

BHARATHIDASAN SCHOOL OF MANAGEMENT
[BSM]

BHARATHIDASAN UNIVERSITY
TIRUCHIRAPPALLI, TAMILNADU

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MASTER OF BUSINESS ADMINISTRATION
SYLLABUS

MY PRIDE

MY BDU

MY BSM

BHARATHIDASAN SCHOOL OF MANAGEMENT
BHARATHIDASAN UNIVERSITY
TIRUCHIRAPPALLI - 620 024



MASTER OF BUSINESS ADMINISTRATION (MBA)
PROGRAMME CODE: 2PAMBA
CURRICULUM AND SYLLABUS 2024-26

PROGRAMME OUTCOMES

1. Identify the key issues facing a business or business subdivision
2. Utilize qualitative and quantitative methods to investigate and solve critical business problems
3. Integrate tools and concepts from multiple functional areas (i.e. finance, marketing, operations, etc.) to solve business problems
4. Evaluate and integrate ethical considerations when making business decisions
5. Incorporate diversity and multicultural perspectives when making business decisions
6. Demonstrate a global perspective and an awareness of how cultural differences impact businesses.
7. Possess the skills required to integrate concepts from various disciplines to identify and develop business strategies.
8. Possess the skills required to work and lead effectively in a team-based environment.
9. Function effectively as an individual, and as a member or leader in diverse teams, and in multidisciplinary settings.
10. To negotiate effectively in order to achieve organizational and individual goals.

PROGRAMME SPECIFIC OUTCOMES

1. An ability to develop a systematic understanding of globalization and its impact on people, businesses and the economy.
2. An ability to demonstrate a critical awareness of current issues (e.g., diversity, social responsibility, sustainability, innovation, knowledge management, etc.) in business and management which is informed by leading edged research and practice in the field.
3. An ability to function effectively on multi-disciplinary teams (Team work).
4. An ability to analyze a problem, formulate and use the appropriate managerial skills for obtaining its solution.
5. Recognize and address ethical issues and values and apply them in organizational settings.
6. An understanding of professional, ethical, legal, financial, marketing, sales, logistical security and social issues and responsibilities.
7. An ability to communicate effectively, both in writing and orally (speaking / writing skills).
8. An ability to recognize the importance of professional development by pursuing postgraduate studies or face competitive examinations that offer challenging and rewarding careers in management.
9. The ability to understand, analyse and demonstrate the knowledge of human cognition, Artificial Intelligence, Machine Learning and data engineering in terms of real world problems to meet the challenges of the future.
10. The ability to develop computational knowledge and project development skills using innovative tools and techniques to solve problems in the areas related to Deep Learning, Machine learning, Artificial Intelligence.

BHARATHIDASAN SCHOOL OF MANAGEMENT
BHARATHIDASAN UNIVERSITY
TIRUCHIRAPPALLI - 620 024
I TO IV SEMESTERS (FULL TIME)
CURRICULUM AND SYLLABUS – 2024 - 2025
MASTER OF BUSINESS ADMINISTRATION (MBA)

SEMESTER – I						
Subject Code	Subject	Credits	Hours	CIA	ESE	Marks
Choose any six of the eight core courses.						
24BSM1CC1	Management Concepts and Behaviour	5	6	25	75	100
24BSM1CC2	Accounting for Management	5	6	25	75	100
24BSM1CC3	Quantitative Techniques for Management	5	6	25	75	100
24BSM1CC4	Managerial Economics	5	6	25	75	100
24BSM1CC5	Information Systems for Managers	5	6	25	75	100
24BSM1CC6	Soft skills for Managers	5	6	25	75	100
24BSM1CC7	Tourism Management	5	6	25	75	100
24BSM1CC8	Event Management	5	6	25	75	100
	Total	30	36			600

SEMESTER – II						
Subject Code	Subject	Credits	Hours	CIA	ESE	Marks
Choose any seven of the eight core courses.						
24BSM2CC1	Financial Management	5	6	25	75	100
24BSM2CC2	Marketing Management	5	6	25	75	100
24BSM2CC3	Human Resource Management	5	6	25	75	100
24BSM2CC4	Data Analytics	5	6	25	75	100
24BSM2CC5	Operations Research	5	6	25	75	100
24BSM2CC6	Business Research Methods	5	6	25	75	100
24BSM2CC7	Supply Chain Management	5	6	25	75	100
BSMNMEC3	Investment Planning	2	4	25	75	100
	Total		40			
24BSM2ITR	Summer Internship (Compulsory)	5	30 - 40 days			100
	Total	37				800

SEMESTER – III						
Subject Code	Subject	Credits	Hours	CIA	ESE	Marks
Choose any two of the three core courses						
24BSM3CC1	Production and Operations Management	5	6	25	75	100
24BSM3CC2	Environmental Management	5	6	25	75	100
24BSM3CC3	Technology Management	5	6	25	75	100
BSMNMEC4	Stress Management	2	4	25	75	100
	Dual Elective- I(any one course from the Four elective streams)	5	6	25	75	100
	Dual Elective- II(any one course from the Four elective streams)	5	6	25	75	100
	Dual Elective- III(any one course from the Four elective streams)	5	6	25	75	100
	Dual Elective- IV (any one course from the Four elective streams)	5	6	25	75	100
	Total	32	40			700

SEMESTER – IV						
Subject Code	Subject	Credits	Hours	CIA	ESE	Marks
Choose any one of the two core courses.						
24BSM4CC1	Corporate Strategic Management	5	6	25	75	100
24BSM4CC2	International Business	5	6	25	75	100
	Dual Elective- V (any one course from the Four elective streams)	5	6	25	75	100
	Dual Elective- VI (any one course from the Four elective streams)	5	6	25	75	100
	Dual Elective- VII (any one course from the Four elective streams)	5	6	25	75	100
	Dual Elective- VIII (any one course from the Four elective streams)	5	6	25	75	100
24BSM4PW	Project Work	5	6			100
	Total	30	36			600
	Grand Total	129	152			2700

Elective – I Marketing

Subject Code	Subject	Credits	CIA	ESE	Marks
24BSMEC1.1	Strategic Brand Management	5	25	75	100
24BSMEC1.2	Sales and Distribution Management	5	25	75	100
24BSMEC1.3	Retail Analytics	5	25	75	100
24BSMEC1.4	Services Marketing and Customer Relationship Management	5	25	75	100
24BSMEC1.5	Rural Marketing	5	25	75	100
24BSMEC1.6	Advertising and Sales Promotion	5	25	75	100
24BSMEC1.7	Digital Marketing				

Elective – II Finance

Subject Code	Subject	Credits	CIA	ESE	Marks
24BSMEC2.1	Financial Services and Markets	5	25	75	100
24BSMEC2.2	Investment Analysis and Portfolio Management	5	25	75	100
24BSMEC2.3	International Financial Management	5	25	75	100
24BSMEC2.4	Investment Banking	5	25	75	100
24BSMEC2.5	Derivatives Management	5	25	75	100
24BSMEC2.6	Behavioural Finance	5	25	75	100
24BSMEC2.7	Banking and Insurance	5	25	75	100

Elective – III Human Resource Management

Subject Code	Subject	Credits	CIA	ESE	Marks
24BSMEC3.1	Compensation and Performance Management	5	25	75	100
24BSMEC3.2	Training and Development	5	25	75	100
24BSMEC3.3	Organization Development and Change	5	25	75	100
24BSMEC3.4	Human Resource Analytics	5	25	75	100
24BSMEC3.5	Cross cultural Management	5	25	75	100
24BSMEC3.6	Talent Management	5	25	75	100
24BSMEC3.7	Industrial Relations Management				

Elective – IV Information Systems

Subject Code	Subject	Credits	CIA	ESE	Marks
24BSMEC4.1	Business Analysis and IT Consulting	5	25	75	100
24BSMEC4.2	Enterprise Systems	5	25	75	100
24BSMEC4.3	Big Data Analytics	5	25	75	100
24BSMEC4.4	Information Strategy and Management	5	25	75	100
24BSMEC4.5	System Analysis and Design	5	25	75	100
24BSMEC4.6	Software Project Management	5	25	75	100
24BSMEC4.7	Machine Learning and Artificial Intelligence for Business	5	25	75	100

Semester-wise Credits and Marks

Semester	I Semester	II Semester	III Semester	IV Semester	Total
Credits	30	37	32	30	129
Marks	600	800	700	600	2700

Note:

1. Total Number of Credits : 129
2. Total Marks : 2,700
3. In the first and second semesters out of eight core courses, any six core courses are to be chosen by the students.
4. In the third semester out of three core courses, students are to choose two courses and in the fourth semester out of two core courses, one core course is to be chosen by the students.
5. Two elective papers each from any two elective streams among the four elective streams of specialization are to be chosen by the students in Semester – III and IV.

BSM

SEMESTER I

Programme	MBA
Course Title	MANAGEMENT CONCEPTS AND BEHAVIOUR
Course Code	24BSM1CC1
Semester	I
Credit	5
Course Objectives	<ul style="list-style-type: none">• To equip students with a strong foundation in management principles, focusing on roles, skills, and functions, and their application in a global context for planning, organizing, and motivation.• To Foster understanding of group dynamics and organizational behaviour to improve teamwork and interpersonal effectiveness.• To enhance leadership skills through interactive methods such as case discussions and role-playing exercises.

UNIT I Introduction

Concept of Management – Features, Objectives, Functions and Importance of Management, Nature of Management - Management Principles – F.W. Taylor, Hendry Fayol, Peter F. Drucker. Theories - Weber's Bureaucracy Theory, Behavioral Science Theory, Quantitative Theory and System Theory -Relevant Case studies

UNIT II Management Fundamentals

Planning: Importance, Process, Benefits of Planning, Types of Plans, Planning tools and techniques. Organising: Meaning, Types of Organisational Structures, Organisational Chart. Nature of Staffing- Need for Staffing- Staffing Process. Directing: Meaning, Nature, Principles and Components.

Motivation: Meaning- Model of Motivation- Importance of Motivation- Effective Motivation- Theories of Motivation (Maslow's needs hierarchy and Herzberg theory). – Relevant Case studies.

Unit III Organizational Behavior

Introduction to Organizational Behaviour: Definition, Organization theories, behavioural & contingency approach, Contemporary challenges and opportunities for OB, Developing an OB models. Understanding and managing individual behaviour: Individual differences and work behaviour. Human Relations Approach and Hawthorne Experiments – Relevant Case studies.

UNIT IV Leadership and Interpersonal Dynamics

Leadership: Meaning, leadership, styles, theories (Trait, behavioural, contingency). Perception: Definition, Process, Factors Influencing Perception, and Perceptual Defects.

Personality: Concept, theories, determinants, self- growth. Inter-personal effectiveness: Johari Window model and transactional analysis.

Group behaviour: Definition, classification of groups, group development process, conflict - types and resolution strategies. Relevant Case Studies.

UNIT V Organizational Dynamics

Team Building: Team vs. Group, Types of Teams, and Techniques for Building Effective Teams. Group Discussion. The organization in relation to its environment, Power and politics: meaning and basis of power, power tactics, political strategies for attaining power in organizations.

