5. Appreciate ethical responsibility, corporate governance, leadership, and control mechanisms in executing strategy and ensuring long-term organizational performance.

Learning Course Outcomes:

CO#	Course Outcomes	Highest Level of Cognitive Domain
	After Completing this Course, students will be able to	
CO1	Examine the 'phenomena of strategic management concepts and processes', diagnose, solve, recommend and develop prognosis by applying strategic management theories and frameworks.	L5
CO2	Examine the 'environmental and industry analysis phenomena', diagnose, solve, recommend and develop prognosis by using analytical tools such as PESTEL, SWOT, VRIO, and Porter's models.	L5
CO3	Examine the 'vision, mission and strategic direction phenomena', diagnose, solve, recommend and develop prognosis by applying strategic intent, goal-setting, and ethical frameworks.	L5
CO4	Examine the 'competitive and corporate strategy phenomena', diagnose, solve, recommend and develop prognosis by applying generic strategies, growth models, and portfolio analysis tools.	L5
CO5	Scrutinize the 'strategy implementation and control phenomena', diagnose, solve, recommend and develop prognosis by applying strategic control systems, leadership approaches, and performance evaluation mechanisms.	L5

Syllabus:	**Hours**

Module No. 1: **Introduction to Strategic Management**	10
Evolution and concept of strategy, strategy vs. structure (Chandler), strategic management process, levels of strategy, strategy in digital and innovation-driven economy.	
Module No. 2: Environmental & Industry Analysis	10
PESTEL, internal resource audit, VRIO, SWOT and TOWS, Porter's Five Forces and Value Chain, Blue Ocean Strategy, strategic group mapping, scenario planning.	
Module No. 3: Vision, Mission, and Strategic Direction	10
Vision and mission formulation, strategic intent and stretch, SMART objectives, corporate values, ethics and CSR, strategic pyramid.	
Module No. 4: Competitive and Corporate Strategies	10
Generic strategies, growth strategies, turnaround and retrenchment, portfolio analysis (BCG, GE-McKinsey), strategic innovation, digital business models, platform strategies.	
Module No. 5: Strategy Implementation and Control	8
Strategic fit, organizational structure and culture, core competencies, dynamic capabilities, balanced scorecard, KPIs, leadership, change management, strategic audit.	

Skill Developments Activities:

- Students shall analyze real-life corporate strategy cases to evaluate strategic choices, competitive positioning, and performance outcomes of organizations.
- Students shall conduct industry and environmental analysis using PESTEL, Porter's Five Forces, and SWOT frameworks for selected firms.
- Students shall participate in strategy simulation exercises to apply strategic formulation and competitive decision-making under uncertainty.
- Students shall analyze corporate and business-level strategies of selected organizations to assess growth, diversification, and innovation initiatives.
- Students shall evaluate strategic control systems, balanced scorecards, and KPIs to assess strategy implementation effectiveness and organizational performance.

Books for Reference:

- ✓ *Strategic Management: Concepts and Cases – Fred R. David & Forest R. David*
- ✓ *Exploring Strategy: Text and Cases – Gerry Johnson, Richard Whittington, Kevan Scholes*
- ✓ *Strategic Management: A Competitive Advantage Approach, Concepts and Cases – Jay B. Barney & William S. Hesterly*
- ✓ *Strategic Management and Competitive Advantage: Concepts and Cases – Jay B. Barney & William S. Hesterly*
- ✓ *Strategic Management: Theory: An Integrated Approach – Charles W.L. Hill, Gareth*
- ✓ *R. Jones & Melissa A. Schilling*
- ✓ *Contemporary Strategy Analysis: Text and Cases Edition – Robert M. Grant*
- ✓ *Strategic Management: Awareness and Change – John Thompson & Frank Martin*
- ✓ *Blue Ocean Strategy: How to Create Uncontested Market Space and Make the Competition Irrelevant – W. Chan Kim & Renée Mauborgne*
- ✓ *Competing for the Future – Gary Hamel & C.K. Prahalad*
- ✓ *The Strategy Process: Concepts, Contexts, Cases – Henry Mintzberg, Joseph Lampel, James Brian Quinn, & Sumantra Ghoshal*

Note: Latest edition of reference books may be used.

MARKETING MANAGEMENT

Name of the Program: Master of Business Administration (MBA)

Name of the Course: Elective MM 4: Product and Brand Management

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3	4	64

Pedagogy: Classrooms lecture, Case studies, Tutorial Classes, Group discussion, Seminar & field work etc.,

Course Objectives: This course will enable the students

1. Understand the fundamental concepts and strategic role of product and brand management in achieving market leadership and sustainable competitive advantage in corporate environments.
2. Develop analytical ability to evaluate product portfolios, product life cycles, and innovation strategies across FMCG, industrial, service, and technology-driven markets.
3. Apply strategic marketing planning, segmentation, targeting, positioning, and branding frameworks to real-life product and brand decision-making situations.
4. Analyze brand equity creation, brand positioning, and brand performance measurement models to strengthen long-term brand value and customer loyalty.
5. Appreciate the strategic importance of brand governance, digital branding, and brand revitalization in managing brands across global, competitive, and dynamic markets.

Learning Course Outcomes:

CO#	Course Outcomes	Highest Level of Cognitive Domain
	After Completing this Course, students will be able to	
CO1	Examine the 'phenomena of strategic product management and market leadership', diagnose, solve, recommend and develop prognosis by applying product strategy and portfolio analysis frameworks.	L5
CO2	Examine the 'new product development and innovation management phenomena', diagnose, solve, recommend and develop prognosis by applying NPD processes, diffusion theories, and innovation models.	L5
CO3	Examine the 'strategic marketing planning and STP phenomena', diagnose, solve, recommend and develop prognosis by using segmentation, targeting, positioning, and competitive analysis tools.	L5
CO4	Examine the 'brand management and brand equity building phenomena', diagnose, solve, recommend and develop prognosis by applying brand equity models and positioning strategies.	L5
CO5	Scrutinize the 'branding strategy and brand performance management phenomena', diagnose, solve, recommend and develop prognosis by applying brand measurement, revitalization, and portfolio management techniques.	L5

Syllabus:	**Hours**

Module No. 1: **Strategic Product Management and Market Leadership**	14
Product concepts and classification, product hierarchy, product line and mix strategies, product portfolio analysis, role of product manager, PLC strategies, market leadership strategies, growth strategies.	
Module No. 2: New Product Development and Innovation Management	14
NPD stages, innovation strategies, diffusion of innovation, product launch planning, managing product failure, sustainability and eco-innovation.	
Module No. 3: Strategic Marketing Planning and STP Analysis	12
Marketing planning framework, competitive analysis, customer analysis, STP bases, brand differentiation, positioning strategies, pricing and channel decisions.	
Module No. 4: Brand Management and Equity Building	12
Concepts of branding, brand equity models, brand elements, brand positioning, customer-based brand equity, global vs. local branding, case studies.	
Module No. 5: Branding Strategies and Brand Performance Management	12
Brand strategies, brand equity measurement, internal and employer branding, brand revitalization, digital branding, brand portfolio management, B2B and rural branding.	

Skill Developments Activities:

- Students shall analyze real-life corporate product and brand case studies to evaluate product strategies, brand positioning, and market leadership outcomes.
- Students shall conduct product portfolio and PLC analysis of selected companies to assess growth strategies and innovation decisions.
- Students shall perform STP and perceptual mapping exercises to develop effective positioning strategies for products and brands.
- Students shall evaluate brand equity of selected brands using qualitative and quantitative brand measurement tools.
- Students shall design brand revitalization or extension strategies for existing brands considering digital and competitive market dynamics.

Books for Reference:

- ✓ *Product Management Donald R. Lehman, Russel S. Winner and*
- ✓ *Strategic Brand Management - Kevin L.Keller*
- ✓ *The Brand Management Checklist BrabVanauken and Managing Indian Brands Ramesh Kumar*
- ✓ *Application Exercises in Marketing Ramesh Kumar*
- ✓ *Brands & Branding by The Economist*
- ✓ *Strategic Brand Management by Jean Noel Kapferer*
- ✓ *Building, Measuring, and Managing Brand Equity by Kevin L.Keller*
- ✓ *Handbook of new product management Christopher H.Luch*

Note: Latest edition of reference books may be used.

Name of the Program: Master of Business Administration (MBA)

Name of the Course: Elective MM 5: Business Marketing Management

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3	**4**	**64**

Pedagogy: Classrooms lecture, Case studies, Tutorial Classes, Group discussion, Seminar & field work etc.,

Course Objectives: This course will enable the students

1. Understand the structure, dynamics and strategic significance of business markets and organizational customers in domestic and global corporate environments.
2. Develop analytical ability to evaluate organizational buying behavior, purchasing structures and decision-making processes influencing B2B marketing strategies.
3. Apply business marketing planning tools such as demand forecasting, STP, product strategy and life-cycle management to real-world industrial marketing situations.
4. Analyze business marketing channels, pricing, logistics and supply chain strategies to enhance organizational efficiency and competitive advantage.
5. Appreciate the role of personal selling, key account management, digital platforms and e-commerce in managing and sustaining long-term business market relationships..

Learning Course Outcomes:

CO#	Course Outcomes	Highest Level of Cognitive Domain
	After Completing this Course, students will be able to	
CO1	Examine the 'business market concepts and structures', diagnose, solve, recommend and develop prognosis by applying business-to-business marketing principles and frameworks.	L5
CO2	Examine the 'phenomena of organizational buying behavior', diagnose, solve, recommend and develop prognosis by applying buying center concepts, purchasing processes and decision drivers.	L5
CO3	Examine the 'phenomena of business marketing planning', diagnose, solve, recommend and develop prognosis by using demand forecasting, STP, product strategy and NPD tools.	L5
CO4	Examine the 'business marketing channels and strategic mechanisms', diagnose, solve, recommend and develop prognosis by applying channel design, pricing, logistics and supply chain principles.	L5
CO5	Scrutinize the 'business market management and selling phenomena', diagnose, solve, recommend and develop prognosis by applying personal selling, key account management and digital marketing practices.	L5

Syllabus:	**Hours**
Module No. 1: **Introduction to Market**	14
Business vs. Consumer Markets, Business Marketing in a Global Context, Classification of Business Customers, Classification of Business Products.	
Module No. 2: Organizational Buying Behaviour (OBB)	14
Introduction to OBB, Characteristics of Organizational Customers, Buying Process and Stages, Purchasing Structures, Buying Center Concept, Buying Motivations, Supplier Evaluation, Environmental and Organizational Influences, MkIS for Organizational Markets.	
Module No. 3: Business Marketing Planning	12
Business Marketing Planning Process, Demand Measurement and Forecasting, STP, Industrial Product Strategy, NPD in B2B, Managing Business Services, PLC of Industrial Products.	
Module No. 4: Business Marketing Channels and Strategies	12
Channel Design and Management, Intermediaries, Logistics and Supply Chain	

Management, Key Supply Chain Components, Business Market Pricing, Communication and Promotion Strategies.

Module No. 5: Managing Business Markets	12

Personal Selling, Key Account Management, Sales Administration, Internet Selling, E-commerce, Online Prospecting, Order Processing and Online Payments.

Skill Developments Activities:

- Students shall analyze real-life B2B corporate cases to evaluate differences between business markets and consumer markets and their strategic implications.
- Students shall conduct a diagnostic study of organizational buying behavior in selected firms to assess buying centers, decision drivers and supplier selection criteria.
- Students shall participate in simulation-based exercises involving business marketing planning, demand forecasting, STP and industrial product strategy decisions.
- Students shall evaluate business marketing channel structures and supply chain strategies of selected organizations to assess efficiency, coordination and cost effectiveness.
- Students shall analyze personal selling and key account management practices, including digital selling platforms and e-commerce models, in managing long-term business relationships.

Books for Reference:

- ✓ *Business Marketing Management Michael Hutt and Thomas Speh, 8th Edition, Thomson Learning*
- ✓ *Industrial Marketing Reeder and Reeder (PHI) Industrial Marketing Richard Hill (AITBS)*
- ✓ *Supply Chain Management Sunil Chopra and Peter Meindl (1st Indian reprint, Pearson Education)*
- ✓ *Business Marketing Haynes*
- ✓ *Business Marketing Rangan*

Note: Latest edition of reference books may be used.

Name of the Program: Master of Business Administration (MBA)

Name of the Course: Elective MM 6: Services Marketing

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3	4	64

Pedagogy: Classrooms lecture, Case studies, Tutorial Classes, Group discussion, Seminar & field work etc.,

Course Objectives: This course will enable the students

1. Understand the nature, characteristics and strategic importance of services and service industries in contemporary corporate and competitive environments.
2. Develop analytical ability to evaluate consumer behaviour in services, including expectations, perceptions and satisfaction, to enhance service quality and customer retention.
3. Apply service delivery and performance strategies to address managerial challenges arising from intangibility, inseparability, variability and perishability of services.
4. Analyze demand and capacity management strategies, pricing decisions and integrated service communication approaches to improve operational efficiency and profitability.
5. Appreciate digital transformation and emerging trends in service sectors such as

healthcare, hospitality, transport, telecom and financial services in the corporate world.

Learning Course Outcomes:

CO#	Course Outcomes	Highest Level of Cognitive Domain
	After Completing this Course, students will be able to	
CO1	Understand the nature, characteristics and strategic importance of services and service industries in contemporary corporate and competitive environments.	L5
CO2	Develop analytical ability to evaluate consumer behaviour in services, including expectations, perceptions and satisfaction, to enhance service quality and customer retention.	L5
CO3	Apply service delivery and performance strategies to address managerial challenges arising from intangibility, inseparability, variability and perishability of services.	L5
CO4	Analyze demand and capacity management strategies, pricing decisions and integrated service communication approaches to improve operational efficiency and profitability.	L5
CO5	Appreciate digital transformation and emerging trends in service sectors such as healthcare, hospitality, transport, telecom and financial services in the corporate world.	L5

Syllabus:	**Hours**
Module No. 1: **Introduction to Services**	14
Meaning and definition of services, goods and services continuum, expanded services mix, 4Is of services, categories of services, molecular model, focus strategy	
Module No. 2: Consumer Behaviour in Services	14
Customer gap – desired and adequate services, service expectations, factors influencing expectations, servuction model, customer perception of quality, customer satisfaction, customer-defined service standards.	
Module No. 3: Strategies for Delivering and Performing Services	12
Managing intangibility, inventory, inconsistency and inseparability, employee role in service delivery, boundary spanning roles.	
Module No. 4: Managing Demand and Capacity	12
Demand and capacity issues for service providers, demand patterns, strategies for matching demand and capacity, integrated services marketing communication, pricing of services.	
Module No. 5: Recent Trends in Services Marketing	12
Digital transformation in service industries – healthcare, hospitality, transport, telecommunication and financial services.	

Skill Developments Activities:

- Students shall analyse real-life service sector case studies to evaluate service characteristics, service mix decisions and competitive positioning of organizations.
- Students shall conduct a diagnostic study of consumer behaviour in services, focusing on customer expectations, perceived quality and satisfaction gaps.
- Students shall participate in role-play and simulation exercises to understand employee roles, service encounters and boundary spanning activities in service delivery.

- Students shall analyze demand–capacity mismatches in selected service organizations and recommend appropriate pricing and capacity management strategies.
- Students shall examine digital service transformation initiatives across service industries to assess their impact on customer experience and organizational performance.

Books for Reference:

- ✓ *Services Marketing Integrated Customer Focus Across The Firm Valarie A. Zeithaml and M. J. Bitner*
- ✓ *Services Marketing People, Technology and Strategy Lovelock*
- ✓ *Services Marketing Ravishankar*
- ✓ *Marketing of Services Jha*
- ✓ *Marketing of Services G.S. Bhatia*
- ✓ *Marketing of Services Sahu and Sinha*

Note: Latest edition of reference books may be used.

