


VELS



INSTITUTE OF SCIENCE, TECHNOLOGY & ADVANCED STUDIES (VISTAS)
(Deemed to be University Estd. u/s 3 of the UGC Act, 1956)
PALLAVARAM - CHENNAI

# MBA GENERAL (FINANCE, HR, MARKETING,OPERATIONS & SYSTEM)

## Curriculum and Syllabus
## Regulations 2024

**(Based on Choice Based Credit System (CBCS))**

## Effective from the Academic year
## 2024 -2025

## Department of MBA

## School of Management Studies & Commerce

## Vision and Mission of the Department

### Vision

To be a Centre of Excellence in Management Studies and Commerce, imparting and developing Managerial leadership and entrepreneurial skills to students and provide managers for the global market.

### Mission

1. To provide an accessible and inclusive learning environment for diverse group of students and other stakeholders to learn by synergizing education, research, innovation and outreach efforts.
2. To foster self-discipline, strong values, ethics and sense of duty among the students to make them good citizens, leaders, professionals and entrepreneurs.
3. To create the future business leaders through innovative and analytical ability, decision making capability and integration of technology in education.
4. To provide exposure to global business standards by design thinking, rational judgement and competencies necessary to manage global and multinational ventures.

## Program Educational Objectives (PEOs)

- PEO1: To provide exceptional quality education that prepares the students to meet global standards and competitive environment.
- PEO2: To inculcate team spirit and develop leadership capabilities among students, empowering them to emerge as business leaders and contribute to organizational development.
- PEO3: To impart ethical and moral values so as to inculcate the significance of Environmental, Social and Governance practices among students to create better citizens and society.
- PEO4: To equip the students with technology proficiency, nurture entrepreneurial skills to think strategically by encouraging them to become professionals.
- PEO5: To motivate students to participate in community development initiatives and participate Industry research projects.

**Program Outcomes (POs)**

| | |
|---|---|
| PO1: | Apply knowledge of management theories and practices to solve business problems. |
| PO2: | Foster analytical and critical thinking abilities for data-based decision making. |
| PO3: | Ability to develop value based leadership ability. |
| PO4: | Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business |
| PO5: | Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment. |

**Program Specific Outcomes (PSOs)**

| | |
|---|---|
| PSO1: | Develop aptitude for creativity, innovation and entrepreneurship |
| PSO2: | Adapt life-long learning and professional development to enrich competencies so as to match global opportunities & challenges |
| PSO3: | Conduct systematic inquiry in current issues like diversity, equity sustainability in business and management. |

**List of Board of Studies (BOS) Members along with their designation/role**

| S.NO | NAME & ADDRESS | DESIGNATION |
|---|---|---|
| 1. | **Dr. P. R. Ramakrishnan**<br>Dean<br>School of Management Studies & Commerce<br>VISTAS | Chairperson |
| 2. | **Dr. R. Magesh**<br>Professor and Head<br>Department of Management Studies<br>Anna University, Chennai | External Expert |
| 3. | **Mr. Prince Lazarus**<br>Member- Confederation of Indian Industry<br>CII, Chennai | CII Faculty |
| 4. | **Dr. J. Balasubramanian**<br>Head, Business Analytics,<br>Ashok Leyland, Chennai | Industry Expert |
| 5. | **Ms. Anitharaj Johnes George**<br>Senior Talent<br>Acquisition Analyst<br>SPI global, Pondicherry | Alumni |
| 6. | **Dr. S. Preetha**<br>School of Management Studies, VISTAS | Professor |
| 7. | **Dr. G. Rajini**<br>School of Management Studies, VISTAS | Professor |
| 8. | **Dr. P. G. Thirumagal**<br>School of Management Studies, VISTAS | Associate Professor |
| 9. | **Dr. G. Madhumita**<br>School of Management Studies, VISTAS | Associate Professor |
| 10. | **Dr. S. Sudha**<br>School of Management Studies, VISTAS | Professor |

**VELS INSTITUTE OF SCIENCE, TECHNOLOGY AND ADVANCED STUDIES (VISTAS), CHENNAI**

**CHOICE BASED CREDIT SYSTEM (CBCS)**

**MBA GENERAL (FINANCE, HR, MARKETING, OPERATIONS & SYSTEM) – REGULATIONS 2024**

**(Applicable to all the candidates admitted from the academic year 2024-25 onwards)**

## 1. DURATION OF THE PROGRAMME

1.1. Two years (Four semesters)

1.2. Each academic year shall be divided into two semesters. The odd semesters shall consist of the period from July to November of each year and the even semesters from January to May of each year.

1.3 There shall be not less than 90 working days for each semester.

## 2. ELIGIBILITY FOR ADMISSION

2.1. The details of Eligibility for Admission

Passed bachelor's degree of minimum 3 years duration.

Obtained at least 50% marks (45% marks in case of candidates belonging to reserved category) in the qualifying examination.

## 3. MEDIUM OF INSTRUCTION

The medium of instruction for all PG programme is English.

## 4. CREDIT REQUIRMENTS AND ELIGIBILITY FOR AWARD OF DEGREE

A Candidate shall be eligible for the award of Degree only if he/she has undergone the prescribed course of study in VISTAS for a period of not less than TWO academic years and passed the examinations of all the prescribed courses of FOUR Semesters earning a minimum of 102 credits as per the distribution given in the course structure.

## 5. COURSE

Each course / subject is to be designed under lectures / tutorials / laboratory or field work / seminar / practical training / Assignments / Term paper or Report writing etc., to meet effective teaching and learning needs.

## 6. COURSE OF STUDY AND CREDITS

The Course Components and Credit Distribution shall consist of:

The total number of subjects of study shall be 29 out of which 16 shall be core subjects, 6 will be Electives, five practical, Internship in Third semester and Project Work in the Final Semester with a Viva-voce altogether.

Candidates shall take 8 subjects (6 Core Theory + 2 Practical) in the First semester, 8 subjects (6

Core Theory + 2 Practical) in the Second Semester, 10 subjects (2 Core Theory + 6 Elective Theory + 2 Practical including Internship) in the Third Semester and 3 subjects (2 Core Theory + 1 Project work) in the Fourth Semester.

Internship: The students have to undergo an internship for thirty days in between the second and third semester. The maximum marks for Internship will be 100. The Internship will be evaluated through Viva voce Exam by the guide and an External expert.

Project: The students will do Project work for Four months in the Fourth Semester. The Maximum marks for Project Work will be 300. The project Work will be evaluated through Viva voce Exam by the guide and an External expert. The components of Project Work will be 100 marks for Dissertation and 200 marks for Viva voce.

To offer Elective Subjects to the students, a Minimum enrolment in the Elective Subjects shall be TWENTY.

For each course, credit is assigned based on the following:

| Contact hour per week | | CREDITS |
|---|---|---|
| 1 Lecture hour | - | 1 Credit |
| 1 Tutorial hour | - | 1 Credit |
| 2 Practical hours | - | 1 Credit |

(Laboratory / Seminar / Project Work / etc.)

**7. REQUIREMENTS FOR PROCEEDING TO SUBSEQUENT SEMESTER**

7.1. **Eligibility:** Students shall be eligible to go to subsequent semester only if they earn sufficient attendance as prescribed therefore by the Board of Management from time to time.

7.2. **Attendance:** All Students must earn 75% and above of attendance to appear for the University Examination. (Theory/Practical)

7.3. **Condonation of shortage of attendance:** If a Student fails to earn the minimum attendance (Percentage stipulated), the HODs shall condone the shortage of attendance on medical grounds up to a maximum limit of 10% (i.e. between 65% and above and less than 75%) after paying the prescribed fee towards the condonation of shortage of attendance. Students with attendance of less than 65 and more than 50% shall be condoned by VC on the recommendation of HODs on genuine grounds, will be permitted to appear for the regular examination on payment of the prescribed condonation fee.

7.4. **Detained students for want of attendance:** Students who have earned less than 50% of attendance shall be permitted to proceed to the next semester and to complete the Program of study. Such Students shall have to repeat the semester, which they have missed by rejoining after completion of final semester of the course, by paying the fee for the break of study as prescribed by the University from time to time.

7.5. **Transfer of Students and Credits:** The strength of the credits system is that it permits inter-Institutional transfer of students. By providing mobility, it enables individual students to develop their capabilities fully by permitting them to move from one Institution to another in accordance with their aptitude and abilities.

7.5.1. Transfer of Students is permitted from one Institution to another Institution for the same program with same nomenclature, provided, there is a vacancy in the respective program of Study in the Institution where the transfer is requested.

7.5.2. The marks obtained in the courses will be converted into appropriate grades as per the University norms.

7.5.3. The transfer students are not eligible for Ranking, Prizes and Medals.

7.5.4. Students who want to go to foreign Universities for up to two semesters or Project Work with the prior approval of the Departmental / University Committee are allowed to transfer of their credits. Marks obtained in the courses will be converted into Grades as per the University norms and the students are eligible to get CGPA and Classification.

**8. EXAMINATION AND EVALUATION**

**8.1. EXAMINATION:**

i) There shall be examinations at the end of each semester, for odd semesters in the month of October / November, for even semesters in April / May. A candidate who does not pass the examination in any course(s) shall be permitted to appear in such failed courses in the subsequent examinations to be held in October / November or April / May.

ii) A candidate should register for the first semester examination. If registration is not possible owing to shortage of attendance beyond condonation limit / regulations prescribed OR belated joining OR on medical grounds, the candidates are permitted to move to the next semester. Such candidates shall re-do the missed semester after completion of the programme.

iii) The results of all the examinations will be published through the University Website. In the case of passed out candidates, their arrear results, will be published through University Website.

8.2 **To Register for all subjects**: Students shall be permitted to proceed from the First Semester up to Final Semester irrespective of their failure in any of the Semester Examination, except for the shortage of attendance programs. For this purpose, Students shall register for all the arrear subjects of earlier semesters along with the current (subsequent) Semester Subjects.

8.3. Marks for Continuous Internal Assessment (CIA) Examinations and End Semester Examinations (ESE)

8.3.1 There shall be no passing minimum for Continuous Internal Assessment (CIA) Examinations.

8.3.2 For the End Semester examination, passing minimum shall be 50% (Fifty Percentage) of the

Maximum marks prescribed for the Course/Practical/Project and Viva-Voce.

8.3.3 In the aggregate (CIA and ESE) the passing minimum shall be 50%.

8.3.4. He / She shall be declared to have passed the whole examination, if he/she passes in all the courses wherever prescribed in the curriculum by earning 102 CREDITS.

**9. Question Paper Pattern** for End Semester Examination

**Duration: 3 Hours Max. Marks: 100**

| | | |
|---|---|---|
| Part A | : 8 out of 10 questions | (8 X 5 = 40) |
| Part B | : 4 out of 6 questions | (4 X 10 = 40) |
| Part C | :1 Case Study or Problem is Compulsory | (1 X 20= 20) |

Total Marks for each subject 100 Marks

University Exam 60 Marks

Internal Assessment 40 Marks

**10. SUPPLEMENTARY EXAMINATION:** Supplementary Examinations are conducted for the students who appeared in the final semester examinations. Eligible criteria for appearing in the Supplementary Examinations are as follows:

10.1. Eligibility: A Student who is having a maximum of two arrear papers is eligible to appear for the Supplementary Examination.

10.2. Non-eligibility for those who completed the program: Students who have completed their Program duration but having arrears are not eligible to appear for Supplementary Examinations.

**11. RETOTALLING, REVALUATION AND PHOTOCOPY OF THE ANSWER SCRIPTS:**

11.1. Re-totaling: All PG Students who appeared for their Semester Examinations are eligible for applying for re-totaling of their answer scripts.

11.2. Revaluation: All current batch Students who have appeared for their Semester Examinations are eligible for Revaluation of their answer scripts. Passed out candidates are not eligible for Revaluation.

11.3. Photocopy of the answer scripts: Students who have applied for revaluation can download their answer scripts from the University Website after fifteen days from the date of publication of the results.

**12. The examination and evaluation for MOOCs** will be as per the requirements of the regulatory bodies and will be specified at the beginning of the Semester and notified by the university NPTEL-SWAYAM Coordinator (SPOC).

**13. CLASSIFICATION OF SUCCESSFUL STUDENTS**

13.1. CORE SUBJECTS, PRACTICAL, ELECTIVES COURSES AND PROJECT: Successful Students passing the Examinations and securing the marks

a) CGPA 9.00 to 10.00 shall be declared to have passed the examination in **First class with Outstanding**.

b) CGPA 7.50 to 8.99 shall be declared to have passed the examination in **First class with distinction**.

c) CGPA 6.00 to 7.49 shall be declared to have passed the examination in **First Class**.

**d)** CGPA 5.00 to 5.99 in the aggregate shall be declared to have passed the examination in the **SECOND** Class.

**14. MARKS AND GRADES:** The following table shows the marks, grade points, letter grades and classification to indicate the performance of the student:

14.1. **Computation of Grade Point Average (GPA)** in a Semester, Cumulative Grade Point Average (CGPA) and Classification

GPA for a Semester: = ∑iCiGi ÷ ∑iCi That is, GPA is the sum of the multiplication of grade points by the credits of the courses divided by the sum of the credits of the courses in a semester.

Where, Ci= Credits earned for course i in any semester,

Gi = Grade Points obtained for course i in any semester

n = Semester in which such courses were credited.

CGPA for the entire programme: = ∑n∑iCniGni ÷∑n∑iCni That is, CGPA is the sum of the multiplication of grade points by the credits of the entire programme divided by the sum of the credits of the courses of the entire programme

| **Grade Conversion Table - PG** | | | |
|---|---|---|---|
| 90 - 100 | 10 | O | Outstanding |
| 85 - 89 | 9 | A+ | Excellent |
| 80 - 84 | 8 | A | Very Good |
| 75 - 79 | 7.5 | B+ | Good |
| 70 - 74 | 7 | B | Above Average |
| 60 - 69 | 6 | C | Average |
| 50 - 59 | 5 | D | Minimum for pass |
| 0 - 49 | 0 | RA | Reappear |
| | | AAA | Absent |
| | | | |

| **Overall Performance - PG** | | |
|---|---|---|
| **CGPA** | **GRADE** | **CLASS** |
| 5.00 - 5.99 | D | Second Class |
| 6.00 - 6.99 | C | First Class |
| 7.00 - 7.49 | B | |
| 7.50 – 7.99 | B+ | First Class with Distinction* |
| 8.00 - 8.49 | A | |
| 8.50 – 8.99 | A+ | |
| 9.00 - 10.00 | O | First Class - Outstanding* |

**14.2. Letter Grade and Class CGPA**

The students who have passed in the first appearance and within the prescribed semester of the PG Programme (Major and Elective courses only) are eligible.

**15. RANKING**

- Students who pass all the examinations prescribed for the Program in the FIRST APPEARANCE ITSELF ALONE are eligible for Ranking / Distinction.
- In the case of Students who pass all the examinations prescribed for the Program with a break in the First Appearance are only eligible for Classification.
- Students qualifying during the extended period shall not be eligible for RANKING.

**16. MAXIMUM PERIOD FOR COMPLETION OF THE PROGRAMS TO QUALIFY FOR A DEGREE**

16.1. A Student who for whatever reasons is not able to complete the programs within the normal period (N) or the Minimum duration prescribed for the programme, may be allowed two years period beyond the normal period to clear the backlog to be qualified for the degree. (Time Span = N + 2 years for the completion of programme)

16.2. In exceptional cases like major accidents and childbirth an extension of one year considered beyond maximum span of time (Time Span= N + 2 + 1 years for the completion of programme).

**17. REVISION OF REGULATIONS, CURRICULUM AND SYLLABI**

The University may from time-to-time revise, amend or change the Regulations, Curriculum, Syllabus and Scheme of examinations through the Academic Council with the approval of the Board of Management.

**Overall credit distribution / Course Components with credits**

| S.No | Semester | Total number of Subjects | Core / Elective / Lab / Internship / Project Work | Credit Distribution | | Total Credits | Total Credits for the Semester |
|---|---|---|---|---|---|---|---|
| | | | | Credits | No. of Subjects | | |
| 1 | I | 8 | 6 Core Theory | 4 | 6 | 24 | **27** |
| | | | 1 Practical | 2 | 1 | 2 | |
| | | | 1 Practical | 1 | 1 | 1 | |
| 2 | II | 8 | 6 Core Theory | 4 | 6 | 24 | **27** |
| | | | 1 Practical | 2 | 1 | 2 | |
| | | | 1 Practical | 1 | 1 | 1 | |
| 3 | III | 10 | 2 Core Theory | 4 | 2 | 8 | **32** |
| | | | 6 Elective Theory | 3 | 6 | 18 | |
| | | | 1 Practical | 2 | 1 | 2 | |
| | | | 1 Internship | 4 | 1 | 4 | |
| 4 | IV | 3 | 2 Core Theory | 3 | 2 | 6 | **16** |
| | | | 1 Project | 10 | 1 | 10 | |
| | | | | | | **Total** | **102** |

## MBA (FINANCE, HR, MARKETING, OPERATIONS & SYSTEM)

## – REGULATIONS 2024

### SEMESTER I

| Code | Course | Hour / Week | | | C | Maximum Marks | | |
|---|---|---|---|---|---|---|---|---|
| | | L | T | P | | CA | SEE | Total |
| 24CMBA11 | Management Concepts and Organizational Behaviour | 4 | 0 | 0 | 4 | 40 | 60 | 100 |
| 24CMBA12 | Business Data Analysis for Management Science | 3 | 1 | 0 | 4 | 40 | 60 | 100 |
| 24CMBA13 | Managerial Economics | 4 | 0 | 0 | 4 | 40 | 60 | 100 |
| 24CMBA14 | Financial Reporting, Statements and Analysis | 3 | 1 | 0 | 4 | 40 | 60 | 100 |
| 24CMBA15 | Legal Aspects of Business | 4 | 0 | 0 | 4 | 40 | 60 | 100 |
| 24CMBA16 | Fundamentals of Business Analytics | 4 | 0 | 0 | 4 | 40 | 60 | 100 |
| 24PMBA11 | Practical - Professional Upskilling | 0 | 0 | 4 | 2 | 40 | 60 | 100 |
| 24PMBA12 | Practical - MOOC | 0 | 0 | 2 | 1 | 40 | 60 | 100 |
| | | **22** | **2** | **6** | **27** | | | |

### SEMESTER II

| Code | Course | Hour / Week | | | C | Maximum Marks | | |
|---|---|---|---|---|---|---|---|---|
| | | L | T | P | | CA | SEE | Total |
| 24CMBA21 | Marketing Management | 4 | 0 | 0 | 4 | 40 | 60 | 100 |
| 24CMBA22 | Financial Management | 3 | 1 | 0 | 4 | 40 | 60 | 100 |
| 24CMBA23 | Human Resources Management | 4 | 0 | 0 | 4 | 40 | 60 | 100 |
| 24CMBA24 | Operations Management | 4 | 0 | 0 | 4 | 40 | 60 | 100 |
| 24CMBA25 | Business Research Methods | 4 | 0 | 0 | 4 | 40 | 60 | 100 |
| 24CMBA26 | Corporate Social Responsibility and Sustainability | 4 | 0 | 0 | 4 | 40 | 60 | 100 |
| 24PMBA21 | Practical - Data Analysis for Business Decisions - I | 0 | 0 | 4 | 2 | 40 | 60 | 100 |
| 24PMBA22 | Practical - Entrepreneurship Lab | 0 | 0 | 2 | 1 | 40 | 60 | 100 |
| | | **23** | **1** | **6** | **27** | | | |

## SEMESTER III

| Code | Course | Hour / Week | | | C | Maximum Marks | | |
|---|---|---|---|---|---|---|---|---|
| | | L | T | P | | CA | SEE | Total |
| 24CMBA31 | Strategic Management | 4 | 0 | 0 | 4 | 40 | 60 | 100 |
| 24CMBA32 | International Business | 4 | 0 | 0 | 4 | 40 | 60 | 100 |
| 24EMBA…. | Elective I | 3 | 0 | 0 | 3 | 40 | 60 | 100 |
| 24EMBA…. | Elective II | 3 | 0 | 0 | 3 | 40 | 60 | 100 |
| 24EMBA…. | Elective III | 3 | 0 | 0 | 3 | 40 | 60 | 100 |
| 24EMBA…. | Elective IV | 3 | 0 | 0 | 3 | 40 | 60 | 100 |
| 24EMBA…. | Elective V | 3 | 0 | 0 | 3 | 40 | 60 | 100 |
| 24EMBA…. | Elective VI | 3 | 0 | 0 | 3 | 40 | 60 | 100 |
| 24PMBA31 | Practical - Data Analysis for Business Decisions - II | 0 | 0 | 4 | 2 | 40 | 60 | 100 |
| 24IMBA31 | Practical - Internship | 0 | 0 | 8 | 4 | 40 | 60 | 100 |
| | | **26** | **0** | **12** | **32** | | | |

## SEMESTER IV

| Code | Course | Hour / Week | | | C | Maximum Marks | | |
|---|---|---|---|---|---|---|---|---|
| | | L | T | P | | CA | SEE | Total |
| 24RMBA41 | Project | 0 | 0 | 20 | 10 | 100 | 200 | 300 |
| 24CMBA41 | Social Entrepreneurship | 3 | 0 | 0 | 3 | 40 | 60 | 100 |
| 24CMBA42 | Universal Human Values | 3 | 0 | 0 | 3 | 40 | 60 | 100 |
| | | 6 | **0** | **20** | **16** | | | |

**TOTAL CREDITS: 102**

## LIST OF COURSES

## CORE COURSES

| Semester | Code | Course | Hour / Week | | | Credits |
|---|---|---|---|---|---|---|
| | | | Lecture | Tutorial | Practical | |
| I | 24CMBA11 | Management Concepts and Organizational Behaviour | 4 | 0 | 0 | 4 |
| I | 24CMBA12 | Business Data Analysis for Management Science | 3 | 1 | 0 | 4 |
| I | 24CMBA13 | Managerial Economics | 4 | 0 | 0 | 4 |
| I | 24CMBA14 | Financial Reporting, Statements and Analysis | 3 | 1 | 0 | 4 |
| I | 24CMBA15 | Legal Aspects of Business | 4 | 0 | 0 | 4 |
| I | 24CMBA16 | Fundamentals of Business Analytics | 4 | 0 | 0 | 4 |
| II | 24CMBA21 | Marketing Management | 4 | 0 | 0 | 4 |
| II | 24CMBA22 | Financial Management | 3 | 1 | 0 | 4 |
| II | 24CMBA23 | Human Resources Management | 4 | 0 | 0 | 4 |
| II | 24CMBA24 | Operations Management | 4 | 0 | 0 | 4 |
| II | 24CMBA25 | Business Research Methods | 4 | 0 | 0 | 4 |
| II | 24CMBA26 | Corporate Social Responsibility and Sustainability | 4 | 0 | 0 | 4 |
| III | 24CMBA31 | Strategic Management | 4 | 0 | 0 | 4 |
| III | 24CMBA32 | International Business | 4 | 0 | 0 | 4 |
| IV | 24CMBA41 | Social Entrepreneurship | 3 | 0 | 0 | 3 |
| IV | 24CMBA42 | Universal Human Values | 3 | 0 | 0 | 3 |

## ELECTIVE COURSES

| FUNCTIONAL AREA | ELECTIVE COURSES | L | T | P | C |
|---|---|---|---|---|---|
| Finance Management | Investment Analysis and Portfolio Management | 3 | 0 | 0 | 3 |
| | Managing Banks and Financial Institutions | 3 | 0 | 0 | 3 |
| | Project Appraisal and Finance | 3 | 0 | 0 | 3 |
| | Business Valuation | 3 | 0 | 0 | 3 |
| | Financial Markets and Services | 3 | 0 | 0 | 3 |
| | Mergers, Acquisitions and Corporate Restructuring | 3 | 0 | 0 | 3 |
| | Financial Derivatives | 3 | 0 | 0 | 3 |
| | International Finance | 3 | 0 | 0 | 3 |
| | Behavioural Finance | 3 | 0 | 0 | 3 |
| | Social Banking and Micro Finance Management | 3 | 0 | 0 | 3 |
| | Fintech and Blockchain | 3 | 0 | 0 | 3 |
| | Sustainable Green Finance | 3 | 0 | 0 | 3 |
| | ESG Investing | 3 | 0 | 0 | 3 |
| | Financial Econometrics | 3 | 0 | 0 | 3 |
| | Carbon Finance | 3 | 0 | 0 | 3 |
| | Crypto Currency and Digital Assets | 3 | 0 | 0 | 3 |
| Marketing Management | Consumer Behaviour | 3 | 0 | 0 | 3 |
| | B2B Marketing | 3 | 0 | 0 | 3 |
| | Retail Management | 3 | 0 | 0 | 3 |
| | Sales and distribution Management | 3 | 0 | 0 | 3 |
| | Marketing to the base of Pyramid Consumers | 3 | 0 | 0 | 3 |
| | Integrated Marketing Communications/Promotion Strategy | 3 | 0 | 0 | 3 |
| | Digital and Social Media Marketing | 3 | 0 | 0 | 3 |
| | Product and Brand Management | 3 | 0 | 0 | 3 |
| | Services Marketing | 3 | 0 | 0 | 3 |
| | Export Procedures and Documentation forRural Products | 3 | 0 | 0 | 3 |
| | International Marketing | 3 | 0 | 0 | 3 |
| | Semiotics - Strategies for Media and Brand Communication | 3 | 0 | 0 | 3 |
| | E - Commerce and Digital Payment | 3 | 0 | 0 | 3 |
| Operations Management | Supply chain and Logistics Management | 3 | 0 | 0 | 3 |
| | Quality Toolkit for Managers | 3 | 0 | 0 | 3 |
| | Pricing and Revenue Management | 3 | 0 | 0 | 3 |
| | Operations Strategy | 3 | 0 | 0 | 3 |
| | Sales and Operations Planning | 3 | 0 | 0 | 3 |
| | Behavioural Operations Management | 3 | 0 | 0 | 3 |

| | | | | | |
|---|---|---|---|---|---|
| | Operations Research Applications | 3 | 0 | 0 | 3 |
| | Management of Manufacturing Systems | 3 | 0 | 0 | 3 |
| | Sourcing Management | 3 | 0 | 0 | 3 |
| Human Resources Management and Organization al Behavior | Manpower Planning | 3 | 0 | 0 | 3 |
| | Compensation and Benefits Management | 3 | 0 | 0 | 3 |
| | Performance Management Systems | 3 | 0 | 0 | 3 |
| | Team Dynamics at Work | 3 | 0 | 0 | 3 |
| | Strategic Human Resource Management | 3 | 0 | 0 | 3 |
| | International Human Resource Management | 3 | 0 | 0 | 3 |
| | Cross Cultural Management | 3 | 0 | 0 | 3 |
| | Talent and Competency Management | 3 | 0 | 0 | 3 |
| | Organizational Change and Development | 3 | 0 | 0 | 3 |
| | Strategic Leadership | 3 | 0 | 0 | 3 |
| | Counselling Skills for HR Managers | 3 | 0 | 0 | 3 |
| | Organisational Psychology | 3 | 0 | 0 | 3 |
| | Individual and Organizational Dynamics | 3 | 0 | 0 | 3 |
| | Power and Politics in Organisation | 3 | 0 | 0 | 3 |
| | Learning and Development | 3 | 0 | 0 | 3 |
| Analytics | Business Forecasting | 3 | 0 | 0 | 3 |
| | Financial and Risk Analytics | 3 | 0 | 0 | 3 |
| | Marketing and Retail Analytics | 3 | 0 | 0 | 3 |
| | Human Resources Metrics and Analytics | 3 | 0 | 0 | 3 |
| | Supply chain Analytics | 3 | 0 | 0 | 3 |
| Management Information System | Data Mining for Business decisions | 3 | 0 | 0 | 3 |
| | Managing Software Projects | 3 | 0 | 0 | 3 |
| | Managing Digital Innovation and Transformation | 3 | 0 | 0 | 3 |
| | Enterprise Resource Planning | 3 | 0 | 0 | 3 |
| | SAP Modules | 3 | 0 | 0 | 3 |
| Entrepreneurship | Technology Appreciation and Intellectual Property Rights | 3 | 0 | 0 | 3 |
| | Innovation Technology Management | 3 | 0 | 0 | 3 |
| | Indian Models in Entrepreneurship | 3 | 0 | 0 | 3 |
| | Venture Valuation and Accounting | 3 | 0 | 0 | 3 |
| | Entrepreneurial Marketing | 3 | 0 | 0 | 3 |
| | Entrepreneurship in Practice | 3 | 0 | 0 | 3 |
| | Social Innovation Entrepreneurship | 3 | 0 | 0 | 3 |
| General Management and Strategy | Indian Knowledge System | 3 | 0 | 0 | 3 |
| | Managing Energy Businesses | 3 | 0 | 0 | 3 |
| | Waste Management | 3 | 0 | 0 | 3 |
| | Understanding Self: Indian Perspective | 3 | 0 | 0 | 3 |
| | Community Resilience and Disaster Management | 3 | 0 | 0 | 3 |
| | Probity in Governance and Administration | 3 | 0 | 0 | 3 |
| | Design Thinking | 3 | 0 | 0 | 3 |

| | | | | | |
|---|---|---|---|---|---|
| | Indian Ethos and Business Development | 3 | 0 | 0 | 3 |
| | Strategic Management of Services | 3 | 0 | 0 | 3 |
| | Competing in Global Markets | 3 | 0 | 0 | 3 |
| | Dynamics of Framing and Executing Strategy | 3 | 0 | 0 | 3 |
| | Foundations of Strategy Consulting | 3 | 0 | 0 | 3 |
| | Strategic Perspectives in Banking | 3 | 0 | 0 | 3 |
| | Designing and Configuring Business Models | 3 | 0 | 0 | 3 |
| | Corporate Governance | 3 | 0 | 0 | 3 |
| | Managing Information Systems | 3 | 0 | 0 | 3 |
| | Business Ethics and Law | 3 | 0 | 0 | 3 |
| | Global Digital Entrepreneurship | 3 | 0 | 0 | 3 |

## PRACTICAL COURSES

| Semester | Code | Course | Hour / Week | | | Credits |
|---|---|---|---|---|---|---|
| | | | Lecture | Tutorial | Practical | |
| I | 24PMBA11 | Practical - Professional Upskilling | 0 | 0 | 4 | 2 |
| I | 24PMBA12 | Practical - MOOC | 0 | 0 | 2 | 1 |
| II | 24PMBA21 | Practical - Data Analysis for Business Decisions - I | 0 | 0 | 4 | 2 |
| II | 24PMBA22 | Practical - Entrepreneurship Lab | 0 | 0 | 2 | 1 |
| III | 24PMBA31 | Practical - Data Analysis for Business Decisions - II | 0 | 0 | 4 | 2 |
| III | 24IMBA31 | Practical - Internship | 0 | 0 | 8 | 4 |
| IV | 24RMBA41 | Project | 0 | 0 | 20 | 10 |

# SEMESTER I

| 24CMBA11 | MANAGEMENT CONCEPTS AND ORGANIZATIONAL BEHAVIOUR | 4 | 0 | 0 | 4 |
|---|---|---|---|---|---|

**Course Objectives**

- To explore group and individual behaviour in an organizational setting.
- To develop knowledge and skills needed by managers and leaders.

| | | |
|---|---|---|
| **UNIT I** | **INTRODUCTION TO MANAGEMENT** | **12 hours** |
| | Concept of Management - Nature and scope of Management-Evolution of Management Thought – Classical, Neo Classical & Modern Theories – Applying Management Theory in Practice- Managerial Roles – Nature and Determinants of Organizational Behaviour -OB Model – Contributing Disciplines of OB. | |
| **UNIT II** | **FUNCTIONS OF MANAGEMENT** | **12 hours** |
| | Planning – Types of plans – Planning process – Management by Objectives (MBO)- Decision Making Process & Style. Organising - Organisation Design & Structure – Delegation , Authority & Power, Line & Staff Organisations. Controlling- Process of Control, Types of Control- Techniques - Staffing. | |
| **UNIT III** | **FOUNDATIONS OF ORGANISATIONAL BEHAVIOUR**<br>Nature & Determinants of Organizational Behaviour – Learning – Values – Personality – Myers Briggs Type Indicator (MTBI) – Big Five Personality Model – Emotions- Perception- Affective events theory – Emotional Intelligence – Attribution Theory. | **12 hours** |
| **UNIT IV** | **WORK MOTIVATION AND GROUP BEHAVIOUR** | **12 hours** |
| | Early Theories (Mc. Gregory's Theory X & Y - Abraham Maslow's Need Hierarchy Theory - Herzberg's Two Factor Theory) & Contemporary Theories (Mc. Clelland's 3 Needs Theory - Alderfer's ERG Theory - Adam's Equity Theory & Vroom's Expectancy Theory- Goal Setting Theory), Application of Motivation Theories & workers participation management. - Types of Groups - Group Decision Making – Types of teams – Creating effective Teams. | |
| **UNIT V** | **LEADERSHIP AND ORGANISATIONAL DEVELOPMENT** | **12 hours** |
| | Basic Approaches (Trait Theories, Behavioural Theories & Contingency Theories) & Contemporary Issues in Leadership. Conflict - Levels of conflict, resolving conflicts; power and politics: sources of power, use of power-Organisational Development - Effects of culture, changing Organisational culture -Forces of change, Resistance to change, the change process. | |
| **TOTAL: - 60 hours** | | |

**Text Books:**

**1.** Harold Koontz, Heinz Weihrich, Essentials of Management: An International, Innovation and Leadership Perspective, 10th edition, Mc Graw Hill
**2.** Robbins.S.P. Fundamentals of Management, Pearson, 2003. Robbins.S. Organisational Behaviour, X edn., Prentice-Hall, India.

**Reference Books:**

- Re Michael A. Hitt, J. Stewart Black, and Lyman W. Porter, Management, Pearson, 11thEdition, 2011.
- Koontz &Weirich, Essentials of Management, Tata McGraw Hill Publishing Company, New Delhi. Stoner, Freeman & Gilbert, Management, PHI, 6th Edition.

**Web Links:**

1. https://us.sagepub.com/en-us/nam/principles-and-practices-of-management-and-organizational-behaviour/book251882#:~:text=Principles%20and%20Practices%20of%20Management%20and%20Organizational%20Behaviour %20provides%20a,performance%20in%20the%20global%20era.
2. https://courses.lumenlearning.com/wmopen organizationalbehavior/chapter/management theory-and-organizational-behavior/ https://online.nwmissouri.edu/articles/mba/why-managers-understand-organizational-behavior.aspx

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | **Explain the evolution of Management thought and interpret the OB Model** | **K 2** |
| **CO2:** | **Analyze the Functions of Management** | **K 4** |
| **CO3:** | **Appraise the foundations of organizational behaviour** | **K 5** |
| **CO4:** | **Assess work motivation and group behaviour in organizations** | **K 5** |
| **CO5:** | **Examine the process of communication, classify leadership styles and analyze organizational change** | **K 4** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | PO1 | PO2 | PO3 | PO4 | PO5 | PSO1 | PSO2 | PSO3 |
|---|---|---|---|---|---|---|---|---|
| **CO1** | 3 | 2 | - | 1 | - | 1 | 3 | - |
| **CO2** | 3 | 1 | 3 | 1 | - | - | - | 1 |
| **CO3** | 2 | 1 | - | - | 3 | - | - | - |
| **CO4** | 2 | - | 2 | - | 3 | 1 | - | 3 |
| **CO5** | 3 | - | 3 | 3 | 2 | - | 2 | - |

| 24CMBA12 | BUSINESS DATA ANALYSIS FOR MANAGEMENT SCIENCE | 3 | 1 | 0 | 4 |
|---|---|---|---|---|---|

**Course Objectives**

- To acquaint the student with the applications of Statistics and Operations Research to business and industry.
- To help them to grasp the significance of analytical techniques in decision making.

| UNIT I | INTRODUCTION TO STATISTICS | 12 hours |
|---|---|---|
| Introduction to Statistics - Collection of Data - Measures of Central Tendency & Dispersion in Frequency Distribution. | | |
| **UNIT II** | **CORRELATION AND REGRESSION** | **12 hours** |
| Correlation coefficient - Karl Pearson and Spearman Rank Correlation coefficient -Linear Regression equations. | | |
| **UNIT III** | **HYPOTHESIS TESTING** | **12 hours** |
| Hypothesis Testing –Test for Single Mean & Two Mean– Chi-Square test, F test – ANOVA. | | |
| **UNIT IV** | **INTRODUCTION TO OPERATIONS RESEARCH** | **12 hours** |
| Operations Research – Linear programming (LP) – Formulation – Graphical Solution- Replacement Model- simple problems only – CPM and PERT models | | |
| **UNIT V** | **TRANSPORTATION AND ASSIGNMENT** | **12 hours** |
| Transportation Model – Initial Solution: Northwest Corner Rule, Least Cost Method, Vogel's Approximation method – Assignment Problem. | | |
| **TOTAL: 60 hours** | | |

**Text Books:**

1. D. Vohra, "Business Statistics", Tata McGraw-Hill Education, 2nd Edition, 2021.

2. Hamdy A. Taha, Operations Research-An introduction, Pearson Education, 10th Edition / Prentice Hall of India, 2019.

**Reference Books:**

1. S P Gupta," Business Statistics", 2023, VISIONIAS

**2.** N D Vohra , Hitesh Arora, Quantitative Techniques, 2021, **McGraw Hill**

**Web Links:**

1. https://machinelearningmastery.com/statistical-hypothesis-tests/
2. https://www.wiley.com/enin/Quantitative+Methods%3A+An+Introduction+for+Business+Management-p-9780470496343

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Explain and evaluate various measures of central tendency and measures of dispersion | **K5** |
| **CO2:** | Calculate correlation, regression and rank correlation | **K5** |
| **CO3:** | Construct hypotheses and test them by applying statistical tools. | **K6** |
| **CO4:** | Formulation of a Linear programming problem. | **K6** |
| **CO5:** | Evaluate the initial solution for the Transportation Model. | **K5** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1** | **1** | **3** | **2** | **-** | **2** | **1** | **1** | **2** |
| **CO2** | **1** | **3** | **2** | **-** | **2** | **1** | **1** | **2** |
| **CO3** | **-** | **1** | **3** | **-** | **1** | **3** | **-** | **1** |
| **CO4** | **-** | **1** | **3** | **-** | **1** | **3** | **-** | **1** |
| **CO5** | **1** | **3** | **2** | **-** | **2** | **1** | **1** | **2** |

| 24CMBA13 | MANAGERIAL ECONOMICS | 4 | 0 | 0 | 4 |
|---|---|---|---|---|---|

**Course Objectives**

- To study the concept of Managerial Economics by applying a series of basic economics principles.
- To gain knowledge on issues related to optimal pricing strategies, demand forecasting, and optimal financing, appropriate hiring decisions, and investment decisions, among others, can be successfully tackled with managerial economics tools and to analyze how to incorporate a global perspective to their managerial economics box of tools.

| UNIT I | INTRODUCTION | 12 hours |
|---|---|---|

Introduction to Managerial Economics – Nature and scope of macroeconomics -Incremental principle – equimarginal principle – some decision rules – The risk and uncertainty theory – optimization techniques – Baumol's sales maximization – least-cost combination.

| UNIT II | DEMAND DECISIONS | 12 hours |
|---|---|---|

Demand Decisions – Demand analysis – elasticity of demand – demand forecasting – types &methods of demand forecasting – trend projection method – least square method of demand forecasting limitations & uses

| UNIT III | OUTPUT DECISIONS | 12 hours |
|---|---|---|

Input-Output Decisions - Production function – Cost and managerial decision making – Cobb - Douglas production functions – Law of variable proportion – short run cost output – long run cost output – economies and dimensions of scale of production.

| UNIT IV | PRICE-OUTPUT DECISIONS | 12 hours |
|---|---|---|

Price-Output Decisions - Market Environment of Price Output Decisions by the Firm and the Industry – Pricing under perfect competition – oligopoly pricing strategies and tactics – pricing – pricing in life-cycle of a product -Profit-Maximization & Competitive Markets-Price-Searchers, Cartels, Oligopoly-Advanced Pricing and Auctions.

| UNIT V | ECONOMIC THEORY | 12 hours |
|---|---|---|

The Firm in Theory and Practice - Economic Theory of the Firm – The Behavioral Theory of the Firm - Managerial Theories of the Firm – Profit concepts & analysis – Game Theory and Asymmetric Information.

**TOTAL : 60 hours**

**Text Books:**

1. H L Ahuja, Managerial Economics (Analysis of Managerial Decision Making), 2022, S Chand
2. Thomas J. Webster Pace University Professor Emeritus, Managerial Economics: Tools for Analyzing Business Strategy, 2017, Lexington Books

**Reference Books:**

1. K.K. Seo, Managerial Economics, Richard D. Irwin Inc.
2. C. Dhingra, Essentials of Managerial Economics - Theory, Applications and Cases

SultanChand, New Delhi,

**Web Links:**

1. hhttps://www.cheggindia.com/career-guidance/managerial-economics-principals-types-and- scope/
2. https://theinvestorsbook.com/managerial-economics.html
3. https://www.analyticssteps.com/blogs/what-managerial-economics-definition-types-nature- principles-scope

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Define the basic elements of managerial economics aspects of the firm. | **K1** |
| **CO2:** | Discuss the demand analysis decisions methods as to forecasting. | **K6** |
| **CO3:** | Apply the managerial decision functions of the firm. | **K3** |
| **CO4:** | Examine and elaborate the basic theories related to business practices. | **K4** |
| **CO5:** | Appraise on the decision as to environment and given | **K5** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1** | **3** | **1** | **-** | **2** | **2** | **-** | **3** | **2** |
| **CO2** | **3** | **1** | **-** | **2** | **2** | **-** | **3** | **2** |
| **CO3** | **2** | **2** | **1** | **1** | **3** | **1** | **2** | **3** |
| **CO4** | **2** | **-** | **-** | **3** | **1** | **-** | **2** | **1** |
| **CO5** | **1** | **3** | **2** | **-** | **2** | **2** | **1** | **2** |

| 24CMBA14 | FINANCIAL REPORTING, STATEMENTS & ANALYSIS | 3 | 1 | 0 | 4 |
|---|---|---|---|---|---|

**Course Objectives**

- To Interpret and analyze financial statements, including balance sheets, income statements, and cash flow statements.
- To evaluate the quality of financial reporting and disclosures.
- To apply financial reporting and analysis knowledge in real-world scenarios and decision-making.

| UNIT I | INTRODUCTION | 12 hours |
|---|---|---|

Introduction to Accounting, different types of businesses, Accounting Principles &Conventions, Ethics in Accounting, Process of Recording Business Transactions, the Accounting Equation, transaction analysis, Journalizing a transaction, trail balance, financial reporting framework of firms and companies.

| UNIT II | ANALYSIS OF FINANCIAL STATEMENTS | 12 hours |
|---|---|---|

Ratio Analysis: Liquidity, solvency, efficiency, and profitability ratios -Trend analysis and industry comparisons Common Size Statement; Comparative Balance Sheet -and Trend Analysis of manufacturing, service & banking organizations.

| UNIT III | FUNDS FLOW AND CASH FLOW ANALYSIS | 12 hours |
|---|---|---|

Fund Flow Analysis: Meaning – uses – Preparation of Fund Flow Statement. Cash Flow Analysis -(as per Accounting Standard) -Meaning – uses – Preparation of Cash Flow Statement

| UNIT IV | MARGINAL COSTING | 12 hours |
|---|---|---|

Marginal Costing – Meaning – Definition - Assumptions and Uses - Marginal Costing Vs. Absorption Costing - BEP Analysis and Safety Margin -Managerial Decision-Making Areas.

| UNIT V | BUDGETING AND FINANCIAL REPORTING | 12 hours |
|---|---|---|

Budgeting – Different types of budgeting – Cash budget – Flexible budget. -Challenges in financial reporting -Ethical considerations in financial reporting-Integrated Reporting and Sustainability Reporting -Overview of integrated reporting framework -Importance of sustainability reporting -Linkage between financial performance and sustainability

**TOTAL: 60 hours**

**Text Books:**


1 Financial Reporting, Financial Statement Analysis and Valuation: A Strategic Perspective" by James M. Wahlen, Stephen P. Baginski, and Mark T. Bradshaw 2 R.Narayanaswamy – 2021.

2. Financial accounting – A Managerial Perspective, Prentice Hall IndiaLtd., New Delhi 5th edition, 2014


**Reference Books:**


1. Financial Reporting and Analysis" (7th Edition, 2014) by Charles H. Gibson
2. Financial Reporting, Financial Statement Analysis and Valuation: A Strategic Perspective" (9th Edition, 2017) by James M. Wahlen, Stephen P. Baginski, and Mark T. Bradshaw

**Web Links:**

1. https://corporatefinanceinstitute.com/resources/knowledge/finance/analysis-of-financial- **statements/**
2. https://www.aafmindia.co.in/financial-statement-analysis-tools-limitation-uses-process
3. **https://www.accountingtools.com/articles/2017/5/14/financial-statement-analysis**

## COURSE OUTCOMES

| | | |
|---|---|---|
| CO1: | Familiar with the use of financial software and technology tools for financial reporting and analysis | **K1** |
| CO2: | To understand the components of each statement, the interrelationships between them, and how to accurately compile financial data. | **K2** |
| CO3: | Prepare Financial statements through ratio analysis. | **K4** |
| CO4: | Interpret the results of their financial analysis and effectively communicate their findings to stakeholders, such as investors, managers, and creditors. | **K5** |
| CO5: | Develops the skills in analyzing financial statements to assess the financial health and performance of a company | **K3** |

## MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1** | 3 | 2 | 1 | 1 | 1 | _ | 3 | 2 |
| **CO2** | 2 | 1 | - | 3 | 2 | 1 | 1 | - |
| **CO3** | 3 | 2 | 1 | - | 2 | 2 | 2 | 1 |
| **CO4** | 2 | 2 | 3 | 3 | 3 | 2 | 1 | - |
| **CO5** | - | 1 | 2 | 2 | 2 | _ | - | - |

| 24CMBA15 | LEGAL ASPECTS OF BUSINESS | 4 | 0 | 0 | 4 |
|---|---|---|---|---|---|

**Course Objectives**

- The objective of this course is to familiarize the students with various laws that will help them to refine their understanding of how law affects the different aspects of business.
- To describe the nature and classes of contracts.
- To identify the elements needed to create a contract.
- To analyse and interpret the various act related to business, property and business.

| UNIT I | INTRODUCTION | 12 hours |
|---|---|---|

Basic principles of the Indian Constitution – Fundamental rights: Freedom of trade and commerce - Government contract. **Indian Contract Act, 1872:** Essentials of Contracts - Classification of Contract, Quasi contract, Performance of contract, Breach of contract and its Remedies, Discharge of contract.

| UNIT II | SPECIAL CONTRACTS | 12 hours |
|---|---|---|

Sales of Goods Act, 1930 -Sales, Agreement to sales & Hire Purchase, Rights of Unpaid Seller, Caveat Emptor, Condition & Warranties - Laws of Agency -Creation of agency, Types of agents, Rights and Duties of Principal and Agent, Termination agency- Bailment, Pledge, Guarantee and Indemnity. Negotiable Instruments Act 1881 - Partnership Act 1930

| UNIT III | CONSUMER PROTECTION ACT 1986 & COMPETITION ACT 2002 | 12 hours |
|---|---|---|

Consumer protection Act 1986 -Competition Act 2002: Introduction, Definitions, Enquiry into Certain Agreements and Dominant Position of Enterprise and Combinations.

| UNIT IV | COMPANY ACT 2013 | 12 hours |
|---|---|---|

Characteristics and types of companies, Formation, MOA, AOA, Prospectus, Power, duties and liabilities of Directors, Appointment of Board of directors, Winding up of Companies

| UNIT V | IPR & IT ACT 2000 | 12 hours |
|---|---|---|

Protecting the property of Business-Copyright, Trademark, Secret, Geographical Indications-Cyber Crimes, IT Act 2000 and 2002, Cyber Laws, Introduction of IPR Intellectual Property Laws- Alternate Dispute resolutions.

**TOTAL: 60 hours**

**Text Books:**

1. Rajdeep Banerjee, Joyeeta Banerjee, Legal Aspects of Business, Sage Publications, 1e,2022.

2. Francis Cherunilam, Business Environment Text & Cases, Himalaya Publications, 13e, 2022.

3. Ravinder Kumar, Legal Aspects of Business, Cengage Learning, 5e, 2021

**Reference Books:**

1. Francis Cherunilam, Business Environment Text & Cases, Himalaya Publications, 13e, 2022.

2. Akhileshwar Patha, Legal Aspects of Business, TMH, 7e, 2019.

3. MC Kuchhal, Vivek Kuchhal, Business Legislation for Management, Vikas, Publishing House,5e, 2018.

**Web Links:**

1. https://www.airtract.com/article/the-legal-environment-of-business-%E2%80%93-a- complete-guide#:~:text=Legal%20environment%20of%20business%20is,the%20scope%20of%20the%20firm.
2. https://www.indiastudychannel.com/resources/.6169-What-Legal-Environment.aspx

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Identify and define key legal and regulatory concepts relevant to business operations. | **K1** |
| **CO2:** | To Explain the purpose and rationale behind different legal and regulatory frameworks impacting businesses | **K2** |
| **CO3:** | Analyze real-world scenarios and identify the relevant legal and regulatory considerations for businesses engaged in international trade, mergers and acquisitions, fundraising activities, and stock market listings. | **K3** |
| **CO4:** | To analyze a hypothetical business scenario and identify relevant legal considerations based on the covered frameworks | **K3** |
| **CO5:** | To evaluate the effectiveness of specific legal and regulatory frameworks in achieving their intended goals | **K5** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | PO1 | PO2 | PO3 | PO4 | PO5 | PSO1 | PSO2 | PSO3 |
|---|---|---|---|---|---|---|---|---|
| **CO1** | **3** | **3** | **-** | **2** | **-** | **3** | **-** | **1** |
| **CO2** | **2** | **2** | **2** | **-** | **2** | **2** | **2** | **2** |
| **CO3** | **1** | **2** | **1** | **1** | **-** | **3** | **-** | **1** |
| **CO4** | **3** | **3** | **-** | **-** | **3** | **-** | **-** | **-** |
| **CO5** | **2** | **1** | **2** | **-** | **2** | **2** | **1** | **3** |

| 24CMBA16 | FUNDAMENTALS OF BUSINESS ANALYTICS | 4 | 0 | 0 | 4 |
|---|---|---|---|---|---|

**Course Objectives**

- To provide foundational knowledge associated with the domain of business analytics.
- To familiarize the students with all concepts including Business Intelligence, Regression, Optimization Techniques and Simulation

| UNIT I | BUSINESS ANALYTICS | 12 hours |
|---|---|---|
| Introduction – Evolution – Categories of Business Analytical methods and models - Business Analytics in practice - Types of Analytics – Business Analytics Process – Tools – Framework – Applications – Roles and Responsibility of Business Analytics – Careers in Business Analytics. | | |
| **UNIT II** | **DESCRIPTIVE ANALYTICS** | **12 hours** |
| Introduction – Data, Information and Knowledge – Business Intelligence – Data Warehouse – Dashboard – Reporting – Data Visualization – Descriptive Statistics | | |
| **UNIT III** | **PREDICTIVE ANALYTICS** | **12 hours** |
| Introduction – Regression – Time Series Analysis and Forecasting – Statistics Vs Data Mining – Data Mining – Data Mining Tasks (Descriptive, Predictive) – Learning methods (Unsupervised, Supervised) – Simulation | | |
| **UNIT IV** | **PRESCRIPTIVE ANALYTICS** | **12 hours** |
| Introduction – Optimization – Classification of optimization problems – Operations Research Techniques for Analytics – Mathematical Model – Linear programming – Transportation Problems | | |
| **UNIT V** | **ANALYTICAL SOFTWARES** | **12 hours** |
| Software such as Excel, R, Python, SPSS, Tableau, Power Bi – Applications of Analytics Such as Descriptive, Predictive and Prescriptive using spread modelling such as Excel | | |
| **TOTAL : 60 hours** | | |

**Text books**


1. S. Christian Albright and Wayne L. Winston, Business Analytics: Data Analysis and Decision Making, Cengage Learning Publication, 6th Edition, 2019
2. James R. Evans., Business Analytics – Methods, Models and Decisions, Pearson Publications, 3rd Edition, 2020.
3. Ramesh Sharda, Dursun Delen, Efraim Turban, Business Intelligence and Analytics – Systems for Decision Support, Pearson, 10th Edition, 2018.
4. Essentials of Business Analytics: An Introduction to the methodology and its application, Bhimasankaram Pochiraju, SridharSeshadri. 2019. https://link.springer.com/book/10.1007/978-3-319-68837-4


**REFERENCE BOOKS:**


1. Carlo Vercellis, Business Intelligence: Data Mining and Optimization for Decision Making, John Wiley & Sons Ltd., 2009.
2. Taha Hamdy. Operation Research -An Introduction, Prentice-Hall, 9th edition, 2012.

3. Banks, J., Carson, J. S. and Nelson, B. L. , Discrete Event System Simulation, 4th edition, Pearson Education Asia, 2006.

**WEB SOURCES:**

1. https://intellipaat.com/blog/what-is-business-analytics/
2. https://intellipaat.com/blog/what-is-business-analytics/#Business_Analytics_Tools
3. https://www.analyticsvidhya.com/blog/2019/05/practical-introduction-prescriptive-analytics/
4. https://cloud.google.com/learn/what-is-predictive-analytics#:~:text=Predictive%20analytics%20is%20an%20advanced,data%20enable%20increased%20data%20mining

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Identify the different types of Analytics | **K1** |
| **CO2:** | Understand the decision-making models for Analytics. | **K2** |
| **CO3:** | Relate the Predictive analytics with the machine learning language | **K3** |
| **CO4:** | Analysis about the linear optimization and its related Analytics Techniques | **K4** |
| **CO5:** | Design and learn the hands-on tools related to business analytics. | **K6** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | PO1 | PO2 | PO3 | PO4 | PO5 | PSO1 | PSO2 | PSO3 |
|---|---|---|---|---|---|---|---|---|
| **CO1** | - | 1 | - | 2 | 2 | - | 3 | 2 |
| **CO2** | 2 | 1 | - | 2 | 2 | - | 3 | 2 |
| **CO3** | 2 | 2 | 1 | 1 | 3 | 1 | 2 | 3 |
| **CO4** | 2 | - | - | 3 | 1 | - | 2 | 1 |
| **CO5** | 1 | 3 | 2 | - | 2 | 2 | 1 | 2 |

| 24PMBA11 | PRACTICAL – PROFESSIONAL UPSKILLING | 0 | 0 | 4 | 2 |
|---|---|---|---|---|---|

**Course Objectives**

- To improve the leadership quality, Effective Communication Skills, team management, quantitative analyzing knowledge, ordering, sequencing and logical thinking knowledge to meet their professional career.
- To improve the communication by understanding the elements of communication, presentation skills, understanding the audience, Personality factors, improve the skill in seminars and conferences presentation.

| UNIT I | EFFECTIVE COMMUNICATION SKILLS | 6 hours |
|---|---|---|

Importance of the language – Word Usage and Jargon's – Tenses and the effectiveness – Basics of grammar (Noun/Verb/Adverb/Conjunction) – Business English vs. Colloquial - Pronunciation and its importance – Verbal Communication - Non-verbal communication — Mannerisms and Empathy — What's stopping you from communicating effectively

| UNIT II | PRESENTATION SKILLS AND LISTENING SKILLS | 6 hours |
|---|---|---|

Meaning—Importance of Presentation—Concept of 5 w's and one H —understanding the audience—Types of presentations—How to make effective presentations - Use of slides, PPT's. and visuals—Rules for slide presentation—precautions-seminars and conferences-Steps to eliminate Stage fear.

Engaged Listening - Grooming & Work Ethics - Assumptions/Perceptions vs. Reality - Reflection on your experience & improvement - Team Bonding/Building activities – Listening Skills - Attitude & Behaviour

| UNIT III | LEADERSHIP SKILLS AND PERSONALITY DEVELOPMENT | 6 hours |
|---|---|---|

Telephone etiquette - Giving clear and concise information - Listening Skills with Assessments - Intonations & its Importance - Mock sessions (Telephonic) – WHY-WHY Analysis and its importance.

SWOT Analysis - Time Management – Sympathy vs. Empathy - Conflict resolution and negotiation - Self-awareness - Self-regulation - Procrastination and how to overcome it

| UNIT IV | ADAPTABILITY AND PROBLEM SOLVING | 6 hours |
|---|---|---|

Scenario based situation Handling - Embracing change - Critical thinking and analytical skills - Creativity and innovation - Building a professional network - Integrity and honesty - - Professional development and continuous learning

| UNIT V | QUANTITATIVE APRITUDE | 6 hours |
|---|---|---|

Percentage – Profit Loss -Discount – Ratio Proportion – Time & Work – Time, Speed & Distance. Problems relating to ages- Permutation & Combination-Probability - Mensuration Clocks and Calendars- Boats-Simple Interest –Compound Interest- Fractions and Decimals – Square roots – Functions. Logical and Reasoning questions for interview.

**TOTAL : 30 hours**

**Text Books:**

1. Managing Soft Skills And Personality - B N Ghosh, Mcgraw Hill Publications, 2017.

2. Personality Development And Soft Skills by Barun Mitra, Second edition, Oxford Publication, 2016.

3. Time management by Sudhir Dixit, Manjul Publishing House 2018.

**Reference Books:**

1. The Power of Creation by Ashish Manjeshwar, Scripto Book Publishers 2023.

2. Principles and Practices of Management by Neeru Vasishth, Vibhuti Vasisht, Taxmann publication, First Edition 2022.

**Web Links:**

1. https://www.mindtools.com/arb6j5a/what-is-time-management
2. https://usic.sheffield.ac.uk/blog/how-to-improve-your-presentation-skills

## COURSE OUTCOMES

| | | |
|---|---|---|
| **CO1:** | Develop business communications with suitable grammatical terms. | **K6** |
| **CO2:** | Improve the presentation skills | **K6** |
| **CO3:** | Develop Leadership Skills and personality development | **K6** |
| **CO4:** | Maximize the problem-solving ability | **K6** |
| **CO5:** | Evaluate and develop aptitude level of the students | **K5** |

## MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES

| | PO1 | PO2 | PO3 | PO4 | PO5 | PSO1 | PSO2 | PSO3 |
|---|---|---|---|---|---|---|---|---|
| CO1 | - | 2 | 3 | - | 1 | 3 | - | 1 |
| CO2 | - | 2 | 3 | - | 1 | 3 | - | 1 |
| CO3 | - | 2 | 3 | - | 1 | 3 | - | 1 |
| CO4 | - | 2 | 3 | - | 1 | 3 | - | 1 |
| CO5 | 1 | 3 | 2 | - | 2 | 2 | 1 | 2 |

| 24PMBA12 | PRACTICAL – MOOC | 0 | 0 | 2 | 1 |
|---|---|---|---|---|---|

**Course Objectives**

The objective of this course is to take the best teaching learning resources to all to create a levelled platform. To make use of the Indian massive online to the aspiring youth of India

The students will select a MOOC course from the Swayam platform.

They will spend 2 hours per week undergoing this practical MOOC course under the guidance of afaculty.

Every course will have a minimum of 8 to a maximum of 12 assignments depending on theduration of the course.

Assignments will be submitted as per the requirements of the course.

The marks scored in the assignments will be taken for internal assessment marks.