Politics: Definition, factors contributing to political behavior, employee responses to organizational politics - Relevant Case Studies

UNIT VI DYNAMIC COMPONENT FOR CONTINUOUS INTERNAL ASSESSMENT ONLY

Contemporary issues Related to the Course - Practical: Studying Management styles of two Indian institutions in the lime-light- Case studies relating to Perception of employee, employee motivation and job satisfaction - Mini Project on management concept of the firms in the Locale - role play, Group discussions.

Text Books:

1. Principle of Management, Mr. Kamlesh Jha, 2020
2. Principles and Practice of Management, Prasad L M, S Chand, 2019
3. Stephen P. Robbins and Edward H Judge., Organizational Behavior, 18th Edition, Pearson, 2018.
4. Robbins, Stephen P., Organizational behavior, Prentice-Hall of India Pvt. Ltd., New Delhi, 2013, 10th ed.
5. Luthans, Fred, Organizational behavior, Irwin McGraw-Hill International edition, 8th ed, 2021.

References:

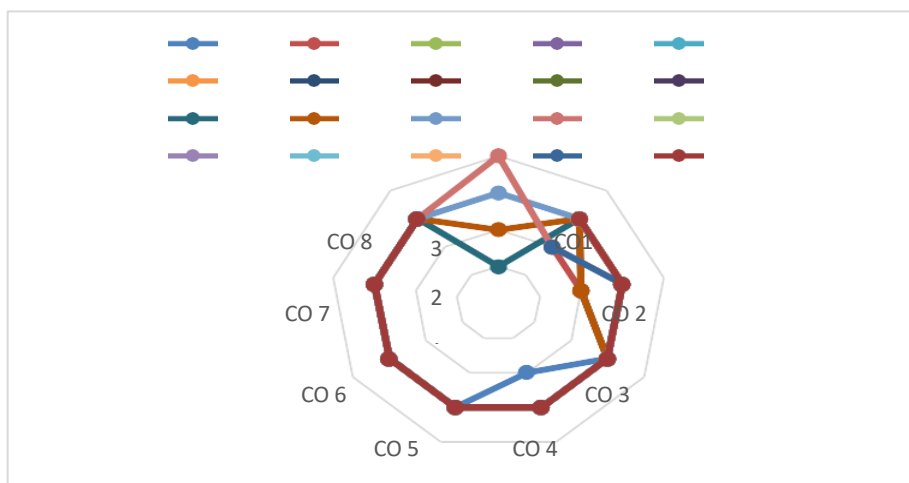
1. Strategic Management and Organizational Behavior by John P. Meyer and Natalie J. Allen, 2023
2. "Organizational Theory, Design, and Change" by Gareth R. Jones and Jennifer M. George, 8th Edition, 2023
3. Principles of Management, Charles W.L Hill and Steven L McShane, McGraw Hill Education, Special Indian Edition, 2017
4. Greenberg, Jerald and Baron, Robert A., Behavior in Organizations, Prentice-Hall of India Private Ltd., New Delhi, 2013, 8th ed.
5. Mehta, Anil, and Chouhan, Bhumija. Organisational Behaviour. Ramesh Book Depot, Jaipur, 2019.

E-Resources:

1. <https://www.classcentral.com/course/independent-principles-of-management-11932>
2. <https://www.coursera.org/learn/principles-of-management>
3. <https://bibliophilevirtuallibrary.com/2020/07/20/online-course-on-human-resource-development-at-swayam-enrollment-ends-21-09-20/>
4. <https://learn.saylor.org/course/BUS209>
5. <https://www.questia.com>

S.NO	COURSE OUTCOME	RUPASC ELEVEL
1.	Understand and apply the management functions of planning, organising, staffing, directing, and controlling to meet the challenges of modern management	L5
2.	Demonstrate effective leadership, direction, and communication skills essential for organizational success.	L3
3.	Analyze organizational issues, isolate key problems, and formulate the best control methods to address	L2
4.	Recognize and develop the human and conceptual skills required by industry for effective management.	L5
5.	Diagnose leadership qualities and styles while integrating principles of coordination, controlling, green management, and corporate social responsibility.	L3
6.	Evaluate approaches to diversity and analyse individual and group behaviour in organizations, focusing on key factors influencing organizational behaviour.	L3
7.	The development of organisational behaviour, comparing micro and macro approaches, and assessing how organisational factors, such as structure, culture, and change, impact behaviour.	L2
8.	Define groups, understand the stages of group development, and explore factors contributing to group cohesiveness and the effectiveness of work teams, emphasising the roles of interpersonal skills, communication, and managing power, politics, and conflicts.	L3
L1 - Reasoning; L2 - Understanding; L3 - Practice; L4 - Analysis; L5 - Synthesis; L6 – Creation; L7 – Evaluation		

S.NO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	2	3	3	3	3	3	2	3	3	3	3	3	2	3	3	2	3	3	3	3
CO2	3	3	3	3	3	3	2	3	3	2	3	3	2	3	3	3	2	3	3	3
CO3	3	3	3	3	3	3	2	3	3	3	3	3	2	3	3	3	2	3	3	3
CO4	3	3	3	3	3	3	2	3	3	2	3	3	2	3	3	3	2	3	3	3
CO5	3	3	3	3	3	3	2	3	3	3	3	3	2	3	3	3	2	3	3	3
CO6	3	3	3	3	3	3	2	3	3	3	3	3	2	3	3	3	2	3	3	3
CO7	3	3	3	3	3	3	2	3	3	3	3	3	2	3	3	3	2	3	3	3
CO8	3	3	3	3	3	3	2	3	3	2	3	3	2	3	3	3	2	3	3	3
1-Low, 2-Medium, 3-Strong																				



Programme	MBA
Course Title	ACCOUNTING FOR MANAGEMENT
Course Code	24BSM1CC2
Semester	I
Credit	5
Course Objectives	<ul style="list-style-type: none"> • To understand the fundamental principles and practices of accounting. • To acquire the skills necessary to analyze and evaluate financial statements effectively. • To provide students with an understanding of computerized accounting systems.

UNIT I FINANCIAL ACCOUNTING

Introduction to Financial, Cost and Management Accounting- Generally accepted accounting principles (GAAP), Concepts and Conventions- Accounting Standards in India - Introduction to inflation accounting and human resources accounting. Relevant Case Studies.

UNIT II COMPANY ACCOUNTS

Company Account meaning–Statutory Books of Account- Profit or Loss Prior to incorporation- Company Final Accounts. Relevant Case Studies.

UNIT III FINANCIAL STATEMENT ANALYSIS

Meaning and Objectives of financial statements Analysis– Techniques of Financial Statement analysis: Ratio analysis, Fund flow statement and Cash flow statements - (as per Accounting Standards). Relevant Case Studies.

UNIT IV COST ACCOUNTING

Cost Accounts - Classification of manufacturing costs - Cost Accounting Systems: Job order costing - Process costing, Marginal costing - Budgetary Control – Production Budget, Sales Budget, Cash Budget, Flexible Budget - Variance Analysis. Relevant Case Studies.

UNIT V COMPUTERIZED ACCOUNTING

Overview of Computerized Accounting System- Codification and Grouping of Accounts- Maintaining the hierarchy of ledgers Accounting Application of Electronic spreadsheet- Concept, Features, Application and Data representation - Pre-packaged Accounting software. Relevant Case Studies.

UNIT VI DYNAMIC COMPONENT FOR CONTINUOUS INTERNAL ASSESSMENT ONLY

Recent developments in accounting practices– case study relating to financial analysis and working capital performance of companies. Group discussion. Role play.

Problem – 70 %and Theory – 30%

Text Books:

1. Dr. Saroj Vats, Accounting for Managers, Red shine Publications, 2020
2. Pandey, I.M, Financial Management, 11th Edition, Vikas Publication, New Delhi, 2018.
3. Sinha, Pradeep Kumar, Financial Management, 5th Edition, The World Press, Calcutta,2019.
4. Management Accounting, My Khan & P K Jain, Tata Mcgraw hill, 2016
5. Management Accounting, Paresh shaw, Oxford University Press, 2015.

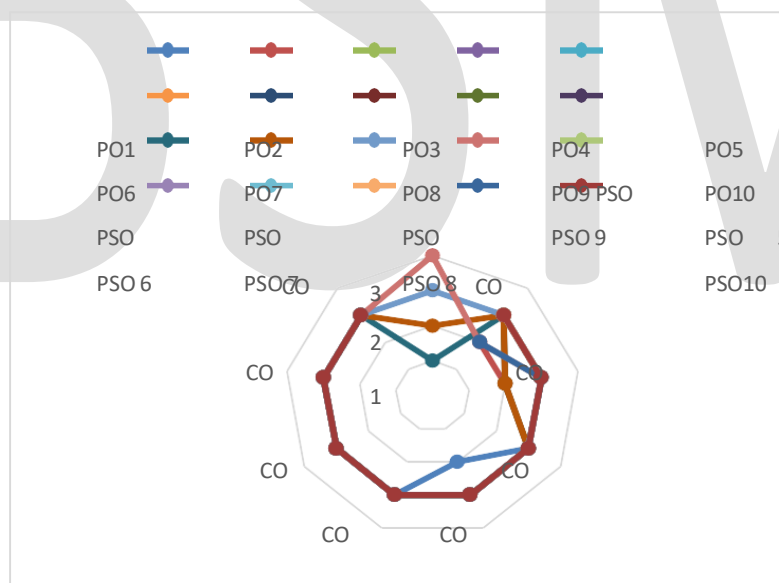
References:

1. Frampton, P., & Robilliard, M. *The Joy of Accounting: A Game-Changing Approach That Makes Accounting Easy*. Accounting Literacy Press, (2024).
2. Horngren, Surdem, Stratton, Burgstahler, Schatzberg, Introduction to Management Accounting, PHI Learning, 2011.
3. Stice & Stice, Financial Accounting Reporting and Analysis, 8th edition, Cengage Learning,2017.
4. Singhvi Bodhanwala, Management Accounting -Text and cases, PHI Learning, 2016.
5. Ashish K. Battacharya, Introduction to Financial Statement Analysis, Elsevier, 2016.

E-Resources:

1. <http://www.sxccal.edu/TwinningProgramme/downloads/MBA-Accounting-Managers1stYear.pdf>.
2. <https://www.classcentral.com/course/edx-financial-management-in-organizations-9109>
3. <https://alison.com/courses/accounting>
4. <https://www.oxfordhomestudy.com/courses/accounting-courses-online/free-online-accounting-courses>
5. <https://www.udemy.com/topic/accounting/free/>

S.NO	COURSE OUTCOME	RUPASCE LEVEL
1.	To Integrate GAAP in financial reporting and analysis.	L5
2.	To demonstrate taxation compliance and planning.	L3
3.	To understand ethical issues related to the accounting profession.	L2
4.	To prepare financial statements in accordance with Generally Accepted Accounting Principles.	L5
5.	Effectively define the needs of the various users of accounting data and demonstrate the ability to communicate such data effectively, as well as the ability to provide knowledgeable recommendations.	L3
6.	To apply appropriate judgment derived from knowledge of accounting theory, to financial analysis and decision making.	L3
7.	To understand the audit process from the engagement planning stage through completion of the audit, as well as the rendering of an audit opinion via the Various report options.	L2
8.	To recognize circumstances providing for increased exposure to fraud and define preventative internal control measures.	L3
L1 - Reasoning; L2 - Understanding; L3 - Practice; L4 - Analysis; L5 - Synthesis; L6 – Creation; L7 Evaluation		



Programme	MBA
Course Title	QUANTITATIVE TECHNIQUES FOR MANAGEMENT
Course Code	24BSM1CC3
Semester	I
Credit	5
Course Objective	<ul style="list-style-type: none"> • To familiarize the students with quantitative data based on the Managerial aspects for decision making. • To understand the various applications from mathematics and statistics to apply in real time business analytics. • To analyze and interpret the data according to the information required in the field of Management.

