



Master of Business Administration (MBA)

Ordinances, Scheme and Syllabus

2025-2026

(U/S 2(f) and 12B of the UGC Act 1956, NAAC Accredited)
DESH BHAGAT UNIVERSITY, MANDI GOBINDGARH
Faculty of Business Administration and Hospitality Management
Department of Business Management and Commerce
Ordinance
Program: Masters of Business Administration

1 Duration of Course:

The duration of course shall be two academic years consisting of four (4) semesters i.e. two semesters in each year. The duration of each semester will be 18-20 weeks with ninety (90) teaching days

Maximum period for passing MBA

The candidate must pass all the subjects of all the semesters of MBA in two (2) years. If the candidate fails to pass all the subjects of the course within stipulated period, his/her registration will be cancelled.

Eligibility for admission

Direct Entry: Bachelor's Degree with 50% aggregate from a recognized University. 5% relaxation in marks shall be given to Schedule Caste/ Schedule Tribe or any rural and under privileged candidates.

Lateral Entry: Graduation with one year Post Graduate Diploma in Management or M.Com. from a recognized university or successful completion of 1st year/First 2 semesters of corresponding programme from a recognized university.

Medium of Instructions

The medium of instruction during the course and examinations shall be English.

Examination Schedule, Examination Fee and Examination Forms:

5.1. The examination of Odd Semesters shall ordinarily be held in the month of December and that of Even Semesters in the month of May, or on such other dates as may be fixed by the competent authority.

5.2. The candidates will be required to pay examination fees as prescribed by the University from time to time.

5.3. The Examination Form must reach in the office of the Controller of Examinations as per the schedule notified, from time to time.

5.4. The Examination Forms must be countersigned by the Director/Head of the Department along with the following certificate:--

- i. That he/she has been on the rolls of the University Teaching Department during the academic term preceding the end semester examination;
- ii. That he/she has attended not less than 75% lectures delivered to that class in each paper; and
- iii. That he/she has a good moral character.

5.5 The shortage in the attendance of lectures of the candidate may be condoned by the Vice-Chancellor, on the recommendations of Head of the Department, as per rules.

Re-admission

In case name of a student is struck off from the rolls due to non-payment of fee or continued absence from classes in any subject for one month and he/she will be re-admitted after payment of re-admission fee as prescribed by the University from time to time. However, the student will be allowed to appear in the end semester examination of that paper (s) only after attending the required lectures/practical delivered to that paper(s). However, if a student falls short of attendance in all courses offered in a semester he/she shall be required to repeat the semester, along with the next batch of students.

Scheme of Examinations

The examination in each semester shall be conducted according to the syllabus prescribed for the semester. The end semester examination for each paper shall be of three hours duration.

Minimum pass marks

The minimum number of marks required to pass in each semester shall be 40% marks in each in Theory and in Internal Assessment, separately.

Grading of performances

9.1 Letter grades and grade points allocations:-

Percentage of marks obtained	Letter Grade	Performance	Grade Point
91 – 100	O	Outstanding	10
81 – 90	A+	Excellent	9
75 – 80	A	Very Good	8
71 – 74	B+	Good	7
61 – 70	B	Above average	6
51 – 60	C	Average	5
40 – 50	P	Pass	4
Less than 40	F	Fail	0
Absent	Ab	Fail	0

Based on the performances, each student shall be awarded a final letter grade at the end of the semester for each course. The letter grades and their corresponding grade points are given hereunder:-

9.2 Grades O, A⁺, A, B, B⁺, C and P are pass grades.

9.3 A student who fails in any end semester examination shall be assigned a letter grade 'F' and a corresponding grade point of zero. A student who remains absent for any end semester examination shall be assigned a letter grade of 'Ab' and a corresponding grade point of zero. The students who have scored F & Ab grades should reappear in due course.

9.4 Computation of SGPA and CGPA

The Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA)

will be computed as follows:-

The SGPA is the ratio of sum of the product of the number of credits with the grade points scored by a student in all the courses taken by a student and the sum of the number of credits of all the courses undergone by a student, i.e.

$$\text{SGPA (Si)} = \Sigma(C_i \times G_i) / \Sigma C_i$$

where C_i is the number of credits of the i th course and G_i is the grade point scored by the student in the i th course.

The CGPA is also calculated in the same manner taking into account all the courses undergone by a student over all the semesters of a programme, i.e.

$$\text{CGPA} = \Sigma (C_i \times S_i) / \Sigma C_i$$

where S_i is the SGPA of the i th semester and C_i is the total number of credits in that semester.

The SGPA and CGPA shall be rounded off to 2 decimal points and reported in the transcripts.

9.5 Conversion Formula

Percentage of marks can be calculated as: CGPA X 9.5

Award of Division

The division shall be awarded on the basis of Letter Grade as follows:

Letter Grade A, A+ and O, provided the candidate must have passed all the Semester Examinations in the first available attempt.	First Division with Distinction
Letter Grade B+, A, A+ and O	First Division
Letter Grade B	Second Division
Letter Grade C and P	Pass

Internal Assessment of failed candidate

The internal assessment award of a candidate who fails in the external examination shall be carried forward to the next Examination, if passed in Internal Assessment.

Grace Marks

12.1 The grace marks of 1% of total marks of the semester shall be given to a candidate to his best advantage so as to enable him to pass in one or more written papers, to make up aggregate to pass the examination/paper or for changing the result from FAIL to COMPARTMENT/PASS. If a fraction works out to be half or more, it shall be counted as one mark and fraction less than half shall be ignored.

12.2 If a candidate appears in an examination to clear re-appear/compartament paper, the grace marks of 1% will be given only on the total marks of that particular paper.

Re-evaluation

A candidate who is not satisfied with his result may apply to the Examination Branch for re-evaluation in a subject/paper within 15 days of declaration of result along with a fee as prescribed by the university from time to time.

Re-checking

A candidate who is not satisfied with his result may apply to the Examination Branch for re-evaluation in a subject/paper within 15 days of declaration of result along with a fee as prescribed by the university from time to time.

Special examination

A Special Examination will be conducted for those students who are passing out but having re-appeared in the last semester and/or in the lower semesters. The special examination will be conducted within one month of the declaration of final semester result. The student shall have to pay prescribed fee for Special Examination.

Re-appear/Supplementary examination

In case of re-appear examination, the University will adopt even/odd semester examination or open semester system. The student will be eligible to appear in the re-appear papers of odd semester along with the odd semester regular examinations of subsequent batches and re-appear of even semester's paper of the even semester regular examinations in the case of even/odd semester examination. The student will be eligible to appear in the re-appear papers of all semesters (even/odd) along with regular examinations of open semester examinations. Controller of Examination will implement any of the above examination system with the approval of the Vice-Chancellor.

Mercy Chance

The candidate will be given maximum two chances to appear in the supplementary examinations. After that, mercy chance may be given by the Vice-Chancellor on the recommendations of the Director of the concerned school on payment of a special fee.

Syllabus for re-appear candidates

A student who obtains re-appear(s) in a subject will be examined from the same syllabus which he/she studied as a regular student.

Promotion Criteria

19.1 A candidate who joins First Semester of MBA may on completing attendance requirements appear in 1st semester examination. He/she shall be allowed to continue his/her studies in the 2nd Semester even if he/she does not clear any paper of the 1st semester and on completing attendance requirements may appear in the 2nd Semester examination.

19.2 A candidate shall not be eligible to join 3rd Semester of MBA if he/she has yet to clear more than 50% papers of First and Second Semesters taken together. A candidate who has cleared 50% or more papers of MBA 1st and 2nd Semesters taken together may join 3rd Semester and on completing attendance requirements may take 3rd Semester Examination. He/she shall be allowed to continue his/her studies in the 4th Semester even if he/she does not clear any paper of the 3rd Semester and on completing attendance requirements may appear in 4th Semester examination.

Division Improvement

A candidate who has passed MBA examination from this University may re-appear for improvement of division in one or more subjects in the succeeding semesters with regular candidates in order to increase the percentage for obtaining higher division. However, final year candidates who have passed an examination of the University may re-appear for improvement of performance under special examination as per rules of the university.

Migration to this University

21.1 Migration to this University will be allowed only after completion of the 1st year and is applicable only to those students who are eligible to register for 3rd semester.

21.2 Migration shall be allowed after completion of the second semester but before start of the 3rd semester.

21.3 The candidates shall not be allowed to change his/ her discipline of study in the process of migration.

21.4 Migration to an affiliated College /Institute of the University from other recognized universities will be allowed 15 days prior to of the start of the 3rd semester. The following conditions shall be apply:-

- i. The candidate should have passed all the courses of the first year of the University from where he/she wants to migrate.
- ii. The courses studied by the candidate in first year must be equivalent to the courses offered in this University. Deficiency, if any, should not be of more than two subjects. The candidate would be required to furnish an undertaking that he/she will attend classes and pass these courses (found deficient). The institute and the University where the student is studying and the Institute, to which migration is sought, have no objection to the migration.
- iii. There is a vacant seat available in the discipline in the college in which migration is sought.

21.5 Power of Relaxation: Notwithstanding the existing Migration Rules, the Vice-Chancellor, after obtaining an undertaking/affidavit from the candidate, to his satisfaction, to be recorded in writing, shall be authorized to consider the migration for the cases that are not otherwise covered under the above Migration Rules, with the approval of the Chancellor.

Migration to any other University

22.1 Migration to any other University will be allowed 15 days prior to of the start of the 3rd semester.

22.2 The candidate seeking migration from this University shall be apply for the approval of his migration to the University within 15 working days after passing the 2nd Semester/First Year Examination.

22.3 The Director/Head of the department concerned of the University will issue “No Objection Certificate” after the candidate has paid all the fees due for the remaining period of the full session as well as the annual dues as per rules. In addition to the above, Migration fee as prescribed by the University shall be charged from such candidates.

22.4 If a candidate, on completion of any course, applies for Migration Certificate, the same

shall be issued on receipt of fee prescribed for Migration Certificate and on completion of other formalities etc.

Award of Detail Marks Card

Each candidate of First Year MBA (i.e. Semester-I &Semester-II), Second Year (i.e. Semester-III & Semester-IV), on successfully completion of course and passing all the papers of each semester, shall be supplied Detail of Marks Cards indicating CGPA score and Division obtained by him/her in the examination.

Award of Degree

The degree of Master of Business Administration (MBA) stating the CGPA score and Division will be awarded to the candidate who has successfully completed the course and passed all the papers of all the semesters. The degree will be awarded at the University Convocation. However, a degree in absentia can be issued before the convocation, on completion of required formalities and payment of prescribed fee.

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DESH BHAGAT UNIVERSITY, MANDI GOBINDGARH
Faculty of Business Administration and Hospitality Management
Department of Business Management and Commerce

Vision: To be globally recognized as a Centre of Excellence in the field of Business Studies, Commerce, Accountancy and Economics through value based Education, Research & Innovation. To provide best possible human resources to society in the field of Management and Commerce

Mission:

M1: To Inspire and empower students to become innovative entrepreneurs and worthy management professionals.

M2: To turn individuals into cross functional leaders and strategists that can skillfully handle challenges affecting businesses transversely in a dynamic and an interconnected world.

M3: Develop linkages with world class educational institutions and R&D organizations for excellence in teaching, research and consultancy services.

PROGRAM EDUCATIONAL OBJECTIVES

PEO1: To equip students with fundamental concepts of domain subjects like marketing, finance, human resource management along with technical competency to work effectively in various managerial areas.

PEO2: To provide students practical exposure of working with real time cases and facilitate with regular industrial training and industry visits to meet the basic requirements of management process.

PEO3: To prepare students for analysis of political, economic, financial, social, technological and legal environmental factors that is relevant for strategic decision-making in a global organization. Also to Evaluate and develop recommendations regarding a corporate business strategy for an international market.

PROGRAMME SPECIFIC OUTCOMES – MBA

PSO1: Learner will be able to identify the key issues faced by a business or strategic business unit, utilize qualitative and quantitative methods to explore and solve critical business problems,

PSO2: Students will be able to incorporate diversity and multicultural perspectives while making business decisions as an entrepreneur or manager.

S. No	Program	Program Outcomes
1	Master of Business Administration	PO1. Domain knowledge: Domain Knowledge Gain domain knowledge for understanding business dilemma and make effective decisions.
		PO2.Problem analysis: Apply theories, appropriate techniques and strategic tools for planning, analysis and execution.
		PO3. Design/development of solutions: Demonstrate effective planning abilities including time management, resource management, delegation skills and organizational skills. Develop and implement plans and organize work to meet deadlines.
		PO4.Conduct investigations of complex problems: Use research-based knowledge including design of experiments, analysis and interpretation of data, and synthesis of the information to provide valid conclusions.
		PO5.Modern tool usage: Learn, select, and apply apposite methods and procedures, resources, and modern computing tools within rational limits to achieve optimum output.
		PO6. The Manager and Society: Apply reasoning informed by the contextual knowledge to assess societal, health, safety and legal issues and the consequent responsibilities relevant to the professional management practices.
		PO7. Environment and sustainability: Understand the impact of the corporate activities in societal and environmental contexts, and apply knowledge to cope up with need for sustainable development.
		PO8. Business Ethics: Apply ethical principles and nurture commitment to personal and professional ethics in all aspects of business practice
		PO9.Individual and team work: Develop leadership skills by working effectively in teams
		PO10.Communication: Enhance verbal, written and presentation skills in students and make them able to comprehend and write effective reports, make effective presentations and documentation, and give and receive clear instructions.
		PO11.Project management and finance: Exhibit knowledge and understanding of management principles and apply these to one's own work, as a member and leader in a team. Manage projects in multidisciplinary environments.
		PO12. Life-long learning: Create an interest to engage in continuous learning independently to improve knowledge and develop competencies.

Mapping Of Mission & Program Outcomes

(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak)

PO's	Mission		
	M1	M2	M3
PO1	S	S	S
PO2	S	S	M
PO3	S	S	M
PO4	S	M	M
PO5	S	S	S
PO6	M	M	S
PO7	W	M	S
PO8	W	W	S
PO9	W	W	M
PO10	S	S	S
PO11	S	S	S
PO12	S	M	S

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DESH BHAGAT UNIVERSITY, MANDI GOBINDGARH
Faculty of Business Administration and Hospitality Management
Department of Business Management and Commerce

Scheme & Syllabus
For
Program: Master of Business Administration
Session: 2025-2026
MBA First Year – First Semester

S.No.	Course Code	Course Name	Course Type	Internal Marks	External Marks	Max. Marks	L	T	P	C	Exams Hrs.
1	MBAM-25-101	Management Principles and Organization Behavior	Theory	40	60	100	4	0	0	4	3
2	MBAA-25-102	Accounting for Managers	Theory	40	60	100	4	0	0	4	3
3	MBAE-25-103	Managerial Economics	Theory	40	60	100	4	0	0	4	3
4	MBAQ-25-104	Quantitative Techniques	Theory	40	60	100	4	0	0	4	3
5	MBAL-25-105	Legal Aspects in Business	Theory	40	60	100	4	0	0	4	3
6	MBAI-25-106	IT Applications	Theory	40	60	100	2	0	2	3	3
Total				240	360	600	22	0	2	23	

Abbreviations: L: Lecture, T: Tutorial, P: Practical, C: Credits

Course Code : MBAM-25-101

Title of the Course : MANAGEMENT PRINCIPLES AND ORGANIZATION BEHAVIOUR

L	T	P	Credits
4	0	0	4

Course Outcomes:

The course is designed to understand the functions and responsibilities of managers. The course seeks to help students acquire the requisite knowledge, skills and abilities needed to successfully manage the organization. The course examines the logic and working of organizations and outlines the major functions of management.

Course Outcomes: Student will be able to:

CO1: Ability to execute managerial tasks of planning, organizing and controlling.
CO2: Understand the roles, skills and functions of management.
CO3: Understand the complexities associated with management of human resources in the organizations and integrate the learning in handling those complexities.
CO4: Exhibit various styles of leadership.

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Program Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	W	M	W	W	W	M	M	W	S	M
CO2	S	M	M	S	W	M	W	W	M	M	W	W
CO3	M	S	M	M	M	W	M	M	S	M	M	S
CO4	S	M	S	S	S	M	M	W	W	W	S	M

Group	Course Outlines	Lecture(s)
Group A	Basic concepts of management: Definition – Need and Scope – Different schools of management thought – Behavioural, Scientific, Systems, and Contingency Contribution of Management Thinkers: Taylor, Fayol, Elton Mayo Functions of Management – Planning – Concept, Nature, Importance, Steps, Limitations, Management by Objectives	7
	Decision-Making: Importance, types, steps and approaches, Decision Making in various conditions, Decision tree. Organizing: Concept and process of organizing, Formal Vs Informal organization, Organizational structure: Types of Organizational structure, Bases of Departmentalization.	8
	Delegation: concept, importance, factors affecting delegation, Effective delegation, Decentralization and centralization. Control: Concept, importance, characteristics, process of control, types and techniques of control.	7
Group B	Organizational Behaviour: Concepts, determinants, challenges and opportunities of OB; Contributing disciplines to the OB. Understanding Individual Behaviour: Determinants of Individual behaviour, Personality, Perception, Values, Attitudes and Learning.	8
	Motivation: Concept and early theories of Motivation, Applications of concept of Motivation.	7
	Leadership: Concept of Leadership, Theories of Leadership: Trait theory, Behavioural theories, Transactional and transformational leadership.	8
Group C	Foundations of Group Behavior: Nature & Concept of Group Formation, Stages of Group formation, Theories of Group Formation, Group properties, Individual Vs Group decision making, Conflict Management: Definition of Conflict, transitions in Conflict thought; Functional Vs Dysfunctional Conflict; Conflict Process; Individual & Group Level Conflict; Organization level Conflict ; Conflict Management	10

	Power and Politics in Organization: Nature & Concepts, Sources & Types of Power, Techniques of Politics. Note: Relevant Case Studies should be discussed in class.	10
	Total lectures	60

Reference Books

- Organizational Behaviour, 9th Ed. – Stephen Robbins (2001)
- Human Behaviour at work - Davis and Newstorm (2001)
- Organizational Behaviour – Uma Sekaran(1989)
- Organizational Behaviour – Fred Luthans (2008)
- Organizational Behaviour - K. Aswathappa (1991)
- Human Behaviour at Work – Keith Davis(1989)
- Organizational Behaviour – Jit S.Chandran (2014)
- Human Relations & Organizational Behaviour -R.S. Dwivedi (2001)
- Organizational Behaviour –McShane(2000)
- Organizational Behaviour –Sharma(1985)
- Essentials of Management – Koontz – TMGH(2010)
- Principles & Practices of Management – Saxena (2009)
- Principles and Practices of Management - Shejwalkar and Ghanekar(2005)
- Management Concepts & Practices –Hannagan (1995)

Course Code : MBAA-25-102
Title of the Course : ACCOUNTING FOR MANAGERS

L	T	P	Credits
4	0	0	4

Course Outcomes:

The course is designed to develop the essential ability of all managers, to use complex accounting information as a platform for decision-making. In addition the course develops skills in interpreting earnings statements, balance sheets, and cash flow reports. This ability to analyze financial statements will enable participants to deal more effectively with strategic options for their businesses or business units.

Course Outcomes: Student will be able to:

CO1: Understand different accounting concepts and conventions.
CO2: Prepare financial statements in accordance with generally accepted Accounting Principles.
CO3: Analyze financial statements with the help of various tools and techniques of accountancy.
CO4: Identify and analyze complex financial accounting problems and opportunities in real life situations.

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Program Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	M	W	M	S	W	W	M	M	W	S	M
CO2	S	S	M	S	W	M	S	W	W	M	W	W
CO3	M	S	S	M	W	W	M	S	S	M	M	S
CO4	M	S	S	S	S	M	M	W	W	W	S	M

Group	Course Outlines	Lecture(s)
Group A	Basic Concepts: Overview of Financial Accounting, Cost Accounting and Management Accounting, Role of each in a business organization, Relationship between financial, cost and management accounting	8
	Various concepts and conventions of financial accounting, Basics of cost accounting, Role of management accounting in the global business environment	7
Group B	Understanding of Financial Statements: Financial statements of proprietary and partnership organizations, Financial statements of limited companies, Schedule VI of Companies Act, Objectives of financial statements	8
	Cost Accounting: Basic concepts of Cost Accounting, Classification and analysis of Costs, Relevant and irrelevant costs, differential costs, sunk costs, objectives of Cost Accounting, preparation of Cost Sheets.	7
Group C	Cost Control: Elements of costs, Material cost control, Procurement, Pricing of issues, Inventory control techniques, fixation of various levels	10
	Economic Order Quantity, material losses, labour cost control, time keeping and time booking, labour turnover, overheads, collection, Classification, absorption of overheads.	10
	Decision making tools: Marginal costing, Make or buy, Optimizing product mix , Break-even point, Cost Volume Profit Analysis, Pricing decisions, budgeting –Cash, flexible and functional Budgets.	10
	Total lectures	60

Reference Books:

- Robert Anthony, David F. Hawkins and Kenneth A. Merchant, Accounting- Text and Cases, McGraw Hill, New Delhi, 12th Edition (2007)
- Charles T. Horngren, George Foster and Srikant M. Datra, Cost Accounting: A Managerial Emphasis, Prentice-Hall of India, New Delhi, 12th Edition (2006)
- Charles T. Horngren, Introduction to Management Accounting, Prentice-Hall of India, New Delhi, 12th Edition (2007)
- Introduction to Management Accounting - Horngren and Sundem (1987)
- Principles of Management Accounting - Manmohan & Goyal (1989)
- Management Accounting - Dr. E.B. Khedkar, Dr. D.B. Bharati and Dr. A.B. Kharpas.
- Cost and Management Accounting - S. M. Inamdar (1991)

Course Code : MBAE-25-103
Title of the Course : MANAGERIAL ECONOMICS

L	T	P	Credits
4	0	0	4

Course Outcomes:

The course is designed to understand about markets, discuss the conditions under which markets do and do not work well, and describe the role of public policy intervention in cases where markets fail to perform.

Student will be able to:

CO1: Understand fundamental conceptual foundations of micro & macroeconomics.
CO2: Describe the concept of demand, supply and equilibrium position of the business
CO3: Apply economic analysis to optimally allocate scarce resources to meet the managerial objectives.
CO4: Understand the concept and implications for the management of business cycle and also Inflation

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Program Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	W	M	W	W	W	M	M	W	S	M
CO2	S	M	M	S	W	M	W	W	M	M	W	W
CO3	M	S	M	M	M	W	M	M	S	M	M	S
CO4	S	M	S	S	S	M	M	W	W	W	S	M

Group	Course Outlines	Lecture(s)
Group A	Nature and scope of Business Economics , Objectives of firm, Fundamental economic concepts: Incremental principle, Opportunity cost principle, discounting principle, Equi-marginal principle.	8
	Demand Analysis: Law of demand, determinants of demand; Theory of consumer choice: Cardinal utility approach, Indifference Approach, Revealed Preference Theory.	7
Group B	Elasticity of Demand and its measurement, Demand forecasting Techniques	5
	Production theory: Production function, production with one and two variable inputs.	8
	Theory of Cost: Concept of total cost, average cost and marginal cost, short-run and long-run costs (traditional and modern theories)	5
	Concept of Revenue: Total revenue, average revenue and marginal revenue, Relationship between average revenue, marginal revenue and elasticity of demand.	5
Group C	Price determination and firm's equilibrium in short-run and long – run under perfect competition, monopoly, monopolistic competition and oligopoly	5
	Classical and Keynesian theory of income and employment , Theory of consumption and investment spending, multiplier-accelerator Interaction	7
	Business cycles: Nature and Phases of a business cycle, Theories of Business cycles, Inflation: Definition, characteristics and types in term of demand pull and cost push factor, consequences of inflation and measures to control inflation.	10
	Total lectures	60

Reference Books:

- Ahuja H.L, Advanced Economic Theory (1970)
- Jhingan M.L Advanced Economic Theory: Micro and Macro Economics (1982)
- Koutsoyianni, Modern Micro Economics (1975)
- Stonier and Hague, A Textbook of Economic Theory(2003)
- Managerial Economics – Analysis, Problems and Cases, P.L. Mehta, Sultan Chand Sons, New Delhi(2016)
- Managerial Economics – Varshney and Maheshwari, Sultan Chand and Sons, New Delhi (2014)
- Managerial Economics – D. Salvatore, McGraw Hill, New Delhi.
- Managerial Economics – Pearson and Lewis, Prentice Hall, New Delhi (2003)
- Managerial Economics – G.S. Gupta, T M H, New Delhi (2005)

- Managerial Economics – Mote, Paul and Gupta, T M H, New Delhi (2001)
- Managerial Economics –Joel Dean, Prentice Hall, USA (1951)

Course Code : MBAQ-25-104
Title of the Course : QUANTITATIVE TECHNIQUES

L	T	P	Credits
4	0	0	4

Course Outcomes:

Provides students with quantitative skills that are required to make business decisions. These skills involve using statistical, forecasting and estimation techniques. Formulation and application of mathematical models in business decision making scenarios.

Student will be able to:

CO 1: Understand relevance & need of quantitative methods for making business Decisions
CO 2 : Apply quantitative methods to solve a variety of business problems
CO 3 : Understand and interpret statistical information
CO 4 : Demonstrate a sound knowledge of fundamentals of statistics and statistical Techniques

CO/PO Mapping (S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Program Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	M	W	M	S	W	W	M	M	W	S	M
CO2	S	S	M	S	W	M	S	W	W	M	W	W
CO3	S	S	S	M	W	W	M	S	S	M	M	S
CO4	S	S	S	S	S	M	M	W	W	W	S	M

Group	Course Outlines	Lecture(s)
Group A	Introduction to Statistics: Measures of Central tendency: Arithmetic, weighted, geometric mean, median and mode. Measures of Dispersion: Range, Quartile deviation, Mean deviation, Standard deviation Coefficient of variation	10
	Correlation Analysis: Significance, types, Methods of correlation analysis: Scatter diagrams, Graphic method, Karl Pearson's correlation co-efficient, Rank correlation coefficient, Properties of Correlation.	10
Group B	Regression analysis: meaning, application of regression analysis, difference between correlation & regression analysis, regression equations, standard error and Regression coefficients.	10
	Assignment Problems: Introduction, Minimization and Maximization problems, Travelling Salesman problems, unbalanced assignment problems.	8
Group C	Transportation Problems: Meaning, Assumptions, Terminology, Methods; Feasible solution (NWCM, LCM, VAM), Optimal solution (Stepping stone method, MODI method), Unbalanced Transportation problem, Degeneracy	10
	Project Scheduling: PERT/CPM: Project networks. Scheduling of projects with known activity times – Critical path and scheduling of activities.	10
	Total lectures	60

Reference Books:

- Robert Anthony, David F. Hawkins and Kenneth A. Merchant, Accounting-Text and Cases, McGraw Hill, New Delhi, 12th Edition (2007)
- Charles T. Horngren, George Foster and Srikant M. Datra, Cost Accounting: A Managerial Emphasis, Prentice-Hall of India, New Delhi, 12th Edition (2006)
- Charles T. Horngren, Introduction to Management Accounting, Prentice-Hall of India, New Delhi, 12th Edition (2007)
- Introduction to Management Accounting - Horngren and Sundem (1987)
- Principles of Management Accounting - Manmohan & Goyal (1989)
- Management Accounting - Dr. E.B. Khedkar, Dr. D.B. Bharati
- Cost and Management Accounting - S. M. Inamdar (1991)
- Management Accounting - Dr. Mahesh Kulkarni (2018)
- Double Entry Book Keeping - T. S. Grewal (2014)
- Principles and Practice of Cost Accounting – Ashish K. Bhattacharya (2001)
- Management Accounting 3rd Ed. - Khan & Jain
- Theory & Problems in Management & Cost Accounting – Khan & Jain

Course Code : MBAL-25-105
Title of the Course : LEGAL ASPECTS IN BUSINESS

L	T	P	Credits
4	0	0	4

Course Outcomes:

The course is designed to explicate the essentials and types of Acts. Upon successful completion of Business Law I the student will be able to: Demonstrate an understanding of the Legal Environment of Business. Apply basic legal knowledge to business transactions. Communicate effectively using standard business and legal terminology.

Student will be able to:

CO1: Analyze the laws relating to Competition Commission Act, 2002 and Consumer Protection Act, 1986
CO2: Describe the provision relating to Right to Information Act, 2005
CO3: Ability to analyze the Sales of Goods Act, 1930
CO4: Understand and analyze the Information Technology Act, 2000 and Patents Act

CO/PO Mapping (S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Program Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	M	W	M	S	W	W	M	M	W	S	M
CO2	S	S	M	S	W	M	S	W	W	M	W	W
CO3	S	S	S	M	W	W	M	S	S	M	M	S
CO4	S	S	S	S	S	M	M	W	W	W	S	M

Group	Course Outlines	Lecture(s)
Group A	The Contract Act, 1871: Nature and classification of contracts - Essential elements of a valid contract, Offer and Acceptance – Consideration - Capacities of Parties, Provisions relating to free consent, void agreements	5
	The Contract Act, 1872: Contracts of Indemnity - Meaning, nature - Right of Indemnity Holder and Indemnifier, Contracts of Guarantee - Meaning, Nature and Features - Types of Guarantee - Provisions relating to various types of Guarantee, Surety and Co- surety - Rights and Liabilities - Discharge of surety from his liability, Agency - Agent and Principal - Creation of Agency - Classification of Agents Relationship between Principal and Agent Agent's authority - Revocation and Renunciation - Rights, Duties and Liabilities of Agent and Principal – Termination of Agency	10
	Sales of Goods Act, 1930: Contract for Sale of Goods - Meaning - Essentials of a Contract of Sale - Formalities of a Contract of Sale, Provisions relating to conditions and Warranties, Provisions relating to transfer of property or ownership, Provisions relating to performance of Contract of Sale - Rights of Unpaid Seller –Rules as to delivery of goods.	10
Group B	The Negotiable Instruments Act, 1881: Negotiable Instruments - Meaning, Characteristics, Types, Parties - Holder and holder in Due Course, Negotiation and Types of Endorsements, Dishonor of Negotiable Instrument - Noting and Protest, Liability of parties on Negotiable Instrument.	5
	The Companies (Amendment) Act, 2015: Company – Definition, Meaning, Features and Types, One Person Company, Incorporation of Company – Memorandum of Association (MOA), Articles of Association (AOA), Share capital & Debentures, Acceptance of deposits, Appointment of director including woman Director.	10
	The Consumer Protection Act, 1986: Definitions of Consumer, Complainant, Goods, Service – Meaning of Consumer Dispute, Complaint - Unfair Trade Practices - Restrictive Trade Practices, Rights of Consumers, Consumer Disputes Redressal Agencies	5
Group C	The Information Technology Act, 2000: Digital Signature - Digital Signature Certificate, Electronic Governance, Electronic Record, Certifying Authorities, Penalty & Adjudication	5
	Patents Act: Conceptual understanding of patents, copyrights, trademarks and designs	5
	Right to Information Act, 2005: Definitions, Right to Information & Obligations of Public Authorities, The Central & State Information Commission, Power & Functions of the Information Commissions, Appeal & Penalties.	5
	Total Lectures	60

Reference Books:

- Business Laws– Balchandani
- Business Laws - S.D. Geet and M.S. Patil
- Business Laws – GulshanKapoor (2018)
- Business and Commercial Laws - Sen and Mitra (2018)
- An Introduction to Mercantile Laws -N.D. Kapoor
- Business Laws -N.M. Vechalekar (1998)
- Business Laws -M.D. Mulla (2015)
- Company Law – Avtar Singh (1982)
- Bare Text of the relevant Act

Course Code : MBAI-25-106
Title of the Course : IT Applications

L	T	P	Credits
2	0	2	3

Course Outcomes:

The successful completion of this program will enable the graduate to-Analyze and resolve basic information technology problems through the application of systemic approaches. Support the analysis, planning, design, development and implementation of computer systems and networks. Design, install, configure, troubleshoot and manage components of computer systems and networks.

Student will be able to:

CO1: Apply principles of data management to ensure the integrity of information.
CO2: Describe elements of Information Technology: Hardware, Software, Data, and Telecommunications.
CO3: Interpret, produce, and present work-related documents and information effectively and accurately.
CO 4: Analyze technical requirements to determine resource requirements.

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Program Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	W	M	W	W	W	M	M	W	S	M
CO2	S	S	M	S	W	M	W	W	M	M	W	W
CO3	S	S	M	M	M	W	M	M	S	M	M	S
CO4	S	M	S	S	S	M	M	W	W	W	S	M

Group	Course Outlines	Lecture(s)
Group A	Introduction: Definition of Computer System, Characteristics of Computer, Generations of computers, Limitations of Computer System, Block diagram of computer. Components of a computer system.	10
	Application Of Computer: E-commerce, scientific, railway, Airlines, Hotel management. Input Devices: Keyboard, Mouse, Track Ball, Joy Stick, Electronic Pen, Touch Screen. Output Devices: Monitor-CRT, LCD, Printers.	10
Group B	MS Word: Entering Text, Saving The Document, Editing The Document Already Saved to Disc, Find And Replace Operations, Printing the Document.	5
	Special Effects: Print special effects- bold, underline, Superscripts, Subscript. Changing Fonts, Changing Case	3
	MS Excel: Saving the document, Editing, Formulas- Adding, Multiplication, Average MS Power Point: Making Simple Presentation, Slides- Creating Slides, re-arranging, modifying, Insert Pictures, Using Auto Content Wizards and Templates	7
Group C	Memory Hierarchy: Cache Memory, Primary Memory, Secondary Memory Computers and Communication: Introduction to Computer Networks-Types of Computer Networks, LAN, MAN, WAN Network Topologies-Ring, Bus, Star, Mesh.	7
	Internet and World Wide Web (WWW), Application of the Internet, FTP, Electronic Mail, Virus, HTML Web Page.	3
	Total lectures	45

Reference Books:

- Computer Fundamentals : P.K Sinha (2004)
- Computer Fundamentals : Anita Goyal (2010)
- Computer Fundamentals : Larry Long (2004)

(U/S 2(f) and 12B of the UGC Act 1956, NAAC Accredited)
DESH BHAGAT UNIVERSITY, MANDI GOBINDGARH
Faculty of Business Administration and Hospitality Management
Department of Business Management and Commerce
Scheme & Syllabus
For
Program: Master of Business Administration
Session: 2025-2026
MBA First Year -Second Semester

S.No.	Course Code	Course Name	Course Type	Internal Marks	External Marks	Max. Marks	L	T	P	C	Exams Hrs.
1	MBAO-201	Organization Development and Change	Theory	40	60	100	4	0	0	4	3
2	MBAC-25-202	Business Ethics and Corporate Governance	Theory	40	60	100	4	0	0	4	3
3	MBAM-25-203	Marketing Management	Theory	40	60	100	4	0	0	4	3
4	MBAF-25-204	Financial Management	Theory	40	60	100	4	0	0	4	3
5	MBAH-25-205	Management of Human Resources	Theory	40	60	100	4	0	0	4	3
6	MBAI-25-206	Industrial Training Seminar	Practical	-	100	100	0	0	2	1	N.A
7	DBES-25-101	Environmental Science	Theory	40	60	100	1	0	2	2	3
Total				240	460	700	21	0	2	23	

Abbreviations: L: Lecture, T: Tutorial, P: Practical, C: Credits

Note: After second semester every student will be required to undergo summer training of 8 weeks duration in the corporate sector.

Course Code : **MBAO-25-201**
Title of the Course : **ORGANIZATION DEVELOPMENT AND CHANGE**

L	T	P	Credits
4	0	0	4

Course Outcomes:

The course is designed to understand the various concepts like organization change, Organization culture, Organization development, Intervention, Organization effectiveness, stress management, importance of leadership, TQM & OD and organizational transformation. Upon completion of this course, the student will be able to:

C01: Understand the importance of change in organization to meet the competition in dynamic environment.
C02: Explain the reason and symptoms of resistance to change and also describe the strategies to overcome resistance.
C03: Understand the importance of organization culture, organization development and organization effectiveness.
C04: Assess and analyze the symptoms, causes and effects of stress.

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Program Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	M	S	M	M	S	M	M	W	M	S
CO2	S	S	M	S	M	W	W	M	S	W	W	S
CO3	S	S	M	S	S	W	M	M	S	M	M	S
CO4	S	S	S	S	S	M	M	M	M	M	W	M

Group	Course outlines	Lecture(s)
Group- A	Organizational change: Meaning and definition of change, features of organizational change, need for change, pre-requisites of change, change process, forces for change(internal and external forces), Resistance to change: Meaning, Definition and causes for resistance to change(individual and organizational),symptoms of resistance to change, how to overcome resistance change.	15
	Organizational culture: Meaning, and features of organizational culture, creating, how the organizational culture are kept alive, process of socialization maintaining and learning organizational culture.	10
Group- B	Organizational development: Meaning Definition and features of organizational development, objectives, importance and limitation of organizational development, process of OD, Interventions: Definition, types of intervention, Team interventions, OD intergroup development interventions, structural interventions comprehensive interventions.	15
Group- C	Organizational effectiveness: meaning, increasing effectiveness of OD, factors affecting organizational effectiveness, problems in measurement of effectiveness.	5
	Organizational stress: Meaning, nature and causes of stress, coping with stress.	5
	Leadership and organizational development: Meaning and importance of leadership, errors made by leaders in leading change, role of change agents, types of change agents, selection of change agent , TQM and od, organizational transformation.	10
	Total lectures	60

Reference Books:

- Francis Cherunilam : Business Environment (1985)
- K. Ashwathapa : Business Environment (2014)
- Rudra Dutt: Indian Economy (1970)
- KuchhalS.C. : Industrial Economy of India (1969)
- Ghose P.K. : Government &Industry

Course Code : MBAC-25-202
Title of the Course : BUSINESS ETHICS AND CORPORATE GOVERNANCE

L	T	P	Credits
4	0	0	4

Course Outcomes:

The course is aimed at providing fundamental knowledge and concepts relating to business ethics and corporate governance.

Course Outcomes: Student will be able to:

CO1: Explain why the quality of corporate governance is relevant to capital formation;
CO2: Discuss the moral and social responsibility dimensions of corporate governance;
CO3: Describe why systematic failure of corporate governance can lead to failure of confidence that could spread from individual firms to entire markets or economies
CO4: Critically evaluate and analyze the significance and importance of corporate governance and social responsibility in the light of contemporary global business, culture, and social developments

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Program Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	W	M	W	W	W	M	M	W	S	M
CO2	S	M	M	S	W	M	W	W	M	M	W	W
CO3	M	S	M	M	M	W	M	M	S	M	M	S
CO4	S	M	S	S	S	M	M	W	W	W	S	M

Group	Course Outlines	Hour(s)
Group A	Evolution of Corporate Governance - Meaning of Corporate Governance; Corporate Governance systems; Obligations to stakeholders; Principles of corporate governance	5
	Corporate Governance Models: The Anglo-Saxon Model-Regulatory framework on corporate governance in India; The Japanese Model of Corporate Governance, Key Players in the Japanese Model; German model of corporate governance.	5
	Business Ethics: What is Business Ethics; Roots of Unethical Behavior; Business Ethics and Social Responsibility; The Role Of Ethics in Business; Ethical Theories; Ethical Issues, Making Decisions About Ethical Issues; improving Ethical Behavior in Business; The Nature of Social Responsibility; Social Responsibility Issues; How Corporate Observe Ethics In their Organizations; Corporate Governance Ethics; Characteristics of an Ethical Organization;	15
Group B	Board of Directors: Corporate Management Structure; Kinds of Directors; Directors Appointment; Effectiveness of the Board of Directors; Duties and Responsibilities of Directors; Qualification and Disqualification of Directors; Liabilities of Directors; Role of Directors; Investor's Problems and Protection: Definition of Investor Protection; How do Insiders Steal Investors Funds?; Impact of Investor Protection; Investor protection in India; SEBI's Poor Performance	15
Group C	Roles, Duties, & Responsibilities of Auditors: Role of Auditors; Defining Audit; Objectives of an Audit; Types of Audit; Defining Auditor; Types of Auditors; Duties of an Auditor; Responsibilities of an Audit Firm;	5
	Corporate Social Responsibility: Definition & Drivers of CSR; The Scope of Social Responsibility; Social Responsibility and Indian Corporations; CSR and Environmental Protection; Role of Government in Corporate Governance: Government Interference in Market Economies; Different Roles of Government in the Economy; Forms of Government Regulation; The Scope of Government's Relations with Business;	15
	Total lectures	60

Reference Books:

- A.C Fernando(2012). Business Ethics and Corporate Governance. Pearson Education.
- V. Balachandran, V. Chandraasekaran.(2011). Corporate Governance, Ethics and Social Responsibility. PHIndia
- Sharma, J.P, Corporate Governance, and Social Responsibility of Business, Ane Books Pvt. Ltd, New Delhi
- Fernando, A.C. (2011). Corporate Governance: Principles, Policies and Practices. Pearson Education

Course Code : MBAM-25-203
Title of the Course : MARKETING MANAGEMENT

L	T	P	Credits
4	0	0	4

Course Outcomes:

To understand the concepts of marketing management with marketing process for different types of products and services. To understand the tools used by marketing managers in decision situations. To understand the marketing environment

Student will be able to:

CO1: Evaluate the significance of marketing
CO2: Analyze the relationships between marketing management and the political, economic, legal and social policies and its impact on business.
CO3: Identify the role and significance of various elements of marketing mix.
CO4: Describe the role and relevance of marketing organization in current marketing conditions.