Name of the Program: Master of Business Administration (MBA)

Name of the Course: Elective MM 7: International Marketing

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3	4	64

Pedagogy: Classrooms lecture, Case studies, Tutorial Classes, Group discussion, Seminar & field work etc.,

Course Objectives: This course will enable the students

1. Understand the concept, scope and strategic importance of international marketing in enabling firms to compete and grow in a globalized and volatile corporate environment.
2. Develop analytical ability to evaluate international trade theories, trade barriers and global economic forces influencing cross-border business decisions of firms.
3. Apply international market entry strategies and environmental analysis tools to assess market attractiveness, risks and strategic fit for multinational enterprises and global startups.
4. Analyze international marketing strategies, organizational structures and global marketing mix decisions to manage cross-cultural markets and global operations effectively.
5. Appreciate the role of export–import planning, trade institutions and global economic forums in shaping international trade policies, compliance and sustainable corporate growth.

Learning Course Outcomes:

CO#	Course Outcomes	Highest Level of Cognitive Domain
	After Completing this Course, students will be able to	
CO1	Examine the 'international marketing concepts and global trade phenomena', diagnose, solve, recommend and develop prognosis by applying international trade theories and policy frameworks.	L5
CO2	Examine the 'international marketing environment and entry strategy	L5

	phenomena', diagnose, solve, recommend and develop prognosis by applying environmental analysis and market entry models.	
CO3	Examine the 'international marketing strategy and organization phenomena', diagnose, solve, recommend and develop prognosis by applying global marketing mix, branding and organizational design principles.	L5
CO4	Examine the 'export–import planning and documentation phenomena', diagnose, solve, recommend and develop prognosis by applying export finance, logistics and regulatory compliance mechanisms.	L5
CO5	Scrutinize the 'international economic institutions and global trade governance phenomena', diagnose, solve, recommend and develop prognosis by applying institutional frameworks and trade diplomacy principles.	L5

Syllabus:	**Hours**
Module No. 1: **International Marketing**	14
Concept, scope and strategic importance of international marketing; evolution of India's foreign trade – pre- and post-liberalization; theories of international trade – absolute advantage, comparative advantage, Heckscher-Ohlin, product life cycle, Porter's national competitive advantage; trade barriers – tariff and non-tariff barriers, dumping, protectionism vs. free trade; globalization, regionalism and de-globalization; WTO framework and impact on emerging economies.	
Module No. 2: International Marketing Environment and Market Entry Strategies	14
Macro-environmental forces; international political economy; risk assessment and market attractiveness models (PESTLE, CAGE, Hofstede); international market entry modes; internationalization strategies of MNCs and global startups; standardization vs. adaptation debate.	
Module No. 3: International Marketing Strategy and Organization	12
International marketing mix; global branding and positioning; cross-cultural consumer behaviour; international distribution strategies; global sales force and account management; organizational structures for international operations; digital disruption in international marketing.	
Module No. 4: Export-Import Planning and Documentation	12
Export finance, pre- and post-shipment credit, ECGC; letters of credit, bills of lading, customs clearance, Incoterms 2020; export licensing, risk management and marine insurance; Government of India export schemes; institutional support for exports; import procedures; practical training in export-import documentation and ICEGATE filing.	
Module No. 5: International Economic Institutions and Trade Forums	12
WTO, UNCTAD, World Bank, IMF, OECD, APEC, G-20, BRICS, IBRD, ADB; regional trading blocs; common markets, customs unions and FTAs; India's bilateral and multilateral trade agreements; India's role in global trade diplomacy; future of global trade – ESG, green supply chains, digital trade and SDGs.	
Skill Developments Activities: • Students shall analyze real-life international business case studies to evaluate global market entry decisions, trade barriers and competitive strategies of multinational firms. • Students shall conduct a comparative country analysis using PESTLE, CAGE and cultural frameworks to assess international market attractiveness and risk.	

- Students shall participate in simulation-based exercises on international marketing mix decisions, global branding and standardization versus adaptation strategies.
- Students shall undertake practical training in export–import documentation, including drafting of trade documents and online filing through ICEGATE.
- Students shall examine the role of international economic institutions and trade forums in shaping global trade policies and corporate internationalization strategies.

Books for Reference:

- ✓ *International Marketing – Sak Onkvisit& John J. Shaw*
- ✓ *International Marketing – Philip Cateora& John Graham*
- ✓ *International Marketing – C.A. Francis*
- ✓ *Global Marketing Management – Warren J. Keegan*
- ✓ *International Business – Charles Hill*
- ✓ *Export-Import Procedures and Documentation – M.I. Mahajan*
- ✓ *International Business Environment – Francis Cherunilam*
- ✓ *Trade Policy Reviews and India's FTP 2023–28 (DGFT)*

Note: Latest edition of reference books may be used.

FINANCIAL MANAGEMENT

Name of the Program: Master of Business Administration (MBA)

Name of the Course: Elective FM 4: Strategic Financial Management

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3	4	64

Pedagogy: Classrooms lecture, Case studies, Tutorial Classes, Group discussion, Seminar & field work etc.,

Course Objectives: This course will enable the students

1. Understand the strategic role of financial management decisions such as mergers, acquisitions, capital structure and restructuring in enhancing corporate value and competitive advantage.
2. Develop analytical ability to evaluate corporate control mechanisms, valuation techniques and leverage decisions influencing firm value and shareholder wealth in real-world corporate settings.
3. Apply advanced financial theories, models and empirical evidence to strategic decision-making related to capital structure, dividend policy and corporate restructuring.
4. Analyze financial distress, insolvency frameworks and restructuring strategies to diagnose corporate failure risks and recommend sustainable turnaround solutions.
5. Appreciate the strategic significance of equity financing decisions, including IPOs, SEOs and internal capital markets, in supporting long-term corporate growth and governance.

Learning Course Outcomes:

CO#	Course Outcomes	Highest Level of Cognitive Domain
	After Completing this Course, students will be able to	

CO1	Examine the 'mergers, acquisitions and corporate control phenomena', diagnose, solve, recommend and develop prognosis by applying valuation techniques, synergy analysis and strategic rationale.	L5
CO2	Examine the 'capital structure and leverage decision phenomena', diagnose, solve, recommend and develop prognosis by applying theories of capital structure, risk analysis and market-based evidence.	L5
CO3	Examine the 'financial distress and corporate restructuring phenomena', diagnose, solve, recommend and develop prognosis by applying turnaround strategies, insolvency frameworks and resolution mechanisms.	L5
CO4	Examine the 'dividend policy and share repurchase phenomena', diagnose, solve, recommend and develop prognosis by applying dividend theories, regulatory norms and signaling considerations.	L5
CO5	Scrutinize the 'internal equity, IPO and seasoned equity offering phenomena', diagnose, solve, recommend and develop prognosis by applying equity valuation, regulatory frameworks and market behavior analysis.	L5

Syllabus:	**Hours**
Module No. 1: **Mergers, Acquisitions, and Corporate Control**	14
Market for corporate control; types of M&A under Indian Company Law; tax-efficient deal structuring; LBOs and MBOs; accounting for M&A (AS-14, Ind-AS 103); sources of synergy; valuation techniques (DCF, FCFF/FCFE, NAV, EV/EBITDA, P/E, SOTP, Real Options, EVA); hostile takeovers and defenses; empirical evidence and case studies.	
Module No. 2: Capital Structure and Leverage Decision	14
Optimal capital structure; traditional and trade-off theories; pecking order theory; capital structure practices in Indian corporates; event studies; hybrid instruments including convertible debt, preference shares and perpetual bonds.	
Module No. 3: Financial Distress, Corporate Restructuring, and Insolvency	12
Financial distress indicators; stakeholder impact; turnaround strategies; CDR mechanisms; legal framework under Companies Act, 2013 and IBC, 2016; role of IBBI, NCLT and resolution professionals; cross-border insolvency principles.	
Module No. 4: Dividend Policy and Share Repurchases	12
Dividend relevance and irrelevance theories; dividend types; dividend payment process; share buybacks and SEBI regulations; agency costs and signaling; tax implications; empirical evidence; debt versus equity strategy; alternative financing sources; interpretation of credit events.	
Module No. 5: Internal Equity, IPOs, and Seasoned Equity Offerings (SEOs)	12
Internal capital market theory; equity raising options; SEO process; dilution and signaling issues; IPO process in India; SEBI ICDR regulations; firm characteristics affecting IPO outcomes; post-IPO performance; underpricing phenomenon; case studies.	
Skill Developments Activities: • Students shall analyze real-life M&A and takeover cases to evaluate strategic rationale, valuation outcomes and post-merger performance of firms. • Students shall conduct case-based capital structure analysis of Indian corporates to assess leverage decisions, cost of capital and market reaction.	

- Students shall evaluate financial distress and insolvency cases under the IBC framework to recommend turnaround or resolution strategies.
- Students shall analyze dividend and share repurchase decisions of listed companies to assess signaling effects, agency issues and shareholder value creation.
- Students shall examine IPO and SEO case studies to evaluate pricing, underpricing, regulatory compliance and post-issue market performance.

Books for Reference:

- ✓ *Damodaran, A. – Strategic Risk Taking: A Framework for Risk Management, Pearson*
- ✓ *Chandra, P. – Strategic Financial Management, McGraw Hill*
- ✓ *Brealey, R.A., Myers, S.C., & Allen, F. – Principles of Corporate Finance, McGraw Hill*
- ✓ *Kaplan, R.S. & Norton, D.P. – The Strategy-Focused Organization, Harvard Business Press*
- ✓ *Pearce, J.A. & Robinson, R.B. – Strategic Management, McGraw Hill*
- ✓ *Koller, T., Goedhart, M., & Wessels, D. – Valuation: Measuring and Managing the Value of Companies, McKinsey*
- ✓ *Sudarsanam, S. – Creating Value from Mergers and Acquisitions, Pearson*
- ✓ *Weston, J.F., Mitchell, M.L., & Mulherin, J.H. – Takeovers, Restructuring, and Corporate Governance, Pearson*
- ✓ *Choi, F.D.S. & Meek, G.K. – International Accounting, Pearson*
- ✓ *Jain, P.K. & Yadav, S.S. – Strategic Financial Management, Pearson*

Note: Latest edition of reference books may be used.

Name of the Program: Master of Business Administration (MBA)

Name of the Course: Elective FM 5: Derivatives and Risk Management

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3	4	64

Pedagogy: Classrooms lecture, Case studies, Tutorial Classes, Group discussion, Seminar & field work etc.,

Course Objectives: This course will enable the students

1. Understand the concept, structure and regulatory framework of derivative markets and their strategic role in managing financial risks faced by corporates and financial institutions.
2. Develop analytical ability to evaluate valuation models and hedging mechanisms using forwards and futures for managing price, interest rate and currency risks.
3. Apply options-based trading and risk management strategies to real-life portfolio, treasury and corporate risk management situations.
4. Analyze option valuation models and risk sensitivities (Greeks) to assess exposure, pricing accuracy and volatility dynamics in derivative instruments.
5. Appreciate the strategic applications of swaps and derivative instruments in managing long-term interest rate risk, foreign exchange risk and corporate financial restructuring.

Learning Course Outcomes:

CO#	Course Outcomes	Highest Level of Cognitive

		Domain
	After Completing this Course, students will be able to	
CO1	Examine the 'derivative instruments and regulatory framework phenomena', diagnose, solve, recommend and develop prognosis by applying derivative market structures and compliance principles.	L5
CO2	Examine the 'valuation and hedging phenomena using forwards and futures', diagnose, solve, recommend and develop prognosis by applying pricing models, arbitrage logic and hedging strategies.	L5
CO3	Examine the 'options trading and risk management phenomena', diagnose, solve, recommend and develop prognosis by applying option strategies and payoff analysis techniques.	L5
CO4	Examine the 'option valuation and risk sensitivity phenomena', diagnose, solve, recommend and develop prognosis by applying option pricing models and Greeks-based risk assessment.	L5
CO5	Scrutinize the 'swaps and strategic risk management phenomena', diagnose, solve, recommend and develop prognosis by applying swap valuation and long-term risk mitigation frameworks.	L5

Syllabus:	**Hours**
Module No. 1: **Introduction to Derivatives and Regulatory Framework**	14
Concept, evolution and features of derivatives; types – forwards, futures, options and swaps; global and Indian derivative markets; market participants; OTC vs exchange-traded derivatives; futures market mechanics; risks in derivative trading; regulatory environment in India and global standards.	
Module No. 2: Valuation and Hedging with Forwards and Futures	14
Valuation models; pricing of currency, stock index and commodity futures; basis and convergence; arbitrage opportunities; hedging strategies; beta adjustment using futures; applications in portfolio and treasury risk management.	
Module No. 3: Options Contracts and Trading Strategies	12
Option fundamentals; payoff structures; trading strategies – spreads, straddles, strangles, butterfly and condor; volatility and directional strategies; use of options in equity and index risk management; regulatory norms.	
Module No. 4: Option Valuation and Option Greeks	12
Binomial and Black–Scholes option pricing models; assumptions and applications; European and American options; option Greeks – Delta, Gamma, Theta, Vega and Rho.	
Module No. 5: Swaps and Strategic Risk Management Applications	12
Concept and types of swaps; interest rate, currency, commodity and equity swaps; pricing and valuation; applications in interest rate and foreign exchange risk management; swap restructuring and termination.	

Skill Developments Activities:

- Students shall analyze real-life derivative market cases to evaluate the use of futures and options in managing corporate financial risks.
- Students shall perform hands-on valuation and hedging exercises using forwards and futures to manage price and currency risk exposures.
- Students shall design and evaluate option trading strategies under different market scenarios to assess payoff, risk and return profiles.
- Students shall compute and interpret option prices and Greeks to analyze sensitivity of option values to market variables.
- Students shall examine swap-based risk management applications adopted by corporates and financial institutions to manage long-term interest rate and FX risks.

Books for Reference:

- ✓ *Hull, J.C. – Options, Futures, and Other Derivatives, Pearson*
- ✓ *Chance, D.M. & Brooks, R. – An Introduction to Derivatives and Risk Management, Cengage*
- ✓ *McDonald, R.L. – Derivatives Markets, Pearson*
- ✓ *Das, S. – Derivatives: Principles and Practice, McGraw Hill*
- ✓ *Kolb, R.W. – Understanding Futures Markets, Wiley*
- ✓ *Baxter, M. & Rennie, A. – Financial Calculus: An Introduction to Derivative Pricing, Cambridge*
- ✓ *Sundaram, R.K. & Das, S.R. – Derivatives: Principles and Practice, McGraw Hill*
- ✓ *Ghosh, A. – Options and Futures: An Indian Perspective, PHI*
- ✓ *Srivastava, R.M. – Derivatives and Risk Management, Oxford University Press*
- ✓ *SEBI Guidelines and NSE Certification Modules (NISM) – Study Material on Derivatives Markets*

Note: Latest edition of reference books may be used.

Name of the Program: Master of Business Administration (MBA)

Name of the Course: Elective FM 6: International Financial Management

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3	**4**	**64**

Pedagogy: Classrooms lecture, Case studies, Tutorial Classes, Group discussion, Seminar & field work etc.,

Course Objectives: This course will enable the students

1. Understand the global financial environment and international monetary systems influencing financial decision-making of multinational corporations.
2. Develop analytical ability to evaluate foreign exchange markets, exchange rate mechanisms and forecasting models affecting cross-border financial transactions.
3. Apply foreign exchange exposure analysis techniques to diagnose transaction, translation and economic risks faced by multinational firms.
4. Analyze hedging strategies and derivative instruments for managing foreign exchange and interest rate risks in international operations.
5. Appreciate the strategic role of international investment and capital budgeting decisions in enhancing shareholder value and global competitiveness of firms.

