

COEP Technological University (COEP TECH)

A Unitary Public University of Government of Maharashtra

w.e.f. 21st June 2022

(Formerly College of Engineering Pune)

DEPARTMENT OF MANAGEMENT STUDIES

**School of Multidisciplinary Sciences, Humanities and
Management Studies**

Curriculum Structure & Detailed Syllabus (GM MBA)

(Effective from: A.Y. 2025-26)

Master of Business Administration (MBA) - Curriculum 2025 Pattern
2-year, 4 Semester Full time Program

1. **Preamble:** The MBA Curriculum 2024 elaborates a Credit System (CS), Grading System and Outcomes Based Education (OBE) program.
2. **Credit:** For a 15-week semester, credits are assigned as follows:
 - a. **Lectures (L):** One-hour session per week equates to 1 credit per semester.
 - b. **Tutorials (T):** A minimum of two hours per week equates to 1 credit per semester.
 - c. **Practice (P):** A minimum of two hours per week equates to 1 credit per semester.

Each credit comprises three components—Lecture (L), Tutorials (T), and Practice (Practical/Project Work/Self-Study) (P)—following the LTP pattern. The indicative LTP structure for each course is outlined in the syllabus

The course instructor, with approval from the Head of the Department, or designated academic authority, may adjust the LTP structure based on course requirements, the nature of the subject, learner proficiency, and the proposed pedagogy and assessment methods.

3. **Program Educational Objectives:**

- a. **PEO 1:** To enable individuals to model ethical and humane leadership, collaboratively building high-performing teams which are capable of achieving synergistic outcomes in diverse business environments.
- b. **PEO 2:** To create Managers with critical and analytical thinking ability to demonstrate creativity and innovation in the process of decision making.
- c. **PEO 3:** To build leaders with compelling written and spoken communication skills to effectively influence diverse stakeholders across various business contexts.
- d. **PEO 4:** To create leaders who are aware of their Social Responsibility and cultivate in them sustainable attitude.
- e. **PEO 5:** To develop professionals with continuous learning and adapting mindset in a technological landscape.
- f. **PEO 6:** To foster a mindset of entrepreneurial opportunities by applying entrepreneurial skills to develop and implement sustainable and impactful business solutions.

4. **Program Outcomes:** At the end of the program, the graduates will be able to

PO 1: Demonstrate ethical decision-making and integrity in leadership roles.

PO 2: Apply humane values and principles in managing individuals and teams.

PO 3: Collaborate effectively within diverse teams to achieve common goals.

PO 4: Facilitate team synergy and high performance through effective interpersonal skills.

PO 5: Generate creative and innovative solutions to address business challenges.

PO 6: Adapt and Employ effective communication strategies to influence stakeholders.

PO 7: Integrate principles of sustainability into business strategies and operations.

PO 8: Demonstrate a commitment to lifelong learning and professional development.

PO 9: Apply entrepreneurial skills such as opportunity recognition, resourcefulness, and risk management.

PO 10: Demonstrate the ability to implement and manage entrepreneurial projects

Correlation between the PEOs and the POs

	PEO 1	PEO 2	PEO 3	PEO 4	PEO 5	PEO 6
P01	√					
P02	√			√		
P03	√					
P04	√					
P05		√				
P06			√			
P07						√
P08					√	
P09						√
P010						√

1. Course Types:

- a. **Program Core Course (PCC)** - Program Core Courses form the foundation of the MBA program, covering fundamental subjects essential for all students, irrespective of their specialization. These courses provide conceptual knowledge and skill development. They are mandatory and contribute to building a strong academic base.
- b. **Program Generic Course (PGC)** - Program Generic Courses are designed to offer broad-based knowledge applicable across multiple specializations. These courses focus on interdisciplinary learning, fostering managerial competencies, critical thinking, and problem-solving skills that enhance employability.

- c. **Program Specific Course (PSC)** - Program Specialization Courses cater to students who wish to develop expertise in a specific domain within management. These courses provide in-depth knowledge and practical skills in specialized areas such as Finance, Marketing, Human Resource Management, Operations, or Entrepreneurship. PSCs allow students to tailor their learning experience based on their career aspirations.
- d. **Massive Open Online Courses (MOOCs)** - Massive Open Online Courses (MOOCs) are online learning programs offered by reputed institutions and platforms such as Coursera, edX, NPTEL, or SWAYAM. These courses provide flexibility and accessibility to students, allowing them to enhance their knowledge beyond the standard curriculum. MOOCs can be taken for credit or enrichment, enabling students to learn from global experts and stay updated with emerging trends in business and management.

Abbreviation	Title	Sem I	Sem II	Sem III	Sem IV	Total
PCC	Program Core Course	21	18	18	12	69
PGC	Program Generic Course	4	3			7
PSC	Program Specific Course		12	12	6	30
MOOCs	Massive Open Online Courses					
	Total Credits	25	33	30	18	106

Abbreviation	Title	Sem I	Sem II	Sem III	Sem IV	Total
		Subjects				
PCC	Program Core Course	7	6	5	4	22
PGC	Program Generic Course	4	3			7
PSC	Program Specific Course		4	4	3	11
MOOCs	Massive Open Online Courses					
	Total Credits	11	13	9	7	40

2. **Specializations Offered:** The following specializations shall be offered

- Financial Management (FIN)
- Marketing Management (MKT)
- Human Resources Management (HRM)
- Operations Management (OM)

Note –

- Major and Minor specialization combinations are not permitted.
- Specialization selection must be made at the beginning of Semester II.
- Desk Research, Field Projects, On-the-Job Training, and Research Projects must align with the chosen specialization, as these are considered Core Subject Courses.
- Institutes may offer only selected specializations based on industry

requirements, faculty expertise, student demand, and employability prospects.

- v. A specialization will not be offered if fewer than 20% of students enroll in it.

3. Assessment:

- a. **Formative Assessment (FA) / Comprehensive Concurrent Evaluation (CCE) – 20 Marks:** Formative Assessment (FA) is an ongoing evaluation process used to monitor student learning and provide continuous feedback. It helps both instructors and students identify strengths, weaknesses, and areas for improvement during the learning process, rather than at the end of a course.

- i. Quizzes & Polls (quick knowledge checks)
- ii. Case Study Discussions (evaluating application of concepts)
- iii. Group Activities & Role Plays (peer learning & collaboration)
- iv. Reflective Journals or Blogs (self-assessment of learning progress)
- v. Classroom Presentations & Debates (verbal articulation of concepts)
- vi. Interactive Simulations & Gamified Learning Modules

- b. **Mid Semester Assessment – 30 Marks:** The Mid-Semester Examination (Mid-Sem Exam) is an interim assessment conducted halfway through the academic semester to evaluate students' understanding and progress in a course. It serves as a checkpoint to assess learning outcomes before the final semester-end examination.

- i. **Summative in Nature:** It contributes to the overall course grading and evaluation.
- ii. **Covers Half of the Syllabus:** Typically assesses concepts taught in the first half of the semester.
- iii. **Structured & Time-Bound:** Conducted in a formal exam setting with specific time duration.
- iv. **Performance Indicator:** Helps students and faculty gauge academic progress and preparedness for final exams.
- v. **Feedback Mechanism:** Provides an opportunity for students to identify areas of improvement before the end-semester exam.

- c. **End Semester Examination – 50 Marks:**

- i. **Summative in Nature:** The End-Sem Exam is a high-stakes, final evaluation that contributes significantly to the final grade of a student in a course. It measures both conceptual clarity and practical application of subject knowledge.
- ii. **Comprehensive Coverage:** Unlike Mid-Sem Exams, which typically assess half of the syllabus, the End-Sem Exam covers the entire syllabus taught over the semester, ensuring a holistic evaluation of student learning.
- iii. **Standardized and Time-Bound:** The exam is conducted in a formal, invigilated setting according to the university/institute's academic regulations.
- iv. **Structured Question Paper Format:** The End-Sem Exam usually includes a mix of question types to assess different levels of understanding, including:
 - 1. **Objective Questions:** Multiple-choice questions (MCQs), Fill-in-the-blanks, and True/False statements.
 - 2. **Short-Answer Questions:** Definitions, key concepts, and explanations of theories.

3. Long-Answer/Analytical Questions: Application-based problems, case studies, essay-type responses, and scenario-based discussions.
 4. Numerical/Problem-Solving Questions: If applicable (for finance, operations, and quantitative subjects).
 5. Case Studies & Practical Applications: Industry-relevant case studies that test decision-making and critical thinking skills.
- d. **Passing Standards** - The passing criteria for each course are determined based on a **relative grading system**, ensuring fairness and academic benchmarking across different student performances. The passing threshold is set at half of the median performance of the class for that particular course.
- i. **Relative Benchmarking:**
 1. The passing mark for each course is calculated as **Median Score / 2**, where the median is derived from the class performance distribution **subject to a min of 30 and max of 40 marks**.
 2. This ensures that passing standards adjust based on the overall difficulty of the exam and student performance trends.
 - ii. **Combined Passing:**
 1. Students must meet the minimum passing marks combined for Formative Assessment, Mid-Sem, and the End-Semester Examination.
 2. Failing to score the passing marks will result in a repeat attempt of all the assessments.
- e. **Grading System**
- i. The Relative Grading System follows an Indirect and Absolute Grading approach, where students are initially assessed based on marks obtained in individual courses during examinations. These marks are then converted into grades using a predefined mechanism that takes into account the overall performance distribution of the class and the credit points assigned to each course.
 - ii. The final course evaluation is expressed in terms of grades, ensuring that a student's performance is measured in relation to their peers rather than through a fixed percentage cutoff. The system adheres to the 10-point standard grading scale as mandated by the University Grants Commission (UGC), providing a standardized and fair evaluation method that reflects both individual achievement and class-wide performance trends.
 - iii. The performance of a student will be evaluated in terms of two indices, viz.
 1. Semester Grade Point Average (SGPA) which is the Grade Point Average for a semester.
 2. Cumulative Grade Point Average (CGPA) which is the Grade Point Average for all the completed semesters at any point in time.

4. **Miscellaneous:**

- a. **Degree Requirements:** The degree requirements for the MBA program are completion of minimum **106 credits**.
- b. **Maximum Attempts per Course:** A student shall earn the credits for a given course in maximum **FOUR** attempts.
- c. **Maximum Duration for completion of the Program:** The candidates shall

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complete the MBA Program within **4 years** from the date of admission.

- d. **Attendance:** The student must meet the minimum requirement of **75% attendance** per semester per course for grant of the term.
- e. **Medium of Instruction:** The medium of Instruction & Evaluation shall be **English**.

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SEMESTER I							
Program Core Courses-PCC Semester I							
Sr. No.	Course Type	Course Code	Course Name	Teaching Scheme			Credits
				L	T	P	
1	PCC-1		Marketing Management	2	1	0	3
2	PCC-2		Human Resource Management	2	1	0	3
3	PCC-3		Operations Management	2	1	0	3
4	PCC-4		Managerial Accounting	2	1	0	3
5	PCC-5		Introduction to Business Analytics	2	1	1	3
6	PCC-6		Financial Management	2	1	0	3
7	PCC-7		Business Statistics	2	1	0	3
Total Credits for PCC				21			
Program Generic Courses Semester I							
Sr. No.	Course Type	Course Code	Course Name	Teaching Scheme			Credits
				L	T	P	
1	PGC-1		Company and Sectorial Analysis	1	0	0	1
2	PGC-2		Managerial Communication	1	0	0	1
3	PGC-3		Self-Awareness and Personality Development	1	0	0	1
4	PGC-4		Indian Ethos & Business Ethics	1	0	0	1
			Total Credits for PGC				4
Total Credits for Sem I				25			
SEMESTER II							
Program Core Courses-PCC Semester II							
Sr. No.	Course Type	Course Code	Course Name	Teaching Scheme			Credits
				L	T	P	
1	PCC-1		Research Methodology	2	1	0	3
2	PCC-2		Legal Aspects of Business	2	1	0	3
3	PCC-3		Project Management	2	1	0	3
4	PCC-4		Management Information System	2	1	0	3
5	PCC-5		Managerial Economics	2	1	0	3
6.	PCC-6		Operation Research	2	1	0	3
Total Credits for PCC				18			

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Program Generic Courses Semester II							
Sr. No.	Course Type	Course Code	Course Name	Teaching Scheme			Credits
				L	T	P	
1	PGC-1		Indian Business Models	1	0	0	1
2	PGC-2		Contemporary Frameworks of Management	1	0	0	1
3	PGC-3		Power BI	1	0	0	1
			Total Credits for PGC				3
Program Specific Courses- Finance Semester II							
Sr. No.	Course Type	Course Code	Course Name	Teaching Scheme			Credits
				L	T	P	
1	PSC-1		International Finance	2	0	0	3
2	PSC-2		Financial Analytics	2	1	0	3
3	PSC-3		Corporate Finance	2	1	0	3
4	PSC-4		Security Analysis and Portfolio Management	2	0	2	3
			Total Credits for PSC				12
			Total Semester II Credits	33			
Program Specific Courses- Marketing Semester II							
Sr. No.	Course Type	Course Code	Course Name	Teaching Scheme			Credits
				L	T	P	
1	PSC-1		Rural Marketing	2	1	0	3
2	PSC-2		Marketing Analytics	2	1	0	3
3	PSC-3		Sales and Distribution Management	2	1	0	3
4	PSC-4		Digital Marketing	2	1	0	3
			Total Credits for PSC				12
			Total Semester II Credits	33			
Program Specific Courses- Human Resource Management Semester II							
Sr. No.	Course Type	Course Code	Course Name	Teaching Scheme			Credits
				L	T	P	

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1	PSC-1		Employment Related Laws	2	1	0	3
2	PSC-2		HR Analytics	2	1	0	3
3	PSC-3		Talent Acquisition & Management	2	1	0	3
4	PSC-4		Compensation and Reward Management	2	1	0	3
			Total Credits for PSC				12
			Total Semester II Credits	33			
Program Specific Courses- Operations Management Semester II							
Sr. No.	Course Type	Course Code	Course Name	Teaching Scheme			Credits
				L	T	P	
1	PSC-1		Supply Chain and Logistic Management	2	1	0	3
2	PSC-2		Operations Analytics	2	1	0	3
3	PSC-3		Six Sigma	2	1	0	3
4	PSC-4		Material & Warehouse Management	2	1	0	3
			Total Credits for PSC				12
			Total Semester II Credits	33(Total Subject 25)			
Semester III							
Program Core Courses-PCC - Semester III							
Sr. No.	Course Type	Course Code	Course Name	Teaching Scheme			Credits
				L	T	P	
1	PCC-1		Strategic Management	2	1	0	3
2	PCC-2		AI for Business Growth	2	1	0	3
3	PCC-3		Start up and New Venture Management	2	1	0	3
4	PCC-4		Business Forecasting	2	1	0	3
5	PCC-5		Internship Project	0	0	12	6
			Total Credits for PCC	18			
Semester III-Specialization							
Program Specific Courses -FINANCE Semester III							
Sr. No.	Course Type	Course Code	Course Name	Teaching Scheme			Credits
				L	T	P	
1	PSC-1		Mergers and Acquisitions	2	1	0	3
2	PSC-2		Advanced Corporate Finance	2	1	0	3

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3	PSC-3		Financial Derivatives	2	1	0	3
4	PSC-4		Wealth Management	2	1	0	3
Total Credits for PSC							12
Total Credits for Sem III				30			
Semester III-Specialization							
Program Specific Courses -MARKETING Semester III							
Sr. No.	Course Type	Course Code	Course Name	Teaching Scheme			Credits
				L	T	P	
1	PSC-1		Integrated Marketing Communication	2	1	0	3
2	PSC-2		Consumer Behavior	2	1	0	3
3	PSC-3		Brand & Advertisement Management	2	1	0	3
4	PSC-4		Customer Relationship Management	2	1	0	3
Total Credits for PSC							12
Total Credits for Sem III				30			
Semester III-Specialization							
Program Specific Courses - HUMAN RESOURCE MANAGEMENT SEMESTER III							
Sr. No.	Course Type	Course Code	Course Name	Teaching Scheme			Credits
				L	T	P	
1	PSC-1		Psychometric Testing and Assessment	2	1	0	3
2	PSC-2		Performance Management System	2	1	0	3
3	PSC-3		Conflict and Negotiation	2	1	0	3
4	PSC-4		Learning & Development	2	1	0	3
Total Credits for PSC							12
Total Credits for Sem III				30			
Semester III-Specialization							
Program Specific Courses - OPERATIONS MANAGEMENT Semester III							
Sr. No.	Course Type	Course Code	Course Name	Teaching Scheme			Credits
				L	T	P	
1	PSC-1		Advanced Operation Research	2	1	0	3
2	PSC-2		Services of Operation Management	2	1	0	3
3	PSC-3		Quality Management	2	1	0	3
4	PSC-4		ERP & Integration Models	2	1	0	3
Total Credits for PSC							12

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Total Credits for Sem III						30	
SEMESTER IV							
Program Core Courses-PCC Semester IV							
Sr. No.	Course Type	Course Code	Course Name	Teaching Scheme			Credits
				L	T	P	
1	PCC-1		Business Simulation				3
2	PCC-2		Data Security and Cyber Laws	2	1	0	3
3	PCC-3		Leadership and Strategic Thinking	2	1	0	3
4	PCC-4		Dissertation	0	0	6	3
Total Credits for PCC							12
Semester IV							
Program Specific Courses -FINANCE Semester IV							
Sr. No.	Course Type	Course Code	Course Name	Teaching Scheme			Credits
				L	T	P	
1	PSC-1		Insurance Management	2	0	0	2
2	PSC-2		Taxation	2	0	0	2
3	PSC-3		Corporate Valuations				2
Total Credits for PSC							6
Total Credits for Sem IV				18			
Program Specific Courses -MARKETING Semester IV							
Sr. No.	Course Type	Course Code	Course Name	Teaching Scheme			Credits
				L	T	P	
1	PSC-1		Retail Marketing and E Commerce	2	0	0	2
2	PSC-2		Service Marketing	2	0	0	2
3	PSC-3		International Marketing	2	0	0	2
Total Credits for PSC							6
Total Credits for Sem IV				18			
Semester IV							
Program Specific Courses -HUMAN RESOURCE MANAGEMENT Semester IV							
Sr. No.	Course Type	Course Code	Course Name	Teaching Scheme			Credits
				L	T	P	
1	PSC-1		HR Operations	2	0	0	2
2	PSC-2		Current Trends in HRM	2	0	0	2

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3	PSC-3		OD and Change Management	2	0	0	2
Total Credits for PSC							6
Total Credits for Sem IV				18			

Semester IV							
Program Specific Courses - OPERATIONS MANAGEMENT Semester IV							
Sr. No.	Course Type	Course Code	Course Name	Teaching Scheme			Credits
				L	T	P	
1	PSC-1		Industry 4.0	2	0	0	2
2	PSC-2		Enterprise Risk Management	2	0	0	2
3	PSC-3		Innovation & Technology Management	2	0	0	2
Total Credits for PSC							6
Total Credits for Sem IV				18			

Note: MBA Total Credits for 2025-27 Batch – 106 Credits

SEMESTER I

PROGRAM CORE COURSES(PCC-)-SEMESTER I

PCC-1 MARKETING MANAGEMENT	Semester I
Credits:3	LTP: 2:1:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

CO#	COGNITIVE ABILITIES	Course Outcome (Student will be able to....)
		Student Will be able to
CO1	REMEMBER	To study the concept of Marketing and 4 Ps of marketing & its application in the real world.
CO2	UNDERSTAND	To demonstrate the relevance of marketing management concepts and frameworks and assess the various marketing opportunities associated with emerging & developed markets, considering economic, political, and social-cultural factors.
CO3	APPLY	To assess the interrelationships existing between segmentation, targeting and positioning, marketing environment, consumer buying behavior, marketing mix and Product Life Cycle with real world examples.
CO4	ANALYSE	To familiarize yourself with the basic concepts and techniques of marketing management such as Product Levels, Marketing Research, STP, Marketing Mix and their adaptation to contemporary marketing practices
CO5	EVALUATE	To evaluate their role in sustainable marketing practices and the overall impact on the environment, companies and consumers
CO6	CREATE	To create marketing plan for real world offerings.

Unit & Topics**Unit 1: Understanding Marketing Management****(9 Hours)****1.1 Marketing in the 21st Century**

- Evolution and Understanding the Core Concept
- Objectives, Scope & Functions of Marketing
- Core Evolving Concepts of Marketing – Customer Satisfaction, Relationship, Delight, Customer Loyalty & Customer Centricity
- Concepts of Needs, Desires, Wants, Demand, Utility & Its Types
- Marketing vs. Market & Its Types

1.2 Marketing Management Philosophies

- The Production, Product, Selling, Marketing, Societal, and Holistic Marketing Concept
- The Role of Creativity, Innovation & Use of Design Thinking to Solve Marketing Challenges

1.3 Segmentation, Target Marketing & Positioning (STM)

- Segmentation - Concept, Need & Benefits
- Geographic, Demographic, Psychographic, Behavioural Bases of Segmentation for Consumer Goods and Services
- Bases and Levels of Segmentation, Criteria for Effective Segmentation
- Target Market - Concept & Criteria for Selection
- Positioning - Concept of Differentiation & Positioning, Value Proposition & Unique Selling Proposition
- Forrester's Social Technographics Segmentation

Unit 2: Marketing Plan, Analysis & Consumer Behaviour (9 Hours)

2.1 Analysis of Marketing Environment

- Concept, Components, and Characteristics of Marketing Environment
- Needs & Trends & Major Forces Impacting the Macro & Microenvironment
- Need for Analysing the Marketing Environment
- Analysing the Political, Economic, Socio-cultural, Technical, and Legal Environment
- Demographics, Environmental, Social, and Governance (ESG) Factors, Technological Innovations, Regulatory Changes

2.2 Concepts of Consumer Behaviour

Unit 3: Marketing Mix (9 Hours)

Marketing Mix

- Origin & Concept of Marketing Mix and Extended Marketing Mix (7P's)
- Services Marketing: Product, Price, Place, Promotion, People, Process, Physical Evidence
- Integrated Marketing Communication

Product Life Cycle

- Concept, Characteristics, Relevance, Types, and Strategies Across Product Life Cycle (PLC)

Digital Marketing Mix

- Service-Dominant Logic, Connected Marketing Mix - Four C's (Co-creation, Currency, Communal Activation, and Conversation)
- Forrester's Social Technographics

Unit 4: Digital Transformation in Marketing (9 Hours)

Digital Transformation in Marketing

- Modern Marketing Concepts of Adoption of Digital Marketing, AI, Big Data, and Machine Learning, Transforming Marketing Strategies
- Customer Experience (CX, UI & UX)

Unit 5: Sustainable Marketing (9 Hours)

Marketing Challenges into the Next Century

- The Changing Role of the CMO in the Age of Customer Experience

- Socially Responsible Marketing and Marketing Ethics

Reference Books:

1. Marketing Management: A South Asian Perspective Kotler, Keller, Koshy & Jha, 14 th edition, Pearson Education, 2018.
2. Marketing Management, Rajan Saxena, TMGH, 6th Edition, 2019
3. Marketing, Lamb Hair Sharma, Mc Daniel, Cengage Learning, 1st Edition, 2016
4. Marketing Management – Ramaswamy V. S. & Namakumar S, 4/e, Macmillan Publishers, 2014.
5. Marketing Management -Arun Kumar& Meenakshi N, 2/e, Vikas publications, 2013
6. Marketing Management- Text and Cases, Tapan K Panda, Excel Books, 2008
7. Marketing 4.0: Moving from Traditional to Digital, Philip Kotler, Hermawan Kartajaya, Iwan Seiwan, 2017
8. Marketing 5.0: Technology for Humanity by Philip Kotler, Hermawan Kartajaya, Wiley .2021
9. Marketing 6.0: The Future Is Immersive: Philip Kotler, Hermawan Kartajaya, 2023

Online Resources:

1. <https://www.pbme.in/papers/77.pdf>
3. Selling of High Technology Products
https://ijebmr.com/uploads/pdf/archivepdf/2023/IJEBMR_1150.pdf
4. <https://hbr.org/2018/05/marketing-in-the-age-of-alexa>
5. <https://hbr.org/2017/03/what-creativity-in-marketing-looks-like-today>
6. <https://www.skyword.com/contentstandard/how-design-thinking-can-help-marketers-find-creativesolutions-from-customer-insights/>
9. Generative AI: The Insights You Need from Harvard Business Review (HBR Insights Series), Harvard Business Review, Randye Kaye, et al., on 20th June 2024
8. <https://revenueml.com/insights/articles/potential-generative-artificial-intelligence-pricing>

Web Resources:

1. AFAQS - <https://www.afaqs.com/>
Brand Equity (ET) - <https://www.brandequity.com/>

PCC-2: Human Resource Management	Semester I
Credits:3	LTP: 2:1:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

CO#	COGNITIVE ABILITIES	Course Outcome (Student will be able to....)
CO1	REMEMBER	Remember the concept of human resource management in organizations.
CO2	UNDERSTAND	Understand the role and functions of human resource management in organizations.
CO3	APPLY	Apply HRM to in daily life and to support decision making
CO4	ANALYSE	Analyze the processes of recruitment, selection, training, and development.
CO5	EVALUATE	Examine employee relations, labor laws, and grievance mechanisms.
CO6	CREATE	Explore emerging trends and technological advancements in HRM. And create a Model

Unit & Topics

Unit 1: Introduction to Human Resource Management

(9 Hours)

- Concept, scope, and objectives of HRM
- Evolution of HRM and its importance
- Functions and role of HR manager
- Strategic HRM and HRM vs. Personnel Management
- HRM challenges in changing business environments

Unit 2: Human Resource Planning, Recruitment & Selection

(9 Hours)

- Human Resource Planning (HRP) process
- Job Analysis – Job Description and Job Specification
- Recruitment: sources and process
- Selection methods and techniques
- Induction and socialization

Unit 3: Training, Development & Performance Management

(9 Hours)

- Training need analysis

- Designing and evaluating training programs
- Employee development strategies
- Performance management systems and methods
- 360-degree feedback, MBO, BARS

Unit 4: Compensation and Employee Relations

(9 Hours)

- Compensation components and salary structure
- Incentives and fringe benefits
- Industrial relations and labor laws
- Grievance handling procedures
- Trade unions and collective bargaining

Unit 5: Emerging Trends in HRM

(9 Hours)

- HR Analytics and HR Tech
- E-HRM and Digital HR tools
- Diversity and Inclusion in HRM
- Gig economy and remote work culture
- HRM in startups and global environments

Textbooks

1. **Dessler, G. (2022).** *Human Resource Management*, 16th Edition, Pearson Education.
2. **K. Aswathappa (2021).** *Human Resource Management*, McGraw Hill.

Reference Books

1. **Flippo, E. B.** *Personnel Management*, McGraw Hill.
2. **Gary Rees & Paul Smith (2021).** *Strategic Human Resource Management*, Sage.
3. **Snell, Bohlander & Vohra.** *Human Resource Management*, Cengage.
4. **Michael Armstrong (2020).** *Handbook of Human Resource Management Practice*, Kogan Page.

MBA (GM) (2025 Pattern) – Complete Curriculum

PCC-3: OPERATIONS MANAGEMENT	Semester I
Credits:3	LTP: 2:1:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

CO#	COGNITIVE ABILITIES	Course Outcome (Student will be able to....)
CO1	REMEMBER	Define key concepts, scope, and types of operations in manufacturing and service sectors.
CO2	UNDERSTAND	Explain the role of forecasting and production planning in effective operations management.
CO3	APPLY	Apply forecasting techniques and production scheduling methods to simple operational scenarios.
CO4	ANALYSE	Analyse resource utilization and inventory control techniques to enhance operational efficiency.
CO5	EVALUATE	Evaluate quality management and service delivery models in diverse industry contexts.
CO6	CREATE	Design strategic and sustainable operational solutions using lean, global, and green practices.

ITS & TOPICS

Unit 1: Introduction to Operations Management: (9 Hours)

Introduction to Operations and Business Processes, Types of Operations: Manufacturing vs. Services, Linkages with Other Functional Areas, Operations as a System.

Unit 2: Forecasting & Production Planning: (9 Hours)

Introduction to Forecasting (Role, Qualitative Methods Quantitative Forecasting Techniques), Production Planning & Control (Planning, Routing, Loading, Dispatching), Production Targets and their Management

Unit 3: Resource & Inventory Management: (9 Hours)

Overview of Resources (Material, Technology, Machinery), Basics of Inventory Management and Types, EOQ Model, Inventory Control Techniques & Turnover Ratio, Value Chain & Stores Management

Unit 4:- Quality & Service Operations: (9 Hours)

Concepts of Quality: Producer vs. Customer View- Deming's 14 Points, TQM, Six Sigma- Introduction to Service Operations: Role of HR, Service Encounters- Queuing Theory

Unit 5: Strategic & Sustainable Operations:

(9 Hours)

Strategic Operations, Benchmarking, Lean Concepts & Productivity, International Operations: Outsourcing & Offshoring, Basics of Green Operations, SCM Overview: Push-Pull, Warehousing, Reverse Logistics

Textbooks:

- Heizer, J., Render, B., & Munson, C. (2020). *Operations management* (12th ed.). Pearson Education.