UNIT I
Introduction to quantitative methods and their applications in management. Descriptive statistics: Measures of central tendency: mean, weighted mean, median, mode, Quartiles, Deciles and Percentiles. Harmonic mean, Geometric mean - Relevant Case Studies.

UNIT II
Measures of dispersion: Range, quartile deviation, mean deviation, standard deviation, coefficient of variation. **Measures of Skewness:** moments and kurtosis. **Index Numbers:-** Meaning , Characteristics of index numbers, uses of index numbers, Construction of Index Number - Weighted Index price (Simple Aggregative and Simple average relative method) and Unweighted Index Price – (Laspeyre’s, Paasche’s index number, Weighted Price relative method) - Relevant Case Studies.

UNIT III
Correlation analysis: Types of correlation, methods of studying correlation- scatter diagram, correlation Coefficient, Spearman’s Rank correlation.
Regression analysis: Regression lines and equations, bivariate regression model, regression coefficients; coefficient of determination - Relevant Case Studies.

UNIT IV
Basic concepts of Probability, applications of addition rule and multiplication rule of probability with emphasis on Bayes’ theorem; Elementary characteristics and simple situation applications of Binomial, Poisson and Normal Probability Distributions – Relevant Case Studies.

UNIT V

Statistical Test : t-Distribution - Properties and Applications - Testing for One and Two Means - Paired t-test. Analysis of Variance: One Way and Two Way ANOVA . Chi-Square distribution: Test for a specified Population variance - Test for Independence of Attributes. **Statistical Inference:** Hypothesis testing – Type I and Type II Error , Tests for the significance - Relevant Case Studies

UNIT VI

Dynamic Component for Continuous Internal Assessment only: Contemporary

Problem – 70 %and Theory – 30%

development Related to the Course during the semester.

Text Books:

1. Jaggia, S. (2021). *Business statistics: Communicating with numbers* (4th ed.). McGraw-Hill Higher Education.
2. Hubbard, D. W., & Seiersen, R. (2023). *How to measure anything in cybersecurity risk* (2nd ed.). Wiley.
3. Keller, G. (2023). *Statistics for management and economics* (12th ed.). Cengage Learning.
4. Jr., D. R. (2019). *Business statistics* (3rd ed.). Pearson.
5. Levine, D. M., Stephan, D. F., & Szabat, K. A. (2023). *Statistics for managers using Microsoft Excel* (9th ed.). Pearson.

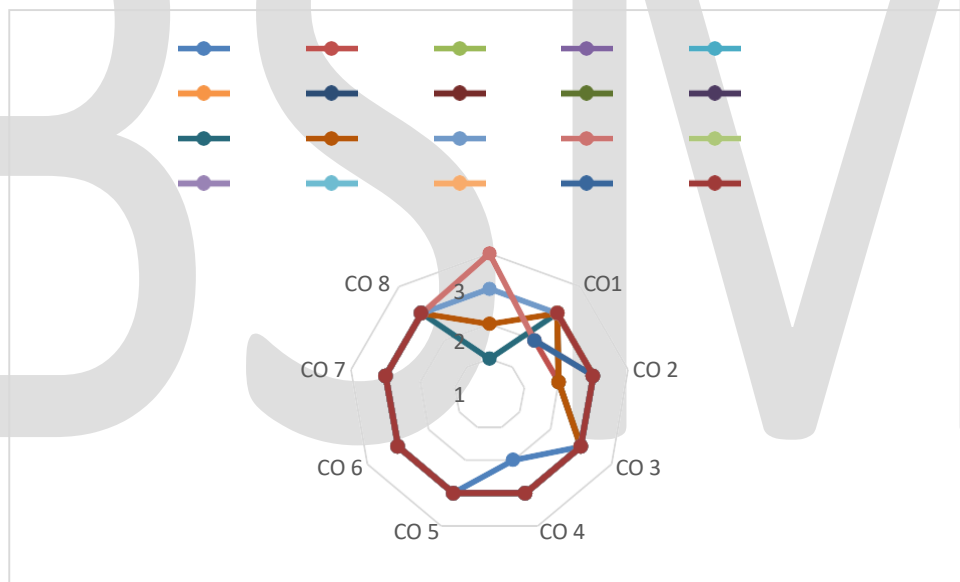
References:

1. Chivers, T. (2024). *Everything is predictable: How Bayes' remarkable theorem explains the world*. Five Books Publishing.
2. Downey, A. B. (2023). *Think stats: Probability and statistics for programmers* (2nd ed.). O'Reilly Media.
3. James, G., Witten, D., Hastie, T., & Tibshirani, R. (2023). *An introduction to statistical learning: With applications in R* (2nd ed.). Springer.
4. Bruce, P., Bruce, A., & Gedeck, P. (2024). *Practical statistics for data scientists: 50+ essential concepts using R and Python* (3rd ed.). O'Reilly Media.
5. VanderPlas, J. (2023). *Python data science handbook: Essential tools for working with data*. O'Reilly Media.

E-Resources:

1. <https://www.coursera.org/courses?query=quantitative%20methods>
2. <https://hbsp.harvard.edu/product/504702-HTML-ENG>
3. <https://www.classcentral.com/course/swayam-quantitative-techniques-for-management-20268>
4. <https://www.crisil.com/en/home/crisil-lacademy/eLearning/risk-management/quantitative-techniques.html>
5. <https://career Karma.com/blog/quantitative-methods>

S.NO	P O1	P O2	P O3	P O4	P O5	P O6	P O7	P O8	P O9	PO 10	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PS O7	PS O8	PS O9	PSO 10
CO 1	3	3	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3	2	3	3
CO2	3	3	2	3	3	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3
CO 3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO 4	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3
CO 5	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO 6	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO7	3	3	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3
CO 8	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
1. Low, 2- Medium, 3-Strong																				



Programme	MBA
Course Title	MANAGERIAL ECONOMICS
Course Code	24BSM1CC4
Semester	I
Credit	5
Course Objectives	<ul style="list-style-type: none"> • Develop the ability to apply fundamental economic principles to enhance managerial decision-making. • Gain proficiency in critical areas such as determining optimal production levels, estimating costs, and conducting investment analysis to support strategic business decisions. • Build a comprehensive understanding of economic frameworks and legal regulations to inform.

UNIT I

Managerial Economics: Firms-Industry, its objectives and constraints. Managerial decision making processes- application of economic principles: opportunity cost principle, discounting and compounding principles, marginal and incremental principle, Equi -marginal principle preference principle

UNIT II

Market – Demand and Supply – Determinants – forecasting -Market equilibrium – elasticity of demand and supply –Production analysis: Production function-short and long run analysis. Law of variable proportion - returns to scale- economies of scale.

UNIT III

Product market – perfect and imperfect market – different market structures – Firm's equilibrium and supply – Market efficiency – Economic costs of imperfect competition – factor market – Land, Labour and capital – Demand and supply – determination of factor price – Interaction of product and factor market – General equilibrium and efficiency of competitive markets. Cost-Output Relationship: cost concepts- variable cost, total cost, average cost, marginal cost and incremental cost. Implicit costs, explicit cost, sunk cost, replacement cost, historical cost, private cost and social cost. Cost-output relationship both in the short and long run- Estimation of cost function – Managerial use of cost functions.

UNIT IV

Pricing and Output determination: Price concepts and determinants. Pricing under different market structure- perfect and imperfect market conditions: monopoly, oligopoly, duopoly, and monopolistic competition. Break even analysis- government intervention and pricing- economic pricing and pricing in practice.

UNIT V

Macro-Economic Environment - Economic Transition in India – A quick Review - Liberalization, Privatization and Globalization – Business and Government - Public- Private Participation(PPP)- Industrial Finance-Foreign Direct Investment(FDIs).

UNIT VI DYNAMIC COMPONENT FOR CONTINUOUS INTERNALASSESSMENT ONLY

Current developments relevant to the course during the specified semester.

Practical: Student participation in active listening, critical and reflective thinking, and responsive engagement, Mini project in Economics

Text Books:

1. Dewedi, S. N. (2021). *Managerial economics* (2nd ed.). Sultan Chand & Sons.
2. Baye, M. R., & Prince, J. (2022). *Managerial economics*. Cengage Learning.
3. Bergstrom, D. C., & Ford, T. S. (2020). *Managerial economics: A problem-solving approach*. McGraw-Hill Education.
4. Douglas, E. J. (2021). *Managerial economics: Theory, applications, and cases*. McGraw-Hill Education.
5. Salvatore, D. (2021). *Managerial economics in a global economy* (8th ed.). Oxford University Press.

References:

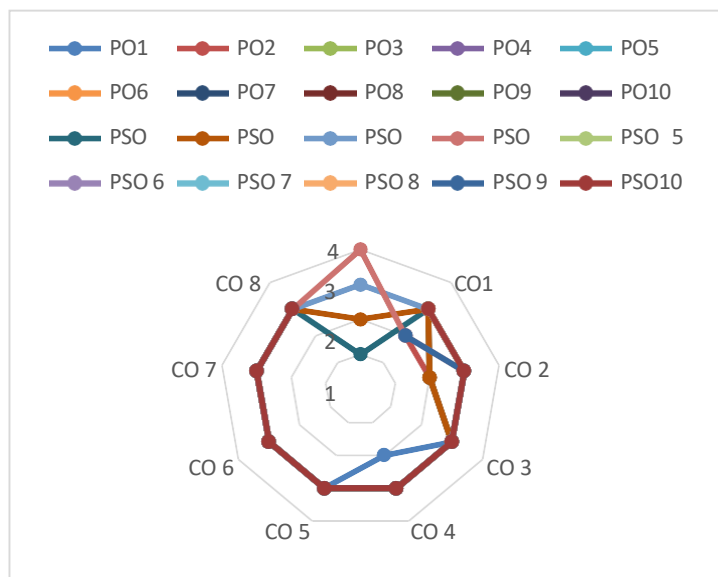
1. Thomas, C., & Maurice, S. C. (2020). *Managerial economics: Foundations of business analysis and strategy* (13th ed.). McGraw-Hill Education.
2. Png, I. (2022). *Managerial economics* (6th ed.). Routledge.
3. Baye, M. R., & Prince, J. T. (2024). *Managerial economics and business strategy* (9th ed.). McGraw-Hill Education.
4. Allen, W. B., Weigelt, K., Doherty, N. A., & Mansfield, E. (2019). *Managerial economics: Theory, applications, and cases* (9th ed.). Pearson Education.
5. McGuigan, J. R., Moyer, R. C., & Harris, F. H. deB. (2014). *Managerial economics: Applications, strategies, and tactics* (12th ed.). Cengage Learning.