Learning Course Outcomes:

CO#	Course Outcomes	Highest Level of Cognitive Domain
	After Completing this Course, students will be able to	
CO1	Examine the 'global financial environment and international monetary system phenomena', diagnose, solve, recommend and develop prognosis by applying international financial frameworks and institutional mechanisms.	L5
CO2	Examine the 'foreign exchange market and exchange rate determination phenomena', diagnose, solve, recommend and develop prognosis by applying exchange rate models, arbitrage principles and forecasting techniques.	L5

CO3	Examine the 'foreign exchange exposure and risk analysis phenomena', diagnose, solve, recommend and develop prognosis by applying exposure measurement and risk mapping techniques.	L5
CO4	Examine the 'foreign exchange and interest rate risk management phenomena', diagnose, solve, recommend and develop prognosis by applying hedging strategies and derivative instruments.	L5
CO5	Scrutinize the 'international investment and capital budgeting phenomena', diagnose, solve, recommend and develop prognosis by applying global project appraisal techniques and risk-adjusted valuation models.	L5

Syllabus:	**Hours**
Module No. 1: **Global Financial Environment and Strategic Role of International Financial Management**	14
Scope and importance of IFM; globalization of financial markets; global capital flows; India's BoP and CAD; international monetary system; regional monetary integration and Eurozone; role of IMF, World Bank and BIS; impact of global financial crises and currency wars on corporate strategy..	
Module No. 2: Foreign Exchange Markets and Exchange Rate Mechanisms	14
Structure and participants of FX markets; spot, forward, swap and NDF transactions; exchange rate quotations; forward rate determination and CIP; FX arbitrage; exchange rate forecasting models – PPP, IRP, Fisher Effect and IFE; practical quotation analysis.	
Module No. 3: Foreign Exchange Exposure and Exchange Rate Risk Analysis	12
Transaction, translation and economic exposure; exposure measurement; impact on cash flows; determinants of exchange rate movements; exposure and risk mapping; operational and strategic implications; case studies.	
Module No. 4: Management of Foreign Exchange and Interest Rate Risk	12
Internal and external hedging techniques; derivatives for FX risk management; interest rate risk instruments – FRAs, swaps, caps, collars and floors; cross-currency swaps; Indian regulatory framework; Value at Risk (VaR) applications	
Module No. 5: International Investment and Capital Budgeting Decisions	12
Strategic considerations in foreign investments; country risk analysis; taxation and repatriation issues; international capital budgeting techniques – APV, DCF, RADR, certainty equivalent and real options; cash flow forecasting; evaluation of cross-border M&A and joint ventures; case studies.	
Skill Developments Activities: • Students shall analyze real-life multinational corporate cases to evaluate the impact of global financial environment and monetary systems on financial strategy. • Students shall perform hands-on exercises in foreign exchange quotation, arbitrage and forecasting using real market data. • Students shall conduct foreign exchange exposure analysis for multinational firms to assess transaction, translation and economic risks. • Students shall design and evaluate hedging strategies using derivatives to manage FX and interest rate risk under different market scenarios. • Students shall appraise international capital budgeting and cross-border investment cases, including M&A and joint ventures, using advanced valuation techniques.	

Books for Reference:

- ✓ *Madura, J. – International Financial Management, Cengage*
- ✓ *Shapiro, A.C. – Multinational Financial Management, Wiley*
- ✓ *Eiteman, D.K., Stonehill, A.I., & Moffett, M.H. – Multinational Business Finance, Pearson*
- ✓ *Apte, P.G. – International Financial Management, McGraw Hill*
- ✓ *Bhalla, V.K. – International Financial Management, Anmol Publications*
- ✓ *Levi, M.D. – International Finance, Routledge*
- ✓ *Jeevanandam, C. – Foreign Exchange and Risk Management, Sultan Chand*
- ✓ *Buckley, A. – Multinational Finance, FT Prentice Hall*
- ✓ *Reserve Bank of India (RBI) – Handbook of Statistics on India's External Sector*
- ✓ *Krugman, P., Obstfeld, M., & Melitz, M. – International Economics: Theory and Policy, Pearson*

Note: Latest edition of reference books may be used.

Name of the Program: Master of Business Administration (MBA)

Name of the Course: Elective FM 7: Corporate Taxation

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3	4	64

Pedagogy: Classrooms lecture, Case studies, Tutorial Classes, Group discussion, Seminar & field work etc.,

Course Objectives: This course will enable the students

1. Understand the legal framework, principles and structure of corporate taxation in India and their implications for corporate decision-making and compliance.
2. Develop analytical ability to compute corporate tax liabilities and business income by applying provisions of the Income Tax Act, 1961 in real-world corporate contexts.
3. Apply capital gains computation and tax planning strategies to optimize tax outcomes in corporate asset transactions and restructuring decisions.
4. Analyze set-off, carry forward provisions and tax administration procedures to ensure statutory compliance and effective corporate tax management.
5. Appreciate the tax implications of mergers, acquisitions and corporate restructuring to support strategic, tax-efficient corporate growth.

Learning Course Outcomes:

CO#	Course Outcomes	Highest Level of Cognitive Domain
	After Completing this Course, students will be able to	
CO1	Examine the 'foundations of corporate taxation and tax planning phenomena', diagnose, solve, recommend and develop prognosis by applying statutory provisions and compliance frameworks.	L5
CO2	Examine the 'business income computation and corporate tax liability phenomena', diagnose, solve, recommend and develop prognosis by applying allowable deductions, depreciation and MAT provisions.	L5

CO3	Examine the 'capital gains computation and strategic tax planning phenomena', diagnose, solve, recommend and develop prognosis by applying exemption provisions and planning techniques.	L5
CO4	Examine the 'set-off, carry forward and tax administration phenomena', diagnose, solve, recommend and develop prognosis by applying assessment, compliance and procedural rules.	L5
CO5	Scrutinize the 'tax implications of mergers, acquisitions and corporate restructuring phenomena', diagnose, solve, recommend and develop prognosis by applying tax neutrality, GAAR and cross-border tax provisions.	L5

Syllabus:	**Hours**
Module No. 1: **Foundations of Corporate Taxation under the Income Tax Act, 1961**	14
Indian tax structure and constitutional provisions; key definitions; incidence and scope of total income; exempt income; deductions under Chapter VI-A; corporate tax rates; strategic tax planning vs tax avoidance vs tax evasion.	
Module No. 2: Computation of Business Income and Corporate Tax Liabilities	14
Profits and gains of business or profession; allowable and disallowable expenses; depreciation and block of assets; scientific research expenditure; MAT and AMT; taxation of dividends; tax audit and transfer pricing overview.	
Module No. 3: Computation of Capital Gains and Strategic Planning	12
Capital assets; transfers and exemptions; computation of STCG and LTCG; indexation and CII; exemptions under Section 54 series; special cases; capital gains planning; case studies.	
Module No. 4: Set-Off, Carry Forward, and Tax Administration	12
Set-off rules; carry forward of losses and depreciation; return filing; assessment procedures; TDS/TCS; advance tax; penalties and faceless assessments; role of technology in tax administration.	
Module No. 5: Tax Implications of Mergers, Acquisitions, and Corporate Restructuring	12
Tax neutrality in amalgamations and demergers; carry forward of losses; slump sale taxation; capital gains on share exchange; transfer pricing and GAAR; cross-border mergers; tax planning in buybacks and ESOPs; case studies.	

Skill Developments Activities:

- Students shall analyze real-life corporate taxation cases to evaluate compliance, tax planning and risk exposure of companies.
- Students shall compute corporate tax liabilities and MAT for selected companies using actual financial data.
- Students shall evaluate capital gains tax implications in corporate asset transfers, ESOPs and restructuring cases.
- Students shall conduct procedural simulations on return filing, assessment and advance tax computation using current tax portals.
- Students shall analyze tax implications of mergers and corporate restructuring through case studies of Indian companies.

Books for Reference:

- ✓ *Singhania, V.K. & Singhania, M. – Direct Taxes: Law and Practice, Taxmann*
- ✓ *Mehrotra, H.C. & Goyal, S.P. – Income Tax Law and Practice, Sahitya Bhawan*
- ✓ *Ahuja, G. & Gupta, R. – Systematic Approach to Income Tax, Bharat Law House*
- ✓ *Girish Ahuja & Ravi Gupta – Corporate Tax Planning and Management, Bharat*

Law House

- ✓ *T.N. Manoharan & G.R. Hari – Direct Tax Laws and International Taxation, Snow White*
- ✓ *Dr. Vinod K. Singhania – Corporate Tax Planning and Business Tax Procedures, Taxmann*
- ✓ *Datta, D.C. – Direct Taxation: Law & Practice, Laxmi Publications*
- ✓ *Radhakrishna, R. & Sharma, S. – Taxation of Mergers & Acquisitions, LexisNexis*
- ✓ *ICAI Study Materials – For CA Final – Paper on Direct Tax and International Taxation*
- ✓ *Income Tax Department, Government of India – Bare Acts, Circulars, and Notifications*

Note: Latest edition of reference books may be used.

HUMAN RESOURCE MANAGEMENT

Name of the Program: Master of Business Administration (MBA)

Name of the Course: Elective 4: Strategic Human Resource Management (SHRM)

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3	4	64

Pedagogy: Classrooms lecture, Case studies, Tutorial Classes, Group discussion, Seminar & field work etc.,

Course Objectives: This course will enable the students

1. Understand the strategic role of human resource management as a value-creating investment that aligns workforce capabilities with organizational vision, mission, and long-term corporate strategy.
2. Develop analytical ability to design strategic HR planning and workforce architectures that enhance organizational agility, resilience, and competitive advantage.
3. Apply strategic talent acquisition, learning, and leadership development frameworks to build sustainable human capital and leadership pipelines in dynamic business environments.
4. Analyze strategic performance management, compensation, and retention systems to drive employee performance, engagement, and organizational effectiveness.
5. Appreciate the global and future-oriented dimensions of SHRM, including digital transformation, AI-driven HR practices, globalization, and ethical workforce management.

Learning Course Outcomes:

CO#	Course Outcomes	Highest Level of Cognitive Domain
	After Completing this Course, students will be able to	
CO1	Examine the 'strategic foundations and evolution of HRM phenomena', diagnose, solve, recommend and develop prognosis by aligning HR strategies with organizational goals and global business	L5

	contexts.	
CO2	Examine the 'strategic HR planning and workforce design phenomena', diagnose, solve, recommend and develop prognosis by applying workforce planning, succession and job design frameworks.	L5
CO3	Examine the 'strategic talent acquisition, learning and leadership development phenomena', diagnose, solve, recommend and develop prognosis by applying evidence-based HR and learning strategies.	L5
CO4	Examine the 'strategic performance management, rewards and retention phenomena', diagnose, solve, recommend and develop prognosis by applying performance metrics, analytics and incentive systems.	L5
CO5	Scrutinize the 'global SHRM and emerging HR issues phenomena', diagnose, solve, recommend and develop prognosis by applying global HR practices, digital HR innovations and ethical considerations.	L5

Syllabus:	**Hours**
Module No. 1: **Strategic Foundations of Human Resource Management**	14
Evolution and concept of SHRM; investment perspective of HRM; strategic fit with vision and mission; role of technology, AI and analytics; workforce demographics; globalization and SHRM priorities; strategic HRM vs traditional HRM; HRM in MNCs and emerging markets.	
Module No. 2: Strategic HR Planning and Workforce Design	14
Strategic workforce planning objectives and process; HR metrics; environmental scanning using PESTLE and SWOT; talent forecasting; succession planning and career mapping; barriers to SHRM implementation; job design; agile and resilient workforce structures.	
Module No. 3: Strategic Acquisition, Learning & Development	12
Strategic talent acquisition and employer branding; EVP; internal vs external hiring; interviewing and testing strategies; strategic training and development; learning ROI; international assignments; leadership pipeline development and succession strategy.	
Module No. 4: Strategic Performance Management, Rewards, and Retention	12
Strategic performance management systems; balanced scorecard and OKRs; feedback systems; compensation and rewards; retention strategies; HR metrics and analytics; incentives, recognition and benefits design.	
Module No. 5: Global SHRM, Separation, and Emerging Issues	12
Strategic employee separation; global vs domestic HR strategies; international assignment challenges; CSR and SHRM; HR strategies in startups, SMEs and family businesses; HR in digital transformation and innovation; future of SHRM – AI, blockchain, remote work and automation.	

Skill Developments Activities:

- Students shall analyze real-life corporate SHRM case studies to evaluate alignment between HR strategy and business strategy.
- Students shall design strategic workforce planning and succession models for selected organizations using HR analytics inputs.
- Students shall conduct talent acquisition and leadership development simulations, including employer branding and EVP design.
- Students shall evaluate performance management and reward systems of organizations using balanced scorecard and OKR frameworks.
- Students shall examine global and digital HR transformation initiatives, including

AI-driven HR practices and remote workforce strategies.

Books for Reference:

- ✓ *Strategic HRM–Jeffery Mello, Thompson Publication*
- ✓ *Managing Human Resources–Luis R.Gomez- Mejia, David B. Balkin, Robert L. Cardy, PHI*
- ✓ *Strategic Human Resources Management–S.K.Bhatia, Deep & Deep Publications*
- ✓ *Strategic Human Resource Management –Charles R.Greer, Pearson Education*
- ✓ *Strategic Human Resource Development –Kandula S.R., Prentice HallIndia*
- ✓ *Strategy and Human Resource Management–Boxall & Purcell, Palgrave Macmillan*
- ✓ *Strategic HRM–Michael Armstrong, Kogan Page*
- ✓ *Strategic HRM–Agarwal, Oxford University Press*
- ✓ *Strategic Management –Gregory Dessand Alex Miller*
- ✓ *Strategy Driven Talent Management –Silzer & Dowell*
- ✓ *Human Resource Strategy–Peter Boxall and John Purcell, Oxford University Press*
- ✓ *The Talent Management Handbook–Lance Berger & Dorothy Berger, McGraw-Hill*
- ✓ *Human Resource Champions –Dave Ulrich, Harvard Business Press*
- ✓ *The HR Scorecard: Linking People, Strategy, and Performance–Brian Becker, Mark Huselid, and Dave Ulrich, Harvard Business Review Press*

Note: Latest edition of reference books may be used.

Name of the Program: Master of Business Administration (MBA)

Name of the Course: Elective 5: Labour Legislations

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3	4	64

Pedagogy: Classrooms lecture, Case studies, Tutorial Classes, Group discussion, Seminar & field work etc.,

Course Objectives: This course will enable the students

1. Understand the legal foundations, constitutional principles, and objectives of labour legislations governing industrial relations and workforce management in corporate organizations.
2. Develop analytical ability to interpret industrial dispute resolution mechanisms and employment regulations to ensure compliance and harmonious employer–employee relations.
3. Apply factory and contract labour laws to manage workplace safety, welfare, outsourcing practices, and statutory compliance in industrial establishments.
4. Analyze social security and compensation legislations to design compliant employee benefit structures and retirement-related policies in organizations.
5. Appreciate the impact of labour codes, industrial discipline frameworks, and global labour standards on corporate governance, workforce flexibility, and sustainable industrial relations.