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Program Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	M	S	M	S	W	W	M	M	W	S	M
CO2	S	S	M	S	W	M	S	W	W	M	W	W
CO3	S	S	S	M	W	W	M	S	S	M	M	S
CO4	S	S	S	S	S	M	M	W	W	W	S	M

Group	Course Outlines	Lecture(s)
Group A	Introduction to Marketing: Definition & Functions of Marketing. Core concepts of marketing–Need, Want, Desire, Benefits, Demand, Value, Exchange, Goods – Services Continuum, Product, Market, Customer Satisfaction, Customer Delight, Approaches to Marketing – Product – Production - Sales – Marketing – Societal – Relational. Concept of Marketing Myopia. Selling versus marketing, Holistic Marketing Orientation & Customer Value.	15
	Consumer Behaviour: Concept, Characteristics of consumer and organizational markets, 5 step Buyer decision process. Marketing Environment: Analyzing needs and trends Macro Environment - Political, Economic, Socio-cultural and Technical Environment – PEST analysis. Micro Environment – Industry & Competition. Concept of Market Potential & Market Share.	15
Group B	Market segmentation: Definition, Need & Benefits. Bases for market segmentation of consumer goods, industrial goods and services. Segment, Niche & Local Marketing, Effective segmentation criteria, Evaluating & Selecting Target Markets, Concept of Target Market and Concept of positioning – Value Proposition & USP.	10
	Marketing Mix: Definition of each of the Four P's. Components of each P. Extended 7 Ps for services. Significance in the competitive environment. Marketing Planning: Contents of Marketing Plan - Developing Marketing. Plan for variety of goods and services.	10
Group C	Marketing organization: Concept, Types - Functional organization, Product Focused organization, Geographic Organization, Customer Based Organization, Matrix organization. Organization structure for a wide customer orientation.	10
	Total lectures	60

Reference Books:-

- Principles of Marketing 12th Edition - Philip Kotler and Gary Armstrong (2007)
- Fundamentals of Marketing –Stanton(1964)
- Marketing Management – RajanSaxena(1975)
- Marketing Management - V.S.Ramaswamy and S. Namakumari (2017)
- Analysis for Marketing Planning – Donald Lehmann & Rusell Winer, 6thed. (2004)
- Case Studies in Marketing - Indian context -R.Srinivas(2014)

Course Code : MBAF-25-204
Title of the Course : FINANCIAL MANAGEMENT

L	T	P	Credits
4	0	0	4

Course Outcomes:

The course is designed to understand the various concepts like Financial System, Goals & Functions of Financial System; capital structure planning cost of capital; dividend policies and working capital which will be foundation if they go for management studies; Capital Investment Decisions; Theories of Capital Structure and firm's value

Upon completion of this course, the student will be able to:

CO1: Describe concepts of Financial Management
CO2: Understand and analyze working capital management
CO3: Gain knowledge about dividend policies and various dividend models.
CO4: Work upon capital structure as per theories of capital structure

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	S	M	S	M	M	M	W	S	S
CO2	S	S	S	S	M	S	M	M	M	W	S	S
CO3	S	S	S	S	M	S	M	M	M	W	S	S
CO4	S	S	S	S	M	S	M	M	M	W	S	S

Group	Course outlines	Lecture(s)
Group- A	Financial Management: An Overview, Goals and Functions of Finance, Financial System: Assets, Markets, Intermediaries and Regulatory Framework. Capital Market and Money Market,	10
	Concepts in Valuation: Time value of money, Present Values, IRR, Bond returns, Return from Stock Market Investments.	10
Group-B	Capital Investment Decision making: Principles of Cash Flows, Discounted and Non- Discounted Cash Flow Techniques for appraising capital investments, Risk Analysis in Capital Budgeting.	10
	Working Capital Management: An Overview, Determinants, Working Capital Cycle, Management of Cash, Receivables and Inventories. Financing Working Capital needs.	10
Group-C	Leverage: Operating Leverage and Financial Leverage. Cost of Capital. Capital Structure and firm's value: Theories, MM Hypothesis, Optimization of Capital Structure, Capital Structure Planning.	10
	Dividend Policy and firm's value, Dividend Policy in practice. Corporate Restructuring: Mergers and Acquisitions, motives, considerations and regulations.	10
	Total lectures	60

Reference Books:

- J.J. Hamton, Financial Decision Making: Concepts, Problems and Cases, Prentice-Hall of India, New Delhi, 4th Edition (1989)
- Khan and Jain, Financial Management, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 4th Edition (2005)
- Stephan A. Ross, Randolph W. Waterfield and Jeffery Jaffe, Corporate Finance, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 7th Edition (1988)
- Richard A. Brealey and Stewart C. Meyers, Principles of Corporate Finance, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 6th Edition (2000)

Course Code : MBAH-25-205
Title of the Course : MANAGEMENT OF HUMAN RESOURCES

L	T	P	Credits
4	0	0	4

Course Outcomes:

After successful completion of this program the learners should be able to: Understand the key elements of HRM, Improve their ability to think about how HRM should be used as a tool to execute strategies, understand the overall role of HRM in business.

Upon completion of this course, the student will be able to:

CO1: Understand the key components of managing people in organizations.
CO2: Describe the nuances of human resource management systems.
CO3: Manage HR practices as competitive tool for organizational excellence.
CO4: Evaluate the process of recruitment and selection.

CO/PO Mapping (S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	S	M	S	S	M	S	S	S	M
CO2	S	S	S	S	M	S	S	M	S	S	S	M
CO3	S	S	S	S	M	S	S	M	S	S	S	M
CO4	S	S	S	S	M	S	S	M	S	S	S	M

Group	Course outlines	Lecture(s)
Group A	Concept, scope, functions, importance of HR Management, environment scanning, SWOT analysis, building up skills for effective HR manager.	7
	Manpower Planning: meaning and definition, features and process of manpower planning, importance of manpower Planning	8
	Job analysis: meaning, process of job analysis, job description and job specification job enlargement and job enrichment	7
Group B	Recruitment: meaning, definition, features, process of recruitment, Selection: meaning ,definition, steps of selection process,	8
	Interview: meaning and types of interview, placement and induction: meaning, definition, features, process	8
	Training and development: meaning, need of Training, methods of Training. Quality of work life.	7
Group C	Performance Appraisal: meaning, process of performance appraisal, methods of performance appraisal importance of performance appraisal. Potential appraisal,	5
	Industrial Relations: meaning, definition, features, importance of industrial relation, factors affecting industrial relation	5
	Industrial disputes: meaning and Definition, Types & Causes of industrial relation. Trade Unionism: Meaning, Features, Types & Functions of trade unions.	5
	Total lectures	60

Reference Books:

- Garry Desseler, Human Resource Management, Prentice-Hall of India Pvt. Ltd., New Delhi, 10 Edition (2004)
- Edwin B. Flippo, Personnel Management, McGraw-Hill Book Company, 6thEdition (1984)

Course Code : MBAI-25-206
Title of the Course : INDUSTRIAL TRAINING (SEMINAR)

L	T	P	Credit
0	0	2	1

Course Outcomes:

The primary objective is to make students familiar with projects undergoing in industry and develop awareness about general workplace behaviour.

Course outcome: Students will be able to :

CO1: Participate in the projects in industries during his or her industrial training.
CO2: Interact with industrial personnel and follow practices and discipline prescribed in industry.
CO3: Develop awareness about general workplace behavior and build interpersonal and team skills.
CO4: Prepare professional work reports and presentations

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Program Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	M	W	M	M	S	M	M	W	M	S
CO2	S	S	M	W	M	W	M	M	S	W	M	S
CO3	S	S	S	S	M	S	S	M	S	M	S	S
CO4	S	S	S	M	S	M	S	M	M	W	S	S

Students will undergo 8 weeks summer training in a relevant Industry after 2nd Semester Examinations during summer break. Training report by the student to be submitted within 2nd Semester. Viva-Voce examination to be held at the end of 2nd semester.

Course Code : DBES-25-101
Title of the Course : ENVIRONMENTAL SCIENCE

L	T	P	Credits
1	0	2	2

Course Outcomes:

CO1: Developing an attitude of concern for the environment.

CO2: Motivating public to participate in environment protection and environment improvement.

CO3: Acquiring skills to help the concerned individuals in identifying and solving environmental problems

CO4: Striving to attain harmony with Nature.

CO/PO Mapping (S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	W	W	W	S	W	M	W	S	M	S	S
CO2	S	M	M	S	S	W	M	W	S	M	M	S
CO3	S	M	M	S	S	W	M	W	S	M	M	S
CO4	S	M	M	S	S	W	M	W	S	M	M	S

Unit	Course outlines	Lectures
1.	The Multidisciplinary Nature of Environmental Studies Definition, scope and importance Need for public awareness.	2
2.	Renewable and Non-renewable Resources Natural resources and associated problems. (a) Forest resources: Use and over-exploitation, deforestation, case studies. Timber extraction, mining, dams and their effects on forests and tribal people (b) Water resources: Use and over-utilization of surface and ground water, floods, drought, conflicts over water, dams-benefits and problems. (c) Mineral resources: Use and exploitation, environmental effects of extracting and using mineral resources, case studies. (d) Food resources: World food problems, changes caused by agriculture and overgrazing, effects of modern agriculture, fertilizer-pesticide problems, water logging, salinity, Case studies. (e) Energy resources: Growing energy needs, renewable and non-renewable energy sources, use of alternate energy sources. Case studies. (f) Land resources: Land as a resource, land degradation, man induced landslides, soil erosion and desertification. Role of an individual in conservation of natural resources. Equitable use of resources for sustainable lifestyles.	8
3.	Eco systems Concept of an ecosystem. Structure and function of an ecosystem. Producers, consumers and decomposers. Energy flow in the ecosystem. Ecological succession. Food chains, food webs and ecological pyramids. Introduction, types, characteristic features, structure and function of the following ecosystem: (a) Forest ecosystem (b) Grassland ecosystem (c) Desert ecosystem (d) Aquatic ecosystems (ponds, streams, lakes, rivers, oceans, estuaries)	6
4.	Biodiversity and Its Conservation Introduction, definition: genetic, species and ecosystem diversity. Bio-geographical classification of India. Value of biodiversity: consumptive use, productive use, social, ethical, aesthetic and option values. Biodiversity at global, National and local levels. India as a mega-diversity nation. Hot-spots of biodiversity. Threats to biodiversity: habitat loss, poaching of wildlife, man-wildlife conflicts. Endangered and endemic species of India. Conservation of biodiversity: in-situ and ex-situ conservation of biodiversity.	8
5.	Environmental Pollution Definition, Causes, effects and control measures of a) Air pollution (b) Water pollution	8

	<p>c) Soil pollution (d) Marine pollution (e) Noise pollution (f) Thermal pollution (g) Nuclear hazards</p> <p>Solid waste management: Causes, effects and control measures of urban and industrial wastes.</p> <p>Role of an individual in prevention of pollution.</p> <p>Pollution case studies.</p> <p>Disaster management: Floods, earthquake, cyclone and landslides.</p>	
6.	<p>Social Issues and the Environment</p> <p>From unsustainable to sustainable development.</p> <p>Urban problems related to energy.</p> <p>Water conservation, rain water harvesting, watershed management.</p> <p>Resettlement and rehabilitation of people; its problems and concerns.</p> <p>Case studies.</p> <p>Environmental ethics: Issues and possible solutions.</p> <p>Climate change, global warming, acid rain, ozone layer depletion, nuclear accidents and holocaust. Case studies.</p> <p>Wasteland reclamation.</p> <p>Consumerism and waste products.</p> <p>Environment Protection Act.</p> <p>Air (Prevention and Control of Pollution) Act.</p> <p>Water (Prevention and Control of Pollution) Act.</p> <p>Wildlife Protection Act.</p> <p>Forest Conservation Act.</p> <p>Issues involved in enforcement of environmental legislation.</p> <p>Public awareness.</p>	6
7.	<p>Human Population and the Environment</p> <p>Population growth, variation among nations.</p> <p>Population explosion—Family Welfare Programme.</p> <p>Environment and human health.</p> <p>Human rights.</p> <p>Value education.</p> <p>HIV/AIDS.</p> <p>Women and Child Welfare.</p> <p>Role of Information Technology in environment and human health.</p> <p>Case Studies.</p>	3
8.	<p>Field Work</p> <p>Visit to a local area to document environmental assets—river/forest/grassland/hill/ mountain.</p> <p>Visit to a local polluted site—Urban/Rural/Industrial/Agricultural.</p> <p>Study of common plants, insects, birds.</p> <p>Study of simple ecosystems—pond, river, hill slopes, etc.</p>	5
	Total lectures	45

Recommended Texts:

- Environmental Studies For Undergraduate Courses by Erach Bharucha

Reference Books:

- Agarwal, K.C. 2001 Environmental Biology, Nidi Publ. Ltd. Bikaner.
- Bharucha Erach, the Biodiversity of India, Mapin Publishing Pvt. Ltd., Ahmedabad - 380013, India, Email: mapin@icenet. Net (R).
- Carter, W. Nick (1992). Disaster Management: A Disaster manager's handbook. ADB Publication, Manila.
- De A.K., Environmental Chemistry, Wiley Eastern Ltd.
- Miller T.G. Jr. Environmental Science, Wadsworth Publishing Co. (TB)
- Sharma B.K., 2001. Environmental Chemistry. Geol Publ. House, Meerut
- Trivedi R. K. and P.K. Goel, Introduction to air pollution, Techno-Science Publication (TB)
- Trivedi R.K., Handbook of Environmental Laws, Rules Guidelines, Compliances and Standards, Vol I and II, Enviro Media

DESH BHAGAT UNIVERSITY, MANDI GOBINDGARH
Faculty of Business Administration and Hospitality Management
Department of Business Management and Commerce

Scheme & Syllabus
For
Program: Master of Business Administration
Session: 2025-2026
MBA Second Year – Third Semester

S.No.	Course Code	Course Name	Course Type							C	Exams Hrs.
				Internal	External	Total	L	T	P		
1	MBAP-25-301	Project Management	Theory	40	60	100	4	0	0	4	3
2	MBAR-25-302	Research Methodology	Theory	40	60	100	4	0	0	4	3
3	MBAS-25-303	Entrepreneurship and Managing Small and Medium Businesses	Theory	40	60	100	4	0	0	4	3
4	MBAI-25-304	Industrial Training Seminar	Practical	-	100	100	0	0	2	1	N.A
5	XXXX	Major I	Theory	40	60	100	4	0	0	4	3
6	XXXX	Major II	Theory	40	60	100	4	0	0	4	3
7	XXXX	Minor I	Theory	40	60	100	4	0	0	4	3
Total Credit				240	460	700	24	0	2	25	

Abbreviations: L: Lecture, T: Tutorial, P: Practical, C: Credits, N.A: Not Applicable

Note: After third semester every student will be required to undergo summer training of 8 weeks duration in the corporate sector.

Major I	Elective	40	60	100	4	0	0	4
Major II	Elective	40	60	100	4	0	0	4
Minor I	Elective	40	60	100	4	0	0	4

List of Electives:
Group A: Finance

Course Name	
MBAE-25-305	Corporate Tax Planning
MBAE-25-306	Financial Services and Markets
MBAE-25-307	Micro Finance and Social Banking
MBAE-25-308	Investment Analysis and Portfolio Management

Group B: Marketing

Course Name	
MBAE-25-309	Marketing of Services
MBAE-25-310	Rural Marketing
MBAE-25-311	Consumer Behavior
MBAE-25-312	Product and Brand Management

Group C: Human Resource Management

Course Name	
MBAE-25-313	HRD Strategies and Systems
MBAE-25-314	Negotiations and Conflict Management
MBAE-25-315	Training and Development
MBAE-25-316	Knowledge Management

Group D: International Business

Course Name	
MBAE-25-317	International Business
MBAE-25-318	International Management
MBAE-25-319	Multilateral Trade Agreements and Regulations
MBAE-25-320	International Business Law

Group E: Information Technology

Course Name	
MBAE-25-321	Cloud Computing
MBAE- 25-322	E-Governance & Framework of ICT
MBAE-25-323	Computer Networks
MBAE-25-324	Web Technologies

Group F: Production & Operations Management

Course Name	
MBAE-25-325	Management Control Systems
MBAE- 25-326	Production Planning & Control
MBAE-25-327	Inventory Management
MBAE-25-328	Total Quality Management and Quality Control

Group G: Agribusiness Management

Course Name	
MBAE-25-329	Agribusiness and Rural Environment
MBAE- 25-330	Agribusiness Financial Management
MBAE-25-331	Agricultural Marketing Management
MBAE-25-332	Agriculture Economics

Group H: Business Analytics

Course Name	
MBAE-25-333	Introduction to Business Analytics & Data Science
MBAE- 25-334	Data Mining Techniques – Predictive Modeling & Pattern Discovery- using R
MBAE-25-335	Big Data Fundamentals
MBAE-25-336	Database Management System

Group I: Finance and Financial Technology (FinTech)

Course Name	
MBAE-25-337	Financial Modeling with Excel
MBAE- 25-338	Block chain and Its Applications
MBAE-25-339	Personal Finance and Wealth Management
MBAE-25-340	FinTech Regulations and Ethics

Group J: Data Analytics and Business Intelligence

Course Name	
MBAE-25-341	Business Intelligence
MBAE- 25-342	Big Data Analytics
MBAE-25-343	Data Warehousing and Data Mining
MBAE-25-344	Data Visualization

Group K: Entrepreneurship and Innovation

Course Name	
MBAE-25-345	Technology for Entrepreneurs
MBAE- 25-346	Social Entrepreneurship and Innovations
MBAE-25-347	Entrepreneurship Development
MBAE-25-348	Entrepreneurial Communication

Group L: Supply Chain Management

Course Name	
MBAE-25-349	Supply Chain Management
MBAE- 25-350	Export-Import Procedure & Documentation
MBAE-25-351	Operations & Green Supply Chain Management
MBAE-25-352	Costing and Financial Management

Group M: Digital Marketing

Course Name	
MBAE-25-353	Fundamentals of Digital Marketing
MBAE- 25-354	Social Media Marketing
MBAE-25-355	Analytics Web and Google
MBAE-25-356	Content Marketing

Course Code : MBAP-25-301
Title of the Course : PROJECT MANAGEMENT

L	T	P	Credits
4	0	0	4

Course Outcomes:

CO1: Explain accurately the processes and interactions a practitioner undertakes to achieve project goals.
CO2: Analyze the iterative processes of a project correctly.
CO3: Identify and effectively communicate best practices within the framework of projects management.
CO4: Evaluate and describe the process of progressive elaboration.

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	M	M	S	S	S	S	S	M	S	S
CO2	S	S	M	S	M	S	S	M	S	M	S	M
CO3	S	S	S	S	S	M	S	S	M	S	S	S
CO4	M	S	M	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Concepts of Project Management: Meaning and Definition of Project, Characteristics of a project, Project Life Cycle Phases, Role of a Project Manager, Market and Demand Analysis.	10
	The Planning Process: Work Breakdown Structure, Cost Planning – tools & techniques, cost estimation, Time Planning – tools & techniques.	8
Group-B	Project Appraisal: Technical Feasibility, Economic Feasibility, Financial Evaluation for single and multiple projects, Appraisal Under Risk and Uncertainty, Sensitivity Analysis	10
	Social Cost Benefit Analysis: Rationale, Fundamentals of Shadow Pricing, Basic approaches to Social Cost Benefit Analysis.	7
Group-C	Scheduling: Graphic representation of project activities	8
	Network Analysis, Network Techniques: PERT and CPM.	10
	Resource Allocation, Overview of MS-Project 2000. Control of Projects: control systems, control of constraints – cost and time. Project Audit.	7
	Total lectures	60

Reference Books:

- Chandra, P. Projects: Preparation, Appraisal, Budgeting and Implementation. New Delhi: 8th Edition, Tata Mc graw (2017)
- Desai, V. Project Management and Entrepreneurship, New Delhi: 2nd Edition, Himalaya Publishing House (2017)
- Fyffe, D. S. Project Feasibility Analysis, New York: John Wiley and Sons (2001)

Course Code : MBAR-25-302
Title of the Course : RESEARCH METHODOLOGY

L	T	P	Credits
4	0	0	4

Course Outcomes:

The course is designed to understand the various concept like Introduction to Research,, Sampling Design, Hypnosis, Testing of Hypothesis, Collection methods, Statistical Analysis of Data , Parametric and Non Parametric Tests, Report writing.

Course outcome: Students will be able to:

CO1: Develop understanding on various kinds of research, objectives of doing research, research process, research designs and sampling.
CO2: Have basic knowledge on qualitative research techniques
CO3: Have adequate knowledge on measurement & scaling techniques as well as the quantitative data analysis
CO4: Have basic awareness of data analysis-and hypothesis testing procedures

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	<p>Introduction to Research: Meaning, Definition, Objective and Process, Qualitative Research, Quantitative Research, Research Ethics</p> <p>Research Design: Meaning, Types - Historical, Descriptive, Exploratory and Experimental</p> <p>Research Problem: Necessity of Defined Problem, Problem Formulation, Understanding of Problem,</p> <p>Literature Review: Identifying, Accessing and Managing Sources of Information and</p>	10
	<p>Sources of Data: Primary and Secondary, Validation of Data</p> <p>Data Collection Methods: Survey, Questionnaire: Process of Questionnaire Design,</p> <p>Information Required , Interview Method, Questionnaire Format and Question Composition,</p> <p>Individual Question Content, Questions Order, Form and Layout, Pilot Testing the Questionnaire</p>	10
Group-B	<p>Sampling Design & Techniques – Probability Sampling and Non Probability Sampling</p> <p>Scaling Techniques: Meaning & Types</p> <p>Reliability: Test – Retest Reliability, Alternative Form Reliability, Internal Comparison, Reliability and Scorer Reliability</p> <p>Validity: Content Validity, Criterion Related Validity and Construct Validity</p>	10
	<p>Data Process Operations: Editing, Sorting, Coding, Classification and Tabulation</p> <p>Analysis of Data: Statistical Measure and Their Significance, Central Tendency, Dispersion,</p> <p>Correlation: Linear and Multiple Regression.</p> <p>Hypothesis: Introduction, Types, Formulation of Hypothesis, Type-I Error, Type –II Error</p>	10
Group-C	<p>Testing of Hypothesis: Steps of Hypothesis Testing, T-test, Z-test, Chi Square, F-test, ANOVA</p> <p>Multivariate Analysis: Factor Analysis, Discriminant Analysis, Cluster Analysis, Conjoint Analysis, Multi-Dimensional Scaling</p>	10

	Report Writing: Essentials of Report Writing, Report Format	
	Research Proposal: Purpose, Nature and Evaluation - Content and Format	
	Statistical Software: Application of Statistical Softwares like SPSS, MS Excel, in Data Analysis	10
	Total lectures	60

Reference Books:

- C. R. Kothari, Research Methodology, New Age International Publisher Edition (2012)
- S. P. Gupta, Statistical Methods, Sultan Chand & Sons, New Delhi(2009)
- GC Beri, Business Statistics, Tata Mcgraw Hill Publication(2005)
- JK Sharma, Business Statistics, Pearson Education, New Delhi (2006)

Course Code : **MBAS-24-303**
Title of the Course : **ENTREPRENEURSHIP AND MANAGING SMALL AND MEDIUM BUSINESSES**

L	T	P	Credits
4	0	0	4

Course Outcomes:

This course provides students with insight on key aspects and challenges of small and medium sized enterprises (SMEs). Students will gain knowledge of systems and techniques to manage and strategically position SMEs in the national and international context.

After completion of this course, student would be able to.

CO1: Understand the importance of defining the right strategy for the SME in a fast changing world and to apply specific tools, models and processes.
CO2: Know the parameters to assess opportunities and constraints for new business ideas
CO3: Understand the systematic process to select and screen a business idea
CO4: Design strategies for successful implementation of ideas

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	M	M	S	S	S	S	S	M	S	S
CO2	S	M	M	S	M	S	S	M	S	M	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	M	S	M	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Concept and Need of Entrepreneurship Development; Definition of Entrepreneur, Entrepreneurship, Innovation, Invention, Creativity, Business Idea; Foundations of Entrepreneurship Development; Role of entrepreneurship in economic Development; Factors impacting emergence of entrepreneurship; Types of Entrepreneurs, Characteristic of successful entrepreneurs; Entrepreneurship process; Entrepreneurial challenges	8
	Theories of Entrepreneurship: Innovation Theory by Schumpeter, Imitating Theory of High Achievement by McClelland, X-Efficiency Theory by Leibenstein, Theory of Profit by Knight, and Theory of Social change by Everett Hagen Women Entrepreneurship: Problems faced, suggestions, role of government to promote women entrepreneurship.	7
Group-B	Building the business plan- Feasibility study: Setting up of Small business enterprises. Financial Considerations: Basic financial statements, Managing Cash Flows, Preparation of projected financial statements, Applications of Business ratios, Sources of finance: Debt and Equity.	7
	New Enterprises Planning: Methods to Initiate Ventures; Developing a Marketing plan customer analysis, sales analysis and competition analysis, steps in marketing research, Marketing Mix;	8
	Business Plan benefits of drivers, perspectives business plan preparation, elements of a business plan; Business plan failure.	10
Group-C	Production management in Small business: production and material management, Break even analysis. HRM in Small business: Importance of HRM, HRD, Industrial relations, labour laws, pollution control laws	10
	Institutions supporting small business enterprises: Introduction, Central level institutions, state level institutions, other agencies. Sickness in small business enterprises: Definition and status of Sickness of SSI's in India, causes of sickness, Symptoms and cure of sickness.	10
	Total lectures	60

Reference Books:

- Vasant Desai Management of small scale industries, Himalaya Publishing (2016)
- Angadi, Cheema, Das, Entrepreneurship, Growth, and Economic Integration, Himalaya Publication(2009)
- Dr. R.K Gupta & Lipikak, Guliani Fundamentals of entrepreneurship development & project management-Himalaya Publication (in press)(2014)
- Rizwana and Janakiran, Entrepreneurship Development, Excel Books(2011)

Course Code : MBAI-25-304
Title of the Course : INDUSTRIAL TRAINING (SEMINAR)

L	T	P	Credit
0	0	2	1

Course Outcomes:

The primary objective is to make students familiar with projects undergoing in industry and develop awareness about general workplace behaviour.

Course outcome: Students will be able to :

CO1: Participate in the projects in industries during his or her industrial training.
CO2: Interact with industrial personnel and follow practices and discipline prescribed in industry.
CO3: Develop awareness about general workplace behavior and build interpersonal and team skills.
CO4: Prepare professional work reports and presentations

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Program Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	M	W	M	M	S	M	M	W	M	S
CO2	S	S	M	W	M	W	M	M	S	W	M	S
CO3	S	S	S	S	M	S	S	M	S	M	S	S
CO4	S	S	S	M	S	M	S	M	M	W	S	S

Students will undergo 8 weeks summer training in a relevant Industry after 3rd Semester Examinations during summer break. Training report by the student to be submitted within 3rd Semester. Viva-Voce examination to be held at the end of 3rd semester.

Course Code : MBAE-25-305
Title of the Course : CORPORATE TAX PLANNING

L	T	P	Credits
4	0	0	4

Course Outcomes:

This course will be a step above Personal Financial Planning where they will learn tax laws for personal income. The main objective of the course is to give an understanding of income tax laws in India and be able to do tax planning.

After Completion of this course, student would be able to.

CO1: Identify the difference between tax evasion and tax planning.
CO2: Describe how the provisions in the corporate tax laws can be used for tax planning.
CO3: Explain different types of incomes and their taxability and expenses and their deductibility.
CO4: Identify tax planning opportunities and challenges for corporations

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Basic concepts- Assessment year, Previous year, Person, Assesse, Income defined, Gross total income, Total income and its computation	10
	Difference between exemption and deduction, how to charge tax on income. Difference between capital and revenue receipt and expenditure.	10
Group-B	Structure of Direct and Indirect Taxes in India. Concepts, Significance and Problems of Tax Planning, Tax Avoidance and Tax Evasion– Recognized methods of Tax Planning.	10
	Tax implications in planning of business unit as Proprietorship, Partnership, Hindu undivided family, Public Ltd. and Pvt. Ltd.	10
Group-C	Definition of various kinds of companies - Meaning of company under IT Act. Residential status of a company and implication of tax planning	10
	Tax planning vis-à-vis managerial capital structure decisions in wake of tax planning such as (1) Lease or own decisions ;(2) make or buy decision; (3) repair/renewal or replacement decision; (4) export vs. local sales ;(5) shut down or continue; (6) expand or contract.	10
	Total lectures	60

Reference Books:

- Students Guide To Income Tax, 48th edition, Taxman Publication (2019)
- Lal & Vashisht, Direct Taxes, 29th Edition, Tata McGraw Hill (2013)

Course Code : MBAE – 25-306
Title of the Course : FINANCIAL SERVICES AND MARKETS

L	T	P	Credits
4	0	0	4

Course Outcomes:

The Course aims at providing the students, basic knowledge about Finance concepts, markets and various services provided in those markets. The syllabus is structured in a way which provides adequate information about the roles of intermediaries and its regulating bodies.

After completion of this course, student would be able to:

CO1: Understand the financial system and economic development
CO2: Understand the role and function of the financial system in reference to the macro economy.
CO3: Demonstrate an awareness of the current structure and regulation of the Indian financial services sector.
CO4: Evaluate and create strategies to promote financial products and services

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO1	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group A	Financial System in India: An overview, structure, growth Financial markets in India: structure and significance, Money Market: structure, components and reforms in Indian money market	10
	Capital market: overview, functions, structure and components. New issue market, mode of raising capital from primary market, SEBI guidelines relating to primary market.	10
Group B	Financial services in India: nature, types, regulatory framework and major problems faced by Indian financial service sector Merchant Banking – Meaning-Types – Responsibilities of Merchant Bankers – Role of Merchant Bankers in Issue Management – Regulation of Merchant Banking in India. Leasing – Types of Leases – Evaluation of Leasing Option Vs. Borrowing.	10
	Venture Capital – Growth of Venture Capital in India – Financing Pattern Under Venture Capital – Legal Aspects and Guidelines for Venture Capital. Factoring, Forfeiting and Bill Discounting – Types of Factoring Arrangements – Factoring in the Indian Context.	10
Group C	Credit Rating – Meaning, Functions – Debt Rating System of CRISIL, ICRA and CARE. Mutual Funds – Concept and Objectives, Functions and Portfolio Classification, Organization and Management, Guidelines for Mutual Funds. Working of Public and Private Mutual Funds in India. Debt Securitization – Concept and Application – Demat Services-need and Operations-role of NSDL and CSDL.	10
	Microfinance: Overview of Microfinance, Indian Rural Financial System, Introduction to Microfinance, Microfinance Concepts, Products, (Savings, Credit, Insurance, Pension, Equity, Leasing, Hire-Purchase Service, Microfinance in Kind, Micro-Remittances, Micro Securitization. Microfinance Models: Generic Models viz. SHG, Grameen, and Co-operative, Variants SHG NABARD model, SIDBI Model, SGSY Model, Grameen Bangladesh Model, Credit Unions. Poverty and Need of Microfinance. Gender Issues in Microfinance	10
	Total lectures	60

Reference Books

- G.S. Batra, Financial Services & Market (2002)
- Meir Khan, Financial Institutions and Markets, Oxford Press (2001)
- L. M. Bhole, Financial Institutions and Market, TATA McGraw Hill (2004)
- V.A. Avadhani, Marketing of Financial Services, Himalayas Publishers, Mumbai (2018)
- Vasant Desai, Indian Financial System and Development, Himalaya Publishers (2017)

Course Code : MBAE-25-307
Title of the Course : MICRO FINANCE AND SOCIAL BANKING

L	T	P	Credits
4	0	0	4

Course Outcomes:

The course outcomes for this curriculum are designed to provide students with a comprehensive understanding of microfinance and social banking. Here's a breakdown of the expected learning outcomes based on the different units:

CO1: Understand the principles and practices of microfinance, including challenges and revenue models.
CO2: Analyze government policies and initiatives related to microfinance and rural development.
CO3: Assess the role of microfinance in promoting socio-economic and gender empowerment.
CO4: Identify and address challenges in social banking for effective financial inclusion.

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Introduction to Micro Finance and Revenue Models of Microfinance: Need of Microfinance. Basics of Microfinance. Microfinance as a Development Tool. Profitability, Efficiency and Productivity, Inherent challenges of financing	10
	Legal and Regulatory Framework and Social Banking: MFIs, SHGs and JLGs. Some Innovative and Creative Microfinance Models like Help Group-Bank Linkage Programme (SBLP), Financial Products and Services. Major policy initiatives for aligning the banking system to socio-economic goals like priority sector lending, Lead Bank Scheme (LBS), Service Area Approach (SAA), etc.	10
Group-B	Subsidy-linked credit programs of Government: Subsidy-linked credit programmes of the Government PMRY, SGSY, SJSRY & SLRS, etc. Other Initiatives of the Government (without subsidy-link) like Kisan Credit Card (KCC) scheme. Financing of Agribusiness Centers etc. and the Differential Rate of Interest (DRI) scheme	10
	Indian Experience, Issues, Trends and Frontiers of Microfinance: Evolution and Character of Microfinance in India. Microfinance Delivery Methodologies. Emerging Issues in Microfinance, Gender Issues in Microfinance, Role of Technology in Microfinance, Micro Credit as Priority Sector Advance, Impact of Microfinance on Empowerment of Women	10
Group-C	Challenges to Social Banking: Inter-spatial disparity manifested, varying credit-deposit ratio (CDR) across areas, Inadequate linkage support, unsatisfactory repayment climate etc.	10
	Role of various stakeholders like the government, the nongovernment organizations (NGOs) and the civil society besides the constituents of institutional credit system (ICS) in achieving effective operation of the social banking initiative.	10
	Total lectures	60

Reference Books:

1. Microfinance for Bankers and Investors: Understanding the Opportunities and Challenges of the Market at the Bottom of the Pyramid by Elisabeth Rhyne.
2. Towards Financial Inclusion in India by K. G. Karmakar, G. D. Banerjee, N. P. Mohapatra, Sage Publisher.
3. Micro Finance Perspectives and Options by Indian Institute of Banking and Finance.

Course Code : MBAE-25-308
Title of the Course : INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

L	T	P	Credits
4	0	0	4

Course Outcomes:

This course aims at developing an understanding of the changing domestic and global investment scenario in general and Indian capital market in particular with reference to availability of various financial products and operations of stock exchanges. Important theories, techniques, regulations and certain advancements in theory of investment will be covered with an aim of helping the participants make sound investment decisions in the context of portfolio investment.

After Completion of this course, students would be able to:

CO1: Know the risk return associated with different investments
CO2: Gain the knowledge about capital market and various investment avenues
CO3: Understand different techniques of evaluating the investments
CO4: Analyze and understand the investment decisions and portfolio performance

CO/PO Mapping

(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak

Cos	Programme Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Investment – Basics of Investment – Investment, Speculation and Gambling – Investment Categories – Investment avenues – Non marketable Financial Assets – Money Market Instruments – Bond/Debentures	10
	Equity Shares – Schemes of LIC – Mutual Funds– Financial Derivatives – Real Assets – Real Estate –Art – antiques and others. Fundamental Security Analysis – Economic Analysis – significance and Interpretation of the Economic Indicators – Industry Analysis – Industry Growth Cycle - Company analysis – Marketing – Accounting policies – Profitability – Dividend Policy – Capital Structure – Financial Analysis – Operating Efficiency Management.	10
Group-B	Technical Analysis – Technical Tools - The Dow Theory – Primary Trend – The secondary Trend – Minor Trends – Support and Resistance Level – Indicators – Odd Lot Trading – Moving Average – Rate of Change – Charts – Technical indicators – Charting Techniques	10
	Efficient Market Theory – Basic Concepts – Random- Walk Theory – Weak Form of EMH – Semi- strong Form – Strong Form – The Essence of the Theory – Market Inefficiencies	10
Group-C	Portfolio Analysis – Portfolio and Single asset Returns and Risk – Mean Variance Criterion – covariance– Beta (simple problems) – Portfolio Markowitz Model – simple Diversification – Risk and Return with Different correlation – Sharpe’s Single Index Model – Sharpe’s Optimal Portfolio – Construction of the Optimal Portfolio – Optimum Portfolio with short sales	10
	Asset Pricing Model Portfolio Evaluation – Capital Asset Pricing Model (CAPM) – Security Market Line– Assumptions – Arbitrage Pricing Model (APT) – Portfolio Performance Models – Sharpe’s Performance Index – Treynor’s Performance Index – Jensen’s Performance Index.	10
	Total lectures	60

Reference Books:

- Reily and Brown, Investment Analysis and Portfolio Management, Cengage, New Delhi (2012)
- Bodie, Kane, Marcus and Mohanty, Investments, Tata McGraw Hill, New Delhi,(2015)
- Fisher DE and Jordon RJ, Security Analysis and Portfolio Management, PHI, New Delhi (1995)
- Hirt and Block, Fundamentals of Investment Management, Tata McGraw Hill, New Delhi (2009)

Course Code : MBAE-25-309
Title of the Course : MARKETING OF SERVICES

L	T	P	Credits
4	0	0	4

Course Outcomes:

The course focuses on the unique challenges of marketing and managing services and delivering quality service to customers. The attraction, retention, and building of strong customer relationships through quality service and services are at the heart of the course content

After completion of this course, student would be able to.

CO1: Develop understanding of issues in service marketing
CO2: Students will demonstrate strong conceptual knowledge in the functional area of marketing management.
CO3: Students will demonstrate effective understanding of relevant functional areas of marketing management and its application.
CO4: Students will demonstrate analytical skills in identification and resolution of problems pertaining to marketing management..

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	M
CO2	S	S	M	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Nature and Scope of Services Introduction, meaning of services, unique characteristics, difference between services and tangible products, service sector, classification of services, growth of service sectors and service industries.	8
	Services Marketing Introduction, concept and evolution of services marketing, meaning of service marketing, myths encountered in services, need for service marketing, and growth in Services Marketing.	7
	Consumer Behavior in Services Marketing Introduction, Customer Expectations in Services, Service Costs Experienced by Consumer, the Role of customer in Service Delivery, Conflict Handling in Services, Customer Responses in Services	7
Group-B	Services Marketing Mix and Gaps Model Introduction, 7Ps of service marketing, service gaps framework, perceived service quality, models of service marketing.	8
	Service Design and Service Delivery Introduction, Service delivery process, service encounters and Moments of Truth, employee role in service delivery, service employee- criteria, importance and emotional approach, role of service provider, intermediaries involved in in Service Process and Service Delivery (STP)	10
Group-C	Strategy for Services Introduction, Need for segmentation of services, bases of segmentation services, segmentation strategies in service marketing, need for targeting and positioning of services	10
	Positioning strategies for services, positioning Through Product/Service Delivery Strategies, Positioning Through Pricing Strategies, Positioning Through Distribution Strategies, positioning through Sales Promotion and Advertising, Service Differentiation Strategies	10
	Total lectures	60

Reference Books:

- Zeithaml, Valarie A and Bitner, Mary Jo; Services Marketing: Integrating Customer Focus across the Firm; TMH, 6th Edition, McGraw-Hill Education India Pvt.Ltd.
- Lovelock, Christopher; Services Marketing: People, Technology, Strategy; Pearson Education Asia.7th Ed, 2011
- Rajendra Nargundkar, Services Marketing 3rd Edition, Tata McGraw - Hill Education, 2010
- Govind Apte, services marketing 1st Edition, oxford university press (RS), 2004
- Rao, services marketing, dorling kindersley (RS), 201

Course Code : MBAE-25-310
Title of the course : RURAL MARKETING

L	T	P	Credits
4	0	0	4

Course Outcomes:

The objective of the course is to familiarize the participants with conceptual understanding of Rural Marketing and development practices in Indian context. This has resulted in the expansion of rural demand of agricultural inputs, capital goods, transportation goods as well as consumer and consumer durable goods in villages. On the output side, the enlarged rural Production base has led to value addition, marketing networking and thrust on export trade. After completion of this course, student would be able to.

CO1: Develop understanding of issues in rural markets
CO2: Gain Conceptual knowledge about rural marketing with special reference to Indian context.
CO3: Develop understanding of distribution channels, marketing strategies, etc. in the context of rural markets in India
CO4: Analyse opportunities and emerging challenges in the upcoming rural markets.

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Rural Marketing - Concept and Scope - Nature of rural markets - attractiveness of rural markets	10
	Rural Vs Urban Marketing - Characteristics of Rural consumers - Buying decision process - Rural Marketing Information System - Potential and size of the Rural Markets	10
	Rural Socio-Economic environment and impact of urbanization, industrialization and globalization on rural communities.	10
Group-B	Rural Market Environment. Rural Demand and Rural Market Index. Rural Marketing and Problems in Rural Marketing	10
	Rural Marketing Strategies with special reference to: Rural Market segmentation. Product Strategies. Pricing Strategies. Distribution Strategies. Promotion Strategies. Marketing Communication in Rural Markets. Marketing Research	10
Group-C	Distribution - Logistics Management - Problems encountered - selection of appropriate channels - New approaches to reach out rural markets – Electronic choupal applications	5
	Economic of selling in rural markets. Formulation of rural marketing policies. FMCG sector in Rural India, concept and classification of consumer goods, Marketing Channels for FMCG, case studies relating to rural marketing of successful companies.	5
	Total lectures	60

Reference Books:

- Kashyap Pradeep & Raut Siddhartha, Rural Marketing BiztantraPublishers(2009)
- Dogra B. &Ghuman K., Rural Marketing Concepts and Practices, Tata McGraw-Hill (2010)
- Krishnamacharyulu C.S.G. & Ramakrishnan Lalitha, Rural Marketing Text &Cases, Pearson Education (2011)

Course Code : MBAE-25-311
Title of the Course : CONSUMER BEHAVIOR

L	T	P	Credits
4	0	0	4

Course Outcomes:

The purpose of this course is to introduce students to consumers, consumer behavior in the market place and their impact on marketing strategy. Discussing the principal factors that influence consumers as individuals and decision makers with an application to the buying decision process

After completion of this course, student would be able to.

CO1: Identify the dynamics of human behavior and the basic factors that influence the consumers decision process
CO2: Demonstrate how knowledge of consumer behavior can be applied to marketing
CO3: Display critical thinking and problem solving skills
CO4: Gain, evaluate and synthesize information and existing knowledge from a number of sources and experiences

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Consumer Behavior: Defining Consumer Behavior, Scope and Application of Consumer Behavior. Why Study Consumer Behavior	10
	Evolution of Consumer Behavior as a Field of Study and its relationship with Marketing: Behavioral Dimension. The interdisciplinary nature of Consumer Behavior.	10
Group-B	The Consumer Decision Making Process: Consumer Decision Making Process. Levels of Consumer Decision Making.	10
	Models of Consumer Behavior: The Economic model, Learning model, Psychoanalytic model, The sociological model. Psychological Influences on Consumer Decision Making: Consumer's Needs & Motivation, Emotions and Mood, Consumer Involvement.	10
Group-C	Consumer Learning. Personality, Self-concept and Self- image. Consumer Attitude: Belief, Affect, Attitude and Intention, Attitude Formation and Attitude Change	10
	Sociological Influences on Consumer Decision Making: Consumer groups. Consumer reference groups. Family and Life cycle. Social class and mobility, lifestyle analysis. Culture; Sub-Culture. Cross Culture. Interpersonal Communication and influence. Opinion Leadership.	10
	Total lectures	60

Reference Books:

- Schiffman, Leon G / Kanuk, Leslie Lazar, Consumer Behavior, PHI,(2010)
- Hawkins et al, Consumer Behavior, McGraw Hill(2010)
- Blackwell et al, Consumer Behavior, Thomson Publishing (2009)
- Solomon, Consumer Behavior, Prentice Hall(2012)
- Loudon, David / Bitta, Albert Della, Consumer Behavior: Concepts & Applications, Tata McGraw Hill(2008)

Course Code : MBAE-25-312
Title of the Course : PRODUCT AND BRAND MANAGEMENT

L	T	P	Credits
4	0	0	4

Course Outcomes:

The course is designed to understand the various concepts like Product Concepts, Understanding brands, Brand personality, Brand Customer Relationship, Brand Management areas

After completion of this course student would be able to:

CO1: Apply the fundamental concepts of product and brand development and management.
CO2: Use the brand positioning framework to develop a brand, keep it relevant, expand a brand internationally, and reposition a brand.
CO3: Explore key components of brand positioning and how these components work together in creating brand strategy.
CO4: Design specific strategies to grow and sustain brand equity over the long-term.