E-Resources:

1. <https://www.edx.org/learn/managerial-economics>
2. <https://www.coursera.org/courses?query=managerial%20economics>
3. <https://www.classcentral.com/course/swayam-introduction-to-managerial-economics-14155>
4. <https://www.udemy.com/course/introduction-to-managerial-economics/>
5. <https://alison.com/course/managerial-economics-cost-theory>

S.NO	COURSE OUTCOME	RUPASC ELEVEL
1.	Develop an understanding of the applications of managerial economics.	L6
2.	Analyze demand and supply conditions and assess a company's position based on product nature and market structure.	L4
3.	Understand the internal and external decisions managers must make.	L2
4.	Design competitive strategies, including costing, pricing, product differentiation, and analysis of the market environment.	L6
5.	Analyze real-world business problems using a systematic theoretical framework.	L4
6.	Make optimal business decisions by integrating concepts from economics, mathematics, and statistics.	L3
7.	Apply economic reasoning to analyze selected contemporary economic issues.	L2
8.	Understand how households (demand) and businesses (supply) interact in various market structures to determine the price and quantity of goods and services produced and consumed.	L4

L1 - Reasoning; L2 - Understanding; L3 - Practice; L4 - Analysis; L5 - Synthesis; L6 - Creation; L7 - Evaluation

[illegible]

BSM

Programme	MBA
Course Title	INFORMATION SYSTEMS FOR MANAGEMENT
Course Code	24BSM1CC5
Semester	I
Credit	5
Course Objectives	<ul style="list-style-type: none"> • To gain insight into Internet technologies and information management systems. • To explore how information technology can be utilized as a tool for critical business tasks. • To understand the security measures necessary for protecting information systems in a business context.

UNIT I : IT TRENDS

Information System – Concepts, Classification of IS, Computer hardware, Computer software, Database Management System, Internet Technologies, trends in Network computing, Messaging and Collaboration. SMAC (Social, Mobility, Analytics and Cloud) Relevant Case Studies

UNIT II ORGANIZATIONAL APPLICATIONS

Functional Information Systems, Decision Support Systems, Expert Systems, Knowledge Management System, Enterprise systems, RFID. Relevant Case Studies

UNIT III SYSTEMS ANALYSIS & DESIGN

Developing IS and System Development life Cycle, Structuring system process requirements, Structuring system logic requirements, Structuring system data requirements, Normalization in databases. Relevant Case Studies

UNIT IV BUSINESS INTELLIGENCE

Data Warehousing, Business Intelligence Framework, Business Analytics, OLAP, Data Mining, Business Performance Management, Dashboards, Balance scorecards - Spatial Computing- Blockchain and Distributed Ledgers- Edge Computing- Relevant Case Studies

UNIT V ECONOMICS OF IT AND MANAGING IT SECURITY

Building Successful Information Systems- Emerging Trends, Technologies and Applications- Evaluating IT investments- Methods, Benefits, Costs & Issues, IT Economic strategies, Securing the enterprise, IS vulnerabilities and threats, Network security, Implementing security- Auditing and Risk Management - Relevant Case Studies

UNIT VI DYNAMIC COMPONENT FOR CONTINUOUS INTERNALASSESSMENT ONLYContemporary Developments Related to the Course during the Semester concerned. -

Practical: Studying Management styles of two Indian institutions in the lime-light- Mini Project on information system in the firms in the Locale - role play, Group discussions.

Text Books:

1. Gallaugher, J. (2020). *Information systems: A manager's guide to harnessing technology*. Cengage Learning.
2. Laudon, K. C., & Laudon, J. P. (2022). *Management information systems: Managing the digital firm* (16th ed.). Pearson.
3. Loshin, D. (2021). *Data and information management*. Morgan Kaufmann.
4. Avison, D., & FitzJohn, G. (2020). *Information systems development: Methods, tools, and techniques*. McGraw-Hill Education.
5. Rajasekaran, K. S. (Ed.). (2023). *Enterprise information systems: Concepts, methodologies, tools, and applications*. IGI Global.

Reference Books:

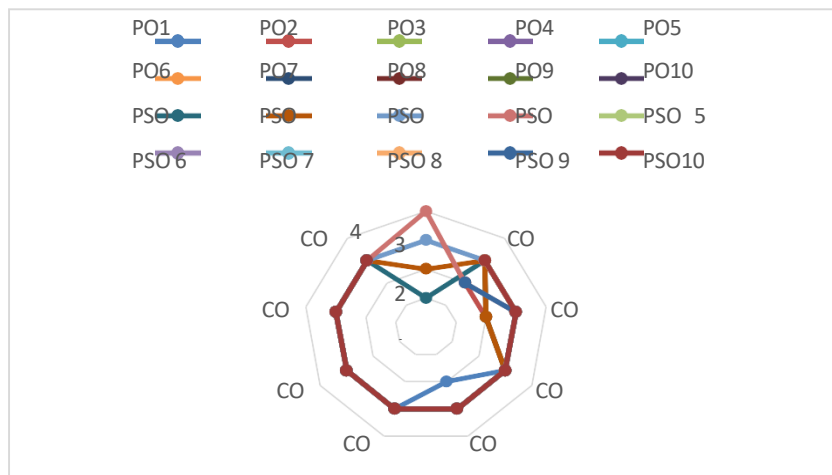
1. Davenport, T. H., & Mittal, N. (2023). *All-in on AI: How smart companies win big with artificial intelligence*. Harvard Business Review Press.
2. Davenport, T. H., & McNeill, D. (2023). *Analytics in healthcare and the life sciences: Strategies, implementation methods, and best practices*. Pearson.
3. Duffey, S. (2023). *Learning Microsoft Intune: Unified endpoint management with Intune & the Microsoft 365 product suite*. Packt Publishing.
4. Gallaugher, J. (2024). *Information systems: A manager's guide to harnessing technology* (10th ed.). FlatWorld.
5. Jordan, J. M. (2023). *Information, technology, and innovation: Resources for growth in a connected world*. MIT Press.

E-Resources:

1. <https://alison.com/course/understanding-systems-analysis-revised>
2. <https://freevideolectures.com/course/3432/system-analysis-and-design>
3. <https://www.mindluster.com/certificate/919>
4. <https://study.com/academy/course/computer-science-302-system-analysis-design.html>
5. <https://www.coursera.org/courses?query=system%20design>

S.NO	COURSE OUTCOME	RUPASCE LEVEL
1.	Describe the role of information technology and information systems in business.	L1
2.	Relate the basic concepts and technologies used in the field of Information Systems.	L3
3.	Compare the process of developing and implementing Information Systems.	L1
4.	Record the current issues of information technology and relate those issues to the firm.	L2
5.	Reproduce a working knowledge of concepts and terminology related to information technology.	L7
6.	Interpret the usage of information technology to solve business problems.	L1
7.	Outline the role of the ethical, social and security issues of Information Systems.	L1
8.	Managerial issues relating to information systems and help them identify and evaluate various options in Management Information Systems.	L7
L1 - Reasoning; L2 - Understanding; L3 - Practice; L4 - Analysis; L5 - Synthesis; L6 – Creation; L7 –Evaluation		

S.N	P	P	P	P	P	P	P	P	P	P	PO	PS	PS	PS	PS	PS	PS	PS	PS	PSO
O	O1	O2	O3	O4	O5	O6	O7	O8	O9	O10	O1	O2	O3	O4	O5	O6	O7	O8	O9	O10
CO1	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3
CO2	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3
CO3	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3
CO4	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3
CO5	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3
CO6	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3
CO7	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3
CO8	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3
1-Low, 2- Medium, 3-Strong																				



Programme	MBA
Course Title	SOFT SKILLS FOR MANAGERS
Course Code	24BSM1CC6
Semester	I
Credit	5
Course Objectives	<ul style="list-style-type: none"> • To hone the soft skills of the students. • To equip individuals with the skills necessary for real-world business scenarios, emphasizing a strong understanding of fundamental concepts and techniques in business communication." • To demonstrate writing and speaking processes through invention, organization, drafting, revision, editing, and presentation.

UNIT I INTRODUCTION TO SOFT SKILLS FOR MANAGERS

Meaning- Objectives- Importance- Introduction to Soft Skills Unit Communication Skills - Presentation Skills - Time Management Skills -Principles of Communication-Forms of Communication- Process of Communication- Communication barriers- Techniques for effective communication - Relevant Case Studies.

UNIT II EMOTIONAL INTELLIGENCE SKILLS

Body Language & Etiquettes - Emotional Intelligence Skills - Life Skills - Presentation on Soft Skills - **Self-awareness- Emotional regulation- Social skills- Social awareness- Communication- Adaptability-** Relevant Case Studies.

UNIT III ORAL & WRITTEN COMMUNICATION

Parts of Speech- Meaning and its usage- Noun- Pronoun-Verbs-Types of Verbs- Adverb- Adjectives- Conjunction- Interjections-Parts of Sentence- Subject and Predicate (Simple, Complete and Complex)- Order of Subject and Predicate- Complements -Business Letter Writing- Principles- Inquiries- Circulars- Quotations- Order- Acknowledgement- Complaints- Claims and Adjustments- Sales letters. Job ApplicationLetters- Bio-Data- Covering Letters, Interview letters, Letter of Reference. E-Mail- Circular and Notices - Relevant Case Studies.

UNIT IV MEETINGS & REPORT WRITING

Conducting Meetings: Procedure - preparing Agenda, minutes and resolutions – Conducting Seminars and Conferences - Types of Business Reports- Format- Structure- Components of Report- Analysis of Sample Reports from Industry - Relevant Case Studies.

UNIT V NON-VERBAL COMMUNICATION

Importance of Non-Verbal Communication and its implications in Business- Body language- Gestures- Postures- Facial Expressions- Eye Contact- Movements and Body Positions- Kinesics, Haptics and Proxemics - Relevant Case Studies.

UNIT VI DYNAMIC COMPONENT FOR CONTINUOUS INTERNALASSESSMENT

ONLY Contemporary Developments Related to the Course during the Semester concerned

Practical: Students participation on listening, critical and reflective thinking and responding, letter writing and oral presentation. Group Discussion on Recent Management related topics.

Text Books:

1. Pontefract, D. (2023). Work-life bloom: How to nurture a team that flourishes. Figure 1 Publishing.
2. Praslova, L. (2024). The canary code: A guide to neurodiversity, dignity, and intersectional belonging at work. Barrett-Koehler Publishers.
3. Gentry, W. A. (2016). Be the boss everyone wants to work for: A guide for new leaders. Berrett-Koehler Publishers.
4. McCormick, J., Belker, L. B., & Topchik, G. S. (2022). The first-time manager (7th ed.). AMACOM.
5. Ton, Z. (2023). The case for good jobs: How great companies bring dignity, pay, and meaning to everyone's work. Harvard Business Review Press.