Learning Course Outcomes:

CO#	Course Outcomes	Highest Level of Cognitive Domain

	After Completing this Course, students will be able to	
CO1	Examine the 'foundations of labour law and industrial relations phenomena', diagnose, solve, recommend and develop prognosis by applying constitutional provisions and international labour standards.	L5
CO2	Examine the 'industrial disputes and employment standing orders phenomena', diagnose, solve, recommend and develop prognosis by applying dispute resolution mechanisms and statutory procedures.	L5
CO3	Examine the 'factory and contract labour regulation phenomena', diagnose, solve, recommend and develop prognosis by applying safety, welfare and compliance frameworks.	L5
CO4	Examine the 'social security and employee compensation phenomena', diagnose, solve, recommend and develop prognosis by applying statutory benefit and welfare legislations.	L5
CO5	Scrutinize the 'labour codes, industrial discipline and global labour law phenomena', diagnose, solve, recommend and develop prognosis by applying contemporary labour reforms and comparative legal perspectives.	L5

Syllabus:	**Hours**
Module No. 1: **Foundations of Labour Law and Industrial Relations**	14
Evolution and constitutional basis of labour laws; objectives and classification of labour legislations; role of ILO and international labour standards; fundamental labour rights under the Indian Constitution; contemporary challenges in industrial relations.	
Module No. 2: Industrial Disputes and Employment Standing Orders	14
Industrial Disputes Act, 1947 – definitions, dispute resolution machinery, strikes, lockouts, layoffs, retrenchment and closure; works committees; grievance redressal and arbitration; Standing Orders Act, 1946 – certification, modification and application.	
Module No. 3: Factory and Contract Labour Regulations	12
Factories Act, 1948 – health, safety, welfare, working hours, women and adolescent provisions; Karnataka Factory Rules; Contract Labour (Regulation & Abolition) Act, 1970 – scope, registration, licensing, abolition and managerial implications of non-compliance.	
Module No. 4: Social Security and Compensation Laws	12
Employees' State Insurance Act, 1948; Employees' Provident Fund Act, 1952; Payment of Gratuity Act, 1972; Payment of Wages Act, 1936; Payment of Bonus Act, 1965 – coverage, benefits, compliance and adjudication.	
Module No. 5: Labour Codes, Industrial Discipline, and Global Perspectives	12
New labour codes; Code of Discipline in Industries; Second National Labour Commission recommendations; comparative labour law – India vs EU, USA and ASEAN; labour market flexibility and current ILO conventions.	

Skill Developments Activities:

- Students shall analyze real-life industrial relations case studies to evaluate application of labour laws and dispute resolution mechanisms.
- Students shall conduct compliance audits of factories or establishments to assess adherence to safety, welfare and contract labour regulations.
- Students shall simulate industrial dispute resolution proceedings, including conciliation, arbitration and adjudication processes.
- Students shall evaluate employee social security and compensation structures of organizations to ensure statutory and ethical compliance.
- Students shall analyze labour reforms and labour codes to assess their impact on

corporate HR strategy, workforce flexibility and industrial discipline.

Books for Reference:

- ✓ *Industrial Law– P.L. Malik*
- ✓ *Industrial Relations and Labour Laws–Sinha, Sinha & Shekhar*
- ✓ *Labour and Industrial Law – S.N. Mishra*
- ✓ *Labour Code Simplified– Taxmann Publications*
- ✓ *ILO Reports and Conventions– www.ilo.org*
- ✓ *Labour Law Journals–Monthly*
- ✓ *Current Labour Reporter – Monthly*
- ✓ *Bare Acts with Rules –Universal Law Publishing /Commercial Law Publishers*
- ✓ *Cases and Materials on Labour Laws– O.P. Malhotra*
- ✓ *Commentary on the Industrial Disputes Act– H.L. Kumar*
- ✓ *Law Relating to Wages and Bonus–K.D. Srivastava*
- ✓ *Labour Laws for Managers –B.D. Singh*
- ✓ *Essentials of Labour and Industrial Laws– P.K.Padhi*
- ✓ *Labour Laws and Practice–Dr.V.G. Goswami*

Note: Latest edition of reference books may be used.

Name of the Program: Master of Business Administration (MBA)

Name of the Course: Elective 6: Industrial Relations and Collective Bargaining

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3	4	64

Pedagogy: Classrooms lecture, Case studies, Tutorial Classes, Group discussion, Seminar & field work etc.,

Course Objectives: This course will enable the students

1. Understand the conceptual foundations, theories, and institutional framework of industrial relations and their strategic importance in maintaining harmonious employer–employee relations in organizations.
2. Develop analytical ability to evaluate the role of trade unions, participative management, and leadership structures in shaping collective employee voice and organizational stability.
3. Apply grievance handling, disciplinary procedures, and conflict resolution mechanisms to manage workplace disputes ethically and legally.
4. Analyze collective bargaining frameworks, negotiation strategies, and legal provisions to design effective wage and non-wage settlements in corporate environments.
5. Appreciate emerging trends in industrial relations, including labour law reforms, globalization, gig economy challenges, and sustainable labour practices influencing modern organizations.

Learning Course Outcomes:

CO#	Course Outcomes	Highest Level of Cognitive Domain
	After Completing this Course, students will be able to	
CO1	Examine the ‘foundations and theoretical approaches of industrial	L5

	relations phenomena', diagnose, solve, recommend and develop prognosis by applying IR theories, stakeholder perspectives, and ethical principles.	
CO2	Examine the 'trade unionism and participative management phenomena', diagnose, solve, recommend and develop prognosis by applying trade union laws, governance structures, and collective representation frameworks.	L5
CO3	Examine the 'grievance, discipline, and misconduct management phenomena', diagnose, solve, recommend and develop prognosis by applying standing orders, natural justice principles, and dispute resolution mechanisms.	L5
CO4	Examine the 'collective bargaining framework and negotiation phenomena', diagnose, solve, recommend and develop prognosis by applying bargaining models, strategies, and legal standards.	L5
CO5	Scrutinize the 'industrial relations law, settlements, and emerging IR trends phenomena', diagnose, solve, recommend and develop prognosis by applying labour codes, tribunal mechanisms, and global best practices.	L5

Syllabus:	**Hours**
Module No. 1: **Foundations of Industrial Relations (IR)**	14
Evolution and concept of IR; theoretical approaches—unitary, pluralist, Marxist, systems theory; IR stakeholders; HR's strategic role; legal framework overview; IR strategies and ethics; community and IR ecosystem.	
Module No. 2: Trade Unionism and Participative Management	14
Trade union movement in India; types and structure; Trade Union Act, 1926; national federations and employer associations; leadership and governance; legal status and challenges; unions' role in collective bargaining and conflict resolution; reforms and global best practices.	
Module No. 3: Managing Grievances, Discipline, and Misconduct	12
Nature and types of grievances; grievance handling procedures; misconduct and disciplinary action; standing orders and domestic enquiry; principles of natural justice; penalties and separation mechanisms; industrial disputes and conflict resolution methods.	
Module No. 4: Collective Bargaining: Framework, Strategy, and Law	12
Concept and scope; ILO role and global standards; CB as an institution; bargaining process and stages; strategies and techniques; distributive vs integrative bargaining; multi-unionism and deadlocks.	
Module No. 5: Settlements, IR Law, and Emerging Trends	12
Types of settlements; role of labour courts and tribunals; Industrial Relations Code, 2020; informal sector and gig economy challenges; globalization and future of IR; ESG, CSR, and sustainable labour practices.	

Skill Developments Activities:

- Students shall analyze industrial relations case studies to evaluate employer–employee dynamics, union strategies, and dispute outcomes.
- Students shall simulate collective bargaining negotiations, including wage and productivity-linked settlements, to understand negotiation strategies and outcomes.
- Students shall conduct grievance handling and disciplinary enquiry role-plays applying principles of natural justice and standing orders.
- Students shall evaluate trade union structures and IR practices of selected organizations to assess participative management effectiveness.

- Students shall analyze emerging IR challenges such as gig work, labour code reforms, and ESG-driven labour practices affecting organizations.

Books for Reference:

- ✓ *Industrial Relations–C.S. Venkata Ratnam*
- ✓ *Industrial Relations– Ramaswamy*
- ✓ *Industrial Relations and Labour Laws–Sarma*
- ✓ *Industrial Relations – T.V.Rao*
- ✓ *Industrial Relations –Arun Monappa*
- ✓ *Dynamics of Industrial Relations – Mamoria & Gankar*
- ✓ *Labour and Industrial Laws – S.N. Mishra*
- ✓ *Collective Bargaining and Industrial Relations–Eaton & Noke*
- ✓ *Managing Industrial Relations–Michael Salamon*
- ✓ *Industrial Relations, Trade Unions and Labour Legislation –P.R.N. Sinha*
- ✓ *Human Resource Management & Industrial Relations–John Gennard & Graham Judge*
- ✓ *Law Relating to Trade Unions and Industrial Disputes–Dr.S.C.Srivastava*
- ✓ *Industrial Relations &Labour Laws– G.P. Sharma*
- ✓ *The Future of Industrial Relations–Anthony Ferner & Richard Hyman*

Note: Latest edition of reference books may be used.

Name of the Program: Master of Business Administration (MBA)

Name of the Course: Elective 7: Knowledge Management

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3	4	64

Pedagogy: Classrooms lecture, Case studies, Tutorial Classes, Group discussion, Seminar & field work etc.,

Course Objectives: This course will enable the students

1. Understand the concept, evolution, and strategic importance of knowledge management in enhancing organizational learning, innovation, and competitive advantage in the corporate world.
2. Develop analytical ability to design and evaluate strategic knowledge management frameworks for building intellectual capital and aligning knowledge assets with business strategy.
3. Apply knowledge leadership and collaboration practices to facilitate knowledge creation, sharing, and innovation across teams and organizational units.
4. Analyze knowledge culture and change enablement mechanisms to implement and sustain effective knowledge management initiatives within organizations.
5. Appreciate the integration of knowledge management with HRM and performance systems, including the role of digital technologies, AI, and analytics in future workplaces.

Learning Course Outcomes:

CO#	Course Outcomes	Highest Level of Cognitive Domain
	After Completing this Course, students will be able to	
CO1	Examine the 'foundations and knowledge management cycle	L5

	phenomena', diagnose, solve, recommend and develop prognosis by applying KM concepts, knowledge types, and organizational learning principles.	
CO2	Examine the 'strategic knowledge management framework phenomena', diagnose, solve, recommend and develop prognosis by applying KM models, intellectual capital concepts, and analytics-driven strategies.	L5
CO3	Examine the 'knowledge leadership and organizational role phenomena', diagnose, solve, recommend and develop prognosis by applying leadership, collaboration, and community-of-practice frameworks.	L5
CO4	Examine the 'knowledge culture and change enablement phenomena', diagnose, solve, recommend and develop prognosis by applying cultural audits, governance mechanisms, and change management practices.	L5
CO5	Scrutinize the 'KM integration with HRM and performance management phenomena', diagnose, solve, recommend and develop prognosis by applying KM-driven talent, reward, and performance systems.	L5

Syllabus:	**Hours**
Module No. 1: **Foundations of Knowledge Management**	14
Concept, definitions and evolution of KM; tacit and explicit knowledge; embedded knowledge; KM and organizational learning systems; leadership role in KM; knowledge culture; KM cycle—creation, capture, sharing and application.	
Module No. 2: Strategic Knowledge Management Frameworks	14
Strategic importance of KM; KM models—SECI, Wiig, Zack; strategic knowledge assets and intellectual capital; knowledge flow analysis; integration of KM with business strategy; big data, AI and analytics; protection of knowledge assets.	
Module No. 3: Knowledge Leadership and Organizational Roles	12
Knowledge leadership concept and competencies; leading knowledge teams and communities of practice; managing knowledge workers; decision-making and innovation; knowledge networks; collaborative workspaces; KM in change leadership.	
Module No. 4: Knowledge Culture and Change Enablement	12
Knowledge culture drivers and barriers; building and sustaining knowledge sharing culture; organizational structure and KM alignment; change management in KM; cultural audits, metrics and readiness; governance, ethics and KM accountability.	
Module No. 5: KM Integration with HRM and Performance	12
KM support in HR systems; KM-driven talent management; knowledge-based performance appraisal; rewards for knowledge sharing; KM metrics and ROI; future of KM—AI, digital HR, remote work and metaverse KM.	

Skill Developments Activities:

- Students shall analyze organizational KM case studies to evaluate knowledge creation, sharing, and application practices.
- Students shall design KM frameworks and knowledge maps for selected organizations to align knowledge assets with strategy.
- Students shall participate in community-of-practice simulations to practice collaborative knowledge sharing and innovation.
- Students shall conduct knowledge culture audits to identify barriers, enablers, and change requirements for KM implementation.

- Students shall evaluate KM integration with HR and performance systems, including rewards and analytics-based knowledge metrics.

Books for Reference:

- ✓ *Knowledge Management –Shelda Debowski, John Wiley India*
- ✓ *Knowledge Management–Elias M. Awad & Hassan M.Ghaziri, Pearson Education*
- ✓ *Knowledge Management– Carl Davidson & Philip Voss, Vision Books*
- ✓ *The Knowledge-Creating Company–Ikujiro Nonaka & Hirotaka Takeuchi, Oxford University Press*
- ✓ *Working Knowledge–Thomas H. Davenport & Laurence Prusak, Harvard Business Press*
- ✓ *The New Edge in Knowledge – Carla O'Dell & Cindy Hubert, Wiley*
- ✓ *Handbook on Knowledge Management–C.W. Holsapple, Springer*
- ✓ *Knowledge Management: Value Creation Through Organizational Learning–Ron Sanchez*
- ✓ *If Only We Knew What We Know –Carla O'Dell & Grayson, Free Press*
- ✓ *Knowledge Management and Organizational Learning–William R.King, Springer*
- ✓ *Knowledge Management in Organizations–Latha M. Poonamallee, Routledge*
- ✓ *Knowledge Assets –Max H. Boisot, Oxford University Press*
- ✓ *The Fifth Discipline: The Art and Practice of the Learning Organization–Peter Senge, Doubleday.*

Note: Latest edition of reference books may be used.

INTERNATIONAL BUSINESS

Name of the Program: Master of Business Administration (MBA)

Name of the Course: Elective IB 4: India's Foreign Trade

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3	4	64

Pedagogy: Classrooms lecture, Case studies, Tutorial Classes, Group discussion, Seminar & field work etc.,

Course Objectives: This course will enable the students

1. Understand the structure, policy framework and strategic importance of India's foreign trade in influencing balance of payments, exchange reserves and macroeconomic stability.
2. Develop analytical ability to evaluate trends, patterns and sectoral dynamics of India's exports and imports using real-time trade data and benchmarking techniques.
3. Apply export promotion schemes, institutional support mechanisms and trade facilitation policies to enhance export competitiveness of firms, MSMEs and startups.
4. Analyze contemporary export–import challenges and strategic trade management practices, including services trade, global value chains and import substitution strategies.
5. Appreciate the role of foreign trade policy reforms, digital trade, and global trade regulations in shaping India's long-term trade strategy and corporate internationalization.

Learning Course Outcomes:

CO#	Course Outcomes	Highest Level of Cognitive Domain
	After Completing this Course, students will be able to	
CO1	Examine the 'foreign trade policy and balance of payments phenomena of India', diagnose, solve, recommend and develop prognosis by applying trade policy objectives and macroeconomic linkages.	L5
CO2	Examine the 'trends and patterns in India's foreign trade phenomena', diagnose, solve, recommend and develop prognosis by applying sectoral, regional and competitiveness analysis.	L5
CO3	Examine the 'export promotion and policy support phenomena', diagnose, solve, recommend and develop prognosis by applying institutional frameworks and incentive schemes.	L5
CO4	Examine the 'contemporary export–import analysis and strategic trade management phenomena', diagnose, solve, recommend and develop prognosis by applying GVC, services trade and import substitution strategies.	L5
CO5	Scrutinize the 'emerging foreign trade challenges and regulatory phenomena', diagnose, solve, recommend and develop prognosis by applying trade control laws, WTO norms and digital trade regulations.	L5

Syllabus:	**Hours**
Module No. 1: **Foreign Trade and Balance of Payments (BOP) of India**	14
India's Foreign Trade Policy 2023–2028; impact of foreign trade on BOP and exchange reserves; trade directions and corridors; structural bottlenecks; integration of Make in India, Atmanirbhar Bharat and PLI schemes.	
Module No. 2: Trends and Patterns in India's Foreign Trade	14
Sectoral and regional trade trends; export–import direction analysis; commodity-wise trade patterns; export competitiveness benchmarking; trade control regimes; emerging issues in logistics, carbon tariffs and digital trade taxation.	
Module No. 3: Export Promotion and Policy Support	12
Institutional framework; export promotion councils; export incentive schemes; role of industry bodies; market access strategies through FTAs and CEPAs; e-commerce exports and MSME digital onboarding.	
Module No. 4: Contemporary Export–Import Analysis and Strategic Trade Management	12
Services exports; global value chains; invisible exports; import substitution strategies; import control mechanisms; standards, NTBs and regulatory technologies.	
Module No. 5: Strategic Trade Challenges and Emerging Issues	12
Trade logistics and infrastructure; carbon border taxes; digital trade and data localization; geopolitical risks; future directions of India's foreign trade strategy.	
Skill Developments Activities: • Students shall analyze India's foreign trade data and dashboards to evaluate sectoral and regional export–import trends. • Students shall conduct policy analysis of India's Foreign Trade Policy (FTP) to assess its impact on exporters and MSMEs. • Students shall evaluate export promotion schemes and incentives to recommend	

suitable strategies for firms and startups.