Reference Books:

- Krajewski, L. J., Ritzman, L. P., & Malhotra, M. K. (2019). *Operations management: Processes and supply chains* (11th ed.). Pearson Education.
- Chase, R. B., Jacobs, F. R., & Aquilano, N. J. (2020). *Operations and supply chain management* (15th ed.). McGraw-Hill Education.
- Mahadevan, B. (2015). *Operations management: Theory and practice* (3rd ed.). Pearson Education India.
- Slack, N., Brandon-Jones, A., & Johnston, R. (2019). *Operations management* (9th ed.). Pearson Education.

PCC-4: MANEGERIAL ACCOUNTING	Semester I
Credits: 3	LTP: 2:1:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

CO#	COGNITIVE ABILITIES	Course Outcome (Student will be able to....)
CO1	REMEMBER	Remember meaning of various accounting terminology
CO2	UNDERSTAND	Understand theoretical concepts of accounting
CO3	APPLY	Preparation of journal, ledger, Trial balance and financial statements
CO4	ANALYSE	Analysis of financial statements, Analysis of Cost records
CO5	EVALUATE	Evaluation of Cost related parameters
CO6	CREATE	Creation of financial records

Unit & Topics**Unit 1: Basics of Accounting****(7 Hours)**

Need for Accounting

Branches of Accounting

Capital vs Revenue

Accounting Concepts & Conventions

Terminology

Accounting Standards, IFRS

Unit 2: Accounting Process – I**(10 Hours)**

Types of Accounts

Golden Rules of Accounting

Journal

Ledger

Trial Balance

Unit 3: Accounting Process – II**(8 Hours)**

Preparation and Analysis of Financial Statements

Unit 4: Cost Accounting – I**(10 Hours)**

Elements of Cost

Types of Cost

Classification and Analysis of Cost

Unit & Topics

Preparation of Cost Sheet

Unit 5: Marginal Costing

(10 Hours)

Meaning & Importance of Marginal Costing

Break-Even Analysis

Cost-Volume-Profit (CVP) Analysis

PV Ratio

Textbooks:

1. Accounting for Management, S. N. Maheshwari
2. Cost and Management Accounting, M. N. Arora
3. Accounting – T S Grewal
4. Management Accounting, Ravi Kishore

Reference Books:

1. Financial Cost and Management Accounting, P. Periasamy
2. Financial Accounting for Management, Shankar Narayanan Ramanath, CENGAGE Learning
3. Management Accounting, Madhu Vij
4. Fundamentals of Management Accounting, H. V. Jhamb

PCC- 5: INTRODUCTION TO BUSINESS ANALYTICS	Semester I
Credits: 3	LTP: 2:1:1
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

CO#	COGNITIVE ABILITIES	Course Outcome (Student will be able to....)
CO1	REMEMBER	List the fundamental concepts and definitions of business analytics.
CO2	UNDERSTAND	Explain the significance of business analytics in modern business decision-making.
CO3	APPLY	Explore industry applications of business analytics in various domains.
CO4	ANALYSE	Examine the Process of Knowledge Discovery and Mining of Data
CO5	EVALUATE	Determine ethical considerations and governance frameworks in business analytics.
CO6	CREATE	Compile challenges and opportunities associated with implementing business analytics in real-world scenarios.

Unit & Topics

UNIT 1: Foundations of Business Analytics

(5 Hours)

- Definition and Scope of Business Analytics
- Evolution and Significance of Business Analytics
- Business Analytics Lifecycle
- Key Terminologies in Business Analytics

UNIT 2: Descriptive Analytics

(10 Hours)

- Data Types and Sources
- Data Exploration Techniques
- Data Visualization for Business Insights

Unit & Topics

UNIT 3: Data Modelling Techniques & Analytics

(10 Hours)

- Knowledge Discovery Process
- Data Mining Models & Techniques
- Data Analytics Techniques (Descriptive, Prescriptive & Predictive)
- Current and Emerging Trends

UNIT 4: Ethics & Governance in Business Analytics

(10 Hours)

- Ethical Considerations in Data Analytics
- Data Governance Frameworks
- Compliance and Privacy Issues

UNIT 5: Capstone Project [Industry Applications and Case Studies]

(10 Hours)

- Application of Business Analytics to a Real-World Business Problem with respect to major domain viz. Marketing, Operations
- Project Planning and Execution
- Presentation and Documentation
- Peer Evaluation and Feedback

Reference Books:

1. "Business Analytics: The Science of Data-Driven Decision Making" by Thomas H. Davenport
2. "Data Science for Business" by Foster Provost and Tom Fawcett
3. "Business Analytics: A Practitioner's Guide" by S. N. Balakrishnan

Textbooks:

1. "Business Analytics: A Data-Driven Decision-Making Approach" by Albright, Winston, and Zappe
2. "Analytics in a Big Data World: The Essential Guide to Data Science and its Applications" by Bart Baesens
3. "Python for Data Analysis" by Wes McKinney

PCC-6: FINANCIAL MANAGEMENT	Semester I
Credits: 3	LTP: 2:1:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

CO#	COGNITIVE ABILITIES	Course Outcome (Student will be able to....)
CO1	REMEMBER	Describe the basic concepts related to financial management
CO2	UNDERSTAND	Compare various sources of capital required for finance.
CO3	APPLY	Apply concepts of financial management in profit and wealth maximization
CO4	ANALYSE	Analyze the sources of capital and workout the cost of capital
CO5	EVALUATE	Conclude the concepts of financial management in various decision making.
CO6	CREATE	Construct an optimum capital structure.

Unit & Topics

Unit 1: Introduction to Financial Functions

(5 Hours)

Scope of Financial Management

Objectives of Financial Management

Role of Finance Manager

Decision Making – Through the Lens of Financial Management

Financial Goal: Profit Maximization vs. Wealth Maximization

Unit 2: Introduction to Financial Statements

(10 Hours)

Introduction to Financial Accounting and Reporting

Purpose and Importance of Financial Statements

Types of Financial Statements: Balance Sheet, Income Statement, and Cash Flow Statement

Unit 3: Introduction to Corporate Events

(10 Hours)

Types of Shares: Preferred Stock and Common Stock, Long-Term Debt, Retained

Earnings & Their Features

Unit & Topics

Corporate Events: Dividends, Splits Spinoffs, Secondary offerings, Share Buybacks

Unit 4: Capital Structure

(10 Hours)

Choice for Sources of Funds
Capital Structure Planning
Cost of Equity
Cost of Debt
Computation and Composite Cost of Capital

Unit 5: Capital Budgeting

(10 Hours)

Concepts and Steps in Capital Budgeting
Average Rate of Return, Payback Period
Present Value Method, Internal Rate of Return

Textbooks:

1. Prasanna Chandra, Financial Management: Theory and Practice, McGraw Hill Education.
2. M. Y. Khan, P. K. Jain, Financial Management: Text, Problems, and Cases, McGraw Hill Education.

Reference Books:

Eugene F. Brigham, Joel F. Houston, Essentials of Financial Management, Cengage Learning India

MBA (GM) (2025 Pattern) – Complete Curriculum

PCC-7-Business Statistics	Semester I
Credits:3	LTP: 2:1:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

CO#	COGNITIVE ABILITIES	Course Outcome (Student will be able to....)
CO1	REMEMBER	STATE the need and aspects of basic statistics tools
CO2	UNDERSTAND	ESTIMATE the various statistics tools and techniques available to an individual and to corporates
CO3	APPLY	INTERPRET various real-life problems and measure to solve the same using statistical techniques and Excel
CO4	ANALYSE	ANALYSE the ways of statistical techniques which can be used for various situations.
CO5	EVALUATE	Evaluate various statistics-based methods available for various research.
CO6	CREATE	SOLVE with a formula which can be base for research and data interpretations.

Unit & Topics

Unit 1-Introduction to Statistics

(9Hours)

Arranging data to convey meaning - Tables, Various types of Graphs and Frequency Distribution with use of Spreadsheets /Excel.

Unit 2: Measures of Central Tendency

(9Hours)

Arithmetic Mean, Median, Mode. Measures of Dispersion – Range, Quartile, Variances, Standard Deviation, Coefficient of Variation, and use of Spreadsheets /Excel, interpretation of the outcomes with analysis.

Unit 3: Correlation and Regression

(9Hours)

Karl Pearson coefficient & Rank correlation. Simple Regression– Equation and prediction and use of Spreadsheets /Excel

Unit 4: Probability and Linear Programming

(9Hours)

Basic Concept, Bayes' theorem. Probability Distributions – Binomial, Poisson and Normal and use of Spreadsheets /Excel, Formulation of LPP, Graphical solution for

Unit & Topics

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Unit 5: Sampling

(9Hours)

Methods of Selection of a Sample, Properties of Simple Random Sampling -Merits and Demerits of Simple Random Sampling - Sample Size for Specific Precision, Chi-Square Test and T-Test

Textbooks:

1.Quantitative Techniques - N.D.Vohra

Reference Books:

1. Statistical Methods - S.P.Gupta
2. Statistical and Quantitative Methods – By Ranjit Chitale

PROGRAM GENERIC COURSES(PGC-)-SEMESTER I

PGC1: Company and Sectorial Analysis	Semester I
Credits: 1	LTP: 1:0:0
Teaching Learning Scheme	Examination Scheme
Lectures: 1 Hrs /week	Internal Assessment: 50 Marks

CO#	COGNITIVE ABILITIES	Course Outcome (Student will be able to....)
CO1	REMEMBER	Describe the fundamental structure and key sectors of the Indian economy.
CO2	UNDERSTAND	Interpret the contributions of various sectors like agriculture, industry, and services to India's GDP and economic growth.
CO3	APPLY	Apply sectoral analysis techniques to assess the performance and potential of different industries in India.
CO4	ANALYSE	Analyze the impact of government policies and macroeconomic indicators on sectoral growth and economic stability.
CO5	EVALUATE	Conclude the implications of sectoral trends and interlinkages on the broader economic outlook for India.
CO6	CREATE	Anticipate potential risks and opportunities in emerging sectors and their influence on the future of the Indian economy.

Unit & Topics**Unit 1: Sectoral Analysis****(5Hours)**

1.1 Overview of the Indian Economy
 Structure of the Indian Economy
 Role and Structure of Agriculture, Industry, and Services
 Economic Reforms and Sectoral Growth
 1.2 Emerging Sectors
 E-commerce, Startups, and Digital Economy
 Biotechnology and Pharmaceuticals
 Artificial Intelligence,
 Green Economy and Sustainability
 Sectoral Innovations and Disruptions

Unit 2: Company Analysis**(5Hours)**

2.1 Understanding the Business Model
 Key Revenue Drivers and Cost Structures
 Business Lifecycle and Growth Strategies

2.2 Industry & Competitive Analysis
Porter's Five Forces Framework
SWOT Analysis and Competitive Positioning
2.3 Corporate Governance & Leadership Evaluation
Board Structure and Decision-Making Processes
Leadership Effectiveness and Management Strategy
1.4 Sustainability & ESG Considerations
Corporate Social Responsibility (CSR)
Environmental and Ethical Impact of Business Decisions

Unit 3: Business Health and Risk

(5Hours)

1.5 Interpreting Key Financial Indicators
Revenue, Profitability, and Growth Metrics
Understanding Financial Health Without Deep Technical Analysis
1.6 Risk Assessment & Business Resilience
Identifying Operational, Reputational, and Strategic Risks
Crisis Management and Adaptability Strategies

Textbooks:

- "Sectoral Analysis of the Indian Economy" – V. K. Agnihotri
- "Indian Economy" – Ramesh Singh
- "Structural Transformation of Indian Economy" – Sudip Chaudhuri
- "Indian Economy: Performance and Policies" by Uma Kapila
- India's Economic Reforms and Development: Essays for Manmohan Singh" by Isher Judge Ahluwalia and IMD Little

Reference Books:

- "Competitive Strategy: Techniques for Analyzing Industries and Competitors" – Michael E. Porter
- Blue Ocean Strategy – W. Chan Kim & Renée Mauborgne
- The McKinsey Way – Ethan M. Rasiel
- India's Financial Markets: An Insider's Guide to How the Markets Work by Ajay Shah, Susan Thomas, and Michael Gorham
- The Indian Economy: A Macro-Economic Perspective by K.R. Gupta

PGC-2: Managerial Communication	Semester I
Credits:1	LTP: 1:0:0
Teaching Learning Scheme	Examination Scheme
Lectures: 1 Hrs /week	Internal Assessment: 50 Marks

CO#	COGNITIVE ABILITIES	Course Outcome (Student will be able to....)
CO1	REMEMBER	Know the key terms of communication
CO2	UNDERSTAND	Understand and apply learning effectively in both spoken and written Managerial Communication skills
CO3	APPLY	Applying the principles of effective communication skills
CO4	ANALYSE	Analyze the models of communication skills
CO5	EVALUATE	Evaluate, work on feedback and perform managerial skills effectively
CO6	CREATE	Creatively apply knowledge in the workplace keeping the organization active through managerial effectiveness

Unit & Topics

Unit 1: Fundamentals of Communication

(5 Hours)

Introduction to managerial communication, Role in Business and Importance. Managerial Functions and Styles of Communication, Principles of Effective Communication Process of Communication, Forms of communication in Global Environment, Barriers to Communication and Methods of overcoming the barriers

Unit 2: Verbal communication Verbal communication- Oral Presentation

(5 Hours)

Planning presentation, Technical & Non-technical presentations, Developing & displaying visual aids, Use of Charts, Diagrams & Tables, Handling questions from the audience, Face to Face Communication, Non-verbal communication – Personal Appearance, Gestures, Posture – Body Language Visual & Audio-Visual Aids for communication, Telephonic Conversation, Teleconferencing, Listening: Meaning, Importance, Types of listening, Tips for effective listening, Barriers for listening- Challenges and etiquette, Managerial speeches & principles of Effective Speech **Written Communication** Resume writing, Planning a Targeted Resume, Preparing Resumes, Supplementing a Resume, Composing Application Messages Conducting Meetings:

Procedure- Preparing agenda, Minutes and Resolutions, Conducting Seminars & Conferences:
Procedure of Regulating Speech Evaluating Oral Presentation–Drafting Speech – Negotiation Skills

Unit 3: Communication in an organisation

(5 Hours)

Group Discussions, Characteristics of Effective Communication. Group Decision Making and Cross-Cultural Dimensions, Purpose of Interviewing, Types of Interviews, Style of Interviewing, Correct Methods of Concluding and Judgment, Mock Interviews, Greetings and Art of Conversation, Dressing and Grooming, Norms of Business Dressing Introduction to managerial writing- Business letters, Reports, emails; Mechanics of writing; Effective use of formal and in formal business expressions Effective E-mail, E-mail Etiquettes, Writing Business Reports and Proposals, Purpose of Business Reports, Parts of Report, Format of Business Proposals, Practice for Writing Business Reports- Correspondence- Norms for Business Letters, Letter for different kinds of situations

Textbooks:

- 1 Managerial Skills by Dr Kalex

Reference Books:

- 1.Lesikar, R.V.& Flatley,M.E.(2005).
2. Basic Business Communication Skills for Empowering the Internet Generation.TataMcGraw Hill Publishing Company Ltd. New Delhi.
3. Ludlow,R.& Panton,F. (1998). The Essence of Effective Communications. Prentice Hall of India Pvt. Ltd

PGC-3: Self-Awareness and Personality Development	Semester I
Credits:1	LTP: 1:0:0
Teaching Learning Scheme	Examination Scheme
Lectures: 1 Hrs /week	Internal Assessment: 50 Marks

CO#	COGNITIVE ABILITIES	Course Outcome (Student will be able to....)
CO1	REMEMBER	Self-Awareness principles
CO2	UNDERSTAND	Understand learning effectively in self-awareness
CO3	APPLY	Applying the principles self-awareness
CO4	ANALYSE	Analyze the principles of self-awareness
CO5	EVALUATE	Evaluate through various methods effectively like SWOT
CO6	CREATE	Creatively apply the self-awareness to attain highest potential

Unit & Topics**Unit 1: Introduction to Self-Awareness****(5 Hours)**

Session 1.1: Understanding Self-Awareness

- Definition and importance of self-awareness
- The role of self-awareness in leadership and management
- Tools for self-assessment (SWOT Analysis, Johari Window)

Session 1.2: Exploring Personal Values and Beliefs (2 Hours)

- Identifying core values and beliefs
- How values influence decision-making and behavior

Aligning personal values with professional goals

Unit 2: Personality Development**(5 Hours)**

Session 2.1: Personality Theories and Self-Discovery

- Overview of major personality theories (Big Five, Myers-Briggs Type Indicator)
- Personality assessments and their applications
- Understanding your personality type and leveraging it in professional settings

Session 2.2: Building Emotional Intelligence (2 Hours)

- Introduction to emotional intelligence (EI)
- Components of EI: Self-awareness, self-regulation, motivation, empathy, social skills

Developing EI for personal and professional success

Unit 3: Communication and Mind Mapping**(5 Hours)**

Session 3.1: Fundamentals of Effective Communication

- Verbal, non-verbal, and written communication skills
- Active listening and empathy in communication
- Barriers to effective communication and overcoming them

Session 3.2: Introduction to Mind Mapping

- What is mind mapping? Understanding the concept
- Benefits of mind mapping for learning and personal development
- Tools and software for creating mind maps

Session 3.3: Applying Mind Mapping Techniques

- Practical exercises: Creating mind maps for problem-solving and decision-making
- Using mind mapping for goal setting and planning

Session 3.4: Strategies for Confidence Building

- Identifying self-limiting beliefs and overcoming them
- The power of positive self-talk and visualization
- Building self-esteem through personal achievements
- **Confidence Building and Personal Growth**

Session 3.5: Goal Setting and Personal Development Planning

- SMART goals for personal and professional growth
- Creating a personal development plan
- Tracking progress and staying motivated

Developing a Growth Mindset

- Understanding the growth vs. fixed mindset
- Techniques to cultivate a growth mindset
- Applying growth mindset principles to overcome challenges

Textbooks:

Managing Career By Discovering Your personality by S. Chand by S. Chand Publication

Reference Books:

- Self-Awareness: The Hidden Driver of Success and Satisfaction by Travis Bradberry

PGC-4- Indian Ethos & Business Ethics	Semester I
Credits: 1	LTP: 1:0:0
Teaching Learning Scheme	Examination Scheme
Lectures: 1Hrs /week	Internal Assessment: 50 Marks

CO#	COGNITIVE ABILITIES	Course Outcome (Student will be able to....)
CO1	REMEMBER	Explain business ethics in changing environment in the emerging companies
CO2	UNDERSTAND	To understand the growing importance of Corporate Governance in Indian and Global Context.
CO3	APPLY	To Identify the need for corporate governance and evaluate recommendations of committees in governance
CO4	ANALYSE	To Critically analyze Professional ethical issues and challenges
CO5	EVALUATE	CO3 Identify the need for corporate governance and evaluate recommendations of committees in governance
CO6	CREATE	To create the Significance of Corporate social responsibility in companies through report comprehension

Unit & Topics**Unit**

- 1 Introduction to Indian Ethos: History & Relevance, Principles Practiced by Indian Companies, Role of Indian Ethos in Managerial Practices.
Understanding Values in Business: Kautilya 's Artha shastra, Indian.
(5 Hours)
- 2 Heritage in Business, Management- Production and Consumption.
Ethics v/s Ethos, Indian v/s Western Management, Work Ethos and Values for Indian Managers **(5 Hours)**
- 3 Ethical Principles in Business; Ethical Culture in Organization, Developing codes of Ethics and conduct, Ethical and value-based leadership. **(5 Hours)**

References:

1. Chakraborty S.K., –Management Transformation by Values||, New Delhi, Sage Publication, 1990.
2. Chakraborty, S.K., Ethics in Management-Vedantic Approach, New Delhi, Oxford India Ltd. 1995.
3. Fernando A.C., Business Ethics: An Indian Perspective, Pearson, 2009.
4. Kautilya's Arthashastra, King, Governance, and Law in Ancient India, Oxford University Press, 2016.
5. Murthy, C.S.R. Business Ethics, Himalaya Publishing House, Mumbai, 2009.
6. Narayana G., –The Responsible Leader: A Journey through Gita||, Ahmedabad, AMA 2000.

SEMESTER II

PROGRAM CORE COURSES(PCC-)-SEMESTER II

PCC-1: Research Methodology	Semester II
Credits: 3	LTP: 2:1:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

CO#	COGNITIVE ABILITIES	Course Outcome (Student will be able to....)
CO1	REMEMBER	Define and explain fundamental concepts, stages, and significance of business research in managerial decision-making.
CO2	UNDERSTAND	Describe various research designs, data collection techniques, and their applications in business research.
CO3	APPLY	Apply measurement scales, questionnaire design techniques, and data collection methods in research studies.
CO4	ANALYSE	Analyze sampling methods, hypothesis testing procedures, and data preparation techniques for research.
CO5	EVALUATE	Evaluate statistical methods such as T-test, ANOVA, correlation, and factor analysis to derive meaningful business insights.
CO6	CREATE	Design and present research reports with appropriate statistical interpretation while adhering to ethical research practices.

Unit & Topics**Unit 1: Introduction to Business Research****(Hours 9)**

Definition, Scope, and Importance of Business Research

Stages in the Research Process

Problem Definition & Research Objectives

Types of Research: Exploratory, Descriptive, and Causal Research

Role of Business Research in Managerial Decision-Making

Unit 2: Research Designs & Data Collection Techniques**(Hours 9)**

Classification of Research Designs

Unit & Topics

Exploratory, Descriptive & Conclusive Research Designs
Causal Research & Experimental Designs
Secondary Data: Nature, Sources, and Advantages
Primary Data: Nature, Types, and Issues in Data Collection

Unit 3: Measurement, Scaling & Questionnaire Design (Hours 9)

Concept of Measurement & Its Challenges (Validity, Reliability)
Types of Measurement Scales (Nominal, Ordinal, Interval, Ratio)
Measurement of Attitudes & Scaling Procedures
Questionnaire Design & Testing

Unit 4: Sampling, Hypothesis Testing & Data Preparation (Hours 9)

Sampling Theory & Sampling Designs
Determining Sample Size & Central Limit Theorem
Hypothesis Testing: Concept, Formulation, and Procedures
Data Preparation Process (Editing, Coding, Classification, Tabulation)

Unit 5: Statistical Analysis, Research Reporting & Ethical Issues (Hours 9)

Introduction to SPSS & Data Analysis Tools
Statistical Techniques: T-Test, ANOVA, Correlation & Factor Analysis
Interpretation of Statistical Results
Writing Research Reports for Academic & Business Purposes
Ethical Considerations in Research: Plagiarism, Self-Plagiarism, and Publishing Ethics

Textbooks:

1. **Zikmund, Babin, Carr, & Griffin** – *Business Research Methods*, Cengage Learning, 9th Edition, 2020. (Covers business research concepts, research designs, and data collection techniques)
2. **Donald R. Cooper & Pamela S. Schindler** – *Business Research Methods*, McGraw Hill, 12th Edition, 2021. (Covers measurement, questionnaire design, hypothesis testing, and data analysis)
3. **Uma Sekaran & Roger Bougie** – *Research Methods for Business: A Skill-Building Approach*, Wiley, 8th Edition, 2020. (Covers sampling, statistical analysis, SPSS, and ethical issues in research)

Reference Books:

1. **Kothari, C.R. & Gaurav Garg** – *Research Methodology: Methods and Techniques*, New Age International Publishers, 4th Edition, 2019. (Covers hypothesis testing, sampling methods,

Unit & Topics

and research reporting)

2. **Malhotra, Naresh K. & Dash, Satya Bhushan** – *Marketing Research: An Applied Orientation*, Pearson, 7th Edition, 2020. *(Covers data collection, measurement scales, and research analysis techniques)*
3. **Andy Field** – *Discovering Statistics Using SPSS*, Sage Publications, 5th Edition, 2018. *(Covers statistical applications such as T-test, ANOVA, correlation, and factor analysis in SPSS)*

PCC2- Legal Aspects of Business	Semester II
Credits: 3	LTP: 2:1:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

CO#	COGNITIVE ABILITIES	Course Outcome (Student will be able to....)
CO1	REMEMBER	Recall the basic principles of law, types of contracts, and relevant legal terms related to business.
CO2	UNDERSTAND	Understand the application of business laws, such as the Sale of Goods Act, Consumer Protection, and Company Law, in real-world scenarios.
CO3	APPLY	Apply legal concepts to solve business-related issues such as contract breaches, consumer disputes, and intellectual property concerns.
CO4	ANALYSE	Analyze business cases and legal precedents to assess the impact of laws on business operations and decision-making.
CO5	EVALUATE	Evaluate the effectiveness of legal frameworks, such as IPR, Cyber Law, and Consumer Protection, in promoting ethical business practices.
CO6	CREATE	Design impactful insights in cases identified for discussion

Unit & Topics

Unit 1: Foundations of Law and Legal Environment –

(Hours 9)

Meaning, Nature, and Classification of Law - Sources of Law: Constitution, Legislation, Precedents, Customs - Indian Court System - Fundamental Rights & Duties - Scope and Importance of Business Laws

Unit & Topics

Unit 2: Law of Contracts –

(Hours 9)

Essentials of a Valid Contract - Types: Valid, Void, and Voidable - Performance and Discharge of Contracts - Breach and Remedies - Special Contracts: Indemnity, Guarantee, Bailment, Pledge, Agency

Unit 3: Sale of Goods and Consumer Protection –

(Hours 9)

Sale of Goods Act, 1930: Contract of Sale, Conditions & Warranties, Risk Transfer, Classification of Goods, Caveat Emptor, Rights of Unpaid Seller, Auction Sales - Consumer Protection Act, 2019: Definitions, Rights, Redressal, Product Liability, E-Commerce Transactions

Unit 4: Company Law Essentials –

(Hours 9)

Meaning & Features of Companies - Types of Companies and Incorporation - Share Capital, Memorandum & Articles of Association - Prospectus - Directors: Appointment & Responsibilities - Company Meetings

Unit 5: Contemporary Legal Aspects

(Hours 9)

– IPR & Cyber Law - IPR in India: Patents, Trademarks, Copyrights, Designs, Trade Secrets - Registration, Protection & Infringement - Cyber Law in India: E-Governance, IT Act 2000, Cyber Offences, Data Privacy, Cyber Espionage

Textbooks:

1. Kuchhal, M. C. – *Business Law* (Vikas Publishing House)
2. Kapoor, N. D. – *Elements of Mercantile Law* (Sultan Chand & Sons)

Reference Books:

1. Avtar Singh – *Company Law* (Eastern Book Company)
2. P. K. Goel – *Business Law for Managers* (Biztantra)
3. Bulchandani, K. R. – *Business Law* (Himalaya Publishing House)
4. Taxmann – *Bare Acts on Business and Corporate Laws*

PCC3: PROJECT MANAGEMENT	Semester II
Credits:3	LTP: 2:1:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

CO#	COGNITIVE ABILITIES	Course Outcome (Student will be able to....)s
C01	UNDERSTAND	Understand the principles and processes of project management.
C02	APPLY	Demonstrate effective communication and teamwork in project environments.
C03	ANALYSE	Analyze risks and develop mitigation strategies for projects.
C04	EVALUATE	Evaluate project performance using key performance indicators (KPIs) and earned value management (EVM).
C05	CREATE	Create innovative projects for technology enabled businesses

Unit & Topics**Unit 1: Introduction to Project Management****(Hours 9)**

Definition, Characteristics, and Objectives of a Project
 Philosophy, Principles, Need for and Knowledge Areas & Processes
 Project Life Cycle and Phases
 Role of a Project Manager and Stakeholders
 Project Management Processes and Its Impact

Unit 2: Project Planning and Scheduling**(Hours 9)**

Project Identification, Selection, and Planning
 Organizational Structure and Issues
 Gantt Charts, Critical Path Method (CPM), and PERT
 Resources and Considerations in Projects
 Work Breakdown Structure (WBS)

Project Cost Estimation and Budgeting

Unit 3: Risk Management

(Hours 9)

Risk Identification, Analysis, and Prioritization
Project Risk Management
Risk Mitigation Strategies
Contingency Planning
Quality Management and Value Engineering
PMIS; MSP, Purchasing and Contracting for Projects
Project Performance Measurement and Evaluation

Unit 4: Project Execution and Monitoring

(Hours 9)

Project Execution
Project Communication and Stakeholder Management
Change Management
Key Performance Indicators (KPIs)
Earned Value Management (EVM)

Unit 5: Project Closure

(Hours 9)

Project Evaluation and Performance Analysis
Lessons Learned and Documentation
Post-Project Review and Audit

Textbooks:

- A Guide to the Project Management Body of Knowledge (PMBOK Guide), PMI
- Project Management: A Systems Approach to Planning, Scheduling, and Controlling, Harold Kerzner
- Agile Project Management with Scrum, Ken Schwaber

References:

- Project Management for Engineering, Business, and Technology, John M. Nicholas
- Scrum: The Art of Doing Twice the Work in Half the Time, Jeff Sutherland
- Project Management for Humans: Helping People Get Things Done, Author: Brett Harned, Published date: 2017
- Making Things Happen: Mastering Project Management, Author: Scott Berkun, Published date: 2008 (revised edition)
- Project Management for the Unofficial Project Manager, Author: Kory Kogon, Published date: 20

PCC4: Management Information Systems	Semester II
Credits: 3	LTP: 2:1:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

CO#	COGNITIVE ABILITIES	Course Outcome (Student will be able to....)
CO1	REMEMBER	Define the concept of MIS, Its components and its types
CO2	UNDERSTAND	Understand principles and practices of MIS and its implication in the real world
CO3	APPLY	Interpreting the role & the interdisciplinary role of the Information Systems
CO4	ANALYSE	Analyzing the impact of strategic decision making involved with MIS and implement effectively in businesses
CO5	EVALUATE	Integrate their learning from functional areas, decision making process in an organization and role of Information Systems to have a vintage point in this competitive world.
CO6	CREATE	Implementing the systems and creating a unique blend effectively in individual businesses

Unit & Topics

Unit 1: Basic Concepts of Management Information System

(Hours 9)

Basic Concepts of Management Information System

Role of Data and Information

Organization Structures & Systems Approach in Business Processes

Introduction & Categorization of Information Systems

Strategic Information System

Unit 2: Types of Information Systems

(Hours 9)

Unit & Topics

Meaning, Components, Functions, and Applications of MIS

Transaction Processing Systems

Management Information Systems

Decision Support Systems

Digital Dashboards,

Unit 3: Applications of Information Systems

(Hours 9)

Meaning, Functions, and Applications of Functional Systems in Financial, Human Resource, Marketing, Production, and Operations, Enterprise Systems: Business Process Integration, ERP, Supply Chain Management Systems, ERP, Supply Chain Management Systems

Unit 4:

(Hours 9)

Ethical and Social Issues in Information Systems

Securing Information Systems, Data Protection and Privacy regulations, GDPR, DPDP Act 2023,

Unit 5:

(Hours 9)

Digital Technology Trends Transforming Businesses

Changing Environment and Its Impact on Information systems in Business

Data Management & Analytics

Business Intelligence

Textbooks:

1. Arora, Management Information System, Excel Books, 2010, 4th Edition, New Delhi.
2. C.S.V. Murthy, Management Information System, Himalaya Publishing House, 2011, 11 Edition, Mumbai.
3. G. V. Satya Sekhar, Management Information

Reference Books:

1. Kenneth Laudon, Jane Laudon Essentials of Management Information Systems PHI 10th
2. Stephen Haag, Amy Philips Business Driven Technology McGraw Hill
3. W.S. Jawadekar Management Information systems TMH
4. Raymond McLeod and George P. Schell Management Information systems Pearson

MBA (GM) (2025 Pattern) – Complete Curriculum

PCC-5 Managerial Economics	Semester II
Credits:3	LTP: 2:1:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

CO#	COGNITIVE ABILITIES	Course Outcome (Student will be able to....)
CO1	REMEMBER	Remember the concepts of economics in business context.
CO2	UNDERSTAND	Understand and Explain concepts of business economics.
CO3	APPLY	Apply business economics concepts in firm's decision-making process.
CO4	ANALYSE	Analyze the correlation between economic theory and business applications
CO5	EVALUATE	Evaluate economic policies in the context of business decision process
CO6	CREATE	Develop real business economic model to judge whether it fits into economic theory

Unit & Topics

Unit 1:

(Hours 9)

- Introduction to Economics in Business Process and its significance, Definition, Nature and Scope of Managerial Economics, Basic concept of Microeconomic and Macroeconomics. Managerial Economics and decision-making.
- Basic concepts- Positive and normative approach, Optimization, Marginal analysis, Opportunity Cost, Economic Model, Static and Dynamics. Concept of Value of Firm or Business .