References:

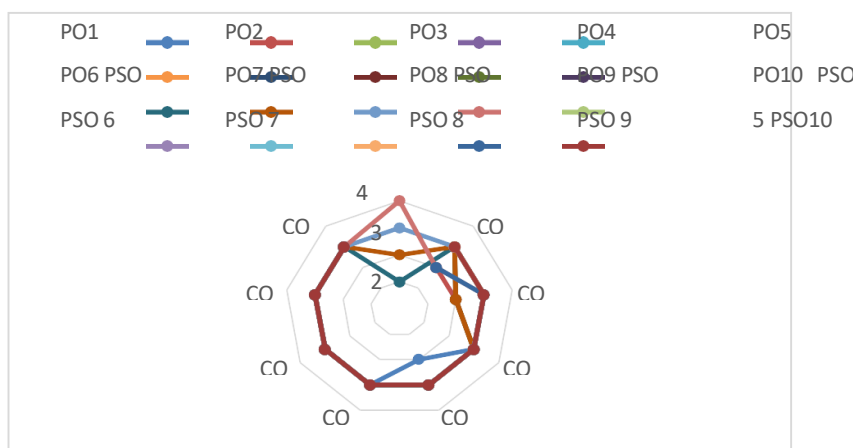
1. Davenport, T. H., & Mittal, N. (2023). *All-in on AI: How smart companies win big with artificial intelligence*. Harvard Business Review Press.
2. Davenport, T. H., & McNeill, D. (2023). *Analytics in healthcare and the life sciences: Strategies, implementation methods, and best practices*. Pearson.
3. Duffey, S. (2023). *Learning Microsoft Intune: Unified endpoint management with Intune & the Microsoft 365 product suite*. Packt Publishing.
4. Gallagher, J. (2024). *Information systems: A manager's guide to harnessing technology* (10th ed.). FlatWorld.
5. Jordan, J. M. (2023). *Information, technology, and innovation: Resources for growth in a connected world*. MIT Press.

E-Resources:

1. <https://www.edx.org/learn/business-communications>
2. <https://learndigital.withgoogle.com/digitalunlocked/course/business-communication>
3. <https://www.eduonix.com/courses/Office-Productivity/a-complete-guide-for-effective-business-communication>
4. <https://www.futurelearn.com/courses/effective-communication>
5. <https://learn.saylor.org/course/BUS210>

S.NO	COURSE OUTCOME	UPASCE LEVEL
1.	To gain an understanding of the core soft skills required for success, including effective communication, critical thinking, teamwork, cultural awareness, and adaptability, which are essential for thriving in professional settings and overcoming challenges.	L1
2.	Demonstrate proficiency in oral, written, and visual communication, effectively conveying ideas across multiple formats and adapting messages to diverse audiences and contexts.	L1
3.	Develop the ability to think critically and creatively to address communication challenges.	L3
4.	Gain insight into career prospects and advancements in communication-related domains.	L1
5.	Create concise, well-structured, and impactful business communications.	L2
6.	Construct a platform for an effectively leverage current tools and technologies to enhance communication practices, ensuring efficient and impactful interactions in both digital and traditional environments	L3
7.	Respond appropriately and respectfully to cultural diversity in communication.	L5
8.	Demonstrate effective and constructive communication within team settings.	L3
L1 - Reasoning; L2 - Understanding; L3 - Practice; L4 - Analysis; L5 - Synthesis; L6 – Creation; L7 –Evaluation		

S.N O	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P O 7	P O 8	P O 9	P O 10	P S O 1	P S O 2	P S O 3	P S O 4	P S O 5	P S O 6	P S O 7	P S O 8	P S O 9	P S O 10
CO 1	3	2	2	2	3	2	3	2	2	2	3	2	3	3	3	3	3	3	3	3
CO 2	3	3	3	3	3	3	3	3	2	2	3	3	3	3	3	3	3	3	3	3
CO 3	3	3	3	3	3	3	3	3	2	2	3	3	3	3	3	3	3	3	3	3
CO 4	3	3	3	3	3	3	3	3	2	2	3	3	3	3	3	3	3	3	3	3
CO 5	3	3	3	3	3	3	3	3	2	2	3	3	3	3	3	3	3	3	3	3
CO 6	3	3	3	3	3	3	3	3	2	2	3	3	3	3	3	3	3	3	3	3
CO 7	3	3	3	3	3	3	3	3	2	2	3	3	3	3	3	3	2	3	3	3
CO 8	3	3	3	3	3	3	3	3	2	2	3	3	3	3	3	3	3	3	3	3
1-Low, 2- Medium, 3-Strong																				



Programme	MBA
Course Title	TOURISM MANAGEMENT
Course Code	21BSMICC7
Semester	I
Credit	5
Course Objectives	<ul style="list-style-type: none"> • To enhance the understanding of students with regards to global concepts of Tourism. • To understand the impacts of Tourism on the environment. • To understand the socio-economic impacts of the country.

UNIT I

Tourism Perspective - Introduction to tourism – the world’s largest industry. - Meaning of Tourism - Components of Tourism - The Tourism system - Significance of Tourism to a Nation. Tourism Planning - Need for Tourism Planning - The Nature of Tourism Planning –The planning process.

UNIT II

Safe and Honorable Tourism – Seven pillars of Tourism – Code of conduct –Specific objectives, Applicability, Guidelines for Travel and Tourism industry – Pledge of commitment. Attraction Planning and Development - Principles of Attraction Development - Feasibility Analysis and Location - Identifying the Market - Cost-benefit Analysis.

UNIT III

Managing Destination for Sustainability - Destination area life cycle - Sustainable Tourism Development - Carrying capacity and its dimensions - Limits of Acceptable Change (LAC) -Eco Tourism and sustainable development - Socio cultural, Economic and Environmental impacts.

UNIT IV

Tourism Legislations - Wild Life Act - Environment Protection Act - Foreign Exchange Act. Emerging Trends in Tourism World wide - Changing scenario of the Tourism Industry –Tourists with special needs.

UNIT V

Emerging types of Tourism – Present Accommodation Scenario –Tourism distribution systems - Travel Industry trends - Trends in the Aviation Industry - Environmental concerns and role of WTTC.

UNIT VI DYNAMIC COMPONENT FOR CONTINUOUS INTERNAL ASSESSMENT ONLY

Contemporary Developments Related to the Tourism Management - Studying on Safe and Honourable Tourism and Seven pillars of Tourism – Mini Project on Emerging Trends in Tourism Worldwide and Changing scenario of the Tourism Industry - Group Discussion.

Text Books:

1. Ngoasong, M. Z., Adeola, O., Kimbu, A. N., & Hinson, R. E, New Frontiers in Hospitality and Tourism Management in Africa (Tourism, Hospitality & EventManagement) (1st ed. 2021 ed.). Springer, 2022.
2. Kaufman, T. J, Cultural and Heritage Tourism and Management. Business Expert Press, 2018.
3. Tourism Economics – Donald E. Lundberg, M. Krishnamoorthy, Mink H. Stavenga, John Wiley & sons. Inc, 2019.
4. A Text Book of Tourism and Hospitality Management. BOOKMAN, 2016.
5. Marketing for Hospitality and Tourism 5. Kotler, P. T., Bowen, J. T., Makens, J., PhD, & Baloglu, S (7th edition). Pearson India, 2017.

References:

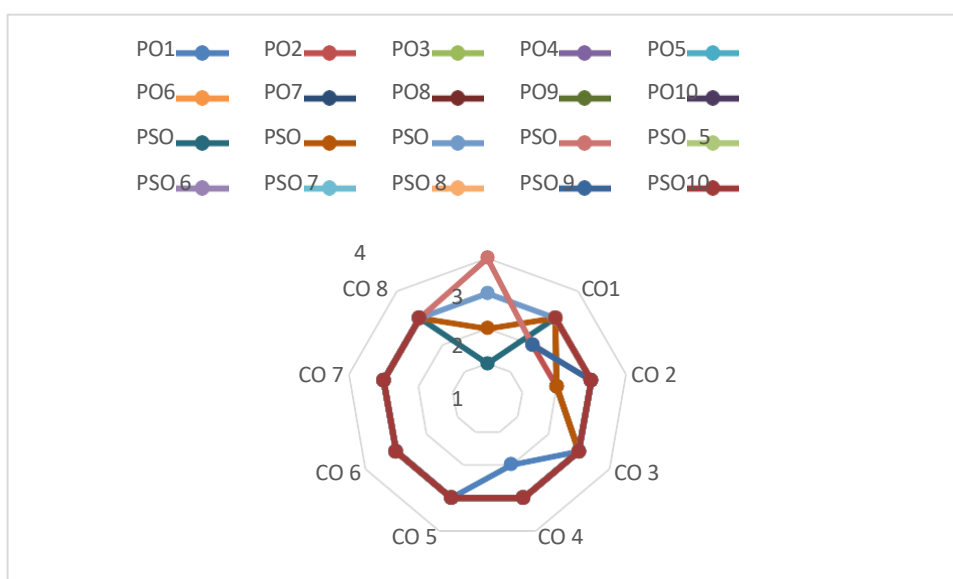
1. Morgan Westcott, LinkBC, Geoffrey Bird-Introduction to Tourism and Hospitality in BC-Morgan Westcott, Editor, 2021
2. Page, S. J Butterworth , Heinemann, 2019.Tourism Management, Fourth Edition: An Introduction
3. Weaver, D., & Lawton, L.Tourism Management (5th ed.). Wiley, 2019.
4. Slocum, S. L., Aidoo, A., & McMahon, K. *The Business of Sustainable Tourism Development and Management* (1st ed.). Routledge, 2020.
5. Cerina, F., Markandya, A., & McAleer, M. 2018. Economics of Sustainable Tourism (Routledge Critical Studies in Tourism, Business and Management)

E-Resources:

1. <https://www.edx.org/learn/tourism-management>
2. <https://www.coursera.org/courses?query=tourism>
3. <https://www.unwto.org/academy/courses-webinars-resources>
4. <https://library.apiit.edu.my/open-access-e-resources-journals-tourism-research-and-hospitality/>
5. <https://www.classcentral.com/subject/tourism>

S.N O	COURSE OUTCOME	RUPASC E LEVEL
1.	Use knowledge and skills associated with problem solving, creative and critical thinking, reflection and decision making to function effectively in the classroom, community and industry.	L1
2.	Apply the concepts and skills necessary to achieve guest satisfaction.	L3
3.	Demonstrate leadership and teamwork to achieve common goals.	L4
4.	Conduct him/her in a professional and ethical manner, and practice industry- defined work ethics.	L6
5.	Communicate effectively and confidently in the classroom, community and industry.	L3
6.	Demonstrate knowledge of multicultural perspectives to meet the needs of the guests' and employees.	L3
7.	Lead with the knowledge that the foundation of tourism is based on the respect for the host culture with the responsibility to perpetuate the unique values, traditions, and practices of that place.	L1
8.	Use knowledge of best practices to further sustainability (economic, environmental, and cultural/social) in the industry.	L3
L1 - Reasoning; L2 - Understanding; L3 - Practice; L4 - Analysis; L5 - Synthesis; L6 – Creation; L7 – Evaluation		

S.N O	P O1	P O2	P O3	P O4	P O5	P O6	P O7	P O8	P O9	PO 10	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PS O7	PS O8	PS O9	PSO 10
O1	3	3	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3
O2	2	2	2	2	2	2	2	2	2	2	3	3	3	3	3	3	3	3	3	3
CO3	3	3	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3
O4	3	3	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3
O5	2	2	2	2	2	2	3	2	2	2	3	3	3	3	3	3	3	3	3	3
O6	3	3	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3
O7	3	3	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3
CO8	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
1-Low, 2- Medium, 3-Strong																				



Programme	MBA
Course Title	EVENT MANAGEMENT
Course Code	21BSM1CC8
Semester	I
Credit	5
Course Objectives	<ul style="list-style-type: none"> • To understand about planning and managing an event. • To understand how to market an event and publicize it. • To understand how to generate interest and attract participants to an event.