The students will appear for a final practical exam conducted by VISTAS

**TOTAL: 30 hours**

## COURSE OUTCOMES

| | | |
|---|---|---|
| **CO1:** | Understand the latest developments in the field of study. | **K2** |
| **CO2:** | Explain the students with latest information about the field of study | **K2** |
| **CO3:** | Apply the skills in the business world | **K3** |
| **CO4:** | List the various skills gained through this course | **K4** |
| **CO5:** | Summarize the concepts for application | **K2** |

## MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES

| | PO1 | PO2 | PO3 | PO4 | PO5 | PSO1 | PSO2 | PSO3 |
|---|---|---|---|---|---|---|---|---|
| CO1 | - | 2 | - | 2 | - | 1 | - | - |
| CO2 | - | 1 | - | 1 | - | - | 1 | - |
| CO3 | 1 | 1 | 1 | 1 | - | - | - | - |
| CO4 | - | 2 | - | 1 | - | - | - | - |
| CO5 | 1 | 2 | - | - | - | - | - | 1 |

-

# SEMESTER II

| 24CMBA21 | MARKETING MANAGEMENT | 4 | 0 | 0 | 4 |
|---|---|---|---|---|---|

**Course Objectives**

- To understand the basics of market, marketing, marketing environment and business environment and its domain knowledge
- To analyze the core concepts in marketing concepts, critical thinking, problem solving an analysis.
- To apply the market segmentation, Target market and Market Positioning strategies in the current market scenario.
- To understand the concepts of Global market.

| UNIT I | Introduction to Marketing Management | 12 hours |
|---|---|---|

Understanding the term Marketing with a global context -Importance of Marketing-Scope of Marketing- Marketing Philosophy – Holistic Marketing Philosophy - Core Concepts - Company Orientation toward marketplace- Pillars of Marketing and Customer Value - Marketing Environment-Micro and Macro Environment.

| UNIT II | Consumer Markets | 12 hours |
|---|---|---|

Consumer Markets: Model of Consumer Behavior, The Howard Sheth Model of Buying Behaviour - The Nicosia Model - The Engel-Kollat-Blackwell Model, - Factors Affecting Consumer Behaviour - Strategies in the adopt in process – Cross cultural consumer behaviour – Consumer behaviour in global markets.

| UNIT III | Market Segmentation | 12 hours |
|---|---|---|

Market Segmentation: Levels and Bases for Segmentation, Segmenting Consumer Markets, Business Markets, Market Targeting -Evaluating Market Segments -Product Positioning for competitive advantage, Positioning Strategies.

| UNIT IV | Marketing Programme | 12 hours |
|---|---|---|

Marketing Programme: Decisions Involved in Product, Branding, Packaging, Product Extension Strategies - Product Line and Product Mix Decisions, New Product Development, Product Life Cycle. Pricing Products, Strategies, Distribution -Channels, Channel Management Decisions, Promotion Mix - Advertising, Sales Promotion, Public Relations, Personal Selling, Promotion Decisions

| UNIT V | Tapping Into Global Marketing | 12 hours |
|---|---|---|

Tapping into Global Markets - Competing on a Global Basis - Deciding Whether to Go Abroad - Deciding Which Markets to Enter - How Many Markets to Enter - Developed versus Developing Markets - Evaluating Potential Markets - Deciding How to Enter the Market - Indirect and Direct Export - Licensing -- Joint Ventures - Direct Investment--Deciding on the Marketing Program -Global Similarities and Differences -Marketing Adaptation-Global Product Strategies -Global Communication Strategies-Global Pricing Strategies- Global Distribution Strategies.

Case study: Marketing strategy Implementation; Market Segmentation / Targeting / Positioning. Product Levels, Pricing / Global Markets – Applications of AI in Marketing

**TOTAL : 60 hours**

**TEXT BOOKS:**

1. Philip Kotler and Kevin Lane Keller, Marketing Management, PHI 15th Edition, 2015
2 **K.S.Chandrasekar**. (Reprint 2014). **Marketing Management Text and Cases**, **Tata McGraw**. **Hill**, New Delhi

**REFERENCE BOOKS:**

**1.** Rajan Saxena, Marketing Management, 2019, **McGraw-Hill**
2. Ramaswamy V.S. Namakumari S, Marketing Management - The Indian Context, Macmillan India Ltd, 2018.

**WEB SOURCES:**

- https://www.iedunote.com/marketing
- https://www.omniconvert.com/blog/consumer-behavior-in-marketing-patterns-types-segmentation.
- https://hbr.org/1986/05/customizing-global-marketing.
- https://www.economicsdiscussion.net/marketing-management/what-is-marketing management/31788
- . https://www.indeed.com/hire/c/info/marketing-management
- https://online.york.ac.uk/what-is-global-marketing-and-why-is-it-important/

**COURSE OUTCOMES:**

At the end of the course, the students will be able to:

| | | |
|---|---|---|
| **CO1:** | Relate the corporate function of marketing. | **K3** |
| **CO2:** | Outline the macro and micro environment in the company's marketingfunction. | **K4** |
| **CO3:** | Differentiate the consumer and institutional buyer behaviour. | **K3** |
| **CO4:** | Compare and contrast goods and services. | **K4** |
| **CO5:** | Define the target segments for the products | **K2** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1** | 3 | 1 | _ | 2 | 2 | _ | 3 | 2 |
| **CO2** | 2 | 2 | 1 | 1 | 3 | 1 | 2 | 3 |
| **CO3** | 3 | 1 | _ | 2 | 2 | _ | 3 | 2 |
| **CO4** | 2 | 2 | 1 | 1 | 3 | 1 | 2 | 3 |
| **CO5** | 2 | - | - | 3 | 1 | _ | 2 | 1 |

| 24CMBA22 | FINANCIAL MANAGEMENT | 3 | 1 | 0 | 4 |
|---|---|---|---|---|---|

**Course Objectives**

- To provide students with a comprehensive understanding of financial terminology, principles, and concepts such as time value of money, risk and return, financial markets, and financial instruments.
- To enable students to apply financial theories and tools to real-world situations through case studies, simulations, and projects.
- To provide an overview of financial markets and instruments, including stocks, bonds, derivatives, and alternative investments, and how they are traded and priced.

| UNIT I | INTRODUCTION | 12 hours |
|---|---|---|

Financial Management: Meaning, nature and scope of finance; financial goal - profit vs. wealth maximization; Investment, Financing and Dividend decisions - Finance functions – organization structure – Functions of Finance manager in 21st century – Modern role - treasurer and controller. Emerging role of finance managers – Sources of long-term finance - Time Value of Money – Financial planning

| UNIT II | INVESTMENT DECISION | 12 hours |
|---|---|---|

Capital Budgeting: Nature of investment decisions; Investment evaluation criteria - net present value, internal rate of return, profitability index, payback period, accounting rate of return: NPV and IRR comparison; Capital rationing; Risk analysis in capital budgeting

| UNIT III | SOURCES OF FINANCE | 12 hours |
|---|---|---|

Cost of Capital: Meaning and significance of cost of capital: Calculation of cost of debt, preference capital, equity capital and retained earnings; Combined cost of capital (weighted); Cost of equity and CAPM; Leverages: Meaning and types of leverages in business – Financial leverage and its impact on EPS – Operating leverage – combined leverage – degree of leverages.

| UNIT IV | FINANCING AND DIVIDEND DECISIONS | 12 hours |
|---|---|---|

Capital Structure decisions – Capital Structure & Market value of a firm. Theories of capital structure – NI approach, NOI approach, Modigliani Miller approach, traditional approach. Arbitrage process in capital structure. Planning the capital structure: EBIT and EPS analysis. ROI & ROE analysis. Capital structure policy. Dividend decisions – Theories – Stock split – Buyback of shares

| UNIT V | LIQUIDITY DECISIONS | 12 hours |
|---|---|---|

Working capital Management – concepts of working Capital – Operating and cash conversion cycle – permanent and variable working capital – Determinants of working capital – issues in working capital – Estimating working capital needs – Receivables management – Inventory management – Cash management – Working capital finance and approaches - Applications of AI in Finance

**TOTAL: 60 hours**

**Text Books:**

1. Financial Management by I M Pandey. Vikas Publication
2. Financial Management: Theory and Practice by Prasanna Chandra.

**Reference Books:**

1. Financial Management: Theory & Practice" by Eugene F. Brigham and Michael C. Ehrhardt Year: 2020 (16th Edition)
2. Cases in Financial Management" by Joseph M. Sulock and John S. Dunkelberg, Year: 2002 (2nd Edition)
3. Principles of Corporate Finance" by Richard A. Brealey, Stewart C. Myers, and Franklin Allen Year: 2019 (13th Edition)

**Web Links:**

1. https://corporatefinanceinstitute.com/resources/knowledge/trading- investing/financial-markets/
2. https://byjus.com/commerce/what-is-financial-market/
3. Long, medium and short term source of finance: https://efinancemanagement.com/sources-of-finance
4. Investment decision: https://www.economicsdiscussion.net/financial-management/types-of- financial-decisions-in-financial-management/31652

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Analyze financial health and performance of a company, including profitability, liquidity, solvency, and efficiency | **K4** |
| **CO2:** | Outline various capital structure theories and dividend theories | **K2** |
| **CO3:** | Analyze cost of capital for long term source of finance | **K4** |
| **CO4:** | Asses the critical thinking skills to analyze complex financial problems, evaluate alternative solutions and make sound recommendations based on quantitative and qualitative data. | **K5** |
| **CO5:** | Determine working capital management techniques to maximize the shareholders' value | **K5** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1** | 2 | _ | _ | _ | 2 | _ | 2 | 1 |
| **CO2** | 3 | 3 | 2 | _ | 1 | 2 | 1 | 2 |
| **CO3** | 2 | 3 | _ | _ | 1 | 2 | 1 | 2 |
| **CO4** | 1 | 3 | 2 | _ | 1 | 2 | 1 | 2 |
| **CO5** | 3 | 1 | _ | _ | 3 | _ | 3 | 2 |

| 24CMBA23 | HUMAN RESOURCES MANAGEMENT | 4 | 0 | 0 | 4 |
|---|---|---|---|---|---|

**Course Objectives**

1. To familiarize the students about the different aspects of managing people in the organizations from the stage of acquisition to development and retention
2. To make students capable of applying the principles and techniques as professionals for developing human resources in an organization.
3. To provide knowledge about management issues related to training, performance, compensation, human factors consideration and compliance with human resource requirements.

| UNIT I | PERSPECTIVES IN HUMAN RESOURCE MANAGEMENT | 12 hours |
|---|---|---|

Evolution of Human Resource Management: Concept, Scope, Importance, Objectives - HR policy & procedures - The importance of human capital- Role of human resource manager - Challenges for human resource managers - Trends in human resource policies - Computer applications in human resource management - Human resource accounting and audit.

| UNIT II | HUMAN RESOURCE PLANNING AND RECRUITMENT | 12 hours |
|---|---|---|

Importance of Human Resource Planning - Forecasting human resource requirement - Matching supply and demand - Internal and External sources of Human resource - Organizational attraction - Recruitment, Selection, Induction and Socialization - Theories methods and process

| UNIT III | TRAINING AND EXECUTIVE DEVELOPMENT | 12 hours |
|---|---|---|

Types of training methods –purpose- benefits- resistance. Executive development programmes – Common practices - Benefits – Self-development – Knowledge management

| UNIT IV | PERFORMANCE MANAGEMENT | 12 hours |
|---|---|---|

Purposes of Performance Management, Performance evaluation - Feedback - the control process- importance- methods - grievances - causes- Redressal methods - Punishment and Promotion - Wage & Salary fixation, incentives, bonus, ESOPs. Insurance, Fringe Benefits

| UNIT V | CONTEMPORARY ISSUES IN HRM | 12 hours |
|---|---|---|

Contemporary issues in HRM: Talent Management – Health & Safety issues, Work Life Balance, HRD in India, International HRM and emerging horizons of HRM - Applications of AI in HR

**TOTAL : 60 hours**

**Text Books:**

1. Talya Bauer, Berrin Erdogan, David Caughlin, and Donald Truxillo, Human Resource Management: People, Data, and Analytics" is published by SAGE Publications, published in the year 2020

2. Robert N. Lussier and John R. Hendon, Human Resource Management: Functions, Applications, and Skill Development, SAGE Publications, published in the year 2021

**Reference Books:**

1. Human Resource Management: Theory and Practice by John Bratton and Jeffrey Gold , published by Palgrave Macmillan in the year 2020
2. Strategic Human Resource Management: Theory and Practice by Michael Armstrong and Paul Thompson is published by Kogan Page in the year 2020

**Web Links:**

1. https://open.lib.umn.edu/humanresourcemanagement/chapter/1-1-what-is-human-resources/
2. https://www.hrdconnect.com/2019/05/22/what-is-hr-management-in-an-organisation/
3. https://www.thebalancecareers.com/what-is-human-resource-management-1918143

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Understand the importance of HRM as a field of study and as a central management function | **K 2** |
| **CO2:** | Apply the principles and methods of HRM gained through this course for managing human resources at the workplaces. | **K 3** |
| **CO3:** | Develop knowledge about management training for executives. | **K 3** |
| **CO4:** | Infer the concepts of performance management and to apply it in practice | **K 4** |
| **CO5:** | Analyze the contemporary issues in HRM | **K 4** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | PO1 | PO2 | PO3 | PO4 | PO5 | PSO1 | PSO2 | PSO3 |
|---|---|---|---|---|---|---|---|---|
| CO1 2 | 2 | - | - | 3 | 1 | - | 2 | 1 |
| CO2 3 | 3 | 1 | - | 2 | 2 | - | 3 | 2 |
| CO3 3 | 3 | 1 | - | 2 | 2 | - | 3 | 2 |
| CO4 4 | 2 | 2 | 1 | 1 | 3 | 1 | 2 | 3 |
| CO5 4 | 2 | 2 | 1 | 1 | 3 | 1 | 2 | 3 |

| 24CMBA24 | OPERATIONS MANAGEMENT | 4 | 0 | 0 | 4 |
|---|---|---|---|---|---|

**Course Objectives**

1. To provide basic and foundational knowledge about production and operations management
2. Explain the concepts, strategies, tools and techniques to create the managerial excellence among the young vibrant managers and entrepreneurs to acquire operational knowledge and skills.

| UNIT I | Introduction to Operations Management | 12 hours |
|---|---|---|

Operations Management – Nature, Importance, historical development, Scope of Operations Management, transformation processes, differences between services and goods, Applications in product and service industry- a system perspective, functions, challenges, current priorities, recent trends-Use of competitive advantage.

| UNIT II | Plant Operations and Forecasting | 12 hours |
|---|---|---|

Plant Location – Factors influencing location – Plant Layout – Types of Layouts - Facility Location – Theories, Steps in Selection, Location Models. Demand Forecasting – Need, Types, Objectives and Steps - Overview of Qualitative and Quantitative methods.

| UNIT III | Operations Planning | 12 hours |
|---|---|---|

Capacity Planning – Long range, Types, Developing capacity alternatives, tools for capacity planning. Master Production Schedule -Material Requirement Planning-I & II, Enterprise Resource Planning.

| UNIT IV | Inventory Management | 12 hours |
|---|---|---|

Inventory Management – Types of Inventory Models – Independent Demand Vs. Dependent Demand – Basic Economic Order Quantity (EOQ) Model – Analysis: ABC and VED – Push Vs. Pull system – Just-In-Time (JIT).

| UNIT V | Quality Management | 12 hours |
|---|---|---|

Definitions of quality, The Quality revolution, quality gurus; TQM philosophies; Quality management tools, certification and awards. Lean Management - philosophy, PDCA, Continuous improvement. Six sigma - Applications of AI in Operations

**TOTAL: -- 60 hours**

**Text Books:**


1. William J Stevenson, Operations Management, McGraw Hill, 13th Edition 2022
2. Jay Heizer, Barry Render, Chuck Munson, Amit Sachan Operations Management, Perason,12th Edition 2017


**Reference Books:**


1. SN Chary, Production and Operations Management, McGraw Hill 6th Edition 2019.
2. Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Operations and Supply Chain Management, McGraw Hill Education (India) Pvt. Ltd, 14th Edition, 2014.

**Web Links:**

1. https://corporatefinanceinstitute.com/resources/knowledge/strategy/operations-management/
2. https://managementhelp.org/operationsmanagement/
3. https://hbr.org/topic/operations-management

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Develop the fundamental concepts of operations and production. | **K3** |
| **CO2:** | Understand the types of production systems | **K2** |
| **CO3:** | Explain the fundamental concepts of layout and location | **K2** |
| **CO4:** | Infer the demand using the different forecasting techniques | **K4** |
| **CO5:** | Examine the fundamental concepts of various planning | **K4** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1** | **3** | **1** | **-** | **2** | **2** | **-** | **-** | **2** |
| **CO2** | **2** | **-** | **-** | **-** | **1** | **-** | **2** | **1** |
| **CO3** | **2** | **-** | **-** | **-** | **1** | **-** | **2** | **1** |
| **CO4** | **2** | **2** | **1** | **1** | **3** | **1** | **2** | **3** |
| **CO5** | **2** | **2** | **1** | **1** | **3** | **1** | **2** | **3** |

| 24CMBA25 | BUSINESS RESEARCH METHODS | 4 | 0 | 0 | 4 |
|---|---|---|---|---|---|

**Course Objectives**

- The aim of the course is to introduce and establish a fundamental understanding of research methods in management practice and academia.
- This course explores qualitative and quantitative methodologies, highlighting their applications, strengths, and criticisms. It enables understanding of the decision-making process and steps in research.

| UNIT I | Introduction to Business Research | 12 hours |
|---|---|---|

The Nature of Business and Management Research, Research Foundations and Fundamentals, The Research Process and Proposal, Research in Business, Applying Scientific Thinking to Management Problems, The Research Process, The Research Proposal, Ethics in Business Research.

| UNIT II | The Design of Business Research | 12 hours |
|---|---|---|

Research Design, An Overview - Design Strategies, Quantitative and Qualitative Research, Sampling Design. Sampling Strategies, Primary Data Collection with Surveys, Primary Data Collection: Qualitative Data, Secondary Data and Archival Sources.

| UNIT III | Research Instruments | 12 hours |
|---|---|---|

Measurement and Scales, Measurement Foundations, Measurement Questions, Sources of Measurement Questions, Measurement Instruments, Validity and reliability of measurement scale construction and attitude measurement; Scales and techniques commonly used in management research.

| UNIT IV | The Sources and Collection of Data | 12 hours |
|---|---|---|

Exploring Secondary Data, Survey Methods: Communicating with Participant, Instruments for Participant Communication, Observational Studies, Experimentation

| UNIT V | Analysis and Presentation of Data | 12 hours |
|---|---|---|

Data Preparation and Description, Exploring, Displaying, and Examining Data, Hypothesis Testing, Measures of Association, Multivariate Analysis: An Overview, Presenting Results: Written and Oral Reports - Applications of AI in Research

**TOTAL: 60 hours**

**Text Books:**

1. Donald R. Cooper, Pamela S. Schindler: Business Research Methods, 11/e, TMH, 2017

2. Kothari, C.R., Research Methodology", Methods and Techniques, New Age International, 6th Edition, 2010

3. William G. Zikmund : Business Research Methods, 8th edition, 2015, Cengage Learning

**Reference Books:**

1. Alan Bryman and Emma Bell: 'Business Research Methods, Third Edition, 2011, OUP

2. Bryman, A and Bell, E. Business Research Methods. Oxford University Press, New Delhi, 2015

**Web Links:**

1. https://research-methodology.net/sampling-in-primary-data-collection/#google_vignette
2.https://www.youtube.com/watch?v=Fn_IyDK2JA8&list=PLBd-6Jg4BqVNoGZEYXmd-cuXL4d8qyc0p

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Understand advanced methods, analysis, classifications, and systematic data application for project design. | **K 3** |
| **CO2:** | Generate ideas, pinpoint core business issues, formulate research problems based on study scope, objectives, and theoretical relevance. | **K 6** |
| **CO3:** | Examine prior literature to grasp solutions, theories, methods, and conceptual frameworks relevant to the identified problem. | **K 4** |
| **CO4:** | Analyze and justify how variables in the conceptual model correlate with theory and outcomes from relevant literature. | **K 5** |
| **CO5:** | Recognize ethical importance, considering business, respondents, culture, and integrity impacts. | **K 4** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1** | **3** | **2** | **-** | **2** | **-** | **3** | **-** | **3** |
| **CO2** | **3** | **2** | **2** | **-** | **2** | **3** | **-** | **2** |
| **CO3** | **1** | **1** | **1** | **-** | **-** | **3** | **-** | **2** |
| **CO4** | **3** | **3** | **-** | **-** | **3** | **-** | **-** | **-** |
| **CO5** | **3** | **3** | **-** | **-** | **2** | **1** | **-** | **3** |

| 24CMBA26 | CORPORATE SOCIAL RESPONSIBILITY AND SUSTAINABILITY | 4 | 0 | 0 | 4 |
|---|---|---|---|---|---|

**Course Objectives**

- To Outline the concept of Corporate Social Responsibility and Sustainability
- To Examine the provisions of International Guidelines on CSR and CSR Mandate in India
- To explain the Stakeholder approach towards CSR and role of NGOs, Foundations and Government in CSR

| | | |
|---|---|---|
| **UNIT I** | **INTRODUCTION** | **12 hours** |
| | Introduction– Meaning & Definitions of CSR- History & evolution of CSR. The principles of CSR- The prominence of CSR- Changing emphasis in companies – Environmental issues and their effects & implications. Concept of Charity, Corporate philanthropy, Corporate Citizenship, CSR through triple bottom line and Sustainable Business; relation between CSR and corporate governance; environmental aspect of CSR - Chronological evolution of CSR in India – Drivers of CSR- Carroll's model - CSR Initiatives in India. | |
| **UNIT II** | **INTERNATIONAL FRAMEWORK FOR CSR** | **12 hours** |
| | International framework for corporate social Responsibility, Millennium Development goals, Sustainable development goals, Relationship between CSR and MDGs. United Nations (UN) Global Compact 2011. UN guiding principles on business and human rights. OECD CSR policy tool, ILO tri- partite declaration of principles on multinational enterprises and social policy. CSR in developing nations. | |
| **UNIT III** | **CSR LEGISLATIONS IN INDIA** | **12 hours** |
| | CSR-Legislation in India. Section 135 of Companies Act 2013.Scope for CSR Activities under Schedule VII, Appointment of Independent Directors on the Board, and Computation of Net Profit's Implementing Process in India. | |
| **UNIT IV** | **GLOBALISATION, SUSTAINABILITY AND CSR** | **12 hours** |
| | How globalization affects CSR – Globalization, Corporate Failures & CSR. Globalization a threat or opportunity for CSR- Defining sustainability- Introduction to sustainability- Humanity & the Environment –The IPAT equation- Human Consumption Patterns and the Rebound effect – Challenges of Sustainability -The Brundtland Report – Redefining sustainability – Distributable Sustainability- | |
| **UNIT V** | **STAKEHOLDERS OF CSR** | **12 hours** |
| | Identifying key stakeholders of CSR & their roles. Role of Public Sector in Corporate, government programs that encourage voluntary responsible action of corporations. Role of Non-profit &Local Self Governance in implementing CSR; Contemporary issues in CSR & MDGs. Global Compact Self- Assessment Tool, National Voluntary Guidelines by Govt. of India. Understanding roles and responsibilities of corporate foundations- Case Studies on CSR | |
| **TOTAL : - 60 Hours** | | |

**Text Books:**

1. Mark S. Schwartz, Corporate Social Responsibility: An Ethical Approach Broadview Press, 2011
2. David Crowther & Guler Aras, Corporate Social Responsibility: Part I - Principles, Stakeholders & Sustainability, Ventus Publishing ApS, 2010.

**Reference Books:**

1. M. A. Quaddus, Muhammed Abu B. Siddique, Handbook of Corporate Sustainability: Frameworks, Strategies and Tools ,Edward Elgar Publishing, 1st Edition, 2011
2. Srinivasa, Growth, Sustainability, and India's Economic Reforms, Oxford publication, 2011.
3. Mallin, Christine A., Corporate Governance (Indian Edition), Oxford UniversityPress, New Delhi, 4th Edition, 2012.
4. Blowfield, Michael, and Alan Murray, Corporate Responsibility, Oxford University Press,2014
5. Sharma, J.P., Corporate Governance, Business Ethics & CSR, Ane Books Pvt Ltd,New Delhi, 2nd Edition,2019

**Web Links:**

1. https://www.mdos.si/wp-content/uploads/2018/04/defining-corporate-social-responsibility.pdf
2. https://www.ukessays.com/lectures/business/business-management/csr

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Appraise the Evolution of CSR and Explain the theoretical base of CSR comprising of economic, legal, ethical and philanthropic features of CSR | **K5** |
| **CO2:** | Analyze the International Guidelines on CSR and compare the provisions of the various guidelines | **K4** |
| **CO3:** | Identify the provisions of Section 135 of Indian Companies Act related to CSR and apply it to the CSR activities of companies | **K3** |
| **CO4:** | Infer the impact of Globalization on CSR and Explain Sustainability and its Challenges | **K2** |
| **CO5:** | Compile the Stakeholders of CSR and Public Sector, Corporate Foundations | **K4** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | PO1 | PO2 | PO3 | PO4 | PO5 | PSO1 | PSO2 | PSO3 |
|---|---|---|---|---|---|---|---|---|
| **CO1** | 3 | - | 3 | 3 | - | - | - | 3 |
| **CO2** | 1 | - | - | 3 | 2 | - | 3 | 1 |
| **CO3** | - | - | 1 | 3 | - | - | 1 | - |
| **CO4** | 1 | - | - | - | 2 | - | 1 | 1 |
| **CO5** | - | - | 2 | 2 | - | - | 2 | 1 |

| 24PMBA21 | PRACTICAL - DATA ANALYSIS FOR BUSINESS DECISIONS - I | 0 | 0 | 4 | 2 |
|---|---|---|---|---|---|

**Course Objectives**

- To understand the fundamentals and basic functions of EXCEL
- To create models and perform data analysis in EXCEL.

| UNIT I | Basics related to EXCEL | 6 hours |
|---|---|---|

Saving closing and opening files, working with multiple sheets, fixing of cells, freezing of cells, alignment, wrap text, merge and center, protect sheet, protect workbook, insert text box, insert header and footer, hyperlink, selecting cells in dataset using shortcut keys, name the range, time and date functions, split window, data linkage

| UNIT II | Basic Techniques | 6 hours |
|---|---|---|

Formatting and other options with paste special function, rounding function, importing data from text file and internet, remove duplicate values, subtotal, data consolidation Text function : left, right, mid, trim, len, find, search, rept, concatenate, replace, upper, lower, proper, substitute

| UNIT III | Data Handling in EXCEL | 6 hours |
|---|---|---|

Sorting data, filtering data, parsing data, data validations, group, ungroup, advanced filters - Basic functions of excel : if, sum, count, count if, counta, sum if, average, sumproduct - Creating and formating PIVOT tables - Recording MACROs

| UNIT IV | Conditional formatting in EXCEL and Model building | 6 hours |
|---|---|---|

Highlight cell rules, data bars, color scales and icon sets, clear rule, manage rule, new rule Charts and graphs using excel : xy scatter plot, column and bar chart, pie charts, adding legends and titles - Model building in excel : model building through the applications of various functions and tools of Microsoft excel What-if analysis : application of goal seek, application using data table, Scenario Manager

| UNIT V | Data analysis and Data Visualization | 6 hours |
|---|---|---|

Installing data analysis tool pack, descriptive statistics, manual computation of all output of descriptive statistics - Create dashboards in EXCEL

**TOTAL: 30 hours**

**Text Books:**

1. Alan Murray, Advanced Excel Formulas: Unleashing Brilliance with Excel Formulas, 2022, Apress

2. Lokesh Lalwani, Excel 2019 All-In-One: Master the new features of Excel 2019 / Office 365, 2019, bpb publications.

**Reference Books:**

1. Ritu Arora, Mastering Advanced Excel, 2023, bpb publications.
2. Adam Ramirez, Excel Formulas and Functions: Step-By-Step Guide with Examples, 2021, Repro books

**Web Links:**

1. https://onlinecourses.nptel.ac.in/noc22_mg35/preview
2. https://onlinecourses.nptel.ac.in/noc21_ge21/preview

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Analyze the basic functions of EXCEL | **K4** |
| **CO2:** | Demonstrate the good understanding of spreadsheet design | **K2** |
| **CO3:** | Apply the functions of filtering and macros in spreadsheet | **K3** |
| **CO4:** | Apply the robust and dynamic models based on inputs | **K3** |
| **CO5:** | Analyze and visualize the data for decision making | **K4** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1** | **2** | **2** | **1** | **1** | **3** | **1** | **2** | **3** |
| **CO2** | **2** | **-** | **-** | **3** | **1** | **-** | **2** | **1** |
| **CO3** | **3** | **1** | **-** | **2** | **2** | **-** | **3** | **2** |
| **CO4** | **3** | **1** | **-** | **2** | **2** | **-** | **3** | **2** |
| **CO5** | **2** | **2** | **1** | **1** | **3** | **1** | **2** | **3** |

| 24PMBA22 | PRACTICAL - ENTREPRENEURSHIP LAB | 0 | 0 | 2 | 1 |
|---|---|---|---|---|---|

**Course Objectives**

- To assess the Entrepreneurial traits among the students
- To prepare project proposals and plans
- To improve management Knowledge, skills and ability.

1. Assessing entrepreneur potential
2. Assessment of problem-solving ability
3. Exercises in creativity
4. Conducting market survey to know the demands for different products
5. Preparing advertisements for popularization of products and news writing
6. Preparing project proposals
7. Individual and group presentations and evaluation of presentation
8. Telephonic conversation: Rate of speech, clarity of voice, speaking and listening politeness,
   telephonic etiquettes
9. Conducting meeting – Purpose, procedure, participation, physical arrangements, recording and writing of minutes of meeting
10. Seminar and conferences: Use of body language
11. Conducting mock interviews – testing initiative, team spirit and leadership
12. Group discussion and debates on current topics
13. Visit to entrepreneurship institute/ case study of successful entrepreneurs
14. Presentations by the students

**TOTAL : 30 hours**

**Textbooks:**

T1: S.S.Khanka, "Entrepreneurial Development" S.Chand& Co. Ltd., Ram Nagar, New Delhi, 2013.
T2: Donald F Kuratko, " Entreprenuership – Theory, Process and Practice", 9th edition, Cengage Learning 2014

**Reference Books:**

R1: Arya Kumar, "Entrepreneurship", Pearson Education, New Delhi, 2012
R2: Mathew Manimala, Entrepreneurship Theory at the Crossroads, Paradigms & Praxis, Biztrantra, 2nd Edition, 2005
R3: Gupta S.L. and Arun Mittal, "Entrepreneurship Development", International Book House Pvt. Ltd., New Delhi, 2011.
R4: P.Saravanavel, Entrepreneurial Development, Ess Pee kay Publishing House, Chennai 1997.
R5: Donald F Kuratko, T.V Rao. Entrepreneurship: A South Asian perspective. Cengage Learning. 2012

**Web Links:**

1. **http://www.simplynotes.in/e-notes/mbabba/entrepreneurship-development/**
2. **https://openpress.usask.ca/entrepreneurshipandinnovationtoolkit/chapter/chapter-1-introduction- to-entrepreneurship/**
3. https://articles.bplans.com/10-great-websites-for-entrepreneurs/
4. https://www.entrepreneur.com/article/272185

## COURSE OUTCOMES

| | | |
|---|---|---|
| **CO1:** | Develop advanced competencies that foster entrepreneurial venture development from idea creation to commercialization and new business plan development. | **K3 Level** |
| **CO2:** | Describe basic concepts underlying the domain of Entrepreneurship and Innovation | **K3 Level** |
| **CO3:** | Analyze and interpret the business environment from professionals through engagement and feedback. | **K4 Level** |
| **CO4:** | Understand the role and importance of technology and digitization for new businesses | **K2 Level** |
| **CO5:** | Evaluate the project with respect to resource mobilization especially venture capital and start-ups and risk involved for entrepreneurs | **K5 Level** |

## MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1** | **3** | **1** | **-** | **2** | **2** | **-** | **3** | **2** |
| **CO2** | **3** | **1** | **-** | **2** | **2** | **-** | **3** | **2** |
| **CO3** | **2** | **2** | **1** | **1** | **3** | **1** | **2** | **3** |
| **CO4** | **2** | **-** | **-** | **3** | **1** | **-** | **2** | **1** |
| **CO5** | **1** | **3** | **2** | **-** | **2** | **2** | **1** | **2** |

# SEMESTER III

| 24CMBA31 | STRATEGIC MANAGEMENT | 4 | 0 | 0 | 4 |
|---|---|---|---|---|---|

**Course Objectives**

- To learn the major initiatives taken by a top management involving resources and performance in external environments.
- To understanding organization's mission, vision and objectives, developing policies
- To plan and understand the analysis and implementation of strategic management in strategic business units.

| UNIT I | INTRODUCTION | 12 hours |
|---|---|---|

Conceptual framework for strategic management - Concept of Strategy and the Process – Strategic Intent: Vision, Mission, Business definition, Objectives and Goals. Strategic Management for sustainability: Stakeholders' Management, Corporate Governance and Corporate Social Responsibility.

| UNIT II | ENVIRONMENTAL SCANNING, PORTFOLIO ANALYSIS | 12 hours |
|---|---|---|

Environmental appraisal - Internal and External environment - Environmental sectors - Environmental scanning - Appraising the environment – ETOP, Porter's Five Forces Model Organizational appraisal – Dynamics of Internal environment - Organization Capability Factors - Methods : Internal Analysis, Comparative Analysis, Comprehensive Analysis - SWOT analysis. Competitive Advantage.

| UNIT III | STRATEGY FORMULATION AND ANALYSIS | 12 hours |
|---|---|---|

Corporate Level Strategies: Stability, Expansion, Retrenchment and Combination strategies - Concentration, Integration, Diversification, Internationalization, Retrenchment, Corporate restructuring. Business Level Strategies: Cost Leadership, Differentiation, Focus, Integrating Cost Leadership and Differentiation - Tactics for business strategies (Timing and Location) - Business Strategies for different industry conditions (Embryonic, Growth, Maturity, Decline) - Business Strategy in the Global Environment. Strategic Analysis and Choice: Tools and Techniques for Strategic Analysis - Corporate Portfolio Analysis, Experience Curve Analysis, Life Cycle Analysis, Strategic Groups Analysis, Value chain Strategic Choice – Strategic Plan and Preparation. Strategic Advantage Profile - Corporate Portfolio Analysis - GAP Analysis - Mc Kinsey's 7s Framework - GE 9 Cell Model - Balance Score Card-Blue Ocean and Red Ocean strategy.

| UNIT IV | STRATEGIC IMPLEMENTATION | 12 hours |
|---|---|---|

Pursuing strategies: Methods - Strategic alliance, Joint Ventures, Mergers and Acquisition, Strategic outsourcing - Digitalization in pursuing strategies. Strategic Implementation - Model of Strategic Implementation - Structural Implementation - Behavioural Implementation - Functional and Operational Implementation.

| UNIT V | STRATEGY EVALUATION AND OTHER STRATEGIC ISSUES | 12 hours |
|---|---|---|

Strategic Evaluation and Control: Nature - Importance - Participants - Barriers - Techniques.

| |
|---|
| Managing Technology and Innovation - Strategic issues for Non-Profit organizations - New Business Models: New Business Models (E-commerce, Subscription, On-demand, Freemium, Marketplace, Franchise, Brick and Mortar, Bricks and Clicks, Direct sales, Advertising, Asset-Light, Razor and Blade) |
| **TOTAL: 60 hours** |

**Text Books:**

1. Strategic Management, Azhar Kazmi & Adela Kazmi, McGraw Hill Publications, Fifth edition, 2020.
2. Hill & Jones Strategic Management: An Integrated approach, 2009 Edition Wiley (2012).
3. Fred David & Forest David, Strategic Management: A Competitive Advantage Approach Concepts And Cases Global Edition 16th Edition, Pearson, 2016

**Reference Books:**

1. Thomas L. Wheelen, J. David Hunger, Alan N. Hoffman, Charles E. Bamford, Purva Kansal,2018, Strategic Management and Business Policy: Globalization, Innovation and Sustainability,Fifteenth Edition, Pearson.
2. Frank T Rothaermel, 2021 Strategic Management, 4th Edition,McGraw Hill.

**Web Links:**

**1:** https://online.hbs.edu/blog/post/types-of-business-models

2. https://www.blueoceanstrategy.com/tools/red-ocean-vs-blue-ocean-strategy/

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Understand the concepts of strategic management. | **K2** |
| **CO2:** | Develop familiarity with both internal and external environments in the strategy formulation process. | **K3** |
| **CO3:** | Examine the types of strategies and various benefits associated with each strategy. | **K4** |
| **CO4:** | Understand how to make a choice of strategy and understand how to analyze business situations and apply these concepts to solve business problems. | **K5** |
| **CO5:** | Examine about strategic evaluation and other issues related to strategy | **K5** |

## MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES

| | PO1 | PO2 | PO3 | PO4 | PO5 | PSO1 | PSO2 | PSO3 |
|---|---|---|---|---|---|---|---|---|
| **CO1** | 2 | - | - | 3 | 1 | - | 2 | 1 |
| **CO2** | 3 | 1 | - | 2 | 2 | - | 3 | 2 |
| **CO3** | 2 | 2 | 1 | 1 | 3 | 1 | 2 | 3 |
| **CO4** | 1 | 3 | 2 | - | 2 | 2 | 1 | 2 |
| **CO5** | 1 | 3 | 2 | - | 2 | 2 | 1 | 2 |

| 24CMBA32 | INTERNATIONAL BUSINESS | 4 | 0 | 0 | 4 |
|---|---|---|---|---|---|

**Course Objectives**

- Gain the conceptual clarity of the theoretical aspects of international trade and finance
- Get exposure to the business implications of international environment
- Examine the broad strategies in the international business

| UNIT I | INTRODUCTION | 12 hours |
|---|---|---|

International Business –Definition – Internationalizing business-Advantages –factors causing Globalization of business- Theories of international trade. Regional trade blocks. GATT and World Trade Organization. Dixon Ticonderoga Victim Of Globalization? – Case Study

| UNIT II | INTERNATIONAL BUSINESS ENVIRONMENT | 12 hours |
|---|---|---|

International business environment —Political, economic, cultural environment and Legal Environment in International Business- BRICS, G20 Environment. A Case of AIDS – Case Study

| UNIT III | INTERNATIONAL STRATEGIC MANAGEMENT | 12 hours |
|---|---|---|

Global entry strategy – different forms of international business – advantages - organizational issues of international business – Global organizational structures – controlling of international business – approaches to control – performance of global business- performance evaluation system. Dell's Turnaround Strategy in 2008 – Case Study

| UNIT IV | PRODUCTION, MARKETING, FINANCIAL AND HUMAN RESOURCE MANAGEMENT OF GLOBAL BUSINESS | 12 hours |
|---|---|---|

Global production –Location –scale of operations- cost of production – Make or Buy decisions International Marketing Environment and global marketing strategy - Global Finance – International Sources of fund- Recent Changes in the International finance- Foreign exchange – Exchange rate risk and management- Global HR– selection of expatriate managers- Training and development – compensation. Expatriates At Royal Dutch Shell- Case Study

| UNIT V | CONFLICT MANAGEMENT AND ETHICS IN INTERNATIONAL BUSINESS MANAGEMENT | 12 hours |
|---|---|---|

Conflict in international business- Sources and types of conflict – Conflict resolutions – Negotiation – the role of international agencies -Ethical issues in international business The Ford Ethical- Case Study

**TOTAL: 60 hours**

**Text Books:**

1. Charles W.I. Hill, International Business, 11th edition, McGraw-Hill Education, 2022.

2. John D. Daniels and Lee H. Radebaugh, International Business, Pearson Education Asia, New Delhi, 2022.

**Reference Books:**

1. K. Aswathappa, International Business, 7th Edition, Tata Mc Graw Hill, New Delhi, 2022.
2. Subba Rao P, International Business (Text and Cases), Himalaya Publishing House – Tenth Revised Edition – 2022
3. International Business Management (A Global Perspective) –Pradip Kumar Sinha and Sanchari Sinha- Excel Books- New Delhi,2022

**Web Links:**

**1:**https://www.iidmglobal.com/case_studies/case-study-categories/cs-growing-your-business/overseas

2. https://www.icmrindia.org/casestudies/Case_Studies_Concept_Wise.asp?cat=International%20business

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Develop the conceptual clarity of the theoretical aspects of international trade and finance | **K3** |
| **CO2:** | Explain the exposure to the business implications of international environment | **K2** |
| **CO3:** | Examine the broad strategies in the international business | **K4** |
| **CO4:** | Get the exposure to identify the business implications of various functions of international business organization | **K3** |
| **CO5:** | Understand the Ethical Issues in International Business | **K2** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1** | 3 | 1 | - | 2 | 2 | - | 3 | 2 |
| **CO2** | 2 | - | - | 3 | 1 | - | 2 | 1 |
| **CO3** | 2 | 2 | 1 | 1 | 3 | 1 | 2 | 3 |
| **CO4** | 3 | 1 | - | 2 | 2 | - | 3 | 2 |
| **CO5** | 2 | - | - | 3 | 1 | - | 2 | 1 |

| 24EMBA-- | INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

- To equip the students with the knowledge and skills to construct well-diversified investment portfolios that balance risk and return based on the goals and limits of the investor.
- To understand various methods for evaluating portfolio performance, Techniques of portfolio revision against benchmarks and peers to make informed investment decisions and monitor performance.

| UNIT I | BASICS OF INVESTMENT | 9 hours |
|---|---|---|

Introduction - need for Investment – Investment making process - investment versus speculation - Investment alternatives and their comparison on various parameters as safety - liquidity and growth - investment triangle -Mutual funds, ETFs, and hedge funds - Benefits and costs of fund investing -Choosing a fund type- Portfolio management process.

| UNIT II | RISK AND RETURN OF PORTFOLIO | 9 hours |
|---|---|---|

Introduction of Risk and Return - Risk Defined -. Financial analysis, Economic analysis and Capital market analysis -Concepts of risk and return – Measuring portfolio Risk and return - Minimizing the risk and maximizing the return - Risk and reward of stocks and bonds - The normal distribution -Predicting asset returns -Optimal portfolios with two risky assets combining risky assets.

| UNIT III | SECURITY ANALYSIS & TRADING | 9 hours |
|---|---|---|

Introduction to security analysis - Primary equity market -. Secondary market and its operations - Stock exchanges in India – BSE, OTCEI, NSE, ISE, and Regulations of stock exchanges – Trading system in stock exchanges –SEBI-. Classification of Security Analysis-Fundamental Analysis-Technical Analysis-Quantitative Analysis Determinants of stock price - Fundamental analysis, - Equity Valuation Models- Event studies - Behavioral finance- - Market and limit orders -short selling and margin - Trading simulation.

| UNIT IV | PORTFOLIO MANAGEMENT | 9 hours |
|---|---|---|

Introduction to Portfolio management-. Investment risk pyramid -Capital Allocation to Risky Assets -Optimal Risky Portfolios - Modern Portfolio Theory -Markowitz portfolio theory - Capital Asset Pricing Model –Security market line- capital market line- Arbitrage Price Theory - Random Walk theory and efficient market hypothesis – The efficient market hypothesis - Multifactor Models of Risk and Return.

| UNIT V | PORTFOLIO ANALYSIS AND EVALUATION | 9 hours |
|---|---|---|

Portfolio Analysis -Portfolio risk and return- Risk-Reward concept -Benefits of portfolio Diversification- - Strategic versus tactical asset allocation – Methods of calculating portfolio return- Portfolio Revision strategies - Active versus passive portfolio management – Introduction to Mutual fund -Portfolio performance evaluation –Performance measurement tools- Treynor,, Sharpe, and Jensen ratios- Monitoring and revision of the portfolio-

| |
|---|
| Techniques of portfolio revision-Constant-Rupee-Value Plan- Constant Ratio Plan- Variable Ratio Plan. |
| **TOTAL: 45 hours** |

**Text Books:**


1. Donald E.Fischer& Ronald J.Jordan, "Security Analysis and Portfolio Management", PHI Learning, 8th Edition,2020

2. Kevin, "Securities Analysis and Portfolio Management", PHI Learning, 13th Edition, 2021.


**Reference Books:**


**1.** Reilly & Brow, "Investment Analysis and Portfolio Management", Cengage Learning, 9th Edition, 2021

**2.** V.A.Avadhan, "Securities Analysis and Portfolio Management", Himalaya Publishing House,2021.


**Web Links:**

**1:**https://theintactone.com/2019/07/25/iapm-u5-topic-1-portfolio-management-and-performance-evaluation/

**2:**https://theintactone.com/2019/07/25/iapm-u5-topic-1-portfolio-management-and-performance-evaluation/

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Explain the investment environment, the investment management and planning. | **K2** |
| **CO2:** | Relationship between risk and return in investments, including how to assess and measure risk, and how different investment strategies affect potential returns. | **K3** |
| **CO3:** | Opportunity to gain insights into analyzing individual securities, employing fundamental and technical analysis techniques to assess investment prospects. | **K4** |
| **CO4:** | Evaluate various portfolio management strategies, asset allocation in portfolio management and risk and return in efficient portfolio. | **K5** |
| **CO5:** | Compare the performance of investment portfolios relative to benchmarks and peer group performance. | **K6** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | PO1 | PO2 | PO3 | PO4 | PO5 | PSO1 | PSO2 | PSO3 |
|---|---|---|---|---|---|---|---|---|
| **CO1** | 2 | - | - | 3 | 1 | - | 2 | 1 |
| **CO2** | 3 | 1 | - | 2 | 2 | - | 3 | 2 |
| **CO3** | 2 | 2 | 1 | 1 | 3 | 1 | 2 | 3 |
| **CO4** | 1 | 3 | 2 | - | 2 | 2 | 1 | 2 |
| **CO5** | - | 2 | 3 | - | 1 | 3 | - | 1 |

| 24EMBA-- | MANAGING BANKS AND FINANCIAL INSTITUTIONS | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

- To understand various banking products and innovative banking services available
- To study market structure, profit strategies, relationship of commercial banks and other financial institutions, problems of asset and liability management.

| UNIT I | Overview of the Banking System | 9 hours |
|---|---|---|

History of Indian Banking - organization and structure of banking -overview of changing financial- services - financial statements-the lending function- business loans -consumer loans - the investment function -bank sources of funds - deposit liabilities -non-deposit liabilities- central banking-objectives, functions and role; monetary and credit control policy-bank regulations and policies- RBI guidelines and directions-committees on banking sector reforms--bank regulation and supervision - bank failures and banking crises

| UNIT II | Banking and Financial Institutions | 9 hours |
|---|---|---|

Importance of Banking to Business-Types of Banks-Structure of Indian Financial System-Financial Intermediaries and Its Role- International Banking - Trust Banking -Investment Banking – Bancassurance-Non-Banking Finance Companies (NBFCs)- Development Finance Institutions- Insurance Companies- Mutual Funds- Merchant Bankers- Credit Rating Agencies-NABARD Roles And Functions- regulatory environment and supervision of banking and financial institutions.

| UNIT III | Risk Management in Banks and Financial Institutions | 9 hours |
|---|---|---|

Introduction To Risk In Banking And Financial Institutions- Risk Management In Banking-Meaning- Nature- Types Of Risk Management In Banking-Process-Risks Of Financial Institutions-- Interest Rate Risk And Market Risk-- Credit Risk- Off-Balance Sheet Risk-- Foreign Exchange Risk-- Liquidity Risk-- Sovereign Risk And Operational Risk- Risk Management Guidelines For Banks And Financial Institutions- Basel Accords (Basel-II And III)- Best Practices For Banking Risk Management

| UNIT IV | Non-Performing Asset Management | 9 hours |
|---|---|---|

Non-Performing Assets – Assets Classifications- -Calculation of Gross Non-Performing Assets Ratio (GNPA) And Net Non-Performing Assets -Causes Of Non-Performing Assets-NPA Crisis –Causes Of NPA —Reserve Bank Of India (RBI) Guidelines And Regulations For NPA-Regulatory Authorities In Non-Performing Assets-Insolvency And Bankruptcy Code -Internal Restructuring Of Stressed Assets- Strategic Debt Restructuring-Capital Adequacy Norms

| UNIT V | Recent Trends in Banking, Innovative Banking and Financial Services | 9 hours |
|---|---|---|

Digital Banking -RTGS – Real Time Gross Settlement - EFT – Electoral Funds Transfer - ATM – Automatic Teller Machine - Mobile Banking - Internet Banking -Crypto Currency-

| |
|---|
| Blockchain- Digital Transformation- Collaboration with Fintech, - Artificial Intelligence And Robotics Chatbots- - Big data analytics-Block Chain Integration- (AI)- Cyber Security- Robotic Process Automation (RPA)- Cloud Computing-E Services- Sustainable finance |
| **TOTAL: 45 hours** |

**Text Books:**

T1: Anthony Saunders, Marcia Cornett, and Otgo Erhemjamts, "Financial Institutions Management: A Risk Management Approach" published by McGraw Hill, 11th edition published in 2024

T2 : Dr. Shailesh Omprakash Kediya and Dr. Abhijit R. Gajghate, "Managing Banks and Financial Institutions" published by Thakur Publications and carries the ISBN 978-93-90972-07-4 (**McGraw Hill**) (**TPPL**) .

**Reference Books:**

R1: Scott Harrington, Gregory Niehaus, "Risk Management And Insurance", Mcgraw Hill, 2nd Edition, 2023.

R2: Meir Kohn, Financial Institutions And Markets, Tata Mcgraw-Hill, New Delhi, 2022.

Pathak :Indian Financial Systems – Pearson Education

**Web Links:**

1. https://www.journals.elsevier.com/journal-of-banking-and-finance
2. https://www.springer.com/journal/42786

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Demonstrate Organization Structure and Functions of Banking | **K2** |
| **CO2:** | Analyze RBI Regulations and Policies and Committees on Banking Sector Reforms | **K4** |
| **CO3:** | Evaluate Indian Financial System and The Role Of Financial Intermediaries | **K5** |
| **CO4:** | Able to Critically Assess NPA. (RBI) Guidelines and Regulations for NPA Available | **K5** |
| **CO5:** | Can discuss Recent Trends in Banking and Financial Services. | **K6** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1** | 3 | 2 | 1 | - | - | 3 | 2 | 1 |
| **CO2** | 2 | 3 | 2 | 1 | - | 2 | 3 | 2 |
| **CO3** | 1 | 2 | 3 | 2 | 1 | 1 | 2 | 3 |
| **CO4** | - | 1 | 2 | 3 | 2 | - | 1 | 2 |
| **CO5** | - | - | 1 | 2 | 3 | - | - | 1 |

| 24EMBA-- | PROJECT APPRAISAL AND FINANCE | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives:**

- To Understand analyze and evaluating various aspects of investment projects.
- To Develop financial modeling skills for forecasting project cash flows and assessing investment returns accurately.

| UNIT I | Project Appraisal: | 9 hours |
|---|---|---|

**Appraisal:** Project appraisal and evaluation - Project life cycle, Project cycle management - Cost benefit analysis of Private and Public sector Projects - Identification of investment opportunities – industry analysis review of project profiles, – feasibility study , Project identification and formulation - Generation of Project ideas - Basic Principals of Project Analysis Entrepreneurship – concept, theory and perspective.

| UNIT II | Market and Technical Appraisal: | 9 hours |
|---|---|---|

Market feasibility analysis of a project, Need for market analysis - Demand and supply analysis, Collection analysis - primary /secondary data - Forecasting of market growth - Market forecasting techniques - Technical appraisal of a project – Technology tie ups and diffusion - Management of technology and business.

| UNIT III | Investment and Socio-Economic appraisal: | 9 hours |
|---|---|---|

Financial feasibility analysis - Investment decision techniques - DCF and non DCF methods - Investment criteria - Project Appraisal parameters of select Financial Institutions - Financing options for a new venture; Economic Analysis of a project - Social cost benefit analysis – rationale of SCBA, direct and indirect cost and benefits, shadow price Efficiency and Equity in Project Appraisal, UNIDO approach - Little Mirrlees Approach - Environment Impact assessment of a project and Social Impact Assessment of a project - Project Appraisal of Indian Plans.

| UNIT IV | Project risk assessment: | 9 hours |
|---|---|---|

Risk and Sensitivity Analysis - Taxonomy of Risks - break even analysis - Sensitivity Analysis - Risk analysis using simulation models and decision trees - Monitoring and Evaluation of a Project – PERT / CPM - Monitoring mechanism - Evaluation and Lessons, Preparation of project report – Case Analysis.

| UNIT V | Project Management | 9 hours |
|---|---|---|

Forms of project organization – project planning – project control – human aspects of project management – prerequisites for successful project implementation. Project review and administrative aspects - Control of in-progress projects - The Post-audit - Abandonment Analysis - administrative aspects of capital budgeting - agency Problem - evaluating the capital budgeting system of an organization.

**TOTAL: 45 hours**

**Text Books:**

1. Project Management, K.Nagarajan, New Age International Publisher (2022)

2. Agrawal, R., & Mehra, Y. S. (2022). Project Appraisal and Management. New Delhi: Taxmann Publications

**Reference Books:**

1. Project Finance in Theory and Practice" by Stefano Gatti (Published in 2023).
2. Project Appraisal and Valuation of the Enviornment: General Principles and Six Case-Studies in Developing Countries" by K.N. Murthy (Published in 2022)

**Web Links:**

- https://gdcboysang.ac.in/About/droid/uploads/PAA-BBA5thSem.pdf
- https://pdf.usaid.gov/pdf_docs/PA00M766.pdf
- https://youtu.be/rBSCvPYGnTc?si=rN8GzwjBVG32ob0W

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Understanding the principles of investment analysis. | **K 2** |
| **CO2:** | Analyzing regulatory and environmental factors impacting the market. | **K 2** |
| **CO3:** | Ability to conduct comprehensive financial analysis to determine project feasibility. | **K 3** |
| **CO4:** | Identifying different types of risks and their potential impact on the project. | **K 3** |
| **CO5:** | Analyzing factors contributing to project success or failure and making recommendations for future improvements. | **K 4** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1** | 2 | - | - | 1 | 1 | - | 2 | 1 |
| **CO2** | 2 | - | - | 1 | 1 | - | 2 | 1 |
| **CO3** | 3 | 1 | - | 2 | 2 | - | 3 | 2 |
| **CO4** | 3 | 1 | - | 2 | 2 | - | 3 | 2 |
| **CO5** | 2 | 2 | 1 | 1 | - | 1 | 2 | - |

| 24EMBA-- | BUSINESS VALUATION | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

- To provide students with hands on experience in financial statements valuation.
- To make the students comfortable with using firm's financial statements to develop understanding of their performance and to establish basis for making reasonable evaluation estimates.

| UNIT I | INTRODUCTION TO BUSINESS VALUATION | 9 hours |
|---|---|---|

Value - meaning - types of value - Valuation vs. Pricing -Misconceptions about Valuation - factors that affect the formation of valuation - Bias in Valuation, Uncertainties in Valuation - Business valuation - Elements of business valuation - Reasons for business valuation - Purpose of valuation - Objectives and key areas of valuation - Steps or process in business valuation - characteristics and common hindrances in business valuation - Approaches to business Valuation - Sources of information and principles of valuation - Valuation through financial performance analysis - SGR, AGR, CAGR, IGR - Relationship between profitability, liquidity and risk

| UNIT II | VALUATION USING RATIOS, COMPARABLE AND RESIDUAL METHOD | 9 hours |
|---|---|---|

Assessing the performance using Liquidity Ratios, Profitability Ratios, Leverage or Solvency Ratios, Efficiency or Turnover Ratios, Per Share Ratios and Valuation Ratios - Valuation through comparable firm approach and residual income method.

| UNIT III | PROSPECTIVE AND CREDIT ANALYSIS VALUATION | 9 hours |
|---|---|---|

Prospective analysis – Credit analysis – Market for credit –Credit analysis process –Factors driving debt rating – Kalpan – Urwitz model of debt rating – Prediction of distress and turnaround – MDA, PCA and RPA - Assessing historical pattern of key ratios among financial (CAMEL analysis) and non-financial firms - Valuation using F Score

| UNIT IV | MERGERS AND ACQUISITION VALUATION | 9 hours |
|---|---|---|

Mergers and acquisition – Motivations for M & A – Valuation of M & A - Valuation of equity and debt – Primary and secondary market analysis - Assessing market value of equity with book value and index, P/B analysis, Price earnings ratio – PEG analysis - EV - Valuation multiples

| UNIT V | EQUITY VALUATION | 9 hours |
|---|---|---|

Valuation by assessing the Risk and return of equity - EVA – Dividend pattern analysis – Stock valuation - Valuation of Options & Futures – BS model, Binomial model - Hedging

**TOTAL: 45 hours**

**Text Books:**

1. Koller, Goedhart, Wessels, Valuation: Measuring and Managing the Value of Companies,McKinsey & Company Inc. University Edition. 7th Edition, 2020.
2. Copeland T E, T Koller and J Murrin, Valuation: Measuring and Managing the Value ofCompanies. John Wiley and Sons. 7th Edition, 2020.

**Reference Books:**

1. Richard A Brealey, Stewart C Myers and Franklin Allen, Principles of Corp Finance, Irwin/McGraw-Hill. 12th Edition, 2017.
2. Pitabas Mohanty, Business Valuation – Text and Cases. Taxmann, 2021

**Web Links:**

1. https://www.coursera.org/courses?query=valuation&page=5&topic=BusinessOnline
2. https://www.coursera.org/learn/advanced-valuation-and-strategy

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Apply the basic techniques of valuation of financial statement analysis | **K3** |
| **CO2:** | Applying value-relevant information contained within financial statements; | **K3** |
| **CO3:** | Evaluate and explain the fundamental role of accounting numbers in the valuation of entities and the key financial claims on the sensitive assets (equity and debt securities); | **K5** |
| **CO4:** | Analyze the ratios for M& A and restructuring. | **K4** |
| **CO5:** | Apply the concept of PEG and other valuation models | **K3** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1** | **3** | **1** | **-** | **2** | **2** | **-** | **3** | **2** |
| **CO2** | **3** | **1** | **-** | **2** | **1** | **-** | **3** | **2** |
| **CO3** | **1** | **3** | **2** | **-** | **2** | **2** | **1** | **2** |
| **CO4** | **2** | **2** | **1** | **1** | **-** | **1** | **2** | **3** |
| **CO5** | **3** | **1** | **-** | **2** | **2** | **-** | **3** | **2** |

| 24EMBA-- | FINANCIAL MARKETS AND SERVICES | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives:**

- To Learning about the functioning of financial markets, the role of financial intermediaries, regulatory frameworks, risk management techniques, and investment strategies.
- To Demonstrate an awareness of the current structure and regulation of the Indian financial services sector.

| UNIT I | Structure of Financial System: | 9 hours |
|---|---|---|

Structure of Financial System – Role of Financial System in Economic Development – Financial Markets and Financial Instruments – Capital Markets – Money Markets – Primary Market Operations – Role of SEBI – Secondary Market Operations – Regulation – Functions of Stock Exchanges – Listing – Formalities – Financial Services Sector Problems and Reforms- Global financial market.

| UNIT II | Financial Services | 9 hours |
|---|---|---|

Financial Services: Concept, Nature and Scope of Financial Services – Regulatory Framework of Financial Services – Growth of Financial Services in India – 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.

| UNIT III | Fund Based Financial Services | 9 hours |
|---|---|---|

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- Hire purchase finance – leasing.

| UNIT IV | Non-Fund Based Finance: | 9 hours |
|---|---|---|

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.

| UNIT V | Globalization and its impact on financial Services: | 9 hours |
|---|---|---|

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

**TOTAL: 45 hours**

**Text Books:**

1. Prasanna Chandra, Investment Analysis and Portfolio Management, Tata McGraw Hill Publishing Company Ltd., New Delhi. 2022.