Unit 2:

(Hours 9)

- Demand analysis: Theory of consumer behavior; The elasticity of demand and its applications. Demand Estimation and Forecasting. The supply analysis; Determinants of supply, Elasticity of Supply.
- Theory of Firms and Different Objectives of firm Firm's Cost Analysis. Analysis of Costs in Business Context. The significance of Opportunity Cost

Unit & Topics

Concept.

- Different Market Structures and Equilibrium (Short Term & Long Term). Real Business Life Analysis of different markets.

Unit 3:

(Hours 9)

- Theory of Production Production Functions and its Managerial Uses Cobb Douglas Production Function and Other Forms of Production Function.
- Laws of Production and analysis: Empirical Estimates of Production and Cost; short-run and Long-run average cost curves and their analysis; Economies and Diseconomies of scale.
- Economics of Information, Market Failures, Need for Government Intervention in markets. Price Controls. Support Price System of Dual Pricing.

Unit 4:

(Hours 9)

- Practical Pricing Policies and Strategies; Collusive and Non-Collusive Oligopoly and Pricing in its context. Game Theoretic Approach to Pricing Strategies

Unit 5: (Hours 9)

- Introduction to Macroeconomics. Concepts of National Income, Aggregate Supply and Aggregate Demand. Macro Equilibrium. Macro Concepts: Inflation Deflation etc. Growth and Inflation Trade-Off. Macro Policies: Monetary Policy/Fiscal Policy etc Foreign Trade and Balance of Payments. Foreign Exchange Market and Concepts related to it. Trades in Foreign

Textbooks:

1.Textbooks: Render and Stair, Quantitative Analysis for Management, Prentice Hall publication 2024

Reference Books:

1.Hiller and Liberman, Operations Research, Tata McGraw hill publications 2002

PCC-6 Operations Research	Semester II
Credits:3	LTP: 2:1:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

CO#	COGNITIVE ABILITIES	Course Outcome (Student will be able to....)
CO1	REMEMBER	Operations Research Phases
CO2	UNDERSTAND	Understand assignment and transportation models
CO3	APPLY	Apply decision analysis concepts for business decision making
CO4	ANALYSE	Analyze time and cost using Quantitative project management
CO5	EVALUATE	Evaluate simulation outputs for business decision making
CO6	CREATE	Creating Linear programming and integer programming models

Unit & Topics

Unit 1: Linear Programming and Integer Programming

(Hours 9)

- OR Modelling phases
- Steps In OR Modelling
- Linear Programming Concepts
- Applications of LP in various functions and industries
- LP Formulation problems
- LP using Excel Solver and sensitivity analysis
- Integer programming concepts
- Applications for Integer Programming in various functions and industries
- Integer programming problem formulation

Unit 2: Transportation Models and Assignment Models

(Hours 9)

- Transportation Model Concepts
- Transportation Model problem formulation
- Initial Feasible solution using Northwest Corner method, Least Cost Method, Vogel Approximation method (VAM)
- Optimizing UV method for Transportation problems
- Transportation Model using Excel solver
- Transshipment Model concepts
- Assignment Model Concepts
- Assignment Model problem formulation
- Hungarian Method for solving Assignment problems

- Assignment Model using Excel solver

Unit 3: Decision Analysis

(Hours 9)

- Decision Analysis Concepts
- Decision Analysis under risk
- Decision Analysis Under uncertainty
- Payoff matrix
- MaxMax, MaxMin, Laplace, Hurwicz alpha, Min Max regret Criteria
- EMV, Expected regret Criteria
- EVWPI and EVOPI computation and interpretation

Unit 4: Quantitative Project Management

(Hours 9)

- Critical Path Method CPM concepts
- Network diagrams and critical path
- EST, EFT, LFT, LST and various types of float computation
- Program Evaluation Review Technique PERT concepts
- Expected time, Standard deviation and Variance of project duration
- Crashing concepts
- Cost versus time trade off

Unit 5: Monte Carlo Simulation

(Hours 9)

- Monte Carlo Simulation Concepts
- Monte Carlo Simulation single variable problems
- Monte Carlo Simulation multivariable problems

Textbooks:

1.Textbooks: Render and Stair, Quantitative Analysis for Management, Prentice Hall publication 2024

Reference Books:

1.Hiller and Liberman, Operations Research, Tata McGraw hill publications 2002

PROGRAM GENERIC COURSES(PGC)-SEMESTER II

PGC-1- Indian Business Models	Semester II
Credits: 1	LTP: 1:0:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 50 Marks

CO#	COGNITIVE ABILITIES	Course Outcome (Student will be able to....)
CO1	REMEMBER	To have clarity of prevailing dynamics of the Indian economy and its historical evolution.
CO2	UNDERSTAND	To Understand topics such as marketing, finance, operations, and management is essential to comprehend the nuances of Indian business models.
CO3	APPLY	To apply the understanding of Indian business models, covering traditional practices, emerging trends, government support, challenges, and future directions.
CO4	ANALYSE	To analyse the historical, cultural, and economic factors that shape business practices in India, including the impact of globalization, government policies, and technological advancements.
CO5	EVALUATE	To critically evaluate the challenges and opportunities faced by Indian businesses, including issues related to market dynamics, competition, innovation, sustainability, and ethical considerations.
CO6	CREATE	To create cases of Indian business companies

Unit & Topics**Overview of Indian Economy**

- 1 Historical Perspective of Indian Business Socio-economic Factors influencing Indian Business Models Regulatory Framework: Laws and Policies affecting Indian Businesses Challenges and

Opportunities in Indian Business Environment. **(Hours 5)**

2 Overview of Traditional Indian Business Practices Family
Business Models Emerging Nomenclature of Indian
Business Practices Case Studies of Successful Traditional
Indian Businesses. **(Hours 5)**

3 Emerging Business Models in India Startup Ecosystem in India Digital
Business Models: E-commerce, FinTech, EdTech, etc. Social
Entrepreneurship Franchise and Multi-level Marketing (MLM) Models
Case Studies of Innovative Indian Startup. **(Hours 5)**

References:

Books Recommended: -

1. India Inside: The Emerging Innovation Challenge to the West" by Nirmalya Kumar and Phanish Puranam, 2012, Boston, Mass: Harvard Business Review Press
2. Reimagining India: Unlocking the Potential of Asia's Next Superpower, 2013, New York: Simon & Schuster
3. The Indian Economy: Problems and Prospects" by Bimal Jalan, 1993, New Delhi: Penguin

PGC-2: Contemporary Framework in Management	Semester II
Credits: 1	LTP: 1:0:0
Teaching Learning Scheme	Examination Scheme
Lectures: 1 Hrs /week	Internal Assessment: 50 Marks

CO#	COGNITIVE ABILITIES	Course Outcome (Student will be able to....)
CO1	REMEMBER	Define key concepts of emotional intelligence and their relevance to managerial behaviour.
CO2	UNDERSTAND	Explain how personal habits and team dynamics influence organizational effectiveness.
CO3	APPLY	Apply principles from the 7 Habits and Five Dysfunctions models to solve teamwork-related problems.
CO4	ANALYSE	Analyze leadership challenges using the 21 Irrefutable Laws and Good to Great framework.
CO5	EVALUATE	Evaluate organizational strategies through contemporary leadership models.
CO6	CREATE	Design a personal development plan integrating EI, leadership, and strategic growth.

UNITS & TOPICS

Unit 1: Emotional Intelligence in Management Context: (Hours5)

Definition and benefits of Emotional Intelligence (EI), Trait EI vs. Ability EI, Five dimensions of Trait EI (Self-Awareness, Managing Emotions, Motivation, Empathy, Social Skills), Techniques: Coping thoughts, relaxation, self-control, reframing, Developing one's own Emotional Quotient (EQ).

Unit 2: Habitual and Team-Based Performance Frameworks: (Hours5)

7 Habits of Highly Effective People: Proactivity, vision, time management, empathetic communication, synergy, renewal, Five Dysfunctions of a Team: Trust, conflict, commitment, accountability, results, Principles of collaboration

and conflict resolution.

Unit 3: Contemporary Leadership and Organizational Models: (Hours5)

Irrefutable Laws of Leadership relevant to management effectiveness, Good to Great Framework (Level 5 Leadership, Hedgehog Concept, Culture of Discipline, The Flywheel, Technology Accelerators).

Textbooks:

- Covey, S. R. (2004). *The 7 habits of highly effective people: Powerful lessons in personal change* (Rev. ed.). Free Press.
- Goleman, D. (2006). *Emotional intelligence: Why it can matter more than IQ*. Bantam Books.
- Lencioni, P. (2002). *The five dysfunctions of a team: A leadership fable*. Jossey-Bass.

Reference Books:

- Maxwell, J. C. (2007). *The 21 irrefutable laws of leadership: Follow them and people will follow you* (10th anniversary ed.). Thomas Nelson.
- Collins, J. (2001). *Good to great: Why some companies make the leap... and others don't*. Harper Business.
- Bradberry, T., & Greaves, J. (2009). *Emotional intelligence 2.0*. Talent Smart.
- Northouse, P. G. (2021). *Leadership: Theory and practice* (9th ed.). Sage Publications.
- Robbins, S. P., & Judge, T. A. (2023). *Organizational behaviour* (19th ed.). Pearsonn

PGC-3 Power BI	Semester II
Credits:1	LTP: 1:0:0
Teaching Learning Scheme	Examination Scheme
Lectures: 2Hrs /week	Internal Assessment: 50 Marks

CO#	COGNITIVE ABILITIES	Course Outcome (Student will be able to....)
CO1	REMEMBER	List different components of Power BI
CO2	UNDERSTAND	Understand the basic components and workflow of Power BI.
CO3	APPLY	Apply different techniques to Import, clean, and transform data using Power BI tools.
CO4	ANALYSE	Analyse data using various charts and tools
CO5	EVALUATE	Evaluate model build in power BI
CO6	CREATE	Create interactive dashboards and visual reports.

Unit & Topics Covered

Unit 1: Introduction to Power BI

–(Hours 5)

What is Power BI? Components and Ecosystem - Power BI vs Excel - Workflow: Get Data Transform → Visualize → Share - Connecting to Data Sources - Power Query Editor Overview

Unit 2: Visualization and Dashboard Design –

(Hours 5)

Types of Visuals (Bar, Line, Pie, Cards, Maps, etc.) - Slicers, Filters, Drill-through – Dashboard Interactivity - Best Design Practices - Publishing to Power BI Service

Unit 3: Data Modelling and Transformations

–(Hours 5)

Data Types and Relationships - Cleaning Data: Remove Duplicates, Nulls - Power Query Transformations - Calculated Columns & Measures (Basic DAX) - Filtering and Sorting

Textbooks

1. Microsoft Learn: Power BI Learning Path
2. Book: "Introducing Microsoft Power BI" by Alberto Ferrari & Marco Russo
3. YouTube channels: Guy in a Cube, Leila Gharani

PROGRAM SPECIFIC COURSES(PSC-)- FINANCE SPECIALIZATION -SEMESTER II

PSC -1: International Finance	Semester II
Credits: 3	LTP: 2:0:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

CO#	COGNITIVE ABILITIES	Course Outcome (Student will be able to....)
CO1	REMEMBER	Define and describe various concepts from international finance and Demonstrate an understanding of the basics of the foreign exchange market and exchange rates.
CO2	UNDERSTAND	Explain how to use foreign exchange derivatives and other techniques to manage foreign exchange exposures of firms.
CO3	APPLY	Identify and distinguish between different kinds of foreign exchange management techniques, including hedging and currency arbitrage.
CO4	ANALYSE	Apply the concepts of transaction exposure and its various types to real business and investment decision scenarios.
CO5	EVALUATE	Evaluate the impact of international taxation systems and legal aspects on international financial transactions.
CO6	CREATE	Develop an understanding of International Financial Reporting Standards (IFRS) and Indian Accounting Standards (IAS) in the context of Foreign Exchange Trade Settlement in India through SWIFT, CHIPS, CHAPS, M-Bridge, etc.

Unit & Topics**Unit 1: Introduction to International Finance****(Hours 9)**

Meaning, Goals, Importance, and Scope of International Finance
Challenges of International Finance
Finance Function in a Global Economy
Global Financial Systems and Markets
Participants in the Global Financial System
International Monetary System & Exchange Rate Regimes
Role of International Financial Institutions (IMF, World Bank, SDRs, EMLI)
Case Studies: Challenges in International Finance

Unit 2: The Foreign Exchange Market**(Hours 9)**

Structure of Foreign Exchange Markets
Types of Foreign Exchange Transactions & Settlement
Exchange Rate Quotations & Arbitrage
Interest Rate Parity, Purchasing Power Parity, Fisher's Parity
Forecasting Exchange Rates: Efficient Market, Fundamental & Technical Approaches
Global Financial Markets and Interest Rates
Convertibility of Currency & Exchange Rate Mechanisms
Case Studies: Interest Rate & Purchasing Power Parity

Unit 3: Transactions in Foreign Exchange Market (Hours 9)

Spot, Forward, Future, Swap, and Option Transactions
Risk Management in Foreign Exchange
Objectives of Hedging Policy
Currency Futures & Options
Measurement of Exposure and Risk
Managing Transaction & Operating Exposure
International Financing Decisions and Borrowing Options
Foreign and Euro Bond Markets & Types of Bonds
Case Studies: Hedging Strategies

Unit 4: International Legal Framework & Taxation (Hours 9)

Nature of the International Legal System
International Double Taxation and Regulatory Mechanisms
Money Laundering: Nature, Stages, and Methods
Role of FATF in Anti-Money Laundering Regulations
Case Studies: Money Laundering and International Taxation

Unit 5: International Financial Risk Management (Hours 9)

Foreign Exchange Risk & Currency Risk Management
Risks in International Financial Investments: FDIs & Political Risks
IFRS & IAS in International Financial Reporting
Foreign Exchange Trade Settlement in India
Project Appraisal in the International Context
Case Studies: Currency Risk Management

A) Textbook:

- 1) Apte, P.G. (2003) International Finance, Tata McGraw Hill
- 2) Copeland (2007, Fourth Edition) Exchange Rates and International Finance, Pearson Education.
- 3) Srivastava, Rajiv (2014) International Finance, Oxford University Press

B) Reference Books:

- 1) Butler (Second Edition) Multinational finance, Thomson South-Western College Publishing
- 2) Desai, Mihir, A. (2006) International Finance: A Case Book, Wiley India.
- 3) O'Brian (Second Edition) International Finance, Oxford University Press
- 4) Levi (Fourth and Third Edition) International Finance Contemporary Issues, Routledge

C) Web Sources on International Finance

- 1) <https://onlinelibrary.wiley.com/journal/14682362>
- 2) <https://www.alphagamma.eu/finance/best-finance-websites/>
- 3) <https://library.ccis.edu/finance/international>
- 4) <https://www.routledge.com/Routledge-Library-Editions-International-Finance>
<https://dealroom.net/resources/the-current-state-of-m-a>

PSC-2- Financial Analytics	Semester II
Credits:3	LTP: 2:1:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

CO#	COGNITIVE ABILITIES	Course Outcome (Student will be able to....)
CO1	REMEMBER	STATE the need and aspects of basic financial activities
CO2	UNDERSTAND	ESTIMATE the various tools and techniques available to an individual and to corporates for analysis of financial data
CO3	APPLY	INTERPRET various real-life problems and measure to solve the same using statistical techniques for financial aspects
CO4	ANALYSE	ANALYSE the ways of various theories to be established for various financial situations
CO5	EVALUATE	EVALUTE various financial methods are available for various research.
CO6	CREATE	SOLVE with a help of formula which can be base for research and data interpretations in financial services

Unit & Topics

Unit 1-Introduction to Banking and Financial Services

(Hours 9)

Data useful in relation to banking activities and financial services. Importance of Data analysis in Finance sector -Bank, NBFC, Mutual funds, Share brokers

Unit 2- Data Structures in Financial Services

(Hours 9)

Graphs in financial services, Cloud-Based Financial Services Models, Relational Databases, understanding various Data sets required for Various financial services and Use of such data sets for the Future Research purpose using tools.

Unit 3: Analytics in Financial Services

(Hours 9)

Risk Management & Fraud Detection, Customer Insights & Personalization, Investment & Portfolio Optimization, Analysis of portfolios and interpret the risk

Unit 4: Credit Risk Analytics

(Hours 9)

Unit & Topics

Credit Risk Modeling, Credit Scoring Models, Emerging Trends in Credit Risk Analytics. Various types of tools used for the analysis of credit risk.

Unit 5: Bankassurance

(Hours 9)

Operational Efficiency & Compliance, Digital Transformation & AI Integration.

Textbooks:

1. Financial Market Analytics- John L. Teall

Reference Books:

1. The Handbook of News Analytics in Finance - Gautam Mitra, Leela Mitra
Financial analytics- Pitabas Mohanty

PSC3: Corporate Finance	Semester II
Credits: 3	LTP: 2:1:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

CO#	COGNITIVE ABILITIES	Course Outcome (Student will be able to....)
CO1	REMEMBER	Describe the basic concepts related to Corporate Finance
CO2	UNDERSTAND	Compare various sources of capital required and impact on Cost of Capital.
CO3	APPLY	Apply concepts of Corporate Finance in Managing and Utilization of Funds
CO4	ANALYSE	Analyze the sources of capital and workout the cost of capital
CO5	EVALUATE	Conclude the concepts of Corporate Finance in various business decision making.
CO6	CREATE	Construct a realistic financial forecasting model.

Unit & Topics

Unit 1: Corporate Finance

(Hours 5)

Definition and Scope of Corporate Finance
 Importance of Cash Flows
 The Goal of Corporate Finance
 The Agency Problem and Control of the Corporation

Unit 2: Cost of Capital

(Hours 12)

Definition and Importance of Cost of Capital
 Estimating the Cost of Equity Capital using CAPM
 Estimation of Beta and Its Determinants
 Cost of Capital for Divisions, Projects, and Fixed Income Securities

The Weighted Average Cost of Capital (WACC)
Relationship between Risk and Expected Return (CAPM)
Return and Risk for Portfolio

Unit 3: Capital Structure and Dividends

(Hours 12)

Capital Structure:
Financing Decisions and Impact on Value
Efficient Capital Markets and Types of Efficiency
Financial Leverage and Firm Value
MM Approach, Pecking-Order Theory
Dividend Policy:
Dividend Payouts
Theories on Irrelevance and Relevance of Dividend Policy
The Clientele Effect

Unit 4: Managing and Utilization of Funds

(Hours 10)

Current Asset Management:
Cash Management
Credit and Inventory Management
Short-Term Financing

Unit 5: Forecasting

(Hours 6)

Financial Forecasting:
Incremental Cash Flows
Discounted Cash Flow Analysis
Dividend Discount Model

Textbooks:

- Khan, M.Y & Jain, P.K.: Financial Management; Tata McGraw Hill, New Delhi
- Chandra, Prasanna: Financial Management; Tata McGraw Hill, New Delhi
- Rustagi R.P; Advanced Financial Management Theory, Concepts and Problems, Taxmann Publication Pvt. Ltd.

Reference Books:

- Kishore Ravi, M: Financial Management; Taxmann Publications.
- Ross, Westerfield, Kakani: Corporate Finance; Mc Graw Hill Publications.

PSC4: Security Analysis and Portfolio Management	Semester II
Credits: 3	LTP: 2:1:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

CO#	COGNITIVE ABILITIES	Course Outcome (Student will be able to....)
CO1	REMEMBER	Describe the basic concepts related to Security Analysis
CO2	UNDERSTAND	Compare various Financial Securities and their risk profiles.
CO3	APPLY	Apply concepts of SAPM in Risk Return Matrix
CO4	ANALYSE	Analyze Securities of various forms
CO5	EVALUATE	Conclude the use of concepts in SAPM for Equity research and Valuation.
CO6	CREATE	Construct a model Portfolio for a particular risk profile.

Unit & Topics

Unit 1: Securities and Security Markets

(Hours 5)

Meaning of Investment
Speculation and Gambling
Types of Securities
Risk and Return – Meaning and Definition of Return
Types of Risk
Beta – Meaning, Computation, and Interpretation

Unit 2: Fundamental Analysis

(Hours 10)

Factors Affecting Equity and Bond Markets
Fundamental Analysis – Introduction to Economic, Company, and Industry Analysis
Forecasting Earnings, Efficient Market Hypothesis
Random Walk Theory

Unit 3: Technical Analysis

(Hours 10)

Technical Analysis – Meaning, Assumptions, and Challenges
Charting Tools, Demand and Supply Zones, Moving Averages

Market Indicators, Dow Theory, Elliot Wave Theory
Chart Patterns, Candlestick Patterns
Market Indices
Financial Derivatives – Meaning, Definition, Futures and Options
Role in Portfolio Management

Unit 4: Security Research and Valuation

(Hours 10)

Bond Fundamentals – Types of Bonds, Bond Prices and Yields, Bond Returns
Analysis and Valuation of Bonds – Determinants of Interest Rates
Term Structure Interest Rate Theories
Capital Asset Pricing Model (CAPM) – Overview, Assumptions, and Capital Market Theory
Security Market Line and Capital Market Line
Equity Research and Valuation – Sources of Financial Information
Industry Analysis, Company Analysis

Unit 5: Portfolio Management

(Hours 10)

Portfolio Theory – Construction and Analysis, Portfolio Optimization, Portfolio
Performance Measurement
Efficient Market Hypothesis
Markowitz Model
CAPM Theory – Assumptions, CAPM Model, Capital Market Line (CML)
Arbitrage Pricing Theory (APT) – Assumptions, APT Model, AP Equation
Factors Affecting Return – APT and CAPM

Textbooks:

- Prasanna Chandra: Security Analysis and Portfolio Management
- Donald E Fischer, Roland J Jordan: Security Analysis and Portfolio Management.

Reference Books:

- Steven Achelis: Technical Analysis.
- John Murphy: Technical Analysis of Financial Markets.
- V. A. Avadhani, Investment and Securities Market in India,

John C Hull, Introduction to Futures and Options

PROGRAM SPECIFIC COURSES(PSC-)- MARKETING SPECIALIZATION -SEMESTER II

PSC-1- Rural Marketing	Semester II
Credits: 3	LTP: 2:1:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

CO#.	COGNITIVE ABILITIES	Course Outcome (Student will be able to....)
CO1	REMEMBER	To define rural marketing and its concepts.
CO2	UNDERSTAND	Explain the characteristics and importance of rural marketing.
CO3	APPLY	Apply rural marketing mix strategies to target rural consumers.
CO4	ANALYSE	Analyse the socio-economic and cultural factors affecting rural consumer behaviour.
CO5	EVALUATE	Evaluate rural distribution, communication, and policy effectiveness.
CO6	CREATE	Create a sustainable rural marketing strategy integrating technology and innovation.

Unit & Topics**Unit 1: Introduction to Rural Marketing****(Hours 9)**

Definition and Scope of Rural Marketing
 Characteristics of Rural Markets
 Rural vs. Urban Markets – Key Differences
 Importance of Rural Marketing in Developing Economies
 Potential and Opportunities in Rural Markets
 Challenges and Issues in Rural Marketing

Unit 2: Understanding Rural Consumers**(Hours 9)**

Rural Consumer Behaviour
 Factors Influencing Rural Consumer Behaviour
 Rural Consumer Buying Decision Process
 Socio-Cultural, Economic, and Psychological Influences
 Role of Reference Groups, Opinion Leaders, and Family Influence
 Rural Consumer Segmentation and Targeting Strategies

Unit 3: Rural Marketing Environment**(Hours 9)**

Socio-Cultural, Economic, Political, and Technological Environment
Rural Infrastructure and Its Impact on Rural Marketing
Rural Market Dynamics: Demand and Supply in Rural Areas
Rural Economy and Rural Income Patterns
Role of Agriculture and Allied Sectors in Rural Marketing

Unit 4: Rural Marketing Mix – Product and Pricing Strategies

(Hours 9)

Product Planning for Rural Markets
Product Lifecycle and Adaptation in Rural Markets
Packaging Strategies for Rural Products
New Product Development for Rural Markets
Pricing Strategies for Rural Products
Factors Affecting Pricing in Rural Markets
Credit Facilities and Payment Modes in Rural Areas

Unit 5: Rural Distribution and Marketing Channels

(Hours 9)

Distribution Channels in Rural Markets
Challenges in Rural Distribution and Logistics
Role of Wholesalers, Retailers, and Village Level Entrepreneurs (VLEs Innovative Distribution Strategies – Haats, Mandis, Cooperative Societies, Mobile vans

Recommended Books

1. "Rural Marketing: Text and Cases" – C.S.G. Krishnamacharyulu & Lalitha Ramakrishnan
2. "Rural Marketing: Environment, Problems and Strategies" – T.P. Gopalswamy
3. "Rural Marketing" – Pradeep Kashyap
4. "The Rural Marketing Book" – Dinesh Kumar & Puneet Bansal
5. "Marketing to Rural Consumers: Understanding and Tapping the Rural Market Potential" – Sanal Kumar Velayudhan
6. "New Perspectives on Rural Marketing" – Ramkishan Y
7. "Rural Marketing: Concepts and Practices" – Balram Dogra & Karminder Ghuman

PSC-2: Marketing Analytics	Semester II
Credits: 3	LTP: 2:1:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

CO#	COGNITIVE ABILITIES	Course Outcome (Student will be able to....)
CO1	REMEMBER	To provide an understanding of Fundamentals of Marketing Analytics
CO2	UNDERSTAND	To elaborate on the scope of MS Excel for conduction of Marketing Analytics
CO3	APPLY	To highlight the importance of Management of Customer Expectations through Marketing Analytics
CO4	ANALYSE	To analyze reports on marketing analytics
CO5	EVALUATE	To evaluate various methods of market segmentation and advertising using marketing analytics
CO6	CREATE	To create process workflows for measuring effectiveness of promotion

Unit – I: Introduction to Marketing Analytics:**(Hours 9)**

Definition, Need and Scope of Marketing Analytics, Marketing Analytics Vs Marketing Research, Levels in Marketing Analytics, Adoption and Application of Marketing Analytics, Marketing Analytics and Business Intelligence. MS Excel as a Tool for conduction of Marketing Analytics. Using MS Excel to Organize and Summarize Marketing Data: Creation of PivotTables and Organizing Data.