UNIT I Principles of Project/ Event Management – Understand project management, resources, activities, risk management, delegation, project selection, role of the event manager. Understanding the facts – Conducting market research, establishing viability, capacities, costs and facilities, plans, time scales, contracts. - Relevant case study

UNIT II Preparing a proposal – Clarity, SWOT analysis, estimating attendance, media coverage, advertising, budget, special considerations, success. Crisis management plan – Crisis planning, prevention, provision, action phase, handling negative publicity, structuring the plan. - Relevant case study

UNIT III Seeking sponsors – Different types of sponsorship, definition, objectives, target market, budget, strategic development, implementation, evaluation. Organising the event – Purpose, Venue, timing, guest list, invitations, food & drink, room dressing, equipment, guest of honour, speakers, media, photographers, podium, exhibition. - Relevant case study

UNIT IV Marketing tools – Types of advertising, merchandising, give a ways, competitions, promotions, website and text messaging. Media tools – Media invitations, photo calls, press releases, TV opportunities, radio interviews. - Relevant case study

UNIT V Promotional tools – Flyers, Posters, Invitations, Website, newsletters, blogs, tweets. Evaluation- Budget, cost of event, return on investment, media coverage, attendance, feedback. - Relevant case study

UNIT VI DYNAMIC COMPONENT FOR CONTINUOUS INTERNAL ASSESSMENT ONLY

Contemporary issues Related to the Course during the semester. **Practical:** Studying Management styles of two Indian institutions in the lime-light- Mini Project on Event management of the firms in the Locale - role play, Group discussions.

Text Books:

1. Event Management and Marketing: Theory, Practical Approaches and Planning, Dr. Anukrati Sharma and Dr. Shruti Arora, Bharti Publication, 2018
2. Event Management - A Zero Investment Startup Business Paperback, Abhijeeth Bhattacharjee, 2020
3. Event Management, 1e, WAGEN, Pearson India, 2015.
4. Event Planning and Management: Principles, Planning and Practice (PR in Practice) (2nd ed.), Dowson, R., & Bassett, D., Kogan Page, 2018.
5. Events Management: Principles and Practice (3rd ed.), Raj, R., Walters, P., & Rashid, T., SAGE Publications Ltd, 2017.

References:

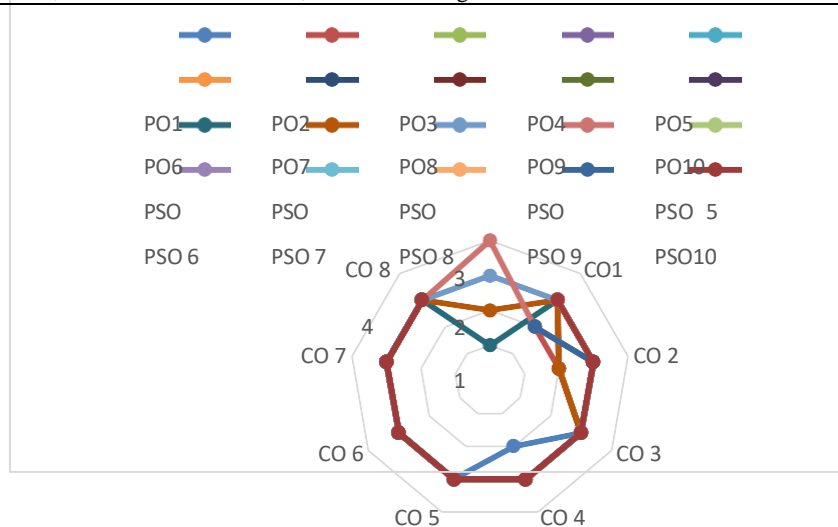
1. Event Planning: Management & Marketing for Successful Events: Become an event planning pro & create a successful event series (1st ed.), Genadinik, A., CreateSpace Independent Publishing Platform, 2015.
2. Professional Meeting Management: A Guide to Meetings, Conventions, and Events (Sixth ed.), Professional Convention Management Association (PCMA), Agate B2, 2015.
3. Event Management: A blooming industry and an eventful career, Devesh Kishore & Ganga Sagar singh, Har Anand Publication, 2018.
4. The Art of Successful Event Management, Leelamma Devasia & V.V. Devasia, APH Publishing Corporation, 2017
5. Start your own event planning business 3/E: Your step by step guide to success, Perseus Books Group, Cheryl Kimball, Entrepreneur Press, 2015.

E-Resources:

1. <https://www.oxfordhomestudy.com/courses/event-management-courses-online/event-planning-courses-online-free>
2. <https://www.udemy.com/course/event-planning-and-management/>
3. <https://www.classcentral.com/tag/event-management>
4. <https://www.bolc.co.uk/events-management-courses-online/free-event-management-courses>
5. <https://www.coursera.org/courses?query=event%20management>

S.NO	COURSE OUTCOME	RUPASC E LEVEL
1.	Understand the complexity and wide-ranging scope, role and purposes served by international events/conferences	L2
2.	Explore possible future trends and developments in international event /conferences	L5
3.	Possess a comprehensive knowledge of the details involved in planning and designing an international event / conference, including the management of resources, budgets and time	L6
4.	Evaluate the constraints and regulations governing international events/conferences	L7
5.	Explore the socio-cultural and political issues affecting the design of cross- cultural and cross-border Events	L5
6.	Analyze the role played by promotion, advertising and public relations	L4
7.	Critically assess the role of sponsorship in international event /conferences	L7
8.	Examine the trends, both historical and future, in event sponsorship and review the impact of legal issues in international event / conference sponsorship	L1
L1 - Reasoning; L2 - Understanding; L3 - Practice; L4 - Analysis; L5 - Synthesis; L6 – Creation; L7 – Evaluation		

S.N O	P O1	P O2	P O3	P O4	P O5	P O6	P O7	P O8	P O9	P O10	PO 10	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PS O7	PS O8	PS O9	PSO 10
CO1	3	3	3	3	3	3	2	3	3	2	3	3	3	3	3	3	3	3	3	3	3
CO2	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO3	3	3	3	3	3	3	2	3	3	2	3	3	3	3	3	3	3	3	3	3	3
CO4	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO5	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO6	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO7	3	3	3	3	3	3	2	3	3	3	2	2	2	2	2	2	2	2	2	2	2
CO8	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3
1-Low, 2- Medium, 3-Strong																					



SEMESTER II

Programme	MBA
Course Title	FINANCIAL MANAGEMENT
Course Code	24BSM2CC1
Semester	II
Credit	5
Course Objectives	<ul style="list-style-type: none">• To gain a foundational understanding of financial management.• This course will explore financial tools and techniques that assist firms in maximizing value through improved decision-making in areas such as capital budgeting, capital structure, and working capital management.• The course will also cover interconnected topics, including multinational financial management, risk management, and mergers and acquisitions.

UNIT I FINANCIAL MANAGEMENT: AN OVERVIEW

Objectives of Financial Management, Profit Maximization vs. Wealth Maximization, Finance Function – Scope of Financial Management, Objectives of Financial Management – Agency Problem – Organization of Finance function – Financial Modeling: an overview – Relevant Case Studies.

UNIT II SOURCES OF FINANCE

Short-Term Sources: Public Deposits, Cash Credit Limit/Overdraft, Letter of Credit, Commercial Papers, Factoring. **Long-Term Sources:** Shares, Debentures/Bonds, Hybrid Financing, Leasing, Hire-purchase, Venture capital - Relevant Case Studies.

UNIT III FINANCING DECISIONS: COST OF CAPITAL

Cost of equity, Cost of Preference Shares, Cost of Retained Earnings, Weighted Average Cost of Capital. Leverage, Factors Affecting Leverage, Merits and Limitations, Types: Operating Leverage, Financial Leverage and Combined Leverage. **Capital Structure:** Concepts and Determinants of Capital Structure, Approaches to establish Appropriate Capital Structure – EBIT– EPS, Cash Flow approach - Relevant Case Studies.

UNIT IV INVESTMENT DECISIONS

Capital budgeting-Nature, Scope, Techniques: NPV, Profitability Index Methods, IRR (traditional and discounted cash flow). **Working Capital Management:** Concept of working capital, Factors affecting working capital requirements, Computation of working capital requirements - Relevant Case Studies.

UNIT V DIVIDEND DECISION

Dividend and its types, Irrelevance of Dividend and Relevance of Dividend, Factors influencing dividend decision, Dividend payment-retention decision: Dividend theories of relevance: Walter's Model, Gordon's Model, Dividend theories of irrelevance: MM Hypothesis - Dividend theories of relevance: Walter's Model, Gordon's Model- AI driven financial management - Relevant CaseStudies.

UNIT VI DYNAMIC COMPONENT FOR CONTINUOUS INTERNAL ASSESSMENT ONLY

Contemporary Developments Related to the Course during the Semester concerned
– Practical analyzing the prices of various companies listed on stock market. Group Discussion on Initial Public Offering

Theory – 60% and Problem – 40%

Text Books:

1. Financial Management: A Strategic Perspective, Nikhil Chandra Shil, Bhagaban Das, Atlantic Publishers & Distributors (P) Ltd., 2024.
2. Financial Management Theory and practice, Prasanna chandra Tata Mcgraw Hill co., 2022.
3. Financial Management, I M Pandey, Pearson, 2021
4. Fundamentals of Financial Management, Dr. R.P. Rustagi, Taxmann Publications Private Limited, 2024.
5. Advanced Financial Management, Dr. S.P. Gupta, Sahitya Bhawan Publications., 2023

References:

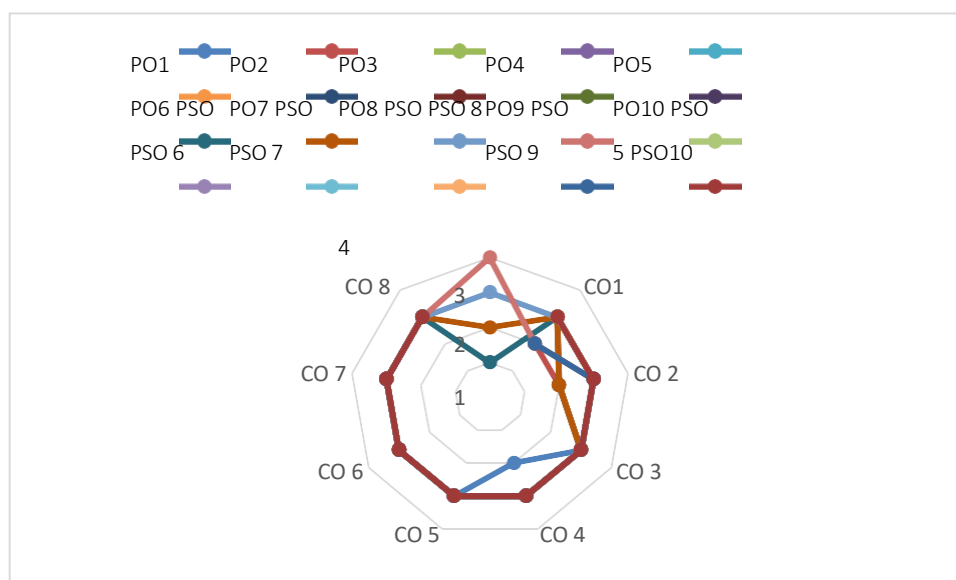
1. Corporate Financial Management, K.R. Sharma, Atlantic Publishers and Distributors (P) Ltd, 2023
2. Essentials of Financial Management, Dr. Tuhin S Banerjee, Notion Press, 2024.
3. Financial and Management Accounting, Maheshwari SN, Sultan Chand and Sons, 2022.
4. Financial Management Essentials You Always Wanted to Know, Kalpesh Ashar, Vibrant Publishers, 2022
5. Bank Financial Management, Indian Institute of Banking & Finance, Macmillan, 2023.