2. Donald E. Fischer & Ronald J. Jordan, Security Analysis and Portfolio Management, Pearson Education, New Delhi. 2022.

**Reference Books:**

1. Gupta, Amitabh, Mutual Funds in India: A Study of Investment Management, Anmol Publications, Pvt. Limited, New Delhi. 2023.
2. Mark Grinblatt and Sheridan Titman: Relationship between financial markets and corporate decision-making, published by McGraw-Hill Education

**Web Links:**

- https://gdcboysang.ac.in/About/droid/uploads/PAA-BBA5thSem.pdf
- https://pdf.usaid.gov/pdf_docs/PA00M766.pdf
- **https://youtu.be/rBSCvPYGnTc?si=rN8GzwjBVG32ob0W**

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Understanding financial system's role and operations for economic development. | **K 2** |
| **CO2:** | Analyzing the growth of financial services in the Indian context. | **K 4** |
| **CO3:** | Exploring leasing as a financial option and its applications. | **K 3** |
| **CO4:** | Examining guidelines for the operation of mutual funds. | **K 4** |
| **CO5:** | Analyzing specific models such as the NABARD, SIDBI, SGSY, and Grameen Bangladesh models. | **K 4** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1** | **2** | **-** | **-** | **3** | **1** | **-** | **2** | **1** |
| **CO2** | **2** | **2** | **1** | **1** | **3** | **1** | **2** | **3** |
| **CO3** | **3** | **1** | **-** | **2** | **2** | **-** | **3** | **2** |
| **CO4** | **2** | **2** | **1** | **1** | **3** | **1** | **2** | **3** |
| **CO5** | **2** | **2** | **1** | **1** | **3** | **1** | **2** | **3** |

| 24EMBA-- | MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

- To develop a Comprehensive Understanding of Mergers and Acquisitions (M&A) From the Perspective of The Corporate Executive.
- To assess the financial feasibility and valuation of merger and acquisition transactions, including financial modeling, valuation methods, and due diligence.

| UNIT I | MERGERS | 9 hours |
|---|---|---|

Introduction - Merger and Acquisition: Meaning Of Mergers And Acquisitions (M & A), Motives Behind – Merger Process and Negotiation -Types Of Mergers -Characteristics Of Merger, Divestitures-Sell Off, Spin Off, Equity Carveout, Going Private, Demergers And Leveraged Buyouts- Valuation in M&A-Cash Flow Based Approach- Valuation of Synergies-Relative Valuation Approach- **Cross-Border Mergers** -Legal and Regulatory Aspects of Mergers.

| UNIT II | ACQUISITIONS | 9 hours |
|---|---|---|

Meaning of Acquisition –Types of Acquisition -Negotiation/Approach for Merger, Acquisition and Take-Over - Contracting - Implementation of Merger And Acquisition - Managing Post-Merger Issues - Legalities Involved In Merger, Acquisition And Take-Over - Ethical Issues Of Merger And Take-Over – Defensive Tactics For Mergers. Takeovers- Types, Takeover Strategies, -– Financial Defensive Measures – Methods of Resistance – Anti-Takeover Amendments – Poison Pills - International and Cross-Border Acquisitions- Legal and Regulatory Aspects of Acquisitions.

| UNIT III | CORPORATE RESTRUCTURING | 9 hours |
|---|---|---|

Corporate Restructuring – corporate restructuring in strategic management and value creation - Significance - Forms of Restructuring – Joint Ventures – Sell Off and Spin Off – Divestitures – Equity Carve Out – Leveraged Buy Outs (LBO) – Management Buy Outs – Master Limited Partnership– Limited Liability Partnership (LLP) In India: Nature and Incorporation Of LLP-De Merger- Strategic Alliance- Buyback Of Shares. - Case studies of successful and unsuccessful corporate restructuring transactions.

| UNIT IV | ACCOUNTING FOR AMALGAMATION & LEGAL AND REGULATORY FRAMEWORK OF M & A | 9 hours |
|---|---|---|

Meaning Of Amalgamation, Types Of Amalgamation, Methods Of Accounting For Amalgamation, Meaning Of Consideration, Treatment Of Goodwill, Reserves And Other Profits--Provisions Of The Companies Act, 1956 Relating to M & A, Buyback Of Shares, Provisions Of SEBI Act, 1992 And 1997, Provisions Relevant To M & A Activity In The Income Tax Act, And Foreign Exchange Management Act. -Accounting aspects of M&A-Mergers & acquisitions laws and regulations India 2024.

| UNIT V | THEORIES OF MERGER | 9 hours |
|---|---|---|

Theories of Mergers and Acquisitions- Strategic Theories of Merger - **Financial Theories of Merger-Economic Theories of Merger** -Tax aspects in mergers & acquisitions –Different approaches in the valuation of mergers and acquisitions – Cross border mergers – Funding options for mergers – The role of private equity, venture capital, and activist investors in

| |
|---|
| shaping M&A activity Forecasting future developments in the M&A landscape -Case studies in M & A. |
| **TOTAL: 45 hours** |

**Text Books:**

T1: Patrick A.Gaughan, "Mergers And Acquisitions Corporate Restructuring", Wiley Publishers, 8thEdition, 2023.

T2: Rabi Narayan Kar/Minakshi, Mergers Acquisitions & Corporate Restructuring - Strategies &Practices Paperback – , TAXMANN, 2022

**Reference Books:**

**R1:** Karn Gupta, "Global Corporate Restructuring & Mergers & Acquisitions In India: Corporate Restructuring: Global Analytics & Indian Position", Lap Lambert Academic Publishing, 2023.

**R2:** Merger Acquisitions & Corporate Restructuring – Chandrashekar Krishna Murthy & Vishwanath.S.R – Sage Publication (2022).

**Web Links:**

**1: https://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights/the**-six-types-of-successful-acquisitions#https://www.jstor.org/stable/27747463?seq=1

**2: https://iclg.com/practice-areas/mergers-and-acquisitions-laws-and-regulations/india**

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Gain a comprehensive understanding of the concept of mergers and acquisitions, including merger process, negotiation strategies, and the various types of mergers | **K2** |
| **CO2:** | Develop the skills in financial analysis and valuation techniques specific to M&A transactions, including assessing the value of target companies and evaluating the financial impact of acquisitions. | **K3** |
| **CO3:** | Gain knowledge in evaluating the risks and opportunities associated with different forms of corporate restructuring and determining the most appropriate course of action for organizations in various contexts. | **K5** |
| **CO4:** | Demonstrate an advanced understanding of the accounting aspects of mergers and acquisitions (M&A), including the meaning of amalgamation, types of amalgamation, methods of accounting for amalgamation, treatment of consideration, goodwill, reserves, and other profits | **K6** |
| **CO5:** | Well-equipped to analyze, evaluate, and engage in merger and acquisitions operations. | **K5** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | PO1 | PO2 | PO3 | PO4 | PO5 | PSO1 | PSO2 | PSO3 |
|---|---|---|---|---|---|---|---|---|
| **CO1** | 2 | - | - | 3 | 1 | - | 2 | 1 |
| **CO2** | 3 | 1 | - | 2 | 2 | - | 3 | 2 |
| **CO3** | 1 | 3 | 2 | - | 2 | 2 | 1 | 2 |
| **CO4** | - | 2 | 3 | - | 1 | 3 | - | 1 |
| **CO5** | 1 | 3 | 2 | - | 2 | 2 | 1 | 2 |

| 24EMBA-- | FINANCIAL DERIVATIVES | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

- To understand the concept of Derivatives and its types
- To review the set of modern financial instruments available that a firm can use to optimize the management of the risks the company

| UNIT I | INTRODUCTION TO DERIVATIVES AND FORWARD | 9 hours |
|---|---|---|
| Introduction to derivatives – History of derivatives - types – necessity for derivatives - Evolution of derivatives in India - Major recommendations of Dr. L C Gupta committee - Derivative trading in NSE/BSE - Introduction to Forward Contracts & its demerits - Pricing of forward contract - Trading mechanism of forward contracts - Calculation of payoff for forward contract | | |
| **UNIT II** | **FUTURES CONTRACT** | **9 hours** |
| Types of Futures instruments, Pricing of Futures, Lot sizes, Contract months, Expiry, Margins – initial & marked- to-market with calculations, Cost of carry, Roll over - Traders of futures contract = Trading Mechanism, Hedging Mechanism, Arbitrage Mechanisms, and Utility of Hedging Mechanism in managing market risk - Difference between forward and futures contract | | |
| **UNIT III** | **OPTIONS CONTRACT** | **9 hours** |
| Types of Options, Call & Put Options, Premiums, Strike Prices, Put-Call ratios, SEBI's regulatory framework, Options Strategies, Profit and loss in options, Option pricing, factors affecting opting pricing | | |
| **UNIT IV** | **SWAPS CONTRACT** | **9 hours** |
| SWAPs - Evolution and features of swaps - Types of swaps - Uses in risk Management and Hedging, different kind of swaps like currency Swaps and interest rate swaps and their working. | | |
| **UNIT V** | **RISK MANAGEMENT IN DETIVATIVES** | **9 hours** |
| Risk identification and Risk Evaluation, Risk assessment &Management. Risk analysis: Risk control. Types of risks - Portfolio analysis - Probability, statistical measures of risk, Standard deviation, Variance, Coefficient of Variation, Beta, Coefficient of Beta, probability. Portfolio Expected Return, Portfolio Variance and Standard Deviation, Concept of Modern portfolio theory. Value at Risk (VAR) - Monte Carlo simulation, stress testing and back testing. CAPM, Arbitrage Pricing Theory, Sharpe Ration, Treynor Ration, Jensen Index. | | |
| **TOTAL: -- 45 hours** | | |

**Text Books:**

1. Hull, John C, Options, Options, futures and other derivatives, Prentice Hall of India,10th edition, 2016
2. Ranganatham and Madhumathi, Derivatives and Risk Management, Pearson, 2017

**Reference Books:**

1. Kevin, S, Commodity and Financial Derivatives, PHI, 2016
2. Rajiv Srivastav, Derivatives and Risk Management, Oxford University Press, 2015

**Web Links:**

1. https://onlinecourses.nptel.ac.in/noc24_mg19/previewOnline
2. https://onlinecourses.nptel.ac.in/noc22_mg91/preview

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Apply knowledge of key financial building blocks used in constructing complex derivative instruments | **K3** |
| **CO2:** | Analyze and evaluate the futures market | **K4** |
| **CO3:** | Compute call and put option payoffs | **K6** |
| **CO4:** | Distinguish the different swap contracts | **K4** |
| **CO5:** | Comprehend the steps in management of risk | **K2** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1** | **3** | **1** | **-** | **2** | **2** | **-** | **3** | **2** |
| **CO2** | **2** | **2** | **1** | **1** | **3** | **1** | **2** | **3** |
| **CO3** | **-** | **2** | **3** | **-** | **1** | **3** | **-** | **1** |
| **CO4** | **2** | **2** | **1** | **1** | **3** | **1** | **2** | **3** |
| **CO5** | **2** | **-** | **-** | **3** | **1** | **-** | **2** | **1** |

| 24EMBA-- | INTERNATIONAL FINANCE | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

- To provide basic understanding of the fundamentals of international finance and familiarize students with international financial transactions and operational aspects of foreign exchange markets.
- To focus on forex market participants, exchange rates determination, international arbitrage, foreign exchange risks and its management. It enables the students to understand the crux of the international financial market.

| UNIT I | INTRODUCTION | 9 hours |
|---|---|---|

Introduction - concept of International trade - International Business - International Finance and differences among them - Theories of International trade - International trade financing in India- Balance of payments (of India)- International Monetary System - Different types of Exchange rate mechanisms- the gold standard, the gold exchange standard - The Bretton Woods System - Current monetary system - European Monetary Union - IMF and World Bank - Different development banks like ADB, BRICS Development Bank and EBRD etc.

| UNIT II | FOREIGN EXCHANGE MANAGEMENT | 9 hours |
|---|---|---|

Foreign Exchange Management: Forex market –Wholesale and Domestic market, Quotations-direct, indirect and cross currency - various kinds of transactions and their settlement dates - forward rates – Swaps - Quotes for various kinds of Merchant transactions - Early delivery, extension or cancellation of Forward contracts - Concept of cryptocurrency - Exchange Rate determination and Forecasting: Purchasing power parity and Interest rate parity - relationship between PPP and IRP - reasons for deviation from PPP and IRP - models of exchange rate forecasting- forward rate as an unbiased predictor - the Demand-Supply approach - the monetary approach - the Asset approach - the portfolio balance approach - other models.

| UNIT III | FOREIGN EXCHANGE EXPOSURES | 9 hours |
|---|---|---|

Financial Accounting and Foreign Exchange-Alternative Currency Translation Methods - Statement of Financial Accounting - Standards No.8 - Statement of Financial Accounting Standards No.-52 - Transaction Exposure- Managing Accounting Exposure-Managing Transaction and Translation Exposure- Designing a Hedging Strategy - Measuring and managing Economic Exposure-Foreign Exchange Risk and Economic Exposure - Identifying Economic Exposure- Calculating Economic Exposure, Operational Measure of Exchange Risk - Multinational Financial System- Value of the Multinational Financial System- Inter-company Fund- Flow Mechanisms: Cost and Benefits, Designing a Global Remittance Policy-Transfer Pricing and Tax Evasion - Issue of GDR, ADR Euro bonds and foreign bonds.

| UNIT IV | INTERNATIONAL INVESTMENT MANAGEMENT | 9 hours |
|---|---|---|

International Portfolio Investment-Issues in Foreign Investment Analysis - International Bond Investing - Strategies for Direct Investment - Bond Investment & Portfolio Investment - Optimal International Asset Allocation - International project appraisal - IRR and APV methods; Managing Political Risk-Measuring Political Risk - Country Risk Analysis - Managing Political Risk - Post-expropriation Policies - Multinational Working Capital Management: Current Asset

| | | |
|---|---|---|
| Management for the Multinational- International Cash Management, Accounts Receivables Management, Inventory Management. | | |
| **UNIT V** | **WORLD FINANCIAL MARKETS AND INSTITUTIONS** | **9 hours** |
| World Financial Markets & Institutions - International Banking and Money Market - International Bond Market - International equity markets - Interest Rate and Currency Swaps – Derivatives markets- Regulations and supervision of financial markets and institutions – emerging trends and challenges in financial markets – Global Governance – Global investment and Capital flow- global financial crisis and risk management. | | |
| **TOTAL: -- 45 hours** | | |

**Text Books:**

1. International Financial Management" Author: Jeff Madura Year: 2021 Edition: 14th Edition Publisher: Cengage Learning
2. "Multinational Business Finance" Authors: David K. Eiteman, Arthur I. Stonehill, and Michael H. Moffett Year: 2019 Edition: 15th Edition Publisher: Pearson

**Reference Books:**

1. "International Finance: Theory and Policy" Authors: Paul R. Krugman and Maurice Obstfeld Year: 2017 Edition: 11th Edition Publisher: Pearson
2. "Fundamentals of Multinational Finance" Authors: Michael H. Moffett, Arthur I. Stonehill, and David K. Eiteman Year: 2021 Edition: 7th Edition Publisher: Pearson

**Web Links:**

1. https://drodrik.scholar.harvard.edu/publications/rebalancing-globalization
2. http://people.stern.nyu.edu/igiddy/fxrisk.htm

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Understand international trade, finance, monetary systems, exchange rates, and the role of global financial institutions in economic development. | **K2** |
| **CO2:** | Apply the forex market operations, exchange rate mechanisms, forecasting models, and the impact of cryptocurrencies on foreign exchange management." | **K3** |
| **CO3:** | Analyze and manage foreign exchange exposures, design hedging strategies, and understand multinational financial systems and international financial instruments. | **K4** |
| **CO4:** | Evaluate international investment strategies, manage political and country risks, and optimize multinational working capital for effective asset allocation. | **K4** |
| **CO5:** | Comprehend global financial markets, international banking, regulatory frameworks, emerging trends, and risk management strategies in a global context | **K4** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | PO1 | PO2 | PO3 | PO4 | PO5 | PSO1 | PSO2 | PSO3 |
|---|---|---|---|---|---|---|---|---|
| **CO1** | 2 | - | - | 3 | 1 | - | 2 | 1 |
| **CO2** | 3 | 1 | - | 2 | 2 | - | 3 | 2 |
| **CO3** | 2 | 2 | 1 | 1 | 3 | 1 | 2 | 3 |
| **CO4** | 2 | 2 | 1 | 1 | 3 | 1 | 2 | 3 |
| **CO5** | 2 | 2 | 1 | 1 | 3 | 1 | 2 | 3 |

| 24EMBA-- | BEHAVIORAL FINANCE | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

- To demonstrate the impact of news and timing from the corporate angle and highlight the ramifications of effective news communication.
- To demonstrate the impact of news and timing from the corporate angle and highlight the ramifications of effective news communication.

| UNIT I | BASICS OF BEHAVIOURAL FINANCE | 9 hours |
|---|---|---|
| Behavioural Finance: Nature, Scope, Objectives, Significance and Application. The Psychology of Financial Markets and Investor Behaviour, Behavioural Finance Market Strategies. Prospect Theory and Mental Accounting- Investors Disposition Effects. | | |
| **UNIT II** | **DECISION AND BEHAVIORAL THEORIES** | **9 hours** |
| Nash Equilibrium: Keynesian Beauty Context and The Prisoner's Dilemma – The Monthly Hall Paradox- The St. Petersburg Paradox – The Allais Paradox – The Ellsberg Paradox- Prospects theory – CAPM – behavioral portfolio theory- SP/ A theory- brief history on rational thought – pasacl – Fermat to Friedman - savage. | | |
| **UNIT III** | **BEHAVIORAL FACTORS AND FINANCIAL MARKETS** | **9 hours** |
| The Efficient Markets Hypothesis – Fundamental Information and Financial Markets - Information available for Market Participants and Market Efficiency -Market Predictability –The Concept of limits of Arbitrage Model - Asset management and behavioral factors - Active Portfolio Management: return statistics and sources of systematic underperformance. - Fundamental information and technical analysis – the case for psychological influenc e. | | |
| **UNIT IV** | **HEURISTICS AND BEHAVIORAL BIASES OF INVESTORS** | **9 hours** |
| Types of investors- Individual and Institutional - How the human mind works-the two systems; Familiarity and related heuristics; Representativeness and related biases; Anchoring; Irrationality and adaptation; Hyperbolic discounting. Sovereign credit rating - drivers | | |
| **UNIT V** | **MANAGERIAL DECISIONS** | **9 hours** |
| Supply of securities and firm investment characteristics (market timing, catering) by rational firms - Associated institutions - Relative horizons and incentives - Biased managers | | |
| **TOTAL: 45 hours** | | |

**Text Books:**

T1 : Chandra, P. (2022), Behavioural Finance, Tata Mc Graw Hill Education, Chennai (India).

T2 : Ackert, Lucy, Richard Deaves (2021), Behavioural Finance; Psychology, Decision Making and Markets, Cengage Learning.

**Reference Books:**

R1: Michelle Baddeley (2023) Behavioral Economics and Finance" (2nd Edition, 2023), is published by Routledge.

R2 : Lucy Ackert and Richard Deaves (2022) Behavioral Finance: Psychology, Decision-Making, and Markets published by Cengage Learning.

**Web Links:**

1.https://www.udemy.com/course/behavioral-finance-financial-decision-making-and-psychology/?utm_source=adwords&utm_medium=udemyads&utm_campaignOnline
2. https://www.coursera.org/learn/duke-behavioral-finance

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Understanding the need of behavioural finance | **K 2** |
| **CO2:** | Knowing about various decision and behavioural theories | **K 2** |
| **CO3:** | Analyze and understand about arbitragers and managerial decision | **K 4** |
| **CO4:** | Learn about heuristic and behavioural biases of investors | **K 2** |
| **CO5:** | Thorough understanding about the price discovery in markets | **K 2** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1** | **2** | **-** | **-** | **3** | **1** | **-** | **2** | **1** |
| **CO2** | **2** | **-** | **-** | **3** | **1** | **-** | **2** | **1** |
| **CO3** | **2** | **2** | **1** | **1** | **3** | **1** | **2** | **3** |
| **CO4** | **2** | **-** | **-** | **3** | **1** | **-** | **2** | **1** |
| **CO5** | **1** | **-** | **-** | **3** | **1** | **-** | **2** | **1** |

| 24EMBA-- | SOCIAL BANKING AND MICRO FINANCE MANAGEMENT | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

- To foster fundamental understanding of Social Banking and Microfinance and their multifaceted aspects.
- To gain proficiency in crafting, executing, and assessing microfinance initiatives.

| UNIT I | Social Banking in Indian Economy | 9 hours |
|---|---|---|

Introduction-Evolution of Social Banking -Key pillars of social banking in India- Impact of Banking Sector Reforms On Social Banking-Recommendations of various committee- Major Social Banking Schemes-Role of Apex Institutions like RBI, NABARD, SIDBI, NHB, Overview of the Government led subsidy programmes like PMRY, SGSY, SJSRY & SLRS, etc.- Role of Social banking in financial inclusion-Social Banking and Microfinance in India.

| UNIT II | Evolution and Status of Microfinance in India | 9 hours |
|---|---|---|

Genesis of micro finance -Nature of microfinance: SHG, Grameen Model etc.- Recent growth of microfinance -Features of microcredit – beneficiary screening, interest rates, risk management-Microfinance Credit Lending Models, Bank Linkage Programme, Co-operative Model - NGO-MFI Model, Differences Between SHG and JLG Model Indian SHG: Problems and Issues, SHG-Bank Linkages Programmes in India. - Risks in Microfinance Institutions.

| UNIT III | Participatory Rural appraisal | 9 hours |
|---|---|---|

Introduction to Participatory Rural Appraisal (PRA)-Historical background and evolution-Principles and methods of PRA-Role of PRA in Social Banking and Microfinance-Understanding the needs and priorities of rural communities-Assessing socio-economic conditions and livelihood strategies-Identifying barriers to financial access and utilization-Participatory Tools and Techniques-Application of PRA in Microfinance-Innovations in participatory approaches to microfinance

| UNIT IV | Technology and Innovation in Microfinance | 9 hours |
|---|---|---|

Introduction to Technology and Innovation in Microfinance-Definition and significance of technology in microfinance-Evolution of technology adoption in the microfinance sector-Digital Financial Services (DFS) in Microfinance-Microinsurance-Mobile banking and payments-Agent banking networks-Digital credit scoring and underwriting-Fintech Solutions for Microfinance

| UNIT V | From Social banking to Financial Inclusion | 9 hours |
|---|---|---|

Meaning of Financial inclusion -Definition and significance of financial inclusion-Goals and objectives of promoting financial inclusion-Importance of financial access and empowerment for marginalized populations-Linkages between Social Banking and Financial Inclusion-Role of social banks and microfinance institutions (MFIs) in expanding financial access to underserved - communities – No Frills Accounts & the Business Correspondent Model-Strategies adopted in India and the macroeconomic imperatives for achieving the goal of inclusive finance - Role of innovation in expanding financial inclusion

**TOTAL: 45 hours**

**Text Books:**

**T4:** Sulphey, M.M., Essentials of Microfinance, Vikas Publications (2018)
**T5:** Joshi, D.P., Social Banking: Promise, Performance and Potential, Cambridge India (2018)

**Reference Books:**

**R1 :** Branch, Brian & Janette Klaehn. Striking the Balance in Microfinance: A Practical Guide to Mobilizing Savings. PACT Publications, Washington (2022)

**R2 :** Dowla, Asif & Dipal Barua. The Poor Always Pay Back: The Grameen II Story. Kumarian Press Inc., Bloomfield, Connecticut, 2020.

**Web Links:**

**1: https://link.springer.com/chapter/10.1057/9781137034915_8**

**2: https://www.nabard.org/auth/writereaddata/tender/1409233729status-of-microfinance-in-india-2022-23.pdf**

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Understand Indian banking methods that are sustainable and inclusive. | **K2** |
| **CO2:** | Ability to apply knowledge to evaluate the Grameen model, SHG, and microcredit features, such as interest rates, beneficiary screening, and risk management techniques. | **K3** |
| **CO3:** | Examine innovative participatory approaches to microfinance, thereby enhancing their capacity to promote inclusive and sustainable development in rural areas. | **K4** |
| **CO4:** | Evaluate fintech solutions tailored for microfinance, enabling them to appreciate the innovative ways technology is transforming financial inclusion and empowering underserved communities. | **K5** |
| **CO5:** | Develop solutions to enhance social banking and financial inclusion to achieve inclusive growth. | **K5** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1** | 2 | - | - | 3 | 1 | - | 2 | 1 |
| **CO2** | 3 | 1 | - | 2 | 2 | - | 3 | 2 |
| **CO3** | 2 | 2 | 1 | 1 | 3 | 1 | 2 | 3 |
| **CO4** | 1 | 3 | 2 | - | 2 | 2 | 1 | 2 |
| **CO5** | 1 | 3 | 2 | - | 2 | 2 | 1 | 2 |

| 24EMBA-- | FINTECH AND BLOCKCHAIN | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

- To provide a broad introduction to the field of FinTech and Blockchain and its application in the field of financial sector.
- To get a thorough knowledge on topics related block chain and crypto currencies, decentralized applications, innovative wealth management markets for smart contracts, applications of blockchain technologies in various finance areas, alternative and P2P lending and crowd funding.

| UNIT I | INTRODUCTION | 9 hours |
|---|---|---|
| FinTech, Future prospects and potential issues with FinTech- Global FinTech Investments-Digital Banking-Impact of digital technology on banking sector- Changes in customer buying behaviour- new age payments and remittances-Social media based remittances-Digital mortgages-Global Financial Instruments, Asset Management and Capital Markets. | | |
| **UNIT II** | **POS (Point of Sale) – P2P (Peer 2 Peer)** | **9 hours** |
| New Generation Commerce-Point of sale evolution (POS)- m-POS business model-m-Wallets-Smart credit cards-T-commerce- Crowd funding and Crowd investing-P2P lending-Robo advising-FinTech and Global Economy-New operating models for banks-Banking as service and Open APIs-Neo banks-Challenger banks. | | |
| **UNIT III** | **BIG DATA – IOT – FINANCIAL SERVICES** | **9 hours** |
| Big data in the financial services Industry-Internet of Things (IOT) - IOT in Financial services-Innovative wealth management-Personal Finance Management-InsurTech-P2P insurance Block chained insurance-Risk associated with crypto market-Cost associated with crypto market investment-Crypto currency wallets. | | |
| **UNIT IV** | **BLOCK CHAIN** | **9 hours** |
| Blockchain-Components of Blockchain -Public and private keys-Crypto Currencies-Distributed ledgers- Impact of Blockchain in Financial Services—Applications of Blockchain in Financial Services-Clearing and Settlement- Trade Finance-Compliances-Know Your Customer-Anti Money Laundering. | | |
| **UNIT V** | **CYBER CRIME – CYBER SECURITY** | **9 hours** |
| Distributed ledger for identification-Identification for Unbanked-Unique identification system in India-Using biometrics as Identification Cybercrime-Cyber security categories and players-RegTech. | | |
| **TOTAL: -- 45 hours** | | |

**Text Books:**

1. Blockchain Application in Finance, Peter Borovykh, Blockchain Driven, 2nd Edition, 2018
2. FinTech in a Flash, Financial Technology Made Easy, Agustin Rubini, Banking Innovations 2nd edition 2017.

**Reference Books:**

1. Inclusive FinTech: Blockchain, Cryptocurrency and ICO, David Lee Chuen and Linda Low, World Scientific Publishing, 2018

2. Advances in Financial Machine Learning by Marcos Lopez de Prado ISBN: 9781119482116 Publication Date: 2018-01-23

**Web Links:**

1. https://www.coursera.org/specializations/wharton-fintechhttps://examupdates.in/e- commerce-book/

2. https://www.coursera.org/specializations/blockchain

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Understand FinTech's evolution, its impact on banking, customer behavior, payments, remittances, mortgages, financial instruments, and global capital markets. | **K2** |
| **CO2:** | Associate the evolution of commerce, from traditional POS to m-POS, m-Wallets, smart credit cards, T-commerce, crowd funding, P2P lending, robo advising, and the impact on global economies. | **K2** |
| **CO3:** | Apply big data's role in finance, IoT's integration, innovative wealth and personal finance management, Insurtech, P2P and block chain insurance, crypto market risks, and associated costs and wallets. | **K3** |
| **CO4:** | Evaluate blockchain components, crypto, distributed ledgers, its impact on financial services, applications like clearing, trade finance, compliance, and anti-money laundering protocols. | **K4** |
| **CO5:** | Evaluate distributed ledger for identification, unique ID systems like India's, biometrics, cybercrime, cybersecurity categories, players, and regulatory technology (RegTech) in financial services. | **K4** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1** | 1 | - | - | 3 | 1 | - | 2 | 1 |
| **CO2** | 2 | - | - | 3 | 1 | - | 2 | 1 |
| **CO3** | 3 | 1 | - | 2 | 2 | - | 3 | 2 |
| **CO4** | 2 | 2 | 1 | 1 | 3 | 1 | 2 | 3 |
| **CO5** | 2 | 2 | 1 | 1 | 3 | 1 | 2 | 3 |

| 24EMBA-- | SUSTAINABLE GREEN FINANCE | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

- To gain a deep understanding of the principles, concepts, and theories underpinning sustainable green finance, including environmental economics, ESG criteria, and sustainable investment strategies.
- To develop critical thinking skills to evaluate the effectiveness and impact of sustainable finance initiatives, discerning between genuine sustainability efforts and green washing practices.

| UNIT I | Introduction to Sustainable Finance | 9 hours |
|---|---|---|
| Definition and importance of sustainable finance -Historical context and evolution of sustainable finance -Key principles: Environmental, Social, and Governance (ESG) criteria- Concepts of externalities and market failures - Valuation of environmental assets and ecosystem services -Environmental policy instruments: taxes, subsidies, and cap-and-trade | | |
| **UNIT II** | **Sustainable Investment Strategies** | **9 hours** |
| Screening methods: negative, positive, and norm-based screening -Integration of ESG factors into investment decision-making -Impact investing and thematic investing - Market trends and growth of green finance instruments -Evaluation of green bond frameworks and impact reporting | | |
| **UNIT III** | **Role of banks and insurance companies in promoting sustainability** | **9 hours** |
| Green banking products and services -Integration of environmental factors into insurance underwriting - Community investing and microfinance -Challenges and opportunities in social impact measurement. | | |
| **UNIT IV** | **Emerging Trends and Innovations** | **9 hours** |
| Green fintech- block chain –AI-and data analytics -Circular economy and sustainable supply chain finance -Future directions in sustainable finance research and practice. | | |
| **UNIT V** | **Corporate Sustainability Reporting** | **9 hours** |
| Frameworks for sustainability reporting: Global Reporting Initiative , Sustainability Accounting Standards Board, Task Force on Climate – related Financial Disclosures - Role of corporate disclosure in sustainable finance -Investor perspectives on sustainability reporting - Regulatory frameworks for sustainable finance -Case studies of policy initiatives promoting green finance | | |
| **TOTAL: 45 hours** | | |

**Text Books:**

1. Green Finance and Investment: Sustainable Infrastructure for Low-Carbon Development in the EU Eastern Partnership: Hotspot Analysis and Needs Assessment" by OECD, Year: 2018

2. Sustainable Finance: The Road to a Sustainable Economy" by Giulia Mennillo, Tessa Hebb, and Andreas R. Schneider, Year: 2022

**Reference Books:**

1. Principles of Sustainable Finance" by Dirk Schoenmaker and Willem Schramade ,Year: 2019

2. The Green Finance Book" by Joint World Bank-IMF Development Committee, Year: 2018

3. Sustainable Banking: Managing the Social and Environmental Impact of Financial Institutions" by Olaf Weber and Sven Remer, Year: 2011

**Web Links:**

1. http://www.gsi-alliance.org/
2. https://www.globalreporting.org/
3. https://greenfinanceobservatory.org/

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Outline the international agreements, regulatory frameworks, and policy initiatives shaping the landscape of sustainable finance, enabling them to navigate complex regulatory environments | **K2** |
| **CO2:** | Develop an awareness of ethical dilemmas and legal obligations in sustainable finance, enabling them to navigate ethical issues and fulfill fiduciary duties while promoting environmental responsibility | **K3** |
| **CO3:** | Apply frameworks such as ESG criteria, green bond principles, and sustainability reporting standards to real-world financial decision-making processes. | **K3** |
| **CO4:** | Analyze the emerging trends and innovations in green finance, such as green fintech, circular economy financing, and sustainable supply chain finance, fostering a mindset of innovation and adaptation to future developments | **K4** |
| **CO5:** | Appraise the skills, and mindset necessary to address environmental challenges and promote sustainability | **K5** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1** | 2 | - | - | 3 | 1 | - | 2 | 1 |
| **CO2** | 3 | 1 | - | 3 | 3 | - | 3 | 2 |
| **CO3** | 3 | 1 | - | 2 | 2 | - | 3 | 2 |
| **CO4** | 2 | 2 | 1 | 1 | 3 | 1 | 2 | 3 |
| **CO5** | 1 | 3 | 2 | - | 2 | 2 | 1 | 2 |

| 24EMBA-- | ESG INVESTING | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

- To gain a deep understanding of the principles, concepts, and theories underpinning sustainable green finance, including environmental economics, ESG criteria, and sustainable investment strategies.
- To develop critical thinking skills to evaluate the effectiveness and impact of sustainable finance initiatives, discerning between genuine sustainability efforts and green washing practices.

| UNIT I | Introduction to ESG Investing | 9 hours |
|---|---|---|
| Definition and importance of ESG investing -Evolution of responsible investment practices - Key drivers and stakeholders in ESG investing - Assessment of environmental risks and opportunities -Integration of climate change considerations into investment analysis -Case studies on environmental impact assessment | | |
| **UNIT II** | **Social Factors in ESG Investing** | **9 hours** |
| Analysis of social impact metrics and indicators -Evaluation of human rights, labor practices, and community engagement -Role of diversity, equity, and inclusion (DEI) in investment decisions. | | |
| **UNIT III** | **Governance Factors in ESG Investing** | **9 hours** |
| Corporate governance principles and best practices -Board diversity and independence - Executive compensation and shareholder rights. | | |
| **UNIT IV** | **Impact Measurement and Reporting** | **9 hours** |
| Frameworks for impact measurement: IRIS, SDGs, SASB -Sustainability reporting standards and guidelines -Case studies on effective impact reporting-Overview of ESG-related regulations and disclosure requirements -Policy initiatives promoting ESG integration in financial markets -Implications of regulatory changes for investors | | |
| **UNIT V** | **Future Trends and Emerging Issues** | **9 hours** |
| Emerging trends in ESG investing: green fintech, impact measurement innovations - Challenges and opportunities in advancing ESG integration -Ethical considerations and the future of sustainable finance. | | |
| **TOTAL: 45 hours** | | |

**Text Books:**

1. ESG Investing: The Definitive Guide to Sustainable Investing" by Peter Mallouk and Jonathan K. DeYoe
2. The ESG Handbook for Sustainable Investing: Implementing Environmental, Social, and Governance Factors into Portfolio Management" by Russell Investments

**Reference Books:**

1. Environmental, Social, and Governance (ESG) Investing: A Balanced Analysis of the Theory and Practice of a Sustainable Portfolio" (2021) by John Hill

2. Sustainable Investing: Revolutions in Theory and Practice" (2020) by Cary Krosinsky and Nick Robins

3 ESG Investing For Dummies" (2021) by Brendan Bradley and Trista Kelley

**Web Links:**

1. https://esgpro.fidelity.com/s/esg-investing-resources
2. https://www.nerdwallet.com/article/investing/esg-investing
3. https://www.unpri.org/

## COURSE OUTCOMES

| | | |
|---|---|---|
| **CO1:** | Understand the importance of shareholder engagement and active ownership in promoting corporate sustainability and driving positive ESG outcomes. | **K2** |
| **CO2:** | Evaluate ESG data sources, ratings methodologies, and metrics, enabling them to make informed investment decisions based on reliable ESG information. | **K4** |
| **CO3:** | Explore various sustainable investment strategies, including screening methods, ESG integration, thematic investing, and impact investing, and understand their implications for risk and return. | **K3** |
| **CO4:** | Integrate ESG factors into traditional financial analysis, including valuation techniques, risk assessment, and long-term value creation. | **K4** |
| **CO5:** | Develop critical thinking skills to evaluate the relationship between ESG factors and financial performance, discerning the impact of ESG considerations on investment decision-making. | **K6** |

## MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1** | 2 | - | - | 3 | 1 | - | 2 | 1 |
| **CO2** | 2 | 2 | 1 | 1 | 3 | 1 | 2 | 3 |
| **CO3** | 3 | 1 | - | 2 | 2 | - | 3 | 2 |
| **CO4** | 2 | 2 | 1 | 1 | 3 | 1 | 2 | 3 |
| **CO5** | - | 2 | 3 | - | 1 | 3 | - | 1 |

| 24EMBA-- | FINANCIAL ECONOMETRICS | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

- To expose students to econometric methods used in empirical finance. The focus will be on econometrics of financial markets.
- To use event-study methodology in applied research; forecast financial data using high-level econometric techniques and measure their effectiveness; test the standard asset pricing models.

| UNIT I | CLASSICAL LINEAR REGRESSION MODEL | 9 hours |
|---|---|---|

Introduction to Econometrics and Econometric Analysis - Steps involved in Econometric Analysis - Introduction to Classical Linear Regression Model - Two variable classical linear regression model - assumptions of Classical Linear Regression Model - Estimation of the regression model, Properties of Ordinary Least Square estimators.

| UNIT II | HYPOTHESIS TESTING | 9 hours |
|---|---|---|

Hypothesis testing-Types of Hypotheses - Test statistic - Critical Region - Hypothesis testing - Level of significance and confidence interval approach - Goodness of Fit - Concepts of Explained Sum of Squares (ESS) - Residual Sum of Squares - Total Sum of Squares - Multiple Linear Regression Model: Interpretation of the model, Statistical Analysis - Interpretation of the results.

| UNIT III | FINANCIAL RETURNS AND TIME SERIES VOLATILITY | 9 hours |
|---|---|---|

Introduction to financial econometrics - Basic returns data characteristics - asymmetry and fat tails- examples of distributions, introduction to copulas - Financial Volatility – Causes - Consequences and Global Patterns - Historical volatility and volatility estimator used by RISKMETRICS model - ARCH/GARCH Models with extensions.

| UNIT IV | ESTIMATION OF CAPM AND UNI & MULTIVARIATE MODELS | 9 hours |
|---|---|---|

Event Studies- Estimation - hypotheses testing and specification errors - Dummy variables - seasonality in financial data – Heteroscedasticity - Introduction to factor models and principal components analysis- Univariate and Multivariate time series modelling and forecasting - Autocorrelation – stationarity - unit root - tests of random walk (weak market efficiency) - ARIMA models.

| UNIT V | VOLATILITY AND TRADING | 9 hours |
|---|---|---|

Value at Risk, Downside Risk - Credit Risk - Logit/Probit Limited - Dependent Variables Models - Predicting bankruptcy from Financial Distress - Options Implied Volatility and Volatility trading - Correlation Models - Applications to Portfolio Choice and Systemic Risk measures - Monte Carlo Simulations - Simulation methods for VaR - Back testing and stress testing.

**TOTAL: -- 45 hours**

**Text Books:**

1. Basic Econometrics, D N Gujarati, Fifth Edition, Special Indian Edition, 2017.
2. Introductory Econometrics: A Modern Approach with MindTap, by Jeffrey M. Wooldridge, 2022.

**Reference Books:**

1. Brooks, Ch.5; Danielsson Ch.3, 6.2,7,8; Tsay Ch. 5.4 Derman, Emanuel (2004) "Trading Volatility as an Asset Class", Columbia University, 2015
2. Harvard Business School Case Study "Multifactor Models" 9-207-056, 2007 Brooks Chs. 3, 4, 5, 10.2-10.4, 14.9-14.10; Tsay Ch. 5.3.1; Koop Chs 4, 5, 6,7 2017.

**Web Links:**

1. https://press.princeton.edu/books/paperback/9780691242361/financial-econometrics
2. https://mdpires.com/bookfiles/book/1701/Financial_Econometrics.pdf?v=1710859389

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Apply a classical linear regression model to analyze the relationship between dependent and independent variables, aiming to predict outcomes accurately and understand the underlying linear patterns within the data | **K3** |
| **CO2:** | Assess the validity of a hypothesis by applying statistical methods, determining whether observed data provide enough evidence to support or reject the null hypothesis, thus guiding decision-making and drawing conclusions in research and analysis. | **K4** |
| **CO3:** | Analyze financial returns and time series volatility to understand the historical patterns, assess risk, and inform investment decisions. Utilize statistical methods to model and forecast volatility, enabling investors to manage portfolio risk effectively and optimize returns. | **K4** |
| **CO4:** | Employ the Capital Asset Pricing Model (CAPM) alongside univariate and multivariate models to estimate asset returns and assess risk in financial markets. Utilize statistical techniques to quantify the relationship between assets and market factors, aiding investment decision-making and portfolio management. | **K5** |
| **CO5:** | Investigate volatility in financial markets and its impact on trading strategies. Utilize statistical analysis to develop insights into market dynamics, informing traders on risk management and decision-making strategies for optimal performance. | **K5** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1** | 3 | 1 | **-** | 2 | 2 | **-** | 3 | 2 |
| **CO2** | 2 | 2 | 1 | 1 | 3 | 1 | 2 | 3 |
| **CO3** | 2 | 2 | 1 | 1 | 3 | 1 | 2 | 3 |
| **CO4** | 1 | 3 | 2 | **-** | 2 | 2 | 2 | 2 |
| **CO5** | 1 | 3 | 2 | **-** | 2 | 2 | 1 | 2 |

| 24EMBA-- | CARBON FINANCE | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

- To understand the basics of carbon finance, including the science of climate change, international climate agreements, and the evolution of carbon markets.
- To explore the different carbon accounting and measurement methodologies and protocols.
- To examine the principles of carbon pricing and understand the different types of carbon pricing mechanisms

| UNIT I | INTRODUCTION TO CARBON FINANCE | 9 hours |
|---|---|---|

Causes and Effects of climate change – Carbon finance and its role in mitigating climate change- Overview of international climate agreements and their role in carbon finance – Overview of carbon markets and their evolution.

| UNIT II | CARBON ACCOUNTING, MEASUREMENTS AND PRICING | 9 hours |
|---|---|---|

Introduction to GHG emission inventories – Types of emissions and sources – Methods used to calculate emissions – Measurement methodologies and protocols – IPCC & ISO guidelines and standards – Types of carbon pricing mechanisms – Carbon taxes – cap and trade systems – Design and implementations of carbon pricing policies.

| UNIT III | CARBON OFFSETTING AND TRADING | 9 hours |
|---|---|---|

Principles of carbon offsetting and its role in mitigating GHG emissions - Types of carbon offset projects (e.g., renewable energy, energy efficiency, forestry) - Offset project development and implementation-Principles of carbon trading and its role in the carbon market - Trading mechanisms and platforms (e.g., exchanges, brokers) - Market trends and developments.

| UNIT IV | CARBON FINANCE IN PRACTICE AND CLIMATE FINANCE | 9 hours |
|---|---|---|

Case studies of successful carbon finance projects – Challenges and opportunities in carbon finance - Emerging technologies, policy developments, and market trends – Future of carbon finance – Concept of climate finance – Different sources of climate finance – Climate finance instruments – Climate finance in practice.

| UNIT V | SUSTAIBLE INVESTNGS, BUSINESS STRATEGY AND ETHICS IN CARBON FINANCE | 9 hours |
|---|---|---|

Principles of sustainable investing – different approaches to sustainable investment - Impact investing - Role in promoting environmental and social impact – ESG integration - environmental, social, and governance (ESG) factors – Carbon foot printing and disclosures – Carbon CSR – Ethics in carbon finance – Stakeholder engagement and governance.

**TOTAL: -- 45 hours**

**Text Books:**

1. "Carbon Markets 101: A Handbook" by Rupesh Madlani and Nick Robins THE ULTIMATE GUIDE TO GLOBAL OFFSETTING MECHANISMS - 2020
2. "Environmental Finance: A Guide to Environmental Risk Assessment and Financial Products" by Sonia Labatt and Rodney R. White 2022

**Reference Books:**

1. "The Handbook of Carbon Offset Programs: Trading Systems, Funds, Protocols and Standards" edited by Anja Kollmuss, Michael Lazarus and Carrie Lee 2011

2. "Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA)" by the International Civil Aviation Organization (ICAO) 2015

**Web Links:**

1. https://www.climateimpact.com/services-projects/carbon-finance-opportunity/Online
2. https://www.unhcr.org/sites/default/files/legacy-pdf/55005b069.pdf
3. https://www.fao.org/3/i1632e/i1632e.pdf

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Identify the basics of carbon finance, including the science of climate change, international climate agreements, and the evolution of carbon markets. 2. Explore the different carbon accounting and measurement methodologies and protocols. | **K2** |
| **CO2:** | Evaluate the different carbon accounting and measurement methodologies and protocols and examine the principles of carbon pricing and understand the different types of carbon pricing mechanisms | **K3** |
| **CO3:** | Learn about the principles of carbon offsetting, including the types of offset projects and their development & implementation, the principles of carbon trading and explore the different trading mechanisms and platforms. | **K4** |
| **CO4:** | Learn about climate finance and the different sources and instruments of climate finance and explore sustainable investing and the different approaches to sustainable investing, including impact investing and ESG integration. | **K4** |
| **CO5:** | Evaluate the role of carbon finance in promoting sustainable business practices and corporate social responsibility with the ethical considerations in the carbon finance industry, including the importance of transparency and accountability, stakeholder engagement, and corporate governance. | **K5** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | PO1 | PO2 | PO3 | PO4 | PO5 | PSO1 | PSO2 | PSO3 |
|---|---|---|---|---|---|---|---|---|
| **CO1** | 2 | - | - | 3 | 1 | - | 2 | 1 |
| **CO2** | 3 | 1 | - | 2 | 2 | - | 3 | 2 |
| **CO3** | 2 | 2 | 1 | 1 | 3 | 1 | 2 | 3 |
| **CO4** | 2 | 2 | 1 | 1 | 3 | 1 | 2 | 3 |
| **CO5** | 1 | 3 | 2 | - | 2 | 2 | 1 | 2 |

| 24EMBA-- | CRYPTO CURRENCY AND DIGITAL ASSETS | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

- To understand the historical definition and characteristics of money. Examine the present landscape of how value is exchanged in the digital age.
- To comprehend what block-chain technology is, its limitations, and how it is used and to present opportunities in terms of cheaper, faster and more efficient payments, in particular on a cross-border basis, by limiting intermediaries.

| UNIT I | BITCOIN AND DIGITAL ASSETS | 9 hours |
|---|---|---|

A Peer-to-Peer- Electronic Cash System - Bitcoin's History, Design, and Development – A Primer On Bitcoin Mining - Layered Money: From Gold and Dollars to Bitcoin and Central Bank Digital Currencies - On-Chain Data: A Framework to Evaluate Bitcoin- Valuing Bitcoin - Money and Payments: The U.S. Dollar in the Age of Digital Transformation

| UNIT II | DIGITAL ASSETS AND SECURITIES | 9 hours |
|---|---|---|

Digital asset market and its relation to debt capital market- distributed ledger technology and block-chain technology - process on the bitcoin and ethereum block chain and its smart contracts – Currency regulatory framework in the global platform - tokenization of existing financial assets (bonds) v. fractionation of exiting assets (buildings) - CBDCs and stable coins and its impact on debt market.

| UNIT III | DIGITAL CURRENCY | 9 hours |
|---|---|---|

Cryptocurrency and Central Banking - Cryptocurrency and Financial Institutions - Regulatory and tax treatment - Potential regulatory and legal frameworks for cryptocurrencies, including classification/recognition - AML - KYC - consumer protection and taxation. Cryptocurrency and innovation - Cryptocurrency and the developing world - impact on microfinance - infrastructure development and non-traditional payment systems.

| UNIT IV | BLOCK CHAIN TECHNOLOGIES | 9 hours |
|---|---|---|

Block chain fundamentals – Blockchain Platforms – Smart Contracts – Decentralized Applications – Consensus Mechanisms – Block chain Scalability – Privacy and Confidentiality – Interoperability – Block chain Governance - Regulatory Compliance – Block chain use cases – Future trend and Innovations.

| UNIT V | FINANCE AND RISK ENGINEERING | 9 hours |
|---|---|---|

Calculation of volatility - confidence intervals and distribution tests - Univariate VaR - Main financial markets and financial instruments - Multivariate distributions, introduction to Normal Mixture Models - Risk factors - stress scenarios and Linear Approximations for Losses - VaR by historical simulation - Review before midterm - Credit analytics - hazard rates - Defaultable bonds - introduction to CDS

**TOTAL: -- 45 hours**

**Text Books:**

1. Bitcoin and Cryptocurrency Technologies Arvind Narayanan, Joseph Bonneau, Edward Felten, Andrew Miller, Steven Goldfeder with a preface by Jeremy Clark, 2016
2. Digital Assets and Blockchain Technology US Law and Regulation Daniel T. Stabile, Adjunct Professor, University of Miami School of Law and Partner, Shutts & Bowen LLP, Kimberly A.2020

**Reference Books:**

1. The Basics of Bitcoins and Blockchains, by Antony Lewis, 978-1642503432, 2019
2. Crypto for Beginners: A Simple Non-Technical Guide on the Blockchain Revolution and Crypto Investing for Creating Multi-Generational Wealth Paperback – Import, 16 October 2022

**Web Links:**

1.https://www.irs.gov/businesses/small-businesses-self-employed/digital-assets#:~:text=A%20digital%20asset%20that%20has,pay%20for%20goods%20and%20services
2.https://www.pwc.com/us/en/tech-effect/emerging-tech/understanding-cryptocurrency-digital-assets.html

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Apply concepts with a comprehensive understanding of Bit coin and digital assets, encompassing both theoretical concepts and practical applications. | **K3** |
| **CO2:** | Apply digital asset markets, including crypto currencies and tokenized securities, for informed investment decisions and regulatory compliance. | **K3** |
| **CO3:** | Execute the fundamentals of digital currency, including block chain technology, transactions, security, and implications for finance and society. | **K3** |
| **CO4:** | Appraise block chain fundamentals, applications, and implications, fostering innovation and critical thinking in decentralized technology ecosystems. | **K4** |
| **CO5:** | Analyze financial markets, manage risks, and develop quantitative models, enhancing decision-making capabilities in finance and risk management. | **K4** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1** | 3 | 1 | 3 | 2 | 2 | - | 3 | 2 |
| **CO2** | 3 | 2 | - | 2 | 2 | - | 3 | 2 |
| **CO3** | 3 | 1 | - | 2 | 2 | - | 3 | 2 |
| **CO4** | 2 | 2 | 1 | 1 | - | 1 | 2 | 3 |
| **CO5** | 2 | 2 | 1 | 1 | 3 | 1 | 2 | 3 |

| 24EMBA-- | CONSUMER BEHAVIOUR | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

- To understand the theoretical foundations of consumer behavior.
- To analyze how psychological factors influence consumer decision-making.
- To explore the impact of sociocultural factors on consumer behavior.
- To examine the role of consumer research in marketing strategy development.
- To apply consumer behavior concepts to real-world marketing challenges.

| UNIT I | Introduction to Consumer Behavior | 9 hours |
|---|---|---|

Definition and scope of consumer behavior -Evolution of consumer behavior research-Importance of studying consumer behavior for marketers-Overview of key concepts and theories Historical perspectives - Evolution of consumer behavior research - Importance of consumer behavior in marketing.

| UNIT II | Consumer Decision-Making Process | 9 hours |
|---|---|---|

Overview of the consumer decision-making process - The role of consumer behavior in marketing strategy - Models of consumer decision making-Need recognition-Information search-Evaluation of alternatives-Purchase decision-Post-purchase behavior- Perception and sensation in consumer decision making - Learning theories and their application to consumer behavior - Motivation and emotion in consumer choices.

| UNITIII | Psychological Influences on Consumer Behavior | 9 hours |
|---|---|---|

Perception - Motivation - Attitudes and Persuasion- Personality and lifestyle - Theoretical Frameworks in Consumer Psychology-Individual Differences in Consumer Behavior-Learning and Memory in Consumer Behavior-Social Influence on Consumer Behavior-Cultural Influences on Consumer Behavior-Applying Psychological Insights to Marketing Strategies - Ethical Considerations in Consumer Psychology.

| UNITIV | Sociocultural Influences on Consumer Behavior | 9 hours |
|---|---|---|

Culture and subculture - Social class - Reference groups and social influence - Family influences - Gender and consumer behavior - Individual Differences in Consumer Behavior - Age and life-stage influences - Ethnicity and multicultural marketing - Personality traits and consumer behavior - Values and beliefs.

| UNIT V | Future Trends in Consumer Behavior | 9 hours |
|---|---|---|

Emerging Trends in Consumer Behavior - Shifts in shopping preferences (e.g., online vs. offline, mobile shopping) - Technologies and consumer behavior - Influence of social media and digital marketing - Personalization and customization - Augmented reality and virtual reality in consumer experiences - Sustainable and ethical consumption-Globalization and cross-cultural consumer behavior-Implications for marketing practice.

**TOTAL: -- 45 hours**

**Text Books:**

T1: Consumer Behavior: Buying, Having, and Being" by Michael R. Solomon 2023.
T2: Consumer Behavior by Leon G. Schiffman and Leslie Lazar Kanuk, 2018.

**Reference Books:**

R1: Building Marketing Strategy" by Del I. Hawkins, David L. Mothers Baugh, and Roger J. Best 2020.
R2: Consumer Behavior, A Framework" by S. Ratneshwar, David Glen Mick, and Cynthia Huffman 2022.

**Web Links:**

1. https://aclasites.wordpress.com/wp-content/uploads/2017/02/consumer-behavior-building-marketing-strategy-11th-edition.pdf
2. https://www.determ.com/blog/future-of-consumer-behavior

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Identify Factors Influencing Consumer Behavior. | **K3** |
| **CO2:** | Understand Consumer Decision-Making Processes. | **K2** |
| **CO3:** | Apply Consumer Behavior Concepts to Marketing Strategies. | **K3** |
| **CO4:** | Analyze Global and Cross-Cultural Consumer Behavior. | **K4** |
| **CO5:** | Evaluate the Contemporary Consumer Issues. | **K5** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1** | 3 | 1 | - | 2 | 2 | - | 3 | 2 |
| **CO2** | 2 | - | - | 3 | 1 | - | 2 | 1 |
| **CO3** | 3 | 1 | - | 2 | 2 | - | 3 | 2 |
| **CO4** | 2 | 2 | 1 | 1 | 3 | 1 | 2 | 3 |
| **CO5** | 1 | - | 2 | - | 2 | 2 | 1 | 2 |

| 24EMBA-- | B2B MARKETING | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

- To study about the B2B markets are often characterized by the fact that a limited number of counterparts make up for a large portion of a company's business.
- To identify the conscious choices of models of analysis and other theoretical tools designed for the challenges that companies in B2B markets face.

| UNIT I | Introduction to B2B Marketing | 9 hours |
|---|---|---|

Fundamentals of inter-organizational marketing: Business marketing and Business market customers - Characteristics of Business Marketing, Strategic role of b2b marketing - Classification commercial practices, Classification of markets, B2B and e- commerce-B2B- Direct Marketing-the Basics; Tasks, Forms. Review of inter-organizational markets, Demand on inter-organizational markets, Hands-on inter- organizational markets.

| UNIT II | Organizational Buying and Buyer Behaviour | 9 hours |
|---|---|---|

Organizational buyers' decision process - A Stepwise Model and A Process Flow Model, Organizational and business markets - Government as a customer - Commercial enterprises - Commercial and institutional customers, Value analysis, Buy grid framework, Strategic procurement. The behavior of customers at the B2B markets: purchasing process, purchasing role, the development of needs at the organizations.

| UNIT III | B2B Marketing Strategy | 9 hours |
|---|---|---|

Strategy making and strategy management process - Industrial product strategy– Managing Products for Business Markets-Managing Services for Business Markets-Managing Business Market Channels The Growth-Share Matrix, Multifactor Portfolio Matrix, The Balanced Scorecard. Pricing strategies; The pricing policy; Price on the Internet; Financial marketing, competitive bidding, commercial terms and conditions, role of leasing.

| UNIT IV | B2B Marketing STP | 9 hours |
|---|---|---|

Market Segmentation, bases for segmenting business markets, basic framework of segmentation, choosing target segments and positioning. Strategic decision making in industrial markets, strategic planning at corporate levels, allocation of resources, portfolio analysis, developing SBU'S objectives and goals, implementing and controlling marketing plan. Marketing through electronic commerce.

| UNIT V | Business Marketing Channels and Participants | 9 hours |
|---|---|---|

Business Marketing Communications and Channels- B2B Advertising, Digital marketing, - The communication process in B2B, Public relations, Advertising, Trade shows, exhibitions, business meets - Managing the sales force - Deployment analysis -Business marketing channels and participants - Channel design and management decisions -B2B logistics management.

**TOTAL: 45 hours**

**Text Books**

1. Ross Brennan , Louise Canning and Helen McGrath ,Business-to-Business Marketing, 6th edition SAGE Publications Ltd Publications 2024
2. Krishna K. Havaldar & Shailendra Dasari,B2B Marketing: Text and Cases , 5th Edition ,McGraw Hill Publications 2021,

**Reference Books**

1. Alexander Kesler,250+ Best Practices for B2B Marketing Success, Skyhorse Publications 2024,
2. David Sweenor, Ramanathan, Modern B2B Marketing A Practitioner's Guide for Marketing Excellence, TinyTechMedia LLC Publications,2023

**Web Sources**

1. https://learn.g2.com/b2b-marketing
2. https://onlinecourses.nptel.ac.in/noc23_mg120/preview

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Illustrate the applications, challenges and the dynamic environment of B2B marketing, including the unique nature of organizational buying behaviour. | **K2** |
| **CO2:** | Recommend B2B marketing strategies to a specific B2B marketer for achieving specified objectives. | **K5** |
| **CO3:** | Explain the influence of culture on B2B negotiations across different nations. | **K2** |
| **CO4:** | Design an integrated marketing communications plan for promoting B2B products or services. | **K6** |
| **CO5:** | Develop a business marketing plan for a real local company that mainly targets business customers. | **K6** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1** | 2 | - | - | 3 | 1 | - | 2 | 1 |
| **CO2** | - | 3 | 2 | - | 2 | 2 | 1 | 2 |
| **CO3** | 2 | - | - | 3 | 1 | - | 2 | 1 |
| **CO4** | - | 2 | 3 | - | 1 | 3 | - | 1 |
| **CO5** | - | 2 | 3 | - | 1 | 3 | - | 1 |

| 24EMBA-- | RETAIL MANAGEMENT | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

- To understand the concepts of retail, types of retailing, retailing concepts, strategies, retail growth industries.
- To create awareness about the global retail trends and types of retail formats.
- To understand the store locations its concepts, recent trends in store location, technology in E - Retailing.

| UNIT I | Introduction to Retail Management | 9 hours |
|---|---|---|

Introduction - Definition - scope – Characteristics – Evolution –Functions – The retailing process - Managing a retail store / chain -Classification of retail formats - Private label brands or store brands -Retail industry in India -Principles – Retail Sales Goals – Retailing in India – Retailing across the Globe – Global Retailing Trends – Reasons for Retail Growth –Emerging Trends – FDI in Retail Management.

| UNIT II | Retail Formats | 9 hours |
|---|---|---|

Delivering value through retail formats: Store Based Retail Formats –Retail Sale by Ownership – On the Basis of Merchandise Offered (Food Based Retailer and General Merchandise Retailers). Non–Store Based (Traditional) Retail Mix and Non– Traditional Selling –Traditional Retailing, Non – Traditional Retailing and Other Emerging.

| UNIT III | Merchandise Management | 9 hours |
|---|---|---|

Deciding Location: Store Location – Introduction – Importance – Target and Store Location – Selection of Loyalty – Site Analysis – Trading Area Analysis – Demand Density – Supply Density – Site Availability – Common Errors – Recent Trends in Store Location. Retail as a Career: Various Career Options, Responsibilities of Store Manager, Functions of Merchandising Manager

| UNIT IV | Retail Buying/Merchandise Buying Systems | 9 hours |
|---|---|---|

Retail Buying/Merchandise Buying Systems: Buying System for Staple and Fashion Merchandise – Merchandise Budget Plan – Evaluation of Merchandise Budget Plan – Open–To–Buy System – Allocation of Merchandise to Stores – Analyzing Merchandise Performance – Global Sourcing Decisions – Costs Associated with Global Souring – Managerial Issues – Ethical and Legal issues – Counterfeit Merchandise. Retail Marketing Segmentation: Concept, Significance and Philosophies of Market Segmentation – Identification of Target Market – Market Segmentation Process – Understanding Target Market – Market Demand Potential – market Supply Factors

| UNIT V | Technology in Retailing | 9 hours |
|---|---|---|

E–retailing : Formats, Challenges, Green Retailing - Concept and Importance and Technology in Retailing–Use of technologies in Retailing - Electronic Data Interchange(EDI) - Retailing through Internet – Factors Affecting Internet Buying Decisions – Data Base Management system - Traditional Retailing Vs Cyber Retailing. In Store Technologies, Electronic retailing, Technology. Human Interface, Challenges etc, ,

**TOTAL: 45 hours**

**TEXT BOOKS**

1. Philip Kotler and Kevin Lane Keller, Marketing Management, Pearson Prentice Hall, 16th Edition, 2021.
2. Rishi Kapal,'Future of Retail Management: Blending Digital and Traditional Practices,KBI Publisher, 1st Edition,2023.
3. Suja Nair . Retail management, 1st Edition, Jain Bulk Depot ,2022.
4. Patel, V. R., & Kumar, R. (2019). Retail management in India: Strategies and practices (2nd ed.). Sage Publications India.
5. Singh, A., & Gupta, P. (2021). Contemporary retail management: Indian perspectives (1st ed.). McGraw-Hill India.