UNIT – II: Summarizing Marketing Data:**(Hours 9)**

Summarizing Revenue Data: Month-wise and Product-wise. Slicing & Dicing of Data: Pareto Principle, Report Filters and Slicers. Demographic Analysis: Analyzing Sales Data by Age, Gender, Income and Location, Construction of Crosstabs of Two Demographic Variables. Using GETPIVOT Function for Pulling Data. Adding Data Labels and Data Tables.

UNIT – III: Customer Analytics:**(Hours 9)**

Customer Journey Mapping and the Process of Mapping (How to). Metrics for Tracking Customer Experience: Customer Feedback Metrics & Customer Behavior Derived Metrics. Customer Persona, Building a Customer Persona and its Benefits, Parts of Buyer Persona. What Customer Wants: Using Conjoint Analysis for Levels in Consumer Decision Process in Product

Choices and Product Attributes. Customer Lifetime Value (CLV).

Unit – IV: Pricing Analytics:

(Hours 9)

Pricing, Goals of Pricing, Price Elasticity, Estimating Linear and Power Demand Curves, Using Excel Solver to Optimize Price, Incorporating Complementary Products, Using Solver Table to Price Multiple Products and Finding Demand Curve for All Products.

Unit – V: Segmentation & Promotion Analytics:

(Hours 9)

Segmentation Analytics: Cluster Analysis and its Applications, Location-wise Clustering, Using Solver to find Optimal Clusters. Using Conjoint Analysis to Segment a Market, Using Decision Tree for Segmenting the Market. Promotion Analytics: Promotions and Types of Promotions, Discounting & Types of Discounting. Measuring the Effectiveness of Advertising: The Adstock Model. Media Selection Models: Linear Media Allocation Model, Quantity Discounts, Monte Carlo Media Allocation Simulation. Pay per Click Advertising.

Suggested Readings:

- Seema Gupta & Avadhoot Jathar, Marketing Analytics, Wiley, 2021.
- Wayne L. Winston, Marketing Analytics: Data Driven Techniques with Microsoft Excel, 2014.
- Chuck Hermann, Ken Burbary, Digital Marketing Analytics, Que Publishing, 2e, 2018.
- Moustusy Maity and Pavan kumar Gurazada, Marketing Analytics for Strategic Decision Making, Oxford Higher education, 2021.
- Mike Grigsby, Marketing Analytics, Kogan Page, 2015.
- Robert Kozielski, Measuring Marketing Analytics, Emerald Publishing, 2018.

PSC3-: Sales & Distribution Management	Semester II
Credits: 3	LTP: 2:1:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

CO#	COGNITIVE ABILITIES	Course Outcome (Student will be able to....)
CO1	REMEMBER	DESCRIBE the theoretical concepts related to Sales Management and Distribution Management Domain
CO2	UNDERSTAND	UNDERSTAND the concepts, techniques and approaches required for effective decision making in the areas of Sales and Distribution.
CO3	APPLY	APPLY the concepts related to sales and distribution management.
CO4	ANALYSE	ANALYZE the real-life scenarios of sales and distribution management.
CO5	EVALUATE	EVALUATE the existing sales and distribution strategies and approaches
CO6	CREATE	DEVELOP generate and evaluate sales and distribution strategies

Unit & Topics**Unit 1: Overview of Sales Management****(Hours 9)**

Meaning, Evolution, Nature, and Importance of Sales Management
 Strategic Role of Sales Management
 Objectives and Functions of Sales Management
 Emerging Trends in Sales Management
 Careers in Sales Management & Skills Required for Sales Managers
 Impact of Technology on Sales
 ERP, Social Platforms, Introduction of Sales Force Automation (SFA)
 Mobile Technology in Sales

Unit 2: Organizing the Sales Force**(Hours 9)**

Sales Organization – Meaning, Objectives, and Structures
 Recruitment, Selection, and Training of the Sales Force

Motivation, Compensation, and Evaluation of the Sales Force
Duties and Responsibilities of Sales Managers
Personal Selling – Objectives and Process
Relationship Selling – Primary & Secondary Selling

Unit 3: Sales Planning and Control

(Hours 9)

Sales Planning – Sales Forecasting & Budgeting
Sales Quotas and Targets
Sales Control:
Reporting Formats for Primary & Secondary Sales
Monthly Sales Plan, Territory Sales, and Coverage Plan
Daily Sales Call Report, Expired Goods and Breakage Return Report
Fortnightly Sales Review Report, Order Booking Report
Monthly & Quarterly Sales Report
Sales Audit:
Sales Force Productivity Indicators (Value & Volume)
Territory Productivity, Per Person per Month Productivity
Sales to Marketing Expenses Ratio

Unit 4: Distribution Management

(Hours 9)

Introduction to Distribution Management
Need and Scope of Distribution Channels
Marketing Channels Strategy
Levels of Channels & Designing Channels
Selection and Recruitment of Channel Partners
Channel Conflicts & Resolution Techniques
Channel Management Decisions & Policies
Channel Information System:
Meaning, Purpose, and Elements
Developing a Channel Information System
Franchising:
Importance of Franchisee in Channel Decision
Advantages and Process of Appointment of Franchisees
Franchiser-Franchisee Relationship
ROI Calculation at Dealer Level

Unit 5: Wholesaling, Retailing & Logistics Management

(Hours 9)

Wholesaling:
Meaning, Functions, and Classification of Wholesalers
Major Wholesaling Activities and Decisions
Retailing:
Meaning, Types of Retailers and Retail Formats
Retail Strategies
E-Tailing – Structure, Developments, Advantages & Disadvantages
Logistics Management:
Concept & Scope of Logistics
Warehousing, Transportation, and Inventory Management Decisions
EOQ, ROP, JIT, and Online Inventory Management
Supply Chain Management (SCM):

Concept, Scope, and Components of SCM

Suggested Textbooks:

1. Sales and Distribution Management by Havaladar& Cavale, TMGH
2. Sales Management by Still, Cundiff & Govani, Sandeep Puri Pearson Education
3. Sales and Distribution Management by SL Gupta, Excel books
4. Retail Marketing by Swapna Pradhan TMGH
5. Retailing Management by Michael Levy & Barton Weitz, TMGH

Suggested Reference Books:

1. Sales and Distribution Management- Tapan K Panda, Sunil Sahadev, Oxford Higher education.
2. Sales and Distribution Management – A Nag, McGraw Hill Publication
3. Management of Sales Force-Rosann Spiro, William Stanton, Gregory Rich; TMGH
4. Retail Management by Gibson Vedamani , Jaico Books
5. Retail Management by Bajaj, Tuli, Shrivastava, Oxford

Online data source: <https://bookboon.com/en/search?query=sales+management>

Suggested online Courses

1. Sales and Distribution Management By Prof. Sangeeta Sahney IIT Kharagpur
2. Sales Training: Practical Sales Techniques-Udemy Recommended

PSC4:- Digital Marketing	Semester II
Credits: 3	LTP: 2:1:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 50 Marks
	External Assessment: 50 Marks

CO#	COGNITIVE ABILITIES	Course Outcome (Student will be able to....)
CO1	REMEMBER	Describe various digital Marketing Concepts in-line with business scenario
CO2	UNDERSTAND	Discuss various techniques of search engine marketing
CO3	APPLY	APPLY the concepts related to sales and distribution management.
CO4	ANALYSE	Analyzing & differentiating between web analytics techniques in given scenarios
CO5	EVALUATE	Evaluate & Justify selection of tools and techniques for digital marketing
CO6	CREATE	Create & Plan for web analytics measure to be assessed

Unit**(Hours 9)****Unit 1: Introduction to Digital Marketing**

Digital Marketing Planning and Structure: Inbound vs Outbound Marketing, Content Marketing, Understanding Traffic, Understanding Leads, Strategic Flow for Marketing Activities. WWW, Domains, Buying a Domain, Website Language & Technology, Core Objective of Website and Flow, One Page Website, Strategic Design of Home Page, Strategic Design of Products & Services Page, Strategic Design of Pricing Page, Portfolio, Gallery and Contact Us Page, Call to Action (Real Engagement Happens), Designing Other Pages, SEO Overview, Google Analytics Tracking Code, Website Auditing, Designing WordPress Website Aligning personal values with professional goals

Unit 2: Search Engine Marketing**(Hours 9)**

Search Engine Marketing, Search Engine Optimization- Understanding Concept and process. Search Engine Marketing Tools- Pay-Per Click Marketing, Google AdWords, Google Trends, Google AdSense, Google Analytics. Digital Banners, Displays, Affiliate marketing, Influencer marketing. E-Mail Marketing- Concept and Process, Mobile Marketing-Concept and Process

Unit 3: Understanding Social Media,**(Hours 9)**

Understanding Social Media, Social Media Marketing, Concept, Process. Social Media Marketing Techniques and Platforms on Web and mobile applications. Social Media Marketing on Facebook, YouTube, Instagram, LinkedIn. S-Commerce trends. Digital marketing Trends- Use of AI, Voice Search, Virtual Reality, Hyper Personalization.

Unit 4: Web Analytics Overview

(Hours 9)

Introduction to Web Analytics, Web Analytics 2.0, Elements of Web Analytics 2.0: Clickstream, Multiple Outcomes, Experimentation and Testing, Voice of Customer, Competitive Intelligence, Choosing the right web analytic tool, Critical Web Metrics-Visits and Visitors, Time on Page and Time on Site, Bounce Rates, Exit Rates, Conversion Rates, and Engagement, Attributes of Great Metrics, Web Metrics Lifecycle Process.

Unit 5: Web Analytics - Measuring Success

(Hours 9)

Actionable Outcome KPIs-Task completion Rate, Share of Search, Visitor Loyalty and Recency, RSS/Feed Subscribers, % of Valuable Exits, Cart and Checkout Abandonment, Days and Visits to Purchase, Average Order Value, Identify the Convertible, Measuring Macro and Micro Conversions, Building the action Dashboard, Consolidated Dashboard, Rules for High-Impact Dashboards.

9

Textbooks: Fundamentals of Digital Marketing-Puneet Bhatia

Reference Books:

1. Dave Chaffey, Fiona Ellis-Chadwick, Kevin Johnston, Richard Mayer,(2018), Internet Marketing, Pearson Education
2. Seema Gupta, (2020), Digital Marketing, McGraw Hill Publications, Second Edition.
3. Vandan Ahuja, (2015), Digital Marketing, Oxford University Press, Second Edition
4. Punit Bhatia, (2016), Fundamentals of Digital Marketing, Pearson Publications, Second Edition
5. Dave Chaffey, PR Smith, (2017), Digital Marketing Excellence – Planning, Optimizing, Integrating Online Marketing, Routledge (Taylor and Francis Group), Fifth Edition
6. Avinash Kaushik, (2009), Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity (Sybex) 1st Edition
7. Brent Dykes (2011) Web Analytics Action Hero: Using Analysis to Gain Insight and Optimize Your Business, (Adobe)
8. Jason BurbyAct,(2007), Actionable Web Analytics: Using Data to Make Smart Business Decisions (Paperback), (Sybex)

PROGRAM SPECIFIC COURSES(PSC-)- HUMAN RESOURCE MANAGEMENT -Semester II

PSC1: Employment Related Laws	Semester II
Credits: 3	LTP: 2:1:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

CO#	COGNITIVE ABILITIES	Course Outcome (Student will be able to....)
CO1	REMEMBER	Recall the historical evolution of employment laws in India, key labor welfare provisions under the Constitution, and the rationale behind the unification of labor laws.
CO2	UNDERSTAND	Explain the scope and applicability of the Code on Wages, 2019, Code on Occupational Safety, Health and Working Conditions, 2020, and the Code on Social Security, 2020, including their impact on employees and employers.
CO3	APPLY	Apply legal provisions related to minimum wages, workplace safety, social security benefits, child labor regulations, and prevention of sexual harassment in real-world employment scenarios.
CO4	ANALYSE	Examine workplace policies such as remote work, diversity and inclusion, wage structures, and social security schemes to assess their compliance with employment laws.
CO5	EVALUATE	Critically evaluate case studies on employment law disputes, identifying legal violations, employer responsibilities, and the effectiveness of redressal mechanisms.

Unit & Topics**(Hours 9)****Unit 1: Introduction to Employment Law**

Historical Context: Evolution of Employment Laws in India

Need for Reform: Rationale Behind the Unification of Labor Laws

Labor Welfare Provisions Under the Constitution of India

Overview of Industrial Relations Code, 2020

Unit 2: The Code on Wages, 2019

(Hours 9)

Scope and Applicability
Definition of Wages and Wage Structure
Minimum Wages and Fair Wage Policies
Payment of Wages and Permissible Deductions
Equal Remuneration and Gender Equality Provisions

Unit 3: The Code on Occupational Safety, Health, and Working Conditions, 2020

Duties of Employers and Rights of Employees
Workplace Safety and Compliance Requirements
Working Hours, Leave Policies, and Overtime Regulations
Health and Welfare Measures for Workers

Unit 4: The Code on Social Security, 2020

(Hours 9)

Social Security Schemes: Provident Fund, Gratuity, Maternity Benefits, etc.
Employees' State Insurance (ESI) and Its Applicability
Gig and Platform Workers: New Provisions for Unorganized Sector Employees

Unit 5: The Child Labour (Prohibition and Regulation) Act, 1986

(Hours 9)

Prohibition of Employment of Children Below 14 Years
Regulation of Adolescent Employment (14–18 Years)
Legal Consequences and Penalties for Non-Compliance

Textbooks:

1. P.L. Malik: Industrial Law; Eastern Book Company
2. N.D. Kapoor: Handbook of Industrial Law; Sultan Chand & Sons

Reference Books:

1. S.S. Gulshan Economic, Labor and Industrial Laws; Sultan Chand & Sons, 23,
2. P. L. Malik: Labour and Industrial Laws (Pocket Edition); Eastern Book Company,
3. H.L. Kumar: Labour Laws; Universal Laws Publishing Co. Pvt. Ltd.,

PSC2:- HR Analytics	Semester II
Credits: 3	LTP: 2:1:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

CO#	COGNITIVE ABILITIES	Course Outcome (Student will be able to....)
CO1	REMEMBER	Remember the levels of HR Analytics and its use in different HR verticals.
CO2	UNDERSTAND	Understand the overview of HR system design
CO3	APPLY	Apply the use of data for decision making in different HR verticals
CO4	ANALYSE	Identify metrics relevant to various HR problems.
CO5	EVALUATE	Select visualization to analyze given workforce data.
CO6	CREATE	Create dashboards for HR functions for a given organization.

Unit & Topics Covered

Unit 1: HR Analytics – Overview - Definition, evolution, and function of HR analytics - Use of HR metrics to measure results: Process vs Outcome, Efficiency vs Effectiveness, Lead vs Lag indicators - Challenges in measuring human capital - HR Business Framework - Balanced Scorecard concept - Identifying key workforce questions - Strategic HR case analysis **(Hours 10)**

Unit 2: Recruitment Metrics - Fill-up ratio, Time to hire, Cost per hire - Early turnover, Termination during probation - Channel efficiency mix: Direct, Referral, Agency, Lateral hires - Offer reject & renege rates, Fulfilment ratio, Quality of hire - Recruitment to HR cost ratio - Diversity Metrics: Workforce diversity index, Gender mix, differently abled index - Implementation challenges **(Hours 10)**

Unit 3: Learning & Development Metrics - Training need identification - Make or Buy model - Training effectiveness evaluation - % of employees trained (internal and external) - Training hours and cost per employee - ROI calculation for training investments **(Hours 10)**

Unit 4: Internal Mobility Metrics - Career Progression Indices: Promotion, Rotation, Career path, Succession readiness - People Deployment Metrics: Employees per manager, Employee service profiling, Workforce age and service profiling - Churn index - Separation clearance time **(Hours 10)**

Unit 5: HR KPI Dashboard - Calculating HR KPIs - Scorecards based on recruitment, training, and development - Scorecards for employee retention and turnover analysis **(Hours 5)**

Unit & Topics Covered

Textbooks:

1. Dipak Kumar Bhattacharya, HR Analytics – Understanding Theories and Applications, 1st edition, Sage Publication.
2. Tracey Smith, 2013, HR Analytics: The What, Why and How, Createspace Independent Publication.
3. Dr. Martin R. Edwards, Kirsten Edwards, Predictive HR Analytics: Mastering the HR Metric, 1st Edition, 2016, Kogan Page.

Reference Books:

S Dhir, and S Pal, HR Analytics: Theory and Application, Cengage, 1st Edition, 2020, ISBN 978-9353505295. Theory, Wiley, 1st Edition, 2020, ISBN 978-9390421558.

PSC3: Talent Acquisition & Management	Semester II
Credits: 3	LTP: 2:1:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

CO#	COGNITIVE ABILITIES	Course Outcome (Student will be able to....)
CO1	UNDERSTAND	talent acquisition concepts importance of talent acquisition in modern organizations
CO2	APPLY	Explain talent acquisition concepts importance of talent acquisition in modern organizations
CO3	ANALYSE	Analyze the evolution and trends in recruitment strategies
CO4	EVALUATE	Utilize various sourcing methods for talent acquisition.
CO5	CREATE	Evaluate various screening techniques.

Unit & Topics

Unit 1: Unit 1: Introduction to Talent Acquisition

(Hours 9)

- Definition and scope
- Importance of Talent Acquisition in an organization
- Understand the fundamentals of talent acquisition and its strategic importance
- Key roles and responsibilities of a Talent Acquisition professional

Unit 2: Recruitment Planning and Strategy

(Hours 9)

- Job analysis and job descriptions
- Workforce planning and forecasting
- Recruitment budget planning
- Aligning recruitment strategy with organizational goals

Unit & Topics

- Sourcing channels and methods

Unit 3: Talent Acquisition Process, Technology and Innovation in Talent Acquisition (Hours 9)

- Recruitment methods
Onboarding Design and implement a comprehensive talent acquisition process Applicant Tracking Systems (ATS)
- Artificial intelligence and automation in recruitment
- Data analytics in talent acquisition
- Social media recruiting tools

Unit 4: Screening and Selection (Hours 9)

- Resume screening and shortlisting candidates
- Interviewing techniques and best practices
- Behavioral and competency-based interviewing
- Pre-employment testing and assessment
- Legal considerations in selection

Unit 5: Technology in Talent Acquisition (Hours 9)

- Applicant Tracking Systems (ATS)
- AI and automation in recruitment
- Data analytics in hiring decisions
- Apply modern tools and technologies to enhance recruitment efficiency.

Textbooks and References:

"The Best Team Wins: Build Your Business Through Predictive Hiring" by Adam Robinson

"Talent Acquisition Excellence" by Dr. John Sullivan

"Recruiting 101: The Fundamentals of Being a Great Recruiter" by Steven Mostyn

"Hire With Your Head" by Lou Adler

"The Talent Delusion" by Tomas Chamorro-Premuzic

PSC4: Compensation & Reward Management	Semester II
Credits: 3	LTP: 2:1:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

CO#	COGNITIVE ABILITIES	Course Outcome (Student will be able to....)
CO1	UNDERSTAND	talent acquisition concepts importance of talent acquisition in modern organizations
CO2	APPLY	Explain talent acquisition concepts importance of talent acquisition in modern organizations
CO3	ANALYSE	Analyze the evolution and trends in recruitment strategies
CO4	EVALUATE	Utilize various sourcing methods for talent acquisition.
CO5	CREATE	Evaluate various screening techniques.

Unit & Topics

Unit 1: Introduction to Compensation and Reward Management (Hours 9)

- Definition, objectives, and importance of compensation management.
- The Role of Compensation in Organizational Strategy
- Types of Compensation Systems
- External and Internal Factors Influencing Compensation
- Components of compensation: Base pay, incentives, benefits, and non-monetary rewards.
- Theories of compensation: Equity theory, Expectancy theory, and Reinforcement theory.
- Strategic perspectives on compensation management

Unit 2: Job Evaluation and Pay Structures (Hours 9)

- Job analysis and job evaluation methods.
- Designing pay structures: Internal and external equity.
- Pay grades, pay ranges, and broad banding.

- Compensation benchmarking and market surveys.
- Pay Compression and Pay Ranges

Unit 3: Performance Appraisal and Compensation (Hours 9)

- Linking pay to performance: Merit pay, bonuses, and incentives.
- Types of incentive plans: Individual, team, and organization wide.
- Challenges in implementing performance-based compensation.
- Linking Compensation with Performance Metrics
- Designing Effective Performance Appraisal Systems
- Types of Performance Appraisal Methods
- Components of executive compensation: Salary, bonuses, stock options, and perks, Trends in Executive Compensation

Unit 4: Employee Benefits and Services (Hours 9)

- Types of employee benefits: Mandatory and voluntary.
- Designing benefits programs: Health, retirement, and work-life balance.
- Flexible benefits and cafeteria plans.
- Cost management of employee benefits.
- Employee Stock Ownership Plans (ESOPs)
- Designing Incentive Plans: Short-term vs. Long-term Incentives

Unit 5: Emerging Trends in Compensation and Reward Management (Hours 9)

- Total rewards approach.
- Role of technology in compensation management.
- Customization of rewards for diverse workforce needs.
- Future trends: Pay transparency, gig economy, and sustainability.
- The Gig Economy and Its Impact on Compensation
- Technology and Compensation Management
- Challenges in Compensation in the 21st Century

References:

Textbooks and References:

Textbooks:

- Milkovich, G. T., Newman, J. M., & Gerhart, B. (2020). Compensation (12th ed.). McGraw-Hill Education.
- Martocchio, J. J. (2017). Strategic Compensation: A Human Resource Management Approach (9th ed.). Pearson Education.
- Heneman, R. L., & Judge, T. A. (2019). Staffing Organizations (9th ed.). McGraw-Hill Education.

- Bamberger, P., & Meshoulam, I. (2019). Human Resource Strategy: Formulation, Implementation, and Impact. Pearson Education

References:

- Armstrong, M., & Brown, D. (2019). Armstrong's Handbook of Reward Management Practice. Kogan Page.
- World at Work. (2020). The World at Work Handbook of Compensation, Benefits & Total Rewards. Wiley.

PROGRAM SPECIFIC COURSES(PSC)-- OPERATIONS MANAGEMENT SEMESTER II

PSC-1 Supply Chain & Operations Management	Semester II
Credits: 3	LTP: 2:1:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

CO#	COGNITIVE ABILITIES	Course Outcome (Student will be able to....)
CO1	REMEMBER	DEFINE the key terms associated with Supply Chain & Operations Management
CO2	UNDERSTAND	EXPLAIN the various Processes & characteristics in Operations
CO3	APPLY	EXPLORE resources for production and operation, production planning and learn how to utilize them
CO4	ANALYSE	ANALYSE various methods of inventory Planning & Control
CO5	EVALUATE	Evaluate the processes in Operations & Supply Chain at the Industry Level

Hours**Unit 1: Introduction to Operations and Supply Chain Management (Hours9)**

Definition, Concept, Significance, and Functions of Operations and SCM

Evolution from Manufacturing to Operations Management

Transition from Physical Distribution to Logistics to SCM

Perspectives on Physical Goods and Services

Quality Concepts: Customer's View vs. Manufacturer's View, Internal Customer

Overview of TQM and LEAN Management

Impact of Global Competition and Technological Change

Ethical and Environmental Issues in Operations and SCM

Unit 2: Operations Processes**(Hours9)**

Process Characteristics in Operations: Volume, Variety, and Flow

Types of Processes and Operations Systems: Continuous & Intermittent Flow Systems

Process-Product Matrix: Job Production, Batch Production, Assembly Line, and Continuous Flow

Process and Product Layout

Service System Design Matrix: Design of Service Systems, Service Blueprinting

Unit 3: Production Planning & Control (PPC)

(Hours9)

Role and Functions of PPC

Demand Forecasting: Planning Tool, Time Horizon, Data Sources, Forecast

Accuracy

Capacity Planning: Overview of MRP, CRP, DRP, MRP II

Production Planning: Aggregate Production Planning, Managing Demand & Supply

Master Production Schedule

Production Control: Scheduling, Loading, Job Shops & Floor Shops Scheduling

Gantt Charts

Unit 4: Inventory Planning and Control

(Hours9)

Continuous and Intermittent Demand Systems

Concept and Need for Inventory

Types of Inventories: Seasonal, Decoupling, Cyclic, Pipeline, Safety Stock

Inventory Costs: Ordering Cost, Carrying Cost, Shortage Cost

EOQ (Economic Order Quantity): Basic EOQ Model, EOQ with Discounts (Numericals Expected)

Inventory Control Methods: ABC Analysis, VED, HML, FSN, GOLF, SOS

Inventory Turn Ratios

Fixed Order Quantity Model – Periodic Review & Reorder Point

Unit 5: Supply Chain Management

(Hours9)

Supply Chain Concept and Generalized SCM Model

Key Issues in SCM: Collaboration, Enterprise Extension, Responsiveness, Cash-to-Cash Conversion

Customer Service and SCM Linkages: Availability, Service Reliability, Perfect Order

Customer Satisfaction

Enablers of SCM: Facilities, Inventory, Transportation, Information, Sourcing, Pricing

Textbooks:

1. Operations Management Theory & Practice, B. Mahadevan, Pearson.
2. Operations Now - Supply Chain Profitability & Performance, Byron J. Finch, McGraw Hill.
3. Production and Operations Management, R B Khanna, PHI, New Delhi.
4. Production & Operations Management, S N Chary, McGraw Hill.
5. Supply Chain Management - Strategy, Planning & Operation, Sunil Chopra, Peter Meindl, D. V. Kalra, Pearson Education.
6. Decoding Success – Indian Business Management Cases -Kelkar Girish, Ed. Kulkarni Abhay, Orange Books

Reference Books:

1. Supply Chain Logistics Management, Donald Bowersox, David Closs, M Bixby Cooper, Tata McGraw Hill.

2. Operations Management, William J. Stevenson, TMGH.
3. Operations Management, Lee Krajewski, Larry Ritzman, Manoj Malhotra, Pearson Education.
4. Introduction to Materials Management, J.R. Tony Arnold, Stephen Chapman, Ramakrishnan, Pearson.

PSC2: Operations Analytics	Semester II
Credits: 3	LTP: 2:1:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

CO#	COGNITIVE ABILITIES	Course Outcome (Student will be able to....)
CO1	REMEMBER	Define and recall key concepts of operations analytics and its role in business strategy.
CO2	UNDERSTAND	Explain the application of descriptive, predictive, and prescriptive analytics in operations.
CO3	APPLY	Use data-driven models for solving forecasting, inventory, and queuing problems.
CO4	ANALYSE	Analyze operational data using Excel/Python/R to identify patterns and process inefficiencies.
CO5	EVALUATE	Evaluate alternative decisions using sensitivity and scenario analysis tools.
CO6	CREATE	Design dashboards and analytical reports to support strategic operations decisions.