E-Resources:

1. <https://www.mooc-list.com/course/finance-non-financial-managers-coursera>
2. <https://nptel.ac.in/courses/110105057>
3. https://onlinecourses.nptel.ac.in/noc20_mg31/preview
4. https://onlinecourses.swayam2.ac.in/cec20_mg05/preview
5. <https://www.classcentral.com/course/swayam-financial-management-17605>

S.NO	COURSE OUTCOME	RUPASC ELEVEL
1.	Understand the theoretical and practical aspects of financial management in business corporations.	L2
2.	Analyze the financial performance and capital requirements of individual corporations.	L4
3.	Ensure a greater appreciation and understanding of the significance of risk in financial decision-making.	L2
4.	Access financial information from diverse sources and utilize it to research and evaluate corporations.	L7
5.	Assess the role and significance of shareholders in contemporary corporations.	L7
6.	Interpret statutory law to mitigate risks and establish effective control mechanisms.	L7
7.	Analyze relevant case law to identify legal precedents that can be used to influence judicial decisions.	L4
8.	Recognize legal issues that affect financial and other risks faced by businesses.	L1
L1 - Reasoning; L2 - Understanding; L3 - Practice; L4 - Analysis; L5 - Synthesis; L6 - Creation; L7 - Evaluation		

S.NO	P O1	P O2	P O3	P O4	P O5	P O6	P O7	P O8	P O9	PO 10	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PS O7	PS O8	PS O9	PSO 10
CO1	3	3	3	3	3	3	2	3	3	2	3	3	3	3	3	3	3	3	3	3
CO2	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3
CO3	3	3	3	3	3	3	2	3	3	2	3	3	3	3	2	3	3	3	3	3
CO4	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3
CO5	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO6	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3
CO7	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3
CO8	3	3	3	3	3	3	2	3	3	2	3	3	3	3	3	3	3	3	3	3
1-Low, 2- Medium, 3-Strong																				



Programme	MBA
Course Title	MARKETING MANAGEMENT
Course Code	24BSM2CC2
Semester	II
Credit	5
Course Objectives	<ul style="list-style-type: none"> • To comprehend the fundamental concepts of marketing management as a key business function. • To understand the application of marketing principles in strategic decision-making. • To recognize the role and contribution of marketing within a business enterprise.

UNIT I INTRODUCTION TO MARKETING MANAGEMENT

Meaning- Functions- Characteristics- Identifying various states of Demand- Scanning of Marketing Environment- Situation Analysis – Macro-level Environment- Competitive Environment- Internal Environment- SWOT Analysis - Importance of Environmental Analysis- Need for Analysis- Micro and Macro Environment- Components- Segmenting the Market- Criteria- Bases of segmentation- Selection of Target Market. - Relevant Case Studies

UNIT II MARKETING INFORMATION AND RESEARCH

Market Information- Meaning-Importance- Sources- Marketing Information System- Requisites of good Marketing Information System- Consumer Behaviour Research- Marketing Research- Meaning- Primary Research – Secondary Research - Scope- Types- Objectives- Advantages- Marketing Research process- Users of Marketing Research- Product Positioning- Approaches- Product Differentiation- Successful Positioning- Product Repositioning. - Relevant Case Studies

UNIT III PRODUCT PLANNING, STRATEGY AND DEVELOPMENT

Product-Meaning- Features of product- Product Attributes- Product Line- Product Mix- Strategies of Product Mix- Product Planning and Development. Product related strategy- Branding- Brand Mark- Elements of Branding-Brand Identity- Brand Image-Brand Position- Brand Equity- Brand Loyalty- Brand Association- Brand Extension. Trademark – Labeling - Packaging. Product Development- Product Life Cycle - Development of New Product- Product Elimination- Product Modification- Product Failure.Relevant Case Studies

UNIT IV PRICING AND PROMOTION STRATEGIES

Pricing - Cost-, customer-, competition-oriented pricing approaches, Break even analysis. Price- Meaning-Importance- Pricing objectives- Factors influencing pricing decisions- Price Determination- Kinds of Pricing- Price leader- One Price vs Variable Price- Resale Price Maintenance. Promotion Strategies- Sales Promotion- Reasons for growth- Effectiveness of sales promotion- DAGMAR- Advertisement Copy- Types off Advertising- Qualities of good copy- Elements of copy- Selection of AdvertisementMedia- Advertisement Budget. Personal Selling- Objectives- Theories of Personal Selling- AIDAS- Salesmanship- Duties-Qualities of salesman. - Relevant Case Studies.

UNIT V MARKETING OF SERVICES

Introduction- Characteristics of Services - Intangibility- Inseparability- Heterogeneity- Perishability- Ownership- Goods and Services comparison- Marketing Mix in Service Marketing-Product- Price- Promotion- Place- People- Physical Evidence- Process-SERVQUAL dimensions. E – Business: introduction – telemarketing – Automatic Venting – E – Business – E–Commences – Electronic Data Interchange – E –mail – Internet – E – Auctioning – E – Marketing – E – banking – E- Trading. Relevant Case Studies.

UNIT VI DYNAMIC COMPONENT FOR CONTINUOUS INTERNAL ASSESSMENT ONLY: Contemporary Developments Related to the Course during the Semester concerned. - Practical: Studying Management styles of two Indian institutions in the lime-light- Mini Project on marketing management concepts of the firms in the Locale - role play, Group discussions.

Text Books:

1. Principles of Marketing, Philip Kotler, Gary Armstrong, Sridhar Balasubramanian, Prafulla Agnihotri, Pearson Education, 2023
2. Marketing Management, Philip Kotler, Kevin lane Keller, Alexander Chernev, Jagdish N. Sheth, G.Shainesh, Pearson Education, 2022
3. Marketing Management, Dr. K. Karunakaran, Himalaya Publishing House, 2023
4. Marketing Management, Ashok Jain & Varun Jain, VK Global Publications Pvt Ltd, 2022
5. Marketing Management, Dr. M. Vaanmalar, J. Sri Keerthana, Notion Press Media Pvt Ltd, 2022

References:

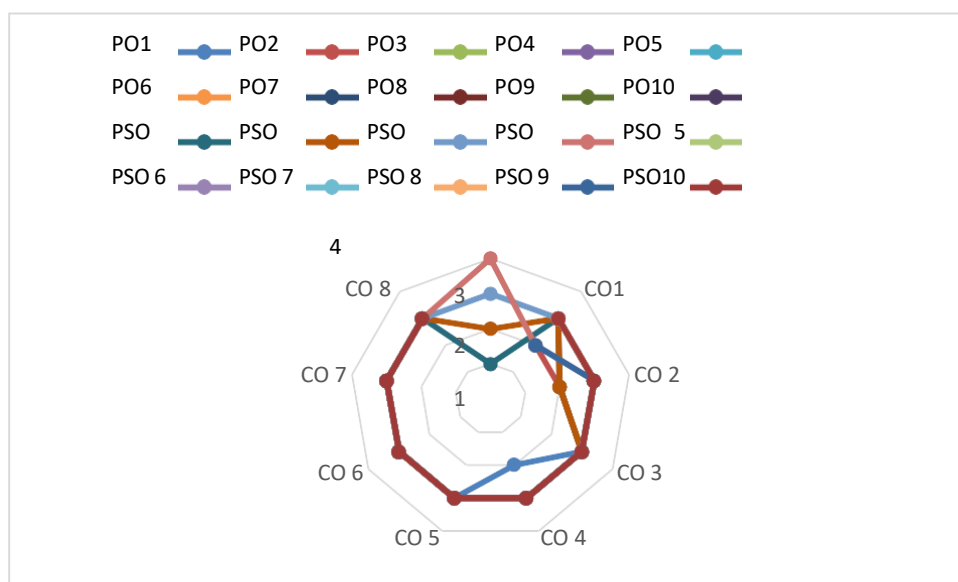
1. Strategic Marketing: Cases and Concepts from the Indian Business, C Bhaktavatsala Rao, Notion Press Media Pvt Ltd, 2023
2. Digital Marketing and Advertising: Practical Approach and Industry Practices, Gaurav Sood, Atlantic Publishers & Distributors (P) Ltd, 2024
3. Marketing Theory: Evolution and Evaluation of Schools of Marketing Thought, Jagdish N. Sheth, Atul Parvatiyar, Can Uslay, Wiley India Pvt Ltd, 2022
4. Handbook of Business-to-Business Marketing, Gary L. Lilien, Andrew J. Petersen, Stefan H. K. Wuyts, Edward Elgar Publishing Ltd, 2023
5. Marketing : The Untold Story, Bhuvana Subramanyan, StoryMirror Infotech Pvt. Ltd., 2024

E-Resources:

1. <https://alison.com/course/international-marketing-and-supply-chain-management>
2. <https://www.classcentral.com/course/swayam-international-marketing-58474>
3. <https://uniathena.com/short-courses/diploma-in-international-marketing-management>
4. <https://www.edx.org/learn/marketing-management>
5. <https://www.oxfordhomestudy.com/courses/marketing-online-courses/free-online-marketing-courses>

S.NO	COURSE OUTCOME	RUPASCE LEVEL
1.	Identify the core concepts of marketing and its role in both business and society.	L1
2.	Explore effective measures for operating in international markets and gain exposure to the global nature of marketing.	L2
3.	Develop marketing strategies aligned with objectives related to product, price, place, and promotion.	L6
4.	Evaluate the Marketing Mix framework as a tool for marketing decision-making.	L7
5.	Understand the necessity, significance, and process of marketing planning and control.	L1
6.	Examine and adapt to the dynamic nature of the marketing function.	L1
7.	Acquire a solid understanding of fundamental marketing concepts.	L1
8.	Connect the role of marketing strategy to the achievement of a firm's objectives.	L7
L1 - Reasoning; L2 - Understanding; L3 - Practice; L4 - Analysis; L5 - Synthesis; L6 – Creation; L7 – Evaluation		

S. N O	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P O 7	P O 8	P O 9	P O 10	P S O 1	P S O 2	P S O 3	P S O 4	P S O 5	P S O 6	P S O 7	P S O 8	P S O 9	P S O 10
CO1	3	3	3	3	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3
CO2	3	3	3	3	3	3	3	3	3	2	3	2	3	3	3	3	3	3	3	3
CO3	3	3	3	3	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3
CO4	3	3	3	3	3	3	2	3	3	2	3	2	3	3	3	3	3	3	3	3
CO5	3	3	3	3	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3
CO6	2	2	2	3	3	3	3	3	3	2	3	2	3	3	3	3	3	3	3	3
CO7	3	3	3	3	3	3	3	3	3	3	3	2	3	2	3	3	3	3	2	2
CO8	3	3	3	3	3	3	3	3	3	2	3	2	3	3	3	3	3	3	3	3
1-Low, 2- Medium, 3-Strong																				



Programme	MBA
Course Title	HUMAN RESOURCE MANAGEMENT
Course Code	24BSM2CC3
Semester	II
Credit	5
Course Objectives	<ul style="list-style-type: none"> • To gain a foundational understanding of Human Resource Management. • To enhance students' awareness of the various aspects of managing people. • To develop an understanding of the diverse policies and practices in Human Resource Management.