**REFERENCE BOOKS**

1. Berman, B., & Evans, J. R. (2018). Retail management: A strategic approach (13th ed.). Pearson.

2. Chetan Bajaj, Tuli & Srivastava(2010), RETAIL MANAGEMENT, Oxford University Press, New Delhi.
3. Barry Berman, Ritu Srivastava, Patrali Chatterjee and Joel R. Evans, Retail Management, Pearson Education, 2017
4. Patel, V. R., & Kumar, R. (2019). Retail management in India: Strategies and practices (2nd ed.). Sage Publications India.

**WEB SOURCES**

1. https://intellipaat.com/blog/what-is-retail-management/
2.https://www.economicsdiscussion.net/marketing-management/what-is-marketingmanagement/31788
3. https://factech.co.in/blog/mall-management-system/
4. https://www.emarketer.com/insights/definition-retail-technology/

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Relate the concept of the retail management, its evolution and the types of retailing management. | **K2** |
| **CO2:** | Interpret the concept of retail and store format in the retail management | **K3** |
| **CO3:** | Adapt to the e - Technology in retail management | **K3** |
| **CO4:** | Examine the retail buying merchandising system | **K5** |
| **CO5:** | Experiment with the merchandise, their target location, site location and the roles & responsibilities of merchandize manager | **K4** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | PO1 | PO2 | PO3 | PO4 | PO5 | PSO1 | PSO2 | PSO3 |
|---|---|---|---|---|---|---|---|---|
| **CO1** | 2 | - | - | 3 | 1 | - | 2 | 1 |
| **CO2** | 3 | 1 | - | 2 | 2 | - | 3 | 2 |
| **CO3** | 3 | 1 | - | 2 | 2 | - | 3 | 2 |
| **CO4** | 1 | 3 | 2 | - | 2 | 2 | 1 | 2 |
| **CO5** | 2 | 2 | 1 | 1 | 3 | 1 | 2 | 3 |

| 24EMBA-- | SALES AND DISTRIBUTION MANAGEMENT | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

1. To create value and execute sales deals effectively.
2. To analyses the different sales strategies and distribution channel designs.
3. To apply the selling concepts and market analysis methods.
4. To evaluate the retailing and merchandising techniques.
5. To understand the role of logistics and supply chain management in sales and distribution.

| UNIT I | Introduction to Sales and Distribution Management | 9 hours |
|---|---|---|

Definition and scope of sales management-Importance of sales management in marketing-Evolution and trends in sales management-Sales Organization-Role and functions of the sales organization-Types of sales organizations (e.g., geographical, product-based)-Sales department structure and design.

| UNIT II | Sales Planning and Forecasting | 9 hours |
|---|---|---|

Importance of sales planning-Sales forecasting techniques and methods-Factors influencing sales forecasting accuracy-Market Analysis for Sales Forecasting-Understanding market dynamics-Analyzing customer segments and needs-Competitive analysis-Technology in Sales Planning and Forecasting-CRM systems and sales analytics tools-Predictive analytics.

| UNIT III | Sales Force Management | 9 hours |
|---|---|---|

Sales Job Analysis, Recruitment & Selection (Briefly – specific to Sales Jobs), Sales Training – Need & Types, Sales Force Compensation Structure & Motivation Tools, Sales Contests Sales Force Supervision: Sales Expenses, Sales Performance Evaluation, Sales Reports, Sales Budgets, Sales Audits, Ethics in Sales

| UNIT IV | Distribution Management | 9 hours |
|---|---|---|

Introduction, need and scope of distribution management, marketing channels strategy, levels of channels, functions of channel partners, channel flows, Channel Intensity, classification of distribution channels, types of channel intermediaries, designing distribution channel strategy, factors affecting the design of marketing channels, Factors affecting selection of channel partners

| UNIT V | Market logistics and supply chain management | 9 hours |
|---|---|---|

Definition & scope of logistics, Components of logistics, inventory & warehouse management, transportation, technology in logistics and SCM, channel information systems, distribution management in international markets.

**TOTAL: 45 hours**

**Text Books:**

T1: Sales Management: Analysis and Decision Making" by Thomas N. Ingram, Raymond W. LaForge, Ramon A. Avila, and Charles H. Schweppes Jr 2012.

T2. Distribution Channels: Understanding and Managing Channels to Market" by Julian Dent 2016

**Reference Books:**

R1: Retail Management: A Strategic Approach" by Barry R. Berman and Joel R. Evans 2022

R2. Supply Chain Management: Strategy, Planning, and Operation" by Sunil Chopra and Peter Meindl 2019

**Web Links:**

https://www.edureka.co/blog/sales-and-distribution-management

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Understand the sales & distribution process in organization | **K2** |
| **CO2:** | Apply the strategic skill and competencies needed for achieving sales targets | **K3** |
| **CO3:** | Examine the common mistakes made by sales professionals and negotiators | **K4** |
| **CO4:** | Assess the challenges of turbulent business marketing | **K5** |
| **CO5:** | Evaluate and design sustainable sales & distribution strategies | **K6** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1** | 2 | - | - | 3 | 1 | - | 2 | 1 |
| **CO2** | 3 | 1 | - | 2 | 2 | - | 3 | 2 |
| **CO3** | 2 | 2 | 1 | 1 | 3 | 1 | 2 | 3 |
| **CO4** | 1 | 3 | 2 | - | 2 | 2 | 1 | 2 |
| **CO5** | - | 2 | 3 | - | 1 | 3 | - | 1 |

| 24EMBA-- | MARKETING TO THE BASE OF PYRAMID CONSUMERS | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

- To enhance the knowledge on BOP market to develop products and service to BOP.
- To understand the principal challenges and opportunities in serving BOP markets

| UNIT I | Introduction to Base of Pyramid (BOP) | 9 hours |
|---|---|---|

Base of pyramid--Market research -Producers at the BOP-Alternative market initiatives at BOP -BOP Market -Research steps -Entrepreneurs at the BOP -Ethical Issues- Nature - Market Development imperative - Business opportunities –National & Global, Business and the New Social Compact.

| UNIT II | Product & Services for BOP | 9 hours |
|---|---|---|

Dimensions of BOP - Consumption in the base of the Pyramid-Philosophy for developing products and services for the BOP-Informal Economy Eco system- Understanding Poverty- Capacity to consume Conducting marketing - research in BOP markets- Economy levels -Market oriented eco -system. Philosophy for developing products & services- Principles of Innovation- Mass market – Niche market differentiation & product positioning.

| UNIT III | The Eco system for Wealth Creation | 9 hours |
|---|---|---|

Money at the BOP -Need for new goods and services BOP consumers Engaging the BOP - The Poor and High-Cost -Economic Ecosystems-Growth of Digital enterprises in India- Three A's- BOP producers- Local growth - opportunities- Eco system for developing - countries. Market oriented ecosystem- ecosystem for developing country- learning the sanctity of contracts- Reducing inequities in contracts- Building governance capabilities among the poor.

| UNIT IV | Reducing Corruption | 9 hours |
|---|---|---|

Access to BOP market- Consumer Dignity- Innovation - Local Innovation-Building governance capabilities -among poor -Market Conditions Consumer choice -Innovation types of Global opportunities -Are the Poor to Poor? Brand Conscious in BOP -Prerequisite Innovation process -BOP solutions for developed market - The poor and High-cost economic Systems. Transaction Governance Capacity- building TGC- Andhra Pradesh e-Governance Story- eSeva - Center for Good Governance- Lessons from the Andhra Pradesh Experiment.

| UNIT V | Social Transformation | 9 hours |
|---|---|---|

Development as social transformation- Breaking down Barriers to communication- BOP consumer upgrade- Gaining access to knowledge -identity for the individuals & Women- Evolving checks & Balances. Critics of BOP approaches - Marketing practices in BOP contexts- Innovation Management - Lesson for MNCs from BOP market - Consumption in the base of pyramid Technology at BOP- Challenges in BOP - Twelve principles of innovation or BOP markets. BOP in MNC- Exploitation in BOP products and service Case study and Discussion.

**TOTAL: 45 hours**

**Text Books**:

1. Patrick Vermeulen, Judith Bertisen, and Jac Geurts, Marketing to the Base of the Pyramid: A Corporate Responsibility Approach with Case Inspired Strategies , 1st Edition:Cambridge University Press Publications 2024

2. Entrepreneurship at the Bottom of the Pyramid, by Carol Dalglish & Marcello Tonelli, Routledge; 1 edition, 2016.

3. C.K. Prahlad,The Fortune at The Bottom of The Pyramid ,Pearson Education.2019

**Reference Books:**

1. Ramendra Singh,Bottom Of The Pyramid Marketing: Making, Shaping And Developing Bop Markets, Emerald Publishing Limited,First Edition 2019

2. Steve Nash,Best Marketing Case Studies, Strategies and Campaigns of 2019: Learn from the Best Kindle Edition,2020

. **Web Links:**

1. https://study.com/academy/lesson/serving-the-bottom-of-the-pyramid-strategy-concept.html
2.https://www.iimu.ac.in/media/news/marketing-to-bottom-of-the-pyramid-consumers-in-an-emerging-market-the-responses-of-mainstream-consumers
3. https://hbr.org/2014/10/profits-at-the-bottom-of-the-pyramid
4. https://www.slideshare.net/MrudulaSwamy/marketing-at-the-bottom-of-the-pyramid-75499852
5. https://www.coursera.org › lecture › 1-6-marketing-to-

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Demonstrate the attributes of BOP market | **K2** |
| **CO2:** | Understanding the concept of BOP and Challenges | **K2** |
| **CO3:** | Assess on BOP market and the Roots of Developed countries opportunities | **K5** |
| **CO4:** | Apply knowledge on developing Products and service to BOP | **K3** |
| **CO5:** | Elaborate the Eco system for developing countries | **K6** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1** | 2 | - | - | 3 | 1 | - | 2 | 1 |
| **CO2** | 2 | - | - | 3 | 1 | - | 2 | 1 |
| **CO3** | 1 | 3 | 2 | - | 2 | 2 | 1 | 2 |
| **CO4** | 3 | 2 | - | 2 | 2 | - | 3 | 1 |
| **CO5** | - | 2 | 3 | - | 1 | 3 | - | 2 |

| 24EMBA-- | INTEGRATED MARKETING COMMUNICATIONS/PROMOTION STRATEGY | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

- To discuss the basic concepts of advertising and sales promotion and how business organizations and other institutions carry out such activities.
- Select the avenues for Public Relations, Publicity and Corporate Advertising for a consumer, and a business-to-business product.

| UNIT I | Introduction to Integrated Marketing Communication (IMC) | 9 hours |
|---|---|---|

Evolution of Integrated Marketing Communication, Role of IMC in creating brand identity, brand equity, and customer franchise, Communication process, Promotional Mix: Tools for IMC, The IMC Planning Process, The Value of IMC plans – information technology, changes in channel power, increase in competition, brand parity, integration of information, decline in the effectiveness of mass-media advertising.

| UNIT II | Advertising | 9 hours |
|---|---|---|

Definition, History, Roles and Functions of Advertising, Types of Advertising, Steps in Development of Advertisement. Advertising Design: Appeals, Message Strategies & Execution Framework: Advertising Design, Advertising Theory, Types of Advertising Appeals, Structure of an Advertisement, Message Strategies, Cognitive strategies, Execution Strategies, Creating an Advertising, Advertising Effectiveness. Copywriting: Meaning and Definition of Copywriting, the Copywriter, Copywriting for Print, Copywriting guidelines, Radio Copywriting, TV Copywriting, writing for the Web, Tips for writing good web content. Advertising objectives and Budgeting: Goal setting – DAGMAR approach, various budgeting methods used.

| UNIT III | Media Planning and Strategies | 9 hours |
|---|---|---|

Growth and Importance of Media, Meaning and Role of Media -Planning, Media Plan, Market Analysis, Media Objectives, Developing and Implementing Media Strategies, Evaluating the effectiveness. Print Media and Outdoor media: Characteristics of the press, Basic media concepts, Newspapers, Magazines, Factors to consider for magazine advertising, Packaging, Out-of-home Advertising, Directory Advertising. Broadcast and Internet Media: Meaning of Broadcast Media, Radio as Medium, Television as Medium, Internet Advertising, Email Advertising.

| UNIT IV | Sales Promotion | 9 hours |
|---|---|---|

Scope and Role of Sales Promotion - Growth of Sales Promotion- Consumer Oriented Sales Promotion - Techniques in Sales Promotion, Trade Oriented Sales Promotion - Coordinating sales promotion and advertising -Sales promotion abuse; Personal selling.

| UNIT V | Public Relations, Publicity and Corporate Advertising | 9 hours |
|---|---|---|

Definition of Public Relations- Publicity and Corporate Advertising- Difference between public relations and advertising, Functions of Public Relations- Creating positive image building activities- Preventing or reducing image damage- Sponsorship and Event marketing- Role of internet in Public Relations, Publicity, Advantages and Disadvantages of Publicity.

**TOTAL: 45 hours**

**Text Books**:

1. Anubhav Mishra and Tata Sai Vijay, Integrated Advertising, Promotion, and Marketing: Communicating in a Digital World, 1 st edition, Routledge India Publications 2023
2. Robyn Blakeman ,Integrated Marketing Communication: Creative Strategy from Idea to Implementation 4th Edition, Kindle Edition ,4th edition, Rowman & Littlefield Publishers,2023

**Reference Books:**

1. Robert Smith, Marketing Communications: Achieve success in your business through effective Marketing Communications. Kindle edition 2022
2. Simon Kingsnorth , Digital Marketing Strategy: An Integrated Approach to Online Marketing, Kogan Page Publications ,2022

**Web Links:**
1. https://courses.lumenlearning.com

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Demonstrate an understanding of Integrated Marketing Communications concepts, principle, and terminology. | **K2** |
| **CO2:** | Analyze a specific IMC campaign, including media strategy, target market selection, message content and evaluation criteria. | **K4** |
| **CO3:** | Examine the features of Media and its evaluation, types of media. | **K4** |
| **CO4:** | Apply IMC concepts in developing a limited promotional campaign that includes message development and media selection for a product or service. | **K3** |
| **CO5:** | Coordinate marketing strategy with a public relations/social media campaign. | **K6** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1** | 2 | - | - | 3 | 1 | - | 2 | - |
| **CO2** | 2 | 3 | 1 | 1 | 3 | 1 | 2 | 2 |
| **CO3** | 2 | 3 | 1 | 1 | 3 | 1 | 2 | 2 |
| **CO4** | 3 | 2 | - | 2 | 2 | - | 3 | 1 |
| **CO5** | - | 1 | 3 | - | 1 | 3 | - | 2 |

| 24EMBA-- | DIGITAL AND SOCIAL MEDIA MARKETING | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

- To study about the foundations of Digital Marketing Management as a functional area of business.
- To study about the application of digital and social media marketing concepts in making strategic decisions.

| UNIT I | Introduction to Digital Media Marketing and Planning | 9 hours |
|---|---|---|

Understanding Digital Marketing: Concept, Components of Digital Marketing, Need and Scope of Digital Marketing, Evolution of Digital Marketing - Comparison of Digital vs Traditional Marketing - Digital Marketing Funnel - Career Roles & Skills for Digital Marketing -Understanding Digital advertising - Basics of Digital Media Planning. Defining Campaign Goals and KPIs - Customer Decision journeys - Translating a Brief into a Media Plan - Assigning media weights to your plan - Investment Strategy - Media Buying - Programme Matic, Mobile, Ad networks, etc. -Campaign optimization & Measurement.

| UNIT II | Digital Presence & Social Media Marketing | 9 hours |
|---|---|---|

Importance of Digital Presence - Types of Digital Presence - Booking of Website Domain - Web Hosting- Content Management System (CMS) -WordPress -Shopify-Creating Profiles and Marketing on social media -platforms -Facebook -LinkedIn - Microblogging with Twitter - Instagram - YouTube. Measurement of Digital Media: Analyzing Digital Media Performance, Analyzing Website Performance, Analyzing Advertising Performance. - Concept of Theme and Plug-In Apps - Plug-In Apps for social media, emailing, Images-Data Backup, Security, Retailing Swatches, Cart Management.

| UNIT III | SEO & SEM | 9 hours |
|---|---|---|

Search Engine Marketing (SEM) -Search Engine Optimization (SEO) - Pay Per Click (PPC) -Search Engines – Business Model (Google) -Keyword Research & Keyword Oriented Content Writing - On Page Optimizations -Content Optimization -Off Page Optimizations -Google Trends - Google Search Algorithm Updates-Digital Ad Networks – Google / Facebook -Google AdWords - Search Advertising Module - Display Advertising Module -Remarketing -Branding via Paid Networks - On page Optimization technique - Landing Page and Dynamic URL - Ad Making Strategies -Campaign Management & Campaign Optimization - Digital Ad Analytics.

| UNIT IV | Marketing in the Digital Era | 9 hours |
|---|---|---|

Segmentation – Importance of Audience Segmentation, how different segments use Digital Media – Organizational Characteristics, Purchasing Characteristics, Using Digital Media to Reach, Acquisition and Retention of new customers, Digital Media for Customer Loyalty. Google AdSense -Earning via Google -Account Creation - Code Installation - Affiliate Marketing-Email Marketing (Newsletter, Transactional, Promotional, Opt-In etc.) -Email Marketing Servers - Email Marketing Software.

| UNIT V | Digital Marketing Plan | 9 hours |
|---|---|---|

Need of a Digital Marketing Plan, Elements of a Digital Marketing Plan – Marketing Plan,

| |
|---|
| Executive Summary, Mission, Situational Analysis, Opportunities and Issues, Goals and Objectives, Marketing Strategy, Action Plan, Budget, Writing the Marketing Plan and Implementing the Plan. Audio, Video and Interactive Marketing, Online Public Relations, Mobile Marketing, Migrating from Traditional Channels to Digital Channels. |
| **TOTAL: 45 hours** |

**Text Books**:

1. Jeremy Kagan & Siddharth Shekhar Singh , Digital Marketing: Strategy & Tactics ,Wileypublications,2020
2. Simon Kingsnorth , Digital Marketing Strategy: An Integrated Approach to Online Marketing, Kogan Page Publications ,2022
3. Wright, Social Media Marketing, SD Publishing LLC,2019
4. Keith A. Quesenberry ,Social Media Strategy: Marketing, Advertising, and Public Relations in the Consumer Revolution, 4th edition, Rowman & Littlefield Publications 2024

**Reference Books:**

1. Digital Marketing Essentials You Always Wanted to Know (Self-Learning Management Series)- Vibrant Publishers ,2020
2. Puneet Bhatia ,Fundamentals of digital Marketing ,Pearson Education,2023
3. Kavita Kamath ,Social Media Marketing Essentials You Always Wanted To Know, ISBN 978-1636512181 , 2024

**Web Links:**

1. https://courses.lumenlearning.com/boundless-marketing/chapter/introduction-to-social-media-and-digital-marketing/
2. https://theintactone.com/2019/05/25/kmbmk03-digital-social-media-marketing/#google_vignette
3. https://www.tutorialspoint.com/social_media_marketing/index.htm
4. https://www.slideshare.net/nusantara99/digital-and-social-media-marketing-50378705
5. https://www.slideshare.net/e.erasmus/social-media-amp-sm-marketing

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Demonstrate how user-generated content in social media can be collected and analyzed to guide marketing strategy. | **K2** |
| **CO2:** | Illustrate the various types of digital & social marketing formats. | **K2** |
| **CO3:** | Examine the features of Media and its evaluation, types of media. | **K4** |
| **CO4:** | Determine the significance of social promoting brands through digital marketing. | **K5** |
| **CO5:** | Develop the latest technological intervention in marketing that enhances the performance of computerized clients. | **K6** |

## MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES

| | PO1 | PO2 | PO3 | PO4 | PO5 | PSO1 | PSO2 | PSO3 |
|---|---|---|---|---|---|---|---|---|
| **CO1** | 2 | 1 | - | 3 | 1 | - | 2 | - |
| **CO2** | 2 | 1 | - | 3 | 1 | - | 2 | - |
| **CO3** | 2 | 3 | 1 | 1 | 3 | 1 | 2 | 2 |
| **CO4** | 1 | 2 | 2 | - | 2 | 2 | 1 | 3 |
| **CO5** | - | 1 | 3 | - | 1 | 3 | - | 2 |

| 24EMBA-- | PRODUCT AND BRAND MANAGEMENT | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

1. To understand the basics of product management, classification of the product.
2. To study about the design thinking of product and the product road map strategies adopted in the current scenario.
3. To familiarize the concept of brand, brand management and its types of brand management.
4. To analyses the concept of brand equity, brand identity, brand association.
5. To examine the Indian and Global brand strategies.

| UNIT I | Introduction to Product Management | 9 hours |
|---|---|---|

Product- Meaning, Classification of Products, Levels of Products- Product Strategies adopted in various sectors- New Product Development Strategies- Product Line Strategies - Product Mix Strategies – Product development strategies - Role of Product manager – Product Management Dimensions.

| UNIT II | Design Thinking in Product Management | 9 hours |
|---|---|---|

Design thinking in Product Management – Significance of design thinking for product management – Approach of design thinking in Product Management – Set up for Product Launch Strategies - Design a Product Road map – Building a product market journey.

| UNIT III | Introduction to Brand Management | 9 hours |
|---|---|---|

Concept of Brand and Branding, Evolution of Brand, Brand Hierarchy, Branding in different sectors – Features of good brand name- - Types of Brands -. Brand Extension: Types of Extensions, Brand Creation, Re-branding and re-launching. Managing Brands - Brand Architecture - Designing the brand architecture.

| UNIT IV | Brand Equity, Brand Positioning | 9 hours |
|---|---|---|

Brand Equity: Four Theories of Brand Equity - Concept and Definitions, Measurement- Cost based Methods, Price based Methods, Customer based Methods, Value Addition from Branding, Brand Identity: Concepts, Perspectives, Levels, Prism of Brand Identity. Significant Terms: Brand Awareness, Brand Associations, Brand Identity.
Introduction, Brand Positioning Defined, Market Segmentation and Positioning, Developing a Positioning Strategy, Brand Positioning Strategies.

| UNIT V | Brand Communication | 9 hours |
|---|---|---|

BRAND COMMUNICATION - Brand image Building – Brand Loyalty programmes– Brand Promotion Methods – Role of Brand ambassadors, celebrities – Online Brand Promotions. – Key concepts in brand management – Advertisement & Brand Communication.

**TOTAL: 45 hours**

**TEXTBOOKS**

1. Product Policy and Brand Management Text and Cases, A. K. Chitale, PHI Learning, 3rd Revised edition 2016.

2. Product and Brand Management, Daniel Slone, Arcler Education Inc 2017.
3. Isaac C. Jacob Kevin Lane Keller, Vanitha Swaminathan, Ambi M.G. Parameswaran Strategic Brand Management, 5e Paperback, Pearson Education India – 2020
4. Tom Chavez, Chris O'Hara, Vivek Vaidya, Brand Management, Mac Graw Hill, 1st Edition, 2019.

**REFERENCE BOOKS**

1. Designing Brand Identity: An Essential Guide for the Whole Branding Team, Alina Wheeler John Wiley & Sons,5th Edition 2017.
2. Product and Brand Management, Tapan K. Panda, Oxford University Press, First edition,2016.

**WEBSOURCES**

1. https://www.scribd.com/doc/17045977/Product-and-Brand-Management-A-Concise-Note-oneverything-about-Product-and-Brand-Management
2. https://courses.lumenlearning.com/boundless-business/chapter/product-packaging-and-branding/
3. https://www.slideshare.net/jwayne2013/branding-ppt-16015717
4. https://www.slideteam.net/brand-management-powerpoint-presentation-slides.htm

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Differentiate between product and service characteristics and identify service quality management as the basis for developing customer satisfaction | **K2** |
| **CO2:** | State the importance of brand extensions and branding relationship | **K2** |
| **CO3:** | Examine basic concept of product mix, product decisions and product line | **K5** |
| **CO4:** | Identify the brand equity, brand identity and brand name | **K3** |
| **CO5:** | Analyze the concept of brand association and branding in the current scenario. | **K5** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1 6** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1** | 2 | 1 | - | 3 | 1 | - | 2 | 1 |
| **CO2** | 2 | - | - | 3 | 1 | - | 2 | 1 |
| **CO3** | 1 | 3 | 2 | - | 2 | 2 | 1 | 2 |
| **CO4** | 3 | 1 | - | 2 | 2 | 3 | 3 | 2 |
| **CO5** | 1 | 3 | 2 | - | 2 | 1 | 1 | 2 |

| 24EMBA-- | SERVICES MARKETING | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

1. To study the overview of service marketing.
2. To compare the difference between service and goods.
3. To understand about the consumer behavior in service marketing

| UNIT I | Introduction: Nature and Scope of Service Marketing | 9 hours |
|---|---|---|

**Introduction** - **Nature &** Scope of Service - **Characteristics of Services –** Classification of Service - Need for **Service** Marketing -- **Reasons for the growth of service sector – Service Marketing mix and its process -** Differentiating Services from Goods - **Service Encounters-** Overview of International & Domestics Service Marketing Scenario.

| UNIT II | Consumer Behavior in Services Marketing | 9 hours |
|---|---|---|

Understanding Customer Needs and Expectations - Customer Expectations on Services- Factors influencing customer expectation of services. - Service Costs experienced by Consumer, the Role of customer in Service Delivery, Conflict Handling in Services, Customer Responses in Services, Concept of Customer Delight - Targeting the Right Customers - Selecting the Appropriate Customer Portfolio.

| UNIT III | Service Quality | 9 hours |
|---|---|---|

Delivering Quality Services Causes of services, quality gaps. The customer expectations versus perceived service gap. Factors and techniques to resolve this gap. Gaps in services: quality standards, factors and solutions, the service performance gap, key factors, and strategies for closing the gap. External communication to the customers, the promise versus delivery gap, developing appropriate and effective, communication about service quality.

| UNIT IV | Customer Relationship Marketing and Services Market Segmentations | 9 hours |
|---|---|---|

Customer Relationship marketing and Services Market Segmentation. Customer Relationship marketing: Meaning -Importance of customer & customer's role in service delivery, Benefits of customer relationship, retention strategies. Services Market Segmentation: - Market segmentation - Basis & Need for segmentation of services, bases of segmentation services, segmentation strategies in service marketing.

| UNIT V | Basics of Service Strategies | 9 hours |
|---|---|---|

Service Marketing Strategies For Health, Hospitality, Tourism, Financial, Logistics, Educational, Entertainment & Public Utility Information Technique Services

Financial Services Introduction, Marketing of Insurance Services, Bank Marketing – Market Research And Indian Banks, Mutual Funds Marketing Information Technology And Communication Services Introduction, Information Technology Services Marketing, Computer Networking Services: The Internet Experience, Media Services Marketing

**TOTAL: 45 hours**

**Text Books**:


1. Jha, S. M. (2020). *Services marketing* (2nd ed.). Himalaya Publishing House.
2. Kashyap, R., & Autade, R. (2018). *Service marketing in India: Concepts and cases* (1st ed.).

Pearson India.
3. Zeithaml, V. A., Bitner, M. J., & Gremler, D. D. (2018). Services marketing: Integrating customer focus across the firm (7th ed.). McGraw-Hill Education.
4. Lovelock, C., Wirtz, J., & Mussry, J. (2016). Services marketing: People, technology, strategy (8th ed.). Pearson.

**Reference Books:**

1. Ravi Shanker, Services Marketing: The Indian Perspective, Excel Books, New Delhi, 2008
2. Rajendra Nargundkar, Services Marketing: Text & Cases, Tata McGrawHill Pubishing Company, New Delhi, 2008
3. Christopher H. Lovelock, SERVICES MARKETING: PEOPLE, TECHNOLOGY, STRATEGY, Pearson Education Asia.
4. R. Srinivasan, SERVICES MARKETING, Prentice Hall of India Private Limited, New Delhi.
5. Zcithaml, Parasuraman & Berry, DELIVERING QUALITY SERVICE, The Free Press, Macmillan. 200

**Web Links:**

1. https://ebs.online.hw.ac.uk/EBS/media/EBS/PDFs/Services-Marketing-Course-Taster.pdf
2. https://www.economicsdiscussion.net/marketing-2/service/service/32466
3. https://onlinecourses.nptel.ac.in/noc20_mg07/preview 2.
4. https://www.slideshare.net/iipmff2/services-marketing.

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Recognize the impact of service marketing, global service sector. | **K5** |
| **CO2:** | Evaluate various consumer behaviors in services. | **K4** |
| **CO3:** | Apply the service quality concept and role of service gap in the industry | **K3** |
| **CO4:** | Construct the concept of CRM in Service Marketing | **K5** |
| **CO5:** | Elaborate the service marketing strategies adopted in various sectors. | **K5** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | PO1 | PO2 | PO3 | PO4 | PO5 | PSO1 | PSO2 | PSO3 |
|---|---|---|---|---|---|---|---|---|
| **CO1** | 2 | _ | _ | 3 | 1 | _ | 2 | 1 |
| **CO2** | 2 | _ | _ | 3 | 1 | _ | 2 | 1 |
| **CO3** | 3 | 1 | _ | 2 | 2 | _ | 3 | 2 |
| **CO4** | 1 | 3 | 2 | _ | 2 | 1 | 1 | 2 |
| **CO5** | 1 | 3 | 2 | _ | 2 | 1 | 1 | 2 |

| 24EMBA-- | EXPORT PROCEDURES AND DOCUMENTATION FOR RURAL PRODUCTS | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

1. To understand the fundamentals of international trade and its importance for rural product exporters.
2. To identify the export regulations and compliance requirements for rural products.
3. To develop the documentation process involved in exporting rural products.
4. To apply strategies for effective marketing and promotion of rural products in international markets.
5. To analyze the challenges and potential solutions for rural product exporters.

| UNIT I | Introduction to International Trade | 9 hours |
|---|---|---|

Overview of international trade - Importance of exports for rural economies - Export Regulations and Compliance - Export regulations for rural products-Compliance requirements and standards- Classification – Strategy and Preparation for Export Marketing – Export Marketing Organizations.

| UNIT II | Marketing Strategies for Rural Products | 9 hours |
|---|---|---|

Market research and analysis - Developing export marketing strategies - Branding and promotion in international markets - Logistics and Shipping - Logistics management for rural product exports -Modes of transportation - Incoterms and their implications.

| UNIT III | Export Import Documentation | 9 hours |
|---|---|---|

Aligned Documentation System – Commercial Invoice – Shipping Bill – Certificate of Origin – Consular Invoice – Mate's Receipt – Bill of Lading – GR Form – ISO 9000 – Procedure for obtaining ISO 9000 – BIS 14000 Certification – Types of Marine Insurance Policies. Import Documents – Transport Documents – Bill to Entry – Certificate of Inspection – Certificate of Measurements – Freight Declaration.

| UNIT IV | Challenges in Export Documentation | 9 hours |
|---|---|---|

Identification of common challenges in export documentation - Documentation discrepancies and their consequences - Strategies to mitigate documentation errors and delays - Challenges in Export Procedures - Logistics challenges in rural areas: Transportation, Storage, etc. - Regulatory hurdles and compliance issues - Solutions for streamlining export procedures in rural contexts

| UNIT V | Technology in Export Documentation and Procedures | 9 hours |
|---|---|---|

Role of technology in streamlining export documentation and procedures - Digital platforms and tools for efficient documentation management - Integration of technology in rural export operations - Emerging trends and future outlook

**TOTAL: 45 hours**

**Text Books:**

T1: Export/Import Procedures and Documentation" by Thomas E. Johnson 2004

T2. Exporting: The Definitive Guide to Selling Abroad Profitably" by Laurel J. Delaney 2016.

**Reference Books:**

R1: Export Marketing, TAS Balagopal, Himalaya Publishing House 2009

R2. Export Management, D.C. Kapoor, Vikas Publishing House 2008

**Web Links:**

1. https://www.india-briefing.com/import-export-procedures-india

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Understand the export Regulations and Knowledge of Documentation Requirements | **K2** |
| **CO2:** | Describe the steps involved in the Proficiency in Export Procedures | **K3** |
| **CO3:** | Identify the foreign markets for the export of Agricultural products with proper Documentation | **K3** |
| **CO4:** | Outline Foreign Trade policy and highlight the functions of Export Promotion Councils | **K4** |
| **CO5:** | Create awareness of Trade Agreements and Tariffs and Risk Management | **K6** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1** | 2 | - | - | 3 | 1 | - | 2 | - |
| **CO2** | 3 | 1 | - | 2 | 2 | - | 3 | 2 |
| **CO3** | 3 | 1 | - | 2 | 2 | - | 3 | 2 |
| **CO4** | 2 | 2 | 1 | 1 | 3 | 1 | 2 | 3 |
| **CO5** | - | 2 | 3 | - | 1 | 3 | - | 1 |

| 24EMBA-- | INTERNATIONAL MARKETING | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

- To understand the fundamental concepts and theories of international marketing.
- To analyze cultural, economic, and political factors influencing international marketing strategies.
- To evaluate market entry modes and expansion strategies for international markets.
- To critically assess the impact of globalization on marketing practices.
- To develop the skills in conducting market research and analysis for global markets.

| UNIT I | Introduction to International Marketing | 9 hours |
|---|---|---|

Definition and scope of international marketing-Differences between domestic and international marketing-Globalization and its impact on marketing-Cultural dimensions and their impact on consumer behaviour-Cross-cultural communication and marketing strategies.

| UNIT II | International Market Research | 9 hours |
|---|---|---|

Methods and techniques for conducting international market research-Assessing market potential and opportunities-Market Entry Strategies-Modes of entry into international markets (Exporting, Licensing, Joint Ventures, etc.)-Strategic alliances, and partnerships.

| UNIT III | Product and Brand Management in International Markets | 9 hours |
|---|---|---|

Product adaptation vs. standardization-Global branding strategies-Successful global product launches-Pricing and Distribution -Pricing strategies in diverse markets-Channel selection and management International Marketing.

| UNIT IV | International Marketing Ethics and Social Responsibility | 9 hours |
|---|---|---|

Ethical issues in international marketing-Corporate social responsibility (CSR) in global contexts-Ethical dilemmas faced by multinational corporations-Promotion and Communication in Global Markets-Integrated marketing communications (IMC) in international marketing-Adapting promotional strategies for different cultures

| UNIT V | International Marketing Plan Development | 9 hours |
|---|---|---|

Components of an international marketing plan-Developing a marketing plan for a global product or service-Creating an international marketing plan for a new product-Global Market Segmentation and Targeting-Segmentation strategies for international markets-Targeting diverse consumer segments-Segmenting and targeting in global markets

**TOTAL: 45 hours**

**Text Books:**

T1: Global Marketing by Warren J. Keegan and Mark C. Green 2012

T2. International Marketing by Philip R. Cateora, John Graham, and Mary C. Gilly 2008

**Reference Books:**

R1: Global Marketing Management by Masaaki Kotabe and Kristiaan Helsen 2014

R2. International Marketing an Asia-Pacific Perspective" by Richard Fletcher and Heather Crawford 2021

**Web Links:**

1. https://www.enotesmba.com/2015/08/international-marketing-management-notes.html
2. https://marketinglessons.in/international-marketing-definition-examples

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Understand the important concept of international marketing. | **K2** |
| **CO2:** | Recognize factors affecting international marketing decisions. | **K4** |
| **CO3:** | Determine the companies' successes in the competitive international area. | **K3** |
| **CO4:** | Assess the impact of trade environment and socio-cultural environments on the international marketing strategy. | **K4** |
| **CO5:** | Formulate the diversity of international markets and the range of political and competitive environmental influences bearing upon. | **K6** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1** | 2 | - | - | 3 | 1 | - | 2 | 1 |
| **CO2** | 2 | - | - | 3 | 1 | - | 2 | 1 |
| **CO3** | 3 | 1 | - | 2 | 2 | - | 3 | 2 |
| **CO4** | 1 | 3 | 2 | - | 2 | 2 | 1 | 2 |
| **CO5** | - | 2 | 3 | - | 1 | 3 | - | 1 |

| 24EMBA-- | SEMIOTICS - STRATEGIES FOR MEDIA AND BRAND COMMUNICATION | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

- To understand the role of media in shaping brand communication.
- To analyze various media platforms and their effectiveness in communication.
- To develop strategies for effective brand communication across different media channels.
- To explore case studies of successful brand communication campaigns.
- To critically evaluate and assess the impact of media and brand communication strategies.

| UNIT I | Introduction to Media and Brand Communication | 9 hours |
|---|---|---|

Overview of media and its role in brand communication-Understanding brand communication strategies-Importance of integrated communication-Media Landscape Analysis-Types of media channels: traditional vs. digital-Audience segmentation and targeting-Media consumption trends and patterns.

| UNIT II | Strategic Planning in Brand Communication | 9 hours |
|---|---|---|

Setting communication objectives-Brand positioning and messaging-Developing a communication strategy framework Content Creation and Storytelling-The power of storytelling in brand communication-Creating compelling content for different media platforms-successful storytelling campaigns

| UNIT III | Social media and Brand Engagement | 9 hours |
|---|---|---|

Understanding social media platforms and their role in brand communication-Building brand communities-Social media monitoring and analytics - Advertising and Brand Promotion-Overview of advertising mediums: TV, radio, print, digital-Creative strategies in advertising-Measuring advertising effectiveness.

| UNIT IV | Public Relations and Brand Reputation Management | 9 hours |
|---|---|---|

The role of public relations in brand communication-Crisis communication and reputation management-Building positive brand image through PR strategies - Influencer Marketing and Brand Partnerships-The rise of influencer marketing-Identifying and collaborating with influencers - Leveraging brand partnerships for effective communication

| UNIT V | Future Trends in Media and Brand Communication | 9 hours |
|---|---|---|

Emerging trends in media consumption and technology-Predictions for the future of brand communication-Final project presentations and reflections-Integrated Marketing Communications (IMC)-Understanding IMC and its components-Developing an integrated communication plan-successful IMC campaign

**TOTAL: 45 hours**

**Text Books:**

1. Robert Precious ,Social Media Marketing: Strategies for Success in the Digital Age Kindle Edition,2024

2. Tatjana Iskanderova Ph.D. , Introduction to Media Semiotics: Learn How to Create Media Content: Contemporary theories and practices for beginner and advanced media professionals ,Kindle Edition, 2024

3. Belch, G. E., & Belch, M. An Advertising and Promotion: An Integrated Marketing

Communications Perspective. McGraw-Hill Education. 2018

**Reference Books:**

**1.** Basant Rathore , Strategic Media Planning and Buying: Integration of Traditional and Digital Media, ISBN 978-1032724577, 1st Edition, 2024

**2.** James Hunter, Mastering Influence: The Art and Science of Social Media Influencer Success:

**3.** Unlocking Strategies for Engagement, Monetization, and Authentic Brand Building, 2024

**4.** Keller, K. L., & Aperia. Strategic Brand Management: Building, Measuring, and Managing Brand Equity. Pearson. 2017

**5.** Solomon, M. R., Marshall, G. W., & Stuart, E. W. Marketing Communication: Brands, Experiences and Participation. Pearson. 2018

**Web Links:**

1. https://www.researchgate.net/profile/Neelamalar/raimalai/publication/

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Describe some of the changes in the new media environment. | **K3** |
| **CO2:** | Build the major marketing communication options. | **K3** |
| **CO3:** | Determine the some of the key tactical issues in evaluating difference communication options. | **K3** |
| **CO4:** | Identify the choice criteria in developing an integrated marketing communication program. | **K4** |
| **CO5:** | Apply the emerging trends in the media consumption and communication. | **K3** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1** | 2 | - | 1 | 1 | - | 2 | - | 1 |
| **CO2** | 1 | - | 2 | 2 | - | 2 | - | 2 |
| **CO3** | 3 | - | 1 | - | - | 3 | - | - |
| **CO4** | - | - | 1 | - | - | - | - | - |
| **CO5** | - | - | - | - | 1 | - | - | 2 |

| 24EMBA-- | E - COMMERCE AND DIGITAL PAYMENT | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

- To Learn the E-Commerce Platform and its concepts
- To analysis the Electronic Payment Systems and Order Fulfillment

| UNIT I | Introduction to E- commerce | 9 hours |
|---|---|---|

Introduction to Electronic Commerce: Meaning, nature and scope; Channels of e - commerce; Business applications of e - commerce; Global trading environment and adoption of e-commerce. Business Models of E commerce and Infrastructure; B2B, B2C, B2G and other models of e-commerce; Applications of e-commerce to supply chain management; product and service digitization; Remote servicing, procurement, and online marketing and advertising E-commerce, resources and infrastructure planning.

| UNIT II | E-commerce marketing concepts, Online retailing and services | 9 hours |
|---|---|---|

Consumer online: The Internet Audience and Consumer -Behaviour, Basic Marketing Concepts, Internet Marketing -Technologies, B2C and B2B E-commerce marketing and business strategies, The Retail sector, Analyzing the viability of online firms, E-commerce in action: E-tailing Business Models, Common Themes in online retailing, The service sector: offline and online, online financial services, Online Travel Services, Online career services.

| UNIT III | Electronic Payment Systems and Order Fulfillment | 9 hours |
|---|---|---|

Types of payment systems - e-cash and currency servers, e cheques, credit cards, smart cards, electronic purses and debit cards; Operational, credit and legal risks of e payment, Risk management options for e-payment systems; Order fulfillment for e – commerce. Mobile payments – smart card cash payment system – Micro payment system – E- Cash.

| UNIT IV | Security Issues in E Commerce | 9 hours |
|---|---|---|

Security risks of e-commerce- Types and sources of threats; Protecting electronic commerce assets and intellectual property; Firewalls; Client server network security; Data and message security; Security tools; Digital identity and electronic signature; Encryption approach to e-commerce security. Salient provisions for Security and Privacy, Legal and Regulatory - Environment for e commerce, cyber laws in India and their limitations -Taxation and e - commerce; Management of Risk: Introduction, Introduction to Risk Management, Disaster recovery Plans, Risk Management Paradigm.

| UNIT V | Management Challenges and Opportunities of E-Commerce: | 9 hours |
|---|---|---|

New Business Model, Required Changes in Business Processes, Channel Conflicts, Ethical issues in eCommerce. EDI and paperless trading: characteristic features of EDI - service arrangement; Internet based EDI; EDI architecture and standards; Costs of EDI -infrastructure; Reasons for slow acceptability of EDI for trading; E-marketing -Traditional web Promotion: Web counters; Web advertisements.

**TOTAL: 45 hours**

**Text Books**:


1. Andrew Meola, Ecommerce in 2024: Trends and Innovations, Business Insider Intelligence Publications, 1st Edition 2024
2. Peter J. Weill, The Future of Digital Payments: Trends and Technologies for 2024, MIT Press Publications, 1st Edition 2024
3. Goldink Books, E-Commerce Business through Social Media Marketing: Simple Steps to Start your E-Commerce Brand/Company through Facebook and Instagram Marketing, Goldink Publishers LLC,2021
4. S.J. Joseph, P.T. , E- Commerce An Indian Perspective, PHI Learning Pvt. Ltd. Seventh Edition,2023


**Reference Books:**


1. Michael P. Malloy, Contemporary Payment Systems: Cases, Materials, and Problems (American Casebook Series) , 2nd edition ,West Academic Press, 2024

2. Alex T. Rimms (, Security Book! Kindle Edition ,2024


**Web Links:**

1. https://irp-cdn.multiscreensite.com/1c74f035/files/uploaded/introduction-to-e-commerce.pdf
2. https://examupdates.in/e-commerce-book/
3. https://ebooks.lpude.in/computer_application/msc_it/term_3/DCAP306_DCAP511_E-COMMERCE_AND_E-BUSINESS.pdf
4. http://kolegjifama.eu/materialet/Biblioteka%20Elektronike/Introduction%20to%20e-Business%20Management%20and%20Strategy.pdf
5. http://www.vssut.ac.in/lecture_notes/lecture1428551057.pdf
6. https://www.slideshare.net/slideshow/digital-business-and-ecommerce-management-7th-edition/265906419

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Recognize the impact of Information and Communication technologies | **K2** |
| **CO2:** | Discuss various legal and ethical issues specific to E-commerce. | **K3** |
| **CO3:** | Distinguish the role of Management in the context of e-Business and e-Commerce | **K5** |
| **CO4:** | Describe the various characteristics of electronic payment systems. | **K4** |
| **CO5:** | Employ tools and services of the internet in the development of a virtual e-commerce. | **K3** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | PO1 | PO2 | PO3 | PO4 | PO5 | PSO1 | PSO2 | PSO3 |
|---|---|---|---|---|---|---|---|---|
| **CO1** | 2 | 1 | _ | 3 | 1 | _ | 2 | _ |
| **CO2** | 2 | 1 | _ | 3 | 1 | _ | 2 | _ |
| **CO3** | 1 | 2 | 2 | _ | 2 | 2 | 1 | 3 |
| **CO4** | 2 | 1 | _ | 3 | 1 | _ | 2 | _ |
| **CO5** | 3 | 2 | _ | 2 | 2 | _ | 3 | 1 |

| 24EMBA-- | SUPPLY CHAIN AND LOGISTICS MANAGEMENT | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

- To learn the different stages of supply chain management process and to understand the sourcing activities, vendor management and drivers of the supply chain.
- To know the latest trends in supply chain management and logistics industry.

| UNIT I | Introduction to Supply Chain Management | 9 hours |
|---|---|---|
| Supply Chain Concepts: Objectives of a Supply Chain, Stages of Supply chain, Value Chain Process, Cycle view of Supply Chain Process, Key issues in SCM, logistics & SCM, Supply Chain Drivers and obstacles, Supply chain strategies, strategic fit, best practices in SCM, Obstacles of streamlined SCM. | | |
| **UNIT II** | **Concept of Logistics** | **9 hours** |
| Logistics: Evolution, Objectives, Components and Functions of Logistics Management, Distribution related Issues and Challenges; Gaining competitive advantage through Logistics Management, Transportation Functions, Costs, and Mode; Network and Decision, Containerization, Cross docking | | |
| **UNIT III** | **Supply Chain Performance** | **9 hours** |
| Bullwhip effect and reduction, Performance measurement: Dimension, Tools of performance measurement, SCOR Model. Demand chain management, Global Supply chain- Challenges in establishing Global Supply Chain, Factors that influences designing Global Supply Chain Network. | | |
| **UNIT IV** | **Warehousing** | **9 hours** |
| Concept and types, Warehousing strategy, Warehouse facility location & network design, Reverse logistics, Outsourcing- Nature and concept, Strategic decision to Outsourcing, Third party logistics(3PL), Fourth party logistics(4PL). | | |
| **UNIT V** | **Supply Chain and CRM** | **9 hours** |
| Supply Chain and CRM- Linkage, IT infrastructure used for Supply Chain and CRM, Functional components for CRM, Green supply chain management, Supply Chain sustainability. | | |
| **TOTAL : 45 hours** | | |

**Text Books:**


T1: Ashley McDonough.; Operations and Supply Chain Management: Vibrant Publishers

T2: F.Robert Jacobs,Ravi Shankar, Richard.B Chase Operations and Supply Chain Management, Mc Graw Hill, 17th Edition 2023.


**Reference Books:**


R1: Sahay, B.S.; Supply Chain Management; Macmillan

R2: Ballou, R.H. Business Logistics Management. Prentice-Hall Inc.

**Web Links:**

1. https://backup.pondiuni.edu.in/sites/default/files/Logistics%20Supply%20Chain%20Mgt200813.pdf
2. https://www.geektonight.com/supply-chain-management-pdf/

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Understand Supply chain based on the participants. | **K2** |
| **CO2:** | Understand the implementation of logistics based on the drivers. | **K2** |
| **CO3:** | Identify the facility location methods. | **K3** |
| **CO4:** | Examine the demand forecasting. | **K4** |
| **CO5:** | Estimate the various methods of sourcing. | **K6** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | PO1 | PO2 | PO3 | PO4 | PO5 | PSO1 | PSO2 | PSO3 |
|---|---|---|---|---|---|---|---|---|
| **CO1** | **2** | **-** | **-** | **3** | **1** | **-** | **2** | **1** |
| **CO2** | **2** | **-** | **-** | **3** | **1** | **-** | **2** | **1** |
| **CO3** | **3** | **1** | **-** | **2** | **2** | **-** | **3** | **2** |
| **CO4** | **2** | **2** | **1** | **1** | **3** | **1** | **2** | **3** |
| **CO5** | **1** | **3** | **2** | **-** | **2** | **2** | **1** | **2** |

| 24EMBA-- | QUALITY TOOLKIT FOR MANAGERS | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

- To explain the Quality concept, principles, and its various tools.
- To explain the statistical process control for the implementation of quality management

| UNIT I | INTRODUCTION | 9 hours |
|---|---|---|
| Evolution of Quality Management-Concepts of Product and Service Quality-Dimensions of Quality-Quality Philosophies-Deming's, Jurans, Crosby-Quality Cost-Quality Leadership. | | |
| **UNIT II** | **STATISTICAL PROCESS CONTROL** | **9 hours** |
| Introduction – Pareto Analysis – 7QC Tools-Cause and Effect Diagram – Checklist or Check sheet – Process Flow Chart – Histogram – Scatter Diagram – Chance and Assignable Causes – Control Charts for Variables – Process Capability Analysis such as Cp and Cpk– Control Charts for Attributes. | | |
| **UNIT III** | **MANAGEMENT TOOLS** | **9 hours** |
| Introduction – Affinity Diagram [KJ method] – Interrelationship Diagram – Tree Diagram Prioritization Matrix – Matrix Diagram – Process Decision Program Chart – Activity Network Diagram-SERVQUAL Model with Application. | | |
| **UNIT IV** | **TOOLS AND TECHNIQUES** | **9 hours** |
| Plan-Do-Check-Act (PDCA) Cycle – Quality Circles – Benchmarking – Quality Function Deployment (QFD) – Failure Mode and Effect Analysis (FMEA) – Robust Design and Taguchi Method | | |
| **UNIT V** | **SIX SIGMA** | **9 hours** |
| Evolution – TQM vs. Six Sigma – What is Six Sigma – Six Sigma methodologies Such as DMAIC, DFSS – Six Sigma Belts. | | |
| **TOTAL: 45 hours** | | |

**Text Books:**

T1: Gurucharan Raghunathan, Lokesh Kannaiyan, Product Management Simplified, Nation Press, 3rd Edition, 2021.

T2: Suganthi, L. and Samuel, A., Total Quality Management, Prentice Hall (India) Pvt. Ltd.,

**Reference Books:**

R1: Gabriel Steinhardt, The Product Managers Toolkit, Springer, 2nd Edition 2017
R2: David Connaughton, Every Managers Lean/Six Sigma Quick Reference and Toolkit.

**WEB SOURCES:**

1.https://www.scribd.com/document/383519351/Total-Quality-Management-By-Dr-V-Jayakumar-Dr-R-Raju-pdf
2. http://rmkec.ac.in/tmp/mech/Contents/totalqualitymanagement.pdf

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Analyze the implementation of quality management. | **K4** |
| **CO2:** | Explain the implementation of SPC tools. | **K2** |
| **CO3:** | Explain the implementation of management tools. | **K2** |
| **CO4:** | Apply knowledge on the various techniques of quality management. | **K3** |
| **CO5:** | Explain the implementation of SPC tools using Six Sigma methodologies. | **K2** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1** | 2 | 2 | 2 | 1 | 3 | 1 | 2 | 3 |
| **CO2** | 2 | - | - | 3 | 1 | - | 2 | 1 |
| **CO3** | 2 | - | - | 3 | 1 | - | 2 | 1 |
| **CO4** | 3 | 1 | - | 2 | 2 | - | - | 2 |
| **CO5** | 1 | 3 | 2 | - | 2 | 2 | 1 | 2 |

| 24EMBA-- | PRICING AND REVENUE MANAGEMENT | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

- This course provides an introduction to both the theory and the practice of revenue management and pricing.
- To identify and develop opportunities for revenue optimization in different business contexts including the transportation and hospitality industries, retail, media and entertainment, financial services, health care and manufacturing, among others.

| UNIT I | Introduction | 9 hours |
|---|---|---|

Pricing and Revenue Management Concept, Application in Air Lines, Railways, Hospitality Industries, The Revenue Management Process – Steps involved in setting to the Price, Types of Pricing, Dynamic Pricing. The Theories of Pricing - Product design, bundling and demand segmentation - Dynamic pricing policies.

| UNIT II | Pricing policies and Revenue management model: | 9 hours |
|---|---|---|

Pricing Policies in Action: Markdown policies and liquidations - Pricing with supply constraints - Customized pricing and e-commerce An Operational Model of Revenue Management: Stochastic Inventory Management and the News vendor Model

| UNIT III | Network Revenue Management | 9 hours |
|---|---|---|

Network Revenue Management: Network revenue management, control mechanisms - Linear Programming approach to Revenue Management - Applying network Revenue Management to different industries. Implementing a Revenue Management System: Solving Revenue Management Problems -Computational methods in Revenue Management.

| UNIT IV | Demand Forecasting and Data Analysis: | 9 hours |
|---|---|---|

Demand Forecasting and Data Analysis: Data, sources, systems, automation - Time-series forecasting and perfect demand segmentation models - Estimation techniques - Unconstraining for unobservable no-purchases--concept and the EM technique Competitive Factors: Imperfect segmentation model: Discrete choice models - Customer management and strategic purchasing behavior.

| UNIT V | Industry Applications: | 9 hours |
|---|---|---|

Industry Applications: Various case studies related to capacity management in airlines, hotels, car rentals, cruises. Industry implementations and practices New Directions in Revenue Management: Business Analytics - Applications in new industries: Event sales, casinos, Display advertising – Bundling and Revenue Management

**TOTAL: -- 45 hours**

**Text Books:**

1. Robert L. Phillips., "Pricing and Revenue Optimization", Stanford Business Book, 2nd Edition 2021

2. Paul Rouse, William Maquire and Julie Harrison, "Revenue Management in Service Organizations", (2011)

**Reference Books:**

1. Talluriand G. Van Ryzin., "The Theory and Practice of Revenue Management" , Kluwer Academic Publishers, 2004
2. STudorBodea (Author), Mark Ferguson (Author), Segmentation, Revenue Management and Pricing Analytics Paperback, Routledge publications, 2014

.

**Web Links:**

1. https://www.ezeeabsolute.com/hotel-revenue-management-book.php
2. https://www.researchgate.net/publication/318596610_Pricing_and_Revenue_Management

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Understand strategic and tactic roles of pricing in relevant business contexts | **K2** |
| **CO2:** | Apply how to implement pricing solutions | **K3** |
| **CO3:** | Analyze what a successful business requires adequate revenues and a positive operational cash flow to generate profits | **K4** |
| **CO4:** | Identify capacity bottlenecks and make adjustments to the business accordingly | **K3** |
| **CO5:** | Organize resources and recognize the strategic impact of revenues on business, | **K3** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1** | 2 | - | - | 3 | 1 | - | 2 | 1 |
| **CO2** | 3 | 1 | - | 2 | 2 | - | 3 | 2 |
| **CO3** | 2 | 2 | 1 | 1 | 3 | 1 | 2 | 3 |
| **CO4** | 3 | 1 | - | 2 | 2 | - | 3 | 2 |
| **CO5** | 3 | 1 | - | 2 | 2 | - | 3 | 2 |

| 24EMBA-- | OPERATIONS STRATEGY | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

- To Provide Foundation Knowledge about Operations Strategy and Approaches.
- To describe the various Performance Objectives for implementation of operations strategy

| UNIT I | INTRODUCTION | 9 hours |
|---|---|---|
| Introduction – Strategy: Definition, Levels – Operations and Strategy – Operations Management Vs. Operations Strategy – Four perspectives on Operations Strategy – Decision areas: Structural and Infrastructural – The Process of Operations Strategy-Operations for Strategic Advantage. | | |
| **UNIT II** | **PERFORMANCE OBJECTIVES** | **9 hours** |
| Introduction – Quality: Hard, Soft – Speed: Time – Dependability: Time – Flexibility: Type – Internal and external benefits – The Operations Strategy Matrix – Performance Objectives and Competitive Factors – Product/Service Life Cycle on Performance Objectives-Managing Risk in Operations. | | |
| **UNIT III** | **NEW APPROACHES** | **9 hours** |
| Total Quality Management (TQM): Fit into Operations Strategy – Lean Manufacturing: Fit into Operations Strategy – Business Process Reengineering (BPR): Fit into Operations Strategy – Six Sigma: Fit into Operations Strategy-Betting on the Unknown: Newsvendor Model | | |
| **UNIT IV** | **DECISION AREAS – I** | **9 hours** |
| Capacity Strategy: Levels of capacity decision, Factors influencing the overall level of capacity, Location of capacity – Purchasing and Supply Strategy: Supply Networks, Do (Make) or Buy? The vertical integration decision-Newsvendor Applications: Managing Biases in Operational Decisions. | | |
| **UNIT V** | **DECISION AREAS – II** | **9 hours** |
| Process Technology Strategy: Classification, Three dimensions of process technology – Improvement Strategy: Breakthrough Improvement and Continuous Improvement, The Importance–Performance Matrix-More of Less or Less of More: Make to Stock v. Make to Order Strategies. | | |
| **TOTAL: 45 hours** | | |

**Text Books:**

1. Nigel Slack, Michael Lewis, Mohita Gangwar Sharma. Operations Strategy, Pearson Education Limited, England, 5th edition, 2018.

**Reference Books:**

1. David Walters. Operations Strategy, Palgrave Macmillan Publisher, 2015
2. JA Van Mieghem and Gad Allon. Operations Strategy: Practices and Principles, Dynamic Ideas LLC 2nd edition, 2015.