Units & Topics**Hours**

Unit 1: Introduction to Operations Analytics: Overview of Operations Management and Analytics, Role of analytics in decision-making, Types of analytics: Descriptive, Predictive, Prescriptive, Data-driven culture and decision science. Case discussion on analytics in supply chains	9
Unit 2: Data Visualization & Descriptive Analytics: Understanding operations data (process, supply chain, quality, etc.), KPI identification and dashboard development, Excel-based visualization, Introduction to Tableau/Power BI	9
Unit 3: Forecasting & Inventory Analytics: Time-series forecasting models (moving average, exponential smoothing), Seasonal models and trend analysis, Inventory classification (ABC analysis), EOQ models, Safety stock and reorder	9

point determination

Unit 4: Queuing Theory & Simulation for Process Optimization: Basic queuing models (M/M/1, M/M/c), Application of queuing theory in service systems, Introduction to simulation models, Sensitivity analysis 9

Unit 5: Prescriptive Analytics and Optimization: Linear Programming and Solver in Excel, Decision trees, scenario, and what-if analysis, Introduction to optimization in supply chain and logistics, Ethics and sustainability in operations analytics 9

Textbooks & Resources:

- Chopra, S. & Meindl, P. (2022). *Supply Chain Management: Strategy, Planning, and Operation*. Pearson.
- Evans, J. R. (2017). *Business Analytics*. Pearson.
- Lapin, L. L. (2020). *Quantitative Methods for Business Decisions*. Cengage Learning.
- Open resources: Kaggle, Harvard Business School cases, YouTube (MIT Open Courseware on Operations Analytics)

PSC3: Six Sigma	Semester II
Credits: 3	LTP: 2:1:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

CO#	Cognitive Ability	Course Outcome (Student will be able to....)
CO1	REMEMBER	Define key Six Sigma concepts, including defects, process limits, descriptive statistics, and DMAIC methodology.
CO2	UNDERSTAND	Explain data distributions, central limit theorem, process mapping (SIPOC, flowcharts), and measurement validation methods like Gage R&R.
CO3	APPLY	Apply analytical tools such as regression, ANOVA, Chi-square, and QC tools for identifying root causes in process performance.
CO4	ANALYSE	Analyze and interpret results from Lean Six Sigma tools (5S, Poka Yoke, SMED, VSM) and hypothesis testing techniques for improvement validation.
CO5	EVALUATE	Evaluate process control using statistical control charts (\bar{X} & R, p, u charts), and determine the stability of improvements.
CO6	CREATE	Design an end-to-end Six Sigma project integrating all DMAIC phases with validated results and process control mechanisms.

UNIT & TOPICS**HOURS****Unit 1: DMAIC Overview and Define Phase**

9

Introduction to Six Sigma, Three Natural Laws

Goal of Six Sigma, Concept of Defect, Specification Limit, and VOC

Descriptive Statistics, Concept of Variable (Continuous & Discrete), Defectives & Defects

Population and Sampling Concepts, Sampling Error

DMAIC Overview

Define Phase Explanation, Exercises on Define Phase, Validation of Target

Unit 2: Measure Phase

9

Binomial, Poisson, and Normal Distribution Concepts

Central Limit Theorem

Measure Phase Explanation

Process Flowchart Concept, Overview of SIPOC and FMEA
Validating Measurement System, Gage R & R
Data Collection on Response Variable, Establishing Baseline

9

Unit 3: Analyze Phase

Analyze Phase Explanation
Seven QC Tools, Pie Chart, Bar Chart, & 5 Why Technique
Quantitative Tools for Analysis
Regression Concept and Problems
One-Way ANOVA, Chi-Square Test Concepts

Unit 4: Improve Phase

Improve Phase Explanation
Lean Six Sigma Tools for Improvement
Kaizen, 5S, Poka Yoke, Muda, VSM, SMED
Validating Improvements, Concept of Hypothesis Testing
2t Test Application and Problems
Paired Test Application and Problems

9

Unit 5: Control Phase

Control Phase Explanation
Mean and Range Chart (\bar{X} & R Chart) Applications and Problems
Fraction Defective Chart (p Chart) Applications and Problems
Defect Chart (u Chart) Applications and Problems

9

Recommended Books

1. The Six Sigma Handbook – Thomas Rydzek & Paul Keller
2. Lean Six Sigma and Minitab: The Complete Toolbox Guide for Business Improvement – Quentin Brook
3. The Lean Six Sigma Pocket Tool book – Michael George, David Rowlands, Mark Price
4. Statistics for Six Sigma Made Easy – Warren Brussee
5. Lean Thinking: Banish Waste and Create Wealth in Your Corporation – James P. Womack & Daniel

PSC-4: Material & Warehouse Management	Semester II
Credits: 3	LTP: 2:1:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

CO#	COGNITIVE ABILITIES	Course Outcome (Student will be able to....)
CO1	REMEMBER	Define and explain the fundamental concepts, scope, objectives, and functions of materials management. Learning Warehouse management fundamentals
CO2	UNDERSTAND	Describe the role of material management in business operations and its interrelation with production, marketing, and finance functions. Warehouse Operations & Processes, Performance Measurement & Continuous Improvement
CO3	APPLY	Apply demand forecasting techniques, Material Requirement Planning (MRP), and Enterprise Resource Planning (ERP) to optimize procurement and material planning. Inventory & Supply Chain Integration with Warehouse management
CO4	ANALYSE	Analyze inventory control techniques, supply chain logistics, and cost optimization strategies to improve efficiency. Cost Management & Optimization in warehousing
CO5	EVALUATE	Evaluate supply chain integration strategies, sustainability practices, and performance metrics to enhance materials management. Warehouse Technology & Automation, Compliance & Risk Management
CO6	CREATE	Design cost-control measures, lean inventory models, and efficient logistics systems using advanced materials management techniques.

UNIT 1:**9 Hrs**

9Determination of Stockholding Policy. Customer expectations – internal/external; supply market conditions; Categories of risks and their evaluation; Requirements of the business and the need for stock; Economics constraints; methods of avoiding carrying stock; General control methods e.g. ABC analysis. Control of Stock Range Coding, classification and categorization methods.

UNIT 2:

9 Hrs

Variety reduction and standardization; Application and approval of new stock items; Control of slow moving; obsolete and redundant stock; Role of and function in determining stock range, Control of Stock Levels Forecasting techniques in relation to demand and lead times; Independent demand situations and the use of fixed order quantity and periodic review systems; Techniques for dealing with dependent demand.

UNIT 3:

9 Hrs

The Kanban approach and Just in Time philosophy; Coping with uncertainty in achieving required service levels; Suppliers contribution to controlling stock. Management of Storage Facilities. Identifying types of commodities to be stored and their characteristics with regard to storage and handling needs; Materials requirements planning (MRP) and manufacturing resource planning (MRPII) and distribution requirements planning (DRP); Pull systems.

UNIT 4:

9 Hrs

Physical Management of Stock Selection and operation of appropriate storage and materials handling equipment–general outline; Methods of stores layout to optimize the use of space and minimize picking costs; Outsourcing the activity and vendor managed inventory; Maintenance of security and prevention of theft; Storage and disposal of redundant, obsolete and scrap items; Environmental issues.

UNIT 5:

9Hrs

Management Aspects Health and Safety at work – operational issues: Health and Safety at work – management issues interdependence and teamwork; Relationships with other functions. Relevant Techniques Use of operational research techniques of queuing theory, network analysis, simple simulation techniques and decision trees; Identifying methods to distinguish between stores efficiency and effectiveness; Benchmarking and measurement of performance.

Textbooks:

1. **J.R. Tony Arnold, Stephen N. Chapman, and Lloyd M. Clive** – *Introduction to Materials Management*, Pearson, 8th Edition, 2019.
2. **P. Gopalakrishnan and M. Sundaresan** – *Materials Management: An Integrated Approach*, Prentice Hall India, 2016.
3. **K. Datta** – *Materials Management: Procedures, Text and Cases*, PHI Learning, 2nd Edition, 2017.
4. **A. K. Chitale and R. C. Gupta** – *Materials Management: Text and Cases*, Prentice Hall, 2nd Edition, 2014.

5. Logistics and warehouse Management by Indian Institute of Materials Management

Reference Books:

1. Dobler and Burt – *Purchasing and Supply Chain Management: Text and Cases*, Tata McGraw-Hill, 8th Edition, 2017.
2. Monczka, Handfield, Giunipero, and Patterson – *Purchasing and Supply Chain Management*, Cengage Learning, 6th Edition, 2020.

SEMESTER III

PROGRAM CORE COURSES(PCC-)-SEMESTER III

PCC-1 STRATEGIC MANAGEMENT	Semester III
Credits: 3	LTP: 2:1:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

CO#	COGNITIVE ABILITIES	Course Outcome (Student will be able to....)
CO1	REMEMBER	Students will be able to To define strategic management and its concept.
CO2	UNDERSTAND	Understand various aspects of Strategy, Framework of Strategy Formulation, Implementation, and Appraisal.
CO3	APPLY	integrate the aspects of strategy into functional areas and apply the tools of strategic formulation, Implementation, and control
CO4	ANALYSE	Analyze the challenges, and problems faced by the management team and the required approach for the appropriate functioning of the organization through strategic interventions.
CO5	EVALUATE	To evaluate different measures of strategic control at national and international level
CO6	CREATE	To create individual with strategic, intend and purpose.

Unit & Topics**Hours****Unit 1: Understanding Strategy & Strategic Management**

12

Understanding Strategy & Strategic Management

Concept of Strategy – Corporate, Business, and Functional Levels

Meaning, Characteristics & Phases in Strategic Management Process

Stakeholders in Business and Their Roles in Strategic Management

Hierarchy of Strategic Intent

Meaning & Attributes of Strategic Intent

Vision and Process of Envisioning

Meaning and Difference Between Vision & Mission

Characteristics of Good Mission Statements

Business Definition using Abell's Three Dimensions

Objectives & Goals, Linking Objectives to Mission & Vision

Critical Success Factors (CSF), Key Performance Indicators (KPI), Key Result

Areas (KRA)

Analyzing Company's External Environment

Environmental Appraisal, Scenario Planning

Environmental Threat and Opportunity Profile (ETOP)
Industry Analysis – Porter's Five Forces Model

Unit 2: Strategy Formulation

12

Analyzing Company's Internal Environment

Resource-Based View of a Firm

Types & Sources of Competitive Advantage

VRIO Framework, Core Competence & Distinctive Competitiveness

Value Chain Analysis Using Porter's Model

Organizational Capability Profile

Strategic Advantage Profile, Concepts of Stretch, Leverage & Fit

Ways of Resource Leveraging

Portfolio Analysis

Business Portfolio Analysis – BCG Matrix, GE 9-Cell Matrix

Generic Competitive Strategies

Low Cost, Differentiation, Focus – When to Use Which Strategy

Grand Strategies

Stability, Growth (Diversification Strategies, Vertical Integration)

Mergers, Acquisitions & Takeovers

Strategic Alliances & Collaborative Partnerships

Retrenchment – Turnaround, Divestment, Liquidation

Outsourcing Strategies

Unit 3: Strategy Implementation & Control

12

Strategic Plan Components & Implementation Challenges

Barriers to Strategy Implementation,

Mintzberg's 5 Ps – Deliberate & Emergent Strategies

McKinsey's 7S Framework

Organization Structures for Strategy Implementation

Entrepreneurial, Functional, Divisional, SBU, Matrix, Network Structures

Cellular/Modular Organizations, Matching Structure to Strategy

Organizational Design for Stable vs. Turbulent Environments

Corporate Culture & Learning Organizations

Strategy Evaluation

Operations Control & Strategic Control

Use of Balanced Scorecard for Strategy Evaluation

Unit 4: Sustainability & Digital Transformation

9

Blue Ocean Strategy

Difference Between Blue & Red Ocean Strategies

Principles of Blue Ocean Strategy

Strategy Canvas & Value Curves

Four Action Framework

Digital Transformation & Emerging Business Models

Meaning & New Business Models for Internet Economy

E-Commerce Business Models & Strategies

Sustainability & Strategic Management

Sustainable Development Goals (SDG) & ESG Metrics

Threats to Sustainability

Integrating Social & Environmental Sustainability in Strategic Management

Textbook:

1. Strategic Management, Richard Lynch, Pearson ISBN: 978-1-292-06466-6 (print).
2. 978-1-292-06468-0 (PDF) 978-0-292-06470-3 (eText).
3. Strategic Management and Business Policy by Ashar Kazmi.
4. Kenneth Starkey Strategic Management- Issues and Cases.
5. Hitt, Ireland, Hoskisson, Manikuttu Strategic Management- A South Indian Perspective.
6. Fred R. David Strategic Management.

Reference Books:

1. The Principles of Scientific Management, Taylor, F.W.
2. Strategy for a Networked World Ramirez, R., & Manner Vik.
3. The Social License: How to Keep Your Organization Legitimate, J. Morrison.
4. Strategy Without Design: The Silent Efficacy of Indirect Action, Chia, R.C.H. & Holt,

PCC-2 AI for Business Growth	Semester III
Credits: 3	LTP: 2:1:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

CO# COGNITIVE ABILITIES	Course Outcome (Student will be able to....)
CO1 REMEMBER	Students will be able to List Key concepts of AI
CO2 UNDERSTAND	Understand the fundamentals of AI Intelligence (AI) and its strategic role in business.
CO3 APPLY	Identify and describe AI applications in marketing, operations, finance, and customer experience.
CO4 ANALYSE	Explore and utilize AI-powered tools for business intelligence, analytics, and decision-making.
CO5 EVALUATE	Examine and critically analyze case studies of AI-driven business transformations across industries.
CO6 CREATE	Develop strategies for AI adoption in organizations, addressing implementation challenges and ethical considerations.

Units**Hours**

Unit 1: AI/ML for Strategic Business Growth Focus: Understanding AI's role in revenue, efficiency, and market expansion - AI vs ML vs Analytics - Mapping ML models to business KPIs - Types of ML models and business use **(Hours 5)**

Application: Map ML techniques to growth outcomes (e.g., regression → revenue forecasting, clustering → market segmentation)

Unit 2: Customer Growth & Retention using ML Growth Focus: Increase customer base, reduce churn - Customer segmentation using K-Means - Churn prediction using logistic regression - Customer Lifetime Value (CLV) modelling **(Hours 10)**

Application: Build a churn model and simulate retention ROI. Segment customers for personalized marketing.

Unit 3: Revenue & Sales Growth through Prediction Models Growth Focus: Forecasting and cross-selling - Linear Regression for demand forecasting - Recommendation engines for cross-sell/upsell - Case study: Amazon/FMCG brand **(Hours10)**

Application: Create a sales forecast model for a retail product. Use basic recommender logic for product suggestions.

Unit 4: Operational Efficiency & Cost Optimization Growth Focus: Reduce costs, increase productivity - Inventory optimization using time-series - Credit scoring and fraud detection - HR analytics: attrition prediction **(Hours10)**

Application: Build a demand forecast model. Classify credit risk and identify fraud indicators. Predict employee attrition.

Unit 5: ROI, Ethics & AI Strategy for Growth Growth Focus: Make AI investments viable & responsible - AI project lifecycle - ROI calculation for AI initiatives - Responsible AI governance & bias handling **(Hours10)**

Application: Create an AI strategy plan with projected growth metrics and ethical guardrails. Use ChatGPT to draft strategy notes.

Textbooks:

1. *Python for Data Analysis* – Wes McKinney
2. *You Look Like a Thing and I Love You* – Janelle Shane
3. *Storytelling with Data* – Cole Nussbaumer Knafl
4. *Hands-On Machine Learning* – Aurélien Géron

PCC-3 Start-up and New venture management	Semester III
Credits: 3	LTP: 2:1:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

CO#	COGNITIVE ABILITIES	Course Outcome (Student will be able to....)
CO1	REMEMBER	To acquire basic knowledge of startups
CO2	UNDERSTAND	To understand decisions to be made establishing a startup.
CO3	APPLY	To identify various funding options.
CO4	ANALYSE	To analyze various startup ventures.
CO5	EVALUATE	To evaluate working business models for startups.
CO6	CREATE	To develop a convincing business plans

1. Being a Founder: The entrepreneur, Profile analysis, behavior and motivations, Lean Start –up, The entrepreneurial ecosystem, Entrepreneurs and strategic decisions , Sustainability of Entrepreneurship: Dilemmas of an entrepreneur for success; Handling doubts on survival of business, Struggles-Causes of failure–Product/ market, financing, managerial-Resilience. Legal Fundamentals - When, how and where to incorporate. **(Hours 9)**

2. Customer Discovery: Entrepreneurial Opportunity Search and Identification; Market Intelligence, Market analysis, Market research, Customer validation, developing your business model, Crafting your value proposition, Product Development , Managing the product development process, Long Tail markets, Product launch goals, Go-to Market Strategy, The role of selling in a startup, Sales forecasting for startups, Mapping buyer response modes. Social media Promotion tools. **(Hours 9)**

3. The Financial Road Map: Planning/Budgeting, developing a financial roadmap, financial statements: the four components, How to budget for startup success, Bootstrapping and alternative sources of funding, Informal capital– Friends & Family, Role of Government in ED, various schemes - PMEGP, CGTMSE, MPDA, SFURTI. Role of MSDE; Schemes by MSDE: PMKVY, SANKALP, STAR. Crowd funding, Venture capital, Private Equity, Financing Mix and the Financing continuum

shareholding- Cliff -Vesting Schedule-Relative importance of Operational Involvement, The Pitch, Preparing for your investor presentation, Elements of the perfect investment pitch. **(Hours 9)**

4. Entrepreneurial Leadership: Building and managing the founder team, Attracting and retaining the right people, The Team - Board/Governance, The role of a successful board, Different board models for different ventures, How to assemble a board of advisors, separating leadership from management, Legal Matters- Organizational form– partnership, sole proprietorship, Tax, Legal expenses, hiring the service providers. Employee management and leadership in the workforce, Recruiting, selection and hiring, Hiring the first employee. **(Hours 9)**

5. Business Plan: Need & Objectives, Target audience, Contents - Cover page and table of contents, Executive summary, Description of the current situation: Basic company information, products/services, management team, business organization, future goals, vision, and mission, Description of opportunity and market: Who are the buyers, who are the competitors, what are the competitive advantages of the company? Description of the business model, the marketing and sales strategy, Basic facts on the financials: Cash flow projection (life line), income statement (bottom line/profit and loss), balance sheet (business health/assets, liabilities, etc.), funding requirements, Risk analysis and possible exit strategies. Conclusion and appendixes: Résumés, literature, technical descriptions. **(Hours 9)**

Suggested Textbooks:

1. New Venture Management: The Entrepreneur's Roadmap (Entrepreneurship Series), Donald F. Kuratko and Jeffrey S. Hornsby, Pearson
2. The Manual for Indian Start-ups: Tools to Start and Scale-up Your New Venture, Vijaya Kumar Ivaturi, Meena Ganesh, Penguin Random House India.
3. Managing New Ventures, Anjan Raichoudhuri, Prentice-Hall of India Pvt.Ltd
4. Develop Your Idea: Get Off to a Flying Start With Your Startup. Guided Exercises, Templates & Resources for Exploring New Business Ventures, K. N. Kukoyi
5. Managing Small Business by Longenecker, Moore, Petty and Palich, Cengage Learning, India Edition.
6. Entrepreneurship: New Venture Creation by David H. Holt
7. The Dynamics of Entrepreneurial Development & Management by Desai, Vasant , Himalaya Publishing House, Delhi
8. Entrepreneurship and Small Business Management by Siropolis
9. Lead like an Entrepreneur by Neal Thornberry

Suggested Reference Books:

1. Fundamentals of Entrepreneurship, Nandan H, PHI
2. Cases in Entrepreneurship by Morse and Mitchell, Sage South Asia Edition.
3. Entrepreneurship – Indian Cases on Change Agents by K Ramchandran, TMGH. SPPU - MBA Revised Curriculum 2019 CBCGS & OBE Pattern Page 54 of 115
4. Entrepreneurship – The engine of growth, edited by Mark Rice and Timothy Habbershon, Published by Praeger Perspectives.
5. Entrepreneurship: Theory, Process and Practice by Kuratko, D.F. & Hodgetts, R.M. Thomson Press.
6. Entrepreneurship Development: Small Business Enterprises by Charantimath, P. , Pearson.
7. A Guide to Entrepreneurship by David, Otes , Jaico Books Publishing House, Delhi.
8. Indian Entrepreneurial Culture by A Gupta , New Age International.
9. Make The Move: Demystifying Entrepreneurship by Ishan Gupta, Rajat Khare

PCC-4: Business Forecasting	Semester Iii
Credits: 3	LTP: 2:1:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

CO#	COGNITIVE ABILITIES	Course Outcome (Student will be able to....)
CO1	REMEMBER	Define key terms, need & importance in Business forecasting
CO2	UNDERSTAND	Understand various types of Business forecasting Techniques & understanding of the concepts related to different models of Forecasting.
CO3	APPLY	Apply various forecasting techniques to real-world business challenges.
CO4	ANALYSE	Utilize software tools for data analysis and forecasting.
CO5	EVALUATE	Evaluate and select appropriate forecasting techniques based on data characteristics and business needs.
CO6	CREATE	Develop, implement, and monitor forecasting models in different business contexts.

Unit 1: Introduction to Business Forecasting**7HRS**

1: Introduction to Business Forecasting 2: Data Collection and Preparation 3: Exploratory Data Analysis 4: Time Series Analysis Basics

Unit 2: Forecasting Methods**7HRS**

1: Moving Average and Exponential Smoothing Methods 2: ARIMA Modeling 3: Causal Models and Regression Analysis, Auto Correlation Function (ACF) and Partial Auto Correlation Function (PACF), understanding and applying decomposition methods to time series data.

Unit 3: Evaluating and Improving Forecasts**7HRS**

1: Qualitative Forecasting Methods 2: Forecast Accuracy and Model Evaluation 3: Software Tools for Forecasting ,.

Unit 4: Regression analysis & Machine Learning in Business Forecasting**7HRS**

Regression analysis, Measures of goodness of fit, and standard error. machine learning techniques and their application in business forecasting. Monte Carlo simulations and their use in risk assessment and analytics

Unit 5: Seasonality and Trend:

7HRS

Seasonality, seasonal indices, quarterly average methods, and the Holt-Winters method for handling seasonality and trend.

Unit 6: Practical Applications and Communication

7HRS

1: Case Studies and Applications 2: Developing a Forecasting Strategy 3: Communicating Forecast Result

Textbooks:

1. Business Forecasting by John E. Hanke and Dean W. Wichern
2. Forecasting: Principles and Practice by Rob J. Hyndman and George Athanasopoulos
3. Applied Business Statistics: Making Better Business Decisions by Ken Black

Reference Journals:

1. International Journal of Forecasting, Elsevier
2. Journal of Business & Economic Statistics, American Statistical Association
3. Journal of Time Series Analysis, Wiley
4. Journal of Forecasting, Wiley
5. Technological Forecasting and Social Change, Elsevier

PCC5- Internship Project	Semester III
Credits:6	LTP: 0:0:12
Teaching Learning Scheme	Examination Scheme
Lectures: 6 hrs /week	Internal 50 Marks
	External Marks:50 marks

CO#	COGNITIVE ABILITIES	Course Outcome (Student will be able to....)
CO 1	APPLY	Apply the theory concepts learned in practical ways in industry
CO 2	ANALYSE	Analyze project allotted by the industry or write research based project report for the allotted subject
CO 3	EVALUATE	Evaluate the practical environment & observations as per industry norms
CO 4	CREATE	Compile a report, write and solve organization challenges

Section Details

Introduction Every student enrolled is required to undertake an internship assignment within assigned companies for hands-on corporate experience and for integrating the knowledge and skills acquired through the coursework.

SIP provides an opportunity to gain exposure to industry projects.

It enables interactions with professionals and other summer interns, while also improving students' presentation, writing, and communication skills.

Duration The Summer Internship takes place after the first year and before the beginning of the second year.

It is conducted for a minimum duration of 60 days.

Any extension of SIP duration is subject to the decision of the college.

A faculty mentor will be allotted from college who will interact with industry mentor at regular interval for internship progress

Completion of Internship

Internship Upon completion of the internship, students should submit the completion certificate signed by the industry guide within the stipulated time as communicated by the college.

The student intern shall submit the SIP Report (including completion certificate) to the Faculty Mentor.

The student should have the SIP presentation ready soon after completing the SIP.

Project Report The project report serves as a guideline for the work completed during the Section Details internship.

Students must ensure they submit a complete and well-documented report to the college.

Evaluation

SIP Total Marks: 100

Assessment of Report: 40 Marks

Presentation of Project: 10 Marks

External Viva: 50 Marks

PROGRAM SPECIFIC COURSES(PSC-)- FINANCE MANAGEMENT SEMESTER III

PSC-1: Mergers and Acquisitions	Semester III
Credits:3	LTP: 2:1:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

CO#	COGNITIVE ABILITIES	Course Outcome (Student will be able to....)
CO 1	REMEMBER	Define and describe various concepts from Mergers and Acquisitions
CO 2	UNDERSTAND	Understand the process of Mergers and Acquisitions
CO 3	APPLY	Apply the concepts of Mergers
CO 4	ANALYSE	Analyze the outcomes of Mergers and Acquisitions as corporate strategies
CO 5	EVALUATE	Identify and distinguish between various types of Mergers and Acquisitions

Unit**Hours****Unit: 1 Overview of Mergers**

Mergers & Acquisitions – Definitions, Concepts, Comparison and Conditions, Types And Characteristics; Operating, Financial and Managerial Synergy of Mergers & acquisitions; Value Creation through Mergers; Agents Contributing to Mergers and Acquisition Activities, Difference between Merger, Amalgamation, Absorption, Reconstruction and Takeover.

12**Case study on Value Creation and Three Different Case Studies on Unit 1****Unit: 2****Mergers and Acquisition Process**

Nature of post-merger integration/ Key Steps/Types of Post-Merger Integration/
Process of Post- Merger Integration- Agents of Post-Merger Acquisition/ Managerial challenges of Mergers and Acquisition/ Strategic fit and the M & A decision

12**Case Study on the process of post-merger acquisition. Case Study on Unit 2****Unit: 3 Corporate Restructuring**

Nature of

12

Corporate Restructuring/ Methods of Restructuring- Joint Ventures (JVs), Sell-Off and Spin Off- Equity Carve-Outs, Leveraged Buy Outs (LBOs) - Management Buy Outs (MBOs) - Master Limited Partnerships- Employees Stock Option Plans (ESOP)

Case Study on MBOs and Corporate Restructuring/ JVs and Corporate Restructuring

Unit: 4 Defensive Strategies in Restructuring

Accounting for Amalgamation- Polling Interest Method- Purchase Method; Procedure laid down under Indian Companies Act of 1956, Accounting Standard and SEBI, Guidelines, Takeover Defenses- Types and Techniques of Raid; Advance Preventive Measures, Pacman's Strategy- Golden Parachute- Poison Pills Strategy – Coercive Offers and Defense- Financial Defensive Measures- Anti takeover Amendments.

9

Case studies on Defensive strategies

Textbooks

1. Kevin K. Boeh and Paul W. Beamish (2007). Mergers and Acquisitions: Text and Cases. Sage Publications ' , New Delhi.
2. Kar, Rabi Narayan and Meenakshi (2023, July). Mergers, Acquisitions and Corporate Restructuring: Strategies and Practices, Taxmann Publications, Pune
3. Sullivan, D.John (2004). Case Studies in Mergers and Acquisitions, Author House Pub. ISBN 1418438448, 9781418438449

Reference Books

1. Weston. F, Chung. K, and Hoag, S. (2008). Mergers, Restructuring, and Corporate Control, Prentice-Hall of Indian Pvt. Ltd., New Delhi.
2. Patrick A. Gaughan(2007). Mergers, Acquisitions and Corporate Restructurings, 4/e Wiley India, New Delhi.
3. Narayanan, P. and Vikram, Nanda (2003). Finance for Strategic Decision Making- What non-Financial managers Need to Know, Jossey- Bass, Wiley India.
4. Reuvid Jonathan, (2005). Mergers and Acquisitions, Kogan Page.
5. Robert Brown (2007), Applied Mergers and Acquisitions, John Willey and Sons.
6. Mergers, Acquisitions, and Corporate Restructurings, 7th Edition (2017), Patrick A. Gaughan, Wiley Finance
7. Mergers, Acquisitions, and Other Restructuring Activities, 8th Edition (2016), Donald DePamphilis, Academic Press, Elsevier India.
8. Mergers and Acquisitions from A to Z (Hardcover) – 16 Dec 2010 by Andrew J. Sherman, AMACOM
9. The Art of M&A, Fourth Edition: A Merger Acquisition Buyout Guide Hardcover – (Imported) 2007 ed. by Stanley Foster Reed , Alexandra Reed Lajoux, H. Peter Nesvold

C) Web Sources (The following web sources are exclusively meant for Mergers and Acquisitions)

1. www.WebAcquisition.Com

PSC -2: Advanced Corporate Finance	Semester III
Credits: 3	LTP: 2:1:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

CO#	COGNITIVE ABILITIES	Course Outcome (Student will be able to....)
CO1	REMEMBER	Remember different approaches to business valuation
CO2	UNDERSTAND	understand the need of good corporate governance
CO3	APPLY	Apply the techniques and do calculations related to business valuation
CO4	ANALYSE	Analyze the working capital management
CO5	EVALUATE	Evaluate the Value of a business
CO6	CREATE	Design optimal capital structure and financial strategies tailored to specific corporate scenarios

Unit & Topics	Hours
Unit 1: Corporate Governance	5
Meaning, Need, and Importance of Corporate Governance	
Clause 49 of Listing Agreement	
Environmental, Social, and Governance (ESG) Principles	
Unit 2: Business Valuation - I	10
Need for and Importance of Business Valuation	
Basis of Business Valuation	
Asset-Based Approaches	
Market-Based Approaches	
Unit 3: Business Valuation - II	10
Income-Based Approaches to Business Valuation	
Valuation of Business and Future Projections	
Discounted Cash Flow (DCF) Method	
Comparable Company Analysis (CCA)	
Unit 4: Working Capital Management	10
Understanding the Operating Cycle	
Cash Cycle and its Management	
Symptoms of Poor Working Capital Management	
Strategies for Effective Working Capital Optimization	
Unit 5: Economic Value Added (EVA)	10
Meaning and Importance of EVA	
EVA Calculations and Interpretation	
EVA vs. Market Value Added (MVA)	

Unit & Topics

Hours

Case Studies on EVA Implementation

Textbooks:

1. Fundamentals of Financial management, 13th Edition- J.Van Horne & J M Wachowicz
2. Principles of Corporate Finance- Brealey, Myers & Allen -11th Edition
3. Ross, Wester field, Kakani: Corporate Finance; Mc Graw Hill Publications
4. Damodaran, Ashwath – Corporate Finance, Wiley Publications.