- Students shall analyze services trade and global value chain participation of Indian firms through case studies.
- Students shall assess emerging trade challenges such as carbon tariffs, logistics bottlenecks and digital trade regulations affecting India's trade competitiveness.

Books for Reference:

- ✓ *Bhashyam, S. (1988).Export Promotion in India: The Institutional Infrastructure. Commonwealth Pub., Delhi.*
- ✓ *Ministry of Commerce & Industry, GoI. (2023).Foreign Trade Policy 2023–2028.*
- ✓ *World Trade Organization (WTO).Trade Policy Review: India (Latest Edition).*
- ✓ *EXIM Bank of India Reports (2021–2024) – Sectoral and Regional Analysis Reports.*
- ✓ *Indian Institute of Foreign Trade (IIFT) Working Papers on Global Trade Trends.*
- ✓ *NITI Aayog.Strategy for New India @75 and Beyond.*
- ✓ *Economic Survey (2023–24), Ministry of Finance, GoI.*
- ✓ *UNCTAD and WTO Reports on India's Trade Performance and Services Exports.*
- ✓ *OECD.Trade Facilitation Indicators Database (India section).*
- ✓ *CII/FICCI/DGFT whitepapers and policy briefs on India's Trade Strategy (2022–2025).*
- ✓ *International Trade Policy for Technology Transfer – Yi Shin Tang, 2009*

Note: Latest edition of reference books may be used.

Name of the Program: Master of Business Administration (MBA)

Name of the Course: Elective IB 5: International Trade Policy

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3	4	64

Pedagogy: Classrooms lecture, Case studies, Tutorial Classes, Group discussion, Seminar & field work etc.,

Course Objectives: This course will enable the students

1. Understand the concept, scope, and instruments of international trade policy and their implications for corporate competitiveness, national welfare, and global market access.
2. Develop analytical ability to evaluate economic, political, and strategic motivations behind trade policy decisions and their impact on firms, industries, and consumers.
3. Apply trade policy tools and cost–benefit analysis frameworks to assess tariff and non-tariff measures affecting international business decisions.
4. Analyze trade policy strategies in developing economies, with special reference to India's post-reform experience, export-led growth, and integration into global value chains.
5. Appreciate emerging trade policy challenges such as digital trade governance, environmental regulations, labour standards, and their influence on sustainable economic development.

Learning Course Outcomes:

CO#	Course Outcomes	Highest Level of Cognitive Domain

	After Completing this Course, students will be able to	
CO1	Examine the 'international trade policy instruments and welfare effects phenomena', diagnose, solve, recommend and develop prognosis by applying tariff and non-tariff policy analysis.	L5
CO2	Examine the 'political economy of trade policy phenomena', diagnose, solve, recommend and develop prognosis by applying theories of rent-seeking, lobbying, and strategic trade interests.	L5
CO3	Examine the 'trade policy in developing countries phenomena', diagnose, solve, recommend and develop prognosis by applying export-led growth and import-substitution frameworks.	L5
CO4	Examine the 'trade policy controversies and emerging issues phenomena', diagnose, solve, recommend and develop prognosis by applying digital, environmental, and labour policy perspectives.	L5
CO5	Scrutinize the 'international trade policy and economic development phenomena', diagnose, solve, recommend and develop prognosis by applying growth, stability, and GVC integration strategies.	L5

Syllabus:	**Hours**
Module No. 1: **Overview of International Trade Policy**	14
Concept, scope and instruments; tariffs, quotas, subsidies, VERs, export taxes; welfare analysis; WTO principles; post-COVID trade policy shifts; supply chain security and reshoring.	
Module No. 2: Political Economy of Trade Policy	14
Strategic industries; employment and electoral considerations; rent-seeking and lobbying; efficiency vs equity trade-offs; international trade negotiations.	
Module No. 3: Trade Policy in Developing Countries	12
Import substitution vs export-led growth; infant industry argument; India's post-1991 reforms; GVC integration; SEZs and PLI schemes.	
Module No. 4: Trade Policy Controversies and Emerging Issues	12
Strategic trade policy; labour and gender standards; environmental regulations and CBAM; AI and digital trade governance; cultural protectionism.	
Module No. 5: International Trade Policy & Economic Development	12
Trade and long-term growth; FDI and trade facilitation; trade-induced instability; export diversification; SDT and Aid-for-Trade policies	

Skill Developments Activities:

- Students shall analyze real-world trade policy cases to evaluate welfare effects of tariffs and non-tariff barriers.
- Students shall conduct political economy assessments of trade policy decisions affecting key industries.
- Students shall evaluate India's trade policy reforms to assess export competitiveness and GVC participation.
- Students shall analyze emerging trade policy issues such as CBAM, digital trade, and labour standards through case studies.
- Students shall prepare policy briefs and recommendations on trade policy strategies for sustainable economic development.

Books for Reference:

- ✓ *Bhashyam, S. (1988).Export Promotion in India: The Institutional Infrastructure. Commonwealth Pub., Delhi.*
- ✓ *Ministry of Commerce & Industry, GoI. (2023).Foreign Trade Policy 2023–2028.*
- ✓ *World Trade Organization (WTO).Trade Policy Review: India (Latest Edition).*

- ✓ *EXIM Bank of India Reports (2021–2024) – Sectoral and Regional Analysis Reports.*
- ✓ *Indian Institute of Foreign Trade (IIFT) Working Papers on Global Trade Trends.*
- ✓ *NITI Aayog.Strategy for New India @75 and Beyond.*
- ✓ *Economic Survey (2023–24), Ministry of Finance, GoI.*
- ✓ *UNCTAD and WTO Reports on India's Trade Performance and Services Exports.*
- ✓ *OECD.Trade Facilitation Indicators Database (India section).*
- ✓ *CII/FICCI/DGFT whitepapers and policy briefs on India's Trade Strategy (2022–2025).*
- ✓ *International Trade Policy for Technology Transfer – Yi Shin Tang, 2009*

Note: Latest edition of reference books may be used.

Name of the Program: Master of Business Administration (MBA)

Name of the Course: Elective IB 6: International Financial Management

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3	**4**	**64**

Pedagogy: Classrooms lecture, Case studies, Tutorial Classes, Group discussion, Seminar & field work etc.,

Course Objectives: This course will enable the students

1. Understand the global financial environment and strategic role of international financial management in multinational corporations to support cross-border financial decision-making and value creation.
2. Develop analytical capability to evaluate foreign exchange markets, exchange rate mechanisms, and global capital flow dynamics affecting international business operations and corporate competitiveness.
3. Apply foreign exchange exposure measurement and risk analysis techniques to assess the impact of currency fluctuations on multinational firms' cash flows, earnings, and long-term value.
4. Analyze and design effective foreign exchange and interest rate risk management strategies using internal techniques, derivatives, and regulatory frameworks relevant to global and Indian corporate contexts.
5. Evaluate international investment, capital budgeting, and cross-border merger decisions by incorporating country risk, taxation, exchange rate movements, and strategic financial considerations.

Learning Course Outcomes:

CO#	Course Outcomes	Highest Level of Cognitive Domain
	After Completing this Course, students will be able to	
CO1	Examine the 'global financial environment and international monetary systems', diagnose, solve, recommend and develop prognosis by analyzing global capital flows, BoP dynamics, international financial institutions, and their impact on multinational corporate strategy.	L5
CO2	Examine the 'foreign exchange market mechanisms and exchange rate determination', diagnose, solve, recommend and develop	L5

	prognosis by applying FX quotations, parity conditions, arbitrage techniques, and exchange rate forecasting models.	
CO3	Examine the 'foreign exchange exposure and exchange rate risk phenomena', diagnose, solve, recommend and develop prognosis by measuring transaction, translation, and economic exposure and assessing their implications for corporate cash flows and firm value.	L5
CO4	Examine the 'foreign exchange and interest rate risk management practices', diagnose, solve, recommend and develop prognosis by applying hedging strategies, derivative instruments, regulatory guidelines, and Value at Risk (VaR) techniques.	L5
CO5	Scrutinize the 'international investment and capital budgeting decisions', diagnose, solve, recommend and develop prognosis by evaluating cross-border projects, global capital budgeting models, real options, and international M&A decisions.	L5

Syllabus:	**Hours**
Module No. 1: **Global Financial Environment and Strategic Role of International Financial Management**	14
Scope and importance of international financial management in MNCs – globalization of financial markets and capital flow dynamics – structure and trends in global capital flows – India's Balance of Payments (BoP): components, trends and policy implications – Current Account Deficit (CAD): causes, consequences and solutions – international monetary system: Bretton Woods to post-Bretton – regional monetary integration and Eurozone – role of IMF, World Bank and BIS – impact of global financial crises and currency wars on corporate strategy.	
Module No. 2: Foreign Exchange Markets and Exchange Rate Mechanisms	14
Structure and participants in global FX markets – spot, forward, swap and NDF transactions – exchange rate quotations: direct, indirect, bid-ask and cross rates – forward rate determination and covered interest parity – FX arbitrage: geographical, triangular and covered – exchange rate forecasting models: PPP, IRP, Fisher Effect and IFE – practical exercises in spot and forward quotation analysis.	
Module No. 3: Foreign Exchange Exposure and Exchange Rate Risk Analysis	12
Transaction exposure (payables and receivables) – translation exposure and accounting impact – economic exposure and long-term value implications – measurement of exposure and cash flow impact – determinants of exchange rate movements – exposure and risk mapping – operational and strategic implications with corporate case studies.	
Module No. 4: Management of Foreign Exchange and Interest Rate Risk	2
Hedging strategies for transaction, translation and economic exposure – internal techniques: leading, lagging, netting and invoicing – external techniques: forwards, options, futures and money market hedges – interest rate risk instruments: FRAs, swaps, caps, collars, floors and cross-currency swaps – derivatives in Indian regulatory context – Value at Risk (VaR) for FX and interest rate portfolios.	
Module No. 5: International Investment and Capital Budgeting Decisions	12
Strategic considerations in foreign investments – country risk analysis and sovereign ratings – cost-benefit analysis in global projects – international capital budgeting techniques: APV, DCF (home vs foreign currency), risk-adjusted discount rate, certainty	

equivalent and real options – cash flow forecasting – evaluation of cross-border M&A and joint ventures with case studies.

Skill Developments Activities:

- Students shall analyze real-world multinational corporate cases to evaluate the impact of global financial environment, capital flows and international monetary systems on strategic financial decisions.
- Students shall perform practical exercises on foreign exchange quotations, parity conditions and arbitrage opportunities to develop hands-on competence in FX market operations.
- Students shall assess foreign exchange exposure of selected multinational firms by measuring transaction, translation and economic exposure and mapping their strategic implications.
- Students shall design and evaluate hedging strategies using derivatives and internal techniques under Indian and global regulatory frameworks to manage FX and interest rate risks.
- Students shall evaluate international investment and cross-border capital budgeting decisions using APV, DCF, real options and country risk analysis through comprehensive case studies.

Books for Reference:

- ✓ *Krugman, Obstfeld & Melitz (2022).International Trade: Theory and Policy. Pearson.*
- ✓ *Nigel Grimwade. International Trade Policy – A Contemporary Analysis.*
- ✓ *Ethanan Helpman. Understanding Global Trade. Harvard University Press.*
- ✓ *Dilip K. Das. The WTO and India: Issues and Negotiating Strategies.*
- ✓ *Yi Shin Tang. Trade Policy for Technology Transfer – Springer, 2022 updated edition.*
- ✓ *WTO Secretariat. World Trade Report 2023 – Digital Trade and Global Resilience.*
- ✓ *UNCTAD. Trade and Development Report (2023–24) – GVC, Climate Trade, and South-South Cooperation.*
- ✓ *OECD. Trade Policy Papers on Sustainability, Digital Services, and CBAM.*
- ✓ *Ministry of Commerce, Government of India. Foreign Trade Policy 2023–2028.*
- ✓ *World Bank. Trade Watch Reports on India's trade competitiveness and FTA utilization.*

Note: Latest edition of reference books may be used.

Name of the Program: Master of Business Administration (MBA)

Name of the Course: Elective IB 7: International Marketing

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3	4	64

Pedagogy: Classrooms lecture, Case studies, Tutorial Classes, Group discussion, Seminar & field work etc.,

Course Objectives: This course will enable the students

1. Understand the fundamental concepts, scope, and strategic importance of international marketing in enabling firms to compete effectively in global and regional markets.
2. Develop analytical ability to evaluate international marketing environments, geopolitical risks, and market attractiveness for strategic global decision-making.

3. Apply international marketing mix strategies, market entry modes, and branding approaches to real-life multinational and export-oriented business situations.
4. Analyze export–import planning, documentation, financing mechanisms, and government support systems to facilitate international trade operations.
5. Appreciate the role of international economic institutions, trade agreements, sustainability, and digital transformation in shaping contemporary global marketing practices.

Learning Course Outcomes:

CO#	Course Outcomes	Highest Level of Cognitive Domain
	After Completing this Course, students will be able to	
CO1	Examine the 'phenomena of international marketing concepts and trade frameworks', diagnose, solve, recommend and develop prognosis by applying international trade and globalization theories.	L5
CO2	Examine the 'international marketing environment and market entry phenomena', diagnose, solve, recommend and develop prognosis by using environmental analysis and market entry strategy models.	L5
CO3	Examine the 'international marketing strategy and organization phenomena', diagnose, solve, recommend and develop prognosis by applying global marketing mix, branding, and organizational design frameworks.	L5
CO4	Examine the 'export–import planning and documentation phenomena', diagnose, solve, recommend and develop prognosis by applying EXIM procedures, financial instruments, and regulatory mechanisms.	L5
CO5	Scrutinize the 'international economic institutions and trade forum phenomena', diagnose, solve, recommend and develop prognosis by applying global trade governance and regional integration frameworks.	L5

Syllabus:	**Hours**
Module No. 1: **International Marketing**	14
Concept, scope, strategic importance, evolution of India's foreign trade, international trade theories, trade barriers, globalization and de-globalization trends, WTO framework and impact.	
Module No. 2: International Marketing Environment and Market Entry Strategies	14
Macro-environmental factors, international political economy, risk assessment models, market entry modes, internationalization strategies, standardization vs. adaptation.	
Module No. 3: International Marketing Strategy and Organization	12
International marketing mix, global branding, cross-cultural consumer behavior, global distribution strategies, international sales force management, organizational structures, digital disruption.	
Module No. 4: Export-Import Planning and Documentation	12
Export finance, ECGC, letters of credit, Incoterms 2020, export licensing, government schemes, institutional support, import procedures, practical documentation and ICEGATE filing.	
Module No. 5: International Economic Institutions and Trade Forums	12

WTO, IMF, World Bank, UNCTAD, regional trading blocs, trade agreements, India's role in global trade diplomacy, future of global trade and sustainability.

Skill Developments Activities:

- Students shall analyze real-life international marketing case studies to evaluate global market entry strategies and competitive positioning of firms.
- Students shall conduct country and market attractiveness analysis using PESTLE, CAGE, and cultural frameworks for selected international markets.
- Students shall design international marketing mix and branding strategies considering cross-cultural and regulatory differences.
- Students shall prepare and analyze export–import documents and financing mechanisms through practical exercises and simulations.
- Students shall evaluate the role of international economic institutions and trade agreements in shaping global marketing and trade outcomes.