**Web Links:**

1. https://ocw.mit.edu/courses/sloan-school-of-management/15-769-operations-strategy-fall-2010/lecture-notes/
2. https://www.vssut.ac.in/lecture_notes/lecture1429900757.pdf

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Understand the process of operations strategy | **K2** |
| **CO2:** | Explain the fundamental concepts of Performance Objectives. | **K2** |
| **CO3:** | Interpret how the lean manufacturing fit into Operations Strategy | **K5** |
| **CO4:** | Identify the decision areas of Purchasing and Supply Strategy. | **K3** |
| **CO5:** | Classify the decision areas of Improvement Strategy | **K4** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1** | 2 | - | - | 3 | 1 | - | 2 | 1 |
| **CO2** | 2 | - | - | 3 | 1 | - | 2 | 1 |
| **CO3** | 1 | 3 | 2 | - | 2 | 2 | 1 | 2 |
| **CO4** | 3 | 1 | - | 2 | 2 | - | 3 | 2 |
| **CO5** | 2 | 2 | 1 | 1 | 3 | 1 | 2 | 3 |

| 24EMBA-- | SALES AND OPERATIONS PLANNING | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

- To describe the various concepts of the sales and operations planning
- To describe the techniques of the sale forecasting
- To explain about the techniques employed in the operations planning.

| UNIT I | SALES AND OPERATIONS PLANNING | 9 hours |
|---|---|---|
| Introduction to Sales and operations planning – Objective of sales and operations plans, sales executive as a coordinator, sales management and control, sales organization - it's purpose, setting up a sales organization , types of sales organization – Need for Operations planning and control – Various Planning method- - Sales and operations planning as a process. | | |
| **UNIT II** | **FORECASTING AND PERSONAL SELLING** | **9 hours** |
| Objectives and theories of personal selling, analyzing market potential, sales potential and sales forecasting method & evaluation Introduction – Forecasting technique: Qualitative and Quantitative – Delphi Method – Regression Analysis – Time series analysis – Application | | |
| **UNIT III** | **OPERATIONS PLANNING – I** | **9 hours** |
| Capacity Planning – Types of Capacity – Measurement of Capacity: Efficiency and Utilization – Capacity change: Expansion and Reduction – Make or Buy decision – Aggregate Production Planning (APP) : Chase and Level, Techniques | | |
| **UNIT IV** | **SALESMANSHIP AND OPERATIONS PLANNING – II** | **9 hours** |
| Qualities and functions of Sales Manager, types of salesman, prospecting, pre approach & approach , Disaggregation: Master Production Scheduling (MPS) – Material Requirement Planning (MRP) – Production Planning and Control (PPC): Phase, Function- Multi Attribute Decision Making (MADM) | | |
| **UNIT V** | **ENTERPRISE RESOURCE PLANNING** | **9 hours** |
| Manufacturing Resources Planning (MRP-II) – Evolution of ERP – Module – Material Management (MM) Module: Purchase Management, Purchasing or Procurement cycle, Purchase Order (PO) | | |
| **TOTAL: 45 hours** | | |

**Text Books:**

T1 : Vishal Desai, Sales Management Essentials, Vibrant Publishers 2022
T2: Deolalikar, Jandhyala, Mane, Sinha Sales and Operations Planning with SAP IBP, Rheinwerk Publishing 2023.

**Reference Books:**

1. Lee J. krajewski and Larry P.Ritzman, 2007, Operations Management strategy and analysis, 9th Edition, Pearson Eduction / Prenctice Hall of India, 2007.
2. Everett.Adam, Jr. and Ronald J. Elbert, Production and Operations Management Concepts, Models and Behaviour, 5th Edition, PHI. 2003.

3. Edward M. Knod and Richard J. Schonberger, 2001, Operations Management meeting customers' demands, Mc Graw hill international, 7th Edition, 2001.

**Web Links:**

1. https://www.slideshare.net/HarshalBadgujar/sales-operations-planning-process
2. https://www.slideshare.net/gdpawan/sales-operations-planning-13837992

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Design about sales and operations planning process. | **K2** |
| **CO2:** | Identify the Market potential by using qualitative and quantitative forecasting method | **K2** |
| **CO3:** | Develop Capacity planning by using different techniques. | **K3** |
| **CO4:** | Explain the Material Requirement Planning (MRP). | **K4** |
| **CO5:** | Apply and study Manufacturing Resources planning | **K3** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1** | - | 2 | 3 | - | 3 | 1 | 2 | 1 |
| **CO2** | 1 | - | - | 1 | 1 | 1 | 2 | - |
| **CO3** | - | 2 | 3 | - | - | - | 1 | 1 |
| **CO4** | 3 | 2 | 1 | 1 | 1 | 1 | 2 | 3 |
| **CO5** | 3 | 1 | - | 3 | 3 | 1 | 2 | 1 |

| 24EMBA-- | BEHAVIOURAL OPERATIONS MANAGEMENT | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

- To understand the Behavioural concepts in Operations Management
- To learn about the Behavioural concepts in production and service context.

| UNIT I | INTRODUCTION | 9 hours |
|---|---|---|
| Behavioural Operations Management – Definition – The study of Behavioural Operations – History and the Contemporary Knowledge Base – Virtuous Cycles of Experimental Learning. | | |
| **UNIT II** | **PRODUCTION AND SERVICE CONTEXTS – I** | **9 hours** |
| Synch and Swim: Managing and Mismanaging Process Constraints and Variability – The role of human behaviour in scheduling – process control - Process and Perception: Kristen's Cookie Company from a Behavioral Point of View. | | |
| **UNIT III** | **PRODUCTION AND SERVICE CONTEXTS – II** | **9 hours** |
| The Wait or Buy Game: How to Game the System That's Designed to Game You Back Sharing the Load: Group Behavior and Insights into Simulating Real-World Dynamics | | |
| **UNIT IV** | **SUPPLY CHAINS** | **9 hours** |
| Sharing the Risk: Understanding Risk – Sharing Contracts from the Supplier's Perspective – Supply Chain Negotiator: A Game of Gains, Losses, and Equity- Incorporation of behavior in decision making in business simulation games | | |
| **UNIT V** | **ENTERPRISE RESOURCE PLANNING** | **9 hours** |
| Dynamic Pricing in Revenue Management – Intertemporal choices in Project based organizations – Impulsiveness and Emotions – Behaviour Assessment Test on Conflict Management – Kicking the mean Habit – A chain of hands. | | |
| **TOTAL: 45 hours** | | |

**Text Books:**

T1 : Elliot Bendoly, Wout van Wezel, and Daniel G. Bachrach, The Handbook of Behavioral Operations Management, Oxford University Press, 2015.
T2: Donohue, K., Katok, E., and Leider, S (2018). The Handbook of Behavioural Operations. New York: John Wiley and Sons.

**Reference Books:**
R1: Christoph H. Loch, Yaozhong Wu, Behavioral Operations Management, Now Publishers Inc, 2007

**Web Links:**
1. https://www.slideshare.net/priyasharmma/organizational-behavior-6858461
2. https://www.slideshare.net/Kadirikjs24/operations-management-69329225

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Understand the fundamental production in Behavioural concepts. | **K2** |
| **CO2:** | Explain the Process Constraints and Variability Understand the consumer behavioural implications in making the wait-or-buy decision. | **K4** |
| **CO3:** | Identify the Group Behaviour and Real world simulations. | **K3** |
| **CO4:** | Gain knowledge about the implementation of Supply Chain. | **K3** |
| **CO5:** | Evaluate the Impulsiveness and Emotions. | **K5** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1** | 2 | - | - | 2 | 2 | - | 2 | 1 |
| **CO2** | 1 | 1 | 1 | 2 | 1 | 1 | 2 | 3 |
| **CO3** | - | - | 3 | 1 | 1 | - | 1 | - |
| **CO4** | 3 | 1 | 1 | 3 | 3 | - | 2 | 2 |
| **CO5** | 3 | 3 | - | 1 | 1 | 2 | 2 | 2 |

| 24EMBA-- | OPERATIONS RESEARCH APPLICATIONS | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

- To acquaint the student with the applications of Operations Research to business and industry
- To help them to grasp the significance of analytical techniques in decision making.
- To test on the application of Operations Research to business related problems.

| UNIT I | DYNAMIC PROGRAMMING | 9 hours |
|---|---|---|
| Dynamic programming – Type – Forward and Backward Recursion – Stochastic Dynamic Programming: Markov decision processes (MDPs) and dynamic inventory control under uncertainty- Application: Shortest- Route Problem, Knapsack Model, Work-Force size problem | | |
| **UNIT II** | **SCHEDULING SYSTEMS** | **9 hours** |
| Flow shop: Johnson 's Method – Two Machines, Three Machines, More than three Machines, Graphical Method – Only Two Jobs – Job shop | | |
| **UNIT III** | **PROJECT SCHEDULING** | **9 hours** |
| PERT & CPM – Project scheduling by PERT/CPM – Cost considerations in PERT/CPM- Project Time-Cost Trade-off (Crashing) | | |
| **UNIT IV** | **QUEUING & SIMULATION** | **9 hours** |
| Queuing System – Four elements – Kendall's Notation – Queuing models – Birth and Death, Model – Simulation – Type: Discrete and Continuous simulation – Simulation models- Performance measures and analysis. | | |
| **UNIT V** | **ADVANCED** | **9 hours** |
| Branch and bound method – Vehicle Routing Problems – Quadratic Programming – Staff, transfer problem – Two-stage supply chain distribution problem. | | |
| **TOTAL: 45 hours** | | |

**Text Books:**

1. G.Srinivasan, Operations Research Principles and Applications, PHI, Third Edition 2017
2. R.Pannerselvam, Operations Research, PHI, 3rd Edition 2023

**Reference Books:**

1. S.R. Yadav, A.K. Malik, Operations Research, Oxford University Press; First edition, 2014.
2. G.V.Shenoy,U.K.Srivastava, S.C.Sharma, Operations Research for Management, New Age International,Revised 2nd Ed, 2005.

**Web Links:**

1. https://www.slideshare.net/Sajidaliduet/advanced-operation-research
2. https://www.slideshare.net/dharmendragahwai/operational-reseach-ppt
3. https://www.slideserve.com/rbillingsley/advanced-operations-research-powerpoint-ppt-presentation

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Apply operations research techniques to analyze and solve complex real-world problems. | **K3** |
| **CO2:** | Formulate mathematical models to represent operational systems and decision-making processes. | **K6** |
| **CO3:** | Implement optimization algorithms to find optimal solutions for various types of problems. | **K3** |
| **CO4:** | Utilize simulation methods to evaluate system performance and make informed decisions. | **K5** |
| **CO5:** | Interpret results and provide actionable recommendations based on operations research analyses. | **K5** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1** | 3 | 1 | - | 3 | 3 | - | 3 | 1 |
| **CO2** | 2 | 2 | 1 | 1 | 2 | 1 | 1 | 3 |
| **CO3** | 3 | 1 | - | 3 | 3 | - | 3 | 2 |
| **CO4** | 1 | 3 | 2 | 1 | 1 | 2 | 1 | 2 |
| **CO5** | - | 2 | 3 | - | - | 3 | - | 1 |

| 24EMBA-- | MANAGEMENT OF MANUFACTURING SYSTEMS | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

- To explain for satisfaction of the customer who wants. Every commercial organization is to focus on making profit.
- To explain the world class manufacturing strategy within these enterprises because they make their products themselves.

| UNIT I | INTRODUCTION | 9 hours |
|---|---|---|
| Management of Manufacturing Systems: An Overview – Manufacturing Systems: Type – Challenges – Evolution of Manufacturing Systems – Importance of manufacturing for technological and Socioeconomic developments– Nine laws in Manufacturing – Various methodologies | | |
| **UNIT II** | **CELLULAR MANUFACTURING SYSTEMS** | **9 hours** |
| Principle – Group Technology (GT) – Cellular Manufacturing Systems – Layout – Cell Design: formation, operator allocation, sequencing and scheduling – Part Classification and Coding – Production flow analysis | | |
| **UNIT III** | **JUST-IN-TIME** | **9 hours** |
| Evolution of Just-In-Time – Principle – Seven wastes – Just-In-Time (JIT) – Kanban or Pull, System – CONWIP – Tools and Techniques- Role of basic elements in JIT and Critical Success factors | | |
| **UNIT IV** | **SYNCHRONOUS MANUFACTURING** | **9 hours** |
| Synchronous Manufacturing or Theory of Constraints – Principle – Definition of Goal by Goldratt – Role of a constraint – Types of resources: bottlenecks and capacity constrained resource – Drum Buffer Rope System | | |
| **UNIT V** | **ADVANCED MANUFACTURING SYSTEMS** | **9 hours** |
| Concept of Flexible Manufacturing System (MS) – Flexibility – Types: Single machine cell, Flexible manufacturing cell, Flexible manufacturing system – Components – Loading, Multiple batches and change over times- Applications – Benefits -Implementation issues. | | |
| **TOTAL: 45 hours** | | |

**Text Books:**

T1: Rui Yang Maiying Zhong, Machine Learning-Based Fault Diagnosis for Industrial Engineering Systems, CRC Press, 2022
T2: Kaushik Kumar, Divya Zindani, J.Paulo Davim Digital Manufacturing and Assembly Systems in Industry 4.0 CRC Press 1st Edition 2021
T3: Richard J. Schonberger, World Class Manufacturing, Free Press Publication, 2008.

**Reference Books:**

1. Richard J. Schonberger, World Class Manufacturing: The Next Decade: Building Power, Strength, and Value, Free Press Publication, 2013.

2. R.P.Mohanty&S.G.Deshmukh, Advanced operations management, Pearson education (Singapore) P.Ltd.

**Web Links:**

1.https://theintactone.com/2019/12/10/kmbom05-management-of-manufacturing-system/
2.https://www.vssut.ac.in/lecture_notes/lecture1429900757.pdf
3.https://backup.pondiuni.edu.in/storage/dde/dde_ug_pg_books/BBA%20III%20 %20BBA%203004%20Production%20and%20Materials%20Management.pdf

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Describe the types of Manufacturing style. | **K2** |
| **CO2:** | Analyze manufacturing processes to identify bottlenecks, inefficiencies, and opportunities for improvement using techniques. | **K4** |
| **CO3:** | Discover the knowledge about the principle and wastages of JIT. | **K4** |
| **CO4:** | Understand the role of manufacturing systems within the broader supply chain context. | **K2** |
| **CO5:** | Combine emerging technologies and automation solutions in manufacturing to improve productivity, flexibility, and competitiveness. | **K6** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1** | 3 | 1 | - | 3 | 3 | - | 3 | 1 |
| **CO2** | 2 | 2 | 1 | 1 | 2 | 1 | 1 | 3 |
| **CO3** | 3 | 1 | - | 3 | 3 | - | 3 | 2 |
| **CO4** | 1 | 3 | 2 | 1 | 1 | 2 | 1 | 2 |
| **CO5** | - | 2 | 3 | - | - | 3 | - | 1 |

| 24EMBA-- | SOURCING MANAGEMENT | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

- To explain the strategic role of sourcing management in creating and enhancing a firm's competitive advantages.
- To understand the sourcing activities, supplier management.
- To learn about the global sourcing management.
- To learn about the latest trends in sourcing.

| UNIT I | INTRODUCTION | 9 hours |
|---|---|---|
| Sourcing – Sourcing management: Concept, Functions, Application – Supplier Evaluation and Selection (Concepts): Supplier Rating – Rating criteria – Factors | | |
| **UNIT II** | **GLOBAL SOURCING** | **9 hours** |
| Introduction to Global Sourcing – Trends in Global Sourcing – Global Sourcing – Supply Chain Localization and Reshoring- Negotiation – Performance Measurement and Evaluation (Concepts and Metalcraft Case) | | |
| **UNIT III** | **SUPPLY CHAIN** | **9 hours** |
| Supply Chain: The Role of Sourcing Outsource: Single, Dual & Multiple sourcing arrangements. Tendering – Open, Restricted and Negotiated approaches – Components – Key Process- Physical SCM vs Financial SCM, Effectiveness of financial SCM, Financial SCM-Importance, Objectives, Benefits (wrt consumers and companies) — Third-party logistics (3PL): Service | | |
| **UNIT IV** | **ANALYTICAL TOOLS** | **9 hours** |
| Analytical Tools in Sourcing (Total Cost of Ownership (Wire Harness case), Pricing Analyses (Plastic Shield case)) – Analytical Tools in Sourcing (Foreign Exchange Currency Management, Learning Curve, Quantity Discount Models) – Integrative Pacific Systems Case (Supplier Scorecard, Sourcing Risk, Supplier Financial Analysis) | | |
| **UNIT V** | **RISKS & TRENDS** | **9 hours** |
| Sourcing Risk Management (Concepts) – Electronic Sourcing - Agile Sourcing – Single-Sourcing Dependency - Sustainability and Sourcing (Green Sourcing; Walmart-China Case) | | |
| **TOTAL: -- 45 hours** | | |

**Text Books:**

T1: Justin Ashlock, Sourcing and Procurement with SAP S/4HANA, Rheinwerk Publishing, 3rd Edition 2024
T2: Selvan Athishtaraj.V, Basic of Strategic Sourcing, 2020.

**Reference Books:**

1. Multi-Sourcing (HBS Press) by Linda Cohen & Allie Young - Gartner Inc.
2. Olivier Bruel, Strategic Sourcing Management: Structural and Operational Decision-making Kogan Page; 1 edition, 2016

**Web Links:**

1. https://theintactone.com/2019/12/10/kmbom04-sourcing-management/
2. https://www.msuniv.ac.in/Download/Pdf/2e361eb8504c4b4
3. https://examupdates.in/materials-management-notes/

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Evaluate the selection of supplier. | **K1** |
| **CO2:** | Explain the Global Sourcing. | **K4** |
| **CO3:** | Understand the Sourcing in Supply Chain. to set priorities within the complex supply chain management topic and to disclose the problems contained therein | **K5** |
| **CO4:** | Gain the knowledge about the Analytical Tools in Sourcing. | **K2** |
| **CO5:** | Investigate the new trends. | **K6** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1** | 3 | 1 | 3 | 3 | 3 | - | 3 | 1 |
| **CO2** | 2 | 2 | 1 | 1 | 2 | 1 | 1 | 3 |
| **CO3** | 1 | 1 | - | 3 | - | - | 3 | 2 |
| **CO4** | 1 | 3 | 2 | 1 | 1 | 2 | 1 | 2 |
| **CO5** | - | 2 | 3 | - | - | 3 | - | 1 |

| 24EMBA-- | MANPOWER PLANNING | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

1. To equip students with a comprehensive understanding of human resources development and manpower planning, encompassing concepts, dimensions, and diverse approaches.

2. To foster an in-depth comprehension of the purpose, processes, and practical applications of manpower planning within various organizational strategies, alongside critical awareness of global trends shaping contemporary human resource planning practices.

| UNIT I | Manpower Forecasting | 9 hours |
|---|---|---|

Introduction and Objectives, HR Planning Linkages, Influencing Factors, Forecasting Necessity and Steps, Demand and Supply Forecasting Techniques, Key performance indicators (KPI) of manpower planning, Strategic Staffing, Job Analysis and Description, Common HRP Problems ,the link between manpower planning and other HR processes

| UNIT II | Analysis of Manpower Planning | 9 hours |
|---|---|---|

Developing a Manpower Plan, Qualitative Side of Manpower Planning, Behavioral event interviewing, standard interviews, competency mapping (skill inventory), sample Manpower Plan competency mapping-Procedures and steps, methods of data collection for mapping, developing competency models from raw data

| UNIT III | Strategic Human Resource Planning | 9 hours |
|---|---|---|

Definition & Concept, Benefits of strategic manpower planning (SMP), methods and tools for SMP, Key steps in SMP: Assessing competencies, Gap analysis and strategy development, A Business process approach to HRP.

| UNIT IV | Manpower Inventory Management | 9 hours |
|---|---|---|

Manpower Inventory, Quantitative Aspects, Qualitative Aspects, Methodology of Computerized Manpower Planning Information System, Use and Applicability of Statistical and Mathematical Models in Manpower Planning, Cohort Analysis, Census Analysis, Markov Models

| UNIT V | Recruitment & Selection Techniques | 9 hours |
|---|---|---|

Nature of hiring- regular, temporary, Internal Hiring- meaning & definition of internal and external recruitment- Sources of internal recruitment- circulars, intranet, employee referrals- Appointment or promotion- sources of external recruitment – Scouting- re-recruitment- event recruitment- online recruitment- social recruitment & mobile phone recruitment- recruitment - Selection: Meaning and Significance of Selection- Selection process- Evaluation of Selection System, Errors in selection- Employer branding.

**TOTAL: -- 45 hours**

**Text Books:**

1. Archarya, Tripathy –Himalaya (2017), Human Resource Planning and Strategic Change-

2. Santosh Kumar Tripathy Manpower Planning And Strategic Change, Himalaya Publishing House, 9352027817, 2019

3. Deepak Kumar Bhattacharya (2016), Human Resources Planning, Excel Book Publishers, 3rd edition

**Reference Books:**

1. Smith, J. A. (2019). Strategic Manpower Planning: A Comprehensive Guide (2nd ed.). Acme Publishing.
2. B. Vamsi Krishna and G.Venkataramana, Manpower Planning Recruitment And Selection, Jawaharlal Nehru Technological University Kakinada, Andhra Pradesh By Thakur publication, ISBN- 978-93-90460-37-3

**Web Links:**

1. https://www.slideshare.net/slideshow/book-manpower-planningpdf/251409931
2. https://www.tppl.org.in/2020/third-sem/5819-manpower-planning.html

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Understand the core principles and goals of manpower planning and its pivotal role in harmonizing organizational strategies with human resource management. | **K1** |
| **CO2:** | Analyze and forecast future manpower needs using appropriate techniques, such as demand and supply forecasting, competency mapping, and job analysis. | **K2** |
| **CO3:** | Discuss about the strategic impact of staffing decisions and strategic HR planning, highlighting the alignment of talent with organizational objectives. | **K3** |
| **CO4:** | Utilize advanced statistical models such as Markov models and cohort analysis to analyze workforce trends and devise efficient manpower inventory management strategies. | **K4** |
| **CO5:** | Design, implement, and evaluate career planning and succession management programs to ensure the continuity of talent and organizational sustainability. | **K5** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1** | 2 | - | - | **3** | 1 | - | **2** | **1** |
| **CO2** | 2 | 2 | 1 | 1 | 3 | 1 | 2 | **3** |
| **CO3** | - | 2 | **3** | - | 1 | 3 | - | 1 |
| **CO4** | 3 | 1 | - | 2 | 2 | = | 3 | 2 |
| **CO5** | - | 2 | **3** | - | 1 | 3 | - | 1 |

| 24EMBA-- | COMPENSATION AND BENEFITS MANAGEMENT | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

1. Comprehend and analyse the components of compensation,
2. Analyze, integrate, and apply the knowledge to solve compensation related problems in organizations.

| UNIT I | Introduction | 9 hours |
|---|---|---|

Introduction to Compensation Management-Objectives-Significance -benefits. Theories of Compensation management, 3–P Concept in Compensation Management, Strategic Compensation Management, Strategic and Tactical Compensation Issues and challenges

| UNIT II | Employee Benefits | 9 hours |
|---|---|---|

Managing Employee Benefits: meaning, nature and types of benefits, Employee benefits – types of employee benefits -programs- security benefits, retirement security benefits, health care benefits -employee benefits by law in India- Types of pay - Base pay, Performance based pay, Competency based pay and Team based pay- Theories of wages - wage structure - wage fixation - wage payment - salary administration.

| UNIT III | Reward System, Incentives And Pay Restructuring | 9 hours |
|---|---|---|

Design of Performance-linked Reward System, Incentives for Blue and White Collars, Allowances and Benefits, Bonus, Profit Sharing, Downsizing and Voluntary Retirement Schemes-Payroll Management.

| UNIT IV | Legal Framework of wage and Salary Administration | 9 hours |
|---|---|---|

The legislative process – Payment of Wages Act 1936, Employees Insurance Act 1948, Workers Compensation Act 1923- Minimum Wages Act, 1948 - Employees Provident Fund Act 1952 – Social Security Act 2020-New Wage Code Act 2022.

| UNIT V | Trends In Compensation Management | 9 hours |
|---|---|---|

Overview of Future Trends in Compensation Management – International compensation – Expatriate compensation- Executive Compensation Package- Compensating the Flexible Workforce - Compensating the Flexible Workforce - -Contingent Employees and Flexible Work Schedules–Strategic Issues and Choices in Using Contingent and Flexible Workers.

**TOTAL :45 hours**

**Text Books:**

T1: Jain, S. (2020). Performance & Compensation Management Society Publishing.
T2: Dipak Kumar Bhattacharyya, Compensation Management, 2ND Edition, Oxford University Press, 2014

**Reference Books:**

R1: K. Reynolds The Practical HR Business Partner: A Guide to Creating Highly-Engaged & High-Performing Organizations That Achieve Extraordinary Results, 2021, Kindle edition
R2: Indranil Gupta (Author) Compensation and Benefits Manual - User Guide: For HR and C&B Professionals, Kindle Edition, 2019

**Web Links:**

1. https://www.slideshare.net/hrtalksblog/compensation-benefits-6680362
2. https://www.slideshare.net/MinishaGupta/incentive-system-of-payment

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Explain the principles underlying various compensation and benefits structures used in organizations. | **K2** |
| **CO2:** | Choose Select the legal and ethical considerations in designing and implementing compensation and benefits packages. | **K3** |
| **CO3:** | Analyze the factors influencing the effectiveness of compensation and benefits programs, including economic conditions, labor market trends, and organizational culture. | **K4** |
| **CO4:** | Evaluate the factors influencing the effectiveness of compensation and benefits programs | **K5** |
| **CO5:** | Design a comprehensive compensation and benefits package tailored to meet the needs of a workforce. | **K6** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1** | 2 | 2 | 2 | 2 | - | 2 | - | 2 |
| **CO2** | 3 | 3 | 2 | - | - | 3 | - | 3 |
| **CO3** | 1 | 1 | 1 | - | - | 2 | 1 | 2 |
| **CO4** | 1 | 1 | 2 | 2 | 2 | 1 | 2 | 1 |
| **CO5** | - | - | 3 | 3 | 3 | - | 3 | - |

| 24EMBA-- | PERFORMANCE MANAGEMENT SYSTEMS | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

- The course examines the area of performance management, a strategic and integrated process that delivers sustained success to organizations to manage employees' performance.
- The course intends to give insights on ways to identify, integrate and retain talent in an organization to deliver high performance.
- To examine the importance of an effective performance management system in helping organizations define and achieve long term and short-term goals vital to its overall success.

| UNIT I | Introduction | 9 hours |
|---|---|---|

Introduction to Performance Management: Definition and importance of Performance Management, Evolution of Performance Management- Aims and role of PM systems - characteristics of an ideal PM system – Performance appraisal Vs performance management - Linkage of Performance Management to Other HR Processes.

| UNIT II | Performance Appraisal System Implementation | 9 hours |
|---|---|---|

Setting objectives - Organizational and individual performance plans - determinants of performance –Components of Managing performance and development plan-setting mutual expectations and performance criteria. Approaches for measuring performance, diagnosing the causes of performance.

| UNIT III | Performance Appraisal: Methods And System Designs | 9 hours |
|---|---|---|

Various Methods: Graphic rating scale; Alternate Ranking method; Paired comparison; Force distribution method critical incident method; Behaviourally Anchored Rating scale (BARS); Management by Objective; 360 Degree Appraisal and customer feedback system.

| UNIT IV | Performance Management Administration | 9 hours |
|---|---|---|

Administration of Performance management process, developing formats and tools, Performance management cycle, Communication of process and follow ups, Performance development interventions, Role of HR Department, Line Managers Employees and the Top management.

| UNIT V | Contemporary Issues In Performance Management | 9 hours |
|---|---|---|

Recent trend and development in performance management practice - Balanced scored card. Legal and ethical issues in performance appraisal

**TOTAL: 45 hours**

**Text Books:**

**T1:** Graeme Martin Performance Management Systems: A Global Perspective" Palgrave Macmillan, 2023 Kindle edition.

**T2:** Bhattacharyya Performance Management Systems and Strategies 1st Edition, Kindle Edition, 2021

**Reference Books:**

R1: Performance Management: Concepts, Skills, and Exercises authored by Herman Aguinis , Pearson,2019.

R2: Strategic Performance Management: Leveraging and Measuring Your Intangible Value Drivers" by Bernard Marr by Routledge , 2018.

**Weblinks:**

1. https://peoplemanagingpeople.com/
2. https://www.shrm.org

**COURSEOUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Understand the fundamentals of performance management concepts as to organizations. | **K2** |
| **CO2:** | Apply best practices and define attributes of effective performance management systems. | **K3** |
| **CO3:** | Learn various methods and tool used for managing/appraising performance of employees. | **K2** |
| **CO4:** | Determine administration and development of performance management | **K5** |
| **CO5:** | Analyze the recent trends in performance management systems. | **K4** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1** | 2 | - | - | 3 | 2 | - | - | 3 |
| **CO2** | 3 | 3 | - | 2 | - | - | - | 3 |
| **CO3** | 1 | - | - | 3 | 1 | - | - | 2 |
| **CO4** | 1 | 3 | 2 | - | 2 | 2 | 2 | - |
| **CO5** | 2 | 2 | 1 | 1 | 3 | 1 | 1 | 1 |

| 24EMBA-- | TEAM DYNAMICS AT WORK | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

- To focus on team performance goals in the organization
- To understand the formation of team development.

| UNIT I | Introduction To Team Management | 9 hours |
|---|---|---|

Team composition, formation of teams and development-Effective Team Management Strategies-Team Performance and Motivation-Team Conflict and Leadership-Team Decision Making, Group dynamics, Dynamics of teams and Team building - Understanding teams – define the team success – importance & scope of Team – Team process – Team Organization – Evolution of team in industry –Process of Teamwork – Team work for individuals at work.

| UNIT II | Team Building And Challenges | 9 hours |
|---|---|---|

Leadership-Team Decision Making, Types of Team Building Activities, Planning and Implementing Team Building Activities, Measuring the Impact of Team Building, Challenges and Considerations -Key Elements of Successful Team Building, T-group sensitivity training, encounter groups.

| UNIT III | Group Behavior And Group Dynamics Work Groups | 9 hours |
|---|---|---|

Introduction to Groups, Nature of groups, stages of group development, Encounter groups, appreciative enquiry, Discovering facets of interpersonal trust through Johari window, communication skills. Group Behavior and Group Dynamics Work groups -Concepts of Group Dynamics.

| UNIT IV | Team Communication | 9 hours |
|---|---|---|

Setting up teams–Team communication at work - choosing team leaders Training teams for process improvements - Introduction to Negotiation, Negotiation skills and strategies for team building, team morale, team building strategies at workplace.

| UNIT V | Team Conflict and Stress Management | 9 hours |
|---|---|---|

Nature of conflict, Causes of Team Conflict and Stress, Impact of Conflict and Stress on Teams ,theories of conflict, work place conflict, Conflict resolution in teams, competitive vs collaborative behavior, developing collaboration. work stress and stress management.

**TOTAL: 45 hours**

**Text Books:**

T1: Patrick Lencioni, The Five Dysfunctions of a Team: A Leadership Fable, Jossey-Bass, 20th Edition, 2022.

T2: McChrystal, Tantum Collins, David Silverman, and Chris Fussell, "Team of Teams: New Rules of Engagement for a Complex World", Portfolio, 2023

**Reference Books:**

R1: Lee G. Bolman (Author), Terrence E. Deal Reframing Organizations: Artistry, Choice, and Leadership. San Francisco: Jossey-Bass, 2021

R2: T.A. Harris, I'm O.K. –You're O.K., London, Pan Books Ltd.

**Weblinks:**

1. https://peoplemanagingpeople.com/
2. https://www.shrm.org

**COURSE OUTCOMES**

| | | |
|---|---|---|
| CO 1 | Recall the formation of Team development | K2 |
| CO 2 | Classify and identify the various team building activities | K2 |
| CO 3 | Apply critical thinking skills to evaluate group dynamics and team processes | K3 |
| CO 4 | Create, recognize, and understand the strategies of setting up teams | K4 |
| CO 5 | Summarize the ways to deal with conflict and formulate strategies to reduce it | K4 |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1** | 2 | 1 | 3 | 1 | 2 | 3 | 3 | 3 |
| **CO2** | 2 | 3 | 2 | 3 | 2 | 2 | 2 | 1 |
| **CO3** | 2 | 2 | 2 | 2 | 2 | 1 | 3 | 1 |
| **CO4** | 2 | 2 | 2 | 3 | 1 | 2 | 2 | 3 |
| **CO5** | 1 | 2 | 3 | 1 | 2 | 3 | 2 | 2 |

| 24EMBA-- | STRATEGIC HUMAN RESOURCE MANAGEMENT | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

- To understand and apply strategic HR practices for organizational success, including analysis and resolution of HR management issues.
- To develop skills in strategic HR management to enhance organizational effectiveness and address challenges efficiently.

| UNIT I | Introduction to Strategic HRM | 9 hours |
|---|---|---|

An Investment Perspective of Human Resource Management- Introduction to business and corporate strategies - Integrating HR strategies with business strategies— Human Resource Environment, Technology and structure – Management Trends- Demographic trends – Trends in the utilization of human resources

| UNIT II | Integrating Strategy and Human Resource Planning | 9 hours |
|---|---|---|

The strategic role of Human Resource Planning, selecting forecasting techniques- forecasting the supply of human resources- forecasting the demand for human resources- workforce utilization and employment practices.

| UNIT III | Strategy for Employee Development | 9 hours |
|---|---|---|

Planning and strategizing training- Integrating training with performance management systems and compensation- Developing management training and development for competitive advantage-The strategic training of employees' model.

| UNIT IV | Employee Resourcing Strategy | 9 hours |
|---|---|---|

Objective- Strategic HRM Approach to Resourcing- Components of Employee Resourcing Strategy- Human Resource Planning- Employee Value Proposition- Resourcing Plans- Retention Strategy- Flexibility Strategy –knowledge management strategy- Process of KM- Sources and Types of Knowledge- Approaches to the Development of KM Strategies- Strategic KM Issues

| UNIT V | Learning and Development Strategy | 9 hours |
|---|---|---|

Strategic Human Resource Development (SHRD)- Strategies for Creating a Learning Culture- Organizational Learning Strategies- Learning Organization Strategy- Individual Learning Strategies Reward Strategy- Structure of Reward Strategy- Content of Reward Strategy- Guiding Principles- Developing and Effective Reward Strategies

**TOTAL :45 hours**

**Text Books:**

1. Mello Jeffrey A., (2018), Strategic Human Resource Management, Thompson Press Publishing
2. Armstrong, M., Strategic Human Resource Management: A Guide to Action, 4th Edition, Kogan Page Limited

**Reference Books:**

1. John Storey, Patrick M. Wright and Dave Ulrich, "The Rout ledge Companion to Strategic Human Resource Management", Rout ledge
2. Phillips, J.M. and Gully, S.M., Staffing Forecasting and Planning, Society for Human Resource Management, 2020.

**Web Links:**

1. https://www.otaru-uc.ac.jp/~js/downloads/SP2005-PDF/SP2005-Chapter2SHRM.pdf
2. https://www.researchgate.net/publication/325952195_Strategic_human_resource_management

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Assess the essence of Strategic Human Resource Management (SHRM) and its alignment with organizational objectives. | **K1** |
| **CO2:** | Analyze the integration of HR strategies with overall business strategies, considering technological advancements and organizational structures | **K4** |
| **CO3:** | Apply forecasting techniques to anticipate human resource supply and demand within an organization | **K3** |
| **CO4:** | Develop effective employee development strategies, including training programs and performance management systems, to enhance competitive advantage | **K6** |
| **CO5:** | Evaluate the impact of SHRM practices on business performance through various metrics and approaches | **K5** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1** | 1 | - | - | 2 | - | - | 1 | - |
| **CO2** | 2 | 2 | 1 | - | 3 | 1 | 2 | 3 |
| **CO3** | 3 | 1 | - | 2 | 2 | - | 3 | 2 |
| **CO4** | - | 2 | 3 | - | 1 | 3 | - | 1 |
| **CO5** | 1 | 3 | 2 | - | 2 | 2 | 1 | 2 |

| 24EMBA-- | INTERNATIONAL HUMAN RESOURCE MANAGEMENT | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

1. To acquaint students with fundamental concepts of international human resources and also develop skills to work in an international environment.
2. To discuss the growth of international business operations and the development of multinational firms with their formal and informal approaches.
3. To describe the HRM in a broader, comparative and international perspective to deal with complex issues and manifold risks.

| UNIT I | Introduction | 9 hours |
|---|---|---|

Introduction – Growth of International Business and Globalization – Operational objectives and means of globalization – An HR perspective – Understanding culture – Its coverage. – Determinants – Difference between Domestic and International Manager - Home, Host and Third country nationals

| UNIT II | Domestic And International Perspective | 9 hours |
|---|---|---|

HR Challenges and Opportunities – Domestic and MNC Perspective – Linkages Among Countries – Stakeholders – Their Concerns and Actions – Governance Of Operations – Individual And Company Concerns – Ethical And Socially Responsible Behavior – Careers In International Business.

| UNIT III | Leadership Training And Development | 9 hours |
|---|---|---|

Developing Global Mindset: International Labour market – Global Leadership-Cross cultural context and types of cross-cultural training-Current scenario in international training and development- Career Development-Developing international staff and multinational teams-knowledge transfer in multinational companies.

| UNIT IV | Performance Management | 9 hours |
|---|---|---|

Performance Management-Performance Management and MNE-Constraints in goal attainment, performance management cycle- issues and challenges in international performance management- country specific performance management practices.

| UNIT V | International Compensation System | 9 hours |
|---|---|---|

International Compensation System – Objectives – Approaches and Practice – Expatriation and Repatriation Process and its management– Managing people in International Firms.

**TOTAL :45 hours**

**Textbooks:**

T1: Tony Edwards and Chris Rees International Human Resource Management: Globalization, National Systems and Multinational Companies by Oxford University Press 2019

T2: Ying Guo and Shuming Zhao Global Talent Management and Staffing in MNEs by, Routledge 2019

**Reference books:**

R1: Paul Evans International Human Resource Management: Global Strategy and Practice, Oxford University Press 2018

**Weblinks**

1.https://www.ahri.com.au/
2.https://www.hcamag.com/ca

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Explain the fundamental concepts of international human resource management | **K2** |
| **CO2:** | Develop skills to work in an international environment. | **K6** |
| **CO3:** | Examine various training and career development concepts | **K4** |
| **CO4:** | Interpret the concepts of multinational performance management system. | **K2** |
| **CO5:** | Analyse the role of international concepts | **K4** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1 2** | 2 | 3 | - | 3 | 1 | - | 2 | 1 |
| **CO2 6** | - | 2 | 3 | - | 1 | 3 | - | 1 |
| **CO3 4** | 2 | 2 | 1 | 1 | 3 | 1 | 2 | 3 |
| **CO4 2** | 2 | - | - | 3 | 1 | - | 2 | 1 |
| **CO5 4** | 2 | 2 | 1 | 1 | 3 | 1 | 2 | 3 |

| 24EMBA-- | CROSS CULTURAL MANAGEMENT | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

1. Develop a deeper understanding about the theoretical frameworks on cross cultural management.
2. Understand the spheres of culture along with its strategies.

| UNIT I | Introduction | 9 hours |
|---|---|---|

Overview of Cross-Cultural Management-Importance and relevance in global business-Understanding culture and its dimensions-Cultural frameworks (e.g., Hofstede, Trompenaars)-Impact of cultural differences on management practices-Cultural intelligence (CQ) and its significance-Developing cultural sensitivity and awareness

| UNIT II | Communication Across Culture | 9 hours |
|---|---|---|

Business communication across cultures – Barriers to intercultural communication – Strategies for effective cross-cultural communication-Negotiating Internationally Intro to diversity in organizations-Paradigms for engaging a diverse workforce-Leading diversity in organizations-Inclusion in organizations-Creativity and innovation in diverse organizations.

| UNIT III | Organizational Cross Culture | 9 hours |
|---|---|---|

Organizational cross culture – International culture - Leadership - Motivation – behavioral dynamics – Inter-culture exposure – religion – caste; sub-caste methods – superstitious procedures Equal employment opportunities (EEO) Meaning-EEO Practices in India.

| UNIT IV | Cross Cultural Team Management | 9 hours |
|---|---|---|

Working with International teams – Groups processes during international encounters – Conflicts and cultural difference – Understanding and dealing with conflicts – Developing Intercultural relationships.

| UNIT V | Culture And Behaviour | 9 hours |
|---|---|---|

Culture and behaviour - An effect of culture on behavior, Adjusting to the New Culture, Cultural relativity of management Theory, Competencies for Global Manager - Cultural competence – Value orientations and Dimensions – Reconciling cultural dilemmas. Value orientations and Dimensions – Reconciling cultural dilemmas

**TOTAL: 45 hours**

**Text Books:**


T1: Shobhana Madhavan, Cross-Cultural Management, Oxford University press, 2nd edition, 2016.

T2: Dipak Kumar Bhattacharyya, Cross-Cultural Management, 2nd edition, PHI publishers, 2022

**Reference Books:**

R1: Ellen Guffey, Kathy Rhodes, Patricia Rogin. Business Communication Process and Production, Nelson Education Ltd.

R2: Michael A. Hitt, J. Stewart Black, and Lyman W. Porter, Management, Pearson.

**Web Links:**

1. https://www.slideshare.net/SherinThomas34/crosscultural-communication-67734980
2. https://www.slideshare.net/uaestallion/cross-culture-presentation-22234554

## COURSE OUTCOMES

| | | |
|---|---|---|
| **CO1:** | Identify the key issues raised by international business cases in cross-cultural management. | **K3** |
| **CO2:** | Apply analytical and theoretical frameworks to cross-cultural management. | **K3** |
| **CO3:** | Analyze the interacting spheres of culture including organizational culture, professional culture, national culture, and industry culture. | **K4** |
| **CO4:** | Design various strategies for effective cross-cultural management | **K6** |
| **CO5:** | Discuss the various competencies for global manager | **K6** |

## MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1** | 3 | 3 | - | - | - | 3 | - | 3 |
| **CO2** | 3 | 3 | - | - | - | 3 | - | 3 |
| **CO3** | 2 | 2 | 1 | 1 | 1 | 2 | 1 | 2 |
| **CO4** | 2 | 2 | 3 | 3 | 3 | - | 3 | - |
| **CO5** | 2 | 2 | 3 | 3 | 3 | - | 3 | - |

| 24EMBA-- | TALENT AND COMPETENCY MANAGEMENT | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

1. Understand and explain How to Acquire and retain talent.
2. Understand the interplay between various aspects of Talent Acquisition, retention, and enhancement of talent

| UNIT I | Introduction To Talent Management | 9 hours |
|---|---|---|
| Introduction To Talent Acquisition & Management – Meaning – Significance-Objectives-Benefits - Talent Acquisition - Talent Acquisition Practices - Six Principle of Talent Management- Introduction to psychometric test - Employee Engagement. | | |
| **UNIT II** | **Integrated Talent Management** | **9 hours** |
| Employee Brand – Introduction – features – importance – principles - Employee Retention - Zinger Model - Integrated Talent Management Process - Global Talent Management drivers. | | |
| **UNIT III** | **Global Competencies and Talent Management** | **9 hours** |
| Global Leadership Competencies - Talent Analytics - Talent Management Challenges -Talent Development - Talent Enhancement - Talent Mobility - Rewards in Talent Management. | | |
| **UNIT IV** | **Competency Management** | **9 hours** |
| Competency management - Definition, Importance and Scope – Objectives – Models - Competencies and Career Management – Competency Mapping Models – Equity and Competency based Compensation. | | |
| **UNIT V** | **Success Drivers For Talent Management** | **9 hours** |
| Talent Development - Talent Success Drivers - Talent Acquisition Strategy - Management in the New Economy - Building sustainable talent through Talent Management - Critical Issues in Talent Management - Feeling and Sentiments analysis. | | |
| **TOTAL: 45 hours** | | |

**Text Books:**

T1: Prerna Sharma Talent and Competency Management, Second Revised Edition, Vipul Prakashan Publications, 2022.

T2: Lance Berger, Dorothy Berger , The Talent Management Handbook: Creating a Sustainable Competitive Advantage by Selecting, Developing, and Promoting the Best People, 3rd edition, McGraw-Hill Education, 2017

**Reference Books:**

R1: Collings, D. G., Mellahi, K., & Cascio, W. F. (Eds.). (2017). The Oxford handbook of talent management. Oxford University Press.

R2: Carolina Machado, Competencies and (Global) Talent Management, Springer 2017

**Web Links:**

1. https://www.slideshare.net/RiTuKarn/talent-management-26895157

2. https://www.slideshare.net/NikitaTalukdar1/competency-management-69961520

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Explain talent Management practices in India and Global level. | **K2** |
| **CO2:** | Explain the role of the manager in managing talent in organizations | **K4** |
| **CO3:** | Identify and apply relevant contemporary organizational practices to connect the talent | **K3** |
| **CO4:** | Assess and identify skills required to perform well and succeed in their specific role. | **K5** |
| **CO5:** | Discuss on the competency models and their application for effective management of employee performance in organizations | **K6** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1** | 2 | 2 | - | - | - | 2 | - | 2 |
| **CO2** | 2 | 2 | - | - | - | 2 | - | 2 |
| **CO3** | 3 | 3 | - | - | - | 3 | - | 3 |
| **CO4** | 1 | 1 | 2 | 2 | 2 | 1 | 2 | 1 |
| **CO5** | - | - | 3 | 3 | 3 | - | 3 | - |

| 24EMBA-- | ORGANIZATIONAL CHANGE AND DEVELOPMENT | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives: -**

1. To emphasize and understand the necessity for change.
2. To understand the resistance to change and the process of change

| UNIT I | Organizational change | 9 hours |
|---|---|---|

**Organizational change-** Introduction, nature of change, Internal & External changes, types of change, **Models of change-** Lewis's Force field, Systems Model, Action research model, organizational vision and strategic planning.

| UNIT II | Resistance to change | 9 hours |
|---|---|---|

Resistance to change- reasons for the resistance, overcoming resistance for the change, change and person and manager, systematic approach to making change- factors for effective change, skills of leaders in change management, designing the change.

| UNIT III | Organization development | 9 hours |
|---|---|---|

Organization development-Introduction, history, evolution of OD, OD interventions: Definition, actors to be considered, choosing and sequencing, intervention activities, classification of OD interventions, results of OD, typology of interventions based on target groups**.** Organizational Design and Work Culture OD Change Agents

| UNIT IV | Diagnosing Organizations | 9 hours |
|---|---|---|

Diagnosing Organizations- Need for diagnostic models, organization, group, individual level diagnosis, Collecting and analyzing the diagnostic information, Feeding Back of diagnostic information, designing interventions, overview of interventions, evaluating and Institutionalizing OD Interventions.

| UNIT V | Techno-Structural Interventions and Future of OD | 9 hours |
|---|---|---|

Techno-structural Interventions and Future of OD: Restructuring Organizations, Employee Involvement, work Design, Balanced scorecard; business process reengineering; downsizing and outsourcing; Strategic Interventions: Competitive and Collaborative Strategies, Organization Transformation. The Future of OD: The changing environment, Fundamental strengths of OD, Implications of OD for the client, ethical standards in OD, OD's future. OD Consultant's role, issues in consultant client relationship, Power, Politics & OD, Research on OD.

**TOTAL: 45 hours**

**Textbooks:**

**T1**: Kondalkar, Organization Effectiveness And Change Management, PHI Learning, New Delhi,2019

**T2**: Madhukar Shukla, 'Understanding Organisations' – 'Organisational Theory & Practice in India', Prentice Hall of India,

**Reference Books:**

R1: Deepak kumar Bhatacharya, Organizational Change and Development, Oxford University Press, 2023

R2: Robbins Organization Theory; 'Structure Design & Applications', Prentice Hall of India, 2018

**Web Links:**

1. https://dde.pondiuni.edu.in/files/StudyMaterials/MBA/MBA4Semester/HRM/1OrganizationalDevelopmentandChange.pdf
2. https://sbs.ac.in/wp-content/uploads/2021/02/OCD-COMPLETE-NOTES.pdf

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Understand the concept of organizational change and its significance in modern business environments. | **K2** |
| **CO2:** | Develop strategies to overcome resistance to change and foster organizational adaptation. | **K4** |
| **CO3:** | Understand the concept, history, and evolution of Organization Development (OD). | **K2** |
| **CO4:** | Recognize the importance of diagnostic models in understanding organizational dynamics. | **K2** |
| **CO5:** | Identify various human process interventions and their applications in individual, group, and inter-group contexts. | **K3** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1** | 3 | 1 | 1 | 2 | 2 | 1 | 2 | 1 |
| **CO2** | 3 | 1 | 1 | 2 | 2 | 1 | 2 | 1 |
| **CO3** | 1 | 1 | 1 | 2 | 2 | 2 | 2 | 2 |
| **CO4** | 1 | 1 | 1 | 2 | 2 | 1 | 2 | 1 |
| **CO5** | 1 | 1 | 1 | 2 | 2 | 1 | 2 | 1 |

| 24EMBA-- | STRATEGIC LEADERSHIP | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

1. To understand the role of strategics managers at different levels in an organization
2. To understand the role of strategic leaders in strategic process

| UNIT I | Understanding Strategic Leadership | 9 hours |
|---|---|---|

Strategic leadership vision and mission, contemporary leadership styles. Theories of effective leadership, leadership and management development, Organizational Strategies Contextual factors in leadership and management, historical development of leadership and management, the nature of leadership and management Concepts learnt Leadership development objectives, leadership development techniques, process of leadership development.

| UNIT II | Leadership Styles and Competencies | 9 hours |
|---|---|---|

Leadership styles – Grid approach, Blanchard's model, Kouzes and Posner approach, Jim, Collin's Level 5 leadership and Servant leadership - Leadership competencies for social entrepreneurs – visioning, inspiring, style adaptability and empowering Power bases of leadership – Youth leadership for social change – movement building skills for large scale change. Factors influencing leadership behavior: Personality, perception, learning styles, Emotional intelligence, cultural, organizational, and situational factors.

| UNIT III | Leadership And Competitive advantage | 9 hours |
|---|---|---|

Strategic leadership, competitive advantage and superior performance–Competitive advantage and company's business model–competitive analysis– Internal Corporate analysis strategic managers–corporate level managers–business level managers–functional level managers – Leaders as Strategic Enablers – Leadership Strategies for competing in international market

| UNIT IV | Strategic leadership And Change Management | 9 hours |
|---|---|---|

Introduction to change management- Change Process- Factors influencing change- need for managing change - Theoretical fundamentals of change management-Steps in change management process-Approaches to change management - Appreciative inquiry approach, Strategic Action Planning for implementing change – Designing and Implementing change Initiatives -

| UNIT V | Global Leadership | 9 hours |
|---|---|---|

Developing Leadership: Global leadership and global career, IMD programmes, expatriate performance management, repatriation, international leadership competencies. Contemporary issues in leadership and management development, Developing leaders and managers for a diverse workforce, developing ethical leaders and managers Developing leaders and managers with global competence Changing culture and adaptability to new business

**TOTAL: 45 hours**

**Text Books:**

T1 Sikander Sultan, "Strategic Leadership", Kindle Edition, Course Publishing, 2022.
T2.RK Sahu &Pragya Bharti , "Strategic Leadership", Publisher: Excel Books; First edition,

2021.

**Reference Books:**

R1: John Adair." Strategic Leadership: How to Think and Plan Strategically and provide Direction", KoganPage,2019.
R2: Victor C.X.Wang, Strategic Leadership, Information Age Publishing, 2021.

**WEBLINKS:**

1. https://www.managementstudyguide.com/strategic-leadership.htm
2. https://www.researchgate.net/publication/233337286_Strategic_Leadership

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Describe Effective Leadership and various theories of leadership. | **K4** |
| **CO2:** | Articulate an understanding of setting vision and mission as a leader | **K2** |
| **CO3:** | Develop an action plan (strategy execution) for deepening your leadership | **K3** |
| **CO4:** | Craft an effective strategy for building leadership capacity in your organization | **K2** |
| **CO5:** | Apply excellent leadership and ethical skills to set the 'tone from the top' and promote a positive culture within the organization | **K3** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1** | 2 | 2 | 1 | 2 | 2 | 1 | 2 | 3 |
| **CO2** | 2 | - | - | 2 | 2 | _ | 2 | 1 |
| **CO3** | 3 | 1 | - | 3 | 3 | - | 3 | 2 |
| **CO4** | 2 | - | _ | 2 | 2 | _ | 2 | 1 |
| **CO5** | 2 | - | _ | 2 | 2 | _ | 2 | 1 |

| 24EMBA-- | COUNSELLING SKILLS FOR HR MANAGERS | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

1. To demonstrate proficient understanding and application of counseling skills, including effective communication, empathy, and ethical considerations, to support employee well-being and performance.
2. To equip HR managers with advanced counseling techniques, emerging HR management trends, and essential trainer skills. This will enable them to design and implement comprehensive employee support programs and deliver engaging training initiatives effectively.

| UNIT I | Foundations of Counseling Skills for HR Managers | 9 hours |
|---|---|---|

Introduction to Counseling Skills for HR Managers, Understanding Human Behavior, Theories of Human Behavior, Importance of Empathy and Emotional Intelligence, Communication Skills, Analysis of Communication Styles, Active Listening Techniques, Ethical and Legal Considerations, Ethical Guidelines in Counseling, Legal Frameworks in Workplace Counseling, Differences Between Coaching, Counseling, and Mentoring, Distinctions and Applications

| UNIT II | Applying Counseling Skills in Performance Management | 9 hours |
|---|---|---|

Utilizing Counseling Skills in Performance Management, Performance Feedback and Coaching, Techniques for Constructive Feedback, Goal-Setting Strategies, Conflict Resolution and Mediation, Managing Workplace Conflicts, Facilitating Dialogue and Mediation, Motivation and Morale Building, Motivational Theories, Recognition and Reward Strategies, Performance Counseling, Addressing Persistent Performance Issues, Collaborative Improvement Plans

| UNIT III | Employee Assistance Programs (EAP) and Crisis Intervention | 9 hours |
|---|---|---|

Role of EAP and Crisis Intervention in Employee Support, Understanding EAP Services, Scope of EAP Services, Promoting EAP Utilization, Crisis Intervention Skills, Techniques for Supporting Employees in Crisis, Protocols for Crisis Management, Stress Management and Resilience, Building, identifying stressors, Strategies for Resilience, Differences Between EAP, Counseling, and Other Support Services, Distinctions and Collaborations

| UNIT IV | Advanced Counseling Techniques, Future Directions, and Trainer Skills | 9 hours |
|---|---|---|

Exploring Advanced Counseling Techniques and Trainer Skills, Solution-Focused Counseling, Techniques for Solution-Focused Counseling, Goal-Oriented Interventions, Counseling Therapies-Introduction to Various Counseling Therapies, Applications in Workplace Settings, Technology and Tele counseling, Utilizing Technology for Counseling, Ethical Considerations in Tele counseling, Wellness Programs and Work-Life Balance, Designing Comprehensive Wellness Programs, Promoting Work-Life Balance Initiatives, Trainer Skills for HR Managers, Developing Essential Trainer Skills, Delivering Effective Training Programs

| UNIT V | Diversity, Inclusion, and Cultural Competence in Counseling | 9 hours |
|---|---|---|

Incorporating Diversity and Inclusion in Counseling, Cultural Awareness and Sensitivity, Cultural Competence Frameworks, Addressing Biases and Stereotypes, Addressing Workplace Diversity Issues Counseling Approaches to Diversity Challenges, Fostering Inclusive Work Environments, Intersectionality, and Equity, Understanding Intersectionality, Promoting Equity and Social Justice, Differences Between Counseling Approaches Across Cultural Adaptation of Counseling Techniques

**TOTAL: 45 hours**

**Text Books:**

1. Mistich, D. J., & Herrman, J. W. Effective Counseling Skills: The Practical Wording of Therapeutic Statements and Processes 2023
2. Dingman, R. L. Counseling Skills for Managers 2022
3. Ely, R. W. Performance Counseling: A Guide to Coaching, Employee Feedback, and Self-Development 2024
4. Ajrouch, K. J. Employee Assistance Programs: A Guide for Managers and HR Professionals 2023
5. Piskurich, G. M. The Trainer's Handbook: The AMA Guide to Effective Training 2023.

**Reference Books:**

1. Pedersen, P. B., Lonner, W. J., Draguns, J. G., & Trimble, J. E. Counseling Across Cultures 2023.
2. Hollins, C. D., & Govan, I. 2022 Diversity, Equity, and Inclusion: Strategies for Facilitating Conversations on Race.

**Web Links:**

1. www.counseling.org
2. www.shrm.org
3. www.eapassn.org
4. www.apa.org
5. www.trainingindustry.com

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Compare and contrast the key theories of human behavior relevant to counseling in HR management. | K2 |
| **CO2:** | Demonstrate active listening techniques to enhance understanding and rapport-building with employees during counseling sessions | K3 |
| **CO3:** | Evaluate ethical dilemmas in counseling situations encountered in HR management and propose strategies for ethical decision-making | K4 |
| **CO4:** | Analyze the distinctions between coaching, counseling, and mentoring, and justify the selection of the most appropriate approach for employee support and development | K5 |
| **CO5:** | Design and develop comprehensive workplace wellness programs that address physical, mental, and emotional well-being, integrating principles of counseling and HR management | K6 |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | PO1 | PO2 | PO3 | PO4 | PO5 | PSO1 | PSO2 | PSO3 |
|---|---|---|---|---|---|---|---|---|
| **CO1** | 2 | - | - | 3 | 1 | - | 2 | 1 |
| **CO2** | 3 | 1 | - | 2 | 2 | - | 3 | 2 |
| **CO3** | 2 | 2 | 1 | - | 3 | 1 | 2 | 3 |
| **CO4** | 1 | 3 | 2 | - | 2 | 2 | 1 | 2 |
| **CO5** | - | 2 | 3 | - | 1 | 3 | - | 1 |

| 24EMBA-- | ORGANIZATIONAL PSYCHOLOGY | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

1. To Understand core concepts in Organizational Psychology, its evolution, and contemporary relevance for improving workplace dynamics and employee well-being.
2. To Develop practical skills in conflict resolution, communication, time management, and mental health support to address diverse organizational challenges and promote a positive work environment.

| UNIT I | Foundations of Organizational Psychology | 9 hours |
|---|---|---|

Definition and Scope of Organizational Psychology, Key Concepts and Theories, Importance in Modern Workplaces, Historical Perspectives-Evolution of Organizational Psychology, Pioneers and Contributions to the Field, Contemporary Applications-Current Trends and Challenges, Role in Improving Organizational Effectiveness and Employee Well-being

| UNIT II | Conflict Resolution and Communication in Organizations | 9 hours |
|---|---|---|

Types of Conflict-Intrapersonal, Interpersonal, and Intergroup Conflicts, Causes and Consequences, Conflict Resolution Strategies-Integrative, Distributive, and Compromise Strategies, Negotiation and Mediation Techniques, Role of Communication in Conflict Resolution-Effective Communication Skills Nonverbal Communication in Conflict Resolution, Managing Inter-group Conflicts-Understanding Intergroup Dynamics, Strategies for Reducing Intergroup Conflicts, Case studies illustrating successful conflict resolution strategies.

| UNIT III | Time Management and Occupational Health | 9 hours |
|---|---|---|

Understanding Time Management, Techniques for Effective Time Management, Time Management Tools and Resources- Digital Tools, Apps, and Software, Time Management in Virtual and Remote Work Environments, Occupational Health, and Well-being - Consequences of Occupational Stress, Anxiety, and Burnout, Strategies for Preventing and Managing Stress, Anxiety, and Burnout, Importance of Work-Life Balance, Mental Health Issues in the Workplace-Depression in the Workplace: Recognition, Prevention, and Support, Work-related Anxiety Disorders: Identification and Coping Strategies, Addressing Burnout: Signs, Solutions, and Organizational Support

| UNIT IV | Diversity, Inclusion, and Equity in Organizations | 9 hours |
|---|---|---|

Diversity in the Workplace-Benefits of Diversity, Managing Diverse Teams Effectively, Inclusion and Belonging-Creating an Inclusive Workplace Culture, fostering a Sense of Belonging Among Employees Equity and Fairness-Ensuring Fair Treatment and Opportunities, Addressing Bias and Discrimination, Implementing Diversity, Equity, and Inclusion (DEI) Initiatives, Evaluating the Impact of DEI Programs on Organizational Culture and Performance.

| UNIT V | Technology, Work, and Organizational Change | 9 hours |
|---|---|---|

Digital Transformation-Impact of Technology on Work Processes and Structures, Adapting to Technological Changes, Remote Work, and Virtual Teams-Managing Remote Teams, Tools, and Technologies for Virtual Collaboration- Organizational Change and Development- Approaches to Managing Organizational Change, Overcoming Resistance to Change

**TOTAL: 45 hours**

**Text Books:**

T1: Jex, S. M., & Britt, T. W. (Eds.). (2020). Organizational psychology: A scientist-practitioner

approach. John Wiley & Sons.
T2: Colquitt, J. A., LePine, J. A., & Wesson, M. J. (2019). Organizational behavior: Improving performance and commitment in the workplace. McGraw-Hill Education.
T3: Sinclair, R. R., & Coffey, J. K. S. (2017). Occupational health psychology. Wiley-Blackwell.