Reference Books:

1. Financial Management- I. M. Pandey
2. Financial Management- Prassana Chandra
3. Financial Management- R.P. Rustagi
4. Financial Management- Ravi M. Kishore

PSC -3: Financial Derivative	Semester III
Credits: 3	LTP: 2:1:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

CO#	COGNITIVE ABILITIES	Course Outcome (Student will be able to....)
CO1	REMEMBER	Describe the basic concepts related to derivatives and its products
CO2	UNDERSTAND	Interpret Futures and options payoffs as well as pricing.
CO3	APPLY	Apply strategies for Futures and options and implementation in different situations.
CO4	ANALYSE	Analyze various option Greeks to understand the nature of options
CO5	EVALUATE	Conclude the fit for option trading strategies in various situations.
CO6	CREATE	Anticipate various risks involved in derivative instrument trading.

Unit & Topics**Hours****Unit 1: Introduction to Derivatives**

5

Basics of Derivatives

Participants in the Derivatives Market

Significance of Participants in Derivatives Market

Indian Derivatives Market

Structure of the Derivatives Market

Risks Faced in Derivatives Market

Unit 2: Forwards, Futures, and Options

10

Understanding Forward, Futures, and Options Contracts

Payoff Charts for Futures and Options Contracts

Futures and Options Contract Specifications

Underlying Asset

Contract Size

Delivery Specifications

Mark-to-Market Using Margin Accounts

Interest Rate and Currency Swaps

Unit 3: Futures Pricing

Futures Pricing:

10

Unit & Topics	Hours
Pricing by Arbitrage	
Relationship Between Futures and Spot Price (Cost of Carry and Reverse Cost of Carry)	
Unit4: Option Pricing:	10
Option Payoffs	
Black-Scholes Formula for Option Pricing	
Determinants of Option Prices	
Option Greeks (Delta, Gamma, Theta, Vega, Rho)	
Unit 5: Hedging and Trading Strategies	10
Hedging Strategies Using Futures:	
Long Hedge	
Short Hedge	
Hedge Ratio	
Options Trading Strategies:	
Naked Positions	
Hedge Positions	
Spread Positions	
Combinations	
Put-Call Parity	

Textbooks:

1. S S Kumar, Financial Derivatives, PHI Publications.
2. S Janakiraman, Derivatives and Risk Management, Pearson Publications.

Reference Books:

1. John C Hull, Basu: Options, Futures and Other Derivatives, Pearson Publications
- ND Vohra, BR Bagri, Futures & Options, Mc Graw Hill Publications.

PSC-4-Wealth Management	Semester III
Credits: 3	LTP: 2:1:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

CO#	COGNITIVE ABILITIES	Course Outcome (Student will be able to....)
CO1	REMEMBER	Student Will be able to UNDERSTAND the need and aspects of financial planning
CO2	UNDERSTAND	Describe the investment options available to an individual and to corporates
CO3	APPLY	IDENTIFY types of risk and how to manage it
CO4	ANALYSE	DETERMINE the ways of personal tax planning
CO5	EVALUATE	EXPLAIN retirement and estate planning for an individual and design a financial plan.
CO6	CREATE	CREATE a financial plan for individuals.

Unit & Topics	Hours
Unit 1: Introduction to Wealth Management	5
Meaning and Importance of Wealth	
International Wealth Reports	
Key Drivers of Wealth Management	
The Players – Global and Indian	
Wealth Management Scenario	
Unit 2: Wealth Management Process	10
Savings Cycle and Wealth Creation	
Scenario-Based Investment Options	
Client Segmentation	
High Net Worth Individuals (HNWIs)	
Client Expectations: Wealth Accumulation, Wealth Preservation, and Wealth Transfer	
Unit 3: Investment Products	10
Basics of Investing	
Investment Objectives	
Investment Constraints	
Investor Categorization	
Investment Styles and Factors Determining Them	
Fixed Income Products: Money Market Instruments, Bonds, Corporate Securities, Debt Securities	
Variable Income Products: Equity and Equity Mutual Funds	
Unit 4: Client Profiling	10
Asset Allocation Principles	

Unit & Topics	Hours
The Life-Cycle Investment Guide Private Banking and Client Characteristics Identifying Client Needs Proforma Financial Statement NRIs as Clients	
Unit 5: Financial Planning with Insurance Products and Latest Systems	10
Fundamentals of Insurance Basic Income Tax Saving Techniques Capital Gains Tax Considerations Insurance Planning: Reverse Mortgage, Life Insurance, Health Insurance Retirement Planning: Basics of Retirement Planning, Pension Plans, Annuities, and Annuity Strategies	
Textbooks: 1. Basics of Personal Financial Planning Insurance Education Series by NIA, K C Mishra, Steward Doss, Cengage Delmar Learning India Pvt. Ltd.	
Reference Books: 1. Introduction to Financial Planning, Indian Institute of Banking & Finance 2. Personal Financial Planning Theory and Practice, Kaplan Schweser 3. Personal Finance, E. Thomas Gorman and Raymond E. Forgue, Southwest-Western Cengage Learning. 4. Fundamentals of Financial Planning, Michael Dalton, Joesph Gillice, James Dalton and Thomas Langdon, Money Education	

PROGRAMME SPECIFIC COURSE -MARKETING SPECIALISATION Sem III

PSC-1- Integrated Marketing Communication (IMC)	Semester III
Credits: 3	LTP: 2:1:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

CO# COGNITIVE ABILITIES	Course Objective
CO1 REMEMBER	To Explain the concept, evolution, and importance of IMC.
CO2 UNDERSTAND	To Develop and execute IMC strategies across various channels.
CO3 APPLY	To apply consumer behaviour insights to design effective marketing messages.
CO4 ANALYSE	To analyse the impact of advertising, PR, direct marketing, and digital media in IMC.
CO5 EVALUATE	To evaluate IMC campaigns using data-driven performance metrics.
CO6 CREATE	To create IMC case studies.

Unit & Topics	Hours
Unit 1: Introduction to Integrated Marketing Communication (IMC)	9
Definition and Evolution of IMC	
Role of IMC in Modern Marketing	
Components of an IMC Strategy	
Traditional vs. Digital Marketing Communication	
Case Study: How Leading Brands Use IMC	
Unit 2: Consumer Insights and Marketing Communication Strategy	9
Understanding Consumer Behaviour in Communication	
Customer Journey and Touchpoints in IMC	
Segmentation, Targeting, and Positioning (STP) in IMC	
Creating a Unified Brand Message Across Channels	
Case Study: Consumer Psychology in Marketing	
Unit 3:	9
Advertising Principles & Campaign Planning	
Media Planning: TV, Print, Outdoor, Radio	
Public Relations (PR) & Corporate Communication	

Unit & Topics	Hours
Crisis Management and Reputation Building Case Study: Successful PR Campaigns	

Unit 4: Direct Marketing Strategies: Email, SMS, Telemarketing. Event Marketing & Sponsorships Trade Promotions vs. Consumer Promotions, Point-of-Sale (POS) & In-Store Marketing Content Marketing, SEO, and SEM for Integrated Campaigns	9
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Unit 5: Emerging Trends and the Future of IMC AI and Automation in Marketing Communication Programmatic Advertising & Data-Driven IMC Sustainability & Ethics in IMC Role of AR/VR in Customer Engagement Case Study: Future Trends in IMC	9
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Recommended Books

1. "Advertising and Promotion: An Integrated Marketing Communications Perspective" – George E. Belch & Michael A. Belch
 2. "Integrated Marketing Communication: Creative Strategy from Idea to Implementation" – Robyn Blakeman
 3. "Marketing Communications: A European Perspective" – Patrick De Pelsmacker, Maggie Geuens, Joeri Van den Bergh
 4. "Contemporary Advertising and Integrated Marketing Communications" – William F. Arens, Michael F. Weigold
 5. "Integrated Advertising, Promotion, and Marketing Communications" – Kenneth E. Clow, Donald E. Baack
 6. "Marketing Communications: Integrated Theory, Strategy & Tactics" – Paul Smith
- "Strategic Integrated Marketing Communications" – Larry Percy

PSC-2: Consumer Behavior	Semester III
Credits: 3	LTP: 2:1:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
PSC-2: Consumer Behavior	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

CO#	COGNITIVE ABILITIES	Course Outcome (Student will be able to....)
CO1	REMEMBER	Define key concepts of consumer behavior, including the roles of consumers, customers, buyers, and users.
CO2	UNDERSTAND	Explain fundamental concepts associated with consumer and organizational buying behavior.
CO3	APPLY	Apply consumer behavior concepts to real world strategic marketing management decision making.
CO4	ANALYSE	Analyze the dynamics of human behavior and the basic factors that influence the consumer's decision process.
CO5	EVALUATE	Explain the consumer and organizational buying behavior process for a variety of products (goods/services).
CO6	CREATE	To create cases of changing behavior on internet, the use of the Internet, e-commerce & information technology with respect to the changing consumer marketplace and elaborate on the various aspects of the changing Indian Consumer.

Unit & Topics**Hours****Unit 1: Introduction to Consumer Behaviour**

9

Definition, Consumer and Customers, Buyers and Users

Organizations as Buyers

Use of Market Segmentation in Consumer Behaviour

Dimensions of Consumerism

Changing Patterns of Consumer Behaviour in the Indian Economy

The Internet, E-commerce, and IT's Impact on Consumer Marketplace

Consumer Behaviour and Its Applications in Marketing

Unit & Topics	Hours
Unit 2: Individual Determinants of Consumer Behaviour Consumer Personality – Self-concept, Personality Theories, Brand Personality, Emotions Consumer Perception – Sensation, Perceptual Selection & Organization, Price Perceptions, Quality Perception, Risk Perception Consumer Learning, Memory, and Involvement – Learning Theories, Memory Systems, Involvement, Brand Loyalty, Cognitive Models Consumer Attitudes – Attitude Models, Attitude-Behaviour Relationship, Changing Attitudes Consumer Motivation – Needs and Goals, Motivation Theories (Maslow's Hierarchy), Conflict and Defence Mechanisms	9
Unit 3: Environmental Influences on Consumer Behaviour Cultural Influences – Culture, Subcultures, Indian Cultural Impact, Cross-Cultural Influences Social Class & Group Influences – Social Class, Status Symbols, Lifestyle Classification (AIO, VALS) Reference Groups & Family Influence – Reference Groups, Family Decision-Making, Word-of-Mouth & Opinion Leadership Indian Consumer Segments – SEC Classification, BoP Consumers, Gen Z & HNI Consumers Diffusion of Innovation – Innovation Types, Diffusion Process, Adoption Process	9
Unit 4: Consumer Decision-Making Process Problem Recognition – Types of Consumer Decisions, Problem Recognition Process Search & Evaluation – Information Sources, Marketing Implications, Situational Variables Purchasing Process – Shopping Behaviour, Store & Non-Store Purchasing Patterns Post-Purchase Behaviour – Satisfaction, Dissatisfaction, Consumer Complaints, Dissonance Consumer Decision Models – Nicosia Model, Howard-Sheth Model, Engel-Blackwell Miniard Model	9
Unit 5: Organizational Buying Behaviour Introduction to Organizational Buying Behaviour Organizational Buyer Characteristics Purchase and Demand Patterns Factors Influencing Organizational Buying Behaviour Organizational Buyer Decision Process Organizational Buying Roles Textbooks: 1. Consumer Behavior, David L. Loudon & Albert J. Della Bitta, Tata McGraw Hill, 4th Edition 2. Consumer Behavior, Hawkins, Mothersbaugh, Tata McGraw Hill 3. Consumer Behavior, Batra, Kazmi, Excel Books 4. Consumer Behavior, Leon Schiffman, Leslie Kanuk, S. Ramesh Kumar, Pearson, 10th Edition	9

Unit & Topics

Hours

Reference Books:

1. Research Papers and Journals:
2. Journal of Consumer Research
3. Journal of Marketing
4. Journal of Consumer Psychology
5. Additional Materials:
6. Case studies from Harvard Business Review (HBR).
7. Reports on Indian consumer trends from organizations like Nielsen, Kantar, or McKinsey.

PSC3 : Brand and Advertising Management	Semester III
Credits: 3	LTP: 2:1:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

CO#	COGNITIVE ABILITIES	Course Outcome (Student will be able to....)
CO1	REMEMBER	To define advertising and brand management.
CO2	UNDERSTAND	Understand foundational concepts of advertising and branding and their role within integrated marketing communication.
CO3	APPLY	Analyse consumer behaviour to develop targeted advertising and branding strategies.
CO4	ANALYSE	Formulate strategic advertising and branding plans to meet marketing objectives.
CO5	EVALUATE	Evaluate advertising effectiveness using key performance indicators (KPIs) and relevant metrics.
CO6	CREATE	Create compelling advertising and branding content employing creative strategies and diverse appeals.

Unit & Topics**Hours****Unit 1: Introduction to Advertising and Branding**

9

Definitions, Scope, and Importance of Advertising and Branding
 Evolution: Traditional vs. Digital Advertising; Concept and Importance of Brands
 Role of Advertising in Marketing and Integrated Marketing Communication (IMC)
 Economic, Social, and Ethical Aspects of Advertising and Branding
 Classification and Functions of Advertising
 Types of Brands (Products, Services, Retail, People, Organizations)

Unit 2: Consumer behaviour in Advertising and Branding

9

Role of Consumer Psychology in Advertising and Brand Perception
 Consumer Decision-Making Process and Influence of Advertising and Brands
 Perception, Learning, Motivation, and Attitudes towards Advertising
 Audience Segmentation, Targeting, and Brand Positioning Strategies
 Consumer Attitudes, Persuasion, and Brand Loyalty

Unit 3: Advertising and Brand Strategy Development

9

Steps in Advertising Planning and Brand Strategy Development
 Setting Advertising Objectives: DAGMAR Approach

Unit & Topics	Hours
Brand Knowledge and Portfolio Management	
The Communication Process: AIDA Model, Unique Selling Proposition (USP)	
Brand Building: Identifying, Establishing Brand Positioning, Defining Brand Values	
Budgeting Approaches for Advertising and Branding	
Unit 4: Media Planning and Brand Marketing Implementation	9
Media Selection: Traditional (Print, TV, Radio, Outdoor) vs. Digital (social media, Influencer, Programmatic)	
Media Mix, Scheduling Strategies, and Measuring Media Effectiveness (Reach, Frequency, GRP)	
Emerging Trends in Media Consumption and Brand Visibility	
Choosing Brand Elements to Build Brand Equity	
Leveraging Secondary Brand Associations	
Case Study: Effective Media and Branding Campaigns	
Unit 5: Creative Advertising and Branding Appeals	9
Creativity in Advertising and Brand Communication	
Creative Brief Development, Concept Generation	
Types of Advertising Appeals (Emotional, Rational, Fear, Humour)	
Copywriting Techniques: Headlines, Body Copy, Slogans	
Key Metrics: ROI, Brand Recall, Engagement, Brand Equity	
Brand Tracking, Brand Equity Measurement: Qualitative & Quantitative Methods	
Ethical and Regulatory Aspects (ASCI Guidelines, FTC Regulations)	
Case Studies: Successful and Unsuccessful Advertising and Branding Campaigns	

Recommended Books:

1. Belch & Belch, "Advertising and Promotion: An Integrated Marketing Communications Perspective," McGraw Hill.
2. Keller, Kevin Lane, "Strategic Brand Management," Pearson Education.
3. Aaker, David A., "Building Strong Brands," Simon & Schuster.
4. Ogilvy, David, "Ogilvy on Advertising," Vintage.
5. Kapferer, Jean-Noel, "The New Strategic Brand Management," Kogan Page Publishers.

Recommended Books

Advertising Management Books

1. "Advertising and Promotion: An Integrated Marketing Communications Perspective" – George E. Belch & Michael A. Belch
2. "Contemporary Advertising and Integrated Marketing Communications" – William F. Arens & Michael F. Weigold

3. "Integrated Advertising, Promotion, and Marketing Communications" – Kenneth E. Clow & Donald E. Baack
4. "The Advertising Concept Book: A Complete Guide to Creative Ideas, Strategies and Campaigns" – Pete Barry
5. "The Copywriter's Handbook: A Step-By-Step Guide to Writing Copy That Sells" – Robert W. Bly
6. "Digital Marketing: Strategy, Implementation and Practice" – Dave Chaffey & Fiona Ellis-Chadwick

Brand Management Books

7. "Strategic Brand Management: Building, Measuring, and Managing Brand Equity" – Kevin Lane Keller
 8. "Branding: In Five and a Half Steps" – Michael Johnson
 9. "The 22 Immutable Laws of Branding" – Al Ries & Laura Ries
 10. "Positioning: The Battle for Your Mind" – Al Ries & Jack Trout
 11. "Building Strong Brands" – David Aaker
- "The Brand Gap: How to Bridge the Distance Between Business Strategy and Design" – Marty Neumeier

PSC4: Customer Relationship Management	Semester III
Credits: 3	LTP: 2:1:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

CO#. COGNITIVE ABILITIES Course Outcome (Student will be able to....)		
CO1	REMEMBER	To define CRM and its concepts.
CO2	UNDERSTAND	Explain CRM fundamentals and its strategic significance.
CO3	APPLY	Apply CRM models for customer acquisition and retention.
CO4	ANALYSE	Analyse CRM tools and their impact on customer relationships.
CO5	EVALUATE	Evaluate CRM implementation success across industries.
CO6	CREATE	Create a CRM strategy using digital and AI-driven tools.

Unit & Topics**Hours****Unit 1: Introduction of CRM and Its Fundamentals**

9

Concept and Context of Relationship Management: Internal and External
Relationship Management & need

Approach towards Marketing: A Paradigm Shift – Transition from Product Focus to
Customer Focus

Transactional vs. Relationship Marketing

Linkage between Customer Satisfaction, Customer Loyalty, and Business
Performance

Relationship Management Theories, Building Brands through Relationship
Marketing

Defining CRM, Levels of CRM, CRM as a Strategic Marketing Tool

CRM Significance to Stakeholders, Strategic CRM, Operational CRM, Analytical CRM,
Collaborative CRM

CRM Models and CRM Solutions Map

Unit 2: Customer Acquisition and Retention

9

Acquisition of New Customers, Understanding Customer Value, Sources of Customer
Value

Customer Value from Products, Services, People, Physical Evidence, Customer

Unit & Topics	Hours
<p>Communication, Channels</p> <p>Customer Value Estimates, KPI of a Customer Acquisition Program, Customer Touchpoints, Customer Equity</p> <p>Concept of Customer Retention and Role of CRM in Retention, Economics, Strategies.</p> <p>Terminating Customer Relationships and Its Strategies</p> <p>Concept and Significance of Customer Loyalty, Customer Lifecycle and Customer Lifetime Value (CLTV)</p> <p>Recency, Frequency, and Monetary Value (RFM) Analysis, Customer Loyalty Ladder</p> <p>Impact of Customer Defections, Types of Defectors, Strategies to Reduce Customer Defections</p> <p>CRM Framework - Switching</p>	
Unit 3: CRM Mechanics	9
<p>Maintaining Customer Database, Desirable Database Attributes</p> <p>Data Marts, Data Warehousing, Data Integration, Data Mining, and Privacy Issues</p> <p>Customer Portfolio Management - Concept and Basic Disciplines</p> <p>Market Segmentation, Sales Forecasting, and Customer Portfolio Management (CPM)</p> <p>CPM in B2B, Seven Core Customer Management Strategies</p> <p>CRM and Customer Experience Management: Concept of Customer Experience</p> <p>Experiential Marketing Strategies and Tactics, Customer Experience and Role of CRM</p>	
Unit 4: Overview of CRM in B2C and B2B Markets	9
<p>Service Business Characteristics and Classification, Service Recovery</p> <p>CRM in Banking, Hospitality, Aviation, Telecom, and Retail Industries</p> <p>CRM in Consumer Durables Industry and Its Applications</p> <p>Common CRM Tools in Practice and Improvisation for Quality Service Assurance</p> <p>Importance of CRM in B2B Markets, Key Account Management</p> <p>Supply Channel Management, Internal CRM, and Employee Relationship Management</p>	
Unit 5: Implementation of CRM and Future Trends in CRM	9
<p>CRM Implementation Process, Evaluation of CRM Process, Challenges in CRM Implementation.</p>	
COEP Technological University	124
	M.B.A.

Unit & Topics

Hours

Customer Care Management through Information Technology Tools
Electronic Point of Sales (ePOS), Sales Force Automation
Emerging Trends in CRM, Social CRM, e-CRM
Challenges in Formulating and Implementing e-CRM Strategies
Multichannel CRM, Role of Social Media in CRM, Six E's of e-CRM
Mobile CRM, Artificial Intelligence (AI) with CRM Systems

Recommended Books for CRM

1. "Customer Relationship Management: Concepts and Technologies" – Francis Buttle & Stan Maklan
2. "The CRM Handbook: A Business Guide to Customer Relationship Management" – Jill Dyche
3. "Customer Relationship Management: A Strategic Perspective" – G. Shainesh & Jagdish N. Sheth
4. "Managing Customer Relationships: A Strategic Framework" – Don Peppers & Martha Rogers
5. "CRM at the Speed of Light: Social CRM Strategies, Tools, and Techniques for Engaging Your Customers" – Paul Greenberg
6. "Marketing 4.0: Moving from Traditional to Digital" – Philip Kotler, Hermawan Kartajaya, & Iwan Setiawan
7. "Customer Relationship Management: Integrating Marketing Strategy and Information Technology" – Roger J. Baran & Robert J. Galka

PROGRAM SPECIFIC COURSES(PSC-)- HR MANAGEMENT SEMESTER III

PSC-1: Psychometric Testing and Assessment	Semester III
Credits:3	LTP: 2:1:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

CO#	COGNITIVE ABILITIES	Course Outcome (Student will be able to....)
CO1	REMEMBER	Remember key concepts and theoretical foundations of psychometric testing
CO2	UNDERSTAND	Understand key concepts and theoretical foundations of psychometric testing
CO3	APPLY	Apply psychometric tools in real-life scenarios (e.g., education, clinical, organizational settings).
CO4	ANALYSE	Analyze and critique the ethical and legal considerations in the use of psychological assessments
CO5	EVALUATE	Evaluate the reliability, validity, and standardization processes of psychological tests.
CO6	CREATE	Design basic psychological test items and conduct item analysis.

Unit**Hours**

Unit 1: Introduction: Psychological Assessment concept and definition, Objectives & Purpose of Psychological Tests, Importance of Psychometric and Psychological Measurement. Social, Ethical and Legal Issues in Testing, Advantages and Limitations of Psychological Testing. Psychological Tests and its Characteristics – Standardization, Objectivity, Reliability, Validity, Norms (6+3)

Unit 2: Different methods of assessment: Establishment of an Assessment or Testing Procedure for Industrial/Organizational Setting. Interview as Assessment Technique, Individual tests (personality and motivation tests, interpersonal tests, analytical tests, ability tests, knowledge tests), Individual exercises (case study, in-basket exercise, psychomotor exercises), Group exercises (group simulation exercises, role plays, group discussions, management games) (6+3)

Unit 3: Psychological Tests: Test Administration Perspective such as Computer Assisted Testing, Speed and Power Tests, Paper and Pencil Tests, Objective and Subjective Scoring. ASUFA test (Attribution of Success and Failure), MBTI (Myers and Briggs Type Indicator), Conflict Management test, Emotional Intelligence, Stress Page 194 of 273 SPPU - MBA Revised Curriculum 2019 CBCGS & OBE Pattern Management and Personality Traits Tests. Students should be able to administer the test, score the test and interpret the results of the test. (6+3)

Unit 4 FIRO-B test & Belbin team roles test: Theory, Administration and Interpretation of the tests. (6+3)

Unit 5: Strategic Operations & Project Management

(6+3)

Textbooks:

1. Psychometric & assessment Tests by Andrea Shavick
2. Psychometric Tests for Dummies by Liam Healy
3. Psychometric Tests, Volume 1, Testing Series, The Times testing series edited by Mike Bryon
4. HRD instruments by Dr S W Deshpande
5. Training Instruments in HRD and OD by Udai Pareek, Surabhi Purohit
6. Organisational Behaviour, Fred Luthans 10th edi.
7. Organizational Behaviour by Stephen Robbins
8. Behavioural Exercises and Games; Manual for Trainers by Madhu Deshpande, Prayag Mehta, Manohar Nadkarni Publication Learning Systems

Reference Books:

1. Anastasi, A., & Urbina, S. (1997). Psychological Testing (7th ed.). Pearson Education.
 2. Kaplan, R. M., & Saccuzzo, D. P. (2017). Psychological Testing: Principles, Applications, and Issues (9th ed.). Cengage Learning.
 3. Cohen, R. J., & Swerdlik, M. E. (2017). Psychological Testing and Assessment: An Introduction to Tests and Measurement (9th ed.). McGraw-Hill Education.
- Supplementary Readings
4. Gregory, R. J. (2018). Psychological Testing: History, Principles, and Applications (7th ed.). Pearson.

Psychological Testing by Anne Anastasi Susana Urbina Links for online content: 1. <https://www.psychestudy.com/social/weiner-attribution-theory>

PSC-2: Performance Management System	Semester III
Credits:3	LTP:2:1:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

CO#	COGNITIVE ABILITIES	Course Outcome (Student will be able to....)
CO1	REMEMBER	Remember the principles of effective appraisals,
CO2	UNDERSTAND	Understand the concept, need, and evolution of performance management.
CO3	APPLY	Apply knowledge to understand the process of potential appraisal and use of automation in PMS
CO4	ANALYSE	Analyze the kinds of PMS followed in organizations
CO5	EVALUATE	Evaluate the best PMS followed by different industries
CO6	CREATE	Develop skills in designing and implementing effective performance appraisal systems.

Unit	Hours
Unit 1: Introduction to Performance Management -Definition, importance and evolution of PMS, Performance management vs. performance appraisal, Objectives and benefits of PMS, Stakeholders in performance management, Ethical and legal considerations in PM	(6+3)
Unit 2: Performance Planning and Goal Setting, Setting SMART goals and Key Result Areas (KRAs), Role clarity and performance expectations, Competency mapping and performance standards, Balanced Scorecard and KPI development	(6+3)
Unit 3: Performance Appraisal Systems and Methods, Traditional and modern appraisal methods: 360°, MBO, BARS, forced ranking, Appraisal formats and rating scales, Rater biases and training, Link between appraisal and rewards	(6+3)
Unit 4: Feedback, Coaching and Performance Development, Constructive feedback models, coaching vs. mentoring, Development plans and Individual Development Plans (IDPs), Linking PMS to Learning & Development (L&D), Legal and ethical concerns in giving feedback	(6+3)

Unit	Hours
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Unit 5: Contemporary Issues and Technology in PMS, Role of HR analytics and AI in PMS, PMS in remote and hybrid workplaces, Cultural and generational issues in performance evaluation, Trends: Continuous performance management, OKRs, gamification	(6+3)
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Textbooks:

1. **Aguinis, H. (2019).** *Performance Management*, 4th Edition. Pearson Education.
2. **Deb, Tapomoy. (2009).** *Performance Appraisal and Management*, Excel Books

PSC-3 Conflict and Negotiation	Semester III
Credits:3	LTP:2:1:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

CO#	COGNITIVE ABILITIES	Course Outcome (Student will be able to....)
CO1	REMEMBER	Know the key terms, upcoming trends in the T& D
CO2	UNDERSTAND	To understand the basic concepts functions and processes of human resource management
CO3	APPLY	Application of the models learned, contemporary practices in real business world.
CO4	ANALYSE	Analyzing & constructive strategies for existing and new challenges in T & D
CO5	EVALUATE	Evaluate the processes of T& D
CO6	CREATE	Creating & implementing best practices Of Learning & Development

Unit	Hours
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Unit 1: Understanding Conflict	9
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- Understanding conflict, components, perspectives of conflict, types of conflict, models of conflict – Process and Structural Models, functional & dysfunctional conflict, relationship between conflict and performance in team, levels of conflict – intrapersonal, interpersonal, group & organizational conflicts, sources of conflict - intrapersonal, interpersonal, group & organizational sources.
- Relationship Between conflict and Team Performance
- Levels of conflict
- Sources of conflict

Unit 2: Conflict Management Design	9
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- Nature of conflict Management, contingency approach, conflict management process, conflict domain, conflict trends, conflict distribution, conflict mapping and tracking

- Nature of conflict Management, contingency approach, conflict management process, the conflict domain, conflict trends, conflict distribution, conflict mapping and tracking.
- Conflict Trends and distribution
- Conflict Mapping & tracking

Unit 3: : Managing Conflict

9

Managing interpersonal conflict: Thomas conflict resolution approach, behavioral style and conflict handling, the Cosier Schank model of conflict resolution, collaboration & conflict resolution, dealing with difficult subordinates, boss & colleagues, 1 to 1 dispute resolution

Managing team & organization conflict:

Techniques to resolve team conflict, strategies to resolve organizational conflict, effective listening and dialogue skills, humor and conflict resolution, negotiation as a tool for conflict resolution.