UNIT I INTRODUCTION TO HRM

Meaning, objectives, need, HRM vs. Personnel management, Roles of HR manager, Principles of effective HRM, Challenges for HR managers, Current trends and changing environment in India. Strategic HRM: Definition, Traditional vs. Strategic HRM - Competency Mapping. Relevant Case Studies

UNIT II RECRUITMENT & SELECTION

Meaning, Job analysis (Job description & Job specification) .Methods for collecting Job Analysis Information - Recruitment: Sources, methods and techniques of recruitment and selection, Placement and Induction/ On Boarding New Employees - Relevant Case Studies

UNIT III TRAINING & DEVELOPMENT

Meaning, need & assessment of training needs, advantages, Types of training, principles of effective training, process, training evaluation.

Performance appraisal: Meaning, objectives, principles, process and limitations, 360 degree performance appraisal. - Relevant Case Studies. Mini project

UNIT IV EMPLOYEE COMPENSATION

Definition of wage & salary, components of remuneration, methods of wage payment and compensation, process of determination of compensation, incentive wage plans, Essentials of sound wage plans. - Relevant Case Studies

UNIT V INDUSTRIAL RELATIONS

Trade Unions, Need & importance of sound Union–management relations, measure to Improve union-management relations, hindering factors in union-management relations. Collective Bargaining and the Grievance Redressal Process.-Relevant Case Studies. Group Discussions

UNIT VI DYNAMIC COMPONENT FOR CONTINUOUS INTERNAL ASSESSMENT ONLY

Contemporary Developments Related to the Course during the Semester concerned. -

Practical: Studying Management styles of two Indian institutions in the lime-light- Mini Project on Human resource management in the firms in the Locale - role play, Group discussions.

Text Books:

1. Human Resource Management, Dr. Rubeena Bano, Dr. Ajay Pratap Singh, Thakur Publication Pvt.Ltd, 2023.
2. Human Resource Management, Prof. (DR.) Shikha Kapoor, Taxmann Publications Private Limited, 2023
3. Human Resource Management, Rahul Kumar Das, Notion Press, 2022
4. Human Resources Management, Adalbert Otshomampita Aloki, Our Knowledge Publishing, 2023
5. Human Resource Management, Dr. Anand Vyas, Vyas Publication, 2024

References:

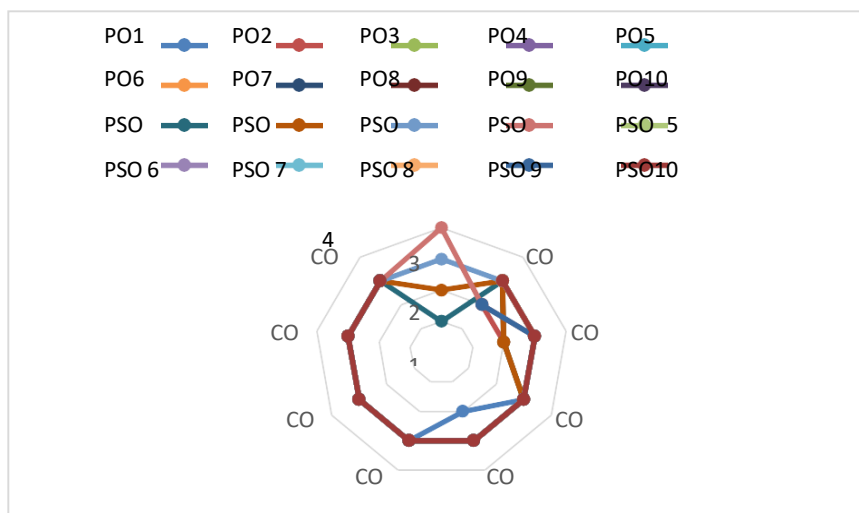
1. Employee Training and Development, Raymond A. Noe, Amitabh Deo Kodwani, McGraw Hill, 2023
2. Employee Management Mastermind - Manage People Risks, Compensation & HR Technology, Harjeet Khanduja, Zebra Learn Pvt Ltd, 2023
3. Human Resource Management: Concepts, Theories, and Contemporary Practices, R. C. Sharma, Nipun Sharma, Routledge India, 2024
4. Fundamentals of Human Resource Management, Dr. Nazneen Sayyed, Dr. Ramesh Srinivasan, Dr. Syed Yaseen, Mr. Hashim Khan, Authors Click Publishing, 2024
5. Strategic Human Resource Management, Jeffrey A. Mello, Cengage Learning India Pvt. Ltd., 2023

E-Resources:

1. <https://www.classcentral.com/course/introduction-to-international-human-resources-man-20381>
2. <https://alison.com/course/international-and-strategic-human-resource-management-revised>
3. <https://www.freestudy.com/best-free-online-courses-in-human-resources/>
4. <https://www.reed.co.uk/courses/free/hr/online>
5. <https://www.oxfordhomestudy.com/courses/hr-courses-online/free-online-hr-courses-with-certificates>

S.NO	COURSE OUTCOME	RUPASCE LEVEL
1.	Examine trends in labor force composition and their impact on Human Resource Management practices.	L1
2.	Discuss the necessity of strategic planning for human resources to align with organizational goals and objectives.	L3
3.	Outline the steps to enhance an employee training program, including its development and evaluation.	L1
4.	Summarize the activities involved in the employee performance appraisal process.	L2
5.	Identify and explain the challenges in establishing effective employee compensation management systems.	L7
6.	Define the job analysis process and highlight its significance in hiring and Human Resource Management. Compare and contrast various methods used for the selection and placement of human resources.	L1
7.	Emphasize the importance of interpersonal skills and effective communication in work teams.	L1
8.	Explain how legislation influences Human Resource Management practices to promote harmonious employer-employee relationships.	L7
L1 - Reasoning; L2 - Understanding; L3 - Practice; L4 - Analysis; L5 - Synthesis; L6 – Creation; L7 –Evaluation		

S.N O	P O1	P O2	P O3	P O4	P O5	P O6	P O7	P O8	P O9	PO 10	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8	PSO 9	PSO 10
C1	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3
CO2	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3
CO3	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3
CO4	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3
CO5	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3
CO6	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3
CO7	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3
CO8	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3
1-Low, 2- Medium, 3-Strong																				



Programme	MBA
Course Title	DATA ANALYTICS
Course Code	24BSM2CC4
Semester	II
Credit	5
Course Objectives	<ul style="list-style-type: none"> • Utilize data to enhance operational efficiency, maximize productivity, and drive overall organizational effectiveness. • Analyze data to assess organizational performance, identify strengths, and address weaknesses in management processes. • Develop skills to identify, analyze, and address complex challenges using data-driven approaches.

UNIT I

Multiple Regression I Assumptions for General Linear Regression Model - Ordinary Least Square Approach measures of fit - statistical inferences - Hypothesis testing and interval estimation - Data cleaning - Outliers and influential observations – Case studies

UNIT II

Regression II Dummy regressions and conjoint analysis - multi collinearity - Logistic regression Grouped Data - Weighted Least Square (WLS) - Individual Data - Newton Raphson method - Error rate estimation – Case studies

UNIT III

Discriminant Analysis I Introduction - the Two Group problem - Variable contribution - The case of discrete Variables – Case studies

UNIT IV

Discriminant Analysis II The K groups problem - Error rate estimate in multiple groups - Interpretation of multiple discriminant analysis solution - step wise selection of variables – Case studies

UNIT V

Factor Analysis The basic model - Extraction of factors - Principal factor - maximum likelihood method factor rotation - orthogonal - oblique rotations - Factor score - interpretations of factor analysis solutions – Case Studies

UNIT VI DYNAMIC COMPONENT FOR CONTINUOUS INTERNALASSESSMENT

ONLY Recent developments in accounting practices– case study relating to financial analysis and working capital performance of companies. Group discussion. Role play.

Text Books

- Davenport, T. H., & Kirby, J. (2016). *Only humans need apply: Winners and losers in the age of smart machines*. Harper Business.
- Kumar, U. D. (2017). *Business analytics: The science of data-driven decision making*. Wiley.
- Fontana, A. (2023). *Winning with AI: An executive's guide to building billion-dollar businesses*. Penguin Random House.
- Knafllic, C. N. (2023). *Storytelling with data: Let's practice!*. Wiley.
- Hemann, C., & Burbary, K. (2023). *Digital marketing analytics: Making sense of consumer data in a digital world (3rd ed.)*. Routledge.

References

- Waber, B. (2023). *People analytics: How social sensing technology will transform business and what it tells us about the future of work*. Wiley.
- Beasley, M. (2023). *Practical web analytics for user experience: How analytics can help you understand your users*. Wiley.
- Rasmussen, N. H., Bansal, M., & Chen, C. Y. (2023). *Business dashboards: A visual catalog for design and deployment (2nd ed.)*. Wiley.
- **Marz, N., & Warren, J.** (2022). *Big data: Principles and best practices of scalable real-time data systems*. Manning.
- **Davenport, T. H.** (2023). *The AI advantage: How to put the artificial intelligence revolution to work*. MIT Press.

E Resources

1. <https://www.coursera.org/learn/introduction-to-data-analytics>
2. <https://www.coursera.org/professional-certificates/ibm-data-analyst>
3. <https://www.coursera.org/professional-certificates/microsoft-data-visualization>
4. <https://www.coursera.org/learn/data-analysis-with-python>
5. <https://www.coursera.org/learn/foundations-data>

S.NO	COURSE OUTCOME	RUPASC ELEVEL
1.	Understand key concepts and principles of data analytics, including data collection, cleaning, transformation, analysis, and visualization.	L2
2.	Integrate data insights and findings effectively through reports and presentations.	L7
3.	Demonstrate the ethical implications of data analytics, including privacy concerns, bias in data, and the responsible use of data.	L3
4.	Apply analytical findings to real-world business problems, making data-driven decisions and recommendations.	L3
5.	Discuss different types of data (structured, unstructured, time-series, etc.) and their applications.	L2
6.	Synthesis skills to create compelling and informative data visualizations using charts, graphs, and dashboards.	L5
7.	Develop proficiency in using statistical and machine learning techniques for data analysis, such as regression analysis, clustering, classification, and hypothesis testing.	L6
8.	Evaluate work on real-world data analysis projects or case studies to apply theoretical knowledge to practical scenarios.	L7
L1 - Reasoning; L2 - Understanding; L3 - Practice; L4 - Analysis; L5 - Synthesis; L6 – Creation; L7 – Evaluation		

Course Title	OPERATIONS RESEARCH
Course Code	24BSM2CC5
Semester	II
Credit	5
Course Objectives	<ol style="list-style-type: none"> 1. To provide knowledge on formulating practical problems using the linear programming method and its variations. 2. To understand the theoretical foundations of various computational algorithms for solving linear programming and related problems. 3. To equip learners with an understanding of the concepts and tools of Operations Research.

UNIT I INTRODUCTION TO LINEAR PROGRAMMING (LP)

Introduction to applications of operations research in functional areas of management. Linear Programming-formulation, solution by graphical and simplex methods (Maximization , Minimization and dual simplex method) - Relevant