**Reference Books:**

R1:Kozlowski, S. W. J. (Ed.). The Oxford handbook of organizational psychology. Oxford University Press.
R2:Andersen, P. A., & Giles, H. H. (Eds.). (2016). Conflict management, negotiation, and communication. Routledge.

**Web Links:**

1. www.siop.org
2. www.cdc.gov/workplacehealthpromotion/index.html
3. www.diversitybestpractices.com
4. www.hbr.org/topic/organizational-behavior
5. www.forbes.com/digital-transformation

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Define the key concepts and theories in organizational psychology. | **K1** |
| **CO2:** | Assess and identify historical perspectives and contributions of pioneers in organizational psychology. | **K6** |
| **CO3:** | Analyze contemporary applications, trends, and challenges in organizational psychology. | **K3** |
| **CO4:** | Evaluate conflict resolution strategies and their effectiveness in different organizational contexts. | **K4** |
| **CO5:** | Apply time management techniques and tools to improve productivity and well-being in the workplace. | **K5** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1** | 1 | - | - | 2 | - | - | 1 | - |
| **CO2** | - | 2 | 3 | - | 1 | 3 | - | 1 |
| **CO3** | 3 | 1 | - | 2 | 2 | - | 3 | 2 |
| **CO4** | 2 | 2 | 1 | 1 | 3 | 1 | 2 | 3 |
| **CO5** | 1 | 3 | 2 | - | 2 | 2 | 1 | 2 |

| 24EMBA-- | INDIVIDUAL AND ORGANIZATIONAL DYNAMICS | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

1. To understand individual and group behaviour
2. To analyze group dynamics and examine organizational culture.

| UNIT I | Introduction to Individual and Organizational Dynamics | 9 hours |
|---|---|---|

Overview of individual behavior in organizations - Importance of understanding individual dynamics for organizational effectiveness - Historical perspectives on organizational behaviour - Theoretical frameworks for studying individual and organizational dynamics (e.g., systems theory, contingency theory)

| UNIT II | Individual Differences and Diversity | 9 hours |
|---|---|---|

Personality and individual differences in the workplace - The role of values, attitudes, and beliefs in shaping behaviour - Diversity and its impact on organizational dynamics - Managing diversity for organizational success

| UNIT III | Motivation and Performance | 9 hours |
|---|---|---|

Theories of motivation (e.g., Maslow's hierarchy of needs, Herzberg's two-factor theory, expectancy theory) - Factors influencing employee motivation - Performance management and appraisal - Strategies for enhancing employee motivation and performance

| UNIT IV | Group Dynamics, Teamwork, Leadership and influence | 9 hours |
|---|---|---|

The nature of groups and teams in organizations-Stages of group development-Factors influencing group cohesion and effectiveness-Team dynamics and performance - Theories of leadership (e.g., trait theory, behavioral theory, contingency theory) - Different leadership styles and their impact on organizational outcomes-Influence tactics and strategies-Leadership development and succession planning

| UNIT V | Organizational Culture and Climate – Communication and conflict resolution | 9 hours |
|---|---|---|

Definition and components of organizational culture - The role of organizational climate in shaping behaviour- Cultural diversity and its impact on organizational dynamics- Creating and managing organizational culture- Importance of effective communication in organizations-Communication channels and barriers-Conflict resolution strategies-Building constructive relationships and resolving conflicts

**TOTAL: 45 hours**

**Text Books:**

T1: Stephen P. Robbins and Timothy A. Judge, “Organizational Behavior", 18th Edition, 2019
T2: Jennifer M. George and Gareth R. "Understanding Organizational Behavior", 2020

**Reference Books:**

*R2:* Jason A. Colquitt, Jeffery A. LePine, and Michael J. Wesson, “Organizational Behavior: Improving Performance and Commitment in the Workplace", 6th Edition, 2019.

R3: Stephen P. Robbins, Timothy A. Judge, and Katherine Breward "Essentials of Organizational Behavior", 14th Edition, 2020.

**Web Links:**

1. https://oms.bdu.ac.in/ec/admin/contents/175_P16MCA22_2020052110193572.pdf
2. https://blog.college.ch/organisational-behaviour/understanding-the-dynamics-of-organizational-behavior-key-concepts-and-applications/

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Analyze individual behavior and group dynamics | **K4** |
| **CO2:** | Appraise and explain organizational culture and exploring organizational change and development | **K5** |
| **CO3:** | Analyze organizational behavior in global context | **K4** |
| **CO4:** | Apply psychological concepts to organizational contexts. | **K3** |
| **CO5:** | Develop interpersonal and leadership skills | **K3** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1** | 2 | 2 | 1 | 1 | 3 | 1 | 2 | 3 |
| **CO2** | 1 | 3 | 2 | - | 2 | 2 | 1 | 2 |
| **CO3** | 2 | 2 | 1 | 1 | 3 | 1 | 2 | 3 |
| **CO4** | 3 | 1 | - | 2 | 2 | - | 3 | 2 |
| **CO5** | 3 | 1 | - | 2 | 2 | - | 3 | 2 |

| 24EMBA-- | POWER AND POLITICS IN ORGANISATION | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

1. To Understand the Concept of Power and Politics
2. To Develop Strategies for Managing Power and Politics

| UNIT I | Introduction to Power and Politics | 9 hours |
|---|---|---|

Definition and conceptualization of power and politics - Sources of power in organizations (formal and informal) - Theoretical perspectives on power - Understanding organizational politics- The interplay between power and politics- Importance of studying power and politics in organizations-Sources and bases of power - legitimate, coercive, reward, expert, referent - Dynamics of organizational politics

| UNIT II | Theories of Power | 9 hours |
|---|---|---|

Classical theories of power -Modern theories of power - Lukes' three-dimensional view of power-Power and dependency theory-Social exchange theory and power- Critiques and limitations of traditional power theories-Contemporary approaches to understanding power dynamics

| UNIT III | Organizational Politics | 9 hours |
|---|---|---|

Forms and manifestations of organizational politics - Political behavior in organizations - Impact of organizational politics on individuals and groups- Ethical considerations in organizational politics – Power dynamics within organizational structures - Power distribution and inequality-Power struggles and conflicts-Influence tactics and strategies-Social networks and power

| UNIT IV | Power Dynamics in Organizations | 9 hours |
|---|---|---|

Power and leadership-Influence tactics and strategies-Power and decision-making processes Organizational structures and power distribution- Theoretical frameworks for understanding power dynamics (e.g., social exchange theory, resource dependence theory)- Hierarchical power dynamics Power and decision-making processes

| UNIT V | Power and Politics in Practice | 9 hours |
|---|---|---|

Strategies for navigating organizational politics - Building and maintaining power bases- Enhancing organizational effectiveness amidst power dynamics - Ethical leadership and power management - Case studies and real-world examples of power dynamics and political behavior in organizations - Implications for leadership and organizational effectiveness

**TOTAL: 45 hours**

**Textbooks:**

T1: Robbins, S. P., & Judge, T. A. "Organizational Behavior" Pearson 18th Edition, 2020.

T2: Yukl, G. "Leadership in Organizations" Pearson, 9th Edition, 2019.

**Reference Books:**

R1: Mintzberg, H, "Power in and around Organizations" Prentice Hall, 1985.

R2: Pfeffer, J, "Managing with Power: Politics and Influence in Organizations" Harvard Business Review Press

**WEBLINKS:-**

1. https://testbook.com/ugc-net-commerce/organisational-power-and-politics
2. https://ebooks.inflibnet.ac.in/mgmtp13/chapter/power-and-politics/

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Define and Conceptualize Power and Politics | K1 |
| **CO2:** | Analyze Power Structures and Dynamics | K4 |
| **CO3:** | Identify Political Behaviors | K3 |
| **CO4:** | Evaluate Power Relationships | K5 |
| **CO5:** | Evaluate Power dynamics and practice | K5 |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1** | 3 | 3 | 2 | 1 | 3 | 2 | 2 | 1 |
| **CO2** | 3 | 3 | 2 | 1 | 3 | 1 | 2 | 1 |
| **CO3** | 2 | 2 | 1 | - | 2 | 1 | 1 | 1 |
| **CO4** | 2 | 2 | 1 | - | 2 | 1 | 1 | 1 |
| **CO5** | 2 | 2 | 1 | - | 2 | 2 | 2 | 1 |

| 24EMBA-- | LEARNING AND DEVELOPMENT | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

- Analyse the role of training and development in enhancing organizational performance.
- Identify various methods, techniques, and tools used in training needs assessment within diverse organizational settings.

| UNIT I | Introduction to Training | 9 hours |
|---|---|---|

Training: Meaning – Definition – Need – Objectives – Difference - among education, training and development - Training, Development and -Performance consulting – Design of HRD systems – Development of HRD strategies

| UNIT II | Levels of Training | 9 hours |
|---|---|---|

Levels of Training: Individual, operational and organizational levels – horizontal, vertical, top, bottom & official training. Training Organisation: Need assessment of Training-Organizational -structure of training organizations

| UNIT III | Knowledge in training | 9 hours |
|---|---|---|

Areas of training: Knowledge, skill, attitude – Methods of training - On the job – Off the job - Executive Development Programmes: Meaning – Need –importance – nature – scope – implications- – Principles of Learning, Learning Theories, Learning Process - Effective Learning, Learning Cycle, Learning Curve.

| UNIT IV | Training Methods | 9 hours |
|---|---|---|

Design of Training Programme- Principles of Training Design, Training Design Process, Outlining Programmed Sequences and Themes, Approaches to Programmed Design. Implementation of Training Programme – Training Delivery Competencies, Trainers and Training Styles, Trainers Role, Trainers Skills, Post training Support for Improved Performance at Work -Evaluation of Training: meaning – nature – significance - types – implications - Objectives; Training Aids. Training Evaluation – Stages of Evaluation, Different Evaluation Models, Donald Kirkpatrick's Evaluation Model, Determining Return on Investment, Measuring Human Capital and Training Activity

| UNIT V | Current Training Practices | 9 hours |
|---|---|---|

Concept of return on Investment and cost benefit analysis - Linking training needs and objectives of various theories of learning and methods of training -Current practices in assessing training and development – latest scenario of assessing training. Learning cycles – factors for fixing duration – selection of participants – choice of trainers - Government policy on training - Training Institutes in India.

**TOTAL: -- 45 hours**

**Text Books:**

**T1:** Raymond A. Noe, Amitabh Deo Kodwani Employee Training and Development | 9th Edition, McGraw Hill, 2023

**T2:** Dr. Pawan Kumar Sharma, Training and Development,1st edition Galgotia Publishing Company, 2016

**Reference Books:**

R1:Saks, A., Performance Management through Training and Development, Cengage Learning, 2016.
R2:Werner, J.M. and DeSimone, R.L., Human Resource Development, 5thEdition, Cengage Learning, 2019.

**Web Links:**

1. https://www.slideshare.net/slideshow/training-development-157749081/157749081
2. https://slideplayer.com/slide/7437734/

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Explain basic concepts associated with learning process, learning theories, training and development | **K2** |
| **CO2:** | Explain training needs, identification of training needs, training processes, training methods, and evaluation of training | **K4** |
| **CO3:** | Identify the Emerging trends in training and development | **K3** |
| **CO4:** | Assess the relevance and usefulness of training expertise in the organizational work environment. | **K5** |
| **CO5:** | Discuss on the various initiatives offered by the government. | **K6** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1** | 2 | 2 | - | - | - | 2 | - | 2 |
| **CO2** | 2 | 2 | - | - | - | 2 | - | 2 |
| **CO3** | 3 | 3 | - | - | - | 3 | - | 3 |
| **CO4** | 1 | 1 | 2 | 2 | 2 | 1 | 2 | 1 |
| **CO5** | - | - | 3 | 3 | 3 | - | 3 | - |

| 24EMBA-- | BUSINESS FORECASTING | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

- To understand the various concepts of the forecasting in the application of business
- To understand and explain the various techniques of the forecasting and operations planning

| UNIT I | FORECASTING | 9 hours |
|---|---|---|
| Introduction – Objectives – Features of good forecasting – Nature and uses of forecasts – Forecasting and Decision Making – Types of Forecasts – The Art and Science of Forecasting – Process of Forecasting – Application of forecasting in Business | | |
| **UNIT II** | **DATA** | **9 hours** |
| Introduction – Data Patterns: horizontal, trend, seasonal, and cyclical – Data for Forecasting: Data Warehouse and Cleaning – Data Transformations: Data Pattern and Appropriate Transformations –Patterns in Time Series Data | | |
| **UNIT III** | **FORECASTING TECHNIQUE – I** | **9 hours** |
| Forecasting Techniques: Qualitative and Quantitative – Technique Selection – Delphi Method – Regression Analysis – Simple Regression: Linear Model – Assumptions of the Regression Model – Least Square Method – Multiple Regression – Curvilinear Regression – Logistic regression. | | |
| **UNIT IV** | **FORECASTING TECHNIQUE – II** | **9 hours** |
| Smoothing Techniques: naive, averaging and smoothing – Averaging Models: Simple Average and Moving Average – Exponential Smoothing Models; Time series analysis – Trend Analysis – LinearTrend and Nonlinear Trend – Forecasting techniques using software | | |
| **UNIT V** | **FORECAST ERROR** | **9 hours** |
| Introduction – Accuracy – Measure – Cumulative sum of Forecast Errors (CFE) – Mean Absolute Deviation (MAD) – Mean Absolute Percent Error (MAPE) – Mean Squared Error (MSE) – RMSE, Thieul U statistic - Cost of Prediction Errors – Control of Forecasts: Control Charts | | |
| **TOTAL: 45 hours** | | |

**Text Books:**

1. A. Reza Hoshmand, Business Forecasting – A Practical Approach, Second Edition, Routledge, Taylor & Francis, New York, 2017

2 Jae K Shim, Strategic Business Forecasting, Global Professional Publishing, 2009.

**Reference Books:**

1. Douglas C. Montgomery, Cheryl L. Jennings, Murat Kulahci, Introduction to Time Series Analysis and Forecasting, John Wiley & Sons, 2015

2. Michael Gilliland, Len Tashman, Udo Sglavo, Business Forecasting: Practical Problems and Solutions, John Wiley & Sons, 2016

**Web Links:**

1. https://onlinecourses.nptel.ac.in/noc24_mg66/preview
2. https://www.investopedia.com/articles/financial-theory/11/basics-business-forcasting.asp
3. https://www.businessmanagementideas.com/business-forecasting/business-forecasting-meaning-steps-and-sources/3934.
4. https://www3.nd.edu/~busiforc/syllabus%20Spring%202005.htm
5. https://docs.oracle.com/cd/E16582_01/doc.91/e15111/und_forecast_levels_methods.htm#EOAFM00166

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Explain about the techniques employed in the operations planning | **K2** |
| **CO2:** | Identify the types of Forecasts. | **K3** |
| **CO3:** | Understand the different types of Data Patterns. | **K2** |
| **CO4:** | Understand about Data Pattern and Appropriate Transformations | **K2** |
| **CO5:** | Identify the difference between qualitative and quantitative forecasting method. | **K3** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1** | **2** | **-** | **-** | **3** | **1** | **-** | **2** | **1** |
| **CO2** | **3** | **1** | **-** | **2** | **2** | **-** | **-** | **2** |
| **CO3** | **2** | **-** | **-** | **3** | **1** | **-** | **2** | **1** |
| **CO4** | **2** | **-** | **-** | **3** | **1** | **-** | **2** | **1** |
| **CO5** | **3** | **1** | **-** | **2** | **2** | **-** | **-** | **2** |

| 24EMBA-- | FINANCIAL AND RISK ANALYTICS | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

- To prepare students for careers in finance, data analysis, and related fields
- To equip students with the analytical skills necessary to understand and interpret financial data effectively.
- To enhance students' ability to make informed financial decisions and risk management in finance.

| UNIT I | INTRODUCTION TO FINANCIAL ANALYTICS | 9 hours |
|---|---|---|

**Introduction to Financial Analytics**- Importance of Financial Analytics – Types of Financial Analytics – Fundamental Analysis – Technical Analysis - Component of Financial Analytics – Features of Financial Analytics – **Financial Analytics and Data Analysis** – Implementation of Financial Analytics – Corporate Financial Analytics – Investment Financial Analytics – Financial Analytics and Current Financial Challenges – Fraud - Risk – Profitability – Portfolio Management

| UNIT II | FINANCIAL DATA ANALYSIS | 9 hours |
|---|---|---|

**Exploratory data analysis (EDA) for financial data**- Descriptive statistics, hypothesis testing, regression, data visualization techniques, **Time series analysis**- Trend analysis, seasonality, autocorrelation, stationarity, **Volatility modelling**-Historical volatility, implied volatility, GARCH models-**Correlation and covariance analysis**: Portfolio risk assessment, asset allocation- **Monte Carlo simulation**: Applications in financial modelling, risk assessment, and option pricing, data analysis using Python and R program.

| UNIT III | FINANCIAL MODELING AND VALUATION | 9 hours |
|---|---|---|

**Introduction to financial modelling**: Building blocks, principles, and best practices. **Financial statement analysis**: Ratio analysis, common-size analysis, DuPont analysis. **Discounted cash flow (DCF) analysis**: Valuation methodologies, free cash flow estimation, terminal value calculation. **Equity valuation models**: Dividend discount model (DDM), discounted cash flow (DCF) model, comparable company analysis (CCA), precedent transactions analysis (PTA).**Fixed income securities valuation**: Bond pricing, yield measures, duration, convexity. Building financial models in spreadsheets (Excel)

| UNIT IV | RISK MANAGEMENT & INVESTMENT ANALYSIS | 9 hours |
|---|---|---|

**Risk management fundamentals**: Types of risk (market risk, credit risk, liquidity risk, etc.), risk assessment techniques. **Value at Risk (VaR) and Conditional Value at Risk (CVaR):** Calculation methodologies, interpretation, limitations. **Portfolio theory**: Markowitz portfolio theory, efficient frontier, capital market line. **Asset allocation strategies**: Mean-variance optimization, risk parity, factor-based investing. **Portfolio performance evaluation**: Sharpe ratio, Treynor ratio, Jensen's alpha, tracking error.

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 - Derivative Pricing: Issues regarding derivative markets. Brownian motion, Black Sholes model. Modeling derivative prices

| | | |
|---|---|---|
| **UNIT V** | **ADVANCED FINANCIAL ANALYTICS & APPLICATIONS** | **9 hours** |
| **Machine learning applications in finance**: Predictive modelling, classification, clustering, and reinforcement learning. **Algorithmic trading strategies**: Momentum trading, mean reversion, statistical arbitrage. **High-frequency trading (HFT)** and algorithmic trading platforms. **Alternative data sources** and their applications in financial analytics. **Ethical considerations** and regulatory frameworks in financial analytics. | | |
| **TOTAL: 45 hours** | | |

**Text Books:**

1. Williams, E. E. (2017). Quantitative financial analytics: The path to investment profits. World Scientific Publishing Co Pte Ltd

2. Guida, T., & Hilpisch, Y. (2019). Big data and machine learning in quantitative investment. Wiley

**Reference Books:**

1. Argimiro Arratia (2014), "Computational Finance an Introductory Course with R", Atlantis Press, ISBN 978-94-6239-069-0.

2. Bernhard Pfaff (2013), "Financial risk modelling and portfolio optimization with R", Wiley, ISBN 978-0-470-97870-2.

**Web Links:**

1. https://www.mygreatlearning.com/academy/learn-for-free/courses/financial-risk-analyticshttps://www.kopykitab.com/Operations-Research-Theory-And-Applications-6e-by-J-K-Sharma

2. https://www.coursera.org/learn/applying-data-analytics-business-in-finance#syllabus

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Demonstrate proficiency in analyzing financial data using statistical techniques and tools to derive meaningful insights and trends. | **K2** |
| **CO2:** | Construct robust financial models for investment evaluation, risk assessment, and valuation analyses. | **K3** |
| **CO3:** | Exhibit sound decision-making skills in finance, applying analytical techniques to make informed decisions across various financial domains. | **K2** |
| **CO4:** | Apply proficiency in portfolio optimization techniques, constructing diversified portfolios that align with risk-return objectives. | **K3** |
| **CO5:** | Understand and apply their exposure in advanced financial analytics. | **K2** |

## MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES

| | PO1 | PO2 | PO3 | PO4 | PO5 | PSO1 | PSO2 | PSO3 |
|---|---|---|---|---|---|---|---|---|
| CO1 | 2 | - | - | 3 | 1 | - | 2 | 1 |
| CO2 | 3 | 1 | - | 2 | 2 | - | 3 | 2 |
| CO3 | 2 | - | - | 3 | 1 | - | 2 | 1 |
| CO4 | 3 | 1 | - | 2 | 2 | - | 3 | 2 |
| CO5 | 2 | - | - | 3 | 1 | - | 2 | 1 |

| 24EMBA-- | MARKETING AND RETAIL ANALYTICS | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

- To create an understanding of the use of analytics in Marketing and Retail Management.
- To use the predictive analysis in decision making.

| UNIT I | INTRODUCTION TO MARKETING ANALTYICS | 9 hours |
|---|---|---|

Introduction to Marketing Analytics - Meaning, characteristics, advantages and disadvantages of marketing analytics, Marketing Engineering - Types of Models - Market Data Sources (Primary and Secondary). Market Sizing: Stakeholders, Applications & Approaches (Top-down and Bottom-up), PESTLE Market Analysis, Porter Five Force Analysis

| UNIT II | CUSTOMER ANALYTICS | 9 hours |
|---|---|---|

**Customer Analytics:** Customer Lifetime Value: Concept, Basic Customer Value, Measuring Customer Lifetime value, Estimating Chance that customer is still active, Using Customer Value to value a business Market Segmentation: The segmentation-targeting-positioning (STP) framework, Segmentation, The concept of market segmentation, managing the segmentation process, Deriving market segments and describing the segments using Cluster analysis, Market Basket Analysis

| UNIT III | INTRODUCTION – MARKETING DECISIONS AS INTERVENTIONS | 9 hours |
|---|---|---|

Introduction: Marketing decisions as intervention Types of data relevant to marketing. Purpose-built data and data exhaust. Ways to use data, from generating ideas to automating decisions. Modeling interventions on your customers and potential customers. Gaps between data and marketing decisions. Metrics

| UNIT IV | RETAIL ANALYTICS – I | 9 hours |
|---|---|---|

Customer Analytics Overview; Quantifying Customer Value. Using Stata for Basic Customer Analysis. Predicting Response with RFM Analysis, Statistics Review, Predicting Response with Logistic Regression, Predicting Response with Neural Networks. Predicting Response with Decision Trees.

| UNIT V | RETAIL ANALYTICS – II | 9 hours |
|---|---|---|

The digital evolution of retail marketing, Digital natives, Constant connectivity social interaction, Predictive modelling, Keeping track, Data availability, Efficiency optimization.

**TOTAL: 45 hours**

**Text Books:**

1. Brea Cesar (2014), "Marketing and Sales Analytics: Proven Techniques and Powerful Applications from Industry Leaders", FT Press, ISBN-0133761711

2. Chapman Christopher N, Feit Elea McDonnell (2015), "R for Marketing Research and Analytics", Springer, ISBN-3319144367

**Reference Books:**

1. Emmett Cox (2012), "Retail Analytics: The Secret Weapon", Wiley, ISBN- 978-1-118-09984-1

2. Grigsby Mike (2015), "Marketing Analytics: A Practical Guide to Real Marketing Science", Kogan Page Publishers, ISBN- 0749474181

3. Rackley Jerry (2015), "Marketing Analytics Roadmap: Methods, Metrics, and Tools", Apress, ISBN- 1484202597

**Web Links:**

1. https://www.greatlearning.in/academy/learn-for-free/courses/marketing-retail-analytics-advanced.

2. https://www.coursera.org/learn/marketing-analytics-foundation

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Understand the marketplace and the changing consumer needs and marketing engineering. | **K2** |
| **CO2:** | Identify various methods followed build CRM practices and customer analytics. | **K3** |
| **CO3:** | Recognize the various interventions in marketing. | **K3** |
| **CO4:** | Analyze the data with RFM analysis. | **K4** |
| **CO5:** | Understand digitalization in retail. | **K2** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1** | **2** | **-** | **-** | **3** | **1** | **-** | **1** | **1** |
| **CO2** | **3** | **1** | **-** | **2** | **2** | **-** | **3** | **2** |
| **CO3** | **3** | **1** | **-** | **2** | **2** | **-** | **3** | **2** |
| **CO4** | **2** | **2** | **1** | **1** | **3** | **1** | **2** | **3** |
| **CO5** | **2** | **-** | **-** | **3** | **1** | **-** | **2** | **1** |

-

| 24EMBA-- | HUMAN RESOURCES METRICS AND ANALYTICS | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

- To understand the concepts, tools and techniques of HR Analytics that could be applied to make human applied as resource management evidence based and to understand HR reports & to understand the decisions technologies.
- Recognize the fundamental strategic priorities of the business and learn how to provideenhanced decision support leveraging analytics and to Develop a structured approach to apply judgment, and generate insight from data for enhanced decision making.

| UNIT I | INTRODUCTION TO HR ANALYTICS | 9 hours |
|---|---|---|

HR analytics in Perspective: Basics of HR Analytics: Concept and Evolution of HR Analytics-Defining HR Analytics. Use of workforce to improve decision making. Analytics and Prediction. Introduction to HR Metrics and Predictive Analytics. Importance of HR Analytics. Data Analytics techniques using software packages. Future of Human Resource Analytics.HR Metrics and HR Analytics; Intuition versus analytical thinking.

| UNIT II | HR METRICS | 9 hours |
|---|---|---|

Creating business understanding for HR initiatives: Workforce segmentation and search for critical job roles; Statistical driver analysis – association and causation; Linking HR measures to business results; choosing the right measures for scorecards; Identifying and using key HR Metrics.

| UNIT III | HR COSTS | 9 hours |
|---|---|---|

Forecasting budget numbers for HR costs: Workforce planning including internal mobility and career pathing; training and development requirement forecasting and measuring the value and results of improvement initiatives; optimizing selection and promotion decisions

| UNIT IV | PREDICTIVE MODELLING | 9 hours |
|---|---|---|

Predictive modelling in HR: Employee retention and turnover; workforce productivity and performance; scenario planning.

| UNIT V | HR DATA | 9 hours |
|---|---|---|

Communicating with data and visuals: Data requirements; identifying data needs and gathering data; HR data quality, validity, and consistency; Using historical data; Data exploration; Data visualization; Association between variables; Insights from reports; Root cause analysis of HR issues

**TOTAL: 45 hours**

**Text Books:**

1. Michael J Walsh, HR Analytics, Essentials You Always Wanted To Know, 2021, Vibrant Publishers

2. S S Tripathi, HR Analytics In-Depth, 2022, BPB publication

**Reference Books:**

**1. Vinod Kumar Patel,Deepali Soni,Abhishek Singhal,Dinesh,** , Fundamentals of HR Analytics , 2023, Book Rivers publishers

**2.Mark Bussin ,Fermin Diez ,Venessa Lee ,Fermin Diez ,Venessa Lee** , Fundamentals of HR Analytics, 2019, Emerald Publishing Limited

**Web Links:**

1. https://www.coursera.org/learn/human-resources-analytics.
2. https://www.aihr.com/blog/what-is-hr-analytics/
3. https://www.toolbox.com/hr/hr-analytics/articles/what-is-hr-analytics/#_001.
4. https://www.valamis.com/hub/hr-analytics.

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Analyze appropriate internal and external human resource metrics. | **K4** |
| **CO2:** | Recommend regarding the appropriate HRIS to meet organization's human resource. | **K5** |
| **CO3:** | Employ appropriate software to record, maintain and retrieve. | **K3** |
| **CO4:** | Apply quantitative and qualitative analysis to understand trends and indicators. | **K3** |
| **CO5:** | Manage information technology to enhance the efficiency and effectiveness. | **K6** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | PO1 | PO2 | PO3 | PO4 | PO5 | PSO1 | PSO2 | PSO3 |
|---|---|---|---|---|---|---|---|---|
| **CO1** | **2** | **2** | **1** | **1** | **3** | **1** | **2** | **3** |
| **CO2** | **1** | **3** | **2** | **-** | **2** | **2** | **1** | **2** |
| **CO3** | **3** | **1** | **-** | **2** | **2** | **-** | **3** | **2** |
| **CO4** | **3** | **1** | **-** | **2** | **2** | **-** | **3** | **2** |
| **CO5** | **-** | **2** | **3** | **-** | **1** | **3** | **-** | **1** |

| 24EMBA-- | SUPPLY CHAIN ANALYTICS | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

- To provide foundational knowledge associated with the supply chain analytics.
- To describe the various tools and techniques for implementation of analytics based on the supply chain drivers such as location, logistics and inventory and to provide the applications of analytics in supply chain

| UNIT I | INTRODUCTION | 9 hours |
|---|---|---|
| Introduction – Supply Chain – Supply Chain Operations Reference (SCOR) Model – Decisions and Performance Measures in Supply Chain – Overview on Supply Chain, Analytics and Supply ChainAnalytics – KPIs for Supply Chain Analytics | | |
| **UNIT II** | **DESCRIPTIVE ANALYTICS** | **9 hours** |
| Introduction – Descriptive Analytics in Supply Chain – Business Intelligence in Supply Chain – Descriptive Analytics Techniques: Dashboard, Reporting, Data Visualization | | |
| **UNIT III** | **PREDICTIVE ANALYTICS** | **9 hours** |
| Introduction – Predictive Analytics in Supply Chain: Demand, Pricing and Risk – Predictive Analytics Techniques: Regression, Time Series Analysis, Simulation | | |
| **UNIT IV** | **PRESCRIPTIVE ANALYTICS – I** | **9 hours** |
| Introduction – Prescriptive Analytics in Supply Chain – Optimization – Classification of optimization problems – Optimization for Analytics – Operations Research Techniques for Analytics | | |
| **UNIT V** | **PRESCRIPTIVE ANALYTICS – II** | **9 hours** |
| Supply Planning: Aggregate Production Planning (APP) and Pricing – Plant/Warehousing Decisions: Location Models – Logistics Decisions: Network Models – Inventory Models –Sourcing Decisions: Analytic Hierarchy Process | | |
| **TOTAL: 45 hours** | | |

**Text Books:**

1. **Peter W. Robertson**, Supply Chain Analytics: Using Data to Optimize Supply Chain Processes, 2020, Rout ledge publications.
2. **Kurt Y. Liu**, Supply Chain Analytics: Concepts, Techniques and Applications, 2022, Springer Nature Switzerland AG

.

**Reference Books:**

1. **Rabindranath Bhattacharya** and **Anindita Maitra Bhattacharyya**, Supply Chain Analytics: Strategies, Models and Solution, 2022, SAGE publications
2. T. A. S. Vijayaraghavan, Supply Chain Analytics, 2021, Wiley publishers

**Web Links:**

1. https://www.routledge.com/Supply-Chain-Analytics-Using-Data-to-Optimise-Supply-Chain-Processes/Robertson/p/book/9780367540067

2. https://onlinecourses.nptel.ac.in/noc23_mg16/preview

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Understand the SCOR Model for Analytics. | **K2** |
| **CO2:** | Identify the different type of analytics in supply chain | **K3** |
| **CO3:** | Illustrate the predictive models for analytics. | **K2** |
| **CO4:** | Describe the different prescriptive models in supply chain | **K1** |
| **CO5:** | Design the analytics using Simulation for supply chain. | **K6** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1** | **2** | **-** | **-** | **3** | **1** | **-** | **2** | **1** |
| **CO2** | **3** | **1** | **-** | **2** | **2** | **-** | **3** | **2** |
| **CO3** | **2** | **-** | **-** | **3** | **1** | **-** | **2** | **1** |
| **CO4** | **1** | **-** | **-** | **2** | **-** | **-** | **1** | **-** |
| **CO5** | **-** | **2** | **3** | **-** | **1** | **3** | **-** | **1** |

| 24EMBA-- | DATA MINING FOR BUSINESS DECISIONS | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

- Understand the fundamental concepts of data mining and its role in business decision-making.
- Learn how to preprocess and explore datasets to prepare them for analysis.
- Gain proficiency in applying different data mining techniques, including classification, clustering, association rule mining, and anomaly detection.
- Develop skills in evaluating and interpreting data mining results.
- Apply data mining tools and software to solve business problems and extract actionable insights.
- Explore ethical considerations and challenges in data mining applications.

| UNIT I | INTRODUCTION TO DATA MINING | 9 hours |
|---|---|---|

Overview of data mining concepts and techniques - Importance of data mining in business decision-making - Kind of data, DM Functionalities, Classification of DM Systems, Issues in DM. Multidimensional data model: Data cubes, Stars, snowflakes and fact constellations Defining schemas, concept hierarchies, CLAP

| UNIT II | DATA PROCESSING | 9 hours |
|---|---|---|

Data Preprocessing - Data cleaning and transformation - Missing Values, Noisy Data, Data Integration- Handling missing values and outliers - Data Reduction: Data cube aggregation, Dimensionality reduction. Data Compression, Numerosity Reduction Discretization and Concept Hierarchy Generation

| UNIT III | DATA MINING TOOLS METHODS AND TECHNIQUES | 9 hours |
|---|---|---|

Data Mining Primitives, Languages and System Architectures: Task relevant data. Kind of Knowledge to be mined, DM Query languages: Syntax, Designing GUI. Architectures of DM Systems - concept of Cluster Analysis- Regression and correlation; Classification- Decision trees; clustering –Neural networks - Evaluation metrics for classification models Market basket analysis- Association rules-Genetic algorithms and link analysis, Support Vector Machine, Ant Colony Optimization

| UNIT IV | BASICS OF BUSINESS DECISIONS | 9 hours |
|---|---|---|

Meaning and significance of Business decisions – Nature of problems requiring business decisions - Recurring/ Repetitive problems, non-repetitive problems, structured problems, non-structured problems - Types of Business Decisions – Strategic, Operational and Managerial Decisions – Characteristics of good business decisions - Business decision making process – Re-engineering decision making process in a dynamic environment.

| UNIT V | DATA MINING APPLICATION FOR BUSINESS DECISIONS | 9 hours |
|---|---|---|

Application and trends in Data mining - Data Mining for Financial data analysis, Data Mining for retail industry, Data mining for telecommunication industry Applications in various sectors – Retailing, CRM, Banking, Stock Pricing, Production and Sales - Privacy concerns and data protection regulations.

**TOTAL: 45 hours**

**Text Books:**

1. Galit Shmueli, Peter C. Bruce, Peter Gedeck, and Nitin R. Patel, "Data Mining for Business Analytics: Concepts, Techniques, and Applications in Python", Wiley Publications, 4th Edition,2023.

2. Ian H. Witten, Eibe Frank, and Mark A. Hall, "Practical Data Mining: Techniques and Applications", Morgan Kaufmann publication, 4th Edition,2022.

3. Michel Berry and Gordon Linoff, Data mining techniques for Marketing, Sales and CustomerSupport, Second Edition, John Wiley, 2017.

**Reference Books:**

**1.** J. Han, M. Kamber, Morgan, Data Mining Concepts and Techniques, Kaufmann Publishers, 2017.

**2.** M. Kantardzic, Data mining: Concepts, Models, Methods and Algorithms, John Wiley & Sons Inc., 2016.

**3.** Michel Berry and Gordon Linoff, Mastering Data mining, John Wiley and Sons Inc Second Edition, 2017

**Web Links:**

- https://www.laits.utexas.edu/~anorman/BUS.FOR/course.mat/Alex/
- https://www.encorebusiness.com/blog/what-role-does-data-mining-play for business-intelligence/
- **https://myweb.sabanciuniv.edu/rdehkharghani/files/2016/02/The-Morgan Kaufmann-Series-in-Data-Management-Systems-Jiawei-Han-Micheline Kamber-Jian-Pei-Data-Mining.-Concepts-and-Techniques-3rd-Edition Morgan-Kaufmann-2011.pdf**

**Web Sources**

1. https://www.slideshare.net/HoangNguyen446/business-analytics-and-data-mining
2. https://www.slideshare.net/costarch/what-is-data-mining-27559796
3. **file:///C:/Users/Asus/Downloads/7843-Article%20Text-31288-1-10-20130507.pdf**

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Ability to Identify Business Problems Suitable for Data Mining | **K3** |
| **CO2:** | Develop the Data Preparation and Exploration Skills | **K6** |
| **CO3:** | Understanding of various data mining techniques and develop the proficiency in it. | **K2** |
| **CO4:** | Evaluate and interpret the results of data mining models for Business Decisions | **K5** |
| **CO5:** | Analyze datasets and extract actionable insights for business decision-making. | **K4** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1** | - | 1 | - | 2 | 2 | - | 3 | 2 |
| **CO2** | - | - | 3 | - | 1 | 3 | - | 1 |
| **CO3** | 2 | - | - | 3 | 1 | - | 2 | 1 |
| **CO4** | 1 | 3 | 2 | - | 2 | 2 | 1 | 2 |
| **CO5** | 2 | - | - | 3 | 1 | - | 2 | 1 |

| 24EMBA-- | MANAGING SOFTWARE PROJECTS | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

- Understand the fundamentals of software project management, including the software development life cycle (SDLC) models and methodologies.
- Learn how to create comprehensive project plans, including scope definition, work breakdown structure (WBS), scheduling, resource allocation, and budgeting.
- Gain proficiency in project monitoring and control techniques, such as progress tracking, variance analysis, and change management.
- Develop skills in risk management, quality assurance, and stakeholder communication to ensure project success.
- Apply project management concepts and techniques to real-world software projects through case studies, simulations, and hands-on exercises.

| UNIT I | OVERVIEW OF PROJECT MANAGEMENT | 9 hours |
|---|---|---|

Project Management – Definitions; Importance, Factors Influencing Project Management – Project Manager, Project Management Activities, Stakeholders; Project Communication; Project Development Phases Software development life cycle (SDLC) models and methodologies - Project Charter; Statement of Work (SoW); Project Management Associations.

| UNIT II | PROJECT PLANNING AND SCHEDULING | 9 hours |
|---|---|---|

Tasks in Project Planning - Project initiation process: defining objectives, stakeholders, and requirements - Work Breakdown Structures (WBS); Planning Methods; Estimation and Budgeting of Projects: Software Cost Estimation; COCOMO Model; Budgeting. Project Scheduling: Scheduling Techniques – Program Evaluation and Review Technique (PERT), Gantt chart, Critical Path Method (CPM), Automated Tools.

| UNIT III | PROJECT MONITORING AND CONTROLLING | 9 hours |
|---|---|---|

Project Status Reporting; Project Metrics; Earned Value Analysis (EVA); Project Communication Plan & Techniques; Steps for Process Improvement. Project execution process: team building, task execution, and progress tracking - Configuration Management: Software Configuration Management (SCM) – Baselines, Software Configuration Items (SCI); SCM Process; Identification of Objects in the Software Configuration; Version Control; Change Control; Configuration Audit; Status Reporting; Goals of SCM.

| UNIT IV | TESTING TECHNIQUES AND SOFTWARE RE-ENGINEERING | 9 hours |
|---|---|---|

Software Testing Concepts; Types of Software Testing – Manual Testing, Automated Testing; Black Box Testing; White Box Testing Techniques- Software Re- Engineering: Software Maintenance Problems; Redevelopment vs. Reengineering; Business Process Reengineering; Software Reengineering Process Model; Technical Problems of Reengineering.

| UNIT V | SOFTWARE QUALITY ASSURANCE | 9 hours |
|---|---|---|

Software Quality Assurance Activities; Software Qualities; Software Quality Standards – ISO

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|---|
| Standards for Software Organization, Capability Maturity Model (CMM), Comparison between ISO 9001 & SEI CMM, Other Standards. |
| **TOTAL :45 hours** |

**Text Books:**

T1: Ashfaque Ahmed, "Software Project Management: A Process-Driven Approach", CRC Press, 2nd Edition, 2021.

T2: Bob Hughes, Mike Cotterell and Rajib Mall: Software Project Management – Fifth Edition, TataMcGraw Hill, New Delhi, 2016.
T3: Steve McConnell, "Software Project Survival Guide", Microsoft Press, 2nd Edition, 2005.

**Reference Books:**
R1: Robert K. Wysocki "Effective Software Project Management" – Wiley Publication,2016.
R2: Walker Royce: "Software Project Management"- Addison-Wesley, 2016.
R3: Gopalaswamy Ramesh, "Managing Global Software Projects" – McGraw Hill Education (India),Fourteenth Reprint 2017.

**Web Links:**

1. https://www.pcmag.com/picks/the-best-project-management-software
2. **https://web.mst.edu/~ricardom/CS4096/KSlides/5%20CS397ProjectManag.pdf**
3. https://www.slideshare.net/NoorHameed6/software-project-management-128822982

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Understand various activities involved in project management and factors influencing it. | **K2** |
| **CO2:** | Evaluate various tasks in project planning and techniques of cost estimation. | **K5** |
| **CO3:** | Remembering the various techniques for monitoring projects and the steps involved in process improvement. | **K1** |
| **CO4:** | Analyze the concept and various types of software testing and software reengineering and problems involved in it. | **K4** |
| **CO5:** | Understand Software Quality Assurance Activities and Software Quality Standards. | **K2** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | PO1 | PO2 | PO3 | PO4 | PO5 | PSO1 | PSO2 | PSO3 |
|---|---|---|---|---|---|---|---|---|
| **CO1** | 2 | - | - | 3 | 1 | - | 2 | 1 |
| **CO2** | 1 | 3 | 2 | - | 2 | 2 | 1 | 2 |
| **CO3** | 1 | - | - | 2 | - | - | 1 | - |
| **CO4** | 2 | 2 | 1 | 1 | 3 | 1 | 2 | 3 |
| **CO5** | 2 | - | - | 3 | 1 | - | 2 | 1 |

| 24EMBA-- | MANAGING DIGITAL INNOVATION AND TRANSFORMATION | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

1. Understand the fundamental concepts and theories of digital innovation and transformation.
2. Analyze the impact of digital technologies on business models, industries, and organizational structures.
3. Explore strategies for fostering a culture of innovation and managing resistance to change within organizations.
4. Learn how to develop and implement digital strategies that align with organizational goals and objectives.
5. Gain insights into the challenges and opportunities associated with digital transformation, including ethical and societal considerations.
6. Apply theoretical knowledge to real-world scenarios through case studies, projects, and discussions.

| UNIT I | INTRODUCTION TO DIGITAL INNOVATION AND TRANSFORMATION | 9 hours |
|---|---|---|

Overview of digital innovation and transformation - Historical context and evolution of digital technologies - Drivers and motivations for digital transformation - Meaning and need for Innovation – Kinds of Innovation –Innovation as a core business process – Sources of Innovation – Measuring Innovation - System innovation within a digital economy: Opportunities and challenges - The changing nature of systems: Web Apps, Mobile Apps.

| UNIT II | DIGITAL INFRASTRUCTURES FOR BUSINESS | 9 hours |
|---|---|---|

Internet – World Wide Web – Cloud Computing – Mobile Services – Social Media – Platforms – Business Model Innovation - AI – Internet-of Things – Block chain- Key characteristics – Applications challenges confronted by individuals, Companies and Governments – Strategic implications for evaluating and adopting emerging technologies.

| UNIT III | ON-LINE BUSINESS | 9 hours |
|---|---|---|

History and foundations of online business - E-business environment – Impact of legal, ethical and security issues - Lessons from the dot.com boom and bust - New organizational forms – virtual organizations, electronic markets and hierarchies - Social networks and web developments - Innovations involving e-business technologies; the role of open innovation in product and process development - digital platforms and ecosystems.

| UNIT IV | MANAGING E-BUSINESS MODELS | 9 hours |
|---|---|---|

Business-to-Business (B2B) and Business-to-Consumer (B2C) business models and strategies for e- business – global supply chain management, electronic markets - B2B systems, intermediation, e- procurement and IT in supply chain management. - B2C strategies – online consumer behaviour, regional and cultural differences and e-marketing.

| UNIT V | INNOVATIVE TRANSFORMATION | 9 hours |
|---|---|---|

Changing pattern in Business operations – Business across borders - Implementing digital governance and decision-making frameworks - International trade and investment – patterns, growth of and rationale for foreign direct investment. Global and regional integration and

| |
|---|
| multilateral organizations - International business - Global sourcing of production and services - Global information systems management - International dimensions of human resources management - Global pay and incentive practices, managing expatriates and multinational workforces. |
| **TOTAL: 45 hours** |

**Text Books:**

T1: Thomas M. Siebel, "Digital Transformation: Survive and Thrive in an Era of Mass Extinction", Rosetta Books, 1st Edition, 2019.

T2: Pressman R.S. and Maxim B.R. Software Engineering: A Practitioner's Approach, First Edition, McGraw Hill, 2017.

T3: Beynon-Davies, P., Business Information Systems, Second Edition, London: Palgrave, 2016.

**Reference Books:**

R1: Clayton M. Christensen, "The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail", Harvard Business Review Press, Reprint Edition, 2016.

R2: Davies A. and Hobday M. (2017), The business of projects: managing innovation in complex products and systems. Cambridge, Cambridge University Press

R3: Furr N., O'Keeffe K., Dyer J.H. (2016), Managing multiparty innovation, Harvard Business Review, November 2016

R4: Wilson K. and Doz Y.L. (2017), 10 rules for managing global innovation, Harvard Business Review, October 2017.

**Web Links:**

1. https://www.r3.com/time-to-build-solutions-to-accelerate-innovation-SM/
2. https://enterprisersproject.com/what-is-digital-transformation
3. https://www.slideshare.net/VikramNani/e-commerce-business-models
4. https://www.slideshare.net/MadhurChoudhary2/e-business-models-42271820
5. https://www.slideshare.net/dattatreyareddyperam/ebusiness-applications#stats-panel

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Comprehensive understanding of the concepts, theories, and strategies of digital innovation and transformation. | **K2** |
| **CO2:** | Analyze the impact of digital technologies on industries, business models, and organizational structures. | **K4** |
| **CO3:** | Develop leadership skills and change management techniques necessary for driving digital transformation initiatives within organizations. | **K3** |
| **CO4:** | Insights into fostering a culture of innovation and managing the innovation process from ideation to implementation. | **K6** |
| **CO5:** | Understand the ethical and societal implications of digital transformation and develop strategies for promoting responsible digital practices within organizations and society. | **K2** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1** | 2 | - | - | 3 | 1 | - | 2 | 1 |
| **CO2** | 2 | 2 | 1 | 1 | 3 | 1 | 2 | 3 |
| **CO3** | 3 | 1 | - | 2 | 2 | - | 3 | 2 |
| **CO4** | - | - | 3 | - | 1 | 3 | - | 1 |
| **CO5** | 2 | - | - | 3 | 1 | - | 2 | 1 |

| 24EMBA-- | ENTERPRISE RESOURCE PLANNING | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

1. To understand the fundamental concepts and principles of Enterprise Resource Planning (ERP) systems.
2. To analyze the benefits and challenges associated with implementing ERP systems in organizations.
3. To explore the integration of business processes facilitated by ERP systems.
4. To examine various ERP modules and their functionalities.
5. To evaluate different ERP implementation strategies and methodologies.
6. To assess the role of ERP in enhancing organizational efficiency and competitiveness.
7. To analyze case studies of successful and unsuccessful ERP implementations.

| UNIT I | Introduction to ERP | 9 hours |
|---|---|---|

Introduction to ERP, Evolution of ERP, Reasons for the growth of ERP, Scenario and Justification of ERP in India, Evaluation of ERP, Core and Extended Modules of ERP, Functionalities and features of each module, Advantage of ERP.

| UNIT II | Overview of Enterprise | 9 hours |
|---|---|---|

An overview of Enterprise, Integrated Management Information, Business Modelling, ERP for Small Business, ERP for make to order companies, Business Process Mapping for ERP Module Design, Hardware Environment, and its Selection for ERP Implementation.

| UNIT III | ERP and Related Technologies | 9 hours |
|---|---|---|

ERP and Related Technologies, Business Process Reengineering (BPR), Management Information System (MIS), Executive Information System (EIS), Decision support System (DSS), Supply Chain Management (SCM) - Cloud-based ERP solutions - Mobile ERP applications - Industry-specific ERP solutions and trends.

| UNIT IV | ERP Markets | 9 hours |
|---|---|---|

ERP Market, Introduction, SAP AG, Baan Company, Oracle Corporation, People Soft, JD Edwards World Solutions Company. Criteria for selecting ERP vendors - Negotiating contracts with ERP vendors - Service level agreements (SLAs) and support arrangements.

| UNIT V | ERP implementation | 9 hours |
|---|---|---|

ERP implementation lifecycle, troubleshooting common ERP issues, pre-evaluation screening, package evaluation, project planning phase, gap analysis, reengineering, configuration, implementation, team training, testing, going live, end-user training, post implementation (Maintenance mode) - Best practices for effective ERP system customization.

**TOTAL: 45 hours**

**Text Books:**

T1: Marianne Bradford, "Modern ERP: Select, Implement, and Use Today's Advanced Business Systems", O'Reilly Media, 2nd Edition, 2020.

T2: Alexis Leon, ERP demystified, second Edition Tata McGraw-Hill, 2007.

**Reference Books:**

1. Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill, 2008
2. Alexis Leon, Enterprise Resource Planning, second edition, Tata McGraw-Hill, 2008. 3. MahadeoJaiswal and Ganesh Vanapalli, ERP Macmillan India, 2009.
4. Vinod Kumar Grag and N.K. Venkitakrishnan, ERP- Concepts and Practice, Prentice Hall ofIndia,2 nd edition, 2006.

**Web Links:**

1. https://www.qad.com/what-is-erp
2. https://www.selecthub.com/enterprise-resource-planning/why-erp-systems-are-important/
3. https://www.bistasolutions.com/resources/blogs/purpose-advantages-of-an-erp-system/
4. https://toperppartners.com/blog/erp-implementation-process/
5. https://www.slideshare.net/engineerrd/enterprise-resource-planning-1747634

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Understand the technical aspects of ERP systems. | **K2** |
| **CO2:** | Analyze the module in distinguishing the characteristics of ERP software | **K4** |
| **CO3:** | Evaluate the concepts of reengineering and how they relate to ERP system implementation. | **K5** |
| **CO4:** | Application of typical functionality in an ERP system. | **K3** |
| **CO5:** | Evaluate the ERP implementation packages | **K5** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1** | 2 | - | - | 3 | 1 | - | 2 | 1 |
| **CO2** | 2 | 2 | 1 | 1 | 3 | 1 | 2 | 3 |
| **CO3** | 1 | 3 | 2 | - | 2 | 2 | 1 | 2 |
| **CO4** | 3 | 1 | - | 2 | 2 | - | 3 | 2 |
| **CO5** | 1 | 3 | 2 | - | 2 | 2 | 1 | 2 |

| 24EMBA-- | SAP MODULES | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

- To understand the basic principles of financial accounting within an SAP ERP system.
- Learn to configure and maintain general ledger accounts, accounts payable, and accounts receivable.
- Acquire skills in material valuation, pricing procedures, and inventory management.
- Learn to configure and manage sales orders, pricing, and delivery processes.
- Explore skills in payroll processing, talent management, and employee self-service.

| UNIT I | INTRODUCTION TO SAP | 9 hours |
|---|---|---|

Overview of SAP BASIS - Basics of SAP ERP - Roles and Responsibilities of Basis Consultants - Database Layer, Application Layer and Presentation Layer

| UNIT II | SAP FICO (Financial Accounting & Controlling) | 9 hours |
|---|---|---|

SAP FI (Financial Accounting): General Ledger Accounting - Accounts Payable - Accounts Receivable - Asset Accounting - Bank Accounting - Financial Closing Processes.
SAP CO (Controlling): Cost Element Accounting - Cost Center Accounting - Profit Center Accounting - Internal Orders - Product Costing - Profitability Analysis (CO-PA).

| UNIT III | SAP PP & MM (Production Planning & Materials Management) | 9 hours |
|---|---|---|

**SAP PP (Production Planning):** Demand Management - Material Requirements Planning (MRP) - Production Orders - Shop Floor Control - Capacity Planning - Master Production Scheduling
**SAP MM (Materials Management):** Procurement Process - Inventory Management - Invoice Verification - Material Valuation - Material Requirements Planning (MRP)
**SAP SD (Sales and Distribution):** Sales Order Processing - Pricing and Conditions - Delivery Processing - Billing and Invoicing - Credit Management - Customer Master Data.

| UNIT IV | SAP HCM & CRM (Human Capital Management & Customer Relationship Management) | 9 hours |
|---|---|---|

**SAP HCM (Human Capital Management)** Personnel Administration - Organizational Management - Time Management – Payroll - Talent Management - Employee Self-Service and Manager Self-Service.
**SAP CRM (Customer Relationship Management):** Sales Force Automation - Marketing Automation - Service Management - Customer Interaction Center - Web Channel Management - Partner Channel Management.

| UNIT V | SAP BI (Business Intelligence) | 9 hours |
|---|---|---|

**SAP BI (Business Intelligence):** Data Warehousing Concepts - Data Modeling and Extraction - Data Transformation and Loading - Reporting and Analysis – Dash boarding and Data Visualization - Advanced Analytics.

**TOTAL: 45 hours**

**Text Books:**

T1: V. Narayanan ,"SAP FI: Financial Accounting" , 1st Edition, 2018
T2: S. N. Padhi,"SAP SD: Functionality and Configuration", 1st Edition, 2020.

**Reference Books:**

R1: Narayanan Veeriah, "Configuring Financial Accounting in SAP", 1st Edition, 2016.
R2: Chandrakant J. Vichare, "SAP PP: Production Planning and Control", 1st Edition, 2019.
R3: Ashfaque Ahmed, "Sales and Distribution in SAP ERP: Functionality and Configuration", 1st Edition**,** 2017.
R4: Peter Jones, "SAP Business Intelligence (BI) and Business Objects (BO) Reporting: The Comprehensive Guide", 1st Edition, 2018.

**Web Links:**

1. https://support.sap.com/en/index.html

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Understand the basic principles of financial accounting within an SAP ERP system. | **K2** |
| **CO2:** | Evaluate in processing and posting various financial transactions such as invoices, payments, and journal entries. | **K5** |
| **CO3:** | Ability to create purchase requisitions, purchase orders, and contracts. | **K6** |
| **CO4:** | Associating the concept of human capital management processes & CRM within SAP ERP. | **K2** |
| **CO5:** | Ability to design and implement data models including info objects, info cubes, and data sources. | **K4** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1** | 2 | - | - | 3 | 1 | - | 2 | 1 |
| **CO2** | 1 | 3 | 2 | - | 2 | 2 | 1 | 2 |
| **CO3** | - | - | 3 | - | 1 | 3 | - | 1 |
| **CO4** | 2 | - | - | 3 | 1 | - | 2 | 1 |
| **CO5** | 2 | 2 | 1 | 1 | 3 | 1 | 2 | 3 |

| 24EMBA-- | TECHNOLOGY APPRECIATION AND INTELLECTUAL PROPERTY RIGHTS | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

- To understand the technology absorption, incremental innovation, research
- To development, techno Innovation and technology fusion that dominate the contemporary world industry and gain an insight into the various forms and models of technology development.
- To understand Intellectual Property Rights, Patents, GATT, Copyright, Trademarks and Geographical Indications.

| UNIT I | Technology and Innovation | 9 hours |
|---|---|---|

Definition of technology and its evolution - Technology as a driving force-Axes and Atlas of Technology – Strategic Management of Technology – Productivity and Incremental Innovation– Technology absorption – Technology forecasting – Technological competitive advantage - Technological advancements and their impact on society.

| UNIT II | Evaluation of Technology Idea Generation | 9 hours |
|---|---|---|

Evaluation of Technological Investments- Fundamental venture types–the idea generation process–the opportunity register nontraditional idea sources – countdown to launch product planning and development–the idea development process - New R and D– Product Development Cycle – Management of Technological Innovation – Core Competencies in Technology – Structural Imperatives of Technology Management – Technology process mapping.

| UNIT III | Introduction to Intellectual Property | 9 hours |
|---|---|---|

Introduction - Importance of IPR in fostering innovation and economic growth - Invention and Creativity - An Overview of Intellectual Property (IP) - Importance - Protection of IPR - Basic types of property. Forms of Industrial Properties: Patents, Industrial Designs, Plant Varieties, copyrights, Trademarks, Geographical Indications - Ownership and liability issues –choice of legal structure–equity and equity types– raising capital equity distribution in the start–up venture.

| UNIT IV | Copyrights, Trademarks, Other Intellectual Property Rights | 9 hours |
|---|---|---|

Copyrights and related rights - Trade Marks and rights arising from Trademark registration – Definitions - Industrial Designs and Integrated circuits - Protection of Geographical Indications at national and international levels, Plant Varieties - Application Procedures, Trade Secret.

| UNIT V | Legal Aspects of Intellectual Property Rights | 9 hours |
|---|---|---|

Infringement of Patents and Remedies-Modification of granted patents, Case Studies on - Patents - Copyright and related rights - Trade Marks - Industrial design and Integrated circuits - Geographic indications - Protection against unfair competition. Enforcement of Intellectual Property Rights

**TOTAL: -- 45 hours**

**Text Books:**

T1: "Intellectual Property Law: Legal Aspects of Innovation and Competition" by Kurt M. Saunders (2023)
T2: "Intellectual Property Strategy" by John Palfrey and Daniel L. Levy (2024)
T3: "Understanding Intellectual Property Law" by Donald S. Chisum, Tyler T. Ochoa, and Shubha Ghosh (2022)
T4: "The Oxford Handbook of Intellectual Property Law" edited by Rochelle Cooper Dreyfuss and Justine Pila (2021)

**Reference Books:**

R1: Thomas Duening, Robert Hisrich, Michael Lechter, Technology Entrepreneurship– Taking Innovation to the Marketplace, Academic Press, UK, 2014.
R2: Gerald B. Halt, Jr., John C. Donch, Jr., Amber R. Stiles, Robert Fesnak, Intellectual Property and Financing Strategies for Technology Startups, 2014.
R3: Global Dimensions of Intellectual Property Rights in Science and Technology, National Research Council, Policy and Global Affairs, Office of International Affairs, 2014

**Web Links:**

1. https://www.coursera.org/learn/introduction-intellectual-property/lecture/q7KSP/introduction-to- intellectual property
2. https://www.oecd.org/sti/inno/1822541.pdf
3. https://www.wipo.int/edocs/mdocs/tk/en/wipo_iptk_ge_14/wipo_iptk_ge_14_wipo_presentation_1. pdf
4. https://www.researchgate.net/publication/275932350_Evaluating_Technological_Innovations
5. https://www.itonics-innovation.com/blog/10-factors-to-help-you-evaluate-a-new-technology

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Understand the issues in defining ‘technology’, ‘innovation’ and ‘innovation management’ | **K2** |
| **CO2:** | Explore various types of innovation, innovators and innovation settings | **K1** |
| **CO3:** | Critically assess and explain the key current issues in understanding the innovation as a field ofstudy. | **K4** |
| **CO4:** | Discuss about IPR, International Protection of IPR, Filing of Patents Trademark Registration. | **K3** |
| **CO5:** | Evaluate ethical and legal considerations surrounding technology and intellectual property. | **K5** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | PO1 | PO2 | PO3 | PO4 | PO5 | PSO1 | PSO2 | PSO3 |
|---|---|---|---|---|---|---|---|---|
| **CO1** | 2 | - | - | 3 | 1 | - | 2 | 1 |
| **CO2** | 1 | - | - | 2 | - | - | 1 | - |
| **CO3** | 2 | 2 | 1 | 1 | 3 | 1 | 2 | 3 |
| **CO4** | 3 | 1 | - | 2 | 2 | - | 3 | 2 |
| **CO5** | 1 | 3 | 2 | - | 2 | 2 | 1 | 2 |

| 24EMBA-- | INNOVATION TECHNOLOGY MANAGEMENT | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

- Identify the conscious choices of technical models of analysis and other theoretical tools designed for the challenges faced in companies' markets face.
- To enable the students to understand the upgraded technologies related to business.
- To provide students with the knowledge, skills, and perspectives necessary to understand and effectively manage innovation in technology-driven environments.

| UNIT I | Introduction to Technology Management | 9 hours |
|---|---|---|

Concept and Meaning of Technology and Technology Management- Technology; Technology management, Evolution and Growth of Technology, Role and Significance of Technology Management, Impact of Technology on Society and Business- Technology and competition; Key issues in managing technological innovation, Forms of Technology- Process technology; Product technology.

| UNIT II | Innovation Based Technologies and Knowledge Management | 9 hours |
|---|---|---|

Knowledge Based Technology and Techniques - Knowledge based technology process; Tools and techniques, Role of Artificial Intelligence Techniques, Knowledge Management Techniques for Technology Management - Rogers' diffusion of innovations theory - Innovation ecosystems - Role of government policies and regulations - Incubators, accelerators, and innovation hubs - Resilience and adaptability in innovation management.

| UNIT III | Technology Generation and Development | 9 hours |
|---|---|---|

Technology Generation- Process; , Technology Development, Importance of Technology Generation and Development, Need for Technology Strategy, Importance of Research and Development (R&D)- R&D project management methodologies - Intellectual property management - Collaboration and partnerships in R&D; Production costs and R&D; Translation of R & D efforts to technology.

| UNIT IV | Technology Strategy and Competitiveness | 9 hours |
|---|---|---|

Technology Strategy-Technology strategy and management; Elements of an accessible technology strategy, Innovation Management, Competitive Advantage- Components of competitive advantage; Creating competitive advantage using value chain, Technology Management Evaluation or Assessment - Future Trends in Innovation Technology Management - Implications of AI and automation on innovation management - Ethical and societal considerations in future innovation

| UNIT V | Social Issues in Technology Management | 9 hours |
|---|---|---|

Social Issues, Technological Change and Industrial Relations- Implementation of rationalization and automation in India; Impact of technological change, Technology Assessment and Environmental Impact Analysis- Environmental impact analysis process- Guidelines on the scope of EIA; Issues in preparation of EIA report; Elements of the environmental problem.