Books for Reference:

- ✓ *International Marketing – Sak Onkvisit& John J. Shaw*
- ✓ *International Marketing – Philip Cateora& John Graham*
- ✓ *International Marketing – C.A. Francis*
- ✓ *Global Marketing Management – Warren J. Keegan*
- ✓ *International Business – Charles Hill*
- ✓ *Export-Import Procedures and Documentation – M.I. Mahajan*
- ✓ *International Business Environment – Francis Cherunilam*
- ✓ *Trade Policy Reviews and India's FTP 2023–28 (DGFT)*

Note: Latest edition of reference books may be used.

LOGISTICS AND SUPPKLY CHAIN MANAGEMENT

Name of the Program: Master of Business Administration (MBA)

Name of the Course: Elective L&SCM 4: Total Quality Management (TQM)

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3	4	64

Pedagogy: Classrooms lecture, Case studies, Tutorial Classes, Group discussion, Seminar & field work etc.,

Course Objectives: This course will enable the students

1. Understand the fundamental concepts, philosophy, and evolution of Total Quality Management to enhance organizational competitiveness and customer satisfaction in manufacturing and service sectors.
2. Develop analytical ability to evaluate quality costs, customer expectations, and leadership roles in achieving continuous quality improvement.
3. Apply TQM principles, quality planning practices, and employee involvement techniques to real-life organizational quality improvement situations.
4. Analyze quality tools, Six Sigma methodologies, and process control techniques to diagnose defects, reduce variability, and improve process capability.
5. Appreciate the role of quality systems, certifications, benchmarking, and TPM in sustaining excellence, operational efficiency, and organizational performance.

Learning Course Outcomes:

CO#	Course Outcomes	Highest Level of Cognitive Domain
	After Completing this Course, students will be able to	
CO1	Examine the 'phenomena of quality management concepts and TQM philosophy', diagnose, solve, recommend and develop prognosis by applying quality leadership and customer-focused frameworks.	L5
CO2	Examine the 'TQM principles and continuous improvement phenomena', diagnose, solve, recommend and develop prognosis by applying Kaizen, PDCA, teamwork, and employee involvement practices.	L5
CO3	Examine the 'quality tools and Six Sigma phenomena', diagnose, solve, recommend and develop prognosis by applying QC tools, DMAIC/DMADV, and process improvement techniques.	L5
CO4	Examine the 'quality systems and certification phenomena', diagnose, solve, recommend and develop prognosis by applying ISO standards, audit mechanisms, and quality award frameworks.	L5
CO5	Scrutinize the 'benchmarking and Total Productive Maintenance phenomena', diagnose, solve, recommend and develop prognosis by applying benchmarking models, TPM principles, and OEE metrics.	L5

Syllabus:	**Hours**
Module No. 1: **Foundations of Quality Management**	14
Evolution of quality, product vs. service quality, dimensions of quality, TQM philosophy, quality cost analysis, customer satisfaction and retention, quality leadership.	
Module No. 2: TQM Principles and Practices	14
Strategic quality planning, employee involvement, motivation and rewards, quality circles, team-based problem solving, Kaizen, PDCA, 5S, supplier partnerships	
Module No. 3: Tools and Techniques	12
Seven QC tools, new management tools, Six Sigma (DMAIC/DMADV), QFD, Taguchi design, FMEA, control charts, process capability indices, root cause analysis.	
Module No. 4: Quality Systems and Certifications	12
ISO 9001:2015, ISO 14000, QS standards, quality audits, documentation systems, quality awards, TQM implementation in manufacturing and services.	
Module No. 5: Benchmarking and TPM	12
Benchmarking concepts and models, internal and competitive benchmarking, Total Productive Maintenance, OEE metrics, NAAC/NBA frameworks as benchmarking systems.	

Skill Developments Activities:

- Students shall analyze real-life organizational quality improvement case studies to evaluate TQM implementation and performance outcomes.
- Students shall apply quality tools and Six Sigma methodologies to identify process inefficiencies and recommend improvement solutions.
- Students shall conduct benchmarking studies comparing quality practices of leading organizations across industries.
- Students shall participate in quality audit simulations to understand ISO standards, documentation, and compliance mechanisms.

- Students shall analyze TPM practices and OEE metrics to assess equipment effectiveness and operational excellence.

Books for Reference:

- ✓ *Besterfield, D. H. – Total Quality Management (Pearson)*
- ✓ *Juran, J. M., & Godfrey, A. B. – Juran's Quality Handbook (McGraw-Hill)*
- ✓ *Crosby, P. B. – Quality is Free (McGraw-Hill)*
- ✓ *Evans, J. R., & Lindsay, W. M. – Managing for Quality and Performance Excellence (Cengage)*
- ✓ *Feigenbaum, A. V. – Total Quality Control (McGraw-Hill)*
- ✓ *Suganthi, L., & Samuel, A. – Total Quality Management (Prentice Hall India)*
- ✓ *Oakland, J. S. – Total Quality Management and Operational Excellence (Routledge)*
- ✓ *Mitra, A. – Fundamentals of Quality Control and Improvement (Wiley)*

Note: Latest edition of reference books may be used.

Name of the Program: Master of Business Administration (MBA)

Name of the Course: Elective L&SCM 5: Operations Research

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3	4	64

Pedagogy: Classrooms lecture, Case studies, Tutorial Classes, Group discussion, Seminar & field work etc.,

Course Objectives: This course will enable the students

1. Understand the fundamental concepts, models, and quantitative frameworks of Operations Research to support optimal decision-making in complex corporate and supply chain environments.
2. Develop analytical ability to formulate, analyze, and solve managerial problems related to optimization, allocation, scheduling, and resource utilization using mathematical and simulation techniques.
3. Apply linear programming, allocation models, queuing theory, and project scheduling tools to real-life business situations involving cost minimization, profit maximization, and efficiency improvement.
4. Analyze uncertainty, risk, and strategic interaction in managerial decision-making by using decision theory, game theory, simulation, and probabilistic models.
5. Appreciate the role of Operations Research tools and software in enhancing operational efficiency, strategic planning, and evidence-based managerial decisions in modern organizations.

Learning Course Outcomes:

CO#	Course Outcomes	Highest Level of Cognitive Domain
	After Completing this Course, students will be able to	
CO1	Examine the 'linear programming and optimization phenomena', diagnose, solve, recommend and develop prognosis by using mathematical modeling, simplex techniques, duality and sensitivity analysis for managerial decision-making.	L5
CO2	Examine the 'allocation and logistics decision phenomena',	L5

	diagnose, solve, recommend and develop prognosis by applying transportation, assignment, transshipment and location models in operational contexts.	
CO3	Examine the 'queuing and simulation phenomena', diagnose, solve, recommend and develop prognosis by using probabilistic models, discrete-event simulation and bottleneck analysis for service and manufacturing systems.	L5
CO4	Examine the 'project scheduling and strategic interaction phenomena', diagnose, solve, recommend and develop prognosis by applying PERT/CPM techniques, time-cost trade-off analysis and game theory models.	L5
CO5	Scrutinize the 'decision science phenomena under risk and uncertainty', diagnose, solve, recommend and develop prognosis by using decision trees, utility theory, Monte Carlo simulation and real-option analysis.	L5

Syllabus:	**Hours**
Module No. 1: **Linear Programming & Optimization**	14
Problem formulation, graphical method, simplex method, duality, sensitivity analysis, goal programming, multi-objective linear programming, use of Excel Solver and R for optimization problems.	
Module No. 2: Advanced Allocation Models	14
Transportation, transshipment and assignment models; Hungarian and MODI methods; fleet allocation problems; warehouse location and logistics optimization.	
Module No. 3: Simulation and Queuing Theory	12
Deterministic and probabilistic queuing models (M/M/1, M/G/1), simulation using Arena and Simul8, discrete-event simulation, bottleneck and capacity analysis.	
Module No. 4: Project Scheduling and Game Theory	12
PERT/CPM techniques, project crashing, time-cost trade-off, resource levelling; game theory concepts, payoff matrix, Nash equilibrium, mixed strategies.	
Module No. 5: Decision Science Applications	12
Decision-making under certainty, risk and uncertainty, expected value criterion, decision trees, utility theory, Monte Carlo simulation, real options in managerial decision analysis.	

Skill Developments Activities:

- Students shall analyze real-life corporate optimization problems to formulate and solve linear programming models using Excel Solver and interpret managerial implications.
- Students shall conduct allocation and logistics case studies to apply transportation, assignment and location models for cost reduction and operational efficiency.
- Students shall participate in simulation-based exercises to model queuing systems and operational processes using Arena or Simul8 software.
- Students shall analyze real project scenarios to apply PERT/CPM techniques, evaluate time-cost trade-offs and recommend optimal project schedules.
- Students shall evaluate managerial decision problems under risk and uncertainty using decision trees, simulation outputs and real-option analysis for strategic decision-making.

Books for Reference:

- ✓ *Taha, H. A. – Operations Research: An Introduction (Pearson)*
- ✓ *Hillier, F. S., & Lieberman, G. J. – Introduction to Operations Research (McGraw-Hill)*

- ✓ *Sharma, J. K. – Operations Research: Theory and Applications (Macmillan India)*
- ✓ *Paneerselvam, R. – Operations Research (Prentice Hall India)*
- ✓ *Winston, W. L. – Operations Research: Applications and Algorithms (Cengage)*
- ✓ *Ravindran, A., Phillips, D. T., & Solberg, J. J. – Operations Research: Principles and Practice (Wiley)*
- ✓ *Kapoor, V. K. – Operations Research (Sultan Chand & Sons)*
- ✓ *Hamdy, A. Taha – Introduction to Operations Research Techniques (Prentice Hall)*

Note: Latest edition of reference books may be used.

Name of the Program: Master of Business Administration (MBA)

Name of the Course: Elective L&SCM 6: Service Operations Management

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3	4	64

Pedagogy: Classrooms lecture, Case studies, Tutorial Classes, Group discussion, Seminar & field work etc.,

Course Objectives: This course will enable the students

1. Understand the fundamental concepts, characteristics, and strategic role of service operations in enhancing customer value, service competitiveness, and organizational performance across service industries.
2. Develop analytical ability to evaluate service system design, capacity planning, location decisions, and process efficiency in diverse service organizations.
3. Apply service quality models, service delivery frameworks, and recovery strategies to real-life service management problems faced by organizations.
4. Analyze the role of technology, automation, and digital systems in improving service productivity, responsiveness, and customer experience.
5. Appreciate the importance of service logistics, reliability, and continuous improvement practices in ensuring sustainable service excellence and operational reliability.

Learning Course Outcomes:

CO#	Course Outcomes	Highest Level of Cognitive Domain
	After Completing this Course, students will be able to	
CO1	Examine the 'service strategy and service system phenomena', diagnose, solve, recommend and develop prognosis by applying service classification, service-profit chain concepts and service blueprinting techniques.	L5
CO2	Examine the 'service facility location and process design phenomena', diagnose, solve, recommend and develop prognosis by using layout planning, ergonomics, job design and scheduling principles.	L5
CO3	Examine the 'service quality and delivery phenomena', diagnose, solve, recommend and develop prognosis by applying SERVQUAL, service gaps model, service recovery and total service quality	L5

	management approaches.	
CO4	Examine the 'technology-enabled service operations phenomena', diagnose, solve, recommend and develop prognosis by using automation, self-service technologies, CRM systems, AI-driven tools and queuing models.	L5
CO5	Scrutinize the 'service logistics and reliability phenomena', diagnose, solve, recommend and develop prognosis by applying service supply chain concepts, reliability engineering and maintenance practices.	L5

Syllabus:	**Hours**
Module No. 1: **Service Strategy and Characteristics**	14
Classification of services, service-profit chain, challenges of intangibility and perishability, service blueprinting, service capacity planning, co-creation of value.	
Module No. 2: Location, Layout and Design	14
Service facility location models (qualitative and quantitative), service process layout, ergonomics and safety, lean service layout, job design and service scheduling.	
Module No. 3: Service Quality and Delivery	12
SERVQUAL model, service gaps model, customer satisfaction measurement, service recovery strategies, Total Service Quality Management (TSQM), digital feedback systems.	
Module No. 4: Technology in Services	12
Automation and self-service technologies, CRM integration, AI and ML applications in services, queuing systems, wait-time management and predictive scheduling.	
Module No. 5: Service Logistics and Reliability	12
Distribution in services, service supply chain visibility, reliability engineering, maintainability, Total Productive Maintenance (TPM) in services, professional services and healthcare case studies.	

Skill Developments Activities:

- Students shall analyze real-life service industry case studies to evaluate service strategies, customer interaction processes and value co-creation mechanisms.
- Students shall conduct facility location and service layout analysis for selected service organizations to assess operational efficiency and customer convenience.
- Students shall apply service quality measurement tools such as SERVQUAL to evaluate customer satisfaction and recommend service improvement strategies.
- Students shall participate in simulation-based exercises to analyze queuing systems, waiting time management and technology-enabled service delivery.
- Students shall examine service logistics and reliability practices in healthcare, banking, hospitality or professional services to evaluate operational robustness and service continuity.

Books for Reference:

- ✓ *Taha, H. A. – Operations Research: An Introduction (Pearson)*
- ✓ *Fitzsimmons, J. A., & Fitzsimmons, M. J. – Service Management: Operations, Strategy, Information Technology (McGraw-Hill)*
- ✓ *Metters, R. D., King-Metters, K. H., Pullman, M., & Walton, S. W. – Successful Service Operations Management (Cengage)*
- ✓ *Haksever, C., Render, B., Russell, R. S., &Murdick, R. G. – Service Management and Operations (Pearson)*
- ✓ *Zeithaml, V. A., Bitner, M. J., &Gremler, D. D. – Services Marketing: Integrating Customer Focus Across the Firm (McGraw-Hill)*
- ✓ *Johnston, R., & Clark, G. – Service Operations Management (Pearson)*

- ✓ *Heskett, J. L., Sasser, W. E., & Schlesinger, L. A. – The Service Profit Chain (Free Press)*
- ✓ *Voss, C. – Operations Management in Service Industries and the Public Sector (Wiley)*
- ✓ *Lovelock, C., &Wirtz, J. – Services Marketing: People, Technology, Strategy (Pearson)*

Note: Latest edition of reference books may be used.

Name of the Program: Master of Business Administration (MBA)

Name of the Course: Elective L & SCM 7: Supply Chain Design and Modeling

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3	4	64

Pedagogy: Classrooms lecture, Case studies, Tutorial Classes, Group discussion, Seminar & field work etc.,

Course Objectives: This course will enable the students

1. Understand the fundamental concepts, systems perspective, and performance dimensions of supply chain design to enhance efficiency, responsiveness, and competitiveness in corporate supply networks.
2. Develop analytical ability to evaluate supply chain structures, network configurations, and performance trade-offs using quantitative models and decision frameworks.
3. Apply supply chain modeling, simulation, and optimization tools to real-life business problems involving network design, inventory positioning, and risk management.
4. Analyze demand uncertainty, inventory strategies, and replenishment policies to support cost-effective and service-oriented supply chain decisions.
5. Appreciate the role of supplier evaluation models, multi-criteria decision-making techniques, and sourcing analytics in strengthening strategic supply chain relationships.