Unit 4: : Conflict resolution and Cost

- Conflict resolution models, framework model, classical ideas, new developments in conflict resolution. Environmental conflict resolution, gender and conflict resolution. Assessing the cost of workplace conflict.
- Assessing the workplace conflict cost

9

Unit 5 : :Negotiation Strategies & techniques

- Negotiations/ Negotiation strategies -Types of Negotiations, negotiation process, factors for successful negotiations, essential skills for negotiation, tricks used in negotiation process, psychological advantage of negotiations, Techniques of negotiation, issues in negotiations. Negotiation strategies: Strategy and tactics for distributive bargaining, strategy and tactics for integrative negotiation, negotiation strategy and planning. Finding and using negotiation power, sources of power, Ethics in negotiation.

Managing difficult negotiations:

- Third party approaches: Third party interventions, formal intervention methods – Arbitration, Mediation and Process Consultation, Informal intervention methods, best practices in negotiation

Textbooks:

Conflict & Negotiation Management-Dr Deepti Lele, Prof Priyanka Jadhav, Prof Shweta Singh and Prof Sanchita Thanedar-Satalkar

Reference Books:

- Managing conflict and negotiation, B.D. Singh, 1st edition, Excel books, 2008.
- Conflict Management: Practical guide to develop negotiation strategies, Barbara A Budjac Corvette, Pearson Prentice Hall, 2006, ISBN: 8174466428, 9788174466426

PSC-4 Learning & Development	Semester III
Credits:3	LTP:2:1:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

CO#	COGNITIVE ABILITIES	Course Outcome (Student will be able to....)
CO1	REMEMBER	Know the key terms, upcoming trends in the L& D
CO2	UNDERSTAND	To understand of the basic concepts functions and processes of human resource management
CO3	APPLY	Application of the models learned contemporary practices in real business world.
CO4	ANALYSE	Analyzing & constructive strategies for existing and new challenges in L & D
CO5	EVALUATE	Evaluate the processes of L& D
CO6	CREATE	Creating & implementing best practices Of Learning & Development

Unit	Hours
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Unit 1: Introduction to L&D	9
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- **Learning:** Nature of learning, Learning-its influence on employee behavior, Learning Process, Learning and HRD, Learning styles, elements and Profile, Types of Learning, Adult Learning, Implementing Learning/HRD needs
- **B) Introduction to Training:** Definition, Concept, Meaning, Nature, Need for Training and Development, Types of Training, Effective Learning and Training.

- **Unit 2: Process, Designing & Implementation of Training**

Process

- Identification of job competencies, Training Need Analysis and Assessment, Training for Performance, Steps in Training, Role and Responsibilities of HRD and Training Specialist.
- **Designing and Implementation of Training Plan:** Objectives of Designing Training Plan, Budgeting of Training, Trainer and Trainee Identification, Designing Module, Designing and Conducting Specific Training and Development Programme, Methods of Training: Methods & Technique of Training, On Job Training, and Competency based training, Online Training, E-Learning, Multimedia Training, Management Development Program, New Employee

- Training.

Unit 3: Evaluation of Training Program

9

- Evaluation of Training Program: Introduction, concept & principles, Evaluating Training and Results- Kirkpatrick Model of Evaluation, CIRO of Training, ROT of Training, Cost-Benefit analysis.
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Unit 4: Management Development Programmes

9

Training and Coaching, Mentoring, Training Practices, Train the trainer, Training for Diversity, Impact of Training on HRD.

Unit 5: Creating/Design a training program for various categories of employees in a variety of organizational contexts

9

Suggested Textbooks:

1. Employee Training & Development, Raymond Noe
2. Training and Development, S K Bhatia Page 103 of 274
3. The ASTD Training and Development Handbook: A Guide to Human Resource Development, Robert Craig, McGraw-Hill.
4. Creative Training Techniques Handbook, Robert W. Pike, CSP

PROGRAMME SPECIFIC COURSES -OPERATION MANAGEMENT SEMISTER III

PSC-1: Advanced Operations Research	Semester III
Credits:3	LTP:2:1:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

CO#	COGNITIVE ABILITIES	Course Outcome (Student will be able to....)
CO1	REMEMBER	Remembering Operations Research project phases
CO2	UNDERSTAND	Understand Inventory Models
CO3	APPLY	Apply dynamic programming and Goal programming concepts for business decision making
CO4	ANALYSE	Analyze outputs of sequencing models for job scheduling
CO5	EVALUATE	Evaluate Queuing theory model outputs for business decision making
CO6	CREATE	Creating 0-1 integer and Mix integer programming models

Unit**Hours**

Unit 1: 0-1 Integer Programming and Mix Integer Programming OR Project phases, 0-1 Integer Programming Concepts, Applications of 0-1 Integer Programming in various industries, 0-1 Integer programming Formulation problems, 0-1 Integer programming using Excel Solver, Mix Integer programming concepts, Applications of Mix Integer Programming in various industries, Mix Integer programming problem formulation, Mix Integer programming using Excel Solver. (6+3)

Unit 2: Inventory Models: Inventory Models and EOQ Concepts, EOQ problems and EOQ with bulk quantity discount problems, EOQ with space and fund availability constraints, EMQ concepts and problems, Fix order quantity system (Q system) concepts, Q System problems, Fix order period system ,P System problems (6+3)

Unit 3: Dynamic Programming and Goal Programming Dynamic Programming Concepts, Applications of Dynamic Programming in various industries, Dynamic programming problem Formulation, Deterministic Dynamic programming problems, Probabilistic Dynamic programming problems, Goal programming concepts, Applications of Goal Programming in various industries, Goal programming problem formulation, Goal programming using software (6+3)

Unit 4 Sequencing Models: Sequencing model concepts and assumptions, Applications of Sequencing models, Problems on Processing n jobs through one machine, Problems on Processing n jobs through two machines, Problems on Processing n jobs through three machines (6+3)

Unit 5: Queuing Theory: Queuing Theory concepts, Queuing Theory assumptions, Queuing Theory Applications, Various types of waiting line models, Various types of single server models, Queuing theory problems using single server, M/M/1/FIFO/infinity/infinity (6+3)

Textbooks: Hiller and Liberman, Operations Research, Tata McGraw hill publications 2002

Reference Books: 1.Render and Stair ,Quantitative Analysis for Management, Prentice Hall publication 2024

PSC-2: Services of Operation Management	Semester III
Credits:3	LTP:2:1:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

CO#	COGNITIVE ABILITIES	Course Outcome (Student will be able to....)
CO1	REMEMBER	Describe the characteristics of services and their role in business operations.
CO2	UNDERSTAND	Explain the principles of service design, quality management, and process optimization.
CO3	APPLY	Apply service management frameworks to real-life business scenarios for improving efficiency and customer satisfaction.
CO4	ANALYSE	Analyze strategic decisions in service operations and implement effective service delivery solutions.
CO5	EVALUATE	Evaluate service quality, recovery mechanisms, and customer satisfaction metrics.
CO6	CREATE	Design innovative service models using emerging technologies and sustainability practices.

Unit**Hours**

Unit 1: Introduction to Services of Operations Management Overview of Service Operations - Characteristics of Services vs. Goods The Service-Profit Chain and its Impact on Customer Satisfaction, Role of Service Operations in Business, Key Service Concepts: Service Framework, Types of Services, Dimensions of Service Quality, Service Strategy: Objectives, Positioning, and Market Segmentation
(6+3)

Unit 2: Service Design and Process Management Service Blueprinting and Customer Experience Design, Service Process Mapping and Reengineering, Managing Service Processes: Delivery, Capacity Planning, Queuing Theory, Service Failures and Recovery, Technology & Innovation: Role of IT, Digitalization, Self-Service Tech
(6+3)

Unit 3: Service Quality Management, Defining and Measuring Service Quality: SERVQUAL, SERVPERF, Total Quality Management (TQM) in Services, Lean Service Operations & Six Sigma for Service Quality, Managing Service Failures and Recovery Strategies, Measuring and Improving Customer Satisfaction
(6+3)

Unit 4 Managing Service Supply Chains, Structure and Management of Service Supply Chains, Supplier Role in Service Operations (Outsourcing, Partnerships, Logistics), Strategies for Balancing Demand and Capacity in Services, Demand Forecasting and Managing Peak Load Constraints, Customer Involvement in Service Operations
(6+3)

Unit 5: The Impact of Emerging Technologies (AI, Automation, Cloud), Role of Big Data and Analytics in Improving Service Efficiency, The Process of Service Innovation & Design Thinking, Case Studies on Service Innovation in Different Industries (Health, Banking, Hospitality), Future Trends: Smart Services, IoT, Sustainability & Green Practices
(6+3)

Textbooks:

"Service Operations Management: Improving Service Delivery" by David P. Waters (Pearson, 2nd Edition)

Reference Books:

1. "Services Marketing: People, Technology, Strategy" by Christopher Lovelock and Jochen Wirtz (Pearson, 9th Edition)
2. "Operations Management for Services" by Ray R. Venkataraman and Jeffrey K. Praveen (Cengage Learning)

Supplementary Resources:

- Academic articles on service operations management from journals like Journal of Service Research, International Journal of Operations & Production Management, and Journal of Service Management.

Online resources: MOOCs on Service Operations Management

PSC3: Quality Management	Semester III
Credits: 3	LTP: 2:1:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

CO# COGNITIVE ABILITIES	Course Outcome (Student will be able to....)
CO1 UNDERSTAND	Explain the fundamental principles and evolution of Quality Management.
CO2 APPLY	Analyze Quality Management frameworks like TQM, Six Sigma, and ISO Standards.
CO3 ANALYSE	Apply quality improvement tools to optimize business processes.
CO4 EVALUATE	Evaluate statistical methods used in quality control and decision-making.
CO5 CREATE	Design and implement quality initiatives in various industries.

Units**Hours****Unit 1: Introduction to Quality Management**

6HRS

Definition and Evolution of Quality

Dimensions of Quality (Product and Service)

Quality Management Philosophies: Deming, Juran, Crosby, Feigenbaum, Ishikawa

Cost of Quality (COQ)

Unit 2: Total Quality Management (TQM)

6HRS

Principles of TQM

TQM Implementation Framework

Customer Focus and Continuous Improvement

Leadership and Employee Involvement in TQM

Case Studies on TQM Implementation

Unit 3: Quality Control Tools and Techniques

6HRS

Seven Basic Tools of Quality (Check Sheets, Histograms, Control Charts, Pareto

Analysis, Fishbone Diagram, Scatter Diagram, Flowcharts)

Failure Mode and Effect Analysis (FMEA)

Statistical Process Control (SPC)

Poka-Yoke (Error Proofing)

Benchmarking and Best Practices

Unit 4: Six Sigma and Lean Quality Management

6HRS

Introduction to Six Sigma: DMAIC Methodology

Lean Principles and Waste Reduction (Muda)

Value Stream Mapping (VSM)

5S and Kaizen for Quality Improvement

Case Studies in Lean and Six Sigma

Unit 5: Quality Standards and Certifications

7HRS

ISO 9001: Quality Management System

ISO 14001: Environmental Quality Management

ISO 45001: Occupational Health and Safety

Malcolm Baldrige National Quality Award (MBNQA)

European Foundation for Quality Management (EFQM) Model

Unit 6: Quality Management in Different Sectors

7HRS

Quality Management in Manufacturing

Service Quality Management (SERVQUAL Model)

Supply Chain Quality Management

Quality in Healthcare, IT, and Education Sectors

Unit 7: Strategic Quality Management and Future Trends

7HRS

Quality as a Competitive Advantage

Role of AI and Big Data in Quality Management

Sustainability and Green Quality Management

Recommended Books

1. **"Total Quality Management"** – Dale H. Besterfield
2. **"Juran's Quality Handbook"** – Joseph M. Juran & Joseph A. Defeo
3. **"Quality Planning and Analysis"** – J.M. Juran & Frank M. Gryna
4. **"Quality Management Demystified"** – Sid Kemp
5. **"Managing for Quality and Performance Excellence"** – James R. Evans & William M. Lindsay
6. **"ISO 9001:2015 Handbook"** – Milton P. Dentch
7. **"Six Sigma: The Breakthrough Management Strategy"** – Mikel Harry & Richard Schroeder

PSC4: ERP & Integration Models	Semester III
Credits: 3	LTP: 2:1:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

CO# COGNITIVE ABILITIES	Course Outcome (Student will be able to....)
CO1 UNDERSTAND	Explain the fundamental concepts and architecture of ERP systems.
CO2 APPLY	Analyze the key functional modules of ERP and their role in automation.
CO3 ANALYSE	Evaluate ERP integration with finance, HR, and supply chain operations.
CO4 EVALUATE	Demonstrate the ERP implementation process, including customization.
CO5 CREATE	Identify challenges and best practices in ERP deployment and change management.

Unit & Topics**Hours****Unit 1: Introduction to ERP****6HRS**

Definition and Evolution of ERP Systems

ERP Architecture and Deployment Models (On-Premise, Cloud, Hybrid)

Benefits and Challenges of ERP Implementation

Major ERP Vendors (SAP, Oracle, Microsoft Dynamics, NetSuite, etc.)

Unit 2: Core Functional ERP Modules**6HRS**

Financial Management Module (General Ledger, Accounts Payable/Receivable, Budgeting)

Human Resource Management (HRM) Module (Payroll, Employee Self-Service, Training)

Supply Chain Management (SCM) Module (Procurement, Inventory, Logistics)

Manufacturing & Production Planning Module (MRP, Capacity Planning)

Customer Relationship Management (CRM) Module (Sales, Marketing, Analytics)

Unit 3: ERP System Integration**6HRS**

Data Flow and Interconnectivity Across ERP Modules

Enterprise Application Integration (EAI) with Third-Party Systems

Integration with Business Intelligence (BI) and Analytics

ERP and Internet of Things (IoT) for Smart Business Operations

Unit 4: ERP Implementation & Customization**7HRS**

ERP Implementation Life Cycle (Selection, Planning, Execution, Deployment)

Business Process Reengineering (BPR) and ERP Customization
Role of Consultants and End-User Training in ERP Adoption
Post-Implementation Challenges and Change Management

Unit 5: Advanced ERP Technologies & Trends

7HRS

Cloud ERP vs. On-Premises ERP
AI and Machine Learning in ERP Systems
Blockchain Applications in ERP for Security and Transparency
ERP in Industry 4.0 (Smart Factories, Digital Twins, Predictive Maintenance)

Unit 6: Case Studies & ERP Software Demonstration

7HRS

Case Studies on ERP Success and Failures in Different Industries
Live Demonstration of ERP Systems (SAP ERP, Oracle ERP, Microsoft Dynamics, etc)
Hands-on ERP Simulation or Mini-Project on ERP Implementation

Recommended Books

1. "Enterprise Resource Planning" – Alexis Leon
2. "Concepts in Enterprise Resource Planning" – Ellen Monk & Bret Wagner
3. "ERP Demystified" – Alexis Leon
4. "Enterprise Resource Planning: Fundamentals of Design and Implementation" – P. K. Gupta
5. "ERP: Making It Happen – The Implementers' Guide to Success with Enterprise Resource Planning" – Thomas F. Wallace & Michael H. Kremzar
6. "Cloud Computing and ERP Systems" – Sudhir L. Agarwal

SEMESTER IV

PROGRAM CORE COURSES(PCC-)-SEMESTER IV

PCC-1 Business Simulation	Semester IV
Credits: 3	LTP: 2:1:0
Teaching Learning Scheme	Internal Assessment (20 Marks)
Lectures: 3 hrs /week	Mid Sem Assessment: (30 Marks)
	End Semester Assessment: (50 Marks)

CO#	COGNITIVE ABILITIES	Course Outcome (Student will be able to....)
		Students will be able to
CO1	REMEMBER	List key concepts of Business Simulation
CO2	UNDERSTAND	Apply theoretical business concepts in simulated environments
CO3	APPLYING	Enhance team collaboration and communication
CO4	ANALYZE	Understand complex organizational interactions
CO5	EVALUATE	Develop strategic decision-making capabilities
CO6	CREATE	Build financial and operational management skills

Unit & Topics Covered**Hours**

Unit 1: Foundational Knowledge 1.1 Business Fundamentals Introduction: Course overview, organizational structures, management principles, team formation, initial team-building exercise 1.2 Financial Management Basics: Accounting principles, financial statement analysis, financial metrics, cash flow fundamentals, interactive financial modeling workshop 1.3 Strategic Management Overview: Strategic planning, SWOT analysis, competitive landscape, strategic decision-making, case study introduction 1.4 Marketing Fundamentals: Market segmentation, consumer behavior, marketing mix, branding, marketing strategy exercise 1.6 International Business Context: Global markets, cross-cultural considerations, trade principles, economic environment, geopolitical impacts

5

Unit 2: Theoretical Preparation 2.1 Comprehensive Business Scenario Introduction: Simulation framework, company background, role assignments, market briefing, team brainstorming 2.2 Financial Modeling Workshop: Spreadsheet modelling, projections, budget development, investment analysis, risk assessment 2.3 Strategic Planning Deep Dive:

10

Unit & Topics Covered	Hours
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Competitive analysis, scenario planning, strategic frameworks, team planning session

Unit 3: Marketing Strategy Development 3.1 Marketing Strategy Development: Advanced market research, customer segmentation, positioning, marketing communication planning, team workshop 3.2 Operations & Supply Chain Management: Logistics optimization, cost management, efficiency improvement, operational strategy development 3.3 Integrated Simulation Preparation: Walkthrough, strategy alignment, risk management, rules briefing, final team prep	10
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Unit 4: Simulation Execution – Immersive Business Experience 4.1 Simulation Rounds: Quarterly simulation cycles, real-time decision making, performance tracking, feedback sessions, adaptive complexity, challenge management	10
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Unit 5: Reflection and Analysis – Learning Consolidation 5.1 Performance Review: Team/individual performance, decision impact assessment, lessons learned 5.2 Industry Expert Panel: Guest speakers, business insights, validation, Q&A, career guidance 5.3 Final Presentation Preparation: Narrative construction, visual analysis, team strategy justification 5.4 Final Simulation Showcase: Final presentations, reflection, awards, course conclusion

Text Books :

- | | |
|--|----|
| <ol style="list-style-type: none"> 1. "Business Simulations: The Art and Science of Experiential Learning" – J. Scott Armstrong 2. "Strategic Management: Concepts and Cases – Competitiveness and Globalization" – Michael A. Hitt, R. Duane Ireland, Robert E. Hoskisson 3. "Financial Intelligence for Entrepreneurs" – Karen Berman & Joe Knight 4. "Operations Management" – William J. Stevenson 5. "Marketing Management" – Philip Kotler & Kevin Lane Keller 6. "Business Strategy: A Guide to Effective Decision-Making" – Jeremy Kourdi 7. "The Goal" – Eliyahu M. Goldratt | 10 |
|--|----|

"Harvard Business School Case Studies" (select topics)

MBA (GM) (2025 Pattern) – Complete Curriculum

PCC-2 Data Security and Cyber Law	Semester IV
Credits: 3	LTP: 2:1:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

CO#	COGNITIVE ABILITIES	Course Outcome (Student will be able to....)
CO1	REMEMBER	Develop a comprehensive understanding of cybersecurity terminologies, threats, and the significance of protecting end-user systems, critical IT infrastructure, and national security.
CO2	UNDERSTAND	Identify and evaluate various types of cybercrimes and cyberattacks, and apply appropriate measures for prevention, mitigation, and reporting through legal channels.
CO3	APPLYING	Gain knowledge of the IT Act, 2000, and other global cyber laws to address cybercrimes and understand the legal and ethical implications of emerging technologies like AI, IoT, and blockchain.
CO4	ANALYZE	Analyze the principles of data privacy, security, and protection laws such as GDPR and India's Personal Data Protection Bill, and apply them in personal and organizational contexts.
CO5	EVALUATE	Evaluate cybersecurity plans, including policies, risk assessments, audits, and compliance strategies, to ensure effective governance and business continuity.

Unit & Topics

Unit 1: Overview of Cyber Security

COEP Technological University

145

Hours

9

M.B.A.

Cyber security threats & increasing threat landscape

Key cyber security terminologies

Protection of end-user machines & critical IT infrastructure

Cyber warfare & national security concerns

Case Studies on cyber security breaches

Unit 2: Cybercrimes & Threats

9

Cybercrimes targeting computer systems and mobile devices

Online scams and frauds (email scams, phishing, credit/debit card fraud, cyberbullying)

Cybercrime against individuals (cyber grooming, stalking, child pornography)

Social engineering attacks & identity theft

Cyber police stations, crime reporting procedures, Case Studies

Unit 3: Cyber Law & Legal Framework

9

Cybercrime legal landscape around the world

IT Act, 2000, and its amendments

Cyber offences under IT Act, corporate governance, and legal challenges

Laws related to AI, IoT, Blockchain, and Social Media

Unit 4: Data Privacy & Data Security

9

Understanding data types: meta-data, big data, and non-personal data

Data privacy vs. data security

Personal Data Protection Bill & global data protection laws (GDPR, PIPEDA)

Social media-related privacy concerns

Unit 5: Cyber Security Management

9

Cyber security policies and planning

Business continuity & cyber risk assessment

National Cyber Security Strategy

Textbooks:

1. Cyber Security Understanding Cyber Crimes, Computer Forensics and Legal Perspectives by Sumit Belapure and Nina Godbole, Wiley India Pvt. Ltd.

Reference Books:

1. Information Warfare and Security by Dorothy F. Denning, Addison Wesley.
2. Security in the Digital Age: Social Media Security Threats and Vulnerabilities by Henry A. Oliver, Create Space Independent Publishing Platform.

PCC 3: Leadership & Strategic Thinking	Semester IV
Credits: 3	LTP: 2:1:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

CO#	COGNITIVE ABILITIES	Course Outcome (Student will be able to....)
CO1	REMEMBER	To Discover the integrated components of strategic leadership thinking
CO2	UNDERSTAND	To introduce concepts aligned with strategic & Leadership Thinking
CO3	APPLYING	To apply the key elements of strategic leadership.
CO4	ANALYZE	To Analyse habits of successful strategic thinkers and six approaches to develop your strategic thinking skills
CO5	EVALUATE	To evaluate managerial skills so as to develop strategic thinking in students
CO6	CREATE	To create model to enhance your strategic thinking skills

Unit 1**Hours****Leadership Thinking****9**

Introduction to leadership thinking, concept & meaning

Leadership thinking perspectives, Think imaginatively, Act creatively & Analytically, politically and critically, Real-world examples + case studies / activities / exercises

Unit 2:**9**

Strategic Thinking & Leadership Decision Making

Managing Growth through Collaboration & Acquisition strategies

Cases of Companies have succeeded in the highly competitive environment. Competing in the

Global Environment with Building & Deriving Advantages

Unit 3

Strategic Thinking

9

Introduction to Strategic Thinking

Concept and Meaning

Importance of Strategic Thinking

Strategic Thinking Components

Types of Strategic Thinking

Benefits of Strategic Thinking

Strategic Thinking in Business

Skills Expected / Required for Strategic Thinking

How to Improve Strategic Thinking

Unit 4:

Strategic Thinking Tools

9

Gartner Quadrant

BCG Matrix

Ansoff Matrix

Unit 5: Real-World Examples + Case Studies / Activities / Exercises (Britannica)

9

Textbooks

1. Korn Ferry – Strategic Mindset
2. Three Keys to Improving Your Strategic Thinking
3. Model Thinking • Strengthen Your Strategic Thinking Muscles
4. Design Thinking for Beginners: Innovation as a factor for entrepreneurial success Hardcover – Import, 18 August 2019 by Kilian Langenfeld
5. Design Your Thinking Hardcover – 23 December 2020 by SONI PAVAN

PCC 4 DISSERTATION	Semester IV
Credits: 3	LTP: 0:0:6
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 50 Marks
	External Assessment: 50 Marks

Introduction:

Dissertation is an academic writing based on research.

A dissertation is a report of an extensive original research project completed as the final requirement for MBA

Dissertations give students an opportunity to:

- Explore their area of interest in depth.
- Demonstrate accuracy and skills in investigating and discussing a problem.
- Manage a critical project from the beginning to the end, most probably, for the first time.
- Apply the skills they have learned in college in a more practical way.
- Experience the process of producing knowledge.

A dissertation is a substantial document that examines a subject and reviews different points of view (about the said subject) based on original research. It demonstrates the author's mastery of the subject, scholarly methods, the main facts, and unique points of view in it.

Duration:

Dissertation takes place in fourth semester.

It is the culmination of the entire course studies undertaken during the two years.

Presentations:

A detailed individual presentation of the research will be scheduled based on selected topics.

Project Report:

Project report will be used as guideline for the work students have completed during the Dissertation. Students need to make sure that they submit a complete report to the college. Guidelines for project report shall be shared in the classroom.

Evaluation:

Total marks allotted: 100

External Viva will be conducted.

PROGRAM SPECIFIC COURSES(PSC) -FINANCE SPECIALIZATION Semester IV

PSC -1: Insurance Management	Semester IV
Credits: 2	LTP: 2:0:0
Teaching Learning Scheme	Examination Scheme
Lectures: 2Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

CO#	COGNITIVE ABILITIES	Course Outcome (Student will be able to....)
CO1	REMEMBER	Grasp the basic concepts and principles of insurance, including the differences between life and general insurance.
CO2	UNDERSTAND	Explain the importance, nature, and functions of various types of insurance such as life, fire, and marine insurance.
CO3	APPLYING	Apply knowledge of insurance contracts and policies to real-world scenarios and case studies.
CO4	ANALYZE	Analyze different types of insurance policies and their implications for policyholders and insurers.
CO5	EVALUATE	Evaluate the impact of privatization on the insurance business and compare the performance of private and government insurance companies.
CO6	CREATE	Develop strategies for effective insurance management, including premium payments, claim settlements, and policy revival.