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO1	PO1	PO1	PO1	PO1	PO1	PO1	PO1	PO1	PO1	PO1
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group -A	Product Concepts: Product Mix concepts, Product Classification. Product Planning: Marketing Plan, Portfolio Analysis	10
	Market Potential and forecasting. Product Market Strategies. Product Life Cycle: Product Life Cycle Stages and corresponding Strategies, Product Evaluation	10
Group-B	Product Positioning: Concept, Product Differentiation, Positioning Strategies, Preference Analysis, Benefit Segmentation. New Products: New Product Categories, Organization for Product Management, prototyping	10
	New Product Development Process, test marketing. Understanding Brands: Brands Vs Products, Benefits of branding; Brand attributes, Significance of branding to consumers & firms, selecting brand names	10
Group-C	Brand Awareness -Types of Brand Awareness, Brand Image-Types of Associations, Brand Identity, Brand Personality, Brand Positioning, Creating Core Brand Values; Bringing Brand to life: Growing	10
	sustaining Brand equity - Customer Based Brand Equity, Sources of Brand Equity; Managing Brands: Building Branding Strategies, Brand Extensions, Brand Licensing and Franchising, Global Branding	10
	Total lectures	60

Reference Books:

- C. Merle Crawford, New Product Management (1983)
- Donald Lehmann, Product Management, Tata Mac Graw Hill (2004)
- Keller, Kevin Lane, Strategic Brand Management: Building, Measuring and Managing Brand Equity(2013)

Course Code : MBAE-25-313
Title of the Course : HRD STRATEGIES AND SYSTEMS

L	T	P	Credits
4	0	0	4

Course Outcomes:

The objective of the course is to provide an understanding of the human resources development framework and focuses on management best practices, tools and models to implement an effective HRD system

After completion of this course, student would be able to.

CO1: Analyze and understand how HRD links into strategic HRM and the overall corporate objectives and strategies of the organization
CO2: Identify and understand the role of the HRD practitioner in the development and implementation of strategic HRD plans
CO3: Develop a critical understanding of the various philosophies surrounding the area of HRD
CO4: Students will demonstrate analytical skills in identification and resolution of problems pertaining to HRD

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	M	S	S	S	M	S	M
CO2	S	S	M	S	M	S	M	M	S	S	S	S
CO3	S	S	S	S	S	S	S	S	M	S	S	M
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course Outlines	Lecture(s)
Group-A	Concept of HRD, Characteristics of HRD, Objectives of HRD, Need for HRD, Functions of HRD, HRD and Personnel Management, HRD dimensions: performance appraisal, potential appraisal, employee counseling, career development and planning, training and executive development.	20
Group-B	Introduction to HRD Audit, Objectives of HRD Audit ,Elements of HRD Audit & Process. Performance Management System – Definitions of Performance Management, Objectives of Performance Management, Purpose of Performance Management, Performance Management process	20
Group-C	Quality of work life and productivity, barriers to quality of work life. Recent Trends in HRD. Management Development: Role Play, In-Basket Exercise, Under study, Simulation; Vestibule Training, Management Games, Case Study, Team Development, Training and Development.	20
	Total lectures	60

Reference Books:

- Dayal Raghubir (1996) Dynamics of Human Resource Development, Mittal.
- Bhatia B.S.(1996) Emerging Dimensions of HRD: Role and Orientation, Deep &Deep.
- Rao T.V. (2003) Future of HRD, McMillan.
- Rao T.V. (1996) Human Resource Development, Sage.

Course Code : MBAE-25-314
Title of the Course : NEGOTIATIONS AND CONFLICT MANAGEMENT

L	T	P	Credits
4	0	0	4

Course Outcomes:

This course aims at providing a systematic introduction of concepts, theories and practices, with a focus on equipping students with skills of handling conflict and negotiation.

After completion of this course, student would be able to:

CO1: Recognize the nature of conflict and its impact on interpersonal relationships and organizations.
CO2: Effectively utilize and apply conflict intervention strategies such as coaching, Negotiation, and system design in management and resolution of conflict.
CO3: Integrate and appropriately apply a broad range of theoretical concepts processes and methodologies in analyzing and resolving conflict.
CO4: Demonstrate appropriate negotiation skills to handle conflicts.

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Definition of collective bargaining and related terms, approaches to collective bargaining, the issue in bargaining, the process of negotiation, Experiment of approaches to the study of negotiation, groups inter group relation and bargaining behavior. The process of bid and counter bid, the analysis of stages in real life negotiation	10
	Preparation for negotiation, procedure and tactics; The nature of collective agreements; The bargaining unit; factors, forces and trends; The breakdown of Collective Bargaining; Collective Bargaining in India, U.S.A., U. K., Japan and South Asian Countries, Collective bargaining exercises.	10
Group-B	Workers' Participation in decision making : The philosophical basis; the concept, scope, significance and pre- requisites; levels of participation, participation and productivity	10
	Forms of workers' participation: Workers' suggestion scheme, joint consultation, quality circles, co- determination, self-management and labor directors, Workers' participation in management in India, problems and prospects.	10
Group-C	Conflict Management: Meaning, Nature, Types, And Industrial Disputes: Nature, Types causes of Industrial disputes	10
	Settlement machinery: Tri Party and Bi party, Process of Settlement of the industrial disputes.	10
	Total lectures	60

Reference Books:

- Barbara A. BudjacCorvett, Conflict Management-A Practical Guide to Developing Negotiation Strategies, Pearson Education (2006)
- Carell R. Michael &Heavrin Christina, Negotiating Essentials- Theory, skills and Practices, Pearson Education (2006)
- Harvard Business Review on Negotiation and Conflict Resolution, Harvard Business Press (2000)
- Luecke and Patterson, “How to Become a Better Negotiator”, American Marketing Association (2008)

Course Code : MBAE-25-315
Title of the Course : TRAINING AND DEVELOPMENT

L	T	P	Credits
4	0	0	4

Course Outcomes:

This course provides students with an overview of the role of Training and Development in Human Resource Management. The key elements covered include: needs analysis, program design, development, administration, delivery and program evaluation. Other topics include adult learning theory, transfer of training, career planning, counseling, training techniques, budgeting and trends in training.

After completion of this course, student would be able to.

CO1: Develop an understanding of the evolution of training & development from a tactical to a strategic function
CO2: Learn how design a training module and execute it
CO3: Evaluate training materials for trainees of different experiential levels
CO4: Identify and describe learning styles and also relate learning styles to activity types and tasks

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Conceptual Framework of Training I- Introduction to Training Development and Education, Objectives of training, Areas of training, Drawbacks and problem of training, Significance of Training, Training Manual, Learning and Learning Styles, Learning process : A Few Good Learning Theories	10
	Conceptual Framework of Training-II- Adult Learning, Learning styles elements and profiles, Principles of Effective Training and Learning, Effective Training, Collection of Articles.	10
Group-B	Methods and Styles of Training - Introduction to Training Methods and Techniques, Sensitivity Training, On the Job Training, Basic Teaching and Presentation Skills. Training Methods, Criteria for Method Selection and Relationship between principles of teaching and learning methods, Computer Based Training (CBT).	10
	Management Training & Development Management Development- Employee Training & Coaching, Mentoring and Coaching, ROI of Management Training, Training Practices, Train the Trainer, Training For Diversity	10
Group-C	Evaluation of Training -Introduction, concept and principles, Evaluation of Training, Evaluating Training and Results.	10
	Methods of Evaluation & Training Assessment –Program Evaluation, Planning the Program Evaluation, Levels of Evaluation Methods of Evaluation, Feedback and Assessment, Evaluating Training Staff, Assessing the ROI of Training, Tutorial.	10
	Total lectures	60

Reference Books:

- Human Resource Management by K. Ashwa Thapa, Publisher: Himalaya Publishing House (2011)
- Human Resource Management by V. S. P Rao, Publisher: Excel Publishing House (2006)
- Human Resource management by L. M Prasad, Publisher: Sultan Chand Publishing House (2014)
- Training, Needs, Analysis, and Evaluation by Frances and Roland Bee, Publisher: IPD London (1999)
- Art of Training and Development in Management by Leslie Rae, Publisher : Crest Publication (2007)

Course Code : MBAE-25-316
Title of the Course : KNOWLEDGE MANAGEMENT

L	T	P	Credits
4	0	0	4

Course Outcomes:

This course is to impart the basic concepts of knowledge management and to make the students understand the processes and practises in knowledge management in various organisation.

After completion of this course student would be able to;

CO1: Understand the fundamentals of Knowledge Management (KM), its evolution, and the distinction between explicit and tacit knowledge.
CO2: Analyze and apply KM cycles and models, including strategic and practical implications of their implementation.
CO3: Develop skills in knowledge capture, codification, sharing, and application across different organizational levels.
CO4: Evaluate the role of organizational culture, KM tools, and strategies, and understand leadership and ethical considerations in KM practices.

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Introduction - History, Concepts, Definitions and the Antecedents of KM – Information Management to Knowledge Management - Knowledge Management: What Is and What Is Not? - The Evolution of Knowledge Management - Explicit Knowledge, Tacit Knowledge and the Infrastructure Knowledge Management and Ethics.	10
	KM cycle – Major approaches to KM cycle, Integrated KM cycle – strategic implications – practical considerations – KM models – Theoretical models – Nonaka’s knowledge spiral model – other KM models – Strategic implications – practical implications.	10
Group-B	Knowledge capture and codification – Tacit knowledge capture – Explicit knowledge codification Knowledge sharing – social nature of knowledge, knowledge sharing communities, obstacles to knowledge sharing, organisational learning. Knowledge application – at individual, group and organisational levels – knowledge reuse – knowledge repositories	10
	Role of organisational culture – different types of culture – culture analysis-culture at the foundation of KM – Knowledge sharing culture – KM Maturity models	10
Group-C	KM tools – content creation, data mining, blogs, content management, groupware and collaboration, wikis, networking technologies, intelligent filtering tools, adaptive technologies – KM strategy- knowledge audit, gap analysis, benchmarking, balanced score card method , house of quality	10
	KM teams – Role of senior management – Roles and responsibilities – KM profession – Ethics of KM – Future challenges of KM – Shift to Knowledge based assets, KM research issues – Postmodern KM	10
	Total lectures	60

Reference Books:

- Managing Knowledge Workers, “Fances Horibe” John Wiley & Sons.
- Knowledge Management – Enabling Business Growth “Ganesh Natarajan and Sandhya Shekhar”, Tata McGraw-Hill Publishing Company Limited, 2000.
- Management by Consciousness, Edited by Dr.G.P.Gupta, Sri Aurobindo Society, Pondicherry, 2014

Course Code : MBAE-25-317
Title of the Course : INTERNATIONAL BUSINESS

L	T	P	Credits
4	0	0	4

Course Outcomes: This course emphasizes the knowledge and skills managers need to face global competition and evaluate international investment and business opportunities.
After completion of this course student would be able to:

CO1: Apply domain knowledge progressively by understanding international business processes and practices
CO2: Practice value-based learning by understanding and demonstrating ethical practices through sustained effort
CO3: Exhibit managerial skills to solve local and global business complexities
CO4: Demonstrate global competence, cultural sensitivity and adaptability to face the challenges of international business environment.

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Introduction to International Business: Introduction, Introduction to International Business, Elements of International Business, Globalisation. International Trade theories and their application: Introduction, Why do nations trade, Theories of International trade- mercantilism, Absolute advantage, Comparative advantage, Heckscher- Ohlin, Product life cycle theory and Porter's diamond model.	10
	International Business Environment: Introduction, Economic Environment, Political Environment, Demographic environment, Legal Environment. Culture and International Business: Introduction, Meaning of Culture, Country Culture, and Culture in an International Business Organization.	10
Group-B	Ethics in International Business: Introduction, Business Ethics Factors, International Business and Ethics, National Differences in Ethics, Corporate Governance, Code of conduct for MNCs.	10
	Foreign Investments- Types and Motives: Foreign investments, types of foreign investments, motives. Regional integration: Introduction, Overview of Regional Integration, Types of Integration, Regional Trading Arrangements, India and Trade Agreements	10
Group-C	Global trade institutions: Introduction, World trade organization (WTO), International Labour Organisation (ILO) International Financial Management: Introduction, Overview of International Financial Management, Components of International Financial Management, Scope of International Financial Management	10
	International Accounting Practices: Introduction, International Accounting Standards, Accounting for International Business, International Regulatory Bodies, International Financial Reporting Standards.	10
	Total lectures	60

Reference Books:

- Alan Shapiro: Multinational Financial Management, Prentice Hall, New Delhi.
- Apte: International Financial Management, Tata McGraw Hill, Delhi.
- David B. Zenoff & Jack Zwick: International Financial Management.
- V. A. Avadhani: International Finance - Theory and Practice, Himalaya Publishing House.
- Jeff Madura: International Financial Management, Thomson Learning.

Course Code : MBAE-25-318
Title of the Course : INTERNATIONAL MANAGEMENT

L	T	P	Credits
4	0	0	4

Course Outcomes: To develop capabilities in order to understand the intricacies involved in International Trade in a better way with special focus on cross cultural issues, Global logistics and Global economy.

After completion of this course student would be able to:

CO1: Apply domain knowledge progressively by understanding international business processes and practices.
CO2: Practice value-based learning by understanding and demonstrating ethical practices through sustained efforts Use
CO3: Explore Exhibit managerial skills to solve local and global business complexities Explore
CO4: Design Demonstrate global competence, cultural sensitivity and adaptability to face the challenges of international business environment.

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Global Business Environment: Business organizations and management decisions and actions exist in a complex, dynamic and often turbulent environment. Understanding of the dimensions and layers of global business environment.	10
	To recognise, and understand the challenges and opportunities which the business environment presents to organizations. Businesses and managers operating in an international context. Theories, concepts and tools for analysing the business environment and apply these to 'real world' and hypothetical management scenarios via case studies.	10
Group-B	Global Logistics Management: Global Supply Chain Management, Global Demand Chain Management. Centralized Logistics Management, Decentralized Logistics Management,	10
	Outsourcing of Logistics services. International Transportation issues, Terms of Shipment and Sale. International Inventory issues, International Packaging issues,	10
Group-C	Managing Across Cultures: Develop awareness, skills and knowledge required by managers seeking to work abroad as international executives. 'Soft skills' of management, particularly as concerns cross-cultural variations and their impact on the practices and processes of management.	10
	Complexity presented to managers in their process of managing people across national and cultural borders, addressing the issues of the impact of culture on management structures and processes.	10
	Total lectures	60

Reference Books:

- Martin J Gannon , 'Cultural Metaphors' Sage Publications
- Edwin Flippo, 'Personnel management' Tata Mcgraw Hill Publications
- Richard M. Steers and LuciaraNardon,'Managing in the Global Economy' PHI Learning Private Limited
- Michael R. Czinkota, IlkkaA. Ronkainen and Michael H. Moffett,'International Business' South Western Cengage Learning

Course Code : MBAE-25-319
Title of the Course : MULTILATERAL TRADE AGREEMENTS AND REGULATIONS

L	T	P	Credits
4	0	0	4

Course Outcomes: Objective: To develop capabilities to understand the International Business Laws, dispute settlement and issues related to intellectual property regime.
After completion of this course student would be able to:

CO1: Be familiar with various environmental factors and forces that affect a firm's overseas operations and learn to manage international business.
CO2: Study basic concepts of trading blocs, elements of EXIM.
CO3: Understand the basic concepts of Trading Blocs & factors of production
CO4: Understand new changes & developments in the policy framework of international business.

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Historical background of International Trade, Direction and Composition of International Trade. Terms of Trade, Trade as an engine of growth. Concept of Law – Types of law, Domestic and International and their jurisdiction.	10
	Regional Trade Agreements: Concept, origin, types. European Union, NAFTA, ASEAN, MERCOSUR – their structure, decision making, funding, implications on world trade.	10
Group-B	Law of WTO: Introduction, Objectives, Functions, Structure, Principles, Agreements – implications for International business, Progress made by WTO in the last one decade. Tariff and Non-tariff barriers - implications for WTO members	10
	International Business Law – International Sale of Goods, Laws governing International Sale of goods – Domestic laws, International Treaties	10
Group-C	International Mercantile Customs and Usages – Inco terms, Rules on International Sale of Goods, International Commercial Dispute Settlement – Reconciliation, Arbitration etc.	10
	Intellectual Property: Historical Background, IPR Administration – WIPO, WTO, Indian Patent Office, Patents, Copyrights, Trademarks, Geographical Indications, Industrial Designs, Layout Designs, Trade secrets. Relevant case studies related to the topics should be discussed	10
	Total lectures	60

Reference Books:

- Palle Krishna Rao, 'WTO text and cases' Excel Books
- Vinod V Sople, 'Managing Intellectual Property' PHI Learning Private Limited

Course Code : MBAE-25-320
Title of the Course : INTERNATIONAL BUSINESS LAW

L	T	P	Credits
4	0	0	4

Course Outcomes: Objective: To develop capabilities to understand the International Business Laws, dispute settlement and issues related to intellectual property regime.
 After completion of this course student would be able to:

CO1: Be familiar with various environmental factors and forces that affect a firm's overseas operations and learn to manage international business.
CO2: Study basic concepts of trading blocs, elements of EXIM.
CO3: Understand the basic concepts of Trading Blocs & factors of production
CO4: Understand new changes & developments in the policy framework of international business.

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Introduction International Business - Nature and Scope, – Globalization - Meaning, Levels, Merits, Limitations and irreversibility of Globalization, Need to go global – Internationalization Decisions (entry modes), International Business Environment – Meaning of Environment – Dimensions - PEST to STEEPLE– SWOT Analysis – Various approaches to Assess competitiveness including Michael Porter’s 5- Forces Model – Global Competitiveness Index	10
	Multi National Enterprises (MNEs) and Foreign Direct Investment (FDI) – Meaning and Characteristics – Role of MNEs in host economy – FDI Policy of India– Trends in Global FDI – Trends in FDI with reference to India– Issues with MNEs - Taxation, Restrictive Trade Practices, Currency, Jurisdiction and Technology Transfer	10
Group-B	Foreign Trade Policy and Procedures – Introduction to Foreign Trade Policy – Institutional Framework for Export Promotion – Export Incentives and Facilities – EPZ/FTZ/100% EOUs – Quality Control for Exports – Export Prospects for Select Products and Services – INCO Terms (v) – International Commercial Arbitration-Pre Shipment and Post Shipment Finance – SEZ- Incentives and Benefits – Method of Realizing Export Payments and Ensuring Guaranteed Export Payment – Central Excise Clearance Formalities – Customs Regulations and Clearance Formalities for Exports & Imports – Duty Draw Back Claims Procedure – Foreign Trade Financing - Export & Import – Foreign Exchange Risk Management – International Credit Management – Warehousing – Instruments of Trade Policy and India’s Trade Policy	10
	International Trade and Regional Economic Integration – Theory - Mercantilism, absolute advantage and comparative advantage – Trends in Global Trade – Trends in India’s Trade – Types of Regional Economic Integration - Free Trade Area, Custom Union, Common Market, Economic Union, Monetary Union and Political Union etc. – Trading Blocks- ASEAN,SAFTA,SAARC,NAFTA,EU	10
Group-C	Institutional Environment – Pre WTO Scenario, difference between GATT and WTO – Trade Related Institutions - WTO and UNCTAD – WTO - Basic Principles, various agreements, Functions and Areas of Operations, Dispute Settlement Mechanism (rules and procedures) – IMF, IBRD, ADB – Commodity Agreements	10
	Subsidies and Countervailing Duties – WTO Provisions – Administration – Procedure and Emerging Trends – Regulatory Framework for Subsidies & Countervailing duties in India – Doha Development Round (vi) 9. Foreign Collaborations and Joint Ventures – Kinds of Collaboration and Joint Ventures – Drafting of	10

	Agreement – International Commercial Arbitration 10. Strategic Alliances – Meaning, Rationale, Types, Trends in Alliances in New Competitive Environment, Strategic Alliance Failures, Managing Strategic Alliances.	
	Total lectures	60

Reference Books:

- International Trade and Export Management by Francis Cherunilam, Himalaya publishing House
- International Business by K Awasthappa, Mc Graw Hill
- Foreign Trade Policy and Handbook of Procedures by R.K.Jain (17th Edition 2012)
- Anti Dumping Law and Procedures by R.K.Gupta (4th Edition 2013)
- International Business – Justin Paul, PHI Publications
- A Guide to Export-Import Consultancy & Registration Services V.K.Pamecha, Paper Bac
- Export Management, P.K.Khurana, Paper Back – Guide to the WTO & GATS
- A.K. Koul, Satyam Law

Course Code : MBAE-25-321
Title of the Course : CLOUD COMPUTING

L	T	P	Credits
4	0	0	4

Course Outcomes: This course gives students an insight into the basics of cloud computing along with virtualization, cloud computing is one of the fastest growing domain from a while now. It will provide the students basic understanding about cloud and virtualization along with it how one can migrate over it.

After completion of this course student would be able to:

CO1: Remembering how cloud deployment is done.
CO2: Usage and utility of cloud data centers.
CO3: Build the cloud infrastructure.
CO4: Overview cloud security and services

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	The vision of Cloud Computing: Cloud; What and Why, Historical development, Cloud Architecture, Infrastructure/hardware as a service, Platform as service, Software as a service,	10
	Types of Clouds: Public Clouds, Private Clouds, Hybrid Clouds, Community Clouds, Characteristics and Benefits, Challenges ahead, Pros and Cons of Cloud	10
Group-B	Challenges in Cloud Computing: Cloud Interoperability and Standards, Scalability and Fault Tolerance, Security, Trust, Privacy and Organizational Aspects.	10
	Economics of the Cloud: Ec2, Amazon Simple Storage Service (S3), Cloud Platforms in Industry; Amazon Web Services, Google App Engine and Microsoft Azure	10
Group-C	Virtualization: Introduction, Characteristics of Virtualized Environments, Taxonomy of Virtualization Techniques, Pros and Cons of Virtualization.	10
	Advanced Topic in Cloud Computing: Energy- Efficient and Green Cloud Computing Architecture	10
	Total lectures	60

Reference Books:

- Judith Hurwitz, Bloor Robin, Marcia Kaufman & Fern Halper., Cloud Computing for Dummies. 1st Edition, Wiley.
- David S. Linthicum, Cloud Computing and SOA Convergence in Your Enterprise, 1st Edition, Addison Wesley.
- Dan Kusnetzky , Virtualization: A Manager's Guide, 1st Edition ,O'Reilly
- Barrie Sosinsky, Cloud Computing Bible, 1st Edition, Wiley India Pvt Ltd.

Course Code : MBAE-25-322
Title of the Course : E-GOVERNANCE & FRAMEWORK OF ICT

L	T	P	Credits
4	0	0	4

Course Outcomes: The course will help to comprehend the basic tenets of e-Governance and to understand the technical, legal and institutional framework supporting e- governance implementation in India with special reference to Digital India.

After completion of this course student would be able to:

CO1: Understand the basic tenets, trends, issues and opportunities of ICT implementation in the processes of Governance.
CO2: Identify the maturity of ICT implementation in public sector from its initial phases of government.
CO3: Identify the key management and technical components responsible for ensuring objectives of good governance through e-governance.
CO4: Understand the process of preparing and outsourcing software projects using RFPs, DPRs as well as prepare software contracts for outsourcing the related ICT based projects

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group -A	Overview of E-Government and E-Governance: Stages of E-Governance, National E-Governance Plan(NeGP), Mission Mode Projects and their implementation status, E-Governance Introduction to E-governance, Role of ICT in e-governance, Need, importance of E-governance, Categories of E-governance,	10
	Key Issues of E-Governance, Technology, Policies, Infrastructure, Training, Copyrights, Consulting Funds, E-governance Models, Model of Digital Governance, Wider Dissemination Model. E governance Models: Critical Flow Model, Interactive-service model/Government to-Citizen-to-Government Model (G2C2G)	10
Group-B	Major areas of E-governance Services, Public Grievances: Telephone, Ration card, transportation, Rural services Land Records, Police: FIR registration, Lost and found, Social services: Death, domicile, school certificates, Public information: employment, hospitals, railway, Agricultural sector: Fertilizers, Seeds, Utility payments Electricity, water, telephone, Commercial: income tax, custom duty, excise duty-Governance Infrastructure.	10
	Phases of e-government: “Brochure ware”, Interactive, and Transaction,, Five Stages of Electronic Government Development, Statutes affecting e-government development,, Human Infrastructural preparedness, Challenges for E-governance	10
Group-C	Policies: National Telecom Reforms, National Telecom Policies NTPs, Regulations: Digital Divide and Digital Dividends, Development and rationale of regulation and, deregulation,	10
	Role of Telecom Regulatory Agencies - Telecom Regulatory Authority of India (TRAI) & ITU, Information Technology Act (2000), Internet and E-commerce issues: privacy, security, domain names, etc, Wireless: frequency auctions, standards, competition.	10
	Total lectures	60

Reference Books:

- Heather E Hudson, Global Connections - International Telecommunications Infrastructure and Policy, 1st Edition, Wiley Publication.
- E. Bohlin and S.L. Levin, Telecommunications Transformation - Technology, Strategy and Policy, 1st Edition, IOS Press.
- McElroy, KMCI (Knowledge Management Consortium International) and Butterworth Hienemann, 1st Edition.
- R. K. Mitra, E-government: Macro Issues, 1st Edition, GIFT Publishing.

Course Code : **MBAE- 25-323**
Title of the Course : **COMPUTER NETWORKS**

L	T	P	Credits
4	0	0	4

Course Outcomes: The course provides a unified and fundamental view of the broad field of computer networks. Furthermore, the easy to understand and extremely relevant world of Computer Networking is introduced in a top down Approach. Introduction to intranets and intranet servers and browsers, networks and network servers, LANs/WANs, internetworking technologies, the OSI reference model for networking protocols, CSMA/CD, TCP/IP implementation.

After completion of this course student would be able to:

CO1: Analyze the requirements for a given organizational structure and select the most appropriate networking architecture and technologies.
CO2: Have a basic knowledge of the use of cryptography and network security
CO3: Specify and identify deficiencies in existing protocols, and then go onto formulate new and better protocols.
CO4: Analyze, specify and design the topological and routing strategies for an IP based networking infrastructure

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Introduction to network communication, important elements /components of network communication, Data transmission- Analog, Digital. Transmission media- Guided media, Unguided media. Synchronous / Asynchronous data transmission. Line configuration – Simplex, Half duplex, Duplex. Network topologies – star, Bus, ring, Mesh	10
	Computer networks, Use, network hardware, network structure- point to point connection, multicast, broadcast, classification of networks-LAN, WAN, Man. Network software – protocol hierarchies. Design issues for layers, interfaces and services, connection oriented, connection less.	10
Group-B	Reference models, the OSI reference model, TCP / IP reference model. Comparison between SI and TCP / Ip models. Data Link Layer, Design issues, Services to network layer, Framing- character count, character stuffing, bit stuffing, and physical layer coding violation.	10
	Error control, flow control, Elementary data link protocols- unrestricted simplex protocol, simplex stop and wait protocol, simplex protocol for a noisy channel.	10
Group-C	Network layer, design issues, services to the transport layer, routing algorithms- adaptive, non-adaptive algorithms, optimality principle, dijkstras shortest path routing algorithm, flow based routing, hierarchical routing, congestion control algorithms – the leaky bucket algorithm, the token bucket algorithm.	10
	Transport layer, design issues, connection management-addressing, establishing and releasing connection, transport layer protocols- TCP, UDP	10
	Total lectures	60

Reference Books:

- Brijendra Singh, Data Communications and Computer Networks, PHI

Course Code : MBAE-25-324
Title of the Course : WEB TECHNOLOGIES

L	T	P	Credits
4	0	0	4

Course Outcomes: On completion of this course, a student will be familiar with client server architecture and able to develop a web application using java technologies. Students will gain the skills and project-based experience needed for entry into web application and development careers.

After completion of this course student would be able to:

CO1: Students are able to develop a dynamic webpage by the use of java script and DHTML.
CO2: Students will be able to connect a java program to a DBMS and perform insert, update and delete operations on DBMS table.
CO3: Students will be able to write a server side java application called Servlet to catch form data sent from client, process it and store it on database
CO4: Students will be able to write a server side java application called JSP to catch form data sent from client and store it on database

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Web Servers: HTTP Request Types, Introduction to Microsoft IIS, Features, Creating Virtual Directory	10
	HTML & XHTML: The development process, basic HTML, formatting and fonts, commenting code, color, hyperlink, lists, tables, images, simple HTML forms, web site structure, XML, Move to XHTML, Meta tags, Character entities, frames and Frame sets	10
Group-B	Style Sheets: Need for CSS, introduction to CSS, basic syntax and structure, using CSS, background images, colors and properties, manipulating texts, using fonts, borders and boxes, margins, padding lists, positioning using CSS, CSS2.	10
	Active Server Pages: Working with ASP Pages, ASP Objects, File System Objects, Session Tracking and Cookies, ActiveX Data Objects, Accessing a Database from Active Server Page. Introduction to MS Visual Interdev, Developing Asp Pages using MS Visual Interdev	10
Group-C	JavaScript, DHTML: Introduction to JavaScript, Client side scripting, simple JavaScript, variables, functions, conditions, loops and repetition,	10
	JavaScript own objects, the DOM and web browser environments, forms and validations, combining HTML, CSS and JavaScript, events and buttons, controlling your browser.	10
	Total lectures	60

Reference Books:

- Deitel & Deitel, Goldberg, Internet & World Wide Web, 4th Edition. Pearson.
- Roussel A. John, Mastering ASP. 2nd Edition, BPB Publication.
- Godbole & Khate, Web technologies, 3rd Edition, TMH India
- Raj Kamal, Internet & Web technologies, 7th Edition, TMH India

Course Code : MBAE-25-325
Title of the Course : MANAGEMENT CONTROL SYSTEMS

L	T	P	Credits
4	0	0	4

Course Outcomes: On completion of this course, a student will be expected to learn the various measurement techniques for management control and their application for analysis of the systems for management control in the organizations. The students will also learn the ways in which the management controls system can be fitted in given contexts

After completion of this course student would be able to:

CO1: Demonstrate their understanding of the basic components of management control systems
CO2: Apply their thinking capabilities to formulate and execute strategies
CO3: Students will be able to critically reflect on and evaluate the effectiveness of a management control system
CO4: Improve their decision making and communication skills. Work effectively in teams via effective communication and sound leadership

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Introduction to Management Control Systems and the Environment of Management Control. The Nature of Management Control, Basic Concepts- Behaviour Aspects of Organizations, Goal Congruence and Factors Influencing the Congruence.	15
Group-B	The Structure of Management Control Systems. Responsibility Centres. Definition, Types – Revenue & Expense Centres, Engineered and Discretionary Expense Centres – Profit Centres, Various Measures of Profits.	10
	Transfer of Goods & Services between Divisions and its Pricing. Administration of Transfer Prices – Investment Centers, Measures and Controls of Assets. Divisional performance and Responsibility accounting, Various Control issues.	10
Group-C	The Process Part of Management Control: - Planning, Budgeting, Performance Analysis and Rewarding. Strategic Planning. Planning of Existing and Proposed Programs; Budget Preparation. Its Process and Techniques. Analysis of Performance through Variance	15
	Performance Measurement System (PMS). Balance Score Card. Compensation for Management Staff – Different Compensations Plans for Corporate Officers and SBU Managers	10
	Total lectures	60

Reference Books:

- Management Control System, Robert Anthony and Govindrajana, Tata McGrawHill Pub.
- Management Control Systems – P. Saravnaval, Himalaya Publications.
- Management Control Systems- Using adaptive systems to attain Control- Joseph A Maciariello & Calvin J Kirby, second Edition, Prentice Hall of India.
- Cost Accounting- A Management Emphasis, Charles Horngren, Srikan Datar, George Foster, Pearsons Publications.

Course Code : MBAE-25-326
Title of the Course : PRODUCTION PLANNING & CONTROL

L	T	P	Credits
4	0	0	4

Course Outcomes: On completion of this course, a student will be expected to understand the problems and opportunities faced by the operations manager in manufacturing and service organizations. The students will also learn how to develop an ability to apply PPC concepts in a various areas like marketing, accounting, finance, engineering, personnel management, logistics, etc .After completion of this course student would be able to:

CO1: Recognize the objectives, functions, applications of PPC and forecasting techniques.
CO2: Explain different Inventory control techniques.
CO3: Solve routing and scheduling problems
CO4: Summarize various aggregate production planning techniques.

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Production Planning and Control Function: Material Requirement Planning; Production- Inventory Systems; Forecasting: Time Series Methods; Smoothing Methods, Decompositions Methods. Monitoring Forecast Errors and Control of Forecasting Procedures; Job Shop Planning; Scheduling and Control.	15
	Location of Facilities: Dimensional Analysis. Brown and Gibson's Method, Multi Plant Locational Analysis.	
Group-B	Layout of Facilities: Mass or Continuous Production, the Job-Shop Intermittent System of Production. Computerized Relative Allocation of Facilities Technique. Relationship Diagrams.	10
	Aggregate Planning – Production Scheduling, Sequencing. Material Requirement Planning.	10
Group-C	Just-in-Time Production; Line Balancing; Planning for High Volume Standardized Products; Procedures and Documentation in Production Planning and Control; Application of Computers	15
	Maintenance and spares management; Querying theory for maintenance work study and Incentives; Method study and time and motion studies; Incentive Schemes.	10
	Total lectures	60

Reference Books:

- Burbidge. John L. Principles of Production Control. London. Donald and Evans,1981.
- Caubang, Ted C. Readings on Production Planning and Control. Geneva, ILO.
- Greene, James H. Production and Inventory Control Handbook. New York, McGraw Hill, 1987.
- Mc Leavey. Dennis Wand Narasimhan. S L. Production and Inventory Control. Boston, Allyn and Bacon.1985.
- Peterson. R and Silver, E A. Decision Systems for Inventory Management and Production Planning. New York, John Wiley, 1979.
- Vollmann, T E. etc. Manufacturing Planning and Control. Homewood. Illinois. Richard D Irwin, 1988.
- Chary S.N., Theory & Problems in Production and Operations Management, Tata McGraw Hill, New Delhi.

Course Code : MBAE-25-327
Title of the Course : INVENTORY MANAGEMENT

L	T	P	Credits
4	0	0	4

Course Outcomes: The objectives of this course is to familiarize the students with the crucial role of Inventory and Materials Management in the efficiency, competitiveness, and profitability of a business organization and to introduce the student to the formulation and application of method and models for Inventory Management

After completion of this course student would be able to:

CO1: Understand of principles, concepts, and techniques of inventory management formulation and implementation
CO2: Understand the methods used by organizations to obtain the right quantities of stock or inventory
CO3: Monitor inventory levels and projected item availability
CO4: Perform basic warehousing operations including receiving, putting away, picking and shipping

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	<ul style="list-style-type: none"> Types and functions of inventories and their importance, Identification of Stores, Codification and Specification. Factors Affecting Inventory, Various Costs. Nature of Lead Time and Requirement of Material Requirement Planning and Demand Forecasting. ABC Concept: 80/20 Analysis. Inventory Costs: Types of Control System. 	15
Group-B	<ul style="list-style-type: none"> Inventory Control Levels, Order Point, Re – order Level, Maximum and Minimum Level, Standard Order Quantity, Safety Stocks. Inventory control models; static, dynamic and deterministic; EOQ concept. Probabilistic Models: Determinations of EOQ under various conditions of demand and lead time analysis. 	10
	<ul style="list-style-type: none"> Application of techniques in inventory control, cycle order system and fixed order quantity system and theory variations. Feedback inventory information system. 	10
Group-C	<ul style="list-style-type: none"> Warehouse & Stores Management: Responsibility of Receiving & Stores. Receiving Procedures and Control. Bar Coding. External and External Identification Systems. Stores Systems and Procedure. Closed and Open System. Storage Method and Equipment. Layout. 	15
	<ul style="list-style-type: none"> Carrier selections and Routing. Types of carriers. Domestic and International shipping terms. Expediting and tracing shipment. Demurrage. Transportation Strategy. Strategic Alliance with Carriers. 	10
	Total lectures	60

Reference Books:

- P. Gopal Krishan and M.S. Sandelya – Inventory Management: Text and Cases, Macmillan, New Delhi.
- R.J. Bunchas & E – Keeingsberg : Scientific Inventory Management Prentice Hall, New Delhi.
- Marge J.F. Production Planning & Inventory Control, New York, McGraw Hill.
- Buff E.S. and W.H. Tauber: Production Inventory Systems – Planning & Control Richard D. Irwin, Homewood, Illinois.
- R.S. Chadha – Inventory Management in India. Allied Publishers, New Delhi.
- Donald W. Dobler and David N. Burt, Purchasing and Supply Management. Tata McGraw Hill, New Delhi

Course Code : MBAE-35-328
Title of the Course : TOTAL QUALITY MANAGEMENT AND QUALITY CONTROL

L	T	P	Credits
4	0	0	4

Course Outcomes: The objectives of this course is to familiarize the students with the crucial role of Inventory and Materials Management in the efficiency, competitiveness, and profitability of a business organization and to introduce the student to the formulation and application of method and models for Inventory Management

After completion of this course student would be able to:

CO1: Understand of principles, concepts, and techniques of inventory management formulation and implementation
CO2: Understand the methods used by organizations to obtain the right quantities of stock or inventory
CO3: Monitor inventory levels and projected item availability
CO4: Perform basic warehousing operations including receiving, putting away, picking and shipping

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	<ul style="list-style-type: none"> Basic Concept of Total Quality (TQ); Evolution of Total Quality Management; Components of TQ Loop; Conceptual Approach to S.Q.C. Acceptance Sampling and Inspection Plans; Statistical Process Control; Process Capability Studies; Humanistic Aspects of TOM Management of Q.C. and Z.D. Programmes; Quality Improvement Teams; Q-7 tools. Quality Costs; Taguchi Loss Function; Functional Linkage of Quality with Reliability and Maintainability; Failure Analysis 	15
Group-B	<ul style="list-style-type: none"> Optimum Maintenance Decisions; Total Productive Maintenance (TPM); Quality Audits; Lead Assessment and, ISO-9000 Standards– Marketing Aspects of T.Q: Total Quality of Services; Total Quality and Safety; Six Sigma. 	10
	<ul style="list-style-type: none"> Quality function, meaning of control quality. Characteristics inspection and its Importance, difference between Inspection and quality control. Organising for Quality; Objectives and Nature of Organization. Principles of Organization; Quality Organization, Types of Quality Control Organization. Responsibilities of Quality Manager. 	15
Group-C	<ul style="list-style-type: none"> Economics of Quality; Quality; Quality Costs, Types of Quality Costs, Control of Quality Costs, Cost Studies and Optimization, Economics of Quality of Design and Quality of Confirmation 	10
	<ul style="list-style-type: none"> Statistical Quality Control, Basic Statistical Methods; Techniques of Quality Control; Charts of Attributes and Variables 	10
	Total lectures	60

Reference Books:

- Dale. H. Bosterfield: Quality Control, Prentice Hall, New Jersey,
- Grant F.L. & R.S Leaven Worth, Statistical Quality Control, McGraw Hill., New York.
- Krikpauck F.G. Quality Control for Manager and Engineers, John Wiley.
- Dunchan, A.J. Quality Control & Industrial Statistics, Richard D. Irwin, Home, Illinois.
- Carruba. EugeneR and Gorden, RonaldD. Product Assurance Principles: Integrating Design Assurance & Quality Assurance. New York, McGraw Hill, 1991.
- Granl, Eu-gene Land Leavenworth. Richards. Statistical Quality Control, McGraw Hill, New York. 1991.
- Ireson, W G. and Coombas, C P. Handbook of Reliability Engineering & Management. New York. McGraw Hill, 1988.
- Lochner, Robert H. and Matar. Joseph E. Designing for Quality. London. Chapman & Hill, 1990.
- Pike. John and Barnes. Richard. TQM in Action. London. Chapman & Hill, 1994.
- Schmidt. Warren H. and Finnigan, Jerome P. TQ Manager. San Francisco, Jossey Bass, 1993.
- Spencilcy, Paul. World Class Performance Through TQ, London, Chapman & Hall, 1992.

Course Code : **MBAE-35-329**
Title of the Course : **AGRIBUSINESS AND RURAL ENVIRONMENT**

L	T	P	Credits
4	0	0	4

Course Outcomes: The objective of this course is to develop understanding regarding issues in rural markets like marketing environment, consumer behavior, distribution channels, marketing strategies, etc.

After completion of this course student would be able to:

CO1: To have an understanding of the nature, types and behavioural pattern of rural and agricultural marketing and to understand the rural consumer and market environment
CO2: To understand the importance of rural economy and its consumers
CO3: To design and develop the strategies for rural market
CO4: To understand the marketing concepts, design and strategies for agro products

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Introduction to agribusiness environment: Key factors of agribusiness environment-finance, Infrastructure, Legal and regulatory framework, Stakeholders in the establishment of enabling environments-public as well as private roles.	15
Group-B	Importance of rural community in Indian economy, Status of Employment, Income and Consumption in Rural India, Characteristics of Indian Rural community. Role of Agriculture in Indian Economy.	10
	Structure of Agriculture - Linkages among sub-sectors of the Agribusiness sector; economic reforms and Indian agriculture; impact of liberalization, privatization and globalization on Agri business sector.	10
Group-C	Rural Socio-economic change, Land Reforms, Agrarian transition-Pre-green revolution and post green revolution, rural financial inclusion as well as exclusion, Rural technological Inclusion as well as Exclusion. Rural Urban Migration and its impact on agriculture, Globalization and rural economy, Impact of Media on Rural Culture.	15
	Rural marketing strategy - Marketing of consumer durable and non-durable goods and services in the rural markets with special reference to product planning; product mix,	10
	Total lectures	60

Reference Books:

- Deshpande, R.S. and Arora, S., 2010, Agrarian crisis and farmer suicides. Sage publications, Delhi.
- Gupta, K. B., Siddiqui, F. and Alam, I., 2014, Rural Management, CBS Publishers and Distributors Pvt. Ltd., Delhi.
- Konig, G., Da Silva, C. A. and Mhlanga, N., 2013, Enabling environments for agribusiness and agro-industries development: Regional and country perspectives, FAO, Roma (Italia).
- Palanithurai, G. and Ramesh, R., 2011, Globalisation and rural development. Concept publishing company, Delhi.
- Sabharwal, D., 2002, New Technology and Agrarian Change, Sanjay Publication, Delhi.
- Singh, K., 2009, Rural Development: Principles, Politics and Management, Sage publications India Pvt. Ltd., Delhi.

Course Code : MBAE-25--330
Title of the Course : AGRIBUSINESS FINANCIAL MANAGEMENT

L	T	P	Credits
4	0	0	4

Course Outcomes: To impart trainings to the students regarding various aspects of financial management for agribusiness.

After completion of this course student would be able to:

CO1: Get in depth knowledge of concept of Finance management how it works in present scenario in Agri Industry
CO2: Learn about the various aspects of financial planning.
CO3: Understand the significance of working capital management
CO4: Learn about the finance market, Customers and institutions

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Importance, need and scope of financial management; classification and credit need in changing agriculture scenario; finance functions, investment financing; balance sheet, income statement, cash flow statement for agribusiness.	15
Group-B	Financial planning and control – assessment of financial requirement of a agribusiness unit; leverage – concept of leverage, financial and operating leverage; factor affecting capital structure, features of an optimal capital structure	10
	Working capital management – concept and components of working capital, need for working capital in agribusiness, management of cash and accounts receivables, and inventory for agribusiness.	10
Group-C	Capital budgeting - steps and concept of capital budgeting, appraisal criteria – payback period, average rate of return, net present value, benefit cost ratio and internal rate of return.	15
	Agri-business financing system in India - functioning of cooperative credit institutions, commercial banks, regional rural banks, NABARD, Agro-Industries Corporation, etc in agribusiness financing.	10
	Total lectures	60

Reference Books:

- Chandra P. 2000. Financial Management. Tata McGraw Hill.
- Khan MY & Jain PK. 2004. Management Accounting. Tata McGraw Hill.
- Chandra P. 2000. Financial Management. Tata McGraw Hill.
- Khan MY & Jain PK. 2004. Management Accounting. Tata McGraw Hill.

Course Code : MBAE-25-331
Title of the Course : AGRICULTURAL MARKETING MANAGEMENT

L	T	P	Credits
4	0	0	4

Course Outcomes: The objective of this course is to give the students an understanding of concept, various policies, strategies and decisions relating to marketing that can be developed by agribusiness firms.

After completion of this course student would be able to:

CO1: Understand the basic concepts of marketing and individual determinants of consumer behavior.
CO2: Learn the various stages of product development decision process
CO3: Know the importance of personal selling in marketing, and managing the personal selling process
CO4: Know various methods of agricultural product distribution

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Meaning and scope, agricultural marketing and economic development; Agricultural market structure – meaning, components and dynamics of market structure; marketing strategy – meaning & significance, formulation of marketing strategy; agribusiness marketing environment, design of marketing mix, market segmentation and targeting, determinants of consumer's behaviour.	15
Group-B	Product management - product management process and decisions, new product development – significance and classification of new product, stages and estimation of demand of new product; product life cycle	15
	Pricing policies and practice for agribusiness - determinants of price, objectives of pricing policies and pricing methods.	10
Group-C	Promotional management - advertising planning and execution; sales promotion; grading and standardization	10
	Distribution management - storage and warehousing and transportation management for agricultural products; marketing agencies/intermediaries – roles and functions; distribution channels involved in agribusiness.	10
	Total lectures	60

Reference Books:

- Acharya SS & Agarwal NL. 2004. Agricultural Marketing in India. 4th Ed.Oxford & IBH.
- Kohls RL & Uhj JN. 2005. Marketing of Agricultural Products. 9th Ed.Prentice Hall.
- Kotler P. 2002. Marketing Management – Analysis, Planning, Implementation and Control. Pearson Edu
- Krishnamacharyulu C & Ramakrishan L. 2002. Rural Marketing. Pearson Edu.
- Ramaswamy VS& Nanakumari S. 2002. Marketing Management. 2nd Ed. Mac Millan India

Course Code : MBAE-25-332
Title of the Course : AGRICULTURE ECONOMICS

L	T	P	Credits
4	0	0	4

Course Outcomes: The Course Objective of the course is to impart knowledge on econometric tools to the students of agricultural economics.

After completion of this course student would be able to:

CO1: Understand the role of Agriculture in Economic Development
CO2: Understand the Theory of Rent and the Concept of ‘Surplus’
CO3: Understand resource use efficiency and technical change in Peasant Agriculture
CO4: Understand supply responses in terms of price

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Role of Agriculture in Economic Development: A framework of Analysis., Product Contribution, Market Contribution, Factor Contribution., Foreign Exchange Contribution., Agriculture vs. Industry Debate of Development.	15
Group-B	Introduction to Economic Rent, The Theory of Rent., Rent and Quasi- Rent., The Ricardian ‘Corn Rent., The Rental Market., Agricultural Surplus., The Theory of Share Tenancy.	10
	Agriculture in Dualistic Development Models Introduction. The Lewis Model. The Ranis-Fei (FR) Model. The Jorgenson Model. Kelley, Williamson, Cheetham Model. Dual Economy Models. Agricultural Adequacy; Mellor’s Model.	10
Group-C	Efficiency of Resource Utilization. Technological Change in Agriculture. Generation of new Agricultural Technology. Factor-biased Technological Change and its Distributional Consequences. Agricultural Technical Change and Agricultural Employment: Empirical Evidences.	10
	Supply Response Introduction. The Cobweb Model: An Illustration. Price- Supply Response in Backward Agriculture. A simple Supply Response Model. The Concept of ‘Marketed Surplus’ Green Revolution in India and Responses.	10
	Total lectures	60

Reference Books:

- Colman D. and Young T., Principals of Agricultural Economics, Markets and Prices in Less Developed Countries, (1989), Cambridge University
- Yujiro Hayami and Vernon W. Ruttan, Agricultural Development, John Hopking University Press, London. (Latest edition)
- Brown, Lester, The Social Impact of Green Revolution, New York, The Greogie
- Endowment for International Peace,
- Capstick Margret. The Economics of Agriculture, London George Allen Unwin Ltd., latest

Course Code : MBAE-25-333
Title of the Course : INTRODUCTION TO BUSINESS ANALYTICS & DATA SCIENCE

L	T	P	Credits
4	0	0	4

Course Outcomes: The objective of this course is to understanding the Role of Business Analyst and Data Science in business. Understanding the basic concept of data management and data mining techniques

After completion of this course student would be able to:

CO1: Understand the basics of business analysis and Data Science
CO2: Understand data management and handling and Data Science Project Life Cycle
CO3: Understand the data mining concept and its techniques
CO4: Understand the application of business analysis in different domain

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Introduction: What is business analytics? Historical Overview of data analysis, Data Scientist vs. Data Engineer vs. Business Analyst, Career in Business Analytics, What is data science, Why Data Science, Applications for data science, Data Scientists Roles and Responsibility	10
Group-B	Data: Data Collection, Data Management, Big Data Management, Organization/sources of data, Importance of data quality, Dealing with missing or incomplete data, Data Visualization, Data Classification	10
	Data Science Project Life Cycle: Business Requirement, Data Acquisition, Data Preparation, Hypothesis and Modeling, Evaluation and Interpretation, Deployment, Operations, Optimization.	10
Group-C	Introduction to Data Mining, The origins of Data Mining, Data Mining Tasks, OLAP and Multidimensional data analysis, Basic concept of Association Analysis and Cluster Analysis	10
	Introduction to Machine Learning: History and Evolution, AI Evolution, Statistics Vs Data Mining Vs, Data Analytics Vs, Data Science, Supervised Learning, Unsupervised Learning, Reinforcement Learning, Frameworks for building Machine Learning Systems.	19
	Application of Business Analysis: Retail Analytics, Marketing Analytics, Financial Analytics, Healthcare Analytics, Supply Chain Analytics	10
	Total lectures	60

Reference Books:

- Essentials of Business Analytics: An Introduction to the methodology and its application, Bhimasankaram Pochiraju, Sridhar Seshadri, Springer
- Introduction to Machine Learning with Python: A Guide for Data Scientists 1st Edition, by Andreas C. Müller, Sarah Guido, O'Reilly
- Introduction to Data Science, Laura Igual Santi Seguí, Springer
- Introduction to Data Mining, Pang-Ning Tan, Michael Steinbach, Vipin Kumar, Pearson Education India
- An Introduction to Business Analytics, Ger Koole, Lulu.com, 2019

Course Code : MBAE- 25-334
Title of the Course : DATA MINING TECHNIQUES – PREDICTIVE MODELING & PATTERN DISCOVERY- USING R

L	T	P	Credits
4	0	0	4

Course Outcomes: To understanding of data mining and its functions, To apply classification and clustering methods applicable to predictive analytics using R
 After completion of this course student would be able to:

CO1: Understanding of data mining and its functions
CO2: To apply classification and clustering methods applicable to predictive analytics using R
CO3: Understanding of how to formulate predictive analytics using R
CO4: Understand pattern discovery using R

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S
Group	Course outlines										Lecture(s)	
Group-A	Data Mining: Overview, Motivation, Definition & Functionalities, Data Processing, Form of Data Preprocessing, Data Cleaning. : Missing Values, Noisy Data,(Binning, Clustering, Regression, Computer and Human inspection),Inconsistent Data, Data Integration and Transformation. Data Reduction:-Data Cube Aggregation, Dimensionality reduction, Data Compression.										15	
Group-B	Classification: Definition, Data Generalization, Analytical Characterization, Analysis of attribute relevance, Mining Class comparisons, Statistical measures in large Databases, Statistical-Based Algorithms, Distance-Based Algorithms, Decision Tree-										15	

	Based Algorithms. Clustering: Introduction, Similarity and Distance Measures, Hierarchical and Partitional Algorithms. Hierarchical Clustering CURE and Chameleon. Association rules: Introduction, Large Item sets, Basic Algorithms, Parallel and Distributed Algorithms, Neural Network approach	
	Data Mining process- CRISP -DM Methodology, Data Collection and Business understanding, Data and Datasets, importing data into R, Data Preprocessing: Data Cleaning, Transforming variables, creating variables, Dimensionality Reduction, Modeling: Exploratory data analysis, dependency modeling using association rules, clustering, anomaly detection,	10
Group-C	Predictive analytics-Evaluation Metrics, Tree-Based Model, Support Vector Machines, Artificial Neural Networks and deep learning, Model Ensembles, Evaluation- The holdout and random subsampling, cross validation, bootstrap estimates, recommended procedures, reporting and deployment, Case Study	10
	Transactional Dataset, Apriori Analysis, Generating Filtering Rules, Plotting, Sequential Dataset, Apriori Sequence Analysis, Understanding The Results, Business Cases	10
	Total lectures	60

Reference Books:

- Data Mining with R: Learning with Case Studies, Luís Torgo, Chapman and Hall/CRC; 2 edition
- R Data Mining: Implement data mining techniques through practical use cases and real world datasets, Andrea Cirillo, Packt Publishing; 1 edition
- R Data Science Essentials, By Raja B. Koushik, Sharan Kumar Ravindran, Packt Publishing

Course Code : MBAE-25-335
Title of the Course : BIG DATA FUNDAMENTALS

L	T	P	Credits
4	0	0	4

Course Outcomes:

The course is designed to understand the concepts of Big data and its importance and the concept of data ingestion, fundamental concepts and tools of Hadoop
 Course Outcomes: Student will be able to:

CO1: Exemplify the role of various tools of hadoop and recognize their impact in business decisions.
CO2: Develop the skills that will help them to solve complex real-world problems in decision support.
CO3: Explain the meaning and objective of Hadoop tools
CO4: learn the fundamental techniques and principles in achieving big data analytics with scalability and streaming capability.

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Program Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	M	S	W	M	W	W	W	S	M	W	S	S
CO2	S	M	M	S	M	M	W	W	S	S	M	W
CO3	S	S	M	S	M	W	W	M	W	M	M	S
CO4	S	M	S	S	S	M	M	W	M	W	S	M
Unit		Course outlines									Lecture (s)	
Group A		Introduction : Explain what Big Data is, Describe the complete open-source Hadoop ecosystem and its near-term future directions, Describe the major challenges of data, explain how the growth of interconnected devices contributes big data.									10	
Group B		List real-life examples of Big Data, List the types of Big Data, Identify Big Data use cases, Describe the evolution from traditional data processing to big data processing.									10	

	Introduction to Hortonworks Data Platform (HDP): Describe the functions and features of HDP, List the IBM value-add components, explain what IBM Watson Studio is, give a brief description of the purpose of each of the value-add components, Understand the basic need for a big data strategy in terms of parallel reading of large data files and internode network speed in a cluster.	10
Group C	Storing and querying data: List the characteristics of representative data file formats including flat/text files CSV XML JSON and YAML, List the characteristics of the four types of NoSQL data stores, Describe the storage used by HBase in some detail, Describe and compare the open-source programming languages Pig and Hive, List the characteristics of programming languages typically used by H base	15
	Loading data with Sqoop : List some of the load scenarios that are applicable to Hadoop Understand how to load data at rest, understand how to load data from common sources such as a data warehouse relational database web server or database logs, explain what is Sqoop Describe how Sqoop can be used to import data from relational systems into Hadoop and export data from Hadoop into relational systems.	15
	Total Hours	60

Reference books:

1. Gelman, Andrew, and Jenifer Hill. Data Analysis using Regression and Multilevel/Hierarchical Models 1st ed. Cambridge, UK Cambridge University Press, 2006. ISBN 9780521867061
2. Gelman, Andrew, John B Carlin, Hal S Stern and Donald B. Rubin, Bayesian Data Analysis, 2nd ed. New York: Chapman & Hall 2003, ISBN: 9781584883883
3. Bigdata Analytics Shankarmani wiley 2017, 2nd Edition

Course Code : MBAE-25-336
Title of the Course : DATABASE MANAGEMENT SYSTEM

L	T	P	Credits
4	0	0	4

Course Outcomes:

The course is designed to understand the importance of database technology in today's environment and to use this technology to manage their own data requirements , how of database design and their applications.

Course Outcomes: Student will be able to:

CO1: Understand the role of Database managementsystem applicable in an organization.
CO2: Analyze the role of keys in designing thedatabase.
CO3: Interpret languages of data and architecture ofDBMS.
CO4: Understand and construct the security systemrelevant to database management system.

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Program Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	M	S	W	M	W	W	W	S	M	W	S	S
CO2	S	M	M	S	M	M	W	W	S	S	M	W
CO3	S	S	M	S	M	W	W	M	W	M	M	S
CO4	S	M	S	S	S	M	M	W	M	W	S	M

Unit	Course outlines	Lecture (s)
Group A	Introduction: Data Base Management System: Introduction, Advantages and Disadvantages. Data Models: Network data model, Hierarchical data model, Relational data model. Keys: Primary Key, Foreign Key and Candidate Key. Referential Integrity.	15
Group B	Languages of Data and DBMS Architecture: DDL and DML. E,R Diagram. Architecture of DBMS. Data Independence. Schema and Subschema. Functions of DBA.	15
	File Handling: Types of files: Sequential files, Random files and Indexed Sequential files. Functional Dependency. Normalization: 1NF, 2NF, 3NF, BCNF.	15
Group C	System Devices and Security System: Input and Output devices, offline storage devices, Tapes, Disks, Drums Information System and their Application. Programme Files, Security Consideration in Data Base Management System and performance improvements in Data Base.	15
	Total Hours	60

Reference books:

1. Leon, Alexis. and Leon ,Matthews., Data Base Management System ,Leon Vikas Publishing.
2. Ramakrishnan, R. and J. Gehrke., (2000), Database Management Systems, McGrawHill, Company, Higher Education.
3. Elmasri, R. and S B Navathe.,(2000), Fundamentals of Database Systems, Addison Wesley.

Course Code : **MBAE-25-337**
Title of the Course : **FINANCIAL MODELING WITH EXCEL**

L	T	P	Credits
4	0	0	4

Course Outcomes:

On successful completion of the course the learner will be able to

CO1: Remember the concepts, terminologies, frameworks, tools and techniques of Financial Modeling
CO2: Understand the applications and use of MS Excel in financial Modeling and its different techniques
CO3: Develop, Apply and actually use core functionality of MS Excel in decision framework to solve managerial problems
CO4: Analyse different financial models in order to eliminate substantial risk of poor spreadsheet coding
CO5: Formulate an idea and acceptable solutions to solve different problems in the area of financial management

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Program Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	W	M	W	W	W	M	M	W	S	S
CO2	M	S	M	S	W	M	W	W	S	W	M	W
CO3	S	S	M	M	M	W	M	M	S	M	M	S
CO4	S	M	S	S	S	M	M	W	M	W	S	M
CO5	M	S	M	S	W	M	W	W	S	W	M	W

Group	Course outlines	Hour(s)
Group A	Introduction: Meaning, Benefits and Uses of Financial Modeling. Basic Excel for Financial Modeling: Formatting of Excel Sheets, Use of Excel Formula Function, Advanced Modeling Techniques, Data Filter and Sort, Charts and Graphs, Table formula and Scenario building, Lookups: Vlookup Match & offset, pivot tables.	10
	Financial Statement Analysis: Introduction to Financial Statement Analysis, Financial Reporting Mechanics, Understanding Income Statement, Balance Sheet, Cash Flow Statement, Financial Analysis Techniques, Inventories, Long Lived Assets, Non-Current Liabilities, Application of Financial Statement.	15
Group B	Financial Ratios: Ratio analysis of industries, Du point Analysis, Peer to peer analysis, Preparation of Financial Analysis report on an industry.	7
	Financial Management: Time value of money, Long term financing, Cost of capital, Measure of Leverage, Budgets, Types of Budgets.	8
Group C	Equity Research Modeling: Prepare an Income Statement, Balance sheet, Cash Flow Statement, Geographic Revenue Sheet, Segment, Revenue Sheet, Cost Statement, Debt Sheet, Analyze Revenue Drivers, Forecast Geographic & Segment Revenues, Cost Statement, Debt, Income Statement, Balance Sheet, and Cash Flow Statement, Performa Adjustments, Income Statement - Compute Margins, Balance Sheet -Compute Ratios, Cash Flow Statement Projection, Valuation- Discounted Cash Flow Method (DCF), Valuation – Relative Valuation (Football Field Chart), Valuation – Assumptions for Valuation Model, Prepare Valuation Model, Prepare Presentation Sheet, Prepare Company Overview , Sector Overview.	15
	Total Hours	60

Suggested Books:

- 1) Business Data Analysis using Excel – David Whigham – Oxford University Press
- 2) Mastering Financial Modeling in Microsoft Excel – Alastair L. Day
- 3) Practical Financial Modeling – Jonathoan Swan

Reference Books:

- 1) Financial Modeling Using Excel and VBA by Chandan Sengupta, John Wiley & Sons
- 2) Building Financial Models with Microsoft Excel: A Guide for Business Professionals, K. Scott Proctor, 2nd Edition, John Wiley & Sons
- 3) Advanced Modeling in Finance using Excel and VBA By Mary Jackson, Mike Staunton, John Wiley & Sons
- 4) Next Generation Excel: Modeling in Excel for Analysts and MBAs By Isaac Gottlieb, John Wiley & Sons
- 5) Financial Modeling Module, NSE Academy

Course Code : MBAE-25-338
Title of the Course : BLOCK CHAIN AND ITS APPLICATIONS

L	T	P	Credits
4	0	0	4

Course Outcomes:

On successful completion of the course the learner will be able to

CO1: Describe the basics of Blockchain.
CO2: Explain decentralization and cryptographic primitives in block chain.
CO3: Examine the consensus mechanisms of blockchain.
CO4: Illustrate blockchain using Ethereum platform
CO5: Use the libraries and tools of the Hyperledger blockchain.

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Program Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	W	M	W	W	W	M	M	W	S	S
CO2	M	S	M	S	W	M	W	W	S	W	M	W
CO3	S	S	M	M	M	W	M	M	S	M	M	S
CO4	S	M	S	S	S	M	M	W	M	W	S	M
CO5	M	S	M	S	W	M	W	W	S	W	M	W

Group	Course outlines	Hour(s)
Group A	Introduction to Blockchain: The growth of blockchain technology - Progress toward maturity Increasing interest, Distributed systems, the history of blockchain and Bitcoin - The events that led to blockchain , Electronic cash ,Blockchain - Blockchain defined, Blockchain architecture, Generic elements of a blockchain, Benefits, features, and limitations of blockchain, Types of blockchain. Consensus: Consensus mechanism, Types of consensus mechanisms, Consensus in blockchain, CAP theorem and blockchain	9
	Decentralization: Decentralization using blockchain, Methods of decentralization - Disintermediation, Contest-driven decentralization, Routes to decentralization - How to decentralize, Decentralization framework example, Blockchain and full ecosystem decentralization - Storage, Communication, Computing power and decentralization, Pertinent terminology- Smart contracts, Autonomous agents, Decentralized organizations, Decentralized autonomous organizations, Decentralized autonomous corporations, Decentralized autonomous societies, Decentralized applications.	9
Group B	Cryptographic constructs and blockchain technology: Homomorphic encryption, Signcryption, Secret sharing, Commitment schemes, Zero-knowledge proofs, Different types of digital signatures, Encoding schemes ,Applications of cryptographic hash functions	4
	Introducing the consensus problem- The Byzantine generals problem, Fault tolerance, State machine replication, FLP impossibility, Lower bounds on the number of processors to solve consensus, Analysis and design - Model, Processes, Timing assumptions, Classification, Algorithms - CFT algorithms, BFT algorithms, Choosing an algorithm - Finality, Speed, performance, and scalability	5
Group C	Ethereum: An overview, The yellow paper, Ethereum – a user's perspective, The Ethereum network - The mainnet ,Testnets ,Private nets ,Components of the Ethereum ecosystem - Keys and addresses ,Accounts ,Transactions and messages ,Ether cryptocurrency/tokens (ETC and ETH) ,The Ethereum Virtual Machine (EVM) - ,Execution environment ,The machine state ,The iterator function ,Smart contracts - Native contracts.	9
	Hyperledger - Projects under Hyperledger - Distributed ledgers, Libraries ,Tools ,Domain-specific , Hyperledger reference architecture - Hyperledger design principles ,Hyperledger Fabric - Membership services, Blockchain services ,Smart contract services ,APIs and CLIs ,Components ,Applications on blockchain, Consensus in Hyperledger Fabric ,The transaction lifecycle in Hyperledger Fabric ,Fabric 2.0 , Hyperledger Sawtooth - Core features ,Consensus in Sawtooth, Transaction lifecycle ,Components.	9
	Total Hours	45

REFERENCE BOOKS:

1. Daniel Drescher, “Blockchain Basics”, 1st Edition, Apress, 2017
2. Vikram Dhillon & David Metcalf & Max Hooper, “Blockchain Enabled Applications: Understand the Blockchain Ecosystem and How to Make it Work for You”, 1st Edition, Apress, 2017
3. Melanie Swan, “Blockchain: Blueprint for a New Economy”, 1st Edition, O'Reilly, 2015.

Course Code : MBAE-25-339
Title of the Course : PERSONAL FINANCE AND WEALTH MANAGEMENT

L	T	P	Credits
4	0	0	4

Course Outcomes:

On successful completion of the course the learner will be able to

CO1: Understand the need and aspects of personal financial planning
CO2: Describe the investment options available to an individual
CO3: Identify types of risk and means of managing it
CO4: Determine the ways of personal tax planning
CO5: Explain retirement and estate planning for an individual and design a financial plan.

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Program Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	W	M	W	W	W	M	M	W	S	S
CO2	M	S	M	S	W	M	W	W	S	W	M	W
CO3	S	S	M	M	M	W	M	M	S	M	M	S
CO4	S	M	S	S	S	M	M	W	M	W	S	M
CO5	M	S	M	S	W	M	W	W	S	W	M	W

Group	Course outlines	Hour(s)
Group A	Introduction to Financial Planning: Need for Financial Planning, assessing personal and financial goals, needs and priorities, attitudes and expectations and risk tolerance level, Personal Financial Planning Process, Preparation of Personal Budget, Personal Financial Statements, Responsibilities of a Financial Planner, Time Value of Money, KYC, PAN & AADHAR	15
	Investment Planning: Introduction to Investment Planning, Investment Criteria- liquidity, safety and Profitability, Investment vehicles (Gold, Bonds, Equity, FD, Insurance, MFs, ETFs, Post Office Savings, Real Estate etc.), Risk and Return associated with these investments , Return comparison over a period of time from different asset classes,	15
Group B	Risk Analysis, Insurance Planning and Debt: Risk analysis, Concept of long-term risk, Insurance decisions in personal financial planning, Types of insurance cover- mortality, health, disability, property and liability, ULIPs and Term Plans, Credit Card Financing, Types of Consumer and Home Loans- cost and risk, Credit Score.	8
	Tax Planning: What is Tax Deduction? Tax Deductions under the Section and respective Subsections of: 80C, 80D, 80E, 80G, 80 I, Sections 80 JJA, 80QQB, 80RRB, 80TTA, 80U and other relevant sections, Direct Tax Code (DTC), Taxation impact on different investment options, Personal tax planning, Filing IT Returns.	7
Group C	Retirement Planning and Estate Planning: Wealth creation, retirement planning for an individual, Pension Plans, Provident Fund, Gratuity, Life Insurance Plans., General Insurance Plans, Reverse Mortgage Plans, Senior Citizen Schemes, What is Estate? Who needs Estate Planning? Transferring assets during life time, Power of Attorney, Transferring assets post death – e.g., nominations, Will, and Creating Trusts.	15
	Total Hours	60

Suggested Text Books:

1. Basics of Personal Financial Planning Insurance Education Series by NIA, K C Mishra, Steward Doss,
Cengage Delmar Learning India Pvt. Ltd.

Suggested 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
5. Personal Financial Planning, Benedict Koh Wai Mun Fong, Pearson
6. Personal Financial Planning, Lawrence J. Gitman , Michael D.Joehnk, Cengage NOW.

Course Code : MBAE-25-340
Title of the Course : FINTECH REGULATIONS AND ETHICS

L	T	P	Credits
4	0	0	4

Course Outcomes:

On successful completion of the course the learner will be able to

CO1: Describe the basic concepts in fintech regulation
CO2: Identify the participants in the fintech domain
CO3: Explain the legal framework in fintech regulation
CO4: Analyse the role of regulatory mechanisms in fintech
CO5: Summarize the ethical issues that can arise in fintech

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Program Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	W	M	W	W	W	M	M	W	S	S
CO2	M	S	M	S	W	M	W	W	S	W	M	W
CO3	S	S	M	M	M	W	M	M	S	M	M	S
CO4	S	M	S	S	S	M	M	W	M	W	S	M
CO5	M	S	M	S	W	M	W	W	S	W	M	W

Group	Course outlines	Hour(s)
Group A	Fintech landscape in India: Fintech and Regtech; Emerging technologies in the financial services sector; Fintech landscape - Angel Funds, Venture Capital Funds, Insurance Self-Network Platform, Insurance Web Aggregators, Trade Receivables Discounting System (TReDS), Account Aggregators, Digital Wallets & Payments, Robo Advisory, Online Banking, Blockchain, Peer-to-peer (P2P) lenders, Securities, and other financial assets; Need for regulation and challenges in the regulation of fintech	15
	Regulators in Fintech domain: RBI, SEBI, International Financial Services Centres Authority (IFSCA), Financial Intelligence Unit, PFRDA and IRDAI; Regulatory Sandbox	7
Group B	Legal Framework for Fintech regulation: Evolution of fintech laws in India; Overview of applicable aspects of - Banking Laws, Capital Markets Laws, Competition Laws, Economic Offences Laws, Foreign Exchange Laws, Insolvency Laws, Insurance Laws, Technology Laws, Intellectual Property Laws, General Data Protection Regulation (GDPR)	8
Group C	Enforcement Agencies for Fintech regulation: Enforcement and Investigating agencies (CBI, CDDT, ED, NPCI, CCIL) – an outline of the role and responsibilities of the agencies; Functions of Tribunals- National Company Law Tribunal (NCLT), National Company Law Appellate Tribunal (NCLAT) & Securities Appellate Tribunal (SAT)	15
	Ethics in Fintech: Ethical issues relating to finance; ethical ways in which emerging technologies should be implemented; Cybersecurity, financial crimes, and ethics in online financial transactions; human biases and prejudices in AI; fintech for financial inclusion	15
	Total Hours	60

Suggested Textbooks:

1. The Journey of REGTECH by Vivek Dubey; Michael Terence Publishing
2. Fintech Law in a Nutshell (Nutshells) 1st Edition by Chris Brummer; West Academic Publishing
3. A Guide to Financial Regulation for Fintech Entrepreneurs 1st Edition by Stefan Loesch; Wiley
4. FinTech: Law and Regulation (Elgar Financial Law and Practice) by Jelena Madir
5. Routledge Handbook of Financial Technology and Law- Fintech and the limits of financial regulation by Saule T Omarova; <https://www.routledgehandbooks.com/doi/10.4324/9780429325670-3>
6. FinTech Regulation: Exploring New Challenges of the Capital Markets Union by Valerio Lemma, Springer; 1st ed. 2020 edition
7. Regulating FinTech in Asia: Global Context, Local Perspectives by Mark Fenwick (Editor), Steven Van Uytsel (Editor), Bi Ying (Editor); Springer
8. FinTech, Artificial Intelligence and the Law: Regulation and Crime Prevention; Edited By Alison Lui, Nicholas Ryder; Routledge

Course Code : **MBAE-25-341**
Title of the Course : **BUSINESS INTELLIGENCE**

L	T	P	Credits
4	0	0	4

Course Outcomes:

On successful completion of the course the learner will be able to

CO1: Understand the business intelligence and related concepts
CO2: Understand the importance of BI as good decision support system in an organization
CO3: Enable the learner to get a holistic perspective of BI tools
CO4: Provide a theoretical framework for the understanding of data warehousing and data mining
CO5: Introduce various concepts like Business Performance Management, Business Analytics and Data Visualization and their utility

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Program Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	W	M	W	W	W	M	M	W	S	S
CO2	M	S	M	S	W	M	W	W	S	W	M	W
CO3	S	S	M	M	M	W	M	M	S	M	M	S
CO4	S	M	S	S	S	M	M	W	M	W	S	M
CO5	M	S	M	S	W	M	W	W	S	W	M	W
Group	Course outlines										Hour(s)	
Group A	Business Intelligence – Introduction, Framework of Business Intelligence- Definition, History, Architecture of BI, benefits of BI, Intelligence creation and use of BI governance, Transaction processing versus analytic processing, BI implementation – Developing or acquiring BI, Justification and Cost-benefit analysis, Security and protection of privacy, Integration of systems and applications, BI tools										8	

	and techniques, Major vendors	
	Data Warehousing – Definition, and concepts, Characteristics, Data marts, Operational data stores, Enterprise data warehouse, metadata, Architectures. Data warehouse process overview. Data integration, ELT. Data warehouse development – Vendors, Development approaches, Representation of data in data warehouse, OLAP Vs OLTP, OLAP operations Implementation issues of data warehouse, Administration, security and future trends of data warehouse.	15
Group B	Business performance management (BPM) – Overview, Definition, BPM Vs BI, Strategize, Plan, Monitor, Act and Adjust of BPM, Performance management, BPM methodologies, technologies and applications, Performance dashboards and scoreboards.	15
	Data mining for business intelligence – concepts, definitions, applications, process, methods, Clustering methods, meta heuristics, Artificial neural networks for data mining, data mining software tools.	7
Group C	Text mining – concepts and definitions, Natural language processing, Applications, Process, Tools. Web mining – overview, web content mining, Web structure mining, Web usage mining.	15
	BI Implementation – Overview (BI implementation factors, managerial issues), BI and integration implementation, Connecting BI systems to databases and other systems, On demand BI, Issues of legality, privacy and ethics, Social networks and BI for collaborative decision making, RFID and new BI application opportunities.	
	Total Hours	60

Suggested Readings:

1. Business Intelligence-A Managerial Approach, Turban, Sharada, Delen, King- Pearson -Second Edition-2014.
2. Decision Support and Business Intelligence Systems -Turban, Aaronson, Liang, Sharada- Pearson, and latest Edition.
3. Successful Business Intelligence, Cindi Howson, McGraw Hill Education-Indian Edition.
4. Business Intelligence- A hands on approach by N. Rajeshwari, 1st Edition, PHI
5. Ramesh Sharda, Turban E, Business Intelligence and analytics, 10th Edition, Pearson Books
6. Bernard Marr, “Data strategy” Kogan Page publishing
7. Turban, E., Sharda, R., Delen, D. and King, D., Business Intelligence- A Managerial Approach, Pearson Education, New Delhi, 2012.

Course Code : MBAE-25-342
Title of the Course : BIG DATA ANALYTICS

L	T	P	Credits
4	0	0	4

Course Outcomes:

On successful completion of the course the learner will be able to

CO1: To optimize business decisions and create competitive advantage with Big Data analytics
CO2: To explore the fundamental concepts of big data analytics.
CO3: To learn to analyse the big data using intelligent techniques.
CO4: To understand the various search methods and visualization techniques.
CO5: To learn to use various techniques for mining data stream.

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Program Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	W	M	W	W	W	M	M	W	S	S
CO2	M	S	M	S	W	M	W	W	S	W	M	W
CO3	S	S	M	M	M	W	M	M	S	M	M	S
CO4	S	M	S	S	S	M	M	W	M	W	S	M
CO5	M	S	M	S	W	M	W	W	S	W	M	W

Group	Course outlines	Hour(s)
Group A	Introduction to big data: Introduction to Big Data Platform – Challenges of Conventional Systems - Intelligent data analysis – Nature of Data - Analytic Processes and Tools - Analysis vs Reporting.	12
	Mining data streams: Introduction To Streams Concepts – Stream Data Model and Architecture - Stream Computing - Sampling Data in a Stream – Filtering Streams - Counting Distinct Elements in a Stream – Estimating Moments – Counting Oneness in a Window – Decaying Window - Real time Analytics Platform(RTAP) Applications – Case Studies - Real Time Sentiment Analysis- Stock Market Predictions.	12
Group B	Hadoop: History of Hadoop- the Hadoop Distributed File System – Components of Hadoop Analysing the Data with Hadoop-Scaling Out- Hadoop Streaming- Design of HDFS-Java interfaces to HDFS Basics- Developing a Map Reduce Application-How Map Reduce Works- Anatomy of a Map Reduce Job run-Failures-Job Scheduling-Shuffle and Sort – Task execution - Map Reduce Types and Formats- Map Reduce Features - Hadoop environment.	12
Group C	Frameworks: Applications on Big Data Using Pig and Hive – Data processing operators in Pig – Hive services – Hive QL – Querying Data in Hive - fundamentals of HBase and ZooKeeper - IBM Info Sphere Big Insights and Streams	12
	Predictive Analytics- Simple linear regression- Multiple linear regression- Interpretation of regression coefficients. Visualizations - Visual data analysis techniques- interaction techniques -Systems and applications	12
	Total Hours	60

Suggested Readings:

1. Michael Berthold, David J. Hand, “Intelligent Data Analysis”, Springer, 2007.
2. Tom White “Hadoop: The Definitive Guide” Third Edition, O’reilly Media, 2012.
3. Chris Eaton, Dirk DeRoos, Tom Deutsch, George Lapis, Paul Zikopoulos, “Understanding Big Data: Analytics for Enterprise Class Hadoop and Streaming Data”, McGrawHill Publishing, 2012.

Course Code : MBAE-25-343
Title of the Course : DATA WAREHOUSING AND DATA MINING

L	T	P	Credits
4	0	0	4

Course Outcomes:

On successful completion of the course the learner will be able to

CO1: Understand data warehousing and data mining concepts
CO2: Know data sets, statistical descriptions of data, tasks in pre-processing of data
CO3: Gain knowledge on data warehouse modelling and On-line Analytical Processing of data
CO4: Identify data base structures, multidimensional data structures and learn concepts of Meta data
CO5: Apply procedure of getting data into the data warehouse

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Program Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	W	M	W	W	W	M	M	W	S	S
CO2	M	S	M	S	W	M	W	W	S	W	M	W
CO3	S	S	M	M	M	W	M	M	S	M	M	S
CO4	S	M	S	S	S	M	M	W	M	W	S	M
CO5	M	S	M	S	W	M	W	W	S	W	M	W

Group	Course outlines	Hour(s)
Group A	Introduction: Motivated data mining -Its importance – Meaning of data mining- Data mining functionalities, what kinds of patterns can be mined? are all of the patterns interesting? Classification of data mining systems, data mining task primitives, integration of a data mining system with a database or data warehouse system.	7
	Data preprocessing: Types of data sets and attribute values, basic statistical descriptions of data, data visualization, measuring data similarity, data quality, major tasks in data preprocessing, data reduction, data transformation and data , discretization, data cleaning and data integration.	8
Group B	Data Warehousing and On-Line Analytical Processing: Data Warehouse- Basic concepts, data warehouse modeling: Data cube and OLAP, data warehouse design and usage, data warehouse implementation, data generalization by attribute-oriented induction, efficient methods for data cube computation, exploration and discovery in multidimensional databases, Data Base Structures – Organizing Relational Data warehouse – Multi-Dimensional Data Structures – Choosing a Structure. Meta Data: Human Meta Data, Computer Based Meta Data for people and computer to use.	15
Group C	Analyzing the Contexts of the Data warehouse: Active Analysis, User Queries – OLAP Constructing a Data warehouse System: Stages of the Project – Developing a Project Plan, Data warehousing Design Approaches – The Architecture Stage.	15
	Getting Data into the Data warehouse – Extraction, Transformation, Cleaning, Loading and Summarization. Data Mining, Creating a Decision Tree, Correlation and Other Statistical Analysis, Neural Networks, Nearest Neighbor Approaches, Putting the Results to Use.	15
	Total Hours	60

TEXTBOOK:

1. Jiawei Han & Micheline Kamber, “Data Mining – Concepts and Techniques” Morgan Kaufmann Publishers, 2nd Edition, 2006.
2. Margaret H Dunham , “Data Mining Introductory and advanced topics” ,Pearson education
3. James Evans “Business Analytics” Pearson, 2nd Edition, 2017

Course Code : MBAE-25-344
Title of the Course : DATA VISUALIZATION

L	T	P	Credits
4	0	0	4

Course Outcomes:

On successful completion of the course the learner will be able to

CO1: Understand importance of data, analyzing, reasoning about data through visualizations
CO2: Study more insights of the data for effective decision making.
CO3: List out properties of DV, goals, functions and framework of DV.
CO4: Gain knowledge on dashboard designing, data discovery, exploration, big data lake and pitfalls of data visualization
CO5: Acquire knowledge on DV tools TABLEAU, Power BI and Qlikviews to explore meaningful and insightful information in the data.

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Program Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	W	M	W	W	W	M	M	W	S	S
CO2	M	S	M	S	W	M	W	W	S	W	M	W
CO3	S	S	M	M	M	W	M	M	S	M	M	S
CO4	S	M	S	S	S	M	M	W	M	W	S	M
CO5	M	S	M	S	W	M	W	W	S	W	M	W

Group	Course outlines	Hour(s)
Group A	Introduction: Data Visualization Definition, Graphics and Computing, History of Data Visualization, Analyzing Milestone Data, Goals of DV, Functions of Data Visualization, Framework of Data Visualization, Stages of Data Visualization, Properties of Data Visualization	12
	Dashboard: Design principles, Dashboards, SOC Dashboard, Data Discovery and Exploration, Data requirements for visualization, Big Data Lake, Pitfalls of Data visualization.	12
Group B	Data Visualization Techniques & Visualization data: Creating a Scatterplot, Adding regression line to the scatter plot, plotting categories, Labeling the graph, Legend Layouts, creating a facet, theming, Creating bar charts, Violin plots, density plots, Basic Graphics, the grammar of Graphics & ggplot2package (using q plot(), using Geometrics, facets, scaling, Themes and other graphics Transformation), figures with multiple plots.	12
Group C	Data Visualization Tool: Tableau, Getting started with Tableau, Creating basic charts, Creating common visualizations <ul style="list-style-type: none"> • Creating dash board layouts, Using dashboard filters, Creating calculated fields and measures • Using Quick Table calculations. 	12
	Data Visualization Tools: Power BI & Qlikview: Getting started with Power Bi-Uploading data to Power BI-Introducing Quick Insights-Introduction to reports-Introducing Visual Interactions-Decorating there port –Saving there port-Pinning a report-Filtering a report – Introduction to Qlikview – difference between Qlik, Power BI & Tableau	12
	Total Hours	60

TEXTBOOK:

1. Jiawei Han & Micheline Kamber, “Data Mining – Concepts and Techniques” Morgan Kaufmann Publishers, 2nd Edition, 2006.
2. Margaret H Dunham , “Data Mining Introductory and advanced topics” ,Pearson education
3. James Evans “Business Analytics” Pearson, 2nd Edition, 2017

Course Code : MBAE-25-345
Title of the Course : TECHNOLOGY FOR ENTREPRENEURS

L	T	P	Credits
4	0	0	4

Course Outcomes:

On successful completion of the course the learner will be able to

CO1: Develop an entrepreneurial mindset and the ability to identify and capitalize on opportunities in the technology sector.
CO2: Gain proficiency in technology trends, emerging technologies, and the development of technology-based products and services.
CO3: Acquire skills in lean startup methodology, rapid prototyping, and agile development practices for building Minimum Viable Products (MVPs).
CO4: Understand funding options for startups and learn how to pitch to investors, negotiate investment deals, and manage investor relations.
CO5: Learn strategies for scaling and growing a technology startup, including team building, expansion strategies, and exit planning.

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Program Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	W	M	W	W	W	M	M	W	S	S
CO2	M	S	M	S	W	M	W	W	S	W	M	W
CO3	S	S	M	M	M	W	M	M	S	M	M	S
CO4	S	M	S	S	S	M	M	W	M	W	S	M
CO5	M	S	M	S	W	M	W	W	S	W	M	W

Group	Course outlines	Hour(s)
Group A	Introduction to Technology Entrepreneurship : Definition and significance of technology entrepreneurship, Overview of the entrepreneurial mindset and characteristics, Introduction to the technology startup ecosystem	12
	Ideation and Opportunity Recognition : Techniques for generating and evaluating startup ideas, Identifying market needs and opportunities for technological solutions, Lean startup methodology and rapid prototyping	12
Group B	Technology Trends and Emerging Technologies : Exploration of current technology trends and their potential impact on entrepreneurship, Introduction to emerging technologies such as AI, blockchain, IoT, and biotechnology, Case studies of startups leveraging emerging technologies, Product Development and MVP	12
	Product development lifecycle: from concept to Minimum Viable Product (MVP), Agile development methodologies and iterative product refinement, Prototyping tools and techniques for rapid iteration	
Group C	Funding and Investment : Overview of funding options for technology startups: bootstrapping, angel investors, venture capital, crowdfunding, Pitching and presenting to investors: crafting a compelling pitch deck, Due diligence and negotiation in investment deals	12
	Scaling and Growth Strategies : Strategies for scaling a technology startup: customer acquisition, product expansion, geographic expansion, Building a high-performance team: hiring, leadership, culture, Exit strategies: acquisition, IPO, succession planning	12
	Total Hours	60

Reference Books

- "Startup Opportunities: Know When to Quit Your Day Job" by Ramanujan Sridhar
- "The Tech Entrepreneur's Survival Guide: How to Bootstrap Your Startup, Lead Through Tough Times, and Cash In for Success" by Ankit Uttam
- "Startup Scaleup Screwup: 42 Tools to Accelerate Lean & Agile Business Growth" by Jurgen Appelo (with contributions from Indian entrepreneurs)

Course Code : MBAE-25-346
Title of the Course : SOCIAL ENTREPRENEURSHIP AND INNOVATIONS

L	T	P	Credits
4	0	0	4

Course Outcomes:

On successful completion of the course the learner will be able to

CO1: Develop a deep understanding of the concepts, principles, and practices of social entrepreneurship and social innovation.
CO2: Gain skills in assessing and measuring social impact using appropriate methods and tools.
CO3: Learn techniques for identifying social problems and unmet needs in communities or society at large.
CO4: Develop business models for social enterprises that balance financial sustainability with social impact.
CO5: Understand legal structures, compliance requirements, and intellectual property considerations for social enterprises.

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Program Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	W	M	W	W	W	M	M	W	S	S
CO2	M	S	M	S	W	M	W	W	S	W	M	W
CO3	S	S	M	M	M	W	M	M	S	M	M	S
CO4	S	M	S	S	S	M	M	W	M	W	S	M
CO5	M	S	M	S	W	M	W	W	S	W	M	W

Group	Course outlines	Hour(s)
Group A	Introduction to Social Entrepreneurship : Definition and significance of social entrepreneurship, Overview of social entrepreneurship ecosystem and trends, Historical perspectives on social entrepreneurship and social innovation	7
	Social Impact Assessment and Measurement : Understanding social impact: theories and frameworks, Methods and tools for assessing social impact, Outcome measurement and evaluation techniques	8
Group B	Identifying Social Problems and Needs : Techniques for identifying social problems and unmet needs, Stakeholder analysis and community engagement, Design thinking and human-centered design approaches Business Models for Social Enterprises : Overview of business models for social enterprises, Revenue generation strategies: earned income, grants, donations, Social impact investment models: impact investing, venture philanthropy	15
Group C	Legal and Regulatory Considerations : Legal structures for social enterprises: nonprofit, for-profit, hybrid models, Compliance with regulations: tax-exempt status, reporting requirements, Intellectual property protection for social innovations	15
	Funding and Financing Social Ventures : Funding options for social ventures: grants, impact investment, crowdfunding, Pitching to investors and donors: crafting a compelling pitch Financial management and sustainability planning	15
	Total Hours	60

Reference Books

- "Social Entrepreneurship: Leveraging Economic, Political, and Cultural Dimensions" edited by Anand Kumar, Aparajita Chattopadhyay, and Pradeep Kanta Ray
- "Jugaad Innovation: Think Frugal, Be Flexible, Generate Breakthrough Growth" by Navi Radjou, Jaideep Prabhu, and Simone Ahuja
- "Social Entrepreneurship: The Changing Landscape" by Chetna Gala Sinha

Course Code : MBAE-25-347
Title of the Course : ENTREPRENEURSHIP DEVELOPMENT

L	T	P	Credits
4	0	0	4

Course Outcomes:

CO1: To familiarize the participants with the concept and overview of entrepreneurship with a view to enhance entrepreneurial talent.
CO2: To impart knowledge on the basics of entrepreneurial skills and competencies to provide the participants with necessary inputs for creation of new ventures.
CO3: To explore new vistas of entrepreneurship in 21st century environment to generate innovative business ideas
CO4: To enable them to launch, manage and grow an enterprise.

CO/PO Mapping

(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak

Cos	Programme Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	M	M	S	S	S	S	S	M	S	S
CO2	S	M	M	S	M	S	S	M	S	M	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	M	S	M	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Entrepreneur: The Entrepreneur: General concept and definition , Entrepreneur and Entrepreneurship, Entrepreneurial culture, Types of Entrepreneurship, Entrepreneurial traits, Woman Entrepreneur.	12
	Environment and Entrepreneurial Development: Entrepreneurial environment in India, Entrepreneurial Development Programmes (EDPs) Role, Relevance and Achievement of EDPs in India, Relevance and Achievement of EDPs in India.	12
Group-B	Project Appraisal and Management: Search for business ideas, Project identification and formulation, Project appraisal, Profitability and risk analysis, Sources of finance.	12
Group-C	Legal and Statutory Environment for Small Industry Small Scale Industrial Undertakings: Legal formalities in setting up of SSIs Business Laws, Governmental Setup in promoting small industries, Financial institutions	12
	Social Responsibility of Business ,Status of Small Scale Industrial Undertakings, Steps in starting a small industry, Incentives and subsidies, Problems in small enterprise management, Sickness and Preventions	12
	Total lectures	60

Text Books :-

- Sharma, K.L., Entrepreneurial Performance in Role Perspective, Abhinav Publications, New Delhi.
- Bhanushali, S.G., Entrepreneurial Development, Himalaya Publishing House, Delhi.
- Khanka, S.S. Entrepreneurial Development, S. Chand and Sons, New Delhi.
- Rao, N.G., Entrepreneurship and Growth of Enterprise in Industrial Estate, Deep & Deep Publications, New Delhi.

Course Code : MBAE-25-348
Title of the Course : ENTREPRENEURIAL COMMUNICATION

L	T	P	Credits
4	0	0	4

Course Outcomes:

On successful completion of the course the learner will be able to

CO1: develop effective communication skills essential for entrepreneurship, including public speaking, pitching, negotiation, and conflict resolution.

CO2: Develop networking proficiency to build and maintain professional relationships critical for entrepreneurial success.

CO3: Develop leadership communication skills necessary for leading teams, fostering collaboration, and creating a positive organizational culture.

CO/PO Mapping

(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak

Cos	Program Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	W	M	W	W	W	M	M	W	S	S
CO2	M	S	M	S	W	M	W	W	S	W	M	W
CO3	S	S	M	M	M	W	M	M	S	M	M	S

Group	Course outlines	Hour(s)
Group A	Introduction to Entrepreneurial Communication :Definition and importance of entrepreneurial communication, Overview of communication theories and models relevant to entrepreneurship, Communication challenges and opportunities in entrepreneurial contexts	12
	Communicating the Entrepreneurial Vision: Crafting a compelling vision statement and elevator pitch, Storytelling techniques for conveying the entrepreneurial journey and vision, Engaging stakeholders and inspiring others to support the vision	12
Group B	Effective Networking and Relationship Building: Strategies for building and maintaining professional networks, Networking etiquette and best practices, Leveraging networking opportunities for entrepreneurial success Pitching and Presenting Ideas : Strategies for crafting and delivering persuasive pitches, Designing effective presentations for different audiences, Handling questions and objections effectively during pitches	12
Group C	Negotiation and Conflict Resolution : Negotiation strategies for entrepreneurs: win-win negotiations, value creation, Conflict resolution techniques for resolving disputes and managing conflicts Building constructive relationships through effective communication	12
	Communication in Team and Organizational Contexts : Team communication dynamics: fostering collaboration and synergy, Leadership communication skills for entrepreneurs, Creating a culture of open communication and feedback	12
	Total Hours	60

Reference Books

- "Communication Skills for Professionals" by Dr. M.S. Jayaraman
- "Business Communication: Concepts, Cases, and Applications" by Bala Krishnamoorthy
- "Communication Strategies for Corporate Leaders" by Sudhir Dixit

Course Code : MBAE-25-349
Title of the Course : SUPPLY CHAIN MANAGEMENT

L	T	P	Credits
4	0	0	4

Course Outcomes:

To impart knowledge and understanding to students on Supply Chain Management and its relevance to today's business decision making.

Student will be able to:

CO1: Understanding of Supply Chain Fundamentals
CO2: Knowledge of Supply Chain Strategy
CO3: Ability to Analyze Supply Chain Processes
CO4: Proficiency in Supply Chain Technologies

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Program Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	M	S	M	S	W	W	M	M	W	S	M
CO2	S	S	M	S	W	M	S	W	W	M	W	W
CO3	S	S	S	M	W	W	M	S	S	M	M	S
CO4	S	S	S	S	S	M	M	W	W	W	S	M

Group	Course Outlines	Lecture(s)
Group A	Introduction to Supply Chain Management- Supply chain – objectives – importance – decision phases – process view – competitive and supply chain strategies – achieving strategic fit – supply chain drivers – obstacles – framework – facilities – inventory – transportation – information – sourcing – pricing.	12
	Designing the Supply Chain Network- Designing the distribution network – role of distribution – factors influencing distribution – design options – e-business and its impact – distribution networks in practice – network design in the supply chain – role of network – factors affecting the network design decisions – modeling for supply chain.	12
Group B	Planning Demand and Supply- Role of forecasting – demand forecasting – approaches – role of IT. Planning and Managing Inventories- Safety inventory and its appropriate level – impact of supply uncertainty, aggregation and replenishment policies.	12
	Transportation Networks and Sourcing- Role of transportation – modes and their performance – transportation infrastructure and policies - design options and their trade-offs – Tailored transportation. Sourcing – In-house or Outsource – 3 rd and 4 th PLs – supplier scoring and assessment.	12
Group C	Coordination in a Supply Chain- Lack of supply chain coordination and the Bullwhip effect – obstacle to coordination – managerial levels – building partnerships and trust – continuous replenishment and vendor-managed inventories – collaborative planning, forecasting and replenishment.	12
	Total lectures	60

Reference Books:-

Sunil Chopra and Peter Meindl, Supply Chain Management – Strategy, Planning And Operation, *PHI, 4th Edition, 2010.*

Wisner, Keong Leong and Keah-Choon Tan, Principles Of Supply Chain Management A Balanced Approach, *Thomson Press, 2005..*

Coyle, Bardi, Longley, The Management Of Business Logistics – A Supply Chain Perspective, *Thomson Press, 2006.*

Jeremy F Shapiro, Modeling The Supply Chain, *Thomson duxbury 2002.*

Course Code : MBAE-25-350

Title of the Course : EXPORT-IMPORT PROCEDURE & DOCUMENTATION

L	T	P	Credits
4	0	0	4

Course Outcomes:

A course on Export-Import Procedure & Documentation aims to equip participants with the necessary knowledge and skills to effectively manage the export-import process in compliance with relevant regulations.

Student will be able to:

CO1: Understanding of International Trade Concepts.
CO2: Knowledge of Export-Import Regulations.
CO3: Documentation Skills and Risk Management.
CO4: Payment Methods and Logistics Management

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Program Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	M	S	M	S	W	W	M	M	W	S	M
CO2	S	S	M	S	W	M	S	W	W	M	W	W
CO3	S	S	S	M	W	W	M	S	S	M	M	S
CO4	S	S	S	S	S	M	M	W	W	W	S	M

Group	Course Outlines	Lecture(s)
Group A	International Finance- <ul style="list-style-type: none"> • Export and Import Finance • Foreign exchange Management • Exchange Control Regulation • Trade Payment Methods • Uniform customs and practices for Documentary Credits • Finance for Short Term and Long Term Trade from Exim Bank 	12
	International Marketing- <ul style="list-style-type: none"> • Changing Global Market Place and Trends in Foreign Trade • How to get Useful Information and to do Desk Research • International Marketing • Opportunities and Challenges • Element of Global Marketing Success • Market approach and Strategies • International Marketing and Indian Context 	12
Group B	Export Incentives– Procedure and Documentation- <ul style="list-style-type: none"> • Advance Authorization • Duty Free Import Authorization • DEPB-Duty Draw Back • EEFC Account – Packaging Credit • Summary of Pre and Post Export Incentives • Participating Government Agencies 	12
	Foreign Trade Policy and Customs- An Overview- <ul style="list-style-type: none"> • Structure of Foreign Trade Policy • Who can Import, What can be Imported • Modes of Import of Capital Goods • Modes of Import of Raw materials and Components • Custom Concepts • Classification and Valuation • Adjudication 	12
Group C	Shipping, Logistics and Marine Insurance- <ul style="list-style-type: none"> • Elements of Export Import Contracts • Bill of Lading, Letter of Indemnity, Delivery Order, Mate Receipt, Airway Bill • Container Dimension • Incidence of Rates and Mode of Computation • Role of Planning of Logistic in Import and Export Business 	12
	Total lectures	60

Reference Books:-

- Export - Import And Logistics Management by Rai, Usha Kiran PHI
- Export/Import Procedures and Documentation Thomas Johnson, Donna Bade, TMH
- EXIM Policy & Handbook of EXIM Procedure, VOL I & II
- Practical Guide to the Foreign Trade of India, Arora R.S., National Publishing
- House

Course Code : MBAE-25-351

Title of the Course : OPERATIONS & GREEN SUPPLY CHAIN MANAGEMENT

L	T	P	Credits
4	0	0	4

Course Outcomes:

A course on Operations & Green Supply Chain Management focuses on integrating environmental sustainability principles into supply chain operations.

Student will be able to:

CO1: Understanding of Supply Chain Management.
CO2: Knowledge of Green Supply Chain Concepts.
CO3: Environmental Regulations and Standards.
CO4: Performance Measurement and Reporting.

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Program Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	M	S	M	S	W	W	M	M	W	S	M
CO2	S	S	M	S	W	M	S	W	W	M	W	W
CO3	S	S	S	M	W	W	M	S	S	M	M	S
CO4	S	S	S	S	S	M	M	W	W	W	S	M

Group	Course Outlines	Lecture(s)
Group A	Production Concepts: Introduction, meaning, nature and scope of production and operations management. Difference between production and operations management. Productivity, factors affecting productivity and productivity measurement. Work study— Method study and work measurement. Production Technology – Types of manufacturing processes. Plant location and types of plant layout.	12
	Operations Concepts: Services scenario in India, difference between product and service, characteristics of services, classification of services, product and service design, factors affecting service design, service designing process, service blueprinting, service capacity planning. Dimensions of quality in services, understanding service quality gap, measuring service quality using SERVQUAL model.	12
Group B	Material and Inventory Management: Types of production planning, process of production planning and control (PPC) — routing, scheduling and loading. Master production schedule, aggregate production planning. Types of inventories, inventory control techniques- EOQ, ABC, VED, FSN, HML and SDE (Simple numerical problems on Inventory control techniques). Just-in-time (JIT) and KANBAN.	12
	Green Supply Chain Management: Introduction – Traditional Supply Chain and Green Supply Chain – Environmental Concern and Supply Chain – Closed-loop Supply Chain – Corporate Environmental Management – Green Supply Chain (GSCM): Definition, Basic Concepts – GSCM Practices. Case Studies	12
Group C	Green Logistics: Green Logistics and Transportation – Definitions of Green Logistics – Critical drivers of Green Logistics – Green transportation and logistics practices – Environmental impacts of transportation and logistics – Closing the Loop: Reverse Logistics. Case Studies	12
	Total lectures	60

Reference Books:-

- Aswathappa, K. & Bhat, K.S.-- Production and Operations Management (Himalaya Publishing House,2nd Edition)
- Chase, R.B., Shankar, R. & Jacobs, F.R. -- Operations & Supply Chain Management (Tata McGraw Hill,14th Edition)
- Chunawalla, S.A. & Patel, D.R. — Production & Operations Management (Himalaya Publishing House,9th Edition)
- Chary, S.N. - Production and Operations Management (Tata McGrawHill, 6th Edition)
- Joseph Sarkis, Yijie Dou. Green Supply Chain Management: A Concise Introduction, Routledge, 2017.
- Charisios Achillas, Dionysis D. Bochtis, Dimitrios Aidonis, Dimitris Folinas. Green Supply Chain Management, Routledge, 2018.

Course Code : MBAE-25-352
Title of the Course : COSTING AND FINANCIAL MANAGEMENT

L	T	P	Credits
4	0	0	4

Course Outcomes:

A course in Costing and Financial Management typically aims to equip students with a comprehensive understanding of various concepts and techniques related to cost analysis, budgeting, financial decision-making, and managerial accounting.

Student will be able to:

CO1: Understanding Cost Concepts.
CO2: Costing Methods and Techniques.
CO3: Cost Volume Profit (CVP) Analysis.
CO4: Budgeting and Forecasting.

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Program Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	M	S	M	S	W	W	M	M	W	S	M
CO2	S	S	M	S	W	M	S	W	W	M	W	W
CO3	S	S	S	M	W	W	M	S	S	M	M	S
CO4	S	S	S	S	S	M	M	W	W	W	S	M

Group	Course Outlines	Lecture(s)
Group A	Fundamentals of Financial Management & costing- <ul style="list-style-type: none"> Financial Management <ul style="list-style-type: none"> Scope of finance Functions of financial management Goals of financial management Role of finance manager Organization of finance functions Costing <ul style="list-style-type: none"> Meaning of costing and cost accounting, difference between Financial accounting and cost accounting Classification of costs, cost center and cost unit Objective of cost accounting, advantages and limitations <p>Designing and installation of a costing system</p>	15
	Working Capital Management and Time Value of Money- <ul style="list-style-type: none"> Working Capital Management <ul style="list-style-type: none"> Meaning and importance of working capital management Types and determinants of working capital requirement Understanding and calculation of operating cycle Estimating working capital requirements Sources of working capital finance Time Value of Money <ul style="list-style-type: none"> Time preference for money Future value of single cash flow and an annuity Present value of single cash flow and an annuity 	15
Group B	Cost of Capital and Capital structure- <ul style="list-style-type: none"> Cost of Capital <ul style="list-style-type: none"> Meaning and importance Components of Cost of Capital <ul style="list-style-type: none"> ✓ Cost of Debt ✓ Cost of Preference Capital ✓ Cost of Equity Weighted Average Cost of Capital Capital Structure <ul style="list-style-type: none"> Meaning and determinants Approaches to determine appropriate capital structure <ul style="list-style-type: none"> ✓ EBIT – EPS Analysis ✓ ROI – ROE Analysis Leverage Analysis 	15
	Capital Project Appraisals- <ul style="list-style-type: none"> Nature and types of investment decisions Investment evaluation criteria <ul style="list-style-type: none"> ✓ Return on Investment 	8

	<ul style="list-style-type: none"> ✓ Payback period ✓ Net present value ✓ Profitability index <p>Internal rate of return</p>	
Group C	<p>Costing Methods and Techniques-</p> <ul style="list-style-type: none"> • Costing Methods <ul style="list-style-type: none"> ○ Unit costing <ul style="list-style-type: none"> ✓ Meaning and applications ✓ Cost sheet and Estimated cost sheet ○ Service costing <ul style="list-style-type: none"> ✓ Meaning and applications • Costing Techniques <ul style="list-style-type: none"> ○ Marginal costing <ul style="list-style-type: none"> ✓ Break even analysis ✓ Decision making using marginal costing 	7
	Total lectures	60

Reference Books:-

- Financial Management – I.M. Pandey (Vikas)
- Financial Management – Khan and Jain (TMH)
- Financial Management – G. Sudarsana Reddy(Himalaya)
- Cost Accounting – M.C. Shukla, T.S. Grewal, S.C. Gupta (S.Chand) Cost Accounting Jawaharlal(TMh)

Course Code : MBAE-25-353

Title of the Course : FUNDAMENTALS OF DIGITAL MARKETING

L	T	P	Credits
4	0	0	4

Course Outcomes:

The course is designed to understand the functions and responsibilities of marketing manager. The course seeks to help students acquire the requisite knowledge, skills and abilities needed to successfully manage social media platforms for brand promotion, customer engagement, and lead generation. The course examines the functioning of digital marketing.

Course Outcomes: Student will be able to:

CO1: Students gain a comprehensive understanding of the core concepts, strategies, and tactics employed in digital marketing.
CO2: Knowledge of different types of digital advertising, including display ads, native ads, and video ads, and how to create effective ad campaigns.
CO3: Develop the ability to create effective digital marketing strategies aligned with business goals and audience needs
CO4 Knowledge of different types of digital advertising.

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Program Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	W	M	W	W	W	M	M	W	S	M
CO2	S	M	M	S	W	M	W	W	M	M	W	W
CO3	M	S	M	M	M	W	M	M	S	M	M	S
CO4	S	M	S	S	S	M	M	W	W	W	S	M

Group	Course Outlines	Lecture(s)
Group A	Fundamentals of Digital marketing & Its Significance, Traditional marketing Vs Digital Marketing, Evolution of Digital Marketing, Digital Marketing Landscape, Key Drivers, Digital Consumer & Communities, Gen Y & Netizen's expectation & influence wrt Digital Marketing.	10
	Benefits of Digital marketing e.g. reach, scope, immediacy, interactivity. The internet marketing mix: product and branding; place e.g. channels, virtual Organizations; price e.g. auctions; promotions; people; processes; physical evidence	10
	Customer relationship Marketing, Internet communities	5
Group B	The Digital users in India, Digital marketing Strategy-Consumer Decision journey, POEM Framework, Segmenting & Customizing messages, Digital advertising Market in India, Skills in Digital Marketing, Digital marketing Plan	15
	Terminology used in Digital Marketing, PPC and online marketing through social media, Social Media Marketing, SEO techniques, Keyword advertising, Google web-master and analytics overview, Affiliate Marketing, Email Marketing, Mobile Marketing	10
Group C	Display adverting, Buying Models, different type of ad tools, Display advertising terminology, types of display ads, different ad formats, Ad placement techniques, Important ad terminology, Programmatic Digital Advertising. Case Study-1-Airtel Fashion Shoot	10

References:

1. Digital Marketing –Kamat and Kamat-Himalaya
2. Marketing Strategies for Engaging the Digital Generation, D. Ryan,
3. Digital Marketing, V. Ahuja, Oxford University Press
4. Digital Marketing, S.Gupta, McGraw-Hill
5. Quick win Digital Marketing, H. Annmarie , A. Joanna, Paperback edition

Course Code : MBAE-25-354

Title of the Course : SOCIAL MEDIA MARKETING

L	T	P	Credits
4	0	0	4

Course Outcomes:

Course Outcomes: Student will be able to:

CO1: Attain mastery in major social media platforms, including Facebook, Instagram, Twitter, and LinkedIn, for effective marketing campaigns.
CO2: Learn to create compelling content, engage with followers, and foster communities to increase brand awareness and loyalty.
CO3: Utilize analytics tools to track performance metrics, analyze trends, and optimize strategies for better results.
CO4 : Develop strategies to optimize social media advertising campaigns, including targeting, budgeting, and creative optimization, to maximize ROI and achieve business objectives.

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Program Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	W	M	W	W	W	M	M	W	S	M
CO2	S	M	M	S	W	M	W	W	M	M	W	W
CO3	M	S	M	M	M	W	M	M	S	M	M	S
CO4	S	M	S	S	S	M	M	W	W	W	S	M

Group	Course Outlines	Lecture(s)
Group A	Fundamentals of Social Media Marketing& its significance, Necessity of Social media Marketing, Building a Successful strategy: Goal Setting, Implementation	10
	Social Media Trends: Listening to Market, Digital Marketing Trends, Branding on the Net, Branding your Website, Trends in Digital Advertising	10
Group B	YouTube Marketing Fundamentals: Google Pages for You Tube Channels, Video Flow, Verify Channel, Webmaster Tool – Adding Asset.	10
	Facebook Marketing: Facebook for Business, Facebook Insight, Different types of Ad formats, Setting up Facebook Advertising Account, Facebook audience & types, Designing Facebook Advertising campaigns, Facebook Avatar, Apps, Live, Hashtags Facebook for Business-Facebook fan Engagement, Anatomy of Ad Campaign, Adverts-Types of adverts, Adverts Targeting. Case Study: Tata DoCoMo	10
Group C	LinkedIn Marketing: Importance of LinkedIn presence, LinkedIn Strategy, Content Strategy, LinkedIn analysis, Targeting, Ad Campaign	10
	Twitter Marketing:- Basics, Building a content strategy, Twitter usage, Twitter Ads, Twitter ad campaigns, Twitter Analytics, Twitter Tools and tips for managers. Instagram & Snapchat basics. Case Study-1:- ICICI Bank: Building India's Most Social Bank on facebook	10

Suggested Books-

1. Digital Marketing –Kamat and Kamat-Himalaya
2. Marketing Strategies for Engaging the Digital Generation, D. Ryan,
3. Digital Marketing, V. Ahuja, Oxford University Press
4. Digital Marketing, S.Gupta, McGraw-Hill
5. Quick win Digital Marketing, H. Annmarie , A. Joanna, Paperback edition

Course Code : MBAE-25-355

Title of the Course : ANALYTICS WEB AND GOOGLE

L	T	P	Credits
4	0	0	4

Course Outcomes:

Course Outcomes: Student will be able to:

CO1: Develop proficiency in analyzing website traffic data using Google Analytics, interpreting key metrics, and gaining insights into user behavior.
CO2: Learn to set up and monitor goals, conversion tracking, and e-commerce metrics to measure the effectiveness of online campaigns and website performance.
CO3: Gain skills in creating custom reports and dashboards to visualize data and present actionable insights to stakeholders.
CO4 : Apply data-driven optimization techniques to improve website performance, user experience, and overall digital marketing ROI.

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Program Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	W	M	W	W	W	M	M	W	S	M
CO2	S	M	M	S	W	M	W	W	M	M	W	W
CO3	M	S	M	M	M	W	M	M	S	M	M	S
CO4	S	M	S	S	S	M	M	W	W	W	S	M

Group	Course Outlines	Lecture(s)
Group A	Introduction: Data Collection, Web logs and Java Script Tags, Key Metrics, Behaviour Analysis, Outcomes Analysis and experience analysis. Making Web Analytics Actionable, Context, Creating high impact executive Dashboard, Customer Segmentation.	10
	Integrating with Website : Web Analytics, Measurement metrics Accounts and Profiles, Analytic Reporting, Sorting, Filter and Time chart, Audience Segmentation	10
	Traffic and Behaviour Reports, Goals and Conversion Reports, Developing Intelligence Report	10
Group B	Google Webmaster Tool, setting it up for SEO and Integrating, Google Indexing, Search Traffic and links, Site Map and Site Links, Managing Security Issues	10
	Multi Channel Attribution: Linear Attribution Model, Last interaction/last click and First Interaction/First Click Attribution Model	10
Group C	Time Decay Attribution Model, Position Based Attribution Model, how to connect offline with online. Universal Analytics and Competitive intelligence: Panel based and ISP –Based Measurement, Browser Toolbar and Benchmarking Data, Remarketing Code. Case Study – Conversion Tracking Through URL builder- A Hotel Brand	10

References:

1. Web Analytics 2.0 by Avinash Kaushik
2. In The Plex: How Google Thinks, Works, and Shapes Our Lives -Kindle Edition- Steven Levy
3. The Big Data-Driven Business by Russell Glass & Sean Callahan

Course Code : MBAE-25-356

Title of the Course : CONTENT MARKETING

L	T	P	Credits
4	0	0	4

Course Outcomes:

Course Outcomes: Student will be able to:

CO1: Learn to develop comprehensive content strategies aligned with business goals and target audience needs.
CO2: Acquire proficiency in creating various types of engaging and relevant content, including articles, blog posts, videos, info graphics, and podcasts.
CO3: Explore methods to effectively distribute content across multiple channels, engage with audiences, and foster community interactions.
CO4 : Utilize analytics tools to measure content performance, track engagement metrics, and refine strategies for continuous improvement and audience engagement.

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Program Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	W	M	W	W	W	M	M	W	S	M
CO2	S	M	M	S	W	M	W	W	M	M	W	W
CO3	M	S	M	M	M	W	M	M	S	M	M	S
CO4	S	M	S	S	S	M	M	W	W	W	S	M

Group	Course Outlines	Lecture(s)
Group A	Introduction to Content Marketing: Definition and evolution of content marketing, Importance of content marketing in modern business, Key concepts: audience targeting, engagement, conversion	10
	Content Strategy Development: Understanding business goals and aligning with content marketing objectives, Buyer personas and audience segmentation, Content ideation and creation processes, Content calendar planning and management	10
Group B	Content Creation Techniques: Writing compelling copy for different platforms (blogs, social media, emails), Visual content creation (images, infographics, videos)	10
	Content Distribution Channels: Overview of various content distribution channels (social media, email, website, etc.) Paid, owned, and earned media channels, Understanding algorithms and best practices for each platform, Content syndication and partnerships	10
Group C	Content Analytics and Performance Measurement: Key performance indicators (KPIs) for content marketing Tools for tracking and analyzing content performance (Google Analytics, social media insights, etc.)	10
	Legal and Ethical Considerations in Content Marketing: Copyright, fair use, and plagiarism issues in content creation Data privacy regulations (GDPR, CCPA) and implications for content marketing, Ethical considerations in content promotion and influencer marketing. Case studies and examples of legal and ethical dilemmas in content marketing.	10

References:

1. Global Content Marketing by Pam Didner
2. Content Inc.: How Entrepreneurs Use Content to Build Massive Audiences and Create Radically Successful Businesses by Joe Pulizzi
3. Global Content Marketing by Pam Didner

(U/S 2(f) and 12B of the UGC Act 1956, NAAC Accredited)
DESH BHAGAT UNIVERSITY, MANDI GOBINDGARH
Faculty of Business Administration and Hospitality Management
Department of Business Management and Commerce

Scheme & Syllabus
For
Program: Master of Business Administration
Session: 2025-2026
MBA Second Year –Fourth Semester

S.No.	Course Code	Course Name	Course Type							C	Exam Hrs.
				Internal	External	Total	L	T	P		
1	MBAS-25-401	Strategic Management	Theory	40	60	100	4	0	0	4	3
2	MBAF-25-402	Family Business Management and Succession Planning	Theory	40	60	100	4	0	0	4	3
3	MBAA-25-403	Business Analytics	Theory	40	60	100	4	0	0	4	3
4	MBAR-25-404	Dissertation	Practical	--	100	100	0	0	6	3	N.A
5	XXXX	Major III	Theory	40	60	100	4	0	0	4	3
6	XXXX	Major IV	Theory	40	60	100	4	0	0	4	3
7	XXXX	Minor II	Theory	40	60	100	4	0	0	4	3
Total Credit				240	460	700	24	0	6	27	

Abbreviations: L: Lecture, T: Tutorial, P: Practical, C: Credits, N.A: Not Applicable

List of Electives:

Major III	Elective	40	60	100	4	0	0	4
Major IV	Elective	40	60	100	4	0	0	4
Minor II	Elective	40	60	100	4	0	0	4

Group A: Finance

Course Name	
MBAE-25-405	Banking and Insurance
MBAE-25-406	Derivative and Risk Management
MBAE-25-407	International Finance
MBAE-25-408	Private Equity and Entrepreneurial Finance

Group B: Marketing

Course Name	
MBAE-25-409	Sales and Retail Management
MBAE-25-410	Digital and Social Media Marketing
MBAE-25-411	International Marketing
MBAE-25-412	Managing Retail Operations

Group C: Human Resource Management

Course Name	
MBAE-25-413	Industrial Relations and Labor Laws
MBAE-25-414	Stress Management
MBAE-25-415	International Human Resource Management
MBAE-25-416	Leadership and Team Dynamics

Group D: International Business

Course Name	
MBAE-25-417	Global Business Strategy
MBAE-25-418	Foreign Trade Policy and Management
MBAE-25-419	Foreign Trade Financing and Documentation
MBAE-25-420	Cross Cultural Issues And International Business Negotiations

Group E: Information Technology

Course Name	
MBAE-25-421	Digital Marketing
MBAE-25-422	E-Customer Relationship Management
MBAE- 25-423	Business Intelligence and Applications
MBAE-25-424	Software Quality Assurance

Group F: Production & Operation Management

Course Name	
MBAE-25-425	Logistics and Supply Chain Management
MBAE-25-426	Operations Planning
MBAE- 25-427	Business Process Reengineering
MBAE-25-428	Advanced Operations Research

Group G: Agribusiness Management

Course Name	
MBAE-25-429	Food Technology and Processing Management
MBAE-25-430	Agri-Supply Chain Management
MBAE- 25-431	Agricultural Information Systems
MBAE-25-432	International Agribusiness Trade

Group H: Business Analytics

Course Name	
MBAE-25-433	Financial Analytics
MBAE-25-434	Analytics for HR
MBAE- 25-435	Analytics for Marketing
MBAE-25-436	Descriptive Analytics

Group I: Finance and Financial Technology (FinTech)

Course Name	
MBAE-25-437	Financial Reporting and Analysis
MBAE-25-438	Current Trends in FinTech
MBAE- 25-439	Digital Payment System
MBAE-25-440	Data Security for FinTech

Group J: Data Analytics and Business Intelligence

Course Name	
MBAE-25-441	Marketing Analytics
MBAE-25-442	HR Analytics
MBAE- 25-443	Financial Analytics
MBAE-25-444	Social Media Analytics

Group K: Entrepreneurship and Innovation

Course Name	
MBAE-25-445	Commercialization of Innovation
MBAE-25-446	Technology Innovation and Sustainable Enterprise
MBAE- 25-447	Startup Law, Ethics and Environment in India
MBAE-25-448	Entrepreneurial Finance

Group L: Supply Chain Management

Course Name	
MBAE-25-449	Warehouse And Distribution Management
MBAE- 25-450	Inventory Management
MBAE-25-451	Supply Chain Planning
MBAE-25-452	Procurement And Vendors Management

Group M: Digital Marketing

Course Name	
MBAE-25-453	Search Engine Optimization
MBAE- 25-454	Website Planning & Structure
MBAE-25-455	Digital Media Law
MBAE-25-456	Strategic digital Marketing

Course Code : MBAS-25-401
Title of the Course : STRATEGIC MANAGEMENT

L	T	P	Credits
4	0	0	4

Course Outcomes:

The course is designed to understand the concepts of Strategic Management; purpose of Vision Mission and Strategy; Types of strategies and Strategic analysis & choice; Strategy implementation & issues; Role of organizational systems in evaluation

Course Outcomes: Upon completion of the course, student will be able to:

CO1: Understand the strategic decisions that organizations make and have an ability to engage in strategic planning.
CO2: Explain the basic concepts, principles and practices associated with strategy formulation and implementation.
CO3: Integrate and apply knowledge gained in formulation and implementation of strategy from holistic and multi-functional perspectives.
CO4: Analyze & resolve malfunctioning & variance in strategic implementation through control mechanism.

CO/PO Mapping

(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak

Cos	Program Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	W	M	W	W	W	M	M	W	S	S
CO2	S	S	M	S	M	W	W	W	S	W	M	M
CO3	S	S	M	S	M	W	W	M	S	M	M	S
CO4	S	M	S	S	S	M	M	W	M	W	S	M

Group	Course outlines	Lecture(s)
Group-A	Nature of Strategic Management: Dimensions, benefits and risks, the strategic management process. Establishment of Strategic Intent: Business vision and mission, importance, characteristics and Components, evaluating mission statement, concept of goals and objectives	10
	The Environment Appraisal: External assessment, concept of environment, porters five force analysis, industry and competitive analysis, environmental scanning. Organizational Appraisal: the Internal Assessment: SWOT analysis, strategy and culture, value chain analysis, organizational capability factors, Benchmarking.	10
Group-B	Corporate Level Strategies: Concentration, integration, diversification, expansion strategies, retrenchment and combination strategies, internationalization, cooperation and restructuring.	10
	Business Level Strategies: Industry structure, positioning of firm, generic strategies, business tactics, Internationalization.	
	Strategy Analysis and Choice: Process for strategic choice, strategic analysis, SWOT, industry analysis, corporate portfolio analysis, contingency strategies.	10
Group-C	Strategic Implementation: Activating strategies, nature, barrier and model for strategy implementation, resource allocation Structural Implementation: Types of organizational structures, organizational design and change, structures for strategies. Behavioural Implementation: stakeholders and strategy, stakeholder's management, strategic leadership, corporate culture and strategic management, personal values and ethics, social responsibility and strategic management.	10
	Functional and Operational Implementation: Functional strategies, functional plans and policies, operational plans and policies, personnel plans and strategies Strategic Evaluation and Control: Nature of strategic evaluation and control, strategic control, operational control, techniques for strategic control, role of organizational systems in evaluation.	10
	Total lectures	60

Reference Books:

- Lawrence R. Jauch, William F. Glueck, Business Policy and Strategic Management, McGraw-Hill, 5th Edition (1988)
- John A. Pearce II, R.B. Robinson, Jr., Strategic Management, 3rd Edition, A.I.T.B.S. Publications, Delhi (2003)
- Fred R. David, Strategic Management - Concepts and Cases, Pearson Education, 10th Edition (2005)

Course Code : MBAF-25-402
Title of the Course : FAMILY BUSINESS MANAGEMENT AND SUCCESSION PLANNING

L	T	P	Credits
4	0	0	4

Course Outcomes:

This course is designed to provide an overview of the family business, its governance and issues of ownership and conflict in family and to understand capital structure of closely held business and family business, cash, growth. Student will understand Family succession, issues of succession in a family firm, preparing for succession planning. Legal norms of succession-succession Acts and important provisions.

Course Outcomes: Upon completion of the course, student will be able to:

CO1: Differentiate the family with family business.
CO2: Understand the governance issues and conflict in family business.
CO3: Understand issues and challenges in family business and closely held family Business
CO4: Know the role of non-family members and succession planning.

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Program Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	W	M	W	W	W	M	M	W	S	S
CO2	S	S	M	S	M	W	W	W	S	W	M	M
CO3	S	S	M	S	M	W	W	M	S	M	M	S
CO4	S	M	S	S	S	M	M	W	M	W	S	M

Group	Course outlines	Lecture(s)
Group-A	Introduction: Family Business Definition and Characteristics – Strengths and Weaknesses, Stages of Growth in a Family Business: The founder(s), the Sibling Partnership, The Cousin Confederation. Family business values and culture	10
	Developing Effective Governance: Understanding the relationships between family and business, management and ownership. Governance issues in family owned business, behavioral issues in closely held and family owned business & managed business. Board of directors in Family Business.	10
Group-B	Succession Planning: Family succession, issues of succession in a family firm, preparing for succession planning. Legal norms of succession-succession acts, important provisions. Involving non-family members, power struggles and issues of succession in a family firm. Succession and the transfer of Power- Types of CEO and power transfer, Role of CEO spouse,	10
	Conflict; Dealing with nepotism and encouraging professionalism in the family business, Challenges of Working together in a Family, Conflict management Women In family business: women's contribution in family business, challenges faced by women in family business.	10
Group-C	Hindu undivided family , role of karta, Succession Laws, Dissolution of HUF, Rights of daughters. Non Family Management- role of nonfamily management	5
	Entrepreneurial Control Systems: An Introduction, Entrepreneurial Control Structure. Responsibility Centres: Expense Centres, Profit Centres, Transfer Pricing Investment Centres	5
	Management Control Process, Programming and Budgeting Analyzing and Reporting Performance Evaluation, Special Application of Entrepreneurial Control, Entrepreneurial Control in service and Manufacturing Ventures, Entrepreneurial Control for Social/ Non-Profit Organizations.	10
	Total lectures	60

Reference Books:

- DuttaSudipt, Family Business in India, Response books(1999)
- Kelin E. Gersick, John A. Davis, Marion McCollom Hampton, IvanLansberg, Generation to Generation: Life Cycles of the Family Business(1997)

Course Code : MBAA-25-403
Title of the Course : BUSINESS ANALYTICS

L	T	P	Credits
4	0	0	4

Course Outcomes:

This Course aims at providing the overview of various concepts related to Business Analytics, Evolution, Architecture, Benefits, Future of Business Analytics, Data Modeling Concepts, Types and Techniques Data Warehouse: Definition, Architecture, Development and Implementation issues.

Upon completion of this course, the student will be able to:

CO1: Recognize, understand and apply the language, theory and models of the field of business analytics.
CO2: Critically analyze, synthesize and solve complex unstructured business problems.
CO3: Understand and critically apply the concepts and methods of business analytics
CO4: Interpret results/solutions and identify appropriate courses of action for a given managerial situation whether a problem or an opportunity

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	S	M	M	M	M	S	M	S	M
CO2	S	S	S	S	M	M	M	M	S	M	S	M
CO3	S	S	S	S	M	M	M	M	S	M	S	M
CO4	S	S	S	S	M	M	M	M	S	M	S	M

Group	Course outlines	Lecture(s)
Group-A	Business Analytics: Definition, Evolution, Architecture, Benefits, Future;	8
	Business Analytics as Solution for Business Challenges, Effective Predictive Analytics, Integrating Analytics in Business Processes.	7
	Unstructured Data Analytics: Balanced Scorecard, Dashboards, KPI based on Dashboard and Scorecard, LOFT effect, Data Quality, Master Data Management, Data Profiling.	7
Group-B	Data Modeling: Concepts, Data Modeling Types and Techniques,	8
	Multidimensional modeling: measures, dimensions, attributes and hierarchies, Schemas, Data Marts	8
	Data Integration: Extraction, Transformation and Load Processes.	7
Group-C	Data Warehouse: Definition, Architecture, Development and Implementation issues, Introduction to OLTP and OLAP, Data Mining: Definition, Concepts, Applications and Methods.	7
	Business data visualization- basic graphs: bar-graph, line-chart, histogram, box and scatterplot, advanced data visualization: graphics for correlation, deviation, ranking, distribution and composition	8
	Total lectures	60

Reference Books:-

- Jean Paul Isson and Jesse S. Harriott, 'Win with Advanced Business Analytics', 1st Edn., John Wiley & Sons(2012)
- Cindi Howson, 'Successful Business Intelligence: Unlock the Value of Bi & BigData', 2nd Edn., Tata McGraw Hill (2013)
- Efraim Turban, Ramesh Sharda, Dursun Delen and Daid King, 'Business Intelligence: A Managerial Approach', 1st Edn., Pearson(2013)
- Brian Larson, 'Delivering Business Intelligence with Microsoft SQL Server 2012', 3rd Edn., Tata McGraw Hill(2012)

Course Code : MBAR-25-404
Title of the Course : DISSERTATION

L	T	P	Credits
0	0	6	3

In the Fourth semester every student is required to submit a Dissertation as per his/her relevant area of specialization. The Dissertation work will be done as per provided instructions. The project shall be carried out under the supervision of Faculty Member. The report shall be signed by the faculty member. Evaluation will be carried out by the guide and through viva-voce, for which a group of experts including the guide would assign marks.

Course Code : MBAE-25-405
Title of the Course : BANKING AND INSURANCE

L	T	P	Credits
4	0	0	4

Course Outcomes:

The course is designed to understand the structure and types of banks along with the new emerging trends in Indian banking system as well as to guide students about latest KYC norm prescribed by RBI and importance of life and non-life insurance according to the provisions of IRDA.

Course Outcomes: Upon completion of the course, student will be able to:

CO1: Gain institutional and practical knowledge of Banking and Insurance.
CO2: Attain knowledge about the structure and new emerging trends in Indian banking system
CO3: Assess and analyze the working of Insurance companies according to the prescribed provisions given by the Insurance Regulatory and Development Authority of India
CO4 : Describe Key functions & role of Banking & Insurance in economy

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Program Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	M	M	W	W	W	M	M	W	S	S
CO2	M	S	M	S	M	W	W	W	S	M	M	M
CO3	S	S	S	S	M	M	W	M	S	M	M	S
CO4	S	M	S	M	S	M	W	W	M	W	S	M

Group	Course outlines	Lecture(s)
Group A	Banking system and structure in India, types of banks, role of Reserve Bank as regulator of banking system, Provisions of Banking Regulation Act & Reserve Bank of India Act.	8
	The terms banker and customer ,Types of relationship between banker and customer ,Bankers obligations to customers ,Right of lien, set off, appropriation	7
	Negotiable Instrument Act, 1881 – Bankers legal duty of disclosure and related matters Customers` accounts with banks.	5
Group B	KYC Opening- operation, KYC norms and operation, Types of accounts and customers, nomination, Settlement of death claim	5
	Banking Technology , Home banking ,ATM s, Internet banking, Mobile banking, Core banking solutions, Debit, Credit, and Smart cards, EFD, RTGS International banking , Exchange rates	8
	Letter of credit , financing exporters and importers, ECGC Policies and guarantees.	7
Group C	Introduction to Insurance , Elements of Insurance Risk, Player in Life and Non-Life Insurance sector, Insurance documents, Role and responsibilities IRDA, Provisions of Insurance Act 1938. Insurance Ombudsman	8
	Types of Insurance , Life Insurance and General Insurance Products including unit linked plans ,Alternative risk transfer mechanism and Re-Insurance, Nature of Re- Insurance risk	7
	IRDA Legal framework of life and general insurance Ban assurance- concepts , critical issues , functional aspects , Indian Scenario, Future Prospects , Insurance Accounting , Financial Analysis and valuations, Solvency and performance measures	5
	Total lecture	60

Reference Books:-

- Practice & Law of banking – G.S.Gill(2013)
- Banking: Law & practice – P.N.Varshney(2017)
- Banking: Theory & Practice – E. Gordon, K.Talraj(2018)
- Insurance- Principles &Practises of Insurance – G.S.Pande (2009)
- Insurance- Principles &Practises- M.N. Mishra (2008)

Course Code : MBAE-25-406

Title of the Course : DERIVATIVES AND RISK MANAGEMENT

L	T	P	Credits
4	0	0	4

Course Outcomes:

The overall objective of the course is to enable the learner to know when and how to manage risks with derivatives and is expected understand how risk management creates value. The learner will be exposed to the recent risk management development and empirical evidences on current practices and should be able to have a good balance of theory and practice in risk management

Upon completion of this course, the student will be able to:

CO1: Demonstrate an understanding of pricing forwards, futures and options contracts
CO2: Explain the binomial model and its extension in continuous time to the Black-Scholes model.
CO3: Exhibit critical thinking, analytical and problem solving skills in the context of derivatives pricing and hedging practice.
CO4: Analyze and price diverse derivatives products to generate an optimal risk management strategy.

CO/PO Mapping

(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak

Cos	Programme Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	M	S	S	M	S	M	M	M	S	S
CO2	S	S	M	S	S	M	S	M	M	M	S	S
CO3	S	S	M	S	S	M	S	M	M	M	S	S
CO4	S	S	M	S	S	M	S	M	M	M	S	S

Group	Course outlines	Lecture(s)
Group-A	Introduction to risk management - Meaning and need - importance — Types of market risk — Risk management issues in business — Financial derivatives — Meaning — Need — Growth of financial derivatives markets in India — Derivative markets - Exchange traded financial derivatives for risk management in India — Participants — Functions — Types of risk management instruments — Forwards — Futures - Options - Swaps - The regulatory framework of derivative trading in India.	15
Group-B	Future's growth and development - Difference between forwards and futures - financial future - Future trading — currency futures — Interest rate futures Pricing and valuation - of future contracts - Value at risk-Hedging risk - Hedging with stock index future — types of members and margin system in India-Future trading in stock exchange for risk management.	15
	Options - meaning - needs and importance-options and futures fundamental option strategies-type of option-put-call-trading strategies of risk instruments-positions in options-stock indices-options in Indian stock market.	10
Group-C	Risk pricing of options -intrinsic value and time value-pricing at the expiry of contract-factors affecting option pricing-put-call-parity pricing-models of pricing-binomial option-pricing models-Black Schole's pricing methods.	10
	Swaps -meaning and definition-development-structure of swap dealing for risk management-interest rate swaps-forward swaps and swap option contracts cancellable and extendable swaps-no generic swaps transactions. Currency swaps - Valuation and pricing of swaps - risk management function of swap transaction.	10
	Total lectures	60

Reference Books:-

- John C. Hull, Options, Futures and Other Derivatives, Pearson Prentice Hall, Fifth edition (2006)
- Robert A. Strong, Derivatives- An Introduction, Thomson South West publishers(2002)

Course Code : MBAE-25-407
Title of the Course : INTERNATIONAL FINCANCE

L	T	P	Credits
4	0	0	4

Course Outcomes:

After completion of this course, student would be able to have.

CO1: Basic understanding of International financial management and balance of payment
CO2: Knowledge with regard to concepts like arbitrage, parity theories and shall be able to demonstrate the relationship between inflation interest rates & Exchange rates.
CO3: Proficiency in long term asset liability management like international capital budgeting and international capital structures
CO4: Proficiency in short term asset liability management like international cash receivables management and international inventory management

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	M	S	S	S	M	S	M
CO2	S	S	M	S	M	S	M	M	S	S	S	S
CO3	S	S	S	S	S	S	S	S	M	S	S	M
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course Outlines	Lecture(s)
Group-A	Foundations of International Finance: Concept, Goals of International Finance; and role of International Finance Manager in an MNC; Globalisation of World Economy; Recent trends. Evolution of International Monetary System: Classical gold standard, Bretton woods system, Current Exchange Rate arrangements. European Monetary System.	10
	Balance of Payments (BOP) Accounting, the Current Account, the Capital Account, Official Reserve Account. Foreign Direct Investment (FDI) and Multinational Corporations, Regional Economic Integration; SAARC, ASEAN, EC, NAFTA	10
Group-B	Foreign Exchange Market: Function and structure; Spot Market, Forward Mark International Parity Relationship and Forecasting Foreign Exchange Rates, Interest Rent Parity, Purchasing Power Parity, Fisher Effects.	10
	Foreign Investment Institutions: Instruments; ADRs, GDRs, FIIs-their role in Indian Capital Market.	10
Group-C	Foreign Exchange Exposure and Management; Types of exposure, Transaction Exposure Translation Exposure, Economic Exposure and Operating Exposure. Measurement Exposure and Exposure Management Techniques.	10
	Multinational Working Capital Management Centralized Vs. Decentralized Capital Management, Managing International Receivable Management.	10
	Total lectures	60

Reference Books:

- International Financial Management by P.G.Apte, TMH Publication, 4thEd.
- International Finance Management, Eun& Resnick TMH Publication, 4thEd.
- International Finance Management, 2JeffMadura, Thomson Publication, 7thEd.
- Multinational Business Finance by David K Eiteman ,Arthur I Stonehill, MichaelH Moffett ,Alok Pandey , Pearson Publication, 10thEd
- Multinational Financial Management, by AlanC. Shapiro, Wiley India, 8thEd.Cateora Graham - International Marketing (TMH, 10thEd.)

Course Code : MBAE-25-408
Title of the Course : PRIVATE EQUITY AND ENTREPRENEURIAL FINANCE

L	T	P	Credits
4	0	0	4

Course Outcomes:

Private equity is composed of funds and investors that directly invest in private companies, or that engage in buyouts of public companies, resulting in the delisting of public equity. In finance, private equity is a type of equity and one of the asset classes consisting of equity securities and debt in operating companies that are not publicly traded on a stock exchange. A private equity investment will generally be made by a private equity firm, a venture capital firm or an angel investor. With support of Private equity, the new entrepreneur will hope up to start a new firm for the benefit of **economic development**

Upon completion of this course, the student will be able to:

CO1: To understand the various types of activities that falls under the purview of Private equity
CO2: To understand intricacies of raising of various methods of financing
CO3: To deal with Issues involved in Private financing and entrepreneurial development activities
CO4: To examine key elements of understanding a business from a private equity investment perspective

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	M	S	M	M	S	M	S	W	S	M
CO2	S	S	M	S	M	M	S	M	S	W	S	M
CO3	S	S	M	S	M	M	S	M	S	W	S	M
CO4	S	S	M	S	M	M	S	M	S	W	S	M

Group	Course outlines	Lecture(s)
Group-A	<p>Introduction: Over view of the Private Equity Industry, Development and Growth, terminology, and categories within the asset class, participants, anatomy of funds and partnership agreements, perspectives and negotiations and perspectives of companies</p> <p>The Fundamentals of Private Equity Investing: ,financing, structuring and negotiating - buyout and growth capital transactions, and managing the portfolio company over the life of the Investment and including an exit and / or value realization transaction.</p>	20
Group-B	<p>Understanding and Evaluating Private Equity Firms in Financial Markets: We will consider how the financial community assesses firms and chooses which funds to invest in and how funds assemble portfolios of companies and how LP investors assemble their portfolios of LP interests. Other topics will include understanding and managing LP liquidity options; the rise and role of other alternative investment vehicles, most notably hedge funds and sovereign wealth funds; the publicly traded private equity firm; the impact of the financial crisis and current issues under discussion in the area of financial regulation</p>	20
Group-C	<p>Private Equity in Secondary Markets – Key components of value creation- Relative value Matrix – Industry Value creation.</p> <p>Private Equity - corporate governance and ethics - investments in developing markets - Sourcing of private equity - Deals and management of portfolio company - Expectations and Negotiation</p>	20
	Total Lectures	60

Reference Books:-

- Jason A. Scharfman, Private Equity Operational Due Diligence: Tools to Evaluate Liquidity, Valuation, and Documentation, + Website , ISBN: 978-1-118-11390-5, March 2012
- Stowell D, An Introduction To Investment Banks, Hedge Funds, And Private Equity – 2011,
- Elsevir (2011), ISBN : 978-9380931074

Course Code : MBAE-25-409
Title of the Course : SALES AND RETAIL MANAGEMENT

L	T	P	Credits
4	0	0	4

Course Outcomes:

The primary objective is to make students familiar with basics of Sales Management and the duties & roles played by salesmen. The growing significance of process of advertising deserves the same focus and attention and also Introduction to Retailing Management, Product Retailing vs. Service Retailing, Retail Marketing Environment & Segmentation, and Integrated Marketing Communication in Retail, Retail Merchandising & International Retailing

Course Outcomes: Student will be able to.

CO1:. Understand the legal framework and role of ethics in advertising
CO2: Explain the steps involved in sales force management
CO3:. Forecast and prepare sales plan.
CO4: Explain how factors of culture, economics, legal requirements, political activity, technology, the internet and the news media affect the operation of organizations in a global environment.

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	S	S	S	W	M	M	W	S	S
CO2	S	S	W	M	S	S	W	S	S	W	M	M
CO3	S	S	S	M	S	M	M	W	S	W	S	S
CO4	S	S	S	S	S	W	M	W	M	W	M	S

Group	Course outlines	Lecture(s)
Group-A	Introduction to sales management: Meaning, Evaluation, Importance, Personal Selling, Emerging Trends in Sales Management, elementary study Of sales organizations, qualities and responsibilities of sales manager. Types of sales organizations	10
	Selling skills & Selling strategies: Selling and Business Styles, selling skills, situations, selling process, sales presentation, handling customer Objections, Follow-up-action,	10
Group-B	Management of Sales Territory & Sales Quota: Sales territory, meaning, size, designing, sales quota, procedure for sales quota, Types of sales quota, Methods of setting sales Quota, Recruitment and selection of sales force, Training of sales force,	10
	Sales force motivation and compensation: Nature of motivation, Importance, Process and factors in the motivation, Compensation-Meaning, Types compensation plans and evaluation of sales force by performance and Appraisal process.	10
Group-C	Retail Management: Introduction, meaning, Characteristics, Retail industry India, role of retailing Trends in Retailing, Emergence of organizations of retailing. Retail Location and Layout plan, careers in Retailing,	10
	Retail Market segmentation: Introduction to Market segment, Criteria for effective segmentation, Dimensions of segmentation, customer profiles, Integrated Marketing Communication in Retail- Introduction, Understanding Integrated Marketing Communication, Elements of Communication Process, Communication Plan - Integrated marketing process, Tools of IMC, Upcoming tools of IMC, Factors influencing the Increased use of sales promotion.	10
	Total lectures	60

Reference Books:

- Condiff, Still & Govani, Sales Management, Prentice-Hall of India, New Delhi, 5th Edition (1998)
- Wright, Winter and Zeigler, Advertising, Tata McGraw-Hill Publishing Company Ltd., New Delhi(1990)
- Retail Management – Berman, Evans –Pearson(2004)
- Retail Management – Bajaj, Tulsi& Srivastava – Oxford(2016)
- Retail Management – DunueLusch – Cengage(2013)
- Retailing Management – Levy, Weitz, Pandit – TMH(2012)
- Fundamentals of Retailing – Madaan – MC Graw Hill (2009)
- Retail Management – Asif Sheikh, Kaneez Fatima– HPH (2011)

Course Code : MBAE-25-410
Title of the Course : DIGITAL AND SOCIAL MEDIA MARKETING

L	T	P	Credits
4	0	0	4

Course Outcomes:

Upon completion of this course, the student will be able to:

CO1: Define social media marketing goal setting necessary to achieve successful online campaigns.
CO2: Describe the stages of the social media marketing strategy development process.
CO3: Develop effective social media marketing strategies for various types of industries
CO4: Devise an integrated social media marketing strategy using a variety of services, tools and platforms to accomplish marketing objectives

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	M	S	M	S	M	M	S	S	M	M
CO2	S	S	M	S	M	S	M	M	S	S	M	M
CO3	S	S	M	S	M	S	M	M	S	S	M	M
CO4	S	S	M	S	M	S	M	M	S	S	M	M

Group	Course outlines	Lecture(s)
Group-A	Evolution of digital marketing: the digital consumer & communities online and digital marketing landscape. Search Engine Marketing: Pay Per Click (PPC) and online advertising, search engine optimization and search engine marketing Social media and consumer engagement: Social feedback cycle, social web and engagement, operations and marketing connection	10
	Customer engagement: affiliate marketing & strategic partnerships, Email marketing, Content strategies. New role of the customer: social interactions, customer relationships, outreach and influencer relations Social listening: importance of social analytics, know your influencers, web analytics, and business analytics.	10
Group-B	Mobile Marketing: integrating digital and social and media strategies Social technology and business decisions: creation of social business, understanding the conversations, social CRM and decision support. Social CRM: social CRM and business design and build a social CRM program. Engagement on the social web: engagement as a customer activity, engagement as a business activity and extend engagement.	10
	Social objects: meaning of social object, build on existing social objects, create new social objects and use of social objects in business. Social graph: role of social graph, social graphs spread information, use of social graphs in the business and measure the social graphs Social applications: importance of social applications, social applications engagement and planning a social application. Social business ecosystem: social profiles, social applications, using brand outposts and communities, social ecosystem.	10
Group-C	Social media marketing on Twitter: attracting audience, following and creating twitter lists, handling twitter chat, integrating twitter Social media marketing on Facebook: preparing Facebook page, attracting audience, integrating commerce, creating ads, going mobile with places and check-in deals Social media marketing on LinkedIn: profile management, contacts and groups, posting, messaging, and making connection requests, asking and answering questions to attract new customers	10
	Social media marketing on YouTube: channel management, managing channel SEO, using YouTube features to create engagement, creating playlists Social media marketing with geolocation and location platforms: tools for geo locations tagging, creating and managing venues Analysis and calculation: calculating ROI, exploring built-in analytics, popular analytics tools	10
	Total lectures	60

Reference Books:

1. Social media marketing by dave evans and jake mckee, wiley
2. Social media marketing: a strategic approach by melissa s. Barker, donald I.barker, nicholas f. Bormann, debra zahay, mary lou roberts, cengage Learning
3. Advanced social media marketing: how to lead, launch, and manage a Successful social media program by tom funk, apress

Course Code : MBAE-25-411
Title of the Course : INTERNATIONAL MARKETING

L	T	P	Credits
4	0	0	4

Course Outcomes:

The objective of the course is to provide an understanding of the human resources development framework and focuses on management best practices, tools and models to implement an effective HRD system

After completion of this course, student would be able to.

CO1: Understand international marketing concepts
CO2: Evaluate international marketing environment
CO3: Differentiate international markets strategies, from domestic market strategies
CO4: Gain exposure international promotional strategy

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	M	S	S	S	M	S	M
CO2	S	S	M	S	M	S	M	M	S	S	S	S
CO3	S	S	S	S	S	S	S	S	M	S	S	M
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course Outlines	Lecture(s)
Group-A	International Marketing: Definition, scope, importance and challenges of international marketing, International trade theories, Reasons for going international, economic analysis of multinational trade, International Market Segmentation and Positioning; Screening and Selection of Markets; International Market Entry Strategies .	15
	International Marketing Environment: Political, Legal, Environmental, Socio Cultural and Technological environment, Country Risk Analysis, International Economic Environment: IMF, WTO, International Monetary System,	10
Group-B	International Trade Barriers: Tariff and Non-Tariff Regional Blocks: European Union, NAFTA, SAARC, ASEAN, International Marketing Research, Selection of export markets. Processing of an export order: Organisation and structure of export and import houses	10
	International product policy: Product standardization & adaptation, international, product mix, International product life cycle, new product development, exports packaging,	10
Group-C	International pricing policy: Factors influencing selection of pricing policies, international pricing strategies, International distribution policy: Factors influencing selection of international distribution channels, types of international distribution channels, role of internet in international distribution International communication policy: communication strategies in international marketing	15
	Total lectures	60

Reference Books:

- Onkvisit .S, Shaw.J - International Marketing (Pearson, 3rdEd.)
- Cherunilam F - International Trade and Export Management (Himalaya,2007)
- Varshney R.L, Bhattacharya B - International Marketing Management (Sultan Chand & Sons, 9thEd.)
- Czinkota - International Marketing (Thompson,8thEd.)
- Cateora Graham - International Marketing (TMH,10thEd.)
- Jain S. – International Marketing(Thomson)

Course Code : MBAE-25-412
Title of the Course : MANAGING RETAIL OPERATIONS

L	T	P	Credits
4	0	0	4

Course Outcomes:

Upon completion of this course, the student will be able to:

CO1: Understand store management responsibilities, including employee recruitment, training, motivation, and cost control.
CO2: Analyze and apply effective store layout, design, and visual merchandising strategies for optimal customer experience.
CO3: Develop and implement merchandise management plans, including buying organization formats, inventory management, and logistics.
CO4: Evaluate and apply supply chain management principles, focusing on information flow, distribution center systems, and technology integration (EDI, RFID).

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	M	S	M	M	S	M	S	W	S	M
CO2	S	S	M	S	M	M	S	M	S	W	S	M
CO3	S	S	M	S	M	M	S	M	S	W	S	M
CO4	S	S	M	S	M	M	S	M	S	W	S	M

Group	Course outlines	Lecture(s)
Group-A	<p>Managing the Store: Store management responsibilities, recruiting and selecting store employees, socializing and training new store employees motivating, managing, evaluating, compensating store employees. Controlling costs, reducing inventory shrinkage.</p> <p>Store layout, design and visual merchandising: Objectives of good store design, store layout, signage and graphics, feature areas, space management, visual merchandising.</p>	20
Group-B	<p>Customer Service- Customer service strategies, service recovery.</p> <p>Merchandise management: Developing merchandising plans, merchandising philosophy, Buying organisation formats and processes, devising merchandise plans.</p> <p>Implementing merchandise plans, logistics, inventory management.</p>	20
Group-C	<p>Supply chain management: Factors for successful SCM, drivers of SCM, framework for SCM. Flow of information and products in a supply chain, the distribution center, system design issues, using EDI, RFID.</p>	20
	Total lectures	60

Reference Books:-

1. Sinha, P.K. and Uniyal, D.P.: Managing Retailing (Oxford University Press), Second edition, New Delhi
2. Berman, Barry and Joel R. Evans (2006), Retail Management – A Strategic Approach, Pearson Education, 9th Edition
3. Levy, Michael and Weitz, Barton A.: Retailing Management (Tata McGraw Hill: New Delhi)
4. Swapna Pradhan: Retailing Management (Tata McGraw Hill: New Delhi) Third Edition, (2009)
5. Dunne, Patrick M; Lusch, Robert F.; and Griffith David A.: Retailing (Cengage, New Delhi)

Course Code : MBAE-25-413
Title of the Course : INDUSTRIAL RELATIONS AND LABOR LAWS

L	T	P	Credits
4	0	0	4

Course Outcomes:

The course is designed to understand the various concepts like Industrial Disputes Act 1947, The Trade Union Act 1926, The Factories Act 1948, The Payment of Wages Act 1936, and The Workmen's Compensation Act 1923 and the payment of Gratuity Act 1972 etc.

Course outcome: Upon completion of course, student will be able to:

CO1: Understand judicial setup of Labour laws.
CO2: Outline the important causes & impact of Industrial disputes.
CO3: Describe the provision of wage legislations, in reference to payment of wages Act 1936, Minimum wages Act 1948 & Payment of Bonus Act 1965.
CO4: Understand provision of social security legislations, in reference to Employees State Insurance Act 1948, Employees provident Fund Act 1952, and Payment of Gratuity Act 1972.

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Program Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	W	M	W	M	M	M	M	S	W	S
CO2	S	S	W	S	W	S	W	M	W	S	W	M
CO3	S	S	W	S	W	S	W	M	M	M	W	S
CO4	S	M	W	S	W	M	M	M	M	M	W	S

Group	Course outlines	Lecture(s)
Group- A	Industrial Relations Legislation: The Industrial Dispute Act, 1947; The Industrial Employment (Standing Orders) Act, 1946; The Trade Union Act, 1926;	10
	Laws relating to Discharge, Misconduct, Domestic Enquiries, Discipline Action.	10
Group- B	Protective legislation: The Factories Act, 1948; The Payment of Wages act, 1936; The Minimum Wages act, 1948; The Payment of Bonus Act, 1965; The Equal Remuneration Act, 1976; The Contract labor (regulation and abolition) Act, 1970.	10
Group- C	Social security legislation: The workmen's compensation act, 1923; The employee's state insurance act, 1948;	10
	The Employees' Provident funds and Miscellaneous provisions Act, 1952;	10
	The Maternity Benefit Act, 1961; The payment of Gratuity Act, 1972	10
	Total lectures	60

Reference Books:-

- Indian Law Institute, Labour Law and Labour Relations-Cases and Material, Bombay, Tripathi(1987)
- S.N. Mishra, Labour and Industrial Laws, Allied Publications, New Delhi (2001)
- Debi S. Saini, Redressal of Labour Grievances, Claims and Disputes, Oxford & IBH, New Delhi(1994)
- H.L. Kumar, Labour & Industrial Law in 2 volumes with free case law reference (2002-007)

Course Code : MBAE-25-414
Title of the Course : STRESS MANAGEMENT

L	T	P	Credits
4	0	0	4

Course Outcomes:

The course aims to help the students understand how to cope with stress at work place

Course outcome: Upon completion of this course, students will be able to.

C01: Analyze the symptoms, causes and effects of personal and academic stressors in order to implement appropriate stress management techniques.
C02: Describe different models of stress.
C03: Discuss personality traits, life events and stress , coping style and strategies of stress
C04: Understand concept and importance of time management.

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Program Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	S	M	S	W	M	M	S	M	S
CO2	S	S	M	M	M	W	W	W	W	W	W	M
CO3	M	S	S	S	M	M	W	M	W	M	M	S
CO4	S	S	M	M	M	S	W	W	S	S	M	S

Group	Course outlines	Lecture(s)
Group- A	Meaning and concept of Stress, Hans Selye Model of Stress, Physiological Stress, Bounce Back Model of Stress, Models of Stress, GAS Model, Causes of Stress,	10
	Symptoms and Types of Stress. of Stress, Consequences and effect of Stress on Individual Health.	10
Group- B	Personality: Meaning, nature of Personality, Personality Traits, Theories of Personality and stress, Life events and Stress, Organizational role stress, Meaning, concept and Types of Role Stressors, Coping styles or strategies, Moderators of stress, counteracting stress, spirituality and stress. General stress Interventions- types of Interventions.	10
Group- C	Time management: Concept of Time Management, Importance of time management.	10
	Managing Stress, Stress Tolerance Level and Managing Stress in Individual,	10
	Managing stress in organization, Stress Audit. Relevant case studies related to the topics should be discussed.	10
	Total lectures	60

Reference Books:

- Dutta, P.K., Stress Management, Himalaya Publication (2015)
- D.M. Pestonjee Stress And Coping : An Indian Experience, Sage Publication(1988)
- Udai Pareek: Making Organizational Roles Effective(1993)
- Udai Pareek Handbook of HRD Tools (2009)

Course Code : MBAE-25-415
Title of the Course : INTERNATIONAL HUMAN RESOURCE MANAGEMENT

L	T	P	Credits
4	0	0	4

Course Outcomes:

Upon completion of this course, the student will be able to:

CO1: Identify and Understand issues and practices pertaining to the major HRM functions within the context of a multinational environment
CO2: Define, explain and compare perspectives and theories related to IHRM
CO3: Make use of an in-depth understanding of research in IHRM to critically analyze theories, perspectives, and practical problems facing contemporary firms
CO4: Systematically illustrate, define, categorize, and analyze a broad range of issues and problems facing MNCs in their IHRM activities

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	M	S	M	M	S	M	S	W	S	M
CO2	S	S	M	S	M	M	S	M	S	W	S	M
CO3	S	S	M	S	M	M	S	M	S	W	S	M
CO4	S	S	M	S	M	M	S	M	S	W	S	M

Group	Course outlines	Lecture(s)
Group-A	<p>Introduction to IHRM Definition, The drivers of internationalization of business. The different setting of International Human Resource Management. Development of IHRM. Difference between IHRM and Domestic HRM. Models of IHRM-Matching model, Harvard Model, Contextual Model, 5P Model European Model. SHRM: Evolution of MNE's, Business strategies, IHRM Strategies, SIHRM. Barriers in effective global HRM. Socio-cultural context,</p> <p>Organizational dynamics and IHRM: Role of culture in International HRM, Country and Regional Cultures, Country Culture versus MNE Culture. Culture and employee management issues/ impact of Country culture on IHRM. Managing Culture diversity: Cross Culture differences in the workplace.</p>	20
Group-B	<p>International Workforce planning and staffing: International labor market International Recruitment function; head-hunters, cross-national advertising, e-recruitment; International staffing choice, different approaches to multinational staffing decisions, Types of international assignments, Selection criteria and techniques, use of selection tests, interviews for international selection, international staffing issues, Successful expatriation, role of an expatriate, female expatriation, repatriation, re-entry and career issues.</p>	20
Group-C	<p>Developing Global Mindset: Global Leadership, Cross cultural context and international assignees, Current scenario in international training and development, training & development of international staff, types of expatriate training, sensitivity training, Career Development, repatriate training, developing international staff and multinational teams, knowledge transfer in multinational companies.</p>	20
Total lectures		60

Reference Books:-

- International Human Resource Management, Peter Dowling and Denice Welch, Cengage Learning
- International Human Resource Management, Tony Edwards, Pearson Education
- Global Human Growth Model, M.N Rudra basavaraj, Himalaya
- International Human Resource Management, Monir Tayeb, Oxford

Course Code : MBAE-25-416
Title of the Course : LEADERSHIP AND TEAM DYNAMICS

L	T	P	Credits
4	0	0	4

Course Outcomes:

This course is designed to be an interactive exploration of team dynamics and leadership. Through the introduction of current theories and models, students will learn to work effectively in groups, increase their understanding of leadership, make effective decisions, and stimulate the development of new skills through demonstration and practice.

Upon completion of this course, the student will be able to:

CO1: Understand the history of leadership and current leadership theories.

CO2: Explain how leadership models are put into practice personally, locally, and globally

CO3: Discuss the knowledge of developing leadership abilities.

CO4: Describe the concept of Strategic Leadership and ethical leadership.

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	M	S	M	M	S	M	S	W	S	M
CO2	S	S	M	S	M	M	S	M	S	W	S	M
CO3	S	S	M	S	M	M	S	M	S	W	S	M
CO4	S	S	M	S	M	M	S	M	S	W	S	M

Group	Course outlines	Lecture(s)
Group-A	Leadership: Meaning, definitions, Skills and Roles of a leader, analysis of leadership theory; Leadership traits and ethics: Personality traits and leadership, Leadership attitudes, ethical leadership, Leadership behavior and motivation, contingency leadership. Understanding the inspiration, dilemmas and issues in becoming a leader	15

Group-B	Leadership theories and styles, charismatic and transformational leadership, team leadership, organizational Leadership, strategic leadership, Leadership for Creating high performance culture, Leadership development through self-awareness and self discipline, Development through education, experience and mentoring, Succession, Evaluation of leadership development efforts, leadership communication	15
	Strategic leadership, ethical leadership, the leader as social architect-creating vision and strategic direction, shaping culture and values, designing and leading a learning organisation, leading change, spiritual foundations of personal effectiveness, the habits of highly effective people	10
Group-C	Team composition, formation, and development-Team Performance and Motivation Team Conflict and Leadership-Team Decision Making , Discovering the interpersonal orientation through FIRO-B, Experiential learning methodologies-T- group sensitivity training, encounter groups, appreciative enquiry, Discovering facets of interpersonal trust through Johari window, communication skills, Negotiation skills and strategies for team building, , team morale, conflict resolution in teams, competitive vs collaborative behavior, developing collaboration	20
	Total lectures	60

Reference Books:

- Ulrich, D. & Brockbank, W. (2010). The HR Value Proposition. Harvard Business School Press.
- Fitz-enz, J. (2013). How to measure HRM. McGraw-Hill.
- Fitz-enz, J., & Mattox, J. (2014). Predictive Analytics for Human Resources. Wiley.
- Phillips, J., & Phillips, P.P. (2014). Making Human Capital Analytics Work: Measuring the ROI of Human Capital Processes and Outcomes. McGraw-Hill
- Director, S. (2014). Financial Analysis for HR Managers: Tools for Linking HR Strategy to Business Strategy. Pearson FT Press
- Becker, B. E., Huselid, M. A., & Ulrich, D. (2001). The HR scorecard: Linking people, strategy, and performance. Harvard Business Press

Course Code : MBAE-25-417
Title of the Course : GLOBAL BUSINESS STRATEGY

L	T	P	Credits
4	0	0	4

Course Outcomes:

The students can recognize the different stages of industry evolution and recommend strategies appropriate to each stage. The students can formulate strategies for exploiting international business— opportunities including foreign entry strategies

After completion of this course student would be able to:

CO1: Understanding the Global Business Environment and the development of firms with international operations, including Multinational Enterprises (MNEs); multinational firms in a globalised world
CO2: Develop an understanding of Global Financial Institutions, Regional Trade Associations, Institutions of the Multilateral Trading System
CO3: Understanding how international business is affected by the many different types of environments (i.e. economic, political, social, cultural, financial, technological) in which it operates; Cultural differences and their effects on international business
CO4: Design Understanding innovation, technology diffusion and digital divide

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Introduction: meaning, Importance of global business strategy, Institutions, cultures and ethical issues at global level.	10
	Introduction to International Strategy: Theories of international strategy. Nation based strategies. Strategic Thinking: The rise of the multinationals. Impact of globalization	10
Group-B	Global business Environment: Internal analysis: Leveraging resources and capability, External environment, Industrial environment and competitive environment analysis. Business level Strategies: The Entrepreneurial firms, foreign market entries, Global competitive dynamics	10
	Corporate level strategies: International Diversification, Acquisitions, Restructuring, International Strategic alliances and networks, Partnership and cooperation	10
Group-C	Global strategic Innovations: Innovations and Competitive advantage, competing in technological environment,	10
	Managing Knowledge, National and regional economic development strategies, Managing Across continents and global management of change. Relevant case studies related to the topics should be discussed	10
	Total lectures	60

Reference Books:

- J HeorgeGrynas and lamelMellahi, 'Global Strategic Management' Oxford publications
- Hill and Jones, 'An Integrated approach to strategic Management' Cengagepublications
- Phillipe Lasserre, 'Global strategic management' Palgrave Macmillan
- Jedrzej George Frynas and Kamel Mellahi, 'Global Strategic Management', OUP Oxford publications

Course Code : MBAE-25-418
Title of the Course : FOREIGN TRADE POLICY AND MANAGEMENT

L	T	P	Credits
4	0	0	4

Course Outcomes:

This course helps build a solid foundation and under-standing of the global trade. It also helps students to understand latest policy of the Indian government regarding international trade
 After completion of this course student would be able to:

CO1: Identify major product decisions that are necessary for export markets.
CO2: Communicate effectively using basic Foreign Trade related vocabulary with specific importance on terms associated with Export Procedure and Documentation.
CO3: Identify factors that indicate strong potential export market in order to define market selection systems
CO4: Learn various documents used at the time of Export- Import of goods and services.

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	The trends in the world trade direction and composition, India's foreign trade direction and composition. Foreign trade policies since independence. India's performance in Balance of Payment and Balance of Trade.	10
	India's trade with ASEAN goods and services. Instruments of export promotion, export assistance and measures, Import facilities, Duty draw back, Tax concession, Marketing assistance, Role of state trading house.	10
Group-B	Latest Foreign Trade Policy of the Government of India–General provisions regarding export and import, promotional measures, Duty exemption/remission schemes, EPCG etc. SEZ Act 2005, 100% export oriented units,	10
	Export house and trading house, EPZ's, STP, EHTP, BTP, Deemed export convertibility, Foreign collaborations and investments, Counter trade arrangements, Indian joint ventures abroad.	10
Group-C	Policy framework for FDI in India, Policy on counter trade arrangements, Indian joint venture, abroad project and consultancy exports,	10
	India's Double Tax Avoidance Agreements, Comprehensive Economic Co-operation Agreements. Relevant Case studies should be discussed	10
	Total lectures	60

Reference Books:

- Varshney and Bhattacharya, 'International Marketing Management', Sultan Chand & Sons Publication
- K S Chatwal, 'Manual of Export Promotion' Export Marketing and Management Service
- Deepak Nayyar, 'India's Export and Import Policies in 1960's' Cambridge University Press
- World Development Report, World Bank, Washington DC
- Economic Survey
- Export and Import Policy of Ministry Of Commerce

Course Code : MBAE-25-419
Title of the Course : FOREIGN TRADE FINANCING AND DOCUMENTATION

L	T	P	Credits
4	0	0	4

Course Outcomes:

To familiarize the students with the basic documents required and financing techniques of foreign trade.

After completion of this course student would be able to:

CO1: Identify major product decisions that are necessary for export markets.
CO2: Communicate effectively using basic Foreign- Trade related vocabulary with specific importance on terms associated with Export Procedure and documentation
CO3: Identify factors that indicate strong potential→ export market in order to define market selection systems
CO4: Identify factors that indicate strong potential→ export market in order to define market selection systems

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Foreign Trade Financing Methods & Terms of Payment: Methods of Payment, Negotiations of Export Bills, Documentary Credit and Collection Procedure, Pre and Post Shipment Export Credit, Bank Guarantees, Foreign Exchange Regulations.	10
	Sources of Finance for Foreign Trade : Import and Export Credit by Commercial Banks, Export-Import Bank of India, Export-Credit Guarantee Corporation of India. IDBI -Export Finance for Small Scale Industries.	10
Group-B	Need for Export Documentation –Classification of export documents: Commercial documents & Regulatory documents – differences –Aligned Documentation System (ADS)– Advantages –Master Documents I &II .	10
	Auxiliary Commercial Documents–Proforma Invoice–Shipping Instruction –Insurance Declaration –Shipping Order –Mate’s Receipt -Application for certificate of origin –letter to bank for negotiations. Principal	10
Group-C	Commercial Documents : Commercial Invoice –Packing List – Certificate of Inspection – Insurance Policy -Bill of Lading -Air Way Bill	10
	–Certificate of Origin–Bill of Exchange – Shipment Advice–L/C – Contents of L/C –Types of L/C	10
	Total lectures	60

Reference Books:-

- Nabhis, ‘Export’s manual and documentation’ Nabhi Publications
- G.S. Lal, ‘Finance of foreign trade and foreign exchange’ H.P.J Kapoor Publications
- S.C. Jain, ‘Export Procedure and documents’ Nabhi Publications
- Current Export and import policies
- Paras Ram, ‘Export What, Where, and How’ Anupama Publishers
- Indian Marine insurance Act

Course Code :MBAE-25-420

Title of the Course :CROSS CULTURAL ISSUES AND INTERNATIONAL BUSINESS NEGOTIATIONS

L	T	P	Credits
4	0	0	4

Course Outcomes:

After completion of this course student would be able to:

CO1: Understand of the impact of an international context on management practices based on culture
CO2: Explain and evaluate frameworks for guiding cultural and managerial practice in international business.
CO3: Identify the cross cultural issues in the world.
CO4: Understand and appreciate the cultural and managerial practice in international business

CO/PO Mapping

(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak

Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Introduction - Concept of Culture for a Business Context; Brief wrap up of organizational culture & its dimensions;	10
	Cultural Background of business stake-holders, managers, employees, shareholders, suppliers, customers and others] – An Analytical frame work.	10
Group-B	Culture and Global Management - Global Business Scenario and Role of Culture- A Frame work for Analysis; Elements & Processes of Communication across Cultures;	10
	Communication Strategy for/ of an Indian MNC and Foreign MNC & High Performance Winning Teams and Cultures; Culture Implications for Team Building	10
Group-C	Cross Culture – Negotiation & Decision Making - Process of Negotiation and Needed Skills & Knowledge Base – Over view with two illustrations from multi-cultural contexts [India – Europe/ India – US settings, for instance];	10
	International and Global Business Operations- Strategy Formulation & Implementation; Aligning Strategy, Structure & Culture in an organizational Context.	10
	Total lectures	60

Reference Books:

- Cashby Franklin, Revitalize Your Corporate Culture: PHI, Delhi
- Deresky Helen, International Management: Managing Across Borders And Cultures, PHI, Delhi
- Esenn Drlarry, Rchildress John, The Secret Of A Winning Culture: PHI, Delhi

Course Code : MBAE-25-421
Title of the Course : DIGITAL MARKETING

L	T	P	Credits
4	0	0	4

Course Outcomes:

The course will enable the student to demonstrate cognitive knowledge of the skills required in conducting online research and research on online markets, as well as in identifying, assessing and selecting digital market opportunities.

After completion of this course student would be able to:

CO1: Analyse the confluence of marketing, operations, and human resources in real-time delivery.
CO2: Comprehend the importance of conversion and working with digital relationship marketing.
CO3: Explain emerging trends in digital marketing and critically assess the use of digital marketing tools by applying relevant marketing theories and frameworks.
CO4: Interpret the traditional marketing mix within the context of a changing and extended range of digital strategies and tactics.

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Introduction to Digital Marketing and its Significance, Traditional Marketing Vs Digital Marketing, Digital Marketing Process, Website Planning and Development: Types of websites, Website Planning and Development : Keywords,	10
	Understanding Domain and Webhosting, Building Website/Blog using CMS Word Press, Using Word Press Plug-ins, Introduction to Search Engine Optimization, Keyword Planner Tools, On Page SEO Techniques-Indexing and Key Word Placement, On Page SEO Techniques- Content Optimization, On Page SEO : Yoast SEO Plug-in, Off –Page SEO Techniques	10
Group-B	Email Marketing- Introduction and Significance, Designing e-mail marketing campaigns using Mail Chimp, Building E-mail List and Signup Forms, Email Marketing Strategy and Monitoring, Email – Automization,	10
	Pay Per Click Advertising: Introduction, Pay PerClick Advertising: Google Adword, Types of Bidding strategies, Designing and Monitoring search campaigns, Designing and Monitoring Display campaigns, Designing and Monitoring Video campaigns, Designing and Monitoring Universal App Campaigns	10
Group-C	Google Analytics : Introduction and Significance, Google Analytics Interface and Setup, Understanding Goals and Conversions, Traffic Behavior and preparing Reports, Social Media Marketing : Introduction and Significance	10
	Facebook Marketing : Introduction Types of Various Ad Formats, Setting up Facebook Advertising Account, Understanding Facebook Audience and its Types, Facebook Advertising Campaigns, Working with Facebook Pixel, Twitter Marketing: Basics, Designing Twitter Advertising Campaigns, Introduction to LinkedIn Marketing 40:Developing digital marketing strategy in Integration form	10
	Total lectures	60

References Books:

- The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Campaigns by Ian Dodson, Wiley, 1st edition
- Digital Marketing for Dummies by Ryan Deiss and Russ Henne berry, For Dummies.

Course Code : MBAE-25-422
Title of the Course : E-CUSTOMER RELATIONSHIP MANAGEMENT

L	T	P	Credits
4	0	0	4

Course Outcomes:

This course aims at providing the students with the concepts, strategies and modeling techniques, which are commonly used by real supply chain partners to make the online transactions and strengthen their relationship to coordinate their operations for the improvement of supply chain-wide performance.

After completion of this course student would be able to:

CO1: Appreciate the strategic nature of e-CRM.
CO2: Understand the various business models such as “organization by function” and “organization aligned to specific groups of customers”, operating procedures, and technological standards in e-CRM.
CO3: Identify major Internet sources for carrying out e-CRM.
CO4: Understand the e-CRM technologies such as data warehousing and data mining for carrying out market research, facilitating customer acquisition, and building customer loyalty

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Introduction to CRM- Introduction to CRM, Consider CRM in your business strategy, Initial CRM Considerations, Preparing for Technical Implementation. The Customer Service/Sales Profile: customer Service /Sales Profile,	10
	Three levels of Sales and Services, Importance of the Organization and Business Process of the Organization, Shape of your customer Services and Sales Profile, CRM and your profile Tool for Capturing Customer Information.	10
Group-B	Pre-Order, Point Of Order & Post Order Customer-Support Issues: Online Visibility via Search Engines, Real time Access to Product Information, Inventory Integration, International Business, Shipping, and Order Tracking.	10
	Understanding Point of Order issues, ensuring a Smooth Ordering Process, Providing an Intuitive Site Navigation Scheme. Post Order Issue: Tracking Order, Managing Relationship Through Conflict.	10
Group-C	Introduction to E-CRM, Technology Advancement, , it's Applications, The e-CRM Marketing in India, Major Trends, Global Scenario for e-CRM, CRM utility in India. Electronic Data Exchange EDI- Definitions & Applications, Standardization and EDI, EDI- Legal Security and Privacy Issues, Advantages & Limitations of EDI,	10
	E-Advertising & Marketing: The new age of information-based Marketing, Emergence of internet as a competitive advertising media, Market Research, Weakness in Internet Advertising, e-Advertising & Marketing in India.	10
	Total lectures	60

Reference Books:

- Kristin Anderson and Carol Kerr, Customer Relationship Management, 1st Edition Tata McGraw-Hill.
- Jeffrey Peel, Customer Relationship Management, 1st Edition, Digital press

Course Code : MBAE- 25-423
Title of the Course : BUSINESS INTELLIGENCE AND APPLICATIONS

L	T	P	Credits
4	0	0	4

Course Outcomes:

This course provides an overview of BI and demonstrates how it facilitates effective implementation of organisational strategies through better business decision making.

After completion of this course student would be able to:

CO1: Describe the concepts and components of Business Intelligence (BI).
CO2: Critically evaluate use of BI for supporting decision making in an organisation.
CO3: Understand and use the technologies and tools that make up BI (e.g. Data warehousing, Data reporting and use of Online analytical processing (OLAP)).
CO4: Understand and design the technological architecture that underpins BI systems.

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Basics of BI: Introduction to BW and BI, OLTP, OLAP, Data Flow, ETL process, Understand the difference between a relational data model and multidimensional data model,	10
	Learn the basic techniques to develop a multidimensional data model including how to identify, dimensions, characteristics, and hierarchies, Differentiate among star schema, snowflake schema, and multistar schema, Learn how to select the best schema to satisfy business users' needs.	10
Group-B	Data Warehouse: Understand the purposes of a data warehouse, Plan for and justify a data warehouse, Identify data requirements, architecture, and infrastructure of a data warehouse,	10
	Develop a logical data model for a data warehouse, Develop a physical data model for a data warehouse, Business Warehouse.	10
Group-C	Data Mining: Understand the purposes of data mining, Understand the data mining process including objective identification, model selection, hypothesis, formulation, target data collection, data preprocess, model fitting, testing/verification, interpretation/evaluation, and application, Learn about values of data mining from real-life data mining applications,	10
	Learn about decision trees and neural networks as two major data mining algorithms; Understand the importance of text mining. Business Performance Management: Key performance indicators, Management Cockpit, Dash Board, Data Visualization, Report Design and Development, Emerging trends in BI	10
	Total lectures	60

Reference Books:

- Rajiv Sabherwal, Irma Becerra-Fernandez, Business Intelligence: Practices, Technologies, and Management.
- Efraim Turban, Decision Support & Intelligent System, 8th Edition. Pearson Education.
- V.Rajaraman, Analysis and Design of Information System, 2nd Edition. PHI.
- Jiawei Han, Micheline Kamber, Data Mining Concepts & Techniques, 3rd Edition The Morgan Kaufmann Series in Data Management Systems
- Cindi Howson, Successful Business Intelligence, 2nd Edition, Tata McGraw Hill
- Mike Biere, Business intelligence for the enterprise, Addison Weseley.

Course Code : MBAE-25-424
Title of the Course : SOFTWARE QUALITY ASSURANCE

L	T	P	Credits
4	0	0	4

Course Outcomes:

This course presents the basics of SQA along with techniques and processes for assuring that the software developed in your organization will be of the highest quality possible.

After completion of this course student would be able to:

CO1: Create and apply a software quality assurance plan for all software projects
CO2: Create and manage a software quality assurance team
CO3: Conduct and facilitate inspections, product reviews, walk-throughs, and audits
CO4: Create and maintain appropriate metrics to measure and maintain quality

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Fundamentals Of Software Quality Assurance: The Role of SQA, SQA Plan, SQA considerations, SQA people, Quality Management, Software Configuration Management,	10
	Managing Software Quality: Managing Software Organizations – Managing Software Quality – Defect Prevention –Software Quality Assurance Management	10
Group-B	Software Quality Assurance Metrics : Software Quality – Total Quality Management (TQM) – Quality Metrics – Software Quality Metrics Analysis Software Quality Program -	10
	Software Quality Program Concepts – Establishment of a Software Quality Program –Software Quality Assurance Planning – An Overview – Purpose & Scope.	10
Group-C	Software Quality Assurance Standardization: Software Standards– ISO 9000 Quality System Standards -	10
	Capability-Maturity Model and the Role of SQA in Software Development Maturity – SEI CMM Level 5 – Comparison of ISO 9000 Model with SEI's CMM.	10
	Total lectures	60

Reference Books:

- Mordechai Ben-Menachem / Garry S Marliss, Software Quality, Vikas Publishing House, Pvt, Ltd., New Delhi.
- Jones Caper & Oliver Bonsignour, The economics of Software Quality, 1st Edition, Addison Wesley publication
- Daniel Galin, Software Quality Assurance: From Theory to Implementation, 1st Edition, Pearson Education;
- Jeff Tian, Software Quality Engineering: Testing, Quality Assurance, and Quantifiable Improvement, Wiley-Blackwell,

Course Code : MBAE-25-425
Title of the Course : LOGISTICS AND SUPPLY CHAIN MANAGEMENT

L	T	P	Credits
4	0	0	4

Course Outcomes: The objective of this course is to develop the understanding of various components of integrated supply chain. The learning is focused on developing the supply chain to suit not only the domestic operations but also the global operations.

After completion of this course student would be able to:

CO1: Develop an understanding of the importance of logistics in the formulation of the business strategy and the conduct of supply chain operations
CO2: Develop an in-depth understanding of logistics operating areas and their interrelationship
CO3: Strengthen integrative management analytical and problem-solving skills.
CO4: To incorporate a meaningful focus on the rate of change occurring in business today, and more specifically, in business logistics.

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Introduction to logistics and its Interface with Production and Marketing; Measures of Logistics; Physical Distribution and Logistics; Logistics System Analysis and Design; Warehousing and Distributing Centers; Location; Transportation systems: Facilities and Services; Dispatch and Routing Decisions and Models;	15
Group-B	Customer Services in Logistics: Customer Service Defined, elements and their relative importance. Order cycle time; Importance Logistics/Customer service; Defining Sales-Service Relationship; Determining Optimum Service Levels; Service Variability.	10
	The Foundation of Supply Chain Management -Overview and Evolution of Supply Chain Management; Supply Chain Concepts and Models; Strategic Fit Concept of SCM; SCM-An Organization Spanning Activity; SCM as a Tool to Gain Competitive Advantage.	15
Group-C	Key Processes of Supply Chain Management -Supply Chain Planning; Purchasing in Supply Chain; Supply Chain Network Design & Manufacturing; Inventory and Warehousing in SCM; Supply Chain Transportation Decisions.	10
	SCM Enablers -Tools and Techniques of Information & Communication Technology (ICT) in Supply Chain; Supply Chain Forecasting; Buyer-Supplier Partnership; Customer Relationship Issues in SCM	10
	Total lectures	60

Reference Books:

- Chopra Sunil & Meindell P. : Supply Chain Management, Pearson Pub., New Delhi
- Agrawal D.K. : Supply Chain Management, Macmillan Press, New Delhi
- Shah J. : Supply Chain Management, Pearson Pub., New Delhi 4. Ballou R.H. : Business Logistics / SCM, Pearson Pub., New Delhi
- Christopher, M. Logistics and Supply Chain Management: Strategies for Reducing Costs and Improving Services. London, Pitsman, 1992.
- James, C J. and Wood, Donald F. Contemporary Logistics. New York, Macmillan, 1990.
- Shapiro, R. Logistics Strategy: Cases and Concepts. St. Paul, West, 1995.

Course Code : MBAE-25-426
Title of the Course : OPERATIONS PLANNING

L	T	P	Credits
4	0	0	4

Course Outcomes: The course will critically explore the various dimensions of planning that are needed for Operations and Production Management. Operations Management has been an indispensable component of all manufacturing and service organizations. The focus of the paper will be to acquaint learners with the various planning dimensions and areas that are the basis of an effective operations strategy.

After completion of this course student would be able to:

CO1: Develop operational plans, consulting with stakeholders and plan for and allocate resources
CO2: allocate appropriate costing and time frames to the plan
CO3: match team member capability and build that capability over time and identify risks and develop contingency plans
CO4: monitor performance aspects of the plan

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Operational planning : Introduction to operational planning, Converting strategy into operational plans, Effective planning concepts, Consulting with stakeholders, Setting SMART objectives	15
Group-B	Developing operational plans : Developing activities to achieve the objectives, Sequencing the activities and allocating time frames, Allocating resources, Setting budgets	15
	Risk and contingency plans : Identifying risks, Analysing risk, Treating risks and developing contingency plans ,Monitoring risk	10
Group-C	The team : Assigning activities to appropriate team members, Matching capabilities, Building capability in the team, Procuring human resources	10
	Implementing the plan : Monitoring performance, Rectifying underperformance, Variations to the plan, Reporting requirements, Managing the team	10
	Total lectures	60

Reference Books:

- Stevenson, J. William : Operations Management, McGraw-Hill Irwin
- Plossl, G.W. : Production and Inventory Control; Principles and Techniques, Englewood Cliffs, NJ, Prentice-Hall
- Phillip F. Ostwald and Jairo Munoz : Manufacturing Processes and Systems; Wiley India
- Jay Heizer and Barry Render : Operations Management ; Prentice Hall
- Monks, Joseph G., : Operations Management; Theory and Problems, McGraw-Hill
- Mikell P. Groover, : Fundamentals of Modern Manufacturing; Wiley India

Course Code : MBAE-25-427
Title of the Course : BUSINESS PROCESS REENGINEERING

L	T	P	Credits
4	0	0	4

Course Outcomes: This course provides a greater understanding of effective solutions to change problems that need to combine technological, organizational and people orientated strategies by adopting a process based approach to change management.

After completion of this course student would be able to:

CO1: Understand the BPR concepts and techniques
CO2: Introduce the contingencies that affect management and the most effective measures for dealing with them
CO3: Introduce strategic IS/IT planning and how it must relate to business strategy
CO4: Demonstrate the use and validity of organizational development models through current real-life case studies.

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Business process reengineering -an overview: Historical background Fundamentals of BPR Concepts and techniques. Changing business processes: the importance of technology as a driver for organization: Nature, significance and rationale of business process reengineering (BPR)	15
Group-B	Process redesign: Major issues in process redesign: Business vision and process objectives, Processes to be redesigned, measuring existing processes, Role of information technology (IT) and identifying IT levers.	10
	Designing and building a prototype of the new process: BPR phases, Relationship between BPR phases. BPPE & TQM, benchmarking, ISO standards. Implementation of BPPE-business process management, principles, Business models, barriers.	10
Group-C	Change management: Change and the manager: change and the human resource: the cultural web and the past: the cultural attributes of change Typical BPR activities within phases: Change management, Performance management, and programme management.	10
	BPR and continuous improvement: Co-ordination and complementary efforts, IT capabilities and their organizational impacts, Implementation of BPR, Stages of implementation and critical aspects, Case studies on BPR. The concept of the learning organization and its influence on systems development: restructuring the organization .The importance of communication and the resistance to change: building the culture for successful strategy implementation; the influence IT will have on the internal appearance of organizations in the future	15
	Total lectures	60

Reference Books:

- 1.Omar El Sawy, Business Process Re-engineering, Tata McGraw Hill , 2010
- 2.R. Srinivasan, Business Process Re-engineering, Tata McGraw Hill , 2011
- 3.Warner Winslow, Strategic Business Process Transformation through BPR, , Tata McGraw Hill , 1996
4. R. Radhakrishnan, Business Process Reengineering, Prentice Hall of India.

Course Code : MBAE-25-428
Title of the Course : ADVANCED OPERATIONS RESEARCH

L	T	P	Credits
4	0	0	4

Course Outcomes: The objective of the course is to make the learner familiar with the advanced operations research techniques and their applications in managerial decision making.

CO1: recognize the importance and value of Operations Research and linear programming in solving practical problems in industry
CO2: Understand the mathematical tools that are needed to solve optimisation problems
CO3: Use mathematical software to solve the proposed models
CO4: Develop a report that describes the model and the solving technique, analyse the results and propose recommendations in language understandable to the decision-making processes in Management

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Allocation -Introduction, general Linear Programming problems, Transportation Problems, Assignment Problems, Solution of Linear Programming, by computer package.	10
Group-B	Queuing Theory - Introduction, Queuing and Cost Behaviour, Definitions for Queuing Systems, Single Channel, Single Server Queuing Model (M/M/1), Economic Aspects of Queuing Solution by Computer package	15
	Simulation -Introduction, Steps involved in Monte Carlo Simulation, Application of Simulation Method, Advantages and Disadvantages of Simulation.	10
Group-C	Market Analysis -Introduction, Markov Process, Transition Matrix, and Prediction of Market Shares for Future Periods, Steady State Conditions, Absorbing Chains, and Solution by Computer package.	10
	Replacement Models -Introduction, Replacement of Equipment which deteriorates with time, Replacement of items that Fail Completely, Staffing Problems, Solution with the help of computer, individual and Group Replacement.	15
	Total lectures	60

Reference Books:

- Operations Research: P.K. Gupta & D.S. Hira, S. Chand & Co. Ltd., New Delhi (2001)
- Operations Research: H.A. Taha, Prentice Hall of India, New Delhi (1999)
- Operations Research: C.K. Mustafi, New Age International Pvt. Ltd., New Delhi (2000)
- Operations Research for Management: M.P. Gupta & J. K. Sharma, Mayoor Paperbacks, Delhi (2000)
- Harvey J. Greenberg, Frederic H. Murphy, Susan H. Shaw : Advanced Techniques in the Practice of Operations Research, North Holland
- Quantitative Analysis for Business Decision : H.Bierman, C.P.Bonini, & W.H.Houseman, Richard D.Irwin Inc.
- F.S. Hiller & G.J. Lieberman : Introduction to Operations Research.

Course Code : MBAE-25-429
Title of the Course : FOOD TECHNOLOGY AND PROCESSING MANAGEMENT

L	T	P	Credits
4	0	0	4

Course Outcomes: The objective of this course is to acquaint the students with different food processing techniques and their management.

After completion of this course student would be able to:

CO1: Understand the food processing industry, the methods used for processing of food products, and some technical terminology involved in processing industry
CO2: Explore the evaluation methods of processed food adopted by manufacturers
CO3: Learn certain food law, which are near to mandatory to adopt by food processors and marketers reflecting the quality parameters
CO4: Understand the food retail market, its value chain and its effectiveness

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Present status of food industry in India; Organization in food industry; Introduction to operations of food industry; Deteriorative factors and hazards during processing, storage, handling and distribution.	15
Group-B	Basic principles of food processing and food preservation by manipulation of parameters and factors and application of energy, radiations, chemicals and biotechnological agents; Packaging of foods.	10
	Analysis of costs in food organization; Risk management; Laws and regulations related to food industry and food production and marketing; Quality management – quality standards, PFA, ISO, etc	15
Group-C	Food Labelling and Packaging: Importance of food labelling, law of food labelling for domestic and international marketing of food products. Types of Packaging Material, Advantages and disadvantages of different types of food packaging material, Recent trends in Food Packaging.	10
	Food Retailing- Value Chain in Food Retailing, Principal trends in food wholesaling and retailing, food wholesaling, food retailing, the changing nature of food stores, various retailing formats, competition and pricing in food retailing, market implications of new retail developments, value chain and value additions across the chain in food retail, food service marketing	10
	Total lectures	60

Reference Books:

- Sted Readings Acharya SS & Aggarwal NL. 2004. Agricultural Marketing in India.
- Oxford & IBH. Early R. 1995. Guide to Quality Management Systems for Food Industries. Blackie.
- Jelen P. 1985. Introduction to Food Processing. Reston Publishing. Potly VH & Mulky MJ. 1993.

Course Code : MBAE-25-430
Title of the Course : AGRI-SUPPLY CHAIN MANAGEMENT

L	T	P	Credits
4	0	0	4

Course Outcomes: The course introduces students to the concepts and processes of agricultural supply chain management, framework for structuring supply chain drivers; network designs, demand forecasting, inventory planning, sourcing decisions and IT enablement of supply chain

After completion of this course student would be able to:

CO1: Understand basics of supply chain and logistics management
CO2: Evaluate and analyze significance of customer services in the supply chain
CO3: Understand customer driven supply chain strategies
CO4: Learn the role of IT in managing supply chain

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Supply Chain: Changing Business Environment; SCM: Present Need; Conceptual Model of Supply Chain Management; Evolution of SCM; SCM Approach; Traditional Agri. Supply Chain Management Approach; Modern Supply Chain Management Approach; Elements in SCM.	15
Group-B	Demand Management in Supply Chain: Types of Demand, Demand Planning and Forecasting; Operations Management in Supply Chain, Basic Principles of Manufacturing Management.	15
	Procurement Management in Agri. Supply chain: Purchasing Cycle, Types of Purchases, Contract/Corporate Farming, Classification of Purchases Goods or Services, Traditional Inventory Management, Material Requirements Planning, Just in Time (JIT), Vendor Managed Inventory	10
Group-C	Logistics Management: History and Evolution of Logistics; Elements of Logistics; Management; Distribution Management, Distribution Strategies; Pool Distribution; Transportation Management; Fleet Management; Service Innovation; Warehousing; Packaging for Logistics, Third-Party Logistics (TPL/3PL); GPS Technology.	10
	Concept of Information Technology: IT Application in SCM; Advanced Planning and Scheduling; SCM in Electronic Business; Role of Knowledge in SCM; Performance Measurement and Controls in Agri. Supply Chain Management- Benchmarking: introduction, concept and forms of Benchmarking.	10
	Total lectures	60

Reference Books:

- Altekar RV. 2006. Supply Chain Management: Concepts and Cases. Prentice Hall of India.
- Monczka R, Trent R & Handfield R. 2002. Purchasing and Supply Chain Management. Thomson Asia.
- Van Weele AJ. 2000. Purchasing and Supply Chain Management Analysis, Planning and Practice. Vikas Publ. House

Course Code : **MBAE-25-431**
Title of the Course : **AGRICULTURAL INFORMATION SYSTEMS**

L	T	P	Credits
4	0	0	4

Course Outcomes: The course aims to educate the students about the use and interrelationship of various information systems like crop production, market information, food processing, and weather forecasting.

After completion of this course student would be able to:

CO1: Describe the Scope of ICT in Indian agriculture
CO2: Know about the implementation and maintenance for developing agricultural information systems
CO3: Focus on imparting knowledge of the basic concepts, development, functions and usage of AIS
CO4: Understand the role of Database management system applicable in an agricultural sector

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Scope of ICT in Indian agriculture; village knowledge centers. Fundamentals of analysis, design, testing, implementation and maintenance for developing agricultural information systems.	15
Group-B	Different Types of information systems. Overview of database management; data collection, data editing, data manipulating, and data storing. Overview of data analysis tools.	10
	Fundamentals of Unified Modeling Language (UML) for constructing models. Identification of actors, use cases, activity diagram, identification of classes and object, relationships, members and their behaviour and scope, inheritance, polymorphism, etc.	15
Group-C	Designing the system architecture, domain specific model to enable rapid implementation of new industry-specific applications over different platforms.	10
	Agricultural information systems: current situation, challenges and opportunities in India.	10
	Total lectures	60

Reference Books:

- Goyal, D.P., (2014), Management Information Systems – Managerial Perspective, Vikas Publishing Company, New Delhi.
- Gupta, A.K., (2013), Management Information Systems, Sultan Chand and Sons, New Delhi.
- James A., O. Brien, George M. Marakas and Ramesh Behl, (2017), Management Information Systems, McGraw Hill, New Delhi.
- Lakshmi Dhar Hatai Agricultural Marketing Information System

Course Code : MBAE-25-432
Title of the Course : INTERNATIONAL AGRIBUSINESS TRADE

L	T	P	Credits
4	0	0	4

Course Outcomes: The objective of this course is to sensitize students to the various facets of international business management, its rule regulations, practices and to create an understanding of various policies and practices of International Business Management.

CO1: Apply the key terms, definitions, and concepts used in marketing with an international perspective
CO2: Evaluate different trade and tariffs influencing international trade
CO3: Evaluate different cultural, political, and legal environments influencing international trade
CO4: Explain the impact of global and regional influences on the supply of products and services for consumers and Businesses

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	International trade – basic concepts, Importance of foreign trade for developing economy; absolute and comparative advantage, foreign trade of India. WTO and its implications for Indian economy in general and agriculture sector in particular.	15
Group-B	TRIPS, TRIMS quotas, anti-dumping duties, quantitative and qualitative restrictions, tariff and non-tariff measures, trade liberalization, subsidies, green and red boxes, issues for negotiations in future in WTO; Countervailing Duty Measures and carbon trade, SPS Agreement. Regional economic groupings	15
	Composition of India's foreign trade policy; India's balance of payments; inter regional Vs international trade; tariffs and trade control; exchange rate; the foreign trade multiplier.	10
Group-C	Foreign demand, supply side analysis, opportunity cost, trade and factor prices, implications for developing countries, export procedures & documentations. export promotion institutions with special emphasis on EPCs and commodity boards, MPEDA, APEDA and service institutes. Role of ECGC in insurance	10
	International marketing - market entry methods, international product planning, pricing, promotion, distribution, problems of exporters, legal dimensions of international marketing.	10
	Total lectures	60

Reference Books:

- Anant, K., Sundaram and Stewart, B. J., 2010, The International Business: Text and cases, PHI.
- Bhalla V. K., 1993, International Economy- Liberalisation Process. Anmol, New Delhi.
- Cherunilam, F., 2010, International Business- Text and Cases. PHI.
- Economic Survey of India (various issues), Ministry of Finance, GOI.
- Eiteman, D. K. and Stopnehill, A. L., 1986, Multinational Business Finance. Addition Wesley, New

Course Code : MBAE-25-433
Title of the Course : FINANCIAL ANALYTICS

L	T	P	Credits
4	0	0	4

Course Outcomes: The objective of this course is to provide a strong foundation in financial analytics in order to handle complex financial data, build advanced analytical models and deliver effective visualization product and comprehensive reports.

After completion of this course student would be able to:

CO1: Analyse and model financial data
CO2: Construct and optimize asset portfolios
CO3: Evaluate and model Risk on various financial assets
CO4: Use the most powerful and sophisticated routines in R for analytical finance.

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Introduction to Financial Analytics: Definition, relevance and scope financial Analytics, recent trends in financial analytics Financial Time Series and Their Characteristics: Asset Returns, Distributional Properties of Returns, Review of Statistical Distributions and properties of financial time series	15
Group-B	Asset Portfolio Models: Basics of portfolio construction, Markowitz Theorem, Capital Asset Pricing Model, Diversification and Portfolio Optimization Modeling Volatility and Risk: Characteristics of volatility. Modeling volatility using ARCH/GARCH models. Measuring and modeling risk. Application of Value at Risk (VaR)	15
	High-Frequency Data Analysis: Non synchronous Trading, Bid-Ask Spread of trading Prices, Empirical Characteristics of Trading Data, Models for Price Changes, Duration Models	10
Group-C	Modeling Credit Risk: Corporate Liabilities as contingent claims, Endogenous default boundaries and optional Capital Structure, Intensity Modeling, Rating based term-structure models, Credit risk and interest-rate Swaps, Modeling dependent defaults	10
	Derivative Pricing: Issues regarding derivative markets. Brownian motion, Black - Sholes model. Modeling derivative prices	10
	Total lectures	60

Reference Books:

- Argimiro Arratia (2014), “Computational Finance An Introductory Course with R”, Atlantis Press, ISBN 978-94-6239-069-0
- Bernhard Pfaff (2013), “Financial risk modelling and portfolio optimization with R”, Wiley, ISBN 978-0-470-97870-2
- Cairns, A.J. G (2004), “Interest Rate Models: An Introduction”, Princeton University Press, ISBN: 9780691118949
- Christian Gourieroux & Joann Jasiak (2002), “Financial Econometrics: Problems, Models, and Methods”, Princeton University Press , ISBN: 9780691088723
- David Ruppert (2011), “Statistics and Data Analysis for Financial Engineering”, Springer, ISBN 978-1-4419-7786-1
- Duffie, D. and Singleton, K.J (2003), “Credit Risk: Pricing, Measurement, and Management”, Princeton University Press, ISBN: 9780691090467

Course Code : MBAE-25-434
Title of the Course : ANALYTICS FOR HR

L	T	P	Credits
4	0	0	4

Course Outcomes: The objective of this course is to acquaint the students with the concepts and significance of HR analytics and the tools, methods, approaches and techniques of HR analytics

After completion of this course student would be able to:

CO1: analyze problems and issues in HR and the relevance of HR analytics
CO2: logically synthesize the tools, methods and techniques of HR analytics to understand real world corporate scenario.
CO3: identify the application and uses of HR analytics in various HR sub-systems
CO4: application of analytics in various HR sub-systems

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S
Group	Course outlines										Lecture(s)	
Group-A	Need for HR Measurement, Significance and concept of HR Analytics, HR Analytics and business linkages, Prerequisites of HR Analytics; Models and frameworks of HR Analytics; Measuring intellectual capital, need and rationale for HR Accounting & Audit, Approaches and methods of HR Accounting & Audit.										15	

Group-B	What is Human Resource Information System; Role of HRIS in analytics; HRIS development and Implementation, The development process- need analysis, systems design, structure and culture; HRIS Applications- Making HRIS work.	15
	HR Analytics for Staffing, Training & Development, Performance Management Systems, Career Planning Systems, Rewards and Compensation Management, Employee Relations Systems.	10
Group-C	HR performance frameworks and measurement systems; Measuring HR Climate and People Management Capabilities; Competency Management Frameworks & Competency Mapping, Integration of competency-based HR System. Measuring HR Effectiveness, The HR Scorecard	10
	Technology and changes in HR Analytics, Role of Social Media, Big Data and Predictive Analytics in HR, Assessing the effectiveness of HR Analytics, Post analysis steps, Review and monitoring, Issues in HR valuation and measurement; Emerging challenges: Global and Indian Experience	10
	Total lectures	60

Reference Books:

- Ulrich, D. & Brockbank, W. (2010). The HR Value Proposition. Harvard Business School Press.
- Fitz-enz, J. (2013). How to measure HRM. McGraw-Hill.
- Fitz-enz, J., & Mattox, J. (2014). Predictive Analytics for Human Resources. Wiley.
- Phillips, J., & Phillips, P.P. (2014). Making Human Capital Analytics Work: Measuring the ROI of Human Capital Processes and Outcomes. McGraw-Hill
- Director, S. (2014). Financial Analysis for HR Managers: Tools for Linking HR Strategy to Business Strategy. Pearson FT Press
- Becker, B. E., Huselid, M. A., & Ulrich, D. (2001). The HR scorecard: Linking people, strategy, and performance. Harvard Business Press

Course Code : MBAE-25-435
Title of the Course : ANALYTICS FOR MARKETING

L	T	P	Credits
4	0	0	4

Course Outcomes: The course aims to provide a strong foundation in marketing analytics in order to handle diversified marketing data, build advanced analytical models and deliver effective visualization product and comprehensive reports.

After completion of this course student would be able to:

CO1: Understand the importance of marketing analytics for forward looking and systematic allocation of marketing resources
CO2: Know how to use marketing analytics to develop predictive marketing dashboard for organization
CO3: to understand various tools for generating marketing insights from data in such areas as segmentation, targeting and positioning, satisfaction management, customer lifetime analysis, customer choice, product and price decisions using conjoint analysis, and text analysis and search analytics
CO4: Analyse data and develop insights from it to address strategic marketing challenges

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (POs)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	S	M	S	S	S	S	S	M	S	S
CO2	S	S	S	S	M	S	M	M	S	S	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	S	S	S	S	S	S	M	M	S	M	M	S
Group	Course outlines										Lecture(s)	
Group-A	Introduction, basic marketing models, Analytical framework for marketing models										10	
Group-B	Product Analytics, Price and Promotion, Price recommendation (own and cross price elasticity). Modeling segmentation and Pricing, Market Basket Analysis										15	

	Marketing-Mix Analytics Measuring ROI, MROI, advertisement elasticity.	10
Group-C	Customer Analytics ,Survival Analysis, Analysing customer life time value. Predicting customer retention and profit, Choice modeling	15
	Digital Analytics Planning search engine marketing and mobile marketing Resource Allocation Planning and modelling resource allocation in the organization	10
	Total lectures	60

Reference Books:

- Brea Cesar (2014), “Marketing and Sales Analytics: Proven Techniques and Powerful Applications from Industry Leaders”, FT Press, ISBN-0133761711
- Chapman Christopher N, Feit Elea McDonnell (2015), “R for Marketing Research and Analytics”, Springer, ISBN-3319144367
- Emmett Cox (2012), “Retail Analytics: The Secret Weapon”, Wiley, ISBN- 978-1-118-09984-1
- Fok Dennis (2003), “Advanced Econometric Marketing Models”, ERIM, ISBN 90–5892–049-6
- Grigsby Mike (2015), “Marketing Analytics: A Practical Guide to Real Marketing Science”, Kogan Page Publishers, ISBN- 0749474181
- Lilien Gary L, Kotler Philip, Moorthy K. Sridhar (1992), “Marketing Models”, Prentice-Hall, ISBN0135446449
- Mireles Carlos Hern´andez (2010), “Marketing Modeling for New Products”, ERIM, ISBN 978-90-5892-237-3
- Rackley Jerry (2015), “Marketing Analytics Roadmap: Methods, Metrics, and Tools”, Apress, ISBN- 1484202597

Course Code : MBAE-25-436
Title of the Course : DESCRIPTIVE ANALYTICS

L	T	P	Credits
4	0	0	4

Course Outcomes:

The course is designed to understand the how analytics provided a solution to industries using real case studies, how a business analysis software works, and its architecture and Summarizing Reports for Analysis

Course Outcomes: Student will be able to:

CO1: Understand and critically apply the concepts and methods of business analytics.
CO2: Learn how to experiment, fix, prepare and present data quickly and easily
CO3: Explain the meaning and objective of business intelligence tool for managing and analyzing data.
CO4: Understand and Form relationships in your data model and learn data visualization best practices

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Program Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	M	S	W	M	W	W	W	S	M	W	S	S
CO2	S	M	M	S	M	M	W	W	S	S	M	W
CO3	S	S	M	S	M	W	W	M	W	M	M	S
CO4	S	M	S	S	S	M	M	W	M	W	S	M

Unit	Course outlines	Lecture (s)
Group A	Analytics Overview : The history of analytics and how it has changed today. Understanding how to analyze unstructured data. Understanding how analytics is making the world smarter. Understanding where the future of analytics lies. Explaining why successful enterprises need business analytics.	10
	Defining various types of analytics. Explaining how analytics supports retail companies. Understanding how analytics can reduce crime rates and accidents. Explaining the use of analytics in law enforcement and insurance companies. Comprehend how big data and analytics can help in understanding consumer/customer behavior.	10
Group B	Business Intelligence using Tools: Power BI – Advantages and Scalable Options, History – Power View, Power Query, Power Pivot, Business Analyst Tools, MS Cloud Tools, Power BI Installation and Cloud Account, Power BI Cloud and Power BI Service, Power BI Architecture and Data Access, Sample Reports and Visualization Controls. Power BI Cloud Account Configuration. Understanding Desktop & Mobile Editions, Report Rendering Options and End User Access, chart report types and properties, stacked bar chart, stacked column chart, clustered bar chart, clustered column chart	10
Group C	IBM Cognos Analytics : Demonstrating how to apply business intelligence. Learning how to access content, use reports, and create dashboards. Group, format, and sort list reports. Describing the various options for aggregating data.. Creating filters to narrow the focus of reports. Examining detail filters and summary filters. Determining when to apply filters on aggregate data. Formatting and sort crosstab reports. Creating charts containing peer and nested columns. Presenting data using different chart type options.	15
	Summarize report information: Passing parameter values to filter the data in drill-through targets, Modifying existing report structures. Applying horizontal formatting. Specifying print options for PDF reports, Describing Active Reports, and their value. Saving Active Reports. Creating Active Reports , Converting existing reports to Active Reports	15
	Total Hours	60

Reference books

1. IBM Cognos Business Intelligence V10.1 Handbook, An IBM Redbooks publication
2. IBM Cognos Business Intelligence by O'Reilly
3. A Practical Guide to Self-Service Data Analytics with Excel 2016 and Power BI Desktop (2nd Edition)

Course Code : MBAE-25-437
Title of the Course : FINANCIAL REPORTING AND ANALYSIS

L	T	P	Credits
4	0	0	4

Course Outcomes:

On successful completion of the course the learner will be able to

CO1: Describe the basic concepts related to Financial Reporting taught through the syllabus.
CO2: Explain, in detail, all the theoretical concepts taught through the syllabus
CO3: Do all the necessary calculations pertaining to financial reporting.
CO4: Analyse the situation and decide the key elements of financial reporting through the financial statements.
CO5: Evaluate the compliance and quality of financial reporting.

CO/PO Mapping (S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Program Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	W	M	W	W	W	M	M	W	S	S
CO2	M	S	M	S	W	M	W	W	S	W	M	W
CO3	S	S	M	M	M	W	M	M	S	M	M	S
CO4	S	M	S	S	S	M	M	W	M	W	S	M
CO5	M	S	M	S	W	M	W	W	S	W	M	W

Group	Course outlines	Hour(s)
Group A	Financial Statements Preparation Framework: Purpose and Scope of Financial Statements, Users of Financial Statements, Underlying Assumptions – Going Concern, Consistency and Accrual, Qualitative Aspects of Financial Statements – Understandability, Materiality, Faithful Representation, Substance Over Form, Neutrality, Prudence, Completeness.	10
	Preparation of Corporate Financial Statements: Division II of Schedule III of the Companies (Amendment) Act, 2015 – Part I: Balance Sheet and Statement of Changes in Equity, Part II – Statement of Profit and Loss and Notes to Financial Statements.	10
Group B	Presentation of Items in Financial Statements and Revenue Recognition using relevant Indian Accounting Standards (AS): Ind AS 1 “Presentation of Financial Statements”, Ind AS 7 - “Statement of Cash Flows”, Ind AS 8 “Accounting Policies, Changes in Accounting Estimates and Errors” and Ind AS 34 – “Interim Financial Reporting”, Ind AS 115 – “Revenue From Contract With Customers”.	15
Group C	Reporting of Assets, Liabilities and Disclosures in Financial Statements using relevant Indian Accounting Standards (AS): Ind AS 2 “Inventories”, Ind AS 16 “Property, Plant and Equipment”, Ind AS 23 “Borrowing Costs”, Ind AS 36 “Impairment of Assets”, Ind AS 38 “Intangible Assets”, Ind AS 19 “Employee Benefits”, Ind AS 37 “Provisions, Contingent Liabilities and Contingent Assets”, Ind AS 33 “Earnings Per Share” and Ind AS 108 “Operating Segments”.	15
	Miscellaneous Issues in Financial Reporting: Reporting of Financial Instruments, Value Added Statements, Corporate Social Responsibility Reporting.	10
	Total Hours	60

Course Code : MBAE-25-438
Title of the Course : CURRENT TRENDS IN FIN TECH

L	T	P	Credits
4	0	0	4

Course Outcomes:

On successful completion of the course the learner will be able to

CO1: Define the key concepts related to Fintech Landscape.
CO2: Differentiate the various concepts and terms related to Fintech Landscape.
CO3: Identify the application of recent technologies in different sectors of the economy.
CO4: Examine the different technologies and illustrate the relevance of Fintech for business decisions.
CO5: Judge the suitability of recent trends in the context of a given real-life business research problem from a data driven decision perspective.

CO/PO Mapping (S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Program Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	W	M	W	W	W	M	M	W	S	S
CO2	M	S	M	S	W	M	W	W	S	W	M	W
CO3	S	S	M	M	M	W	M	M	S	M	M	S
CO4	S	M	S	S	S	M	M	W	M	W	S	M
CO5	M	S	M	S	W	M	W	W	S	W	M	W

Group	Course outlines	Hour(s)
Group A	Banking, Financial Services and Insurance (BFSI) & Fintech : Introduction to Fintech, Need of Fintech, Future of Fintech, Modern Banking Landscape, Dissecting Financial Services Value chain, Introduction to the Fintech landscape.	15
	Technology in Fintech: Artificial Intelligence, Machine Learning, Application Process Interface, Immediate Payment Service/Unified Payment Interface, Robotic Process Automation, Natural Language Processing, Blockchain and Cryptocurrency.	15
Group B	Digital Transformation: Need for business transformation, Business Process Reengineering, Digital Lending, Payment System, Block Chain.	10
	Applications of Artificial Intelligence: Fintech in transformation of Banks, Insurtech, Real Estate Technology, Lending and Crowd Funding, Challenges in implementation and doing business.	10
Group C	Regulations: Regulatory Sandbox, Global Regulations, Domestic Regulations (As defined under various acts in India), RBI, Ombudsman Scheme for Digital Transactions, UIDAI, Various acts which govern digital transactions.	10
	Total Hours	60

Reference Books:

- Bank 4.0: Banking Everywhere, Never at a Bank – Brett King
- The Fintech Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries – Janos Barberis
- Fintech in a Flash: Financial Technology Made Easy – Augustin Rubini
- FinTech Future: The Digital DNA of Finance – Sanjay Phadke
- The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries – Susanne Christi/Janos Barberis (Wiley, 2016)
- Machine Learning in Fintech
- Fintech Innovation: From Robo-Advisors to Goal Based Investing and Gamification - Paolo Sironi (Wiley, 2016)

Course Code : MBAE-25-439
Title of the Course : DIGITAL PAYMENT SYSTEM

L	T	P	Credits
4	0	0	4

Course Outcomes:

On successful completion of the course the learner will be able to

CO1: Remember various concepts and products in Digital Payment
CO2: Explain and Understand the significance of Digital Payment system
CO3: Identify and explain the recurring payment instruments and how they function.
CO4: Differentiate between lending and crowd funding.
CO5: Examine various models of digital payment system and give your opinion

CO/PO Mapping (S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Program Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	W	M	W	W	W	M	M	W	S	S
CO2	M	S	M	S	W	M	W	W	S	W	M	W
CO3	S	S	M	M	M	W	M	M	S	M	M	S
CO4	S	M	S	S	S	M	M	W	M	W	S	M
CO5	M	S	M	S	W	M	W	W	S	W	M	W

Group	Course outlines	Hour(s)
Group A	Introduction to Digital Payment System: Meaning, Features, Types, Benefits and Barriers to Digital Payment; Role of digital payment in India, Reforms in Digital payments. Innovative Payment Methods: Methods of Digital payments [Debit Card, Credit Card, Smart Cards, e-Money], Micropayments: Mobile payments, Wireless payments, digital wallets, the Google wallet all Apps, Risks involved in digital payments.	15
Group B	Card Payment and POS Machines : Basics of Cards, PCI-DSS, Card design- Magstripe, EMV, Card Scheme, Factors of authentication , MDR & MCC, Card backend process, Disputes chargeback, Refund and Profitability, Point of Sale (POS): Types of POS and types of transactions, Business Model of POS machine, Back end process of POS machine, Fund settlement between parties and risk , Payment & Remittance, Interoperability in payments and Grievance handling.	15
Group C	Recurring Digital Payment: Overview and understanding of ACH (NACHA/NACH) and ABPS payments. Transaction flow of ACH & NACH, Features and benefits of ACH & NACH, Brief on BACS..	10
	Lending and Crowd funding: Lending and Personal finance- for individuals identifying the possibilities of lending on online platforms for individuals; FinTech Business Applications; Crowdfunding and Business Financing: Identifying the possibilities of Lending /Crowdfunding on online platforms for business	10
	Crypto Currencies and Block Chains - Introduction: Cryptocurrency- definition, features, types, bitcoin & its features. Blockchain fundamentals – definitions, features, types, Components of Blockchain ecosystem, structure & mechanism..	10
	Total Hours	60

Reference Books:

- Bitcoin and Crypto currency Technologies. Arvind Narayanan, Joseph Bonneau, Edward Felten, Andrew Miller, Steven Goldfeder and Jeremy Clark.
- Blockchain Basics: A Non-Technical Introduction in 25 Steps , Daniel Drescher
- Step by Step Crowd funding: Everything you need to Raise money for the crowd by Joseph Hogue, CFA
- Digital Banking – Indian Institute of Banking and Finance

Course Code : MBAE-25-440
Title of the Course : DATA SECURITY FOR FINTECH

L	T	P	Credits
4	0	0	4

Course Outcomes:

On successful completion of the course the learner will be able to

CO1: Understand the basic concepts of cyber security
CO2: Explain the technological updates in cyber security
CO3: Identify the techniques used for security in financial technology
CO4: Analyse cyber-crimes and the laws to mitigate them.
CO5: Evaluate the threats in fintech

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Program Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	W	M	W	W	W	M	M	W	S	S
CO2	M	S	M	S	W	M	W	W	S	W	M	W
CO3	S	S	M	M	M	W	M	M	S	M	M	S
CO4	S	M	S	S	S	M	M	W	M	W	S	M
CO5	M	S	M	S	W	M	W	W	S	W	M	W

Group	Course outlines	Hour(s)
Group A	<p>Introduction to Cyber Security: Introduction to Cyber Crime, Information Security, Securing web browser, email security, smartphone security</p> <p>Cyber Security Initiatives in India: Counter Cyber Security Initiatives, Cyber Security Exercise, Cyber Security Initiative Handling, Cyber Security Assurance</p>	15
Group B	<p>Security in Evolving Technology: Biometrics, Mobile Computing and Hardening on android and IOS, IOT Security, Web server configuration and Security. Introduction, Basic security for HTTP Applications and Services, Basic Security for Web Services like SOAP, REST etc., Identity Management and Web Services, Authorization Patterns, Security Considerations, Challenges.</p> <p>Open Source/ Free/ Trial Tools: ADB for android, x code for IOS, Implementation of REST/ SOAP web services and Security implementations Reviews and Conclusion</p>	15
Group C	<p>Security in Fintech: Online Banking Security, Mobile Banking Security, Security of Debit and Credit Card, UPI Security, Security of Micro ATMS, e-Wallet Security, Security Guidelines for Point of Sales (POS).</p>	10
	<p>Computer Forensic Detection and Incident Management: Computer Investigation Process and Collecting Digital Evidences. Cyber Crime Investigation and Understanding various trace back Techniques. Acquiring data, duplicating data and Recovering deleted Files.</p>	10
	<p>Understanding Boot Process and Important System Files Investigating Network Traffic, Cyber Crimes and Laws Understanding Various Corporate Threats. Case Studies. Setup lab with bWAPP Set up Burp Suite -Configure Firefox and add certificate Mapping and scoping website</p> <p>Spidering Active and passive scanning, Scanner options and demo Introduction to password security Intruder. Intruder attack types Payload settings, Intruder settings</p>	10
Total Hours		60

Reference Books:

- Gupta Sarika, “Information and Cyber Security”, Khanna Publishing House, Delhi.
- Nina Godbole, “Information System Security”, Wiley
- Introduction to Cyber Security available at <http://uou.ac.in/foundation-course>
- Fundamentals of Information Security <http://uou.ac.in/progdetail?pid=CEGCS-17>
- Cyber Security Techniques <http://uou.ac.in/progdetail?pid=CEGCS-17>
- Cyber Attacks and Counter Measures: User Perspective
<http://uou.ac.in/progdetail?pid=CEGCS-17>

Course Code : MBAE-25-441
Title of the Course : MARKETING ANALYTICS

L	T	P	Credits
4	0	0	4

Course Outcomes:

On successful completion of the course the learner will be able to

CO1: Comprehend the concept of marketing analytics and various analytical modelling.
CO2: Understand the marketing segmentation and various business strategy.
CO3: Understand the dynamics of product, service and price analytics.
CO4: Evaluate the promotion budget and allocation.
CO5: Understand the analytics in action.

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Program Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	W	M	W	W	W	M	M	W	S	S
CO2	M	S	M	S	W	M	W	W	S	W	M	W
CO3	S	S	M	M	M	W	M	M	S	M	M	S
CO4	S	M	S	S	S	M	M	W	M	W	S	M
CO5	M	S	M	S	W	M	W	W	S	W	M	W

Group	Course outlines	Hour(s)
Group A	Concept and Marketing Insight Concept of marketing analytics, analytical modelling and metrics in marketing, Marketing Insight: sources of market data, market sizing, porter five forces analysis, STEEPLE model.	15
	Market Segmentation and Business Strategy Market segmentation: market segmentation, target market, marketing positioning. Business strategy: strategic scenarios and strategic decision models, business forecasting, predictive analytics in marketing, data mining, balanced scorecard, critical success factors.	15
Group B	Product, Service and Price Analytics Product and Service Analytics: Conjoint analysis, portfolio resource allocation, decision tree models, product and service metrics, attribute preference testing. Price analytics: pricing techniques and assessments, price metrics, profitable pricing, price discrimination	10
	Promotion and Distribution Analytics Promotion Analytics: Promotion budget estimation and allocation, promotion metrics for traditional and social media marketing. Distribution Analytics: Designing distribution channel, channel evaluation and selection, managing conflicts and control in channels.	10
Group C	Sales Analytics and Analytics in Action Sales Analytics: Consumer sales process, e-commerce sales model, prescriptive marketing sales metrics, profitability metrics, support metrics. Analytics in Action: Rapid decision models, metrics in marketing campaigns, excel excellence, data driven presentations.	10
	Total Hours	60

Reference Books:

- Sorger, S. (2013), Marketing Analytics: Strategic Models and Metrics, Admiral Press.
- Winston, W.L. (2014), Marketing Analytics: Data-Driven Techniques with Microsoft Excel, Wiley, First Edition.
- Etzel, M. J., Walker, B. J., Stanton, W. J., & Pandit, A. (2010). Marketing (14th ed.). Mc Graw Hill.
- Grewal, D., & Levy, M. (2022). Marketing (8th ed.). McGraw-Hill Education.
- Kapoor, N. (2021) Principles of Marketing, Prentice Hall of India.
- Kotler, P., Keller, K L., & Chernev, A. (2022). Marketing Management (16th Edition). Pearson Education.

- Kotler, P., Armstrong, G. & Agnihotri, P. (2018). Principles of Marketing (17th Edition), Pearson Education. Indian edition.
- Sharma, K., & Swati Aggarwal. (2021). Principles of Marketing. Taxmann Publications.

Course Code : **MBAE-25-442**
Title of the Course : **HR ANALYTICS**

L	T	P	Credits
4	0	0	4

Course Outcomes:

On successful completion of the course the learner will be able to

CO1: Understand role of analytics in human resource management.
CO2: Develop knowledge about HR metrics and types of analytics in HR.
CO3: Critically analyse the HR effectiveness and its impact on employee life cycle & experience
CO4: Analyse data driven insights out of HR analytics
CO5: Help in implementation of predictive modelling and dashboards in HR

CO/PO Mapping (S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Program Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	W	M	W	W	W	M	M	W	S	S
CO2	M	S	M	S	W	M	W	W	S	W	M	W
CO3	S	S	M	M	M	W	M	M	S	M	M	S
CO4	S	M	S	S	S	M	M	W	M	W	S	M
CO5	M	S	M	S	W	M	W	W	S	W	M	W

Group	Course outlines	Hour(s)
Group A	Introduction to HR Analytics Evolution of HR analytics, challenges with HR Analytics, strategic focus on HR Analytics; Common pitfalls of HR Analytics; HR analytics process and skill-set needed in HR analytics team	15
	Approaches to Data Analytics Current approaches to measuring HR; Strategic HR metrics versus Bench marking; HR scorecards & workforce scorecards; Types of analytics in HR descriptive, predictive and prescriptive; HR analytics framework	15
Group B	Dynamics of HR Metric People analytics cycle, employee lifecycles and employee experiences, performance- and succession management; Agile framework; HR value chain; Metrics to measure HR effectiveness; Factors driving employee turnover, link between engagement and performance; Competitive edge and HR analytics.	10
Group C	Data Mining Techniques Data analysis, data visualization techniques and effective utilization using tools; Common pitfalls associated with data visualization; Driving insights out of HR analytics.	10
	Decision Making Based on Analytics Data driven culture in an organization; Implementation of predictive modelling; Importance of predictability in fulfilling strategic objectives; Effective HR dashboards.	10
	Total Hours	60

Course Code : MBAE-25-443
Title of the Course : FINANCIAL ANALYTICS

L	T	P	Credits
4	0	0	4

Course Outcomes:

On successful completion of the course the learner will be able to

CO1: understand role of analytics in finance.
CO2: develop knowledge about business valuation and types of methods used in valuation.
CO3: apply predictive modelling techniques in analyzing financial data for decision making.
CO4: understand derivative pricing and role of real options in business decisions.
CO5: develop a sound investment strategy considering market and credit risk.

CO/PO Mapping (S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Program Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	W	M	W	W	W	M	M	W	S	S
CO2	M	S	M	S	W	M	W	W	S	W	M	W
CO3	S	S	M	M	M	W	M	M	S	M	M	S
CO4	S	M	S	S	S	M	M	W	M	W	S	M
CO5	M	S	M	S	W	M	W	W	S	W	M	W

Group	Course outlines	Hour(s)
Group A	Introduction to Financial Analytics Definition, relevance and scope financial Analytics, recent trends in financial analytics, Concept of Primary Data and Secondary Data, Concept of Supervised and Unsupervised learning	10
	Business Valuation Analytics Financial and Cost Modelling using Spreadsheets, Company Business Model Analysis, Company Profitability Analysis, Product Profitability Analysis, Financial Statements and Projections - Discounted Cash Flow Analysis, Comparable Company Analysis, Precedent Transactions Analysis etc.	10
Group B	Predictive Analysis in Finance Simple linear regression: coefficient of determination, significance tests, residual analysis, confidence and prediction intervals. Multiple linear regression: coefficient of multiple coefficients of determination, interpretation of regression coefficients, categorical variables, heteroscedasticity, multi-collinearity, outliers, autoregression and transformation of variables, stock prices forecasting models using machine learning	15
Group C	Derivative Pricing Issues regarding derivative markets, Brownian motion, Black- Sholes model, Monte-Carlo simulation. Use of real options for better financial decisions- Growth (or expansion) options, Abandonment options, Investment timing options and flexibility (input/output) options.	10
	Portfolio Analytics Modelling Volatility and Risk: Characteristics of volatility. Modelling volatility using ARCH/GARCH models. Measuring and modelling risk. application of Value at Risk (VaR), building an optimum portfolio. develop a sound investment strategy considering market and credit risk. Credit Risk Modelling-Firm wide Risk, Business Risk, Non-Business Risk, building blocks of making a credit default model, Statistical Models in Credit Risk Measurement.	15
	Total Hours	60

Reference Books:

- Liu, S., & Sathye, M (2021). Financial Statistics and Data Analytics, (Eds.)
<https://doi.org/10.3390/books978-3-03943-976-8>
- James, E.R. (2017). Business Analytics. UK: Pearson Education Limited.
- Hull, J. C., & Basu, S. (2022). Options futures and other derivatives. 11th Edition Pearson Education India.
- Brigham, E. F., & Houston, J. F. (2021). Fundamentals of financial management. 16th Edition Cengage Learning.
- Gujarati, D., Porter, D., & Gunasekar, S., Basic Econometrics 5th Ed, McGraw Hill Education
- Brooks, C., Introductory Econometrics for Finance 3rd Ed, Cambridge University Press
- Wooldridge, J., Introductory Econometrics – A Modern Approach 5th Ed, South Western Publication

Course Code : MBAE-25-444
Title of the Course : SOCIAL MEDIA ANALYTICS

L	T	P	Credits
4	0	0	4

Course Outcomes:

On successful completion of the course the learner will be able to

CO1: Understand the concept of social networks
CO2: Learn models to interpret the structure of Web graph and its spread of information
CO3: Perform social network analysis to understand and identify social media network properties, its actors and sub-groups.
CO4: Identify the groups within the social networks
CO5: Understand the concept of similarity and equivalence in social roles and positions.

CO/PO Mapping (S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Program Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	W	M	W	W	W	M	M	W	S	S
CO2	M	S	M	S	W	M	W	W	S	W	M	W
CO3	S	S	M	M	M	W	M	M	S	M	M	S
CO4	S	M	S	S	S	M	M	W	M	W	S	M
CO5	M	S	M	S	W	M	W	W	S	W	M	W

Group	Course outlines	Hour(s)
Group A	<p>Introduction: What's different about social network data? Nodes, Relations, Scales of measurement, statistics and social network data. Introduction to formal methods, efficiency, using computers, seeing patterns. Using graphs to represent social relations: Introduction, graphs and sociograms, kinds of graphs.</p> <p>Working with NetDraw to visualize graphs: Introduction, node attributes, relation properties, location, highlighting parts of the network.</p>	15
	<p>Web Analytics & Social Connection Analysis</p> <p>World of web analytics, optimal strategy for choosing web analytics soul mate, Clickstream analysis: metrics and practical solutions. Making connections: Link analysis. Random graphs and network evolution. Social contexts: Affiliation and identity. Connection: Search, collapse, robustness Social movements and diffusion of innovation.</p>	15
Group B	<p>Ego Networks, Centrality and Power</p> <p>Ego Networks: Introduction, Ego network data, ego network density, structural holes, brokerage. Centrality, centralization, and power: Introduction, Degree centrality, closeness centrality, betweenness centrality. Embedding: Introduction, Density, Reciprocity, Transitivity, Clustering, Group-external and group-internal ties, Krackhardt's graph theoretical dimensions of hierarchy.</p>	10
Group C	<p>Cliques and Subgroups, Positions and Roles</p> <p>Cliques and groups: Introduction, Bottom-up approaches, top-down approaches. Homophily and social segregation.</p>	10
	<p>Measures of Similarity and Structural, Automorphic and Regular Equivalence</p> <p>Equivalence: Positions and Social Roles. Introduction, Measuring similarity/dissimilarity, visualizing similarity and distance, describing structural equivalence sets. Automorphic Equivalence: Definition, uses of concept, finding equivalence sets. Regular equivalence: Definition, uses of concept, finding equivalence sets.</p>	10
	Total Hours	60

Reference Books:

- Easley, D. & Kleinberg, J. (2010). Networks, Crowds, and Markets: Reasoning About a Highly Connected World, Cambridge University Press.
- Monge, P. R. & Contractor, N. S. (2003). Theories of communication networks, Oxford University Press, New York.
- Duncan J.W. (2003), Six Degrees: The Science of a Connected Age. New York: W.W. Norton and Company.
- Sponder, M. (2014), Social Media Analytics: Effective Tools for Building, Interpreting, and Using Metrics. Mc Graw Hill.

Course Code :MBAE-25-445

Title of the Course : COMMERCIALIZATION OF INNOVATION

L	T	P	Credits
4	0	0	4

Course Outcomes: On successful completion of the course the learner will be able to

CO1: develop a thorough understanding of the stages and intricacies involved in bringing innovative ideas to market, from ideation to commercialization.
CO2: identify and evaluate market opportunities by conducting comprehensive market research and analysis, enabling them to recognize unmet needs and potential niches.
CO3: gain proficiency in product development methodologies, prototyping techniques, and user-centered design principles to create innovative and market-ready products or services.
CO4: explore innovative business models and develop the ability to design, evaluate, and adapt business models to suit the needs of their innovative ventures.

CO/PO Mapping

(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak

Cos	Programme Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	M	M	S	S	S	S	S	M	S	S
CO2	S	M	M	S	M	S	S	M	S	M	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	M	S	M	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group- A	Introduction to Innovation Commercialization :Definition and significance of innovation commercialization, The innovation ecosystem: stakeholders and their roles., Overview of the innovation commercialization process, Historical examples of successful innovation commercialization efforts	15
	Identifying Market Opportunities: Market analysis techniques: market sizing, segmentation, and trends, Identifying unmet needs and pain points in the market, Opportunity assessment frameworks, Market entry strategies: disruption, niche targeting, blue ocean strategy	15
Group-B	Funding Innovation : Overview of funding sources: bootstrapping, angel investors, venture capital, crowdfunding, grants, Pitching and presenting to investors, Due diligence and valuation, Negotiating term sheets and investment agreements	10
	Market Entry Strategies : Market entry modes: direct vs. indirect, online vs. offline, Strategic partnerships and alliances International expansion considerations: cultural, legal, and market differences, Risk assessment and mitigation strategies	10
Group- C	Business Model Innovation: Business model canvas and value proposition design, Revenue models: subscription, freemium, pay-per-use, etc., Scalability and growth strategies, Business model adaptation and pivoting. Marketing and Sales for Innovation : Branding and positioning strategies, Digital marketing channels and campaigns, Sales techniques and negotiation skills, Customer relationship management (CRM) systems	10
	Total lectures	60

Reference Books

- Heizer, H., & Render, B. (11th e). Principles of operations management. Pearson Education.
- Stevenson, W. J., Hojati, M., Cao, J., Mottaghi, H., & Bakhtiari, B. (2007). Operations McGraw-Hill Irwin.

Course Code : MBAE-25-446

Title of the Course : TECHNOLOGY INNOVATION AND SUSTAINABLE ENTERPRISE

L	T	P	Credits
4	0	0	4

Course Outcomes:

On successful completion of the course the learner will be able to

CO1: develop a deep understanding of the UN's Sustainable Development Goals and how technology innovation can contribute to achieving them.
CO2: learn about various sustainable business models and their components, including triple bottom line approaches and circular economy principles.
CO3: understand how technology-driven solutions can address social challenges and contribute to inclusive development
CO4: develop innovation management frameworks and strategies for scaling sustainable innovations, including strategic partnerships and collaboration.
CO5: gain insights into emerging technologies and future trends that have the potential to shape sustainable business models and practices.

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Program Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	W	M	W	W	W	M	M	W	S	S
CO2	M	S	M	S	W	M	W	W	S	W	M	W
CO3	S	S	M	M	M	W	M	M	S	M	M	S
CO4	S	M	S	S	S	M	M	W	M	W	S	M
CO5	M	S	M	S	W	M	W	W	S	W	M	W

Group	Course outlines	Hour(s)
Group A	Introduction to Technology Innovation and Sustainable Enterprise : Definition and significance of technology innovation in sustainable enterprise, Overview of sustainable development goals (SDGs) and their relevance to innovation, Historical perspectives on technology-driven sustainability initiatives	15
	Sustainable Business Models : Introduction to sustainable business models and their components, Examples of successful sustainable enterprises, Triple bottom line approach: people, planet, profit, Circular economy principles and applications	15
Group B	<p>Social Innovation and Inclusive Development : Social entrepreneurship and its impact on inclusive development, Technology-driven solutions for social challenges: healthcare, education, poverty alleviation, Case studies of social enterprises leveraging technology for social impact</p> <p>Ethical Considerations in Technology Innovation : Ethical frameworks for technology innovation and sustainability, Responsible innovation principles, Ethical implications of emerging technologies: AI, biotechnology, nanotechnology</p>	10
Group C	Innovation Management and Scaling : Innovation management frameworks: stage-gate, agile, design thinking, Scaling sustainable innovations: challenges and strategies, Strategic partnerships and collaboration for scaling impact	10
	Future Trends in Technology Innovation and Sustainable Enterprise : Emerging technologies and their potential impact on sustainability, Future trends in sustainable business models and practices, Opportunities and challenges for technology innovation in addressing global sustainability issues	10
	Total Hours	60

Reference Books

- Sustainable Innovation In Management By Abhijit Brahma, Kirtika Uzir, Priyanka Mahanta, Rashmi R. Baruah & Amit Kumar Singh
- Sustainability, Technology and Innovation 4.0 (Routledge Studies in Innovation, Organizations and Technology) Paperback – by Zbigniew Makieła (Editor), Magdalena M. Stuss (Editor), Ryszard Borowiecki (Editor)
- Management Of Innovations And Sustainability AUTHORS- Dr. Sharad Kadam, Dr. Sagar Omkarrao Manjare, Prof. Dipak Nivruttl Gore, Thakur Publications

Course Code : MBAE-25-447

Title of the Course : STARTUP LAW, ETHICS AND ENVIRONMENT IN INDIA

L	T	P	Credits
4	0	0	4

Course Outcomes: On successful completion of the course the learner will be able to

CO1: gain a deep understanding of the legal structures relevant to startups in India
CO2: able to identify legal obligations and compliance requirements for startups, and develop strategies for mitigating legal risks in various operational aspects of a startup.
CO3: Develop problem-solving skills to address legal challenges that startups commonly encounter, such as disputes, regulatory compliance issues, and intellectual property disputes.
CO4: Apply legal principles and ethical frameworks to real-world scenarios through case studies, projects, and simulations to enhance practical understanding and problem-solving abilities.

CO/PO Mapping

(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak

Cos	Programme Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	M	M	S	S	S	S	S	M	S	S
CO2	S	M	M	S	M	S	S	M	S	M	S	M
CO3	S	S	M	S	S	M	S	S	M	S	S	S
CO4	M	S	M	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Understanding Startups - How Does a Startup Work? – Funding of startups - Success of startups - Investing in startups - Sources of funding - Causes for failure of a startup - Factors contributing to the success of startups - Advantages and disadvantages of startups - Procedure for starting a startup - Valuing a startup - Challenges faced by startups - Life cycle of startups - Policy initiatives for startups in India	15

Group-B	Startup India Scheme - Make in India programme - MUDRA Scheme - Atal Innovation Mission (AIM) - Digital India - Support to training and employment programme for women (STEP) - Biotechnology Industry Research Assistance Council (BIRAC) - Trade-Related Entrepreneurship Assistance And Development(TREAD)	15
	Pradhan Mantri Kaushal Vikas Yojana (PMKVY) - SETU (Self Employment and Talent Utilization) - NITI Aayog - Electronics Development Fund - Intellectual Property Rights - India Aspiration Fund - Licensing laws - Taxation and accounting laws - Labour laws -	15
Group-C	Intellectual property rights protection - Foreign Exchange Management Act (FEMA) - Indian contract act - Laws about winding up of business - Companies rules - Laws governing different business types - India's startup ecosystem - Growth drivers for startups in India - Enablers of startup ecosystem.	15
	Total lectures	60

Reference Books

- Narula, A. (2016). Basic Legal Information for a Start-Up or a Business (India): Your perfect guide to Incorporation, Intellectual Property Registration and Other Legal Documents. (3rd ed.)
- Alankar Narula. Vaish, V. (2021).India Business Guide – Startup to Setup. (1sted.). Commercial Law Publishers.

Course Code : MBAE-25-448

Title of the Course : ENTREPRENEURIAL FINANCE

L	T	P	Credits
4	0	0	4

Course Outcomes:

CO1: Understand the importance of financial management and managing a new venture.
CO2: Analyze the various sources of investment and also know the support provided by the state and central government for entrepreneurship.
CO3: Determine the various financial support schemes provided by different institutions to the entrepreneurs.
CO4: To be able to make better feasibility report of their own idea.

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Programme Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	M	M	S	S	S	S	S	M	S	S
CO2	S	S	M	S	M	S	S	M	S	M	S	M
CO3	S	S	S	S	S	M	S	S	M	S	S	S
CO4	M	S	M	S	S	S	M	M	S	M	M	S

Group	Course outlines	Lecture(s)
Group-A	Financing and Managing New Venture Importance of Financial Management as an integral part of Entrepreneurship -Conducting a feasibility analysis - What lenders and investors look for in a business plan.	20
Group-B	Sources of Finance Various sources of Investment - Basics of Venture Capital and Angel Investment - Start-up Culture - Various measures of encouragement and support being provided by the State and Central Government for strengthening the Entrepreneurial Culture	20
Group-C	Institutional Financial Support Schemes and functions of rate of Industries - District Industries Centres (DICs) - Industrial Development Corporation (IDC) - State Financial Corporation (SFCs) - Small Scale Industries Development Corporations (SSIDCs) - Khadi and Village Industries Commission (KVIC) - Technical Consultancy Organisation (TCO) - Small Industries Service Institute (SISI) - National Small Industries Corporation (NSIC) - Small Industries Development Bank of India (SIDBI).	20
	Total lectures	60

Reference Books:

- Vasant Desai, Dynamics of Entrepreneurial Development and Management, 5th Edition, Himalaya Publishing House, 2009.
- Lall, Madhurima, and Shikha Sahai, Entrepreneurship, 1st Edition, Excel Book, 2008.
- Charantimath, Poornima, Entrepreneurship Development and Small Business Enterprises, 2nd Edition, Pearson Education, 2012.
- Aruna Kaulgud, Entrepreneurship Management, 1st Edition, Vikas publishing house, 2009.
- Robert Hisrich, & Michael Peters, Entrepreneurship, 1st Edition, Tata Mc-Graw –Hill, New Delhi, 2009.
- Dollinger, Entrepreneurship, 1st Edition, Pearson, 2009

Course Code : MBAE-25-449
Title of the Course : WAREHOUSE AND DISTRIBUTION MANAGEMENT

L	T	P	Credits
4	0	0	4

Course Outcomes:

A course in Warehouse and Distribution Management typically focuses on providing students with knowledge and skills related to the efficient handling, storage, and distribution of goods within a supply chain context.

Student will be able to:

CO1: Understanding Supply Chain Management.
CO2: Warehouse Operations and Inventory Management.
CO3: Distribution Network Design and Transportation Management.
CO4: Performance Measurement and KPIs and Risk Management.

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Program Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	M	S	M	S	W	W	M	M	W	S	M
CO2	S	S	M	S	W	M	S	W	W	M	W	W
CO3	S	S	S	M	W	W	M	S	S	M	M	S
CO4	S	S	S	S	S	M	M	W	W	W	S	M

Group	Course Outlines	Lecture(s)
Group A	Warehouse Management Importance of Warehousing and Warehousing Functions, Types of Warehouses, Specialized Warehouse Services, Developing Warehouse Strategies, Establishing Warehouse Standards, Receiving and Stocking, Order Picking and Shipping. Sizing the Warehouse, Warehouse Layout, Stocking Inventory in Warehouse Locations. Warehouse Automation, Warehouse Management and Environmental Sustainability, Today's Warehouse Challenges. Case Studies and Latest Updates.	12
	Warehouse Management Process Receiving and Put Away, Picking Strategies and Equipment, Order Pick Method, Replenishment, Stock Counting, Cycle Counting, Return processing and Dispatch, Documentations. Case Studies and Latest Updates	12
Group B	Warehouse Costs and Performance Management Types of Costs in Warehousing, Return on Investment, Traditional vs Activity Based Costing, Logistics Charging Methods, Selecting Right Performance Measures, Traditional and New Productivity Metrics, Integrated Performance Model, Benchmarking and Balance Scorecard. Health and Safety issues in Warehousing. Case Studies and Latest Updates	12
	The Distribution Management Environment Defining the Distribution Function, Basic Supply Chain Distribution Formats, Alternative Distribution Channel Formats, Role of Distribution Channels, Service Outputs and Functions of Distribution Channels, Distribution Channel Transaction Flows, Distribution Channel Inventory Flows, Substituting Information for Inventory. Reverse Logistics, Sustainability in Distribution. Case Studies and Latest Updates	12

Group C	Various Modes of Transportation Importance of Various Modes of Transport-Rail, Road, Water, Air, Pipeline with their Characteristics and Cost Structure, The Carrier Selection Decision, Determinants of Carrier Selection, Legal Classification of Carriers, Role of Couriers as Carriers. Transportation Costs -Fixed, Variable, Joint and Common Costs, Product Related & Market Related Factors Influencing Transport Cost. Case Studies and Latest Updates	12
	Total lectures	60

Reference Books:-

- Gwynne Richards, Warehouse Management: A Complete Guide to Improving Efficiency
- and Minimizing Costs in the Modern Warehouse (Kogan Press)
- David Frederick Ross, Distribution Planning and Control Managing in the Era of Supply Chain Management (Springer)
- David J. Bloomberg, Stephen LeMay & : Logistics, Prentice-Hall of India Pvt Ltd., New Delhi,
- Donald J. Bowersox & David J. Closs : Logistical Management, McGraw Hill Publishing Co. Ltd, New Delhi
- Satish C. Ailawadi & Rakesh Singh : Logistics Management, Prentice-Hall of India Pvt Ltd., New Delhi

Course Code : MBAE-25-450

Title of the Course : INVENTORY MANAGEMENT

L	T	P	Credits
4	0	0	4

Course Outcomes:

The goal of inventory management is to ensure that the right products are available in the right quantity at the right time, while minimizing inventory costs

Student will be able to:

CO1: Understanding Inventory Concepts.
CO2: Inventory Systems and Inventory Planning and Forecasting.
CO3: Inventory Control Techniques and Inventory Management Software.
CO4: Performance Measurement and Continuous Improvement

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Program Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	M	S	M	S	W	W	M	M	W	S	M
CO2	S	S	M	S	W	M	S	W	W	M	W	W
CO3	S	S	S	M	W	W	M	S	S	M	M	S
CO4	S	S	S	S	S	M	M	W	W	W	S	M

Group	Course Outlines	Lecture(s)
Group A	Frameworks for Inventory Management The Diversity of Stock-Keeping Units, The Bounded Rationality of a Human Being, Decision Aids for Managing Diverse Individual Items, Functional Classifications of Inventories, The A–B–C Classification as a Basis for Designing Individual Item Decision Models, The Phases of a Major Study of an Inventory Management-Consideration, Analysis, Synthesis, Choosing among Alternatives, Control, Evaluation, Transient Effects, Physical Stock Counts	12
	Replenishment Systems for Inventory Order Quantities When Demand Is Approximately Level, Assumptions Leading to the Basic EOQ, Derivation of the EOQ (Numerical Illustration), Sensitivity Analysis, Quantity Discounts (Numerical Illustration). Accounting for inflation, Price Established Independent of Ordering Policy & Price Set as a Fixed Fractions on Unit Variable Cost, Limits on order sizes-Maximum Time Supply or Capacity Restriction, Minimum Order Quantity	
Group B	Inventory Items with Time-Varying Demand The Complexity of Time-Varying Demand, The Choice of Approaches, General Assumptions and a Numerical Example, The Wagner-Whit in Method: An “Optimal” Solution under an Additional Assumption, Heuristic Approaches for a Significantly Variable Demand Pattern, the Silver–Meal, or Least Period Cost, The EOQ Expressed as a Time Supply, Lot-for- Lot, Least Unit Cost, Part-Period Balancing, When to Use Heuristics, Sensitivity to Errors in Parameters, Reducing System Nervousness.	12
	Inventory Items with Probabilistic Demand Some Important Issues and Terminology, Different Definitions of Stock Level, Backorders versus Lost Sales, Key Issues to Be Resolved by a Control System under Probabilistic Demand, The Importance of the Item: A, B, and C Classification, Continuous versus Periodic Review, The Form of the Inventory Policy, Types of Control Systems, Order-Point, Order- Quantity (S,Q) System, Order-Point, Order-Up-to-Level (s, S) System Oder-Up-to-Level (R, S) System	12

Group C	Coordinating Inventory Management in the Supply Chain Information Distortion in a Supply Chain, Collaboration and Information Sharing, Sales and Operations Planning, Collaborative Forecasting, Vendor-Managed Inventory, Aligning Incentives, Wholesale Price Contract, Buyback Contract, Revenue-Sharing Contract, Service-Level	12
	Total lectures	60

Reference Books:-

- Robert A. Davis, Demand-Driven Inventory Optimization and Replenishment (Wiley-Wiley & SAS Business Series)
- Max Mullar, Essentials of Inventory Management (AMACOM)
- Nicolas Vendaput, Inventory Optimisations- Models and Simulation (De Gruyter)
- Hanqin Zhang, Houmin Yan, and S. Prakash Sethi, Inventory and Supply Chain Management with Forecast Updates (Springer)

Course Code : **MBAE-25-451**
Title of the Course : **SUPPLY CHAIN PLANNING**

L	T	P	Credits
4	0	0	4

Course Outcomes:

Student will be able to:

CO1: Understanding Supply Chain Fundamentals.
CO2: Demand Forecasting Techniques.
CO3: Production Planning and Scheduling.
CO4: Distribution and Logistics Management.

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Program Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	M	S	M	S	W	W	M	M	W	S	M
CO2	S	S	M	S	W	M	S	W	W	M	W	W
CO3	S	S	S	M	W	W	M	S	S	M	M	S
CO4	S	S	S	S	S	M	M	W	W	W	S	M

Group	Course Outlines	Lecture(s)
Group A	Fundamentals of Supply Chain Planning Management Components of Supply Chain Planning, Evolution of Supply Chain Management and Latest Trends, Understanding Logistics and Total Cost Management, Integrated Logistics Management, Supply Chain Structures and Supply Chain Strategies. Supply Chain Operations Reference Model (SCOR), Case Studies and Latest Updates	12
	Supply Chain Strategies Crafting the Supply Chain Strategy, Stages of Supply Chain Strategy, Supply Chain Strategy Performance Attributes, Process Drivers of Supply Chain Performance, Supply Chain Strategy Matrix, Concept of Supply Chain Strategic Fit, Supply Chain Strategy Performance Metrics, Supply Chain Strategy and Risk Management. SCRM Maturity Model, Case Studies and Latest Updates.	12
Group B	The Agility and Lean Thinking in Supply Chain The Concept of Agility in Supply Chain. Agile Drivers and Practices in Supply Chain- Joint Decision, End Customer First, Shared Goal. Inter firm Planning and Control for Supply Chain. Application of Lean Thinking to Business Processes and Supply Chain. Case Studies and Latest Updates	12
	Demand Management in SCM Components of Demand Management, Formulating Demand Strategies, Demand Planning, Developing the Demand Forecast, Creating the Supply Plan, Balancing the Demand and Supply Plans of Production, Implementing Sales and Operations Planning (S&OP) Grid in SCM.,Case Studies and Latest Updates	12
Group C	Integrating the Supply Chain Internal Integration- Function to Function. Intercompany Integration, Electronic Integration, Efficient Customer Response (ECR) in Supply Chain. Collaborative Planning, Forecasting and Replenishment, Overview of JIT and Quick Response. Enabling Sustainability in Supply Chain Strategy Case Studies and Latest Updates.	12
	Total lectures	60

Reference Books:-

- Supply Chain Planning and Control Product Documentation, SAP Business By Design
- Edward Frazelle , Supply Chain Strategy- The Logistics of Supply Chain Management(TM)
- Sunil Chopra and Peter Meindl, Supply chain management (Pearson)
- D. Simchi-Levi, P. Kaminsky, E. Simchi-Levi, and Ravi Shankar, Designing and Managing the Supply Chain concepts, Strategies and Case studies, Tata McGraw Hill, New Delhi

Course Code : MBAE-25-452

Title of the Course : PROCUREMENT AND VENDORS MANAGEMENT

L	T	P	Credits
4	0	0	4

Course Outcomes:

Course outcomes for a Procurement and Vendor Management course typically aim to equip students with the knowledge, skills, and competencies needed to effectively manage procurement processes, negotiate with vendors, and build strong supplier relationships.

Student will be able to:

CO1: Understanding Procurement Fundamentals.
CO2: Strategic Sourcing Strategies.
CO3: Supplier Selection and Evaluation.
CO4: Supplier Relationship Management.

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Program Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	M	S	M	S	W	W	M	M	W	S	M
CO2	S	S	M	S	W	M	S	W	W	M	W	W
CO3	S	S	S	M	W	W	M	S	S	M	M	S
CO4	S	S	S	S	S	M	M	W	W	W	S	M

Group	Course Outlines	Lecture(s)
Group A	Framework of Procurement Management Introduction to Sourcing, Sourcing v/s Procurement, Purchasing: Purchasing Cycle, 8 R's of Purchasing, Role of a Purchasing Manager, Risks associated with purchasing process and its mitigation, Placing Orders, Budgets and Expense Allocation, Establishing Concept and applications of Make or Buy Decision, Types and Methods of Sourcing in Retail, Centralized vs Decentralized Approaches, Single Sourcing vs Multiple Sourcing, Day-to-Day vs Long Term Sourcing	12
	Processes in Procurements Market Analysis and Supplier Research, Identifying Prime Sources of Suppliers' Information, Request for Proposal, Different Methods of Buying, Fundamental Steps of the Buying Process, Terms and Condition of Purchase, Buying Documentation, Negotiation in Procurement, Use of IT in Sourcing, Global Tenders and E-Procurement, Reverse Auctions, Overview of Global Purchasing	12
Group B	Vendor Selection in Procurement Vendor Selection Process, Evaluation of Existing Vendors, Developing Vendor Performance Measures, New Vendor Development Process, Working with Suppliers to Manage Quality, JIT and TQM in Sourcing, Key Supplier Account Management, Vendor Relationship Development, Vendor Monitoring, Promoting SME suppliers.	12
	Aligning Inventory Objectives with Procurement What are the objective of purchasing management at strategic in alignment of Material Management with Supply Chain , Role of purchasing in Supporting Inventory Objectives, Hedging vs. Forward Buying, Managing Price Fluctuation and Volatility in International Finance, Payment Modes, Matching Supply with Customer Demand, Managing Inward Logistics.	12
Group C	Global Procurement Management Global Trade Barriers, Dealing with International Suppliers, UNO and GATT conventions, Legal, Socio-Cultural Issues in International Buying, Environmental Issues & Green Purchasing, Industry Best Practices, Measurement of Sourcing Performance, Benchmarking in Retail Purchasing.	12
	Total lectures	60

Reference Books:-

- Chopra and Miendl, Supply Chain Management: Strategy, planning and operation,
Pearson Books
- by Sherry R. Gordon, Supplier Evaluation and Performance Excellence: A Guide to Meaningful Metrics and Successful Results.
- B S Sahay, Emerging Issues in Supply Chain Management (McMillan)

Course Code : MBAE-25-453

Title of the Course : SEARCH ENGINE OPTIMIZATION

L	T	P	Credits
4	0	0	4

Course Outcomes:

To understand the technological importance of SEO.

Course Outcomes: Student will be able to:

CO1: Attain expertise in understanding search engine algorithms, keyword research, and on-page and off-page optimization techniques.
CO2: Learn to optimize website structure, content, and metadata to improve search engine visibility and rankings.
CO3: Explore effective link building tactics to increase website authority and enhance organic search traffic.
CO4 : Utilize analytics tools to track keyword rankings, organic traffic, and user engagement, and leverage data insights to refine SEO strategies for better results.

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Program Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	W	M	W	W	W	M	M	W	S	M
CO2	S	M	M	S	W	M	W	W	M	M	W	W
CO3	M	S	M	M	M	W	M	M	S	M	M	S
CO4	S	M	S	S	S	M	M	W	W	W	S	M

Group	Course Outlines	Lecture(s)
Group A	What is SEM and SEO? SEO key word planning, Meta tags and Meta Description, Website content optimization, Back link strategies, Internal and external links, Optimizing the site structure.	12
	On page SEO, Off page SEO, Local SEO, Mobile SEO, e Commerce SEO.	12
Group B	Use of webmaster tools, Measuring SEO effectiveness, Synthesis, Introduction to Google Ad words, Ad TYPES, Pricing models, PPC cost Formula, Ad Page Rank, Billing and payments,	12
	User Interface, Planning and control of key words, Designing Image Ad, Creating Animated Ads, YouTube Video Promotion,	12
Group C	Creating Video Ads, Use Self-Service or managed Ads, get started with a Campaign Manager, choose an Ad Format, create an Ad, Target, Measure and optimize your Campaign Case Study: Case Study on Dell	12

References:

- Search Engine Land's Guide to SEO – Search Engine Land
- The Referral Engine – John Jantsch
- Digital Marketing for Dummies, By Ryan Deiss and Russ Hennesberry, 2017
- Art of SEO (3rd edition) by Eric Enge.
- The New Rules of Marketing and PR: How to Use News Releases, Blogs, Podcasting, Viral Marketing and Online Media to Reach Buyers Directly – David Meerman Scott

Course Code : MBAE-25-454

Title of the Course : WEBSITE PLANNING & STRUCTURE

L	T	P	Credits
4	0	0	4

Course Outcomes:

Course Outcomes: Student will be able to:

CO1: Develop the ability to conceptualize and plan websites that align with business objectives and user needs.
CO2: Acquire proficiency in creating user-friendly website structures, intuitive navigation systems, and engaging user interfaces.
CO3: Learn techniques to organize website content effectively, including categorization, labeling, and information architecture principles.
CO4 : Implement strategies for optimizing website performance, including loading speed, mobile responsiveness, and search engine visibility, to enhance user experience and achieve business goals.

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Program Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	W	M	W	W	W	M	M	W	S	M
CO2	S	M	M	S	W	M	W	W	M	M	W	W
CO3	M	S	M	M	M	W	M	M	S	M	M	S
CO4	S	M	S	S	S	M	M	W	W	W	S	M

Group	Course Outlines	Lecture(s)
Group A	Introduction to WWW: Domains and buying a Domain, Website language and Technology, Core objective and flow, Strategic design of Home page, Portfolio, Gallery and Contact Us page	15
Group B	Engagement: Call to Action (real engagement Happens), Designing other pages, SEO Overview, Google Analytics tracking code	15
	Design: Website Auditing, Designing Word press Website, Synthesis and design of one-page website	15
Group B	Website Security and Maintenance: Understanding website security threats, Implementing security best practices, Website maintenance and updates, Backup and recovery strategies	15

References:

- The Principles of Beautiful Website Design, 2nd Edition – Jason Beaird / Sitepoint
- Convert Designing Websites for Traffic and Conversions by Ben Hunt
- Brand Media Strategy: Integrating Communications Planning in the Digital Age

Course Code : MBAE-25-455

Title of the Course : DIGITAL MEDIA LAW

L	T	P	Credits
4	0	0	4

Course Outcomes:

Course Outcomes: Student will be able to:

CO1: Gain understanding of key legal frameworks and regulations governing digital media, including copyright, defamation, and privacy laws.
CO2: Learn to identify legal risks associated with digital media content creation, distribution, and advertising, and develop strategies to mitigate potential liabilities.
CO3: Explore ethical dilemmas in digital media production and distribution, and understand how to navigate them responsibly.
CO4 : Develop skills in drafting and interpreting contracts relevant to digital media, including licensing agreements, influencer contracts, and terms of service agreements.

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Program Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	W	M	W	W	W	M	M	W	S	M
CO2	S	M	M	S	W	M	W	W	M	M	W	W
CO3	M	S	M	M	M	W	M	M	S	M	M	S
CO4	S	M	S	S	S	M	M	W	W	W	S	M

Group	Course Outlines	Lecture(s)
Group A	Introduction to Digital Media Law: Overview of digital media and its impact on society and business, Introduction to legal frameworks governing digital media, Key legal concepts: copyright, trademark, defamation, privacy, etc.	15
Group B	Copyright and Intellectual Property Law: Understanding copyright law in the digital age, Fair use and digital media: principles and limitations, Intellectual property rights in digital content creation and distribution, Managing copyright issues in digital media businesses	15
	Trademark and Brand Protection: Importance of trademarks in digital media branding, Trademark registration and enforcement in the digital space, Brand protection strategies for digital media businesses, Domain name disputes and trademark law	15
Group C	<p>Privacy and Data Protection: Overview of privacy laws and regulations (e.g., GDPR, CCPA), Privacy implications of digital media: tracking, profiling, data collection, Legal requirements for handling user data in digital media platforms, data protection in digital media</p> <p>Regulation of Digital Advertising and Marketing: Legal frameworks for digital advertising and marketing Consumer protection laws in digital marketing practices Compliance with advertising disclosure requirements Challenges and opportunities in influencer marketing</p>	15

References:

- "Digital Media Law" by Ashley Packard
- The Law of Advertising and Marketing" by Charles E. Taylor and Barbara A. Barnett
- Digital Rights Management: Business and Technology" by William Rosenblatt
- The Laws of Simplicity: Design, Technology, Business, Life" by John Maeda

Course Code : MBAE-25-456

Title of the Course : STRATEGIC DIGITAL MARKETING

L	T	P	Credits
4	0	0	4

Course Outcomes:

Course Outcomes: Student will be able to:

CO1: Acquire proficiency in developing comprehensive digital marketing strategies aligned with organizational objectives and market dynamics.
CO2: Learn to conduct in-depth research to identify and understand target audiences, their preferences, and behaviors across digital channels.
CO3: Develop skills to design and implement integrated digital marketing campaigns leveraging multiple channels for maximum reach and impact.
CO4 : Utilize analytics tools to measure campaign effectiveness, analyze data, and optimize strategies for continuous improvement and ROI

CO/PO Mapping												
(S/M/W indicates strength of correlation) S – Strong, M – Medium, W – Weak												
Cos	Program Outcomes (Pos)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	S	S	W	M	W	W	W	M	M	W	S	M
CO2	S	M	M	S	W	M	W	W	M	M	W	W
CO3	M	S	M	M	M	W	M	M	S	M	M	S
CO4	S	M	S	S	S	M	M	W	W	W	S	M

Group	Course Outlines	Lecture(s)
Group A	Digital Marketing Strategy: Formulating Digital Marketing, Objectives and Goals, Developing Digital Marketing Strategies, Content Marketing Strategy, Social Media Marketing Strategy Email Marketing Strategy, Search Engine Optimization (SEO) Strategy, Pay-Per-Click (PPC) Advertising Strategy, Influencer, Marketing Strategy, Mobile Marketing Strategy	15
Group B	Digital Marketing Tools and Technologies: Introduction to Digital Marketing Tools and Platforms, Marketing Automation Tools Analytics Tools and Metrics, Customer Relationship Management (CRM) Systems, Content Management Systems (CMS)	15
	Website and User Experience (UX) Design: Principles of Website Design, , Creating User-Centric Websites, Website Optimization Techniques, A/B Testing and Optimization Tools, Understanding User Experience (UX) Design, Conversion Rate Optimization (CRO)	15
Group C	Digital Advertising and Promotion: Display Advertising, Search Engine Marketing (SEM), Social Media Advertising, Native Advertising, Video Advertising, Affiliate Marketing Digital Marketing Campaign Management and Measurement: Planning and Executing Digital Marketing Campaigns, Budgeting and Resource Allocation, Monitoring and Measuring Digital Marketing Performance, Key Performance Indicators (KPIs) in Digital Marketing	15

References:

1. "Digital Marketing for Dummies" by Ryan Deiss and Russ Henneberry (USA).
2. "The Long Tail: Why the Future of Business is Selling Less of More" by Chris Anderson (UK).
3. Social Media Marketing: The Next Generation of Business Engagement" by Dave Evans (USA).
4. "The Digital Marketing Handbook" by Shiv Singh (India).