Learning Course Outcomes:

CO#	Course Outcomes	Highest Level of Cognitive Domain
	After Completing this Course, students will be able to	
CO1	Examine the 'supply chain systems and performance phenomena', diagnose, solve, recommend and develop prognosis by applying systems thinking, performance metrics and balanced scorecard approaches in supply chain management.	L5
CO2	Examine the 'supply chain network design phenomena', diagnose, solve, recommend and develop prognosis by using facility location models, multi-echelon networks and optimization techniques.	L5
CO3	Examine the 'supply chain modeling and simulation phenomena', diagnose, solve, recommend and develop prognosis by applying	L5

	discrete-event simulation tools and scenario-based analysis.	
CO4	Examine the 'inventory and uncertainty management phenomena', diagnose, solve, recommend and develop prognosis by using demand aggregation, safety stock optimization and service level analysis.	L5
CO5	Scrutinize the 'supplier evaluation and sourcing decision phenomena', diagnose, solve, recommend and develop prognosis by applying multi-criteria decision-making models and sourcing analytics under uncertainty.	L5

Syllabus:	**Hours**
Module No. 1: **Systems and Performance in SCM**	14
Systems thinking in supply chains, supply chain KPIs (OTIF, inventory turns, cycle time), risk–responsiveness trade-off, balanced scorecard approach for SCM performance evaluation.	
Module No. 2: Network Design Models	14
Facility location modeling, capacitated and uncapacitated models, hub-and-spoke and multi-echelon networks, center-of-gravity method, real-time supply chain network optimization.	
Module No. 3: Modeling and Simulation Tools	12
Discrete-event simulation using Rockwell Arena, entity–resource modeling, control logic and performance statistics, end-to-end supply chain modeling, scenario analysis.	
Module No. 4: Inventory and Uncertainty Management	12
Demand aggregation, safety stock optimization, postponement strategies, replenishment policy analysis, cost of understocking and overstocking, service level targeting.	
Module No. 5: Supplier Evaluation and Decision Modeling	12
Supplier selection criteria, AHP, TOPSIS and DEA methods, risk-based supplier scoring, multi-criteria decision-making under uncertainty, sourcing analytics.	

Skill Developments Activities:

- Students shall analyze real-life corporate supply chain cases to evaluate system-wide performance metrics and trade-offs between cost, responsiveness, and risk.
- Students shall design and evaluate alternative supply chain network configurations using facility location and multi-echelon modeling approaches.
- Students shall develop simulation models using Arena to analyze supply chain flows, bottlenecks, and performance under different scenarios.
- Students shall evaluate inventory strategies under demand uncertainty to determine optimal safety stock levels and service targets.
- Students shall apply multi-criteria decision-making tools such as AHP, TOPSIS and DEA to assess supplier performance and sourcing decisions.

Books for Reference:

- ✓ *Simchi-Levi, D., Kaminsky, P., &Simchi-Levi, E. – Designing and Managing the Supply Chain (McGraw-Hill)*
- ✓ *Shah, J. – Supply Chain Management: Text and Cases (Pearson Education)*
- ✓ *Chopra, S., &Meindl, P. – Supply Chain Management: Strategy, Planning, and Operation (Pearson)*
- ✓ *Stadtler, H., &Kilger, C. – Supply Chain Management and Advanced Planning (Springer)*
- ✓ *Shapiro, J. F. – Modeling the Supply Chain (Duxbury Press)*
- ✓ *Taylor, D. – Logistics Engineering and Management (Pearson)*
- ✓ *Watson, M., Lewis, B., Cacioppi, P., & Jayaraman, V. – Supply Chain Network Design: Applying Optimization and Analytics (FT Press)*

✓ *Axsäter, S. – Inventory Control (Springer)*

Note: Latest edition of reference books may be used.

MINOR ELECTIVES

Name of the Program: Master of Business Administration (MBA)

Name of the Course: Elective 1: Contemporary Technologies for Business Decisions

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3	4	64

Pedagogy: Classrooms lecture, Case studies, Tutorial Classes, Group discussion, Seminar & field work etc.,

Course Objectives: This course will enable the students

1. Understand the fundamental concepts of managerial decision-making and the role of contemporary digital technologies in transforming business models and competitive strategies.
2. Develop analytical ability to evaluate data-driven decision-making frameworks and business intelligence systems across functional areas of organizations.
3. Apply data analytics, visualization tools, and artificial intelligence techniques to real-life business decision problems in marketing, finance, operations, and strategy.
4. Analyze the impact of artificial intelligence, machine learning, cloud computing, and big data technologies on strategic, operational, and ethical business decisions.
5. Appreciate the importance of digital governance, data privacy, and ethical considerations in technology-enabled managerial decision-making in modern organizations.

Learning Course Outcomes:

CO#	Course Outcomes	Highest Level of Cognitive Domain
	After Completing this Course, students will be able to	
CO1	Examine the 'business decision-making and digital transformation phenomena', diagnose, solve, recommend and develop prognosis by applying decision-making models and digital transformation frameworks.	L5
CO2	Examine the 'data analytics and business intelligence phenomena', diagnose, solve, recommend and develop prognosis by using analytics lifecycle concepts, dashboards and visualization tools.	L5
CO3	Examine the 'artificial intelligence and machine learning application phenomena', diagnose, solve, recommend and develop prognosis by applying AI, ML and NLP techniques to business decision contexts.	L5
CO4	Examine the 'cloud computing and big data decision support phenomena', diagnose, solve, recommend and develop prognosis by using cloud platforms and big data analytics ecosystems.	L5

CO5	Scrutinize the 'technology-enabled ethical and governance decision phenomena', diagnose, solve, recommend and develop prognosis by applying data privacy, compliance and ethical decision-making principles.	L5

Syllabus:	**Hours**
Module No. 1: **Foundations of Business Decision-Making and Digital Transformation**	14
Managerial decision-making processes, digital business models, evolution of information systems and DSS, role of IT in competitive advantage, digital transformation frameworks.	
Module No. 2: Data Analytics and Business Intelligence	14
Facility location modeling, capacitated and uncapacitated models, hub-and-spoke and multi-echelon networks, center-of-gravity method, real-time supply chain network optimization.	
Module No. 3: Modeling and Simulation Tools	12
Overview of AI, ML and deep learning, business use cases, NLP and sentiment analysis, ethical and legal implications of AI-based decisions.	
Module No. 4: Cloud Computing and Big Data for Strategic Decisions	12
Cloud computing fundamentals (AWS, Azure, GCP), cloud applications in CRM, ERP and SCM, big data ecosystems (Hadoop, Spark), unstructured data analytics, data governance and compliance.	
Module No. 5: Emerging Technologies and Digital Strategy	12
Block chain for transparency and smart contracts, Internet of Things (IoT) in manufacturing, logistics, healthcare, Robotic Process Automation (RPA) in repetitive tasks, Cyber security for business continuity, and Strategic alignment of IT investments.	

Skill Developments Activities:

- Students shall analyze real-life corporate decision scenarios to evaluate the role of digital technologies in managerial and strategic decision-making.
- Students shall develop and interpret KPI dashboards using business intelligence tools to support data-driven managerial decisions.
- Students shall examine business case studies involving AI and ML applications to assess their impact on customer analytics and operational efficiency.
- Students shall analyze cloud-based business systems to evaluate scalability, cost efficiency and strategic value for organizations.
- Students shall evaluate ethical, legal and governance issues related to data usage and AI-enabled decision-making in contemporary organizations.

Books for Reference:

- ✓ *Management Information Systems: Managing the Digital Firm‖-Kenneth C. Laudon, Jane P. Laudon*
- ✓ *Business Intelligence: A Managerial Perspective on Analytics‖- Ramesh Sharda, Dursun Delen, Efraim Turban*
- ✓ *Data Science for Business: What You Need to Know about Data Mining and Data-Analytic Thinking‖- Foster Provost, Tom Fawcett*
- ✓ *Artificial Intelligence for Business: A Roadmap for Getting Started with AI‖ Doug Rose*
- ✓ *Machine Learning for Business Analytics: Concepts, Techniques, and Applications in Python‖- Galit Shmueli, Peter C. Bruce, Inbal Yahav, Nitin R. Patel, Kenneth C. Lichtendahl Jr.*
- ✓ *Cloud Computing: Concepts, Technology & Architecture‖- Thomas Erl, Ricardo Puttini, Zaigham Mahmood*

- ✓ *Big Data: Principles and Best Practices of Scalable Real-Time Data Systems ‖ Nathan Marz*
- ✓ *Blockchain Revolution: How the Technology Behind Bitcoin Is Changing Money, Business, and the World‖- Don Tapscott, Alex Tapscott*
- ✓ *The Internet of Things: How Smart TVs, Smart Cars, Smart Homes, and Smart Cities Are Changing the World‖- Michael Miller*
- ✓ *Cybersecurity and Cyberwar: What Everyone Needs to Know‖-P.W. Singer, Allan Friedman*

Note: Latest edition of reference books may be used.

Name of the Program: Master of Business Administration (MBA)

Name of the Course: Elective 2: Supply Chain Analytics

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3	4	64

Pedagogy: Classrooms lecture, Case studies, Tutorial Classes, Group discussion, Seminar & field work etc.,

Course Objectives: This course will enable the students

1. Understand the fundamental concepts, scope, and strategic importance of supply chain analytics in improving operational efficiency, financial performance, and competitive advantage in organizations.
2. Develop analytical ability to evaluate supply chain structures, performance metrics, and financial linkages using quantitative and data-driven approaches.
3. Apply integrated supply chain planning, optimization, and scheduling models to real-life business problems across procurement, manufacturing, logistics, and distribution.
4. Analyze inventory, resource planning, and quality management decisions using analytical models, simulation techniques, and continuous improvement frameworks.
5. Appreciate the role of advanced optimization, dashboarding, and decision-support systems in enabling evidence-based managerial decisions in modern supply chains.

Learning Course Outcomes:

CO#	Course Outcomes	Highest Level of Cognitive Domain
	After Completing this Course, students will be able to	
CO1	Examine the 'supply chain analytics and performance measurement phenomena', diagnose, solve, recommend and develop prognosis by applying KPIs, balanced scorecard and financial performance metrics.	L5
CO2	Examine the 'supply chain structure and metric linkage phenomena', diagnose, solve, recommend and develop prognosis by analyzing push–pull systems and the relationship between operational and financial metrics.	L5
CO3	Examine the 'integrated supply chain planning and optimization phenomena', diagnose, solve, recommend and develop prognosis by	L5

	using mathematical programming, transportation and scheduling models.	
CO4	Examine the 'inventory, resource planning and quality management phenomena', diagnose, solve, recommend and develop prognosis by applying inventory models, quality control tools and continuous improvement techniques.	L5
CO5	Scrutinize the 'advanced optimization and analytics-driven decision phenomena', diagnose, solve, recommend and develop prognosis by using optimization techniques, dashboarding tools and decision-support systems.	L5

Syllabus:	**Hours**
Module No. 1: **Introduction to Supply Chain Analytics**	14
Concepts and scope of supply chain analytics, strategic role of analytics, financial metrics (ROA, inventory turns, cash-to-cash cycle), linking operational metrics with business performance, KPIs and balanced scorecard approach.	
Module No. 2: Fundamentals of Supply Chain Management	14
Supply chain structures (push, pull, hybrid), e-commerce and digital supply chains, core SCM functions, cost and service metrics, responsiveness and flexibility, linkage between supply chain and financial metrics.	
Module No. 3: Integrated Supply Chain Planning Models	12
Location and distribution planning, binary and fixed-charge models, linear and dynamic programming, transportation models, sequencing and scheduling, JIT and TOC, numerical illustrations and business cases.	
Module No. 4: Resource Planning and Quality Management Cycle	12
Inventory models (EOQ, backordering, quantity discounts, lot sizing), production-consumption models, SQC, SPC, TQM, TPM, DOE, bullwhip effect simulations, lean manufacturing lab.	
Module No. 5: Advanced Optimization and Dashboarding	12
Linear, integer and MILP models for SCM applications, prescriptive and descriptive analytics, root cause analysis, sensitivity and what-if analysis, KPI dashboard design using Excel/Power BI/Tableau, real-time decision support, industry case studies.	

Skill Developments Activities:

- Students shall analyze real-life corporate supply chain datasets to evaluate performance metrics and financial linkages using analytical tools.
- Students shall solve numerical and case-based problems involving supply chain planning, optimization and scheduling models.
- Students shall participate in simulation-based exercises such as the Beer Game to understand demand variability and the bullwhip effect.
- Students shall design inventory and quality improvement solutions using EOQ, SPC, TQM and lean principles.
- Students shall develop and interpret supply chain KPI dashboards using Excel, Power BI or Tableau to support managerial decision-making.

Books for Reference:

- ✓ *Retail Management: A Strategic Approach – Barry R. Berman & Joel R. Evans*
- ✓ *Retailing Management – Michael Levy & Barton Weitz*
- ✓ *Retail Marketing Management – David Gilbert*
- ✓ *Supply Chain Management: Strategy, Planning, and Operation – Sunil Chopra & Peter Meindl*
- ✓ *Designing and Managing the Supply Chain: Concepts, Strategies, and Case*

Studies – David Simchi-Levi, Philip Kaminsky & Edith Simchi-Levi

- ✓ *Business Analytics: Data Analysis & Decision Making – S. Christian Albright & Wayne L. Winston*
- ✓ *Data Science for Supply Chain Forecasting – Nicolas Vandeput*
- ✓ *Marketing Analytics: A Practical Guide to Real Marketing Science – Mike Grigsby*
- ✓ *R for Data Science – Hadley Wickham & Garrett Grolemund*
- ✓ *Operations Research: An Introduction – Hamdy A. Taha*

Note: Latest edition of reference books may be used.

Name of the Program: Master of Business Administration (MBA)

Name of the Course: Elective 3: Financial Technology Services & Management

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3	4	64

Pedagogy: Classrooms lecture, Case studies, Tutorial Classes, Group discussion, Seminar & field work etc.,

Course Objectives: This course will enable the students

1. Understand the fundamental concepts, evolution, and business models of financial technology services and their role in transforming traditional financial systems and markets.
2. Develop analytical ability to evaluate FinTech innovations, digital payment systems, and alternative finance models in enhancing financial inclusion and operational efficiency.
3. Apply FinTech frameworks, digital finance platforms, and blockchain-based solutions to real-life financial services and managerial decision-making contexts.
4. Analyze regulatory, compliance, and risk management challenges associated with FinTech, digital finance, and emerging financial technologies.
5. Appreciate the strategic role of data, artificial intelligence, and digital governance in shaping the future of financial services and sustainable FinTech ecosystems.

Learning Course Outcomes:

CO#	Course Outcomes	Highest Level of Cognitive Domain
	After Completing this Course, students will be able to	
CO1	Examine the 'FinTech evolution and digital finance phenomena', diagnose, solve, recommend and develop prognosis by applying FinTech typologies, innovation models and digital transformation frameworks.	L5
CO2	Examine the 'payments, cryptocurrency and blockchain phenomena', diagnose, solve, recommend and develop prognosis by analyzing digital payment systems, crypto-assets and distributed ledger technologies.	L5
CO3	Examine the 'digital and alternative finance model phenomena', diagnose, solve, recommend and develop prognosis by applying crowdfunding, P2P lending, neobanking and embedded finance	L5

	frameworks.	
CO4	Examine the 'FinTech regulation, compliance and RegTech phenomena', diagnose, solve, recommend and develop prognosis by applying regulatory frameworks, sandbox approaches and compliance technologies.	L5
CO5	Scrutinize the 'data, artificial intelligence and future FinTech phenomena', diagnose, solve, recommend and develop prognosis by applying data analytics, AI-driven finance models and digital governance principles.	L5

Syllabus:	**Hours**
Module No. 1: **Introduction to FinTech and its Evolution**	14
Definition and scope of FinTech, evolution from traditional finance to digital transformation, APIs, open banking, cloud computing, banks vs startups, FinTech typologies, RegTech, emerging market challenges, future trends.	
Module No. 2: Payments Innovation, Cryptocurrencies & Blockchain	14
Digital payments (UPI, wallets, NFC, cross-border), financial inclusion, cryptocurrencies and CBDCs, regulatory landscape, blockchain fundamentals, smart contracts, DeFi, benefits and risks.	
Module No. 3: Digital & Alternative Finance Models	12
Digital finance concepts, crowdfunding models, P2P lending, neobanks, challenger banks, embedded finance, BaaS, MSME and rural finance, case studies.	
Module No. 4: FinTech Regulation, Compliance & RegTech	12
Role of regulators, RBI/SEBI/IRDAI frameworks, RegTech applications, AI in compliance, regulatory sandboxes, AML/CFT, cyber security, compliance-by-design.	
Module No. 5: Data, Artificial Intelligence, and the Future of FinTech	12
Data-driven finance, credit scoring, data governance (GDPR, DPDP Act), AI applications, digital identity, KYD, cyber risks, quantum finance, AI-driven compliance, sustainable FinTech, case studies.	