**TOTAL: 45 hours**

**Text Books:**

T1: The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses", Eric Ries, 2021.

T2: Robbins: Fundamentals of Innovation and management, Pearson 2016

T3: Vasanta: Innovation and development, 2013

T4: Managing Innovation: Integrating Technological, Market and Organizational Change, Joe Tidd and John Bessant, 2009.

**Reference Books:**

R1: M.V. Deshpande: Technology in management, 2008

R2: Balakrishnan, G. Technology and management 2012

R3: TIDD, Joe & BESSANT, John (2015), Managing innovation (5th edition). Wiley: Chichester, United Kingdom. ISBN: 978-1-118-36063-7

R4: Furr N., O'Keeffe K., Dyer J.H. (2016), Managing multiparty innovation, Harvard Business Review, November 2016

**Web Links:**

1. http://soskin.info/userfiles/file/2015/1-2_1_2015/Obradovic_Ebersold_Obradovic.pdf
2. https://courses.lumenlearning.com/wm-introductiontobusiness/chapter/ethical-and-social-issues/
3. https://link.springer.com/chapter/10.1057/9780230582361_4

## COURSE OUTCOMES

| | | |
|---|---|---|
| **CO1:** | Explain various types of innovation (e.g., incremental, disruptive) and their implications for technology-driven industries. | **K2** |
| **CO2:** | Analyze strategies for managing resistance to change during technology adoption. | **K4** |
| **CO3:** | Design and implement innovation strategies in organizations, corporate foresight and technology for evaluating and selecting R&Dproposals. | **K3** |
| **CO4:** | Demonstrate that the effective management of technological innovation requires the integration of people, processes and technology | **K2** |
| **CO5:** | Evaluate the impact of incubators, accelerators, and innovation hubs on fostering innovation. | **K5** |

## MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1** | 2 | - | - | 3 | 1 | - | 2 | 1 |
| **CO2** | 2 | 2 | 1 | 1 | 3 | 1 | 2 | 3 |
| **CO3** | 3 | 1 | - | 2 | 2 | - | 3 | 2 |
| **CO4** | 2 | - | - | 3 | 1 | - | 2 | 1 |
| **CO5** | 1 | 3 | 2 | - | 2 | 2 | 1 | 2 |

| 24EMBA-- | INDIAN MODELS IN ENTREPRENEURSHIP | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

- To enable the students to learn various aspects of innovation and methods of fostering innovation.
- To understand the concept and theories of entrepreneurship.
- To recognize the qualities of entrepreneurs that contributed to their success.
- To generate several ideas for potential businesses based on important trends and each student's-interests.

| UNIT I | ENTREPRENEURSHIP ESSENTIALS | 9 hours |
|---|---|---|

Concepts and Overview of Entrepreneurship - Evolution and Growth of Entrepreneurship in India - Role of Entrepreneurship in Economic Development - Role of Entrepreneur in Indian economy and developing economies with reference to Self-Employment Development - Entrepreneurial Culture - The Indian innovations and opportunities - Growth and promotion of Entrepreneurship in India - Institutional arrangements

| UNIT II | DEVELOPMENT OF ENTREPRENEURIAL SKILLS | 9 hours |
|---|---|---|

Entrepreneurship and Indian Social System - Entrepreneurial Characteristics - Entrepreneurial Motivation and Need for Achievement - Entrepreneurs Skills and Competencies - Entrepreneurial Personality - Characteristics of Successful, Entrepreneur – Knowledge and Skills of Entrepreneur- Entrepreneurship – The Indian Scenario - Case Study of Successful Entrepreneurs in India.

| UNIT III | SUSTAINABILITY INNOVATION AND ENTREPRENEURSHIP | 9 hours |
|---|---|---|

Strategy for Commercializing Innovation - Innovation Process - Risks and barriers for introducing products and services - Selecting a Strategy, setting up the Investment and establishing organization - Evaluating the Costs and impact of the Project- Sustainability Innovation and Entrepreneurship, Types of Sustainable Entrepreneurship, Conditions for Sustainability Innovation, strategic involvement in sustainable development. Sustainability Innovation and Entrepreneurship, Innovation Sustainable Conditions, Innovation: Context and Pattern, SME'S strategic involvement in sustainable development.

| UNIT IV | ENTREPRENEURSHIP DEVELOPMENT AND GOVERNMENT | 9 hours |
|---|---|---|

Role of Central Government and State Government in promoting Entrepreneurship - Introduction to various incentives, subsidies and grants - Export Oriented Units - Fiscal and Tax concessions available. Role of following agencies in the Entrepreneurship Development - District Industries Centers (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB)

| UNIT V | INNOVATION ENTREPRENEURSHIP AND BUSINESS MODELS | 9 hours |
|---|---|---|

Introduction to Innovation - Creativity, Invention and innovation - Types of Innovation -

| |
|---|
| Relevance of Technology for Innovation - Attributes and Characteristics of a successful Entrepreneur - Exploration of business models for material efficiency services- Business Models and value proposition, Business Model Failure: Reasons and Remedies, Incubators : Business Vs Technology, Managing Investor for Innovation , Future markets and Innovation needs for India. |
| **TOTAL: 45 hours** |

**Text Books:**

T1: "Indian Models of Entrepreneurship: Opportunities and Challenges", Vasant Desai, A. G. Parasher, and D. M. Pestonjee, 2023, Himalaya Publishing House.
T2: "Indian Entrepreneurship: Theory and Practice", R.V. Ramachandran and S. R. Sivakumar, Year: 2022

**Reference Books:**

R1: Shishir Gupta , "The Essentials: A Step by Step Guide for Entrepreneurs Kindle Edition StartupLanes.com; 1 edition, August 2017
R2: P. Narayana Reddy, Entrepreneurship – Text and Cases, Cengage Learning India, I edition, 2010.
R3: Poornima M Charantimath, "Entrepreneurship Development and Small Business Enterprises",2nd Edition, Kindle Edition, Pearson; 2 edition, 2014.
R4: Thomas Grebel , " Entrepreneurship: A New Perspective" , 1st Edition, Kindle Edition Routledge; 2015.

**Web Links:**

1. https://onlinecourses.nptel.ac.in/noc23_mg63/previewOnline
2. https://onlinecourses.nptel.ac.in/noc21_mg63/preview

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Identify sources of opportunities and development of the skills so as to analyze these opportunities for entrepreneurship. | **K3** |
| **CO2:** | Describe the concept and overview of entrepreneurship with a view to enhance entrepreneurial skills. | **K2** |
| **CO3:** | Explore new vistas of entrepreneurship in 21st century environment to generate innovative business ideas. | **K4** |
| **CO4:** | Assess how entrepreneurship can help shape one's career | **K5** |
| **CO5:** | Identify and evaluate different theories of entrepreneurship and the characteristics of Indian entrepreneurs. | **K3** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | PO1 | PO2 | PO3 | PO4 | PO5 | PSO1 | PSO2 | PSO3 |
|---|---|---|---|---|---|---|---|---|
| **CO1** | 3 | 1 | - | 2 | 2 | - | 3 | 2 |
| **CO2** | 2 | - | - | 3 | 1 | - | 2 | 1 |
| **CO3** | 2 | 2 | 1 | 1 | 3 | 1 | 2 | 3 |
| **CO4** | 1 | 3 | 2 | - | 2 | 2 | 1 | 2 |
| **CO5** | 3 | 1 | - | 2 | 2 | - | 3 | 2 |

| 24EMBA-- | VENTURE VALUATION AND ACCOUNTING | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

- To understand techniques of venture valuation.
- To understand the dynamics involved in financing.
- To comprehend the techniques of evaluating venture portfolio evaluation.
- To understand the techniques and nuances involved in venture accounting.
- Assess agencies for financing growing venture.

| UNIT I | INTRODUCTION | 9 hours |
|---|---|---|

Meaning – Need and significance of Venture Valuation – Factors considered in Venture Valuation – Management, Market, Science and Technology, Financials and funding phase – Basics of Accounting – Journal, Ledger, Income Statements and Balance Sheets. Entrepreneurial finance. Developing Business Idea, Business Model. Screening venture opportunities: Pricing / Profitability considerations, Financial, / harvest Considerations. Financial Plans and Projections.

| UNIT II | VENTURE VALUATION | 9 hours |
|---|---|---|

Methods for Venture valuation – Discounted Cash Flow, Risk Adjusted NPV, Venture Capital Method, Market Comparable Method, Decision Tree Analysis, First Chicago method, Revenue Multiplier Method – Business Plans, Budgets, CVs of Management, Time frame, etc. – Company Valuation, Product Valuation - Assessing Start-up Companies - Valuing Early-stage Ventures - Venture Worth, Basic Mechanics of valuation, developing the projected financial statements for a discounted Cash Flow Valuation - Accounting Vs. Equity Valuation Cash Flow - Venture Capital Valuation Methods - Valuation Process - Basic Venture Capital Valuation Method - Earnings Multiplier and Discounted Dividends.

| UNIT III | VENTURE FINANCING | 9 hours |
|---|---|---|

Notion of Venture Capital – Business Plan- Process of Venture Capital Financing – Methods of Venture Financing – Disinvestment mechanisms – Development of Venture Capital in India – Future prospects of Venture Financing.

| UNIT IV | INVESTMENT NURTURING AND PORTFOLIO VALUATION | 9 hours |
|---|---|---|

Meaning – Objectives of Nurturing – Styles of Nurturing – Hands on, Hands off, Hands Holding – Techniques for Nurturing – Personal discussions, Plant visits, Periodic Reports, Commissioned studies – Meaning and purpose of Venture Capital Portfolio Valuation – Valuation of Equity and various Debt instruments – Cost method and Market value-based methods.

| UNIT V | FINANCING AND GROWING VENTURE | 9 hours |
|---|---|---|

Professional Venture Capital - Venture Investing Cycle - Determining the fund objectives and policies - Organizing the new fund – Soliciting investments in the new fund - Capital Call, Conducting due diligence and actively investing - arranging harvest or liquidation - Other financing alternatives: Facilitators, Consultants and Intermediaries - Banking and Financial Institutions - Foreign Investors, State and Central Government Financing Programs -

| |
|---|
| Receivables Lending and Factoring, Mortgage Lending - Venture Leasing. |
| **TOTAL: 45 hours** |

**Text Books:**

T1: Venture Deals: Be Smarter Than Your Lawyer and Venture Capitalist", Brad Feld and Jason Mendelson, 2019, Wiley publication.
T2: Corporate Accounting II, Reddy and Murthy, Eight edition, Margham Publications, Chennai, 2018.

T3: Financial Management, I.M. Pandey, 12th edition, Vikas Publishing House, New Delhi, 2017

**Reference Books:**

R1: Andrew Metrick and Ayako Yasuda. Venture Capital and the Finance of Innovation, John Wiley & Sons, 2017.
R2: Tim Koller, Mare Goedhart and David Wessels, Valuation: Measuring and Managing theValue of companies, Second edition, McKinsey & Company Inc., 2016.
R3: Zenas Block and Lan C. Macmillan, Corporate Venturing, Second edition, Harvard Business School Press, 2017.

**Web Links:**

1. https://www.coursera.org/learn/private-equity

## COURSE OUTCOMES

| | | |
|---|---|---|
| **CO1:** | Analyze the significance of venture valuation. | **K4** |
| **CO2:** | Classify the methods of venture valuation. | **K3** |
| **CO3:** | Apply the modes of disinvestment mechanisms. | **K2** |
| **CO4:** | Assess the joint venture accounting techniques. | **K5** |
| **CO5:** | Differentiate amalgamation and absorption accounting techniques | **K4** |

## MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1** | 2 | 2 | 1 | 1 | 3 | 1 | 2 | 3 |
| **CO2** | 3 | 1 | - | 2 | 2 | - | 3 | 2 |
| **CO3** | 2 | - | - | 3 | 1 | - | 2 | 1 |
| **CO4** | 1 | 3 | 2 | - | 2 | 2 | 1 | 2 |
| **CO5** | 2 | 2 | 1 | 1 | 3 | 1 | 2 | 3 |

| 24EMBA-- | ENTREPRENEURIAL MARKETING | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

- To provide students with a thorough understanding of the fundamental concepts and principles of marketing within an entrepreneurial context.
- To illustrate the unique challenges and opportunities faced by entrepreneurial ventures in the marketing landscape.
- To understand the importance of branding and positioning in establishing a new business in the market.
- To explore the use of social media, SEO, content marketing, and analytics in driving business growth.
- To explore creative ways to maximize marketing impact with minimal expenditure.

| UNIT I | Introduction to Entrepreneurial Marketing | 9 hours |
|---|---|---|

Overview of entrepreneurial marketing - Characteristics of entrepreneurial ventures - Significance of Entrepreneurial Marketing - Importance of marketing in startups - Entrepreneurship ecosystem and trends - Market analysis for startups - Identifying target markets and customer segments.

| UNIT II | Building the Entrepreneurial Brand | 9 hours |
|---|---|---|

Branding strategies for startups - Positioning and differentiation - Creating a compelling value proposition - The importance of customer segmentation - Understanding customer value - Targeting using effectuation - Developing a positioning statement - Validation: initial customer feedback and - iteration - Using technology push or market pull.

| UNIT III | Marketing Strategies | 9 hours |
|---|---|---|

Marketing strategies for Entrepreneurs- Relationship Marketing- one to one Marketing –Viral Marketing – Digital Marketing - Introduction to growth hacking - Search Engine Optimization (SEO) - Social media marketing for startups - Customer acquisition strategies - Customer relationship management (CRM) - Customer lifetime value (CLV)

| UNIT IV | Marketing Metrics and Analytics | 9 hours |
|---|---|---|

Marketing and sales plan - Marketing analytics tools and techniques - Iterative marketing and A/B testing - Key performance indicators (KPIs) - Content of the plan - Marketing instruments - Product: designing a product application and product line – Modern approaches of product design.

| UNIT V | Product Development and Innovation | 9 hours |
|---|---|---|

Product-market fit - Lean startup methodology - Minimum Viable Product (MVP) development - Funding and Pitching - Marketing in fundraising efforts - Crafting a compelling pitch deck - Investor relations and communication.

**TOTAL: 45 hours**

**Text Books:**

T1: **"Entrepreneurial Marketing: Global Perspectives" by Zubin Sethna, Rosalind Jones, and Paul Harrigan,** 2nd Edition, SAGE Publications Ltd, 2020
T2: "Marketing for Entrepreneurs: Concepts and Applications for New Ventures" by Frederick G. Crane, SAGE Publications, Inc, 2017
T3: "The New Rules of Marketing and PR" by David Meerman Scott, Wiley, 2020

**Reference Books:**

R1: "The Lean Startup" by Eric Ries, Crown Publication, 2016.
R2: "Hooked: How to Build Habit-Forming Products" by Nir Eyal, Published by Portfolio / Penguin, a member of Penguin Group (USA) LLC, 2014

**Web Links:**

1. https://www.coursera.org/learn/marketing-digitalOnline
2. https://hbr.org/topics/marketing
3. https://www.socialmediaexaminer.com/
4. https://blog.hubspot.com/marketing/author/neil-patel

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Demonstrate a comprehensive understanding of entrepreneurial marketing principles and how they differ from traditional marketing. | **K2** |
| **CO2:** | Develop and implement strategic marketing plans tailored to the unique needs of entrepreneurial ventures. | **K6** |
| **CO3:** | Create and manage a strong brand identity and effectively position products or services in the market. | **K6** |
| **CO4:** | Predict digital marketing tools and techniques, including social media, SEO, and analytics, to enhance marketing efforts and drive business growth. | **K6** |
| **CO5:** | Demonstrate critical thinking and problem-solving skills in addressing marketing challenges faced by entrepreneurial ventures. | **K2** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1** | 2 | - | - | 3 | 1 | - | 2 | 1 |
| **CO2** | - | - | 3 | - | 1 | 3 | - | 1 |
| **CO3** | - | - | 3 | - | 1 | 3 | - | 1 |
| **CO4** | - | - | 3 | - | 1 | 3 | - | 1 |
| **CO5** | 2 | - | - | 3 | 1 | - | 2 | 1 |

| 24EMBA-- | ENTREPRENEURSHIP IN PRACTICE | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

- Understanding of the concepts of "entrepreneur", "entrepreneurship" and their development in all forms and shapes
- Understanding of the technological entrepreneurship versus traditional entrepreneurship
- Identify the different ways in which entrepreneur manifests in start-ups
- Know how to create one's own business venture and the various factors that influence successful set-up and sustainable operations.

| UNIT I | Introduction To Entrepreneurship | 9 hours |
|---|---|---|

Entrepreneur- Concept on percent - Functions and clarifications of entrepreneurs - Characteristics of entrepreneur - Nature and importance of entrepreneur - Entrepreneur vs. professional manager – Role of an entrepreneur in economic growth as an innovator - complimenting and supplementing economic growth - Women entrepreneurs.

| UNIT II | Concept of Entrepreneurship | 9 hours |
|---|---|---|

Concept of Entrepreneurship – Types of Entrepreneurs - Entrepreneurship and environment- Policies governing entrepreneurs, entrepreneurial development programs - Institutions for entrepreneurship development - Entrepreneurship development in other countries.

| UNIT III | Entrepreneurial Venture | 9 hours |
|---|---|---|

Creating Entrepreneurial Venture: Generating Business idea, Team building - Sources of Innovation Creativity and Entrepreneurship - Challenges in managing innovation - Venture capital, Angels -Entrepreneurial strategy and Scaling up - Business planning process - Preparing business plan - Business plan failures.

| UNIT IV | Project Identification | 9 hours |
|---|---|---|

Concept of project and classification of project identification project formulation - project report - project design - project appraisal - profitability appraisal - project planning - social cost benefit analysis - financial analysis and project financing - Resource Mobilization for entrepreneurship.

| UNIT V | Entrepreneurial Finance | 9 hours |
|---|---|---|

Writing a Funding Proposal, Traditional sources of financing, Business Incubators. Harvesting and Exit Strategies - Financial analysis - Ratio analysis - Investment process; Break even analysis - Profitability analysis social cost - Benefit analysis - Budget and planning process, applicability of the factories Act.

**TOTAL: 45 hours**

**Text Books:**

T1: Hisrich R D, Peters M P, "Entrepreneurship" 8th Edition, Tata McGraw-Hill, 2016
T2: Khanka S.S., "Entrepreneurial Development" S Chand & Company; edition, 2016

**Reference Books:**

R1: Sharma, “Entrepreneurship Development”, PHI LEARNING PVT LTD, (2017)
R2: Abhinav Ganpule &Aditya Dhobale, “Entrepreneurship Development”, Kindle Edition, Jatayu Publication; 1 edition, 2018.
R3: Sangeeta Sharma, “Entrepreneurship Development”, 10th Edition, Kindle Edition PHI Learning, 2018
R4: Shishir Gupta, “The Essentials: A Step by Step Guide for Entrepreneurs Kindle Edition StartupLanes.com; 1 edition, August 2017

**Web Links:**

1. https://www.businessgig.com/business-plan-preparation
2. https://www.yourarticlelibrary.com/entrepreneurship/entrepreneurship-development-programmes-meaning-need-and-objectives-of-edp/40707
3. https://www.slideshare.net/SimranKaur116/entrpreneurial-development-programme

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Define the need for and importance of entrepreneurship concepts. | **K2** |
| **CO2:** | Identify the qualities, roles and functions of entrepreneur and compute entrepreneurial opportunities. | **K3** |
| **CO3:** | Recognize various schemes in commercial banks for start-ups. | **K2** |
| **CO4:** | Develop and promote entrepreneurial and innovative project report. | **K6** |
| **CO5:** | Evaluate the project with respect to resource mobilization especially venture capital and start-ups. | **K5** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1** | 2 | - | - | 3 | 1 | - | 2 | 1 |
| **CO2** | 3 | 1 | - | 2 | 2 | - | 3 | 2 |
| **CO3** | 2 | - | - | 3 | 1 | - | 2 | 1 |
| **CO4** | - | - | 3 | - | 1 | 3 | - | 1 |
| **CO5** | 1 | 3 | 2 | - | 2 | 2 | 1 | 2 |

| 24EMBA-- | SOCIAL INNOVATION AND ENTREPRENEURSHIP | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

- To provide a comprehensive understanding of social innovation and entrepreneurship, including key theories, models, and frameworks.
- To foster creativity and innovation in designing solutions to social issues.
- To explore various approaches to developing sustainable, scalable social enterprises.
- To understand different business models and revenue strategies for social enterprises.

| UNIT I | INTRODUCTION TO SOCIAL INNOVATION | 9 hours |
|---|---|---|

Innovation – Meaning, Need and Components of Innovation. Social Innovation –Meaning-Definition- History -Drivers-Types and Implications. Social Entrepreneur and Entrepreneurship. Difference between Social Entrepreneurship, Social Enterprise, and Social Economy.

| UNIT II | SOCIAL THOUGHT | 9 hours |
|---|---|---|

Systems Thinking and Social Innovation, Social Innovation and the Enabling Environment, Strategic Approaches to Social Innovation - Social Intrapreneurship, CSV & B-Corps. Agripreneurship

| UNIT III | PROCESS OF SOCIAL INNOVATION | 9 hours |
|---|---|---|

Social Innovation Process: Prompts – Proposals – Prototypes – Sustaining-scaling and Systematic change. Connecting People, Ideas and Resources: Innovation Intermediaries – champions – Tems-Hubs – Institution – Network and Platforms. Different Ways of Supporting Social Innovation: In the Public Sector –In the Third Sector –In the Market Economy –In the Household Economy.

| UNIT IV | FUNDS FOR SOCIAL INNOVATIONS | 9 hours |
|---|---|---|

Fundraising strategies - Grant writing and proposal development - Building and managing partnerships - Different ways to get funding: Business plan competitions, challenges and winning awards-Seed stage and angel funding-Grants and donations-Crowd Funding-Social enterprise incubators-Social Venture Capital firms-Debt Financing –Loan Guarantees – Pooling –Social Impact Bonds – Micro Finance & Others

| UNIT V | SOCIAL INNOVATION PROJECTS | 9 hours |
|---|---|---|

Social Innovative projects in Foreign Countries. -Social Innovative projects in India-Humanitarian Innovation. Case Studies

**TOTAL: 45 hours**

**Text Books:**


T1: Social Entrepreneurship: What Everyone Needs to Know" by David Bornstein and Susan Davis, 2021

T2: "How to Change the World: Social Entrepreneurs and the Power of New Ideas" by David Bornstein, 2020

T3: "The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses" by Eric Ries, 2020

**Reference Books:**

R1: Brendan Galbraith, Francesco Molinari, Social Innovation and Entrepreneurship Case Studies, Practices and Perspectives Paperback – September 8, 2014

R2: Stephen Goldsmith, The Power of Social Innovation: How Civic Entrepreneurs Ignite Community Networks for Good, 1st Edition, 2010.

**Web Links:**

1. https://ssir.org/podcasts/category/inside_social_innovation#
2. https://www.socialenterprise.org.uk/
3. https://hbr.org/topic/subject/social-enterprise

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Demonstrate a deep understanding of social innovation and entrepreneurship principles and their application in real-world scenarios. | **K2** |
| **CO2:** | Critically analyze social problems using appropriate methodologies and frameworks. | **K4** |
| **CO3:** | Create effective business models and plans for social enterprises, incorporating sustainable revenue strategies. | **K6** |
| **CO4:** | Apply tools and methodologies to measure and evaluate the social impact of entrepreneurial initiatives. | **K3** |
| **CO5:** | Develop strategies for effectively mobilizing and managing resources for social ventures. | **K3** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1** | 2 | - | - | 3 | 1 | - | 2 | 1 |
| **CO2** | 2 | 2 | 1 | 1 | 3 | 1 | 2 | 3 |
| **CO3** | - | - | 3 | - | 1 | 3 | - | 1 |
| **CO4** | 3 | 1 | - | 2 | 2 | - | 3 | 2 |
| **CO5** | 3 | 1 | - | 2 | 2 | - | 3 | 2 |

| 24EMBA-- | INDIAN KNOWLEDGE SYSTEM | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

1. To Explain the historicity of Indian Knowledge System
2. To familiarize the foundational concepts, texts, and practices of Indian knowledge systems,
3. To examine historical development, cultural significance, and contemporary relevance.

| UNIT I | INTRODUCTION TO INDIAN KNOWLEDGE SYSTEM | 9 hours |
|---|---|---|

An overview of Indian Knowledge System (IKS): Importance of Ancient Knowledge - Definition of IKS - Classification framework of IKS - Unique aspects of IKS. The vedic corpus: Vedas and Vedangas - Distinctive features of vedic life.

| UNIT II | INDIAN PHILOSOPHICAL SYSTEM | 9 hours |
|---|---|---|

Different schools of philosophy. Wisdom through the ages: Puranas – Ithihasas - Niti shastras - Subhasitas. Linguistics: Components of a language - Paṇini's work on Sanskrit grammar - Phonetics in Sanskrit and the role of Sanskrit in natural language processing. The knowledge triangle: Prameya, Pramaṇa, Saṃsaya - Framework for establishing valid knowledge - Potential fallacies in the reasoning process.

| UNIT III | SALIENT FEATURES OF INDIAN NUMERICAL SYSTEM | 9 hours |
|---|---|---|

Salient features of the Indian numeral system - Importance of decimal representation - The discovery of zero and its importance - Unique approaches to represent numbers. Unique aspects of Indian mathematics - Great mathematicians and their significant contributions in the area of arithmetic, algebra, geometry, trigonometry, combinatorial problems in Chandaḥ-sastra of Pingala, binary mathematics and Magic squares in India. Highlights of Indian Astronomy:

| UNIT IV | ASTRONOMY, INDIAN SCIENCE AND TECHNOLOGY | 9 hours |
|---|---|---|

Historical development of astronomy in India - The Celestial Coordinate System - Astronomical terminologies - Equinotical points, precession of eqinoxes, movable and fixed zodiac - Elements of the Indian Calendar - Panchanga - Indian science and technology heritage - Metals and metalworking - Mining and ore extraction

| UNIT V | PHYSICAL STRUCTURES AND ETHICS IN INDIA | 9 hours |
|---|---|---|

Irrigation and water management - Dyes and painting technology - Surgical Techniques - Shipbuilding - Sixty-four art forms (64 Kalas) - Status of indigenous science and technology. Governance and ethics in Indian Tradition - Case Studies

**TOTAL: -- 45 hours**

**TEXT BOOKS:**

1. Indian Knowledge System: Arthashastra by Kautilya Dr.Shaikh Taufiq KhalilPublisher Notion Press in the year 2023
2. Indian Knowledge System : Know your own country by Dr.Alka Agarwal published by Redshine Publication in the year 2024

**REFERENCE BOOKS:**

1. Indian Knowledge System and its Applications By Dr.Buddhadev Chandra, Dr.Sourav Ghosh published byGlobal net in the year 2024
2. Scientific Basis of Indian Knowledge System by Balkrishna Rai published by Shipra Publications in the year 2023

**WEBSITES:**

1. www.iksindia.org
2. www.education.gov.in
3. www.mmc.ugc.in
4. www.mygov.in

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1** | Understand the foundational concepts and key texts of Indian knowledge systems. | **K 2** |
| **CO2** | To understand the Indian Philosophical System | **K 2** |
| **CO3** | Analyse the historical development and contributions of Indian mathematics | **K 4** |
| **CO4** | Explore the interdisciplinary connections between astronomy, Indian Science and Technology | **K 5** |
| **CO5** | Evaluate the framework of Indian thoughts in the ethical system. | **K 5** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOME**

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1** | 2 | - | - | 3 | 1 | - | 2 | 1 |
| **CO2** | 2 | - | - | 3 | 1 | - | 2 | 1 |
| **CO3** | 2 | 2 | 1 | 1 | 3 | 1 | 2 | 3 |
| **CO4** | 1 | 3 | 2 | - | 2 | 2 | 1 | 2 |
| **CO5** | 1 | 3 | 2 | - | 2 | 2 | 1 | 2 |

| 24EMBA-- | MANAGING ENERGY BUSINESSES | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

- To provide students with a general awareness on energy importance, conservation, societal impact, sources, conversion, management, audit, and conservation measures.
- To Promote sustainable energy responsibility, prompting critical thinking on ethical, economic, and environmental energy implications.

| UNIT I | INTRODUCTION | 9 hours |
|---|---|---|

Energy resources, Energy conversion processes and devices – Energy conversion plants – Conventional - Thermal, Hydro, Nuclear fission, and Non – conventional – Solar, Wind Biomass, Fuel cells, Magneto Hydrodynamics and Nuclear fusion. Energy from waste, Energy plantation.

| UNIT II | TYPES OF ENERGY AND CHALLENGES | 9 hours |
|---|---|---|

The Carbon Challenge: Energy system essentials, Drivers for energy change, Transport
Oil and alternatives, Fossil fuel generation, Nuclear energy, Water and wind power, Geothermal and solar power, Generation inter-comparison and the grid, End use efficiency and buildings, decarbonization plans and strategies

| UNIT III | ENERGY STORAGE AND DISTRIBUTION | 9 hours |
|---|---|---|

Energy storage and Distribution – Electrical energy route – Load curves – Energy conversion plants for Base load , Intermediate load, Peak load and Energy displacement – Energy storage plants. Energy Scenario – Global and Indian –Impact of Energy on economy, development and environment, Energy policies, Energy strategy for future.

| UNIT IV | ENERGY MANAGEMENT | 9 hours |
|---|---|---|

Energy Management – Definitions and significance – objectives –Characterizing of energy usage – Energy Management program – Energy strategies and energy planning Energy Audit – Types and Procedure – Optimum performance of existing facilities – Energy management control systems – Computer applications in Energy management.

| UNIT V | ENERGY CONSERVATION | 9 hours |
|---|---|---|

Energy conservation – Principles – Energy economics – Energy conservation technologies – cogeneration – Waste heat recovery – Combined cycle power generation – Heat Recuperators – Heat regenerators – Heat pipes – Heat pumps – Pinch Technology Energy Conservation Opportunities – Electrical ECOs – Thermodynamic ECOs in chemical process industry – ECOs in residential and commercial buildings – Energy Conservation Measures.

**TOTAL: -- 45 hours**

**Text Books:**


1. Oung Kit, Energy Management in Business, Taylor & Francis Ltd, 2013
2. Gregor Weber, Sustainability and Energy Management - Innovative and Responsible Business Practices for Sustainable Energy Strategies of Enterprises in Relation with CSR, Springer Gabler, 2018
3. Eastop T. D. and D. R. Croft, Energy Efficiency for Engineers & Technologists, Longman, 2010.

**Reference Books:**


1. Amlan Chakrabarti, Energy Engineering and Management, Prentice Hall India, 2011.
2. Albert Thumann P. E. and W. J. Younger, Handbook of Energy Audits, Fairmont Press, 2008


**Web Links:**

1. https://www.energy.gov.au/business/energy-management-business
2. https://studentenergy.org/distribution/energy-storage/

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Understand the impact of energy on society , the need for sustainable energy, global and Indian energy policies. | **K2** |
| **CO2:** | Analyse multiple techniques for energy management and conservation, including the fundamental principles of conducting an energy audit. | **K4** |
| **CO3:** | Apply knowledge about central economic and managerial aspects of large projects, both national and international. | **K3** |
| **CO4:** | Demonstrate their competence in presenting fundamentals of energy business and management, both oral and written. | **K2** |
| **CO5:** | Discuss and communicate the academic problems related to energy management. | **K6** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1** | 2 | - | - | 3 | 1 | - | 2 | 1 |
| **CO2** | 2 | 2 | 1 | 1 | 3 | 1 | 2 | 3 |
| **CO3** | 3 | 1 | - | 2 | 2 | - | 3 | 2 |
| **CO4** | 2 | - | - | 3 | 1 | - | 2 | 1 |
| **CO5** | - | 2 | 3 | - | 1 | 3 | - | 1 |

| 24EMBA-- | WASTE MANAGEMENT | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

- To learn broader understandings on various aspects of solid waste management practiced in industries.
- To learn recovery of products from solid waste to compost and biogas, incineration and energy recovery, hazardous waste management and treatment, and integrated waste management.

| UNIT I | INTRODUCTION TO SOLID WASTE MANAGEMENT | 9 hours |
|---|---|---|

Classification of solid wastes (source and type based), solid waste management (SWM), elements of SWM, ESSWM (environmentally sound solid waste management) and EST (environmentally sound technologies), factors affecting SWM, Indian scenario, progress in MSW (municipal solid waste) management in India. Indian and global scenario of e-waste.

| UNIT II | WASTE GENERATION ASPECTS | 9 hours |
|---|---|---|

Waste stream assessment (WSA), waste generation and composition, waste characteristics (physical and chemical), health and environmental effects (public health and environmental), comparative assessment of waste generation and composition of developing and developed nations, a case study results from an Indian city, handouts on solid waste compositions. E-waste generation.

| UNIT III | COLLECTION, STORAGE, TRANSPORT AND DISPOSAL OF WASTES | 9 hours |
|---|---|---|

Waste Collection, Storage and Transport: Collection components, storage-containers/collection vehicles, collection operation, transfer station, waste collection system design, record keeping, control, inventory and monitoring, implementing collection and transfer system, a case study. Waste Disposal: key issues in waste disposal, disposal options and selection criteria, sanitary landfill, landfill gas emission, leachate formation, environmental effects of landfill, landfill operation issues, a case study.

| UNIT IV | WASTE PROCESSING TECHNIQUES & SOURCE REDUCTION, PRODUCT RECOVERY & RECYCLING | 9 hours |
|---|---|---|

Purpose of processing, mechanical volume and size reduction, component separation, drying and dewatering. Source Reduction, Product Recovery and Recycling: basics, purpose, implementation monitoring and evaluation of source reduction, significance of recycling, planning of a recycling programme, recycling programme elements, commonly recycled materials and processes, a case study

| UNIT V | HAZARDOUS WASTE MANAGEMENT AND TREATMENT | 9 hours |
|---|---|---|

Identification and classification of hazardous waste, hazardous waste treatment, pollution prevention and waste minimization, hazardous wastes management in India. E-waste recycling.

**TOTAL: -- 45 hours**

**Text Books:**

1. Vasudevan Rajaram, Faisal Zia Siddiqui, Sanjeev Agrawal, Mohammed Emran Khan, Solid and Liquid Waste Management - Waste to Wealth, Prentice Hall India Pvt., Limited, 2016
2. Tchobaanoglous, G., Theisen, H., and Samuel A Vigil, Integrated Solid Waste Management, McGraw-Hill Publishers, 2014

**Reference Books:**

1. White, F. R., Franke P. R.,, & Hindle M., Integrated solid waste management: a life cycle inventory. McDougall,P. John Wiley & Sons. 2012
2. Bilitewski B., Hard He G., Marek K., Weissbach A., and Boeddicker H., Waste Management, Springer, 2013

**Web Links:**

1. https://nptel.ac.in/courses/105103205
2. https://www.youtube.com/watch?v=k0ktJRoRcOA

## COURSE OUTCOMES

| | | |
|---|---|---|
| **CO1:** | Apply the basics of solid waste management towards sustainable development | **K3** |
| **CO2:** | Apply technologies to process waste and dispose the same. | **K3** |
| **CO3:** | Integrate real time case studies in various scientific tools used. | **K5** |
| **CO4:** | Design working models to convert waste to energy. | **K6** |
| **CO5:** | Identify and classify hazardous waste and manage the hazard. | **K3** |

## MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1** | 3 | 1 | - | 2 | 2 | - | 3 | 2 |
| **CO2** | 3 | 1 | - | 2 | 2 | - | 3 | 2 |
| **CO3** | 1 | 3 | 2 | - | 2 | 2 | 1 | 2 |
| **CO4** | - | 2 | 3 | - | 1 | 3 | - | 1 |
| **CO5** | 3 | 1 | - | 2 | 2 | - | 3 | 2 |

| 24EMBA-- | UNDERSTANDING SELF: INDIAN PERSPECTIVE | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

1. Reflect on their personal identity, values, and beliefs to gain a deeper understanding of them.
2. Analyze their personality traits and characteristics using psychological frameworks.
3. Identify and manage their emotions and motivations effectively.
4. Explore their strengths, weaknesses, and areas for personal growth.
5. Apply self-awareness techniques to enhance decision-making, goal-setting, and interpersonal relationships.

| UNIT I | INTRODUCTION | 9 hours |
|---|---|---|

Definition of personal identity, Factors influencing personal identity (e.g., culture, upbringing, experiences), Self-reflection exercises on identity, values, and beliefs, Role of self-awareness in personal development, Personality–Definition and Determinants, Personality Traits, Personality Attributes, Importance and factors influencing perception, perception and making judgement about others

| UNIT II | INDIVIDUAL BEHAVIOR | 9 hours |
|---|---|---|

Managing Emotions and Motivations, Importance of emotional intelligence (EQ) in self-awareness Recognizing and regulating emotions, Understanding intrinsic and extrinsic motivations Goal-setting strategies based on personal motivations Reflection on individual personality traits and characteristics, Learning and its application, Learning Theories, Motivation–Importance–Types-Contemporary theories in motivation

| UNIT III | ATTITUDE AND VALUES | 9 hours |
|---|---|---|

Attitude-Characteristics–Components–Formation–changing Attitudes-Values-Power–Politics Ethics of power and politics-Conflict-Negotiation-situational factors favouring negotiation-Negotiation and conflict resolution

| UNIT IV | UNDERSTANDING SELF | 9 hours |
|---|---|---|

Misbehavior –Types–Emotions– Emotional Labour – Emotional Intelligence –Theories-Self Esteem Self-Knowledge Identifying personal strengths and weaknesses, SWOT analysis (Strengths, Weaknesses, Opportunities, Threats), Strategies for leveraging strengths and overcoming weaknesses, Growth mindset vs. fixed mindset

| UNIT V | APPLYING SELF-AWARENESS IN DAILY LIFE | 9 hours |
|---|---|---|

Integrating self-awareness into decision-making processes, cultivating mindfulness and self-

| |
|---|
| compassion Enhancing interpersonal relationships through self-awareness, creating a personal development plan Stress–The stress experience–Work stress model–Stressors–Sources of stressors-Ways to overcome stress –Stress management–Individual strategies – Stress and performance. |
| **TOTAL: - 45** |

**Text Books:**

1. Stephen P. Robbins, Timothy A. Judge, and Neharika Vohra - "Organizational Behavior", Pearson, 19th Edition (2023).

2. Jason A. Colquitt, Jeffery A. LePine, and Michael J. Wesson - "Organizational Behavior: Improving Performance and Commitment in the Workplace", McGraw-Hill Education, 8th Edition (2023).

**Reference Books:**

1. Mary Uhl-Bien, Ronald F. Piccolo, and John R. Schermerhorn Jr. - "Organizational Behavior", Wiley, 14th Edition (2023).

2. Ricky W. Griffin and Gregory Moorhead - "Organizational Behavior: Managing People and Organizations", Cengage Learning, 13th Edition (2023).

**Web Links:**

1. https://us.sagepub.com/en-us/nam/principles-and-practices-of-management-and- organizational-behaviour/book251882#:~:text=Principles% 20and%20Practices%20 of%20Management%20and%20 Organizational%20Behaviour %20provides%20a,performance%20in%20the%20global%20era.

2. https://courses.lumenlearning.com/wmopen organizationalbehavior/chapter/management theory-and-organizational-behavior/ https://online.nwmissouri.edu/articles/mba/why-managers-understand-organizational- behavior.aspx

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | To explain the evolution of Management thought and interpret the OB Model | **K 2** |
| **CO2:** | To analyse the Functions of Management | **K 4** |
| **CO3:** | To appraise the foundations of organizational behaviour | **K 5** |
| **CO4:** | To assess work motivation and group behaviour in organisations | **K 5** |
| **CO5:** | To examine the process of communication, classify leadership styles and analyse organizational change | **K 4** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1** | 2 | - | - | 3 | 1 | - | 2 | 1 |
| **CO2** | 2 | 2 | 1 | 1 | 3 | 1 | 2 | 3 |
| **CO3** | 1 | 3 | 2 | - | 2 | 2 | 1 | 2 |
| **CO4** | 1 | 3 | 2 | - | 2 | 2 | 1 | 2 |
| **CO5** | 2 | 2 | 1 | 1 | 3 | 1 | 2 | 3 |

| 24EMBA-- | COMMUNITY RESILIENCE & DISASTER MANAGEMENT | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

1. Understand the concept of community resilience in the context of disaster management.
2. Explore various types of natural and human-made disasters, their causes, and impacts on communities, infrastructure, and the environment.
3. Analyze strategies and best practices for disaster preparedness, mitigation, response, and recovery at the community level.
4. Evaluate the role of different stakeholders, including government agencies, non-governmental organizations, community leaders, and volunteers.
5. Develop practical skills in assessing community vulnerabilities, conducting risk assessments and examine the type of disaster and resulting public health emergencies.

| UNIT I | RESILIENCE | 9 hours |
|---|---|---|

UnderstandingResilience-ResilienceinSocial-EcologicalSystems-Understanding Community Resilience - Applying Resilience Thinking: Building Community Resilience - Building Community &Community Resilience. Community Resilience and Adaptation to Climate Change. Transition Towns: A Social Movement Response.

| UNIT II | PERSPECTIVES&WORKING | 9 hours |
|---|---|---|

Deepening: Perspectives on (Intentional) Social Change - Community Organizing & Social Action -Critical Perspectives on 'Green Capitalism' - Understanding & Working with Emergence / Indigenous &Global South Perspectives - Conceptualizing Resilience and our role as citizens - Assessing Resilience –Managing Resilience –Practicing Resilience in Different Ways.

| UNIT III | DISASTER CLASSIFICATION | 9 hours |
|---|---|---|

Disasters: Concepts, and definitions (Hazard, Vulnerability, Risk, Disaster). Classification: Natural (Geological, Meteorological, Hydrological, Climatologically, Biological, Extra-terrestrial) and Man-made-Technological (Industrial and Transport Accidents), Miscellaneous Accidents and Terrorism. Impacts (including social, economic, political, environmental, health, psychosocial, etc.). Differential impacts- in terms of caste, class, gender, age, location, disability. Global trends in disasters-urban disasters, pandemics, complex emergencies, climate change. Disaster profile of India

| UNIT IV | DISASTER MANAGEMENT | 9 hours |
|---|---|---|

Disaster Management: Definitions, History and Relevance. Resilience Building. Disaster cycle: Risk Management- Risk identification, risk reduction (planning, prevention, mitigation, preparedness), risk transfer; Crisis Management-Response (Search adRescue), Relief, Recovery and Reconstruction. Multi-disciplinary character of DM. Disaster Policy: The International Decade for Natural Disaster Reduction, Yokhama Declaration, United Nations International Strategy for Disaster Risk Reduction (UNISDR), Hyogo Framework for Action (HFA); Send ai Framework and Action Plan. IDRL Guidelines, Sphere standards; Disaster Policy (National Policy on Disaster Management), Disaster Management Act 2005. National Disaster Management Plan 2019.

| UNIT V | DISASTER ADMINISTRATION | 9 hours |
|---|---|---|

Disaster Administration: United Nations and its Disaster Management Mechanism UNDP, UNDRR, WHO. Disaster Administration in India: Disaster Management Authority at National, State and District levels; Allied governmental bodies, institutions, and mechanisms/resources for Disaster Management; State and National Disaster Mitigation Funds. Gaps in Disaster Policy and Administration. Stakeholders: Roles and responsibilities of different stakeholders - Community, Panchayati Raj Institutions / Urban Local Bodies

| |
|---|
| (PRIs/ULBs), State and Centre, Task forces and Emergency response teams. Warning Systems and allied Disaster Management bodies. Media, Fire Services, Paramilitary, Armed forces. Health Department, Communication, Insurance, Civil Society, International NGOs, National and Local NGOs. Volunteers and youth groups. Disaster Determinants - Factors affecting damage – types, scale population, social status, habitation pattern, physiology, and climate. Factors affecting mitigation measures, prediction, preparation, communication, area and accessibility, population, physiology, and climate |
| **TOTAL: - 45 hours** |

**Text Books:**

1. David M. Abramson, Monica Schoch-Spana, and Thomas A. Chandler - "Community Resilience: Equitable Practices for an Uncertain Future", Routledge, 1st Edition (2023).
2. Geoffrey A. Rose and Brian Koliba - "Community Resilience: Integrating Education, Science, and Policy", Springer, 1st Edition (2023).

**Reference Books:**

1. Anastasia Loukaitou-Sideris and Michele Companion - "Community Resilience and Environmental Transitions", Routledge, 1st Edition (2023).
2. Coppola Damon P. - "Introduction to International Disaster Management", Butterworth-Heinemann, 4th Edition (2023).

**Web Links:**

1. https://us.sagepub.com/en-us/nam/principles-and-practices-of-management-and-organizational-behaviour/book251882#:~:text=Principles%20and%20Practices%20of%20Management%20and%20Organizational%20Behaviour%20provides%20a,performance%20in%20the%20global%20era.

2. **https://courses.lumenlearning.com/wmopenorganizationalbehavior/chapter/management**theory-and-organizational-behavior/ https://online.nwmissouri.edu/articles/mba/why-managers-understand-organizational-behavior.aspx

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Explain the evolution of Management thought and interpret the OB Model | **K 2** |
| **CO2:** | Analyse the Functions of Management | **K 4** |
| **CO3:** | Appraise the foundations of organizational behaviour | **K 5** |
| **CO4:** | Assess work motivation and group behaviour in organizations | **K 5** |
| **CO5:** | Examine the process of communication, classify leadership styles and analyse organizational change | **K 4** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | PO1 | PO2 | PO3 | PO4 | PO5 | PSO1 | PSO2 | PSO3 |
|---|---|---|---|---|---|---|---|---|
| CO1 | 2 | - | - | 3 | 1 | - | 2 | 1 |
| CO2 | 2 | 2 | 1 | 1 | 3 | 1 | 2 | 3 |
| CO3 | 1 | 3 | 2 | - | 2 | 2 | 1 | 2 |
| CO4 | 1 | 3 | 2 | - | 2 | 2 | 1 | 2 |
| CO5 | 2 | 2 | 1 | 1 | 3 | 1 | 2 | 3 |

| 24EMBA-- | PROBITY IN GOVERNANCE AND ADMINISTRATION | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

1. Understand the concept of probity and its significance in governance and administration.
2. Analyze the legal framework and regulations governing probity in public service.
3. Evaluate transparency and accountability mechanisms aimed at ensuring probity in governance.
4. Develop skills for ethical decision-making and resolving ethical dilemmas in public service and to explore strategies for promoting a culture of probity within organizations and fostering trust between government and citizens

| UNIT I | Introduction to Probity in Governance | 9 hours |
|---|---|---|
| Understanding the concept of probity, Importance of probity in governance and administration, Historical perspectives on probity in public service, Ethical principles underlying probity. | | |
| **UNIT II** | **Legal Framework and Regulations** | **9 hours** |
| Examination of relevant laws, regulations, and policies governing probity in governance Analysis of anti-corruption laws and their implications Case studies illustrating legal provisions and their enforcement | | |
| **UNIT III** | **Transparency and Accountability Mechanisms** | **9 hours** |
| Exploring mechanisms for promoting transparency and accountability in governance, Role of information disclosure in ensuring probity, Oversight institutions and their functions, Use of technology in enhancing transparency and accountability | | |
| **UNIT IV** | **Ethical Decision Making in Public Service** | **9 hours** |
| Ethical theories and frameworks applicable to public service, Ethical dilemmas in governance and administration, Strategies for ethical decision-making and conflict resolution, Case analyses of ethical challenges faced by public officials | | |
| **UNIT V** | **Promoting a Culture of Probity** | **9 hours** |
| Strategies for fostering a culture of probity in organizations, Role of leadership in promoting ethical conduct, building trust between government and citizens, Best practices from global perspectives on promoting probity in governance | | |
| **TOTAL : - 45 hours** | | |

**Text Books:**

1. Richard J. Stillman II , Public Administration: Concepts and Cases, Cengage Learning ISBN: 978-1285436331,10th Edition, (2023)

2. Patrick J. Sheeran - "Ethics in Public Administration: A Philosophical Approach" Praeger Publication, ISBN: 978-0275946747 -(2024)

**Reference Books:**

1. James H. Svara - "The Ethics Primer for Public Administrators in Government and Nonprofit Organizations", Jones & Bartlett Learning, ISBN: 978-1449619015, 2nd Edition, (2023)
2. Charles Garofalo and Dean Geuras - "Public Sector Ethics: Finding and Implementing Values" ,Routledge Publisher, ISBN: 978-0415892484 (2023)

**Web Links:**

1. https://us.sagepub.com/en-us/nam/principles-and-practices-of-management-and- organizational-behaviour/book251882#:~:text=Principles% 20and%20Practices%20 of%20Management%20and%20 Organizational%20Behaviour %20provides%20a,performance%20in%20the%20global%20era.

2. https://courses.lumenlearning.com/wmopen_organizationalbehavior/chapter/management theory-and-organizational-behavior/ https://online.nwmissouri.edu/articles/mba/why-managers-understand-organizational-behavior.aspx

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Explain the evolution of Management thought and interpret the OB Model | **K 2** |
| **CO2:** | Analyze the Functions of Management | **K 4** |
| **CO3:** | Appraise the foundations of organizational behaviour | **K 5** |
| **CO4:** | Assess work motivation and group behaviour in organisations | **K 5** |
| **CO5:** | Examine the process of communication, classify leadership styles and analyze organizational change | **K 4** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1** | **2** | **-** | **-** | **3** | **1** | **-** | **2** | **1** |
| **CO2** | **2** | **2** | **1** | **1** | **3** | **1** | **2** | **3** |
| **CO3** | **1** | **3** | **2** | **-** | **2** | **2** | **1** | **2** |
| **CO4** | **1** | **3** | **2** | **-** | **2** | **2** | **1** | **2** |
| **CO5** | **2** | **2** | **1** | **1** | **3** | **1** | **2** | **3** |

| 24EMBA-- | DESIGN THINKING | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

- To describe the concepts of Design Thinking , its stages and framework.To discuss the purpose of design thinking & its importance
- To examine and analyze the Phases of Design Thinking
- To enable adoption of Design thinking in organizations

| UNIT I | INTRODUCTION TO DESIGN THINKING | 9 hours |
|---|---|---|

Understanding the basic concepts of Design Thinking - Theory and Practice in design thinking- Tools for design thinking -Stages of Design Thinking – Factors affecting and influencing design thinking- types of design-product design-system design-service design – design framework – principles of design thinking

| UNIT II | PURPOSES OF DESIGN THINKING | 9 hours |
|---|---|---|

Inspiration (Problem Framing) – Ideation (Problem Solving) – Immersion (Solution Testing) – Purposes of Design Thinking – Reframe opportunity- Rediscover your user deep needs – Refresh Solutions and Innovative Ideas – Reaffirm user needs – Review Activities and Strategies

| UNIT III | PHASES OF DESIGN THINKING – I , II & III | 9 hours |
|---|---|---|

Phase I – EXPLORE – STEP Analysis – Strategic Priorities – Activity System – Stakeholder Mapping – Opportunity Framing - Phase II – EMPATHISE – Observations – Need finding – User Personas – Phase III – EXPERIMENT – Ideation – Prototyping.

| UNIT IV | PHASES OF DESIGN THINKING – IV & V | 9 hours |
|---|---|---|

Phase IV – ENGAGE – Story Boarding – Co- Creation – Phase V – EVOLVE – Concept Synthesis Strategic Requirements – Evolved Activity Systems – Quick wins

| UNIT V | ADOPTION OF DESIGN THINKING | 9 hours |
|---|---|---|

A Design Journey-Designers and the Design Thinking “Fad”-Four Case Studies in Design Thinking-Why Organizations Implement Design Thinking-The Three Tensions of Design Thinking in Organizations- Tension of Inclusion – Tension of Disruption -Tension of Perspective

**TOTAL: - 45 Hours**

**Text Books:**

1. **Sharon Boller**, **Laura Fletcher**, Design Thinking for Training and Development - Creating Learning Journeys That Get Results, **Association for Talent Development**, 2020

2. **Isabell Osann**, **Lena Mayer**, **Inga Wiele**, The Design Thinking Quick Start Guide, **Wiley**, 2020

**Reference Books:**

1. Lee Chang Hwa, Jason Leow, Jun Lau & Angelo Ho, Design Thinking – The Guide Book , Royal Civil Service Commission, Singapore , 2017.
2. David Dunne, Design Thinking at work – How Innovative organizations are embracing Design, University of Toronto Press, 2018.

**Web Links:**

1.https://www.hss.iitb.ac.in/en/hs-438-intellectual-property-rights-technology-development-andmanagement

2.https://cde.nus.edu.sg/isem/graduate/coursework/masters-of-science-intellectual-propertymanagement-programme/

3.https://ocw.mit.edu/courses/15-628j-patents-copyrights-and-the-law-of-intellectual-propertyspring-2013/pages/syllabus/

## COURSE OUTCOMES

| | | |
|---|---|---|
| **CO1:** | Appraise the tools and frame work of Design Thinking | **K 5** |
| **CO2:** | Analyse the purposes of Design Thinking | **K 4** |
| **CO3:** | Infer the Explore, Empathise &Experiment Phases of Design Thinking | **K 4** |
| **CO4:** | Envisage the Engage & Explore Phases of Design Thinking | **K 4** |
| **CO5:** | Create a Design Thinking Culture by adoption in organisations | **K 6** |

## MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES

| | PO1 | PO2 | PO3 | PO4 | PO5 | PSO1 | PSO2 | PSO3 |
|---|---|---|---|---|---|---|---|---|
| **CO1** | 3 | 2 | - | 1 | 1 | 3 | - | - |
| **CO2** | 2 | 1 | - | - | 2 | 3 | - | - |
| **CO3** | 3 | 3 | - | 1 | - | 2 | - | - |
| **CO4** | - | 2 | 1 | - | 1 | 1 | - | - |
| **CO5** | 2 | - | 2 | - | - | - | - | 2 |

-

| 24EMBA-- | INDIAN ETHOS AND BUSINESS DEVELOPMENT | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

1. Understand the cultural and ethical foundations of Indian business practices.
2. Develop strategies for effective business development within the Indian context.
3. Cultivate cross-cultural competence for successful engagement with Indian markets

| UNIT I | INTRODUCTION | 9 hours |
|---|---|---|

History & Relevance: Principles, practiced by Indian Companies; Role of Indian Ethos (Management lessons from Vedas, Mahabharata, Bible, Quran, Arthashastra,) Indian Heritage in Business. Ethics Vs Ethos, Indian Vs Western Management; Work ethos and values for Indian Managers.

| UNIT II | UNDERSTANDING BUSINESS ETHICS | 9 hours |
|---|---|---|

Ethical Values, Myths and Ambiguity, Ethical Codes, Ethical Principles in Business; Theories of Ethics, Absolutism vs. Relativism. Approaches to Business Ethics: Teleological Approach, The Deontological Approach, Kohlberg's Six Stages of Moral Development (CMD)

| UNIT III | VALUE BASED MANAGEMENT IN BUSINESS DEVELOPMENT | 9 hours |
|---|---|---|

Impact of Values on stake holders; Trans-cultural human values; Secular - Vs Spiritual values; value system in work culture. Stress Management, - meditation for mental health, yoga. Contemporary Approaches to Leadership: Joint Hindu Family business; Leadership qualities of Karta.

| UNIT IV | INDIAN SYSTEM OF LEARNING | 9 hours |
|---|---|---|

Gurukul system of learning, advantages – disadvantages of Karma, Importance of Karma to managers , Nishkama Karma- laws of Karma ; Law of creation- Law of humility- Law of growth – Law of Responsibility- Law of connection – Corporate Karma Leadership.

| UNIT V | GLOBALIZATION AND INDIAN BUSINESS | 9 hours |
|---|---|---|

Indian companies in the global market: Cross-border collaborations and challenges-Future outlook: India's role in the global economy.

**TOTAL: -- 45 hours**

**TEXT BOOKS**

1. R.S. Bhagath and R. Parasuraman, Indian Ethos and Values in Management by - Publisher: Excel Books, Edition 2021

2. V.S.P. Rao, Indian Ethos in Management by - Publisher: Excel Books, Edition 2020

**REFERENCE BOOKS**

1. S.K. Chakraborty, Indian Ethos and Values for Managers" by - Publisher: Prentice Hall India, Edition 2019

2. N. Siva Kumar, Indian Ethos and Values for Modern Management by - Publisher: Himalaya Publishing House, Edition 2020

**WEBSITES**

1. https://iicseonline.org/Business_ethics_and_ethos1.pdf
2. https://www.researchgate.net/publication/356413203_Indian_Ethos_Business_Ethics
3. https://link.springer.com/chapter/10.1007/978-981-19-4892-3_15
4. https://www.tppl.org.in/2020/first-sem/3862-indian-ethos-and-business-ethics.html

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Understand the core values of Indian culture | **K 2** |
| **CO2:** | Identify the significance of Indian business models | **K 2** |
| **CO3:** | Analyze the concepts of internal, external and digital transformations | **K 4** |
| **CO4:** | Interpret different methodologies of strategic management services. | **K 5** |
| **CO5:** | Analyze Indian business and its future outlook | **K 4** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOME**

| | PO1 | PO2 | PO3 | PO4 | PO5 | PSO1 | PSO2 | PSO3 |
|---|---|---|---|---|---|---|---|---|
| CO1 2 | 2 | - | - | 3 | 1 | - | 2 | 1 |
| CO2 2 | 2 | - | - | 3 | 1 | - | 2 | 1 |
| CO3 4 | 2 | 2 | 1 | 1 | 3 | 1 | 2 | 3 |
| CO4 5 | 1 | 3 | 2 | - | 2 | 2 | 1 | 2 |
| CO5 4 | 2 | 2 | 1 | 1 | 3 | 1 | 2 | 3 |

| 24EMBA-- | STRATEGIC MANAGEMENT OF SERVICES | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

Understand the unique characteristics of service industries and their implications for strategic management.

Analyze the competitive landscape of service markets and identify key success factor

Develop critical thinking and decision-making skills necessary for effective strategic management in service contexts.

| UNIT I | INTRODUCTION | 9 hours |
|---|---|---|

Overview of service industries -Characteristics of services - Challenges and opportunities in service management -Generic competitive strategies - Differentiation, Cost leadership, Focus - Blue Ocean Strategy for service industries- Service innovation and new service development.

| UNIT II | STRATEGIC PLANNING AND IMPLEMENTATION | 9 hours |
|---|---|---|

Strategic planning process for service organizations - Strategy implementation and organizational structure - Strategic leadership in service contexts - Service quality dimensions and measurement - Service recovery and customer retention strategies - Customer experience management in services.

| UNIT III | STRATEGIC ANALYSIS FOR SERVICEORGANIZATIONS | 9 hours |
|---|---|---|

External environment analysis - PESTEL - Industry analysis - Internal analysis - Resource-based view - Value chain analysis -SWOT analysis for service organizations - Strategic Groups and Competitive Positioning - Dynamic Capabilities and Innovation in service sector - Digital transformation in service industry.

| UNIT IV | SERVICE OPERATIONS MANAGEMENT | 9 hours |
|---|---|---|

Service process design and improvement - Capacity management in services - Managing service supply chains -Digital Technologies Reshaping Service Operations: Overview of digital technologies and their applications in service operations - Managing multi-channel service delivery - Agile methodologies applied to service operations for rapid adaptation to changing customer needs and market conditions.

| UNIT V | GLOBAL STRATEGY IN SERVICES | 9 hours |
|---|---|---|

Internationalization strategies for service firm - Cultural considerations in global service management - Managing global service networks - Case Studies

**TOTAL : -- 45 hours**

**TEXT BOOKS:**

1. Strategic Management of Services: Concepts, Cases, and Readings, Author: Jochen Wirtz, Christopher Lovelock, Heikki J. Koskela Published by Pearson in the year 2021
2. Services Marketing: People, Technology, Strategy, Authors: Valarie A. Zeithaml, Mary Jo Bitner, Dwayne D. Gremler Published by McGraw-Hill Education in the year 2020, Edition: 8th Edition

**REFERENCE BOOKS:**

1. Strategic Management: Concepts and Cases Authors: Michael A. Hitt, R. Duane Ireland, Robert E. Hoskisson, Published by Cengage Learning in the year 2021 , 15th edition
2. Service Management: Operations, Strategy, Information Technology authored by James A. Fitzsimmons, Mona J. Fitzsimmons, Sanjeev Bordoloi, Publisher: McGraw-Hill Education in the year 2021 , 9th edition

**WEBSITES**

1. www.collegedunia.com
2. www.stramasa.com
3. www.coursera.org
4. www.toptal.com
5. www.investopedia.com/terms/s/strategy.asp
6. www.mckinsey.com/business-functions/strategy-and-corporate-finance
7. https://www.strategicmanagementinsight.com/

**COURSE OUTCOMES:**

| | | |
|---|---|---|
| **CO1:** | Explain and compare various perspectives of strategic management services | **K 2** |
| **CO2:** | Understand the strategies for customer management services | **K 2** |
| **CO3:** | Analyze the concepts of internal, external and digital transformations | **K 4** |
| **CO4:** | Interpret different methodologies of strategic management services. | **K 5** |
| **CO5:** | Analyze international strategies in service management | **K 4** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | PO1 | PO2 | PO3 | PO4 | PO5 | PSO1 | PSO2 | PSO3 |
|---|---|---|---|---|---|---|---|---|
| CO1 | 2 | - | - | 3 | 1 | - | 2 | 1 |
| CO2 | 2 | - | - | 3 | 1 | - | 2 | 1 |
| CO3 | 2 | 2 | 1 | 1 | 3 | 1 | 2 | 3 |
| CO4 | 1 | 3 | 2 | - | 2 | 2 | 1 | 2 |
| CO5 | 2 | 2 | 1 | 1 | 3 | 1 | 2 | 3 |

| 24EMBA-- | COMPETING IN GLOBAL MARKETS | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

To develop skills in analysis of global business both in terms of its internal functioning and interaction with the different types of environments.

To demonstrate the use of management tools in the international markets and decision-making in this field.

| UNIT I | INTRODUCTION TO THE GLOBAL BUSINESS | 9 hours |
|---|---|---|

Internationalization of the economy and the globalization of business, Features, purposes and objectives of the international business.

| UNIT II | INTERNATIONAL BUSINESS ENVIRONMENT | 9 hours |
|---|---|---|

Features of the international business environment, Economic factors of international business environment, Political factors and principles of state regulation, Legal international environment, Socio-cultural environment of international business.

| UNIT III | INTERNATIONAL BUSINESS STRATEGY | 9 hours |
|---|---|---|

Methods of obtaining and processing information in international business, Attractiveness of international markets and organizational capacity, Entry penetration strategies, Creation of subsidiaries abroad.

| UNIT IV | INTERNATIONAL BUSINESS MANAGEMENT | 9 hours |
|---|---|---|

Organizing international business, international dimensions of human resources management, Motivation and compensation in international management, Global sourcing of production and services.

| UNIT V | INTERNATIONAL GLOBAL BRANDING | 9 hours |
|---|---|---|

Branding services sector, Brand rejuvenation, Role of Brand Manage, Branding in industrial and consumer Products.

**TOTAL: 45 hours**

**Text Books:**

1. Hill, C. International business: competing in the global marketplace. New York: McGraw Hill, 14 th Edition 2023.

2. Willcocks, L. Global business management foundations. Stratford: Steve Brookes Publishing, 1 st Edition, 2021.

**Reference Books:**

1. Mintzberg, H. Managing. London: Financial Times/Prentice Hall, 2020.
2. Dunning, J., Lundan S. Multinational enterprises and the global economy. Cheltenham: Edward Elgar Publishing, 2008.

**Web Links:**

1.https://www.slideshare.net/welcometofacebook/i-class23-competinginaglobalmarket20140501finalposting
2. https://slideplayer.com/slide/3816986/

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Describe the basics of global marketing and core concepts. | **K2** |
| **CO2:** | State and differentiate the consumer and institutional buyer behaviour. | **K1** |
| **CO3:** | To construct the International Business Strategies | **K3** |
| **CO4:** | Inspect the importance of integrated marketing communications. | **K4** |
| **CO5:** | Reflect about how global business face responsibility for more than just the policies and practices that occur within its own walls. | **K2** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1** | **2** | **-** | **-** | **3** | **1** | **-** | **2** | **1** |
| **CO2** | **1** | **-** | **-** | **2** | **-** | **-** | **1** | **-** |
| **CO3** | **3** | **1** | **-** | **2** | **2** | **-** | **3** | **2** |
| **CO4** | **2** | **2** | **1** | **1** | **3** | **1** | **2** | **3** |
| **CO5** | **2** | **-** | **-** | **3** | **1** | **-** | **2** | **1** |

| 24EMBA-- | DYNAMICS OF FRAMING AND EXECUTING STRATEGY | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

To understand the dynamics involved in framing strategies.

To comprehend the dynamics of framing and implementing in MNCs.

| UNIT I | STRATEGY AND PROCESS DYNAMICS | 9 hours |
|---|---|---|

Conceptual framework for dynamism in strategic management, the Concept of Strategy and the Dynamic Strategy Formation Process – Stakeholders in business – Vision, Mission and Purpose – Business definition, Objectives and Goals – Dynamic role of Corporate Governance and Social responsibility in strategy formulation and implementation.

| UNIT II | FRAMING OF STRATEGIES | 9 hours |
|---|---|---|

The generic strategic alternatives – Stability, Expansion, Retrenchment and Combination strategies - Business level strategy- Strategy in the Global Environment-Corporate Strategy Vertical Integration-Diversification and Strategic Alliances- Building and Restructuring the corporation-Strategic analysis and choice - Environmental Threat and Opportunity Profile (ETOP) - Organizational Capability Profile - Strategic Advantage Profile - Corporate Portfolio Analysis - SWOT Analysis - GAP Analysis - Mc Kinsey's 7s Framework - GE 9 Cell Model – Distinctive competitiveness - Selection of matrix - Balance Score Card.

| UNIT III | DYNAMISM IN EXECUTING STRATEGY & EVALUATION | 9 hours |
|---|---|---|

The implementation process, Resource allocation, designing organizational structure-Designing Strategic Control Systems- Matching structure and control to strategy-Implementing Strategic change-Politics-Power and Conflict-Techniques of strategic evaluation & control - Reasons for Strategy Failure and Methods to Overcome, Strategy Leadership and Strategy Implementation, Strategic Business Units (SBUs)

| UNIT IV | STRATEGIES FOR MULTINATIONAL CORPORATIONS | 9 hours |
|---|---|---|

Introduction, Multinational Corporations (MNCs), Benefits of MNCs, Limitations of MNCs, Business Strategies of MNCs, Multiple Strategies employed by MNCs to Manage Markets, MNC, TNC and Global Companies – Challenges in managing dynamic strategies in MNCs.

| UNIT V | OTHER STRATEGIC DYNAMICS | 9 hours |
|---|---|---|

Managing Technology and Innovation-Strategic issues for Non-Profit organizations. New Business Models and strategies for Internet Economy- Organizational Development and Change, Change Management, Models of contemporary Leadership Styles and its Roles, Dynamic role of Strategic management in a new globalized economy

**TOTAL : 45 hours**

**Textbooks:**

1. Strategic Management by N.Chandrasekaran, P.S.Ananthanarayanan, Taxmann publication, Second edition 2024.

2. Strategic Management By Sandeep Bishla, Redshine Publication, 2021.

Azhar Kazmi, Strategic Management and Business Policy, 3rd Edition, Tata McGraw Hill, 2016

**Reference Books:**

1. AdriauHAberberg and Alison Rieple, Strategic Management Theory & Application, ThirdEdition, Oxford University Press, 2017.

2. John Pearce, Richard Robinson and Amrita Mittal, Strategic Management, McGraw Hill 12th Edition, 2017

**Web Links:**

1. https://www.coursera.org/learn/uva-darden-strategic-planning-execution

2. https://hbr.org/1980/07/strategic-management-for-competitive-advantage

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Understand the Dynamic Strategy Formation Process. | **K2** |
| **CO2:** | Apply appropriate strategies within a changing context to meet stakeholder interests. | **K3** |
| **CO3:** | Analyze the reasons for Strategy failure and methods to overcome. | **K4** |
| **CO4:** | Identify the Multiple Strategies employed by MNCs to manage Global Companies. | **K3** |
| **CO5:** | Recognize the dynamic role of strategic management in a new globalized economy. | **K5** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | PO1 | PO2 | PO3 | PO4 | PO5 | PSO1 | PSO2 | PSO3 |
|---|---|---|---|---|---|---|---|---|
| **CO1** | **2** | **-** | **-** | **3** | **1** | **-** | **2** | **1** |
| **CO2** | **3** | **1** | **-** | **2** | **2** | **-** | **3** | **2** |
| **CO3** | **2** | **2** | **1** | **1** | **3** | **1** | **2** | **3** |
| **CO4** | **3** | **1** | **-** | **2** | **2** | **-** | **3** | **2** |
| **CO5** | **1** | **3** | **2** | **-** | **2** | **2** | **1** | **2** |

| 24EMBA-- | FOUNDATIONS OF STRATEGY CONSULTING | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

To learn the major initiatives taken by a company's top management on behalf of corporate, involving resources and performance in external environments.

To understand strategy consulting firms of various management functional areas.

| UNIT I | Introduction to strategy & Consultant | 9 hours |
|---|---|---|

Introduction to Strategy - Define Strategy, Strategic Management Process - Levels of Strategies - Corporate, Business and Operational level, Types of Strategies – Changes in consultancy Industry – Consultant types, skills & values.

| UNIT II | Strategies adopted in Consulting Services Functional Areas of Management | 9 hours |
|---|---|---|

Marketing & selling of consulting services - Strategic and Organization Information Technology Consulting – HR consultancy services – Operation Management Services – Consulting CEOs & Brand – Global Clients - Understanding buyer values - Matching client expectations with firm strategy - Internal and external marketing - Advertising PR and relationship management - Writing successful proposals

| UNIT III | Strategies adopted in IT Consulting | 9 hours |
|---|---|---|

Strategic and Organization Information Technology Consulting - - History of IT / IS consulting - issues and growth - Various IT services - IT and the value chain - Drivers of future growth

| UNIT IV | Strategy in Organization Consulting | 9 hours |
|---|---|---|

Strategy in Organizations Consulting - History of strategic and organization planning - Alternative approaches to strategic planning: value creation models - Alternative approaches to strategic planning and use of value creation models - Development of organization consulting: design to transformational change

| UNIT V | Managing Consultancy Firms | 9 hours |
|---|---|---|

Performance Problems - Strategy, goals and people success factors - Leading for best performance - Developing culture, aligning success factors - Collusion between consultant and client - Managing ethical and practice challenges - Future of Consulting

**TOTAL: 45 Hours**

**Textbooks:**

1. Strategic Management and Business Policy: Globalization, Innovation and Sustainability by Charles E. Bamford, Pearson publication, 2023

**2.** Greiner, Larry E. and Poulfelt, Flemming. Management Consulting Today and Tomorrow Perspectives and Advice from 27 Leading World Experts. Routledge Publishing. 2019/2020.

**Reference Books:**

1. Start Here: The World's Best Business Growth & Consulting Book: Business Growth Strategies from the World's Best Business Coach, Clay Clark, Thrive Edutainment, LLC; Now with Seo Manifesto ed. edition (1 September 2016)

2. The Boston Consulting Group on Strategy: Classic Concepts and New Perspectives, Carl W. Stern, Wiley; 2nd edition2006

**Web Links:**

1. https://www.expertsconsult.org/blog/five-effective-business-strategies-adopted-by-management-consulting-industry-experts/

2. https://www.brightnetwork.co.uk/career-path-guides/consulting/what-strategy-consulting/

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Discuss the process of strategic management process. | **K6** |
| **CO2:** | Define key factors and issues relevant to a consulting engagement and examine their inter-relationships and learn to 'massage' them conceptually. | **K1** |
| **CO3:** | Analyses of issues and organizational problems in a concise, accurate, clear and interesting manner from the perspective of a consult. | **K4** |
| **CO4:** | Examine the strategic alliance & corporate strategy. | **K4** |
| **CO5:** | Evaluate the future perspectives of Management. | **K5** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1** | 1 | - | 3 | - | 2 | 1 | 1 | 3 |
| **CO2** | 1 | - | - | 2 | - | - | 1 | - |
| **CO3** | 2 | 2 | 1 | 1 | 3 | 1 | 2 | 3 |
| **CO4** | 2 | 2 | 1 | 1 | 3 | 1 | 2 | 3 |
| **CO5** | 2 | 1 | - | - | - | - | 2 | 3 |

| 24EMBA-- | STRATEGIC PERSPECTIVES IN BANKING | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

To get an insight into the constitutions, structure, objectives and working of the Banking Institutions in India.

To have a Bird's view of the Indian Financial System and in the context of Global Indian Banking System.

| UNIT I | Introduction to Indian Banking Systems | 9 hours |
|---|---|---|

Banking Systems – Definitions – Functions – Types – Central Banking – Structure of Banking System- Rural Financing – Banker and Customer Relationship – Deposit Mobilization – Loans and Advances – Assets and Liabilities Management – Secured Advances – Endorsement and Crossing of Cheques – Payment of Cheques – Collection of Cheques.

| UNIT II | Central Banking System | 9 hours |
|---|---|---|

Central Banking System – Nature- Organization and Management- Functions – Methods of Credit Controls – Objects of Monetary Policy – Autonomy of Central Bank Systems – Indian Money Market – Indian Capital Market – New Issue Market- Banking Legislations in India.

| UNIT III | Industrial and Agricultural Banking System | 9 hours |
|---|---|---|

Industrial and Agricultural Banking System – All Indian Development Banks – Investment Institutions- State Level Institutions – Specialized Financial Institutions – International Finance Institutions – IBRD – IFC – IDA – NABARD – NHB – Micro Financing Institutions.

| UNIT IV | Indian Financial System | 9 hours |
|---|---|---|

Financial systems - Overview of Indian Financial System – savings and Financial Intermediation – Financial Markets – Listing Regulations – Primary Markets – Secondary Markets – Mutual Funds – Indian Fiscal Systems.

| UNIT V | Foreign Investments | 9 hours |
|---|---|---|

Foreign Investments – Foreign Capital – Foreign Collaboration – Foreign Direct Investment – foreign Institutional Investors – Offshore Country Funds – Overseas Venture Capital Investments – International Capital Market

**TOTAL: 45 hours**

**Text Books:**

1. Indian Financial System: Financial Markets, Institutions and Services by Siddhartha Sankar Saha, Mc Graw Hill publication, Second edition 2020.

2. H.R. Machiraju, Indian Financial System, Vikas Publishing House, Delhi, 2019.

3. Jeff Madura, Financial Markets And Institutions, CenGage Learning, Delhi, 2018.

**Reference Books:**

1. M.Y. Khan, Indian Financial System, Tata Mc Graw Hill, Delhi,2021.

2. Pathak, The Indian Financial System, Pearson Education India, 2020.

**Web Links:**

1. https://financialservices.gov.in/beta/en/banking-overview

2. https://cleartax.in/glossary/nabard/

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Outline the Indian Banking System. | **K2** |
| **CO2:** | Explain the central banking system. | **K5** |
| **CO3:** | Understand the Industrial and Agricultural Banking System. | **K2** |
| **CO4:** | Summarize the Indian Financial System. | **K2** |
| **CO5:** | Identify the Foreign Investments in Indian Banking. | **K3** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1** | 3 | 1 | 3 | - | - | 2 | - | 2 |
| **CO2** | 2 | 1 | - | - | - | - | 2 | 3 |
| **CO3** | 3 | 1 | 3 | - | - | 2 | - | 2 |
| **CO4** | 3 | 1 | 3 | - | - | 2 | - | 2 |
| **CO5** | 2 | - | - | 2 | 2 | - | 2 | 1 |

| 24EMBA-- | DESIGNING AND CONFIGURING BUSINESS MODELS | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives:**

- To understand about Strategic Management, Globalization Importance of business models Competitive Advantage,
- Synthesize Strategies, Evaluation and Issues of Non-Profit Organizations.
- Identify the practices and technology to start an online business.
- Discriminate how to build and manage an e-business.
- To understand about Aligning business models with organizational goals and strategies

| UNIT I | STRATEGY AND PROCESS OF BUSINESS MODELS | 9 hours |
|---|---|---|

Overview of business models Importance of business models in modern organizations Evolution of business models over time Types of business models Conceptual framework for strategic management, the Concept of Strategy and the Strategy Formation Process – Stakeholders in business – Vision, Mission and Purpose – Business definition, Objectives and Goals – Corporate Governance and Social responsibility.

| UNIT II | COMPETITIVE ADVANTAGE | 9 hours |
|---|---|---|

External Environment - Porter's Five Forces Model-Strategic Groups Competitive Changes during Industry Evolution- Globalization and Industry Structure - National Context and Competitive advantage Resources- Capabilities and competencies–core competencies-Low cost and differentiation Generic Building Blocks of Competitive Advantage- Distinctive Competencies-Resources and Capabilities durability of competitive Advantage- Avoiding failures and sustaining competitive advantage.

| UNIT III | STRATEGIES | 9 hours |
|---|---|---|

The generic strategic alternatives – Stability, Expansion, Retrenchment and Combination strategies - Business level strategy- Strategy in the Global Environment-Corporate Strategy-Vertical Integration- Diversification and Strategic Alliances- Building and Restructuring the corporation- Strategic analysis and choice - Environmental Threat and Opportunity Profile (ETOP) – Organizational Capability Profile - Strategic Advantage Profile - Corporate Portfolio Analysis – SWOT Analysis - GAP Analysis - Mc Kinsey's 7s Framework - GE 9 Cell Model – Distinctive competitiveness - Selection of matrix - Balance Score Card.

| UNIT IV | INTRODUCTION TO e-BUSINESS | 9 hours |
|---|---|---|

| | | |
|---|---|---|
| E-business- e-business vs e-commerce, Economic forces – advantages – myths – e-business models, design, develop and manage e-business, Web 2.0 and Social Networking, Mobile Commerce. | | |
| **UNIT V** | **CONFIGURING AND IMPLEMENTING BUSINESS MODELS** | **9 hours** |
| Aligning business models with organizational goals and strategies, Operationalizing business models through processes, resources, and capabilities, Assessing and managing risks associated with business model implementation, Measuring and monitoring key performance indicators (KPIs) to evaluate business model effectiveness, Continuous improvement and adaptation of business models in response to market dynamics and internal changes | | |
| **TOTAL : 45 Hours** | | |

**TEXT BOOKS**

1. Jiahua Xu, Nikhil Vadgama, Paolo Tasca, IEnabling the Internet of Value - How Blockchain Connects Global Businesses, **Springer International Publishing**, 2022

2. Alex Hou Hong Ng, Mustafa Nourallah, Ree C. Ho, Impact of Globalization and Advanced Technologies on Online Business Models, **IGI Global**, 2021

**REFERENCE BOOKS**

1. **Hillary Scholl**, Instant Profit Guide To Online Business Mastery Blueprint, **Publisher s21598**, 2020

2. Massimo Alioto, Enabling the Internet of Things from Integrated Circuits to Integrated Systems, **Springer International Publishing**, 2017

**WEBSITES**

1. http://www.iot-lab.ch/?page_id=10543
2. https://www.digitalcommerce360.com/
3. https://www.simplilearn.com/learn-iot

**COURSE OUTCOMES**

| | | |
|---|---|---|
| CO1 | Recognize the internet-enabled business models, strategies, and technologies, | **K 3** |
| CO2 | Assess to navigate the digital landscape effectively. | **K 4** |
| CO3 | Develop practical skills in e-commerce, digital marketing, | **K 4** |
| CO4 | Appraise Online customer engagement and real-world applications in business settings. | **K 5** |
| CO5 | Demonstrate Hands-on activities and case studies | **K 4** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1** | **2** | **-** | **-** | **2** | **2** | **-** | **2** | **1** |
| **CO2** | **2** | **2** | **-** | **2** | **2** | **-** | **2** | **1** |
| **CO3** | **1** | **2** | **-** | **1** | **1** | **-** | **1** | **-** |
| **CO4** | **1** | **2** | **2** | **1** | **1** | **2** | **1** | **2** |
| **CO5** | **3** | **1** | **-** | **3** | **3** | **-** | **3** | **2** |

| 24EMBA-- | CORPORATE GOVERNANCE | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

- To This course helps to understand the significance of audit committee, its compositionand best practices on corporate management
- This course will help to explore, recognize and understand the multiple paradoxes related to the study and application of corporate governance in organizations.

| UNIT I | INTRODUCTION TO CORPORATE GOVERNANCE | 9 hours |
|---|---|---|

Corporate Governance – Need for Corporate Governance in India – Principles of Principles of Good Corporate Governance – Rights and Fair Treatment of shareholders- Interests of other stake holders- Corporate governance controls- classification- Internal Corporate governance controls – External Corporate governance controls – Relating Corporate Governance and Corporate Governance – Systems of Governance – Developing a framework for Corporate Governance

| UNIT II | CORPORATE GOVERNANCE & CORPORATE BEHAVIOUR | 9 hours |
|---|---|---|

Principles of Corporate Governance – Good Governance & Corporate Behaviour – Stake holders & Social Contract – Good Governance & Sustainability – Social Contract – Stakeholders – Multiple Stake holding – Classification of Stake holders – Stake holder theory – Defining Ethics – Ethical Philosophies – Corruption – Culture – The Gaia Theory

| UNIT III | CORPORATE GOVERNANCE & ROLE OF THE BOARD | 9 hours |
|---|---|---|

Size of the Company's Board and its Tenure-Composition of the Board- Independent director- Nominee director-Chairman of the Board-Audit committee-Board of Director-Nomination Committee- Remuneration committee-Audit Committee -Nomination Committee-Remuneration Committee-Audit Committee-Types of Directors - Inside director- Outside Director-Executive director- Non-executive director-Remuneration of Non-Executive Directors- Role of Independent Director-Responsibilities of director-Duties of the Board of Directors- Duty of care-Duty of loyalty.

| UNIT IV | AUDIT FUNCTION & ROLE OF REGULATION | 9 hours |
|---|---|---|

Audit Committee-Membership and Organization –Objective-Auditors Independence-Types of Independence-Meeting of Audit Committee-Authority -Responsibilities-Internal counting Control- Performance of Independent Accountants-Corporate Compliance-Performance Review-Charter Recommendation-Private Meetings -Audit Committee Report-Complaint Procedures - Audit Process-Economic Value Addition (EVA)-Usage of EVA-Some specific usages-

| | | |
|---|---|---|
| Accountability of Audit Committee to various stakeholders. | | |
| **UNIT V** | **CORPORATE GOVERNANCE IN NON-COMMERCIAL ORGANISATIONS, GLOBALISATION & CORPORATE GOVERNANCE** | **9 hours** |
| Role of Non Commercial organisations – Inflation and Non Commercial Organisations – Distinguishing features of the Sector -Types of Non Commercial Organisations – Motivation for Non Commercial Organisations – Implications for Managers – Structure of a charity – Accounting Issues – Governance Issues in Non Commercial Organisations - Gloabalisation – Concept of Global Governance – How Globalisation affects Governance – Gloabalisation , Corporate Failures and Corporate Governance. | | |
| **TOTAL : - 45 Hours** | | |

**Text Books:**


1. Thomas Clarke, International Corporate Governance, Taylor & Francis, 2023
2. **Stephen Bloomfield**, Absolute Essentials of Corporate Governance, Routledge, 2022


**Reference Books:**


1. Edmund Klein,Corporate Governance: Principles, Practices and Challenges, Nova Science Publishers, Incorporated, 2016
2. **Subhash Chandra Das**, Corporate Governance in India: An Evaluation, Prentice Hall India Pvt., Limited, 2018


**Web Links:**

1. https://ffipractitioner.org/how-corporate-governance-helps-in-decision-making-a-case-study/
2. https://ebooks.lpude.in/management/mba/term_3/DMGT301_DMGT503_CORPORATE_GOVERNANCE_AND_ETHICS.pdf
3. http://sdeuoc.ac.in/sites/default/files/sde_videos/I%20Sem.%20-%20Corporate%20Governance%202019%20ADmn..pdf

**COURSE OUTCOMES**

| | | |
|---|---|---|
| CO1: | Appraise the Systems of Corporate governance and relate it with Corporate Social Responsibility | K 5 |
| CO2: | Classify Corporate Governance and Interpret Stakeholder Approach | K 2 |
| CO3: | Explain the role of the Board in corporate Governance | K 2 |
| CO4: | Evaluate Auditor's roles and significance in relations to corporate governance | K 5 |
| CO5: | Critically assess governance concerns for Non – Commercial Organizations and Globalization | K 5 |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | PO1 | PO2 | PO3 | PO4 | PO5 | PSO1 | PSO2 | PSO3 |
|---|---|---|---|---|---|---|---|---|
| CO1 | 1 | 2 | 2 | 1 | 1 | 2 | 1 | 2 |
| CO2 | 3 | 1 | 3 | - | - | 2 | - | 2 |
| CO3 | 3 | 1 | 3 | - | - | 2 | - | 2 |
| CO4 | 1 | 2 | 2 | 1 | 1 | 2 | 1 | 2 |
| CO5 | 1 | 2 | 2 | 1 | 1 | 2 | 1 | 2 |

| 24EMBA-- | MANAGING INFORMATION SYSTEMS | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

This course will help students to understand the roles and importance of the use of information technologies and information systems in business organizations and their impact to business performance and achieving business objectives. Students will be able to recognize the various management, organizational and technology dimensions that influence the management and implementation of information systems in business organizations.

| UNIT I | INFORMATION SYSTEMS IN GLOBAL BUSINESS | 9 hours |
|---|---|---|

Concepts of Information system, components of management, organization, and technology. The effects of information systems on business, essentials of information systems in business. business processes and their relationship to information systems, the role played by systems serving, the various levels of management in a business, the importance of collaboration and teamwork in business.

| UNIT II | INFORMATION SYSTEM, ORGANIZATIONS AND STRATEGY | 9 hours |
|---|---|---|

The impact of information systems on organisations, Features of organizations that managers need to know about in order to build and use information systems successfully and, Porter's competitive forces model, the challenges posed by strategic information systems, Ethical and Social and Political Issues in Information Systems , specific principles for conduct can be used to guide ethical decisions, Contemporary information systems technology.

| UNIT III | IT INFRASTRUCTURE AND EMERGING TECHNOLOGIES | 9 hours |
|---|---|---|

Components of IT infrastructure, the evolution of IT infrastructure, the stages and technology drivers of IT infrastructure, contemporary computer hardware and software platform trends, the challenges of managing IT infrastructure and management solutions, The principal tools and technologies for accessing information from the database to improve business performance.

| UNIT IV | MANAGING KNOWLEDGE AND COLLABORATION | 9 hours |
|---|---|---|

Concept of knowledge management, the major types of knowledge work systems, the business benefits of used intelligent techniques for knowledge management, the meaning of Decision Making, types of decisions and the process decision-making , Support of business intelligence and business analytics in decision-making, different decision-making constituencies in an organization .

| | | |
|---|---|---|
| **UNIT V** | **FOUNDATIONS OF BUSINESS INTELLIGENCE** | **9 hours** |
| Concept of Databases and Information Management, the major capabilities of database management systems (DBMS) and the relational DBMS , principles of database design, the principal tools and technologies for accessing information from databases , essential for managing the firm's data resources for information policy, data administration, and data quality assurance | | |
| **TOTAL : - 45 Hours** | | |

**Text Books:**


1. Laudon, & Laudon. (2022). Management information systems: Managing the digital firm (Seveneenth edition.). Harlow, England: Pearson Education.
2. Rainer, R. K., & Prince, B. (2020). Introduction to information systems: Supporting and transforming business (Eighth edition.). New York: Wiley.
3. Emerging TRends and the Rise of AI,Data Analytics and Blockchain, edited by Zahir Irani, et al., Emerald Publishing Limited, 2021. ProQuest Ebook Central, https://ebookcentral-proquest-com.newinti.remotexs.co/lib/intiuc-ebooks/detail.action?docID=6870890


**Reference Books:**


1. Jawadekar, W.S., "Management Information Systems", Tata McGraw Hill Private Limited, New Delhi, 2009.
2. 2. Kenneth C. Laudon and Jane P. Laudon: "Management Information Systems" 9/e, Pearson Education, New Delhi.
3. Alex Leon and Mathew Leon: "Data Base Management Systems", Vikas Publishing House, New Delhi.
4. 4. Goyal, D.P.: "Management Information System", MACMILLAN India Limited, New Delhi, 2008.


**Web Links:**

1. https://ebookcentral-proquest-com.newinti.remotexs.co/lib/intiuc-ebooks/detail.action?docID=6870890.

## COURSE OUTCOMES

| | | |
|---|---|---|
| CO1: | Evaluate the various management, organizational and technology dimensions influencing technology and management information systems in business organizations. | K5 |
| CO2: | Outline the role of the ethical, social and security issues of Information systems. | K2 |
| CO3: | Translate the role of information system in organizations, the strategic management processes with the implications for the management. | K2 |
| CO4: | Demonstrate communication skills in analyzing emerging issues and solutions in information technology and management information systems. | K2 |
| CO5: | Construct a business report to recommend the use of information technology and management information system to solve business problem. | K3 |

## MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES

| | PO1 | PO2 | PO3 | PO4 | PO5 | PSO1 | PSO2 | PSO3 |
|---|---|---|---|---|---|---|---|---|
| CO1 | 1 | 3 | 2 | - | 2 | 2 | 1 | 2 |
| CO2 | 2 | - | - | 3 | 1 | - | 2 | 1 |
| CO3 | 2 | - | - | 3 | 1 | - | 2 | 1 |
| CO4 | 2 | - | - | 3 | 1 | - | 2 | 1 |
| CO5 | 3 | 1 | - | 2 | 2 | - | 3 | 2 |

| 24EMBA-- | BUSINESS ETHICS AND LAW | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

- Examine organizations employee behavior based on principles in business and professional ethics
- Practice social skill in discussing the relationship between corporate responsibilities, ethics and law
- Integrate ethics and professionalism in completing course assignment

| UNIT I | INTRODUCTION TO BUSINESS ETHICS AND LAW | 9 hours |
|---|---|---|

Introduction to Business Ethics, Introduction to Business Law - Definition of Business Ethics - Importance of Ethics in Business - Ethical Dilemmas- Relationship Between Business Ethics and Law - Egoism; Utilitarianism, Kantian Ethics - Emerging Trends in Business Ethics and Law - Case Studies and Real-World Applications

| UNIT II | CORPORATIONS AND SOCIAL RESPONSIBILITY | 9 hours |
|---|---|---|

History and Evolution of CSR - Corporations as Corporate Citizens; Theories and Frameworks of CSR - Environmental Responsibility - Social Responsibility to Communities - Social Responsibility to Employees - Corporate Governance and Social Responsibility - CSR in the Global Context

| UNIT III | ETHICS IN MARKETING, FINANCE AND ADVERTISING | 9 hours |
|---|---|---|

Ethics in Marketing and Advertising - Market and Consumer Protection; The Ethics in Finance and Accounting -Financial Services; Financial Markets; Insider - Advertising Ethics; Stereotyping (gender, race, ethnicity, age, lifestyle, handicaps) - Marketing, Finance and Advertising ethics in Global context

| UNIT IV | INDUSTRIAL RELATIONS AND ETHICS | 9 hours |
|---|---|---|

Introduction to Industrial Relations - Historical Development of Industrial Relations - Ethical Issues in Industrial Relations - The Hiring, Promotion, Discipline, Wages - Whistle Blowing. Employment Act - Industrial Relations Act, OSHA - Moral Choices of Employees.

| | | |
|---|---|---|
| **UNIT V** | **ETHICS IN WORKPLACE** | **9 hours** |
| The ethics of job Discrimination - Ethics and International Business - Business and Managerial Values in different workplace | | |
| **TOTAL: - 45 Hours** | | |

**Textbooks:**

- Joseph W. Weiss, 2021 (9th Edition) Business Ethics: A Stakeholder and Issues Management Approach, Publisher: Berrett-Koehler Publishers
- Terry Halbert, Elaine Ingulli, 2020 (9th Edition) Law and Ethics in the Business Environment, Publisher: Cengage Learning
- Edward Spence, Brett Van Heekeren, 2020 Advertising Ethics: Cases and Controversies, Publisher: Routledge
- Keith Jackson, Martin J. Parker, 2020, Ethics at Work: Dilemmas of the Near Future and How Your Organization Can Solve Them, Publisher: Sage Publications
- Paul Falcone, 2022, Workplace Ethics: Mastering Ethical Leadership and Sustaining a Positive Workplace, Publisher: HarperCollins Leadership
- Linda K. Treviño, Katherine A. Nelson, 2021 (8th Edition), Managing Business Ethics: Straight Talk About How to Do It Right, Publisher: Wiley

**Reference Books:**

- Andrew Crane, Dirk Matten, Laura J. Spence, 2019 (3rd Edition), Corporate Social Responsibility: Readings and Cases in a Global Context, Publisher: Routledge
- Patrick E. Murphy, Gene R. Laczniak, Norman E. Bowie, Thomas A. Klein, Year: 2017, Ethics in Marketing: International Cases and Perspectives, Publisher: Routledge
- Linda K. Treviño, Katherine A. Nelson, 2021 (8th Edition), Managing Business Ethics: Straight Talk About How to Do It Right, Publisher: Wiley

**Web Links:**

- **https://www.ethics.org**
- **https://hbr.org/topic/business-ethics**
- **http://www.business-ethics.org**
- **https://www.ibe.org.uk**

## COURSE OUTCOMES

| | | |
|---|---|---|
| **CO1:** | Analyse and apply fundamental ethical theories and legal principles to real-world business scenarios | **K4** |
| **CO2:** | Evaluate the role of corporations as global citizens, applying key theories and frameworks of Corporate Social Responsibility | **K5** |
| **CO3:** | Illustrate ethical issues in marketing, finance, and advertising | **K2** |
| **CO4:** | Analyse the ethical and legal frameworks governing industrial relations | **K4** |
| **CO5:** | Evaluate the ethical implications of job discrimination and apply ethical principles to international business practices | **K5** |

## MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES

| | PO1 | PO2 | PO3 | PO4 | PO5 | PSO1 | PSO2 | PSO3 |
|---|---|---|---|---|---|---|---|---|
| CO1 | 2 | 2 | 1 | 1 | 3 | 1 | 2 | 3 |
| CO2 | 1 | 3 | 2 | - | 2 | 2 | 1 | 2 |
| CO3 | 2 | - | - | 3 | 1 | - | 2 | 1 |
| CO4 | 2 | 2 | 1 | 1 | 3 | 1 | 2 | 3 |
| CO5 | 1 | 3 | 2 | - | 2 | 2 | 1 | 2 |

| 24EMBA-- | GLOBAL DIGITAL ENTREPRENEURSHIP | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

Students will obtain a holistic view of digital entrepreneurship and go through the experience of setting up a business, real-life case stories with customers, suppliers, partners, and potential employees. The content introduces the foundations of digital business concepts, reviewing alternative strategic approaches and applications of digital business and the differences in how electronic communications are used to support difference business process.

| UNIT I | FOUNDATION OF ENTREPRENEURSHIP | 9 hours |
|---|---|---|

Concept of Entrepreneurship - Entrepreneurship and environment-Policies governing Entrepreneurs - Entrepreneurship development in other countries - Role of an entrepreneur in economic growth as an innovator - complimenting and supplementing economic growth - Women entrepreneurs.

| UNIT II | DIGITAL ENTREPRENEURSHIP | 9 hours |
|---|---|---|

Digital Entrepreneurship: Characteristics of Digital Entrepreneurs - New opportunities Opportunity analysis for digital business - Managing digital business infrastructure - Key issue in the digital environment - Creativity of Entrepreneurs with Digital Technologies - Perspectives on Digital Business Models

| UNIT III | STRATEGIC MANAGEMENT IN ENTREPRENEURSHIP | 9 hours |
|---|---|---|

Strategic planning – strategic decision-making process – benefit and risks of strategic - Generic competitive strategies – integration strategies – outsourcing strategies – offensive and defensive strategies – strategic alliances and collaborative partnerships – merger and acquisition – diversifications - tailoring strategies to fit specific industry and company situations management. Supply Chain and Demand forecasting - Strategies – Managing predictable variability–Managing Supply Chain–Managing Demand.

| UNIT IV | DIGITAL MARKETING IN ENTREPRENEURSHIP | 9 hours |
|---|---|---|

Digital marketing Planning - Marketing Plan, Executive Summary, Mission, Situational Analysis, Opportunities and Issues, Goals and Objectives, Marketing Strategy, Action Plan, Budget, Writing the Marketing Plan and Implementing the Plan - Managing digital business transformation and growth hacking

| | | |
|---|---|---|
| **UNIT V** | **GLOBAL MARKETPLACES AND STRATEGIC ADVANTAGE** | **9 hours** |
| Global Marketplaces and Business Centres - Legal, Ethical aspects in going global - Technological, and Political Forces in business**.** Managing International Business - International Business Environment - Globalization - Forces, Meaning, dimensions and stages in Globalization – Kenchi Ohmae Model International Strategic Management. Strategic advantages to build your strategy on (company-specific & firm-specific) - Types of Internationalisation strategies & implementation. | | |
| **TOTAL: - 45 Hours** | | |

**Text Books:**

- Mikl, J. (2021). Digital Business Plan and Startups. In: Magliocca, P. (Ed.). (2021). *Doing business digitally. A textbook*. Foggia-Cracow: Małopolska School of Public Administration, Cracow University of Economics.
- Cirillo A., Corvino A., Intenza M., Magliocca P. (2021) Digital Entrepreneurship: Best Practices For Success.

**Reference Books:**

- Kuratko, D. F. (2021). Entrepreneurship: Theory, Process, and Practice. Cengage learning.
- Morabito, V. (2022). Digital Entrepreneurship: Management, Systems and Practice. Cambridge University Press.
- Ghezzi, A., & Cavallo, A. (2020). Agile business model innovation in digital entrepreneurship: Lean startup approaches. Journal of Business Research, 110, 519–537. https://doi.org/10.1016/j.jbusres.2018.06.013
- Soltanifar, M., Hughes, M., & Göcke, L. (2021). Digital entrepreneurship: impact on business and society. Springer Nature. https://doi.org/10.1007/978-3-030-53914-6

**Web Links:**

- **https://link.springer.com/book/10.1007/978-3-030-53914-6**
- **https://ted.uek.krakow.pl/wp-content/uploads/2022/04/Casebook_v.1.pdf**

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Analyse digital entrepreneurship concepts to explain the journey of entrepreneurs. | **K4** |
| **CO2:** | Apply the business model canvas framework to digital business ideas. | **K3** |
| **CO3:** | Integrate effective managerial and entrepreneurial skills in completing the digital entrepreneurial business analyses. | **K6** |
| **CO4:** | Revise and update the latest technological intervention in marketing that enhances the performance of digital clients. | **K1** |
| **CO5:** | Discuss and evaluate social and ethical issues relating to global strategic management. | **K5** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | PO1 | PO2 | PO3 | PO4 | PO5 | PSO1 | PSO2 | PSO3 |
|---|---|---|---|---|---|---|---|---|
| CO1 | **2** | **2** | **1** | **1** | **3** | **1** | **2** | **3** |
| CO2 | **3** | **1** | **-** | **2** | **2** | **-** | **3** | **2** |
| CO3 | **-** | **-** | **3** | **-** | **1** | **3** | **-** | **1** |
| CO4 | **1** | **-** | **-** | **2** | **-** | **-** | **1** | **-** |
| CO5 | **1** | **3** | **2** | **-** | **2** | **2** | **1** | **2** |

| 24PMBA31 | PRACTICAL - DATA ANALYSIS FOR BUSINESS DECISIONS - II | 0 | 0 | 4 | 2 |
|---|---|---|---|---|---|

**Course Objectives**

- To learn the data analysis and interpretation using SPSS and AMOS
- To visualize data using BI tools and analysis using EVIEWS

| UNIT I | SPSS - INTRODUCTION | 6 hours |
|---|---|---|

SPSS Environment: data editor, output viewer, syntax editor – Data view window – SPSS Syntax – Data creation – Importing data – Variable types in SPSS and Defining variables – Creating a Code book in SPSS. Computing Variables - Recoding (Transforming) Variables: Recoding Categorical String Variables using Automatic Recode - Rank Cases - Sorting Data - Grouping or Splitting Data.

| UNIT II | DESCRIPTIVE ANALYSIS | 6 hours |
|---|---|---|

Descriptive Statistics for Continuous Variables - The Explore procedure - Frequencies Procedure – Descriptives - Compare Means - Frequencies for Categorical Data. Inferential Statistics for Association: Pearson Correlation, Chi-square Test of Independence – Inferential Statistics for Comparing Means: One Sample t Test, paired Samples T Test, Independent Samples T Test, One-Way and two way ANOVA.

| UNIT III | INFERENTIAL ANALYSIS, NON-PARAMETRIC AND AMOS | 6 hours |
|---|---|---|

Multiple overall significance, multicollinearity, Variable selection methods. Linear Statistical techniques: Regression: Assumptions, Logistic Regression and Discriminant Analysis, Factor Analysis, Cluster Analysis. - Non parametric tests - Independent Chi square Test, Mann-Whitney test , Wilcoxon signed rank test, Kruskal- Wallis test. Checking the reliability of scale: Interpretation of output from reliability, Presenting the result from reliability - Principal Component Analysis - Introduction to AMOS - CFA - SEM models

| UNIT IV | DATA VISUALIZATION USING BI TOOLS | 6 hours |
|---|---|---|

Introduction to Business Intelligence tools - Creating Dashboards - Descriptive and Inferential statistics using BI tools

| UNIT V | ECONOMETRIC TOOLS | 6 hours |
|---|---|---|

Introduction to Econometric software - Importing data - checking the stationarity of the data - Normality using Jarque Bera test - Auto correlation - Multicollinearity - Unit root - VIF - OLS - Johansen cointegration test - converting time series data into panel data

**TOTAL: 30 hours**

**Text Books:**

1. Brian C. Cronk, HOW TO USE SPSS ® A Step-By-Step Guide to Analysis and Interpretation, Tenth edition published in 2018 by Routledge.

2. Using IBM SPSS statistics for research methods and social science statistics, William E. Wagner, Fifth edition published in 2015 by SAGE Publications, Inc.

**Reference Books:**

1. McCormick, K., & Salcedo, J. (2017). SPSS statistics for data analysis and visualization. John Wiley & Sons.

2. George, D., & Mallery, P. (2019). IBM SPSS Statistics 26 step by step: A simple guide and reference. Routledge.

**Web Links:**

**1. https://www.ibm.com/support/knowledgecenter/SSLVMB/welcome/Online**
2. https://www.coursera.org/courses?query=tableau

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Creating and illustrating data coding in SPSS | **K2** |
| **CO2:** | Analyse the inferential statistics in SPSS | **K4** |
| **CO3:** | Develop Regression and SEM models | **K3** |
| **CO4:** | Understand the dashboard application skills | **K2** |
| **CO5:** | Apply the data analysis tools using E Views | **K3** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1** | 3 | 1 | 3 | - | - | 2 | - | 2 |
| **CO2** | 3 | 1 | - | 3 | 3 | - | 3 | 2 |
| **CO3** | 2 | - | - | 2 | 2 | - | 2 | 1 |
| **CO4** | 3 | 1 | 3 | - | - | 2 | - | 2 |
| **CO5** | 2 | - | - | 2 | 2 | - | 2 | 1 |

| 24IMBA31 | PRACTICAL - INTERNSHIP | 0 | 0 | 8 | 4 |
|---|---|---|---|---|---|

**COURSE OBJECTIVE:**

The internship module aims to provide the student with:

• A practice-oriented and 'hands-on' working experience in the real world or industry, and to enhance the student's learning experience.
• An opportunity to develop a right work attitude, self-confidence, interpersonal skills and ability to work as a team in a real organizational setting.
• An opportunity to further develop and enhance operational, customer service and other life-long knowledge and skills in a real-world work environment.
• Pre-employment training opportunities and an opportunity for the company or organization to assess the performance of the student and to offer the student an employment opportunity after his/her graduation if it deems fit.

**COURSE OUTCOMES:**

At the end of the course, a student will be able to

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Understanding the application of knowledge and skill sets acquired from the course and workplace in the assigned job function/s. | **K2** |
| **CO2:** | Applying real life challenges in the workplace by analyzing work environment and conditions and selecting appropriate skill sets acquired from the course | **K3** |
| **CO3:** | Create critical thinking and problem-solving skills by analyzing underlying issue/s to challenges | **K6** |
| **CO4:** | Understanding the ability to harness resources by analyzing challenges and considering opportunities. | **K2** |
| **CO5:** | Understanding appreciation and respect for diverse groups of professionals by engaging harmoniously with different company stakeholders | **K2** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | PO1 | PO2 | PO3 | PO4 | PO5 | PSO1 | PSO2 | PSO3 |
|---|---|---|---|---|---|---|---|---|
| **CO1** | 1 | - | - | 3 | 1 | - | 2 | 1 |
| **CO2** | 3 | 1 | - | 2 | 2 | - | 3 | 2 |
| **CO3** | - | 2 | 3 | - | 1 | 3 | - | 1 |
| **CO4** | 1 | - | - | 3 | 1 | - | 2 | 1 |
| **CO5** | 1 | - | - | 3 | 1 | - | 2 | 1 |

# SEMESTER IV

| 24RMBA41 | PROJECT | 0 | 0 | 20 | 10 |
|---|---|---|---|---|---|

**Course Objectives**

- The Aim of the final year project is to develop student's knowledge for solving societal problem.
- It enables students to develop problem solving, analysis, synthesis and evaluation skills.

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Create and develop deep understanding of the interaction. | **K6** |
| **CO2:** | Analyze and solve problems on an executive level and demonstrating critical. | **K4** |
| **CO3:** | Design the general (core) management skills in the chosen area of specialization. | **K6** |
| **CO4:** | Design strategies to solve business problems and pursue opportunities. | **K6** |
| **CO5:** | Interpret a variety of ways to engage in experiential learning. | **K5** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | PO1 | PO2 | PO3 | PO4 | PO5 | PSO1 | PSO2 | PSO3 |
|---|---|---|---|---|---|---|---|---|
| **CO1** | 1 | - | 3 | - | 2 | 1 | 1 | 3 |
| **CO2** | 2 | 2 | 1 | 1 | 3 | 1 | 2 | 3 |
| **CO3** | 1 | - | 3 | - | 2 | 1 | 1 | 3 |
| **CO4** | 1 | - | 3 | - | 2 | 1 | 1 | 3 |
| **CO5** | 1 | 3 | 2 | - | 2 | 2 | 1 | 2 |

| 24CMBA41 | SOCIAL ENTREPRENEURSHIP | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

- To develop a social entrepreneurship venture concept that addresses a specific social or environmental problem, considering factors such as market demand, sustainability, and impact measurement.
- To analyze the role of social entrepreneurship in addressing social and environmental challenges, including poverty, inequality, and environmental degradation.

| UNIT I | SOCIAL ENTREPRENEURSHIP - INTRODUCTION | 12 hours |
|---|---|---|

Introduction - Definition and evolution of social entrepreneurship, Importance and potential impact of social entrepreneurship, Key concepts and terminology Social Exclusion, Social Inclusion, Social Entrepreneurship, methodology and data analysis.

| UNIT II | COMMUNITY PARTICIPATION AND EMBEDDEDNESS | 12 hours |
|---|---|---|

Community Participation, Social Capital And Geographical Dimensions, Critical Approach To Community Participation, Embeddedness And Social Entrepreneurship, Motivations and challenges in social entrepreneurship

| UNIT III | BUSINESS MODELS OF SOCIAL ENTERPRISES | 12 hours |
|---|---|---|

Definition and Understanding of the Business Model Concept, Social Business Models as a Central Element of Social Enterprises, Developing a Social Business Model for the Social Enterprise , Types of Business Models of Social Enterprises, Social Purpose Business Models, Businesses from the Base of the Pyramid

| UNIT IV | SOCIAL INTRAPRENEURSHIP | 12 hours |
|---|---|---|

Defining Intrapreneurship, Social Intrapreneur, Differences Between Social Entrepreneurs and Social Intrapreneurs, Favorable Environments for the Social Intrapreneur, Barefoot as a Social Enterprise, Sustainable Sources, Organizational Pillar, Social Value Pillar

| UNIT V | ETHICAL ENTREPRENEURSHIP AND CHALLENGES IN SOCIAL ENTREPRENEURSHIP | 12 hours |
|---|---|---|

Ethical entrepreneurship: Meaning. Empirical ethics, eternal ethics. Entrepreneur and customer, Entrepreneur and employee, Entrepreneur and Government. Challenges in Social Entrepreneurship.

**TOTAL : -- 60 hours**

**Text Books:**

T1: Kucher, J. H., Raible, Stephanie E., Social Entrepreneurship: A Practice-Based Approach to Social Innovation, Edward Elgar Publishing, 2022

T2: Rama Krishna Reddy Kummitha, Social Entrepreneurship and Social Inclusion *Processes, Practices, and Prospects,* Palgrave Macmillan, 2017.

T3: Luis Portales , Social Innovation and Social Entrepreneurship - Fundamentals, Concepts, and Tools, Palgrave Macmillan, 2019

**Reference Books:**

R1: Teresa Chahine, Social Entrepreneurship: Building Impact Step by Step, Taylor & Francis, 2022

R2: Carole Carlson, Social Entrepreneurship and Innovation, SAGE Publications, 2022

R3: Madeleine Shaw, The Greater Good: Social Entrepreneurship for Everyday People Who Want to Change the World, Wonderwell, 2021

**Web Links:**

1. https://csedvit.medium.com/history-of-social-entrepreneurship-9c601af1b411
2. https://coursera.org - Social Business Model and Planning for Social Innovation

**COURSE OUTCOMES**

| | | |
|---|---|---|
| **CO1:** | Understand the concept of entrepreneurship, types and phases | **K2** |
| **CO2:** | Understand the dynamics of entrepreneurial dimensions. | **K2** |
| **CO3:** | Generate qualities and aspirations of renowned entrepreneurs. | **K6** |
| **CO4:** | Ability to apply tools and techniques in entrepreneurial venture. | **K3** |
| **CO5:** | Understand the standards of entrepreneurial growth & development. | **K2** |

**MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES**

| | PO1 | PO2 | PO3 | PO4 | PO5 | PSO1 | PSO2 | PSO3 |
|---|---|---|---|---|---|---|---|---|
| CO1 | 3 | 3 | - | 2 | 1 | 3 | - | 2 |
| CO2 | 2 | 1 | 2 | - | 2 | 2 | 2 | 2 |
| CO3 | 1 | 2 | 1 | 1 | - | 3 | - | 1 |
| CO4 | 2 | 3 | - | 1 | 3 | - | - | - |
| CO5 | 2 | 1 | 2 | - | 2 | 1 | 1 | 3 |

| 24CMBA42 | UNIVERSAL HUMAN VALUES | 3 | 0 | 0 | 3 |
|---|---|---|---|---|---|

**Course Objectives**

- To help the students appreciate the essential complementarily between 'VALUES' and 'SKILLS' to ensure sustained happiness and prosperity which are the core aspirations of all human beings.
- To facilitate the development of a Holistic perspective among students towards life and profession as well as towards happiness and prosperity based on a correct understanding of the Human reality and the rest of existence. Such a holistic perspective forms the basis of Universal Human Values and movement towards value-based living in a natural way.
- To highlight plausible implications of such a Holistic understanding in terms of ethical human conduct, trustful and mutually fulfilling human behaviour and mutually enriching interaction with Nature.

| UNIT I | Introduction to Value Education | 12 hours |
|---|---|---|

Right Understanding; Relationship and Physical Facility; Understanding Value Education; Self-exploration as the Process for Value Education, Continuous Happiness and Prosperity - the Basic Human Aspiration-Current Scenario and Method to Fulfill the Basic Human Aspirations.

| UNIT II | Harmony in the Human Being | 12 hours |
|---|---|---|

Understanding Human being as the Co-existence of the Self and the Body, distinguishing between the Needs of the Self and the Body, The Body as an Instrument of the Self, Understanding Harmony in the Self, Harmony of the Self with the Body, Programme to ensure self-regulation and Health.

| UNIT III | Harmony in the Family and Society | 12 hours |
|---|---|---|

Harmony in the Family – the Basic Unit of Human Interaction; 'Trust' – the Foundational Value in Relationship; 'Respect' – as the Right Evaluation: Other Feelings, Justice in Human-to-Human Relationship; Understanding Harmony in the Society; Vision for the Universal Human Order.

| UNIT IV | Harmony in Nature & Existence | 12 hours |
|---|---|---|

Understanding Harmony in the Nature; Inter-connectedness, self-regulation and Mutual

| | | |
|---|---|---|
| Fulfilment among the Four Orders of Nature. Realizing Existence as Co-existence at All Levels. The Holistic Perception of Harmony in Existence. Exploring Co-existence in Existence. | | |
| **UNIT V** | **Implications of the Holistic Understanding – a Look at Professional Ethics** | **12 hours** |
| Definitiveness of (Ethical) Human Conduct; A Basis for Humanistic Education, Humanistic Constitution and Universal Human Order; Competence in Professional Ethics; Holistic Technologies, Production Systems and Management Models; Strategies for Transition towards Value-based Life and Profession. | | |
| **TOTAL : -- 60 hours** | | |

**Text Books:**

T1: Dr. Kuldeep S. Sharma, Dr. Sarveen Kaur Sachdeva, Universal Human Values, Booksclinic Publishing, 2023

T2: Dr. Saroj Kumar, Prof. Sheenu Nayyer, Universal Human Values And Professional Ethics, Thakur Publication Pvt Ltd, 2020

**Reference Books:**

R1: Dr. Sujatha, UNIVERSAL HUMAN VALUES-1, Laxmi Book Publication, 2024

R2: Teachers'ManualforAFoundationCourseinHumanValuesandProfessionalEthics,RRGaur, R Asthana,G P Bagaria, 2nd Revised Edition, Excel Books, New Delhi, 2019. ISBN 978- 93-87034- 53-2

R3: Human Values, A.N. Tripathi, New Age Intl. Publishers, New Delhi,2004

**Web Links:**

1. https://notionpress.com/read/universal-human-values
2. https://lecturenotes.in/notes/27764-note-for-human-values-and-professional-ethics-2-hvpe-2- by-indrajeet-verma
3. https://nptel.ac.in/courses/109/104/109104068/

## COURSE OUTCOMES

| | | |
|---|---|---|
| **CO1:** | Explore holistic vision of life - themselves and their surroundings. | **K4** |
| **CO2:** | Develop competence and capabilities for maintaining Health and Hygiene. | **K6** |
| **CO3:** | Analyse various problems in life, family, Society and in handling problems with Sustainable Solutions. | **K4** |
| **CO4:** | Apply values to their own self in different day-to-day settings in real life and in handling problems with sustainable solutions. | **K3** |
| **CO5:** | Adopt the value of appreciation and aspiration for excellence and gratitude for all. | **K6** |

## MAPPING OF COURSE OUTCOMES TO PROGRAM OUTCOMES

| | **PO1** | **PO2** | **PO3** | **PO4** | **PO5** | **PSO1** | **PSO2** | **PSO3** |
|---|---|---|---|---|---|---|---|---|
| **CO1** | **3** | **-** | **-** | **2** | **1** | **3** | **1** | **-** |
| **CO2** | **2** | **1** | **3** | **-** | **1** | **2** | **2** | **3** |
| **CO3** | **1** | **2** | **1** | **3** | **-** | **3** | **1** | **1** |
| **CO4** | **-** | **2** | **-** | **1** | **3** | **-** | **2** | **-** |
| **CO5** | **1** | **-** | **3** | **-** | **2** | **1** | **1** | **3** |