Unit & Topics**Hours****Unit 1: Introduction to Insurance**

3

Concept & Principles of Insurance

Types of Insurance

Role of IRDAI (Insurance Regulatory and Development Authority of India)

Unit 2: Life Insurance& Claim Settlements

10

Need & Overview

Types of Life Insurance

Factors Affecting Life Insurance

Premium Calculations

Role of Actuarial Science in Life Insurance

Legal Aspects of Life Insurance Contracts

Maturity, Death & Surrender Claims

Process of Claim Settlement

Challenges in Life Insurance Claim Settlements

IRDAI Guidelines on Claim Settlements

Consumer Rights & Grievance Redressal

Unit 3: General Insurance & Claim Settlements

10

Need & Overview

Types of General Insurance

Principles of General Insurance

Underwriting & Premium Calculation

Policy Structure and Coverage

Claim Settlements in General Insurance

Challenges in General Insurance Claim Settlements

Unit 4: Insurance Payment Premiums

5

Factors Affecting Premiums

Premium Calculations & Policy Lapse

Indian Taxation Laws on Premiums

Unit 5: Insurance Business & Future Trends

2

Indian Insurance Market Overview

Future Trends in Insurance

Textbooks:

(1) Life Insurance in India: Opportunities, Challenges and Strategic Perspective by H. Sadhak

(2) Principles and Practice of Insurance

Reference Books: IRDAI Handbook

PSC -2: Taxation	Semester IV
Credits: 2	LTP: 2:0:0
Teaching Learning Scheme	Examination Scheme
Lectures: 2Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

CO#	COGNITIVE ABILITIES	Course Outcome (Student will be able to....)
CO1	REMEMBER	Remembering various concepts of taxation
CO2	UNDERSTAND	Understanding procedures of taxation
CO3	APPLYING	Applying knowledge of tax laws
CO4	ANALYZE	Analyzing case studies in direct and indirect tax
CO5	EVALUATE	Evaluate various heads of income and deductions to compute accurate taxable income.
CO6	CREATE	Design comprehensive tax planning strategies for individuals and organizations that optimize tax benefits

Unit & Topics**Hours****Unit 1: Introduction to Taxation**

4

Right to Collect Tax
 Progressive vs Regressive Tax
 Direct vs Indirect Tax
 Adam Smith's Canons of Taxation
 Tax Planning vs Tax Management
 Tax Avoidance vs Tax Evasion

Unit 2: Direct Tax - I

10

Heads of Income
 Income from Capital Gains
 Meaning of Capital Assets
 LTCG & STCG
 Indexation & Exemptions under Capital Gain
 Profits & Gains from Business & Profession (PGBP)
 Allowable Expenses & Depreciation
 Numerical on Capital Gains & PGBP

Unit 3: Direct Tax - II

8

Corporate Taxation

Tax Saving Schemes

Voluntary Income Disclosure Scheme (VIDS)

ITR Filing & Assessment Procedure

Tax Audit

International Taxation: Transfer Pricing & DTAA

Income Computation & Disclosure Standards (ICDS) Principles

Unit 4: Goods & Services Tax (GST) - I

10

Benefits of GST

Definition of Goods & Services

Input Tax Credit (ITC)

CGST, SGST, IGST

Valuation Rules

Taxation of Import & Export under GST

Unit 5: Goods & Services Tax (GST) - II

8

Need for Registration

Registration Process & Timing

Pros & Cons of Voluntary Registration

Reverse Charge Mechanism (RCM)

RCM in Goods & Services

Liability in Case of RCM

Composition Scheme: Eligibility & Procedure

Quarterly Return Monthly Payment (QRMP) Scheme

Restrictions for Composite Dealers

Reference Books:

1. Taxmann's Students' Guide to Income Tax & GST 2024-25
2. Corporate Tax Planning and Business Tax procedures – V K Singhania
3. Taxmann – GST Act with Rules

PSC -3: Corporate Valuation	Semester IV
Credits: 2	LTP: 2:0:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

CO# COGNITIVE ABILITIES	Course Outcome (Student will be able to....)
CO1 REMEMBER	Recall key concepts, methods, and terminologies related to corporate valuation.
CO2 UNDERSTAND	Explain various approaches to valuation including DCF, relative valuation, and contingent claim valuation.
CO3 APPLYING	Apply valuation techniques to assess business value using real financial data.
CO4 ANALYZE	Analyze financial statements and market information to identify drivers of value.
CO5 EVALUATE	Evaluate the appropriateness of different valuation models in varied business contexts.
CO6 CREATE	Design integrated valuation models to value firms under complex scenarios such as M&A, distressed assets, or start-ups.

Unit & Topics**Hours****Unit 1: Introduction to Corporate Valuation**

6

Concept and relevance of valuation in finance
 Valuation vs. Pricing
 Types of valuation (Equity, Firm, Asset)
 Value drivers – growth, risk, and cash flows
 Role of valuation in strategic decisions (M&A, restructuring, IPOs)

Unit 2: Valuation Approaches

8

Asset-based valuation: Net Asset Value, Liquidation Value
 Income-based approach: Discounted Cash Flow (DCF)
 Free Cash Flows to Firm (FCFF) and Equity (FCFE)
 Terminal value estimation
 Cost of capital: WACC and CAPM
 Relative Valuation: P/E, EV/EBITDA, P/BV multiples

Unit 3: Business Valuation in Practice

8

Steps in valuation process
Financial modeling for valuation
Adjusting financial statements for valuation
Valuation of listed vs. unlisted companies
Dealing with circularity in Excel models
Use of valuation in investment decisions

Unit 4: Valuation in Special Situations

4

Valuation in Mergers & Acquisitions (synergy value)
Valuation of Start-ups (venture capital method, First Chicago Method)
Distressed Firm Valuation
Valuation of intangible assets and brand valuation

Unit 5: Regulatory & Ethical Aspects in Valuation

6

SEBI and RBI regulations related to valuations
Role of valuation professionals (merchant bankers, registered valuers)
Ethical issues in valuation – manipulation, conflicts of interest
Case studies on valuation errors and frauds

A) Textbook:

- Aswath Damodaran, Damodaran on Valuation: Security Analysis for Investment and Corporate Finance, Wiley
- David Frykman and Jakob Tolleryd, Corporate Valuation: A Guide for Managers and Investors, Pearson

PROGRAM SPECIFIC COURSES(PSC-)-MARKETING SPECIALIZATION Semester IV

PSC-1- Retail Marketing & E-commerce	Semester IV
Credits: 2	LTP: 2:0:0
Teaching Learning Scheme	Examination Scheme
Lectures: 2Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

CO# COGNITIVE ABILITIES	Course Outcome (Student will be able to....)
CO1 REMEMBER	To define retail marketing and ecommerce marketing and its concepts.
CO2 UNDERSTAND	Explain the fundamentals of retail marketing and e-commerce.
CO3 APPLYING	Apply consumer behaviour insights to develop retail and e-commerce strategies.
CO4 ANALYZE	Analyse retail operations, inventory, and supply chain management.
CO5 EVALUATE	Evaluate retail marketing mix elements for business success.
CO6 CREATE	Implement digital marketing and omnichannel strategies for e-commerce growth.

Topics Covered**Hours**

Unit 1: Fundamentals of Retail Marketing and ecommerce marketing – Definition, Scope & Importance of Retailing, Retail Formats (Organized vs. Unorganized, Department Stores, Supermarkets, Specialty Stores, Convenience Stores, Hypermarkets, E-tailing), Functions of Retailers in the Supply Chain. Definition, Evolution & Scope of E-commerce, Business Models (B2B, B2C, C2C, C2B, D2C), E-commerce Ecosystem (Marketplaces, Aggregators, Direct-to-Consumer), Payment Gateways, Digital Wallets, Logistics, Advantages & Challenges in E-commerce

4

Unit 2: Retail Consumer behaviour& Buying Process – Understanding Consumer behaviour in Retail, Factors Influencing Consumer Decision-Making, Role of Reference Groups & Influencers, Customer Expectations & Shopping Experience, Psychological & Social Influences on Buying behaviour

4

Unit 3: Retail Marketing Strategies (4Ps + CRM) – Product & Merchandising: Merchandise Planning, Product Range, Display & Category Management; **Pricing Strategies:** Discount Pricing, Psychological Pricing, Everyday Low Pricing (EDLP), High-Low Pricing; **Promotion:** In-store

Promotions, Digital & Social Media Marketing, Direct Marketing; **Place & People:** Store Location & Design, Footfall Impact, Customer Relationship Management (CRM) 4

Unit 4: Retail Operations & Performance Management – Store Layout & Visual Merchandising, Role of Technology in Retail, Inventory & Supply Chain Management, Retail Store Design & Atmospherics, Customer Service & Experience Management, Performance Metrics & Profitability Measurement

4

Unit 5: Future Trends in Retail & E-commerce – Growth of Quick-Commerce & Instant Delivery Services, Rise of Social Commerce (Facebook, Instagram, TikTok Shops), Subscription-based E-commerce Models, AI, Augmented Reality (AR) & Virtual Reality (VR) in Retail, Sustainable Retailing & Green E-commerce, Future of Retail & E-commerce in India10

Retail Marketing Books

1. **"Retailing Management"** – Michael Levy, Barton A. Weitz & Dhruv Grewal
2. **"Retail Management: A Strategic Approach"** – Barry R. Berman & Joel R. Evans
3. **"Retail Marketing Management"** – David Gilbert
4. **"Retail Management"** – Gibson G. Vedamani
5. **"Retailing: Environment and Operations"** – Fiona Ellis-Chadwick
6. **E-Commerce & Digital Marketing Books**
7. **"E-Commerce: Business, Technology, Society"** – Kenneth C. Laudon & Carol Traver
8. **"E-Business and E-Commerce Management"** – Dave Chaffey
9. **"Digital Marketing: Strategy, Implementation, and Practice"** – Dave Chaffey & Fiona
10. **"E-Commerce: Strategy, Technologies and Applications"** – David Whiteley
11. **"Introduction to E-Commerce"** – Jeffrey F. Rayport & Bernard J. Jaworski

PSC-2- Services Marketing	Semester IV
Credits: 2	LTP:2:0:0
Teaching Learning Scheme	Examination Scheme
Lectures: 2Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

CO#	COGNITIVE ABILITIES	Course Outcome (Student will be able to....)
CO1	REMEMBER	To familiarize with foundational concepts of marketing
CO2	UNDERSTAND	To understand concepts of marketing of companies offering Services.
CO3	APPLYING	To apply the characteristics of services relevant to marketing
CO4	ANALYZE	To analyse the customer satisfaction and complaint management in services
CO5	EVALUATE	To evaluate the implications of gaps in services industry
CO6	CREATE	To create individuals having understanding of Service Industry.

Unit

Hrs7

1. Services: Concepts, Characteristics and Classification of Services. Goods vs. Services, Services Marketing Mix, Service Marketing Triangle, Factors responsible for Growth of Services Sector, Challenges faced by the Services Sector.

2.Consumer Behaviour in Services, Relevance of Consumer Behaviour, Consumer Expectations & Perceptions of Service, Satisfaction, Understanding Consumer satisfaction, Feedback, Service Failure, Service Recovery and Recovery Strategies.7

3.Service Quality, Gap model of Service Quality: Customer Gap and Provider Gaps, Closing Gaps. Service Excellence, Service Standards: Factors & Types. Physical Evidence: Managing Physical Evidence, Servicescape and Designing the Servicescape7

4.Managing Demand and Supply, Participants in Service Delivery: Employee's role & Customer's role Service and Technology, Impact of Technology on Service Firms, Emerging Service Sectors in India. 9

Books Recommended:

1. Ravi Shanker, SERVICES MARKETING: THE INDIAN PERSPECTIVE, Excel Books, New Delhi, 2008
2. Rajendra Nargundkar, SERVICES MARKETING: TEXT & CASES, Tata McGrawHill Publishing Company, New Delhi, 2008
3. Christopher H. Lovelock, SERVICES MARKETING: PEOPLE, TECHNOLOGY, STRATEGY, Pearson Education Asia.
4. R. Srinivasan, SERVICES MARKETING, Prentice Hall of India Private Limited, New Delhi. 5. Zcithaml, Parasuraman & Berry, DELIVERING QUALITY SERVICE, The Free Press, Macmillan. 2008.

PSC-3- International Marketing	Semester IV
Credits: 2	LTP: 2:0:0
Teaching Learning Scheme	Examination Scheme
Lectures: 2Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

CO# COGNITIVE ABILITIES	Course Outcome (Student will be able to....)
CO1 REMEMBER	To define international marketing and its concepts.
CO2 UNDERSTAND	Explain the fundamentals of international marketing and globalization
CO3 APPLY	Apply market entry strategies and international trade principles.
CO4 ANALYSE	Analyse the global business environment and its impact on marketing decisions
CO5 EVALUATE	Evaluate international branding, distribution, and communication strategies
CO6 CREATE	Innovate marketing strategies based on emerging global trends and digital transformation

Units**Hours**

unit 1: Introduction to International Marketing – Concept, Dimensions, Entry to Foreign Markets, EPRG Framework, Globalization & Business Implications, Factors Driving Globalization, Challenges, Business & Firm-Specific Drivers, Obstacles, Principles of Market-Oriented Companies

4

unit 2: International Marketing Process & Market Entry Strategies – Market Development, International Business Environment, Regional Trade Groups, Free Trade & Protectionism, Foreign Market Entry Modes, Strategic Alliances

6

Unit 3: International Product & Branding Strategies – Product Strategy, International Product Life Cycle (IPLC), Branding Strategies channels Choice, Direct vs. Indirect Distribution, Physical Distribution & International Retailing.

Unit 4: IMC and Pricing:

Communication Issues in Global Markets, Integrated Marketing Communication (IMC) Price Standardization, Pricing Strategies & Decisions in Global Markets

Unit 5: Research & Future Trends in International Marketing – Marketing Research, Strategic Relationships, Future of International Marketing

Recommended Books for International Marketing

1. **"International Marketing"** – Philip R. Cateora, Mary C. Gilly, & John L. Graham
2. **"Global Marketing"** – Warren J. Keegan & Mark C. Green
3. **"International Marketing Strategy"** – Isobel Doole & Robin Lowe
4. **"Export Marketing: Global Business Management"** – B. Bhattacharya
5. **"The New Rules of Global Marketing"** – David Meerman Scott
6. **"Global Marketing Management"** – Kotabe & Helsen

PROGRAM SPECIFIC COURSES(PSC-)- HUMAN RESOURCE MANAGEMENT SPECIALIZATION
Semester IV

PSC-1: HR Operations	Semester IV
Credits:2	LTP: 2:0:0
Teaching Learning Scheme	Examination Scheme
Lectures: 2Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

CO#	COGNITIVE ABILITIES	Course Outcome (Student will be able to....)
CO1	REMEMBER	Remember key concepts of HR administration and personnel communication
CO2	UNDERSTAND	Understand the key components of HR administration and personnel communication.
CO3	APPLY	Apply HRIS tools and analytics to support decision-making.
CO4	ANALYSE	Analyse disciplinary procedures through legally compliant documentation.
CO5	EVALUATE	Evaluate HR compliance through audits and legal frameworks.
CO6	CREATE	Apply payroll principles in accordance with tax and statutory norms.

Unit**Hours****UNIT 1: HR Administration and Communication**

- Role and structure of the HR department
- Personnel policies and record-keeping
- Drafting HR letters: appointment, promotion, transfer
- Digital HR records and employee file maintenance

6**UNIT 2: Disciplinary Procedures and HR Documentation**

- Memos, show cause, charge sheets, and termination letters

- Inquiry procedures and documentation
- Reinstatement and dismissal practices
- HR's legal responsibility in disciplinary actions

6

UNIT 3: HRIS and HR Analytics

- Introduction to HRIS: functions and features
- Basic HR analytics metrics (attrition, absenteeism, TAT)
- Use of HR dashboards and MIS reports
- Overview of tools: Zoho People, SAP SuccessFactors, Excel

6

UNIT 4: HR Audit and Compliance

- Types and process of HR audits
- Compliance checklist (PF, ESI, Bonus, Gratuity)
- Legal documentation and audit reporting
- HR compliance calendar and preventive HRM

6

UNIT 5: Payroll Management and Tax Compliance

- Payroll structure: earnings, deductions, perquisites
- Designing CTC and break-up
- TDS, Professional Tax, Form 16
- Salary computation and Excel payroll templates

6

Textbooks

1. K. Aswathappa – *Human Resource Management*, McGraw-Hill
2. P. Subba Rao – *Essentials of HRM*, Himalaya Publishing

Reference Books

1. Michael Armstrong – *Handbook of HRM Practice*, Kogan Page
2. B. D. Singh – *HR Analytics and HRIS*, Excel Books

PSC-2 Current Trends In HRM	Semester IV
Credits:2	LTP: 2:0:0
Teaching Learning Scheme	Examination Scheme
Lectures: 2Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

CO#	COGNITIVE ABILITIES	Course Outcome (Student will be able to....)s
CO1	REMEMBER	List the key concept of current trends
CO2	UNDERSTAND	To Understand and analyze Current trends in HRM and their implications in the workplace.
CO3	APPLY	To analyze the impact of technology and AI in HRM
CO4	ANALYSE	Apply Currents Practices for data-driven decision-making.
CO5	EVALUATE	Examine HR strategies for workforce diversity, gender equality, and employee engagement.
CO6	CREATE	To Develop HR strategies for employee engagement and performance optimization.

Unit**Hours****Unit 1: Introduction to HR Trends**

6

- Understanding HR Trends: Definition and Key Concepts
- Evolution of HR Trends: A Comparative Analysis Since 2015
- Factors Driving Transformation in HR Practices
- The Role of Digital Disruptions in Shaping Modern HR Trends

Unit 2: Emerging HR Trends

6

- Integration of Technology in HR Management

- AI in Recruitment and Selection
- Data Analytics for Strategic HR Decision-Making
- Cloud and Mobile-Based HR Solutions
- Gig Economy and Its Impact on HRM
- Remote Work and Hybrid Work Models

Unit 3: Shifting HRM Priorities

6

- Managing Workforce Diversity
- Ensuring Gender Parity and Pay Equality
- Fostering Mentorship and Career Growth
- Meeting Evolving Employee Expectations
- Adapting to Changing Skill Demands
- Re-engineering Work Processes for Efficiency
- Decentralization of Workspaces
- Promoting Work-Life Balance

Unit 4: Strengthening HR Functions Through Modern Trends

6

- Modernizing Recruitment & Selection Processes
- Improving Employee Performance and Job Satisfaction
- Strategic Human Resource Planning & Management
- Performance Management Systems in the Digital Age
- Revolutionizing Training & Development
- Career and Succession Planning with Data-Driven Insights
- Effective Rewards & Recognition Strategies
- Automating HR Administrative Functions
- Enhancing Organizational Culture and Effectiveness

Unit 5: HR Technology and Future Trends

6

- HR Digital Transformation & Cloud-Based HR Systems
- Gamification and Virtual Reality in HR
- Future HR Challenges and Opportunities.

Recommended Textbooks and References:

1. Strategic HRM – Jeffery Mello, Thompson publication, New Delhi
2. The Future of Work: Attract New Talent, Build Better Leaders" by Jacob Punnett B, J, International Perspective on Organizational Behavior and Human resource
3. "HR 4.0: Shaping People Strategies in the Fourth Industrial Revolution" (2022).
4. Strategic HRM – Charles Greer, Pearson education Asia, New Delhi

Reference Books

5. 1. International Human Resource Management: Managing People in a Multinational Context by Peter J Dowling et al., Third Edition (Southwestern)..
6. 2. Dutt, Rudra Organizing the Unorganized Workers, Vikas Pub. House. Pvt. Ltd., New Delhi.
7. 3. Knowledge management - enabling business Growth "Ganesh Natarajan and sandhya Shekhar", tata McGraw - hill publishing company limited

PSC-3 OD and Change Management	Semester IV
Credits:2	LTP: 2:0:0
Teaching Learning Scheme	Examination Scheme
Lectures: 2Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

CO#	COGNITIVE ABILITIES	Course Outcome (Student will be able to....)
CO1	REMEMBER	Know the key terms, upcoming trends in the subject
CO2	UNDERSTAND	To understand of the basic concepts functions and processes of OD
CO3	APPLY	Application of the models learned contemporary practices in real business world.
CO4	ANALYSE	Analyzing & constructive strategies for existing and new challenges
CO5	EVALUATE	Evaluate the various methods useful for contemporary organization to manage change
CO6	CREATE	Creating & implementing best practices in real business scenario

Unit**Hours****Unit 1: Introduction to Organizational Development**

6

- The field of Organizational Development
- Definitions of Organizational Development
- The history of Organizational Development
- Values, Assumptions, and Beliefs in OD

Unit 2: Theory and Management of OD

6

- Foundations of Organizational Development
- Managing the OD Process
- Action Research and Organizational Development

6

Unit 3: OD interventions

- An overview of OD Interventions
- Team Interventions
- Intergroup and Third-party Peacemaking Interventions
- Comprehensive OD interventions

- Structural Interventions and applicability of OD
 - Training experiences
- 6

Unit 4: Key Considerations and Issues

6

- Issues in Consultant-Client Relationships
- System Ramification
- Power, Politics and Organizational Development
- Research on Organizational Development
- The Future

Unit 5: Organization change

6

- Change In organization
- Resistance to change
- Approaches to managing Organizational Change
- Creating a culture for change

Textbooks

Organization Development-Behavioral Science Interventions for Organization Improvement -Sixth Edition-Wendell L.French & Cecil H. Bell, Jr.

Reference Books

Textbook Thomas G. Cummings & Christopher G. Worley, Organization Development & Change, Cengage Publication, 10th Edition, 2013, ISBN 978-1133190455. Reference book Wendell L. French and Cecil H. Bell, Jr., Veena Vohra, Organization Development – Behavioral Science Interventions for Organization Improvement, PHI Publication, 6th Edition, 2017, ISBN 978-9332575264.

PROGRAM SPECIFIC COURSES(PSC-)-OPERATION SPECIALIZATION Semester IV

PSC-1 Industry 4.0	Semester IV
Credits:2	LTP: 2:0:0
Teaching Learning Scheme	Examination Scheme
Lectures: 2Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

CO#	COGNITIVE ABILITIES	Course Outcome (Student will be able to....)
CO1	REMEMBER	Remember the concept and evolution of Industry 4.0 and its key enablers
CO2	UNDERSTAND	Understand the role of IoT, Cyber-Physical Systems, and Smart Manufacturing
CO3	APPLY	Apply Industry 4.0 principles to improve operational efficiency and flexibility.
CO4	ANALYSE	Analyze the use of data, analytics, and AI in Industry 4.0 applications
CO5	EVALUATE	Evaluate real-world applications in manufacturing, logistics, and supply chain
CO6	CREATE	Create plan for challenges, risks, and future trends in implementing Industry 4.0

Unit	Hours
Unit 1: Introduction to Industry 4.0 <ul style="list-style-type: none"> Evolution of industrial revolutions (Industry 1.0 to 4.0) Need for Industry 4.0 in the digital age Key design principles: Interoperability, Virtualization, Real-time capability, Decentralization Pillars of Industry 4.0 Overview of Smart Factory and Smart Products 	6
Unit 2: Enabling Technologies of Industry 4.0 <ul style="list-style-type: none"> Internet of Things (IoT) and Industrial IoT Cyber-Physical Systems (CPS) Cloud Computing and Edge Computing 	6

- Autonomous Robots and Collaborative Robots (Cobots)
- Additive Manufacturing (3D Printing)

- **Unit 3: Data Analytics and Artificial Intelligence in Industry 4.0** 6
- Big Data Analytics in manufacturing and operations
- Role of Artificial Intelligence and Machine Learning
- Predictive Maintenance and Quality Control
- Digital Twins and Simulation models
- Visualization tools and real-time dashboards

- **Unit 4: Applications and Case Studies** 6
- Applications in Manufacturing, Logistics, Healthcare, and Agriculture
- Smart Supply Chains and Inventory Management
- Human-machine collaboration and workforce transformation
- Case Studies: Siemens, Bosch, GE, Tata, and Indian MSMEs
- Role of ERP and MES in smart operations

- **Unit 5: Challenges, Implementation & Future Trends** 6
- Implementation challenges: Infrastructure, cost, skills, integration
- Cybersecurity, ethics, and data privacy
- Sustainable and Green Manufacturing
- Industry 5.0 and Human-centric innovation
- Government initiatives: Make in India, SAMARTH Udyog, Digital India

Textbooks: Alasdair Gilchrist - Industry 4.0 The Industrial Internet of Things

Reference Books:

1. Alp Ustundag, Emre Cevikcan - Technologies and Trends in Industry 4.0
2. Aboul Ella Hassanien - Artificial Intelligence for Industry 4.0

PSC-2- : Enterprise Risk Management	Semester IV
Credits: 2	LTP: 2:0:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

CO#	COGNITIVE ABILITIES	Course Outcome (Student will be able to....)
CO1	REMEMBER	Define key concepts of enterprise risk management (ERM), including frameworks, governance, and organizational risk culture.
CO2	UNDERSTAND	Explain risk identification methods and assessment techniques in various business environments.
CO3	APPLY	Apply risk mitigation strategies and control mechanisms to minimize potential business risks.
CO4	ANALYSE	Analyze risk monitoring and reporting structures for effective risk communication and decision-making.
CO5	EVALUATE	Evaluate emerging risks and global risk management challenges in a dynamic business environment.

Topics**Hours**

Unit 1: Introduction to Enterprise Risk Management (ERM) – Definition of Risk & Risk Management, Importance of ERM, ERM vs. Crisis Management, Overview of ERM Frameworks (COSO ERM, ISO 31000), Components of ERM (Risk Identification, Assessment, Mitigation, Monitoring), Role of Risk Manager, Risk Culture & Governance, Corporate Governance & Risk Structures. **6HRS**

Unit 2: Risk Identification and Assessment – Types of Risks (Strategic, Financial, Operational, Compliance, Reputational), Industry-Specific Risk Identification, Qualitative vs. Quantitative Risk Assessment, Risk Mapping, Risk Registers, Heat Maps, Risk Probability & Impact Analysis, Tools for Risk Identification (SWOT, PESTLE, Scenario Analysis, Stress Testing). **6HRS**

Unit 3: Risk Mitigation and Control – Risk Response Strategies (Avoidance, Reduction, Transfer, Acceptance), Developing Risk Mitigation Strategies, Internal Controls & Policies, Role of Technology in Risk Management (Automated Controls, AI-driven Risk Monitoring), Business Continuity & Disaster Recovery, Risk Financing & Insurance, Hedging Strategies. **6HRS**

Unit 4: Risk Monitoring and Reporting – Continuous Risk Monitoring, Reviewing Risk Management Strategies, Key Risk Indicators (KRIs) & Key Performance Indicators (KPIs), Risk

Reporting Structures, Communicating Risks to Stakeholders (Board, Investors, Regulators), Developing Risk Dashboards & Analytics, Auditing Risk Management (Internal & External). **6HRS**

Unit 5: Emerging Risks and Global Risk Management – Cybersecurity & Data Protection, Climate Change & Environmental Risks, Geopolitical Risks & Global Business Impact, Cross-Border Risk Challenges, ERM in Global Supply Chains & Compliance, Future of ERM (AI, Blockchain, Big Data), Evolving Role of Risk Managers.

Textbook and References:

1. Textbook:

"Enterprise Risk Management: From Incentives to Controls" by James Lam (Wiley, 2nd Edition)

2. Additional Readings:

"The Essentials of Risk Management" by Michel Crouhy, Dan Galai, and Robert Mark (McGraw-Hill)

"Risk Management in Organizations: An Integrated Case Study Approach" by Margaret Woods (McGraw-Hill)

"Managing Risk in Organizations: A Guide for Managers and Executives" by J. Davidson Frame (Jossey-Bass)

3. Supplementary Resources:

Research papers and articles from journals like *Journal of Risk and Financial Management*, *Risk Management*, and *International Journal of Risk Assessment and Management*.

Reports from risk management organizations like the *Risk Management Society (RIMS)* and *ISO 31000*.

PSC-3 Innovation and Technology Management	Semester IV
Credits:2	LTP: 2:0:0
Teaching Learning Scheme	Examination Scheme
Lectures: 2Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

CO#	COGNITIVE ABILITIES	Course Outcome (Student will be able to....)
CO1	REMEMBER	Remember and assess innovation performance and sustainability challenges in a competitive environment
CO2	UNDERSTAND	Understand the concepts, processes, and types of innovation and technology in organizations
CO3	APPLY	Apply innovation frameworks to real-world business and technology problems.
CO4	ANALYSE	Analyze various sources and models of innovation and technology development
CO5	EVALUATE	Evaluate the role of R&D, IP, and organizational culture in driving innovation
CO6	CREATE	Create strategies for managing technological change and innovation diffusion

Unit	Hours
Unit 1: Introduction to Innovation and Technology Management	6
<ul style="list-style-type: none"> Definitions: Innovation vs. Invention vs. Creativity Types of innovation: Product, Process, Incremental, Radical, Disruptive Strategic importance of innovation and technology Lifecycle of technology and S-curves Role of technology in competitive advantage 	
Unit 2: Innovation Sources and Models	6
<ul style="list-style-type: none"> Internal and external sources of innovation 	

- Models: Stage-gate, Open innovation, Linear vs. Interactive models
- TRIZ and Design Thinking
- Technology Adoption Lifecycle (Rogers' Model)
- Innovation networks, ecosystems, and clusters

Unit 3: Technology Strategy and R&D Management 6

- Strategic planning for technology and innovation
- Technology roadmap and portfolio management
- R&D process and structures
- Collaboration: University, industry, startup partnerships
- Intellectual Property Rights (IPR) and patents

Unit 4: Managing Technological Change and Innovation Culture 6

- Organizational change and resistance management
- Creating innovation-friendly culture
- Innovation in startups vs. large firms
- Role of leadership and cross-functional teams
- Innovation metrics and KPIs

Unit 5: Emerging Trends and Innovation in Practice 6

- Digital innovation and transformation
- AI, IoT, Blockchain, and green technologies
- Innovation in services and public sector
- Case studies: Apple, Tesla, Google, Indian startups
- Social innovation and sustainability challenges

Textbooks:

Textbooks: Melissa Schilling - Strategic Management of Technological Innovation

Reference Books:

1. Paul Trott - Innovation Management and New Product Development
2. D. J. Probert - Technology Management: Activities and Tools