Skill Developments Activities:

- Students shall analyze real-life FinTech case studies to evaluate innovation, disruption, and collaboration between banks and technology startups.
- Students shall examine digital payment and blockchain-based systems to assess their efficiency, security, and regulatory implications.
- Students shall evaluate alternative finance platforms such as crowdfunding and P2P lending to understand risk assessment and business sustainability.
- Students shall analyze regulatory and compliance frameworks to assess the role of RegTech in fraud detection and financial crime prevention.
- Students shall examine AI-driven financial applications to evaluate ethical, governance, and data privacy challenges in digital finance.

Books for Reference:

- ✓ *The FINTECH Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries‖ – Susanne Chishti & Janos Barberis*
- ✓ *Bank 4.0: Banking Everywhere, Never at a Bank‖ – Brett King*
- ✓ *Digital Bank: Strategies to Launch or Become a Digital Bank‖ – Chris Skinner*
- ✓ *FinTech Innovation: From Robo-Advisors to Goal-Based Investing and Gamification‖ – Paolo Sironi*
- ✓ *The RegTech Book: The Financial Technology Handbook for Investors, Entrepreneurs and Regulators‖ – Janos Barberis, Douglas W. Arner & Ross P. Buckley*

- ✓ *Blockchain Basics: A Non-Technical Introduction in 25 Steps‖ – Daniel Drescher*
- ✓ *The Age of Cryptocurrency: How Bitcoin and Digital Money Are Challenging the Global Economic Order‖ – Paul Vigna & Michael J. Casey*
- ✓ *Artificial Intelligence in Finance‖ – Yuxing Yan*
- ✓ *Financial Services Technology: Processes, Architecture, and Solutions‖ – Jess Lederman & Robert A. Klein*
- ✓ *Fintech, Regtech and Cybersecurity: Perspectives from Law, Finance and Technology‖ – Robin Hui Huang & Dirk Zetzsche*

Note: Latest edition of reference books may be used.

Name of the Program: Master of Business Administration (MBA)

Name of the Course: Elective 4: HR Metrics and Analytics

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
3	4	64

Pedagogy: Classrooms lecture, Case studies, Tutorial Classes, Group discussion, Seminar & field work etc.,

Course Objectives: This course will enable the students

1. Understand the fundamental concepts, evolution, and strategic relevance of HR metrics and analytics in enabling data-driven human resource management in organizations.
2. Develop analytical ability to evaluate workforce performance, talent effectiveness, and HR outcomes using quantitative metrics and evidence-based approaches.
3. Apply HR analytics tools, dashboards, and predictive models to real-life HR decision-making situations related to recruitment, retention, performance, and learning.
4. Analyze advanced predictive and prescriptive HR analytics techniques to support strategic workforce planning, risk mitigation, and organizational sustainability.
5. Appreciate ethical, governance, and strategic considerations in leveraging HR data and analytics for organizational transformation and competitive advantage.

Learning Course Outcomes:

CO#	Course Outcomes	Highest Level of Cognitive Domain
	After Completing this Course, students will be able to	
CO1	Examine the 'HR metrics and analytics foundation phenomena', diagnose, solve, recommend and develop prognosis by applying data-driven HR frameworks, KPIs and analytics concepts.	L5
CO2	Examine the 'functional HR performance measurement phenomena', diagnose, solve, recommend and develop prognosis by analyzing recruitment, retention, engagement, learning and performance metrics.	L5
CO3	Examine the 'HR analytics tools and technology phenomena', diagnose, solve, recommend and develop prognosis by applying HRIS platforms, BI tools and data quality techniques.	L5
CO4	Examine the 'predictive and prescriptive HR analytics phenomena',	L5

	diagnose, solve, recommend and develop prognosis by using advanced analytics models for workforce planning and talent risk assessment.	
CO5	Scrutinize the 'strategic HR decision-making phenomena', diagnose, solve, recommend and develop prognosis by aligning HR analytics insights with organizational strategy and business performance.	L5

Syllabus:	**Hours**
Module No. 1: **Foundations of HR Metrics and Analytics**	14
Data-driven HRM, evolution of HR analytics, types of HR metrics (descriptive to prescriptive), HR KPIs, data sources (HRIS, ATS, LMS, ERP, surveys), data visualization, implementation challenges, future trends (AI, ML, People Analytics, Agile HR).	
Module No. 2: Key Functional HR Metrics	14
Recruitment, retention and turnover metrics, engagement and productivity metrics, training effectiveness and ROI, performance and succession metrics, health, safety and wellbeing metrics, benchmarking and dashboarding.	
Module No. 3: Tools and Technologies in HR Analytics	12
HR analytics software (SAP, Oracle, Workday, BambooHR), BI tools, survey and pulse tools, data cleaning and validation, AI and automation in HR reporting, ethical governance of HR data.	
Module No. 4: Predictive and Prescriptive HR Analytics	12
Predictive and prescriptive concepts, analytics readiness, regression and classification models, attrition prediction, workforce forecasting, optimization models, bias and ethical issues.	
Module No. 5: Strategic HR Decision Making through Analytics	12
Aligning HR metrics with business strategy, workforce planning, HR analytics roadmap, linking HR outcomes with business performance, DEI analytics, scenario planning, communicating insights to stakeholders.	

Skill Developments Activities:

- Students shall analyze real-life organizational HR datasets to evaluate workforce performance and talent effectiveness using HR metrics.
- Students shall design functional HR dashboards to monitor recruitment, retention, engagement and learning outcomes.
- Students shall apply predictive analytics techniques to assess attrition risk, workforce demand and skill gap scenarios.
- Students shall evaluate HR analytics software and BI tools to support evidence-based HR decision-making.
- Students shall analyze strategic HR case studies to link HR metrics with organizational performance, culture change and DEI outcomes.

Books for Reference:

- ✓ *The New HR Analytics — Jac Fitz-enz*
- ✓ *HR Analytics: Understanding Theories and Applications — Dipak Kumar Bhattacharyya*
- ✓ *Predictive HR Analytics: Mastering the HR Metric — Martin Edwards & Kirsten Edwards*
- ✓ *Human Capital Analytics — Gene Pease*
- ✓ *Competing on Analytics — Thomas H. Davenport & Jeanne G. Harris*
- ✓ *People Analytics for Dummies — Mike West*
- ✓ *Human Resource Management: Gaining a Competitive Advantage — Raymond Noe, John Hollenbeck, Barry Gerhart, Patrick Wright*

- ✓ *Data-Driven HR — Bernard Marr*
- ✓ *Measuring Human Resource Management — Jac Fitz-enz & Barbara Davison*
- ✓ *The Practical Guide to HR Analytics — Shonna D. Waters, Valerie N. Streets, Lindsay McFarlane, Gene Pease*

Note: Latest edition of reference books may be used.

GUIDELINES FOR PREPARATION OF MBA PROJECT REPORT
ARRANGEMENTS OF CHAPTERS

Cover Title Page (Format Enclosed).
Inner Title Page (Same as cover title pate).
Certificate from Guide and Chairman and Declaration by the student.
Certificate from Company/Firm, where the project work is carried out.
(Not required if project work is not based on a Company/Firm).
Acknowledgement.
Contents, List of Tables and Figures.
Abbreviations used.

Chapter – I
Introduction

I. **Problem Statement:** This will cover company profile too if the topic chosen pertains to a company. – 5 pages
II. **Research Objectives:** Not more than 5 objectives. – 1 Page
III. **Hypotheses.**
IV. **Research Methodology:** State the basic and secondary research design. If it is a sample survey explain, sampling design and questionnaire design. Source of data and techniques of data analysis. – 3-4 pages
V. **Limitations of the Project.** – 1 page

Chapter – II
Theoretical Framework

Discuss Theories, Concepts, Models etc., underpinning the project work (project report is an application of theoretical knowledge is analyzing a real-life problem/issue faced by an organization) – 15 pages

Chapter – III
Data Analysis and Interpretation

This is the longest section of the project report. In these chapter data collected will be presented and analysed without drawing any inference. Depending on the volume of data presented, there could be 4 to 5 sections. – 20-50 pages

Chapter – IV
Summary of Findings

This chapter will be brief statement of analysis already stated in the findings section. – 3 pages

Chapter – V
Conclusion and Suggestions

This chapter summaries the key findings and answers the main research questions, offering the final judgement based on the evidence. Suggestions are actionable recommendations for next steps, future research or practical implications that stem directly from conclusion. – 3 pages

Bibliography – References like articles, books, websites etc., used in the project work, must be included in this section strictly following the citation style (Refer MLA's Handbook and other style manuals).

Appendix:

This will include period secondary data (only if it is very certificate) and any questionnaires need for the study.

Total no. of pages must be at least 80 but not more than 150.

FORMATTING YOUR PROJECT REPORT

1. Reports should be typed neatly only on one side of the paper with 1.5 spacing on A4 size bond paper (210 x 297 mm). Use dry time Xerox for printing. The margins should be: Left 1.25", Right, Top and Bottom 1.00". Refer to style manuals like MLA: Handbook.
2. The total number of reports to be prepared is Two and only One copy must to be submitted to the office along with a soft copy in a CD which needs to be submitted to BIMS Library.
3. Before taking the final printout the approval of the concerned guide(s) is necessary and corrections suggested, if any must be incorporated. If the draft is not approved by the guide, the guide is not obligated to sign the report.
4. The project report must be paper back ground (sample available in the library) Do not insert transparency sheets in the report. Do not use spiral binding.
5. The project report must contain 80-120 pages.

Outlay of the Report:

- The chapters, sections and subsections may be numbered in the decimal form for e.g., Chapter 2, sections as 2.1, 2.2 etc., and subsections as 2.2.3, 2.5.1 etc.
- Each chapter must be left justified (font size 16). Followed by the title of chapter centered (font size 18), sections/subsection numbers along with their headings must be left justified with section number and its heading in font size 16 and subsection and its heading in font size 14. The body or the text of the report should have font size 12 (Times New Roman).
- The figures and tables must be numbered chapter wise for e.g.: Fig. 2.1 Block diagram of a serial binary adder, Table 3.1 Primitive flow table, etc. All figures and tables should appear either in the same paper or the next page in which they are referred first. Preferably, all figures and tables are to be placed either at the top or the bottom of a given page.

- References: The references should be numbered serially in the order of their occurrence in the text and their numbers should be indicated within square brackets for e.g. (3). The section on references should list them in serial order in the following.

- For textbooks A.V. Oppenheira and R.W. Schafer, Digital Signal Processing, Englewood, N.J. Prentice Hall, 3 Edition, 1975.
- For papers David Insulation design to combat pollution problem Proc of IEEE, PAS, Vol.71, Aug 1981, pp 1901-1907.
- (Refer style manual – MLA's Handbook)
- The report should be extensive and include descriptions of work carried out by others only to be best extent necessary. Verbatim reproduction of material available elsewhere should be strictly avoided. Where short excerpts from published work are desired to be included, they should be within quotation marks appropriately referenced. Endnote, Footnote should be printed as per style manual.
- Proper attention is to be paid not only to the technical contents but also to the organization of the report and clarity of the expression. Due care should be to avoid spelling and typing errors. Spell check, Grammar check, must be applied. It should be noted that report-write-up forms the important component in the overall evaluation of the project.

(COVER TITLE PAGE AND INNER TITLE PAGE FORMAT)

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(Title)

Project Report Submitted to the University of Mysore
in Partial fulfilment of the Requirements for the Award
of the Post Graduate Degree in

MASTER OF BUSINESS ADMINISTRATION

By

.....

IV Semester MBA

Reg. No.....

Under the Guidance of

.....

Designation

B. N. BAHADUR INSTITUTE OF MANAGEMENT SCIENCES,
UNIVERSITY OF MYSORE, MANASAGANGOTHRI,
MYSORE – 570 006.

MONTH – YEAR

Name of the Program: PhD Course Work

Course Code: CPE-RPE

Name of the Course: Research and Publication Ethics

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
02	02	30

Pedagogy: Lectures, Group discussion, Seminar, Case-studies, Expert talks, Secondary research studies.

A. Course Objectives:

1. Provide students with the fundamental knowledge of research methods and design in used in.
2. Facilitate students understanding for how using valid scientific methods of measurement and scaling can improve and create knowledge
3. Analyse and interpret methods of quantitative and qualitative data
4. Guide and mentor students in developing, completing, writing, and presenting a valid and ethical research report
5. To know about the University Grants Commission (UGC) has launched a Consortium of Academic and Research Ethics (CARE) to "identify, continuously monitor and maintain" UGC-CARE Reference List of Quality Journals across disciplines

Course Outcomes:
On successful completion of the course, the students will able to:

- Students will be familiar with the fundamental knowledge of basics of philosophy of science and ethics, research integrity, publication ethics.
- Students will know about predatory journals/pseudo journals and fabrication of data
- Understand the Subject specific ethical issues, FFP, authorship, Conflicts of interest, Complaints and appeals: examples and fraud from India and abroad
- Understand the major and authentic databases of reputed journals like Web of Science, Scopus, PubMed, ICI
- Understand the importance of SCI impact factor, SNIP, SJR, IPP, h-index, g index, i10 index

Syllabus:	**Hours**
Module No.1: philosophy and Ethics	8

Introduction to philosophy: definition, nature and scope, concept, branches, Ethics: definition, moral philosophy, nature of moral judgements and reactions, Ethics with respect to science and research, Intellectual honesty and research integrity, Scientific misconduct: Falsification, Fabrication, and Plagiarism (FFP), Redundant publication: duplicate and overlapping publications, salami slicing, Selective reporting and misrepresentation of data

Module No.2: Publication ethics	7
definition, introduction and importance, Best practices standards setting initiatives and guidelines: COPE, WAME, etc., Conflicts of interest, Publication misconduct: definition, concept, problems that lead to unethical behavior and vice versa, types, Violation of publication ethics, authorship and contributorship, Identification of publication misconduct, complaints and appeals, Predatory publishers and journals, Open access publications and initiatives, SHERPA/ROMEO online resource to check publisher copyright & self-archiving policies.	
Module No.3: open Access Publishing	7
Software tool to identify predatory publications developed by SPPU, Journal finder/ Journal suggestion tools viz. JANE, Elsevier Journal Finder, Springer Suggester, etc., Subject specific ethical issues, FFP, authorship, Conflicts of interest, Complaints and appeals: examples and fraud from India and abroad, Use of plagiarism software like Turnitin, Urkund and other open source software tools	
Module No.4: Database and Research Metrics	8
Indexing databases; Citation databases: Web of Science, Scopus, PubMed, ICI etc., Impact Factor of journal as per Journal Citation Reports. SNIP, SJR, IPP: Cite Score, Metrics: h-index, g index, i10 index, altmetrics.	

ReferenceTextBooks:

1. Bird, A. (2006). Philosophy of Science. Routledge.
2. MacIntyre, Alasdair (1967) A Short History of Ethics. London.
3. P. Chaddah, (2018) Ethics in Competitive Research: Do not get scooped; do not get plagiarized, ISBN:978-9387480865
4. National Academy of Sciences, National Academy of Engineering and Institute of Medicine. (2009). On Being Scientist: A Guide to Responsible Conduct in Research: Third Edition. National Academies Press.
5. Resnik, D. B. (2011). What is ethics in research & why is it Important. National Institute of Environmental Health Sciences, 1-10. Retrieved from
6. https://www.niehs.nih.gov/research/resources/bioethics/whatis/index.cfm Beall, J. (2012). Predatory publishers are corrupting open access. Nature, 489(7415), 179-179.
7. Indian National Science Academy (INSA), Ethics in Science Education, Research and Governance (2019). ISBN:978-81-939482-1-7. http://www.insaindia.res.in/pdf/Ethics Book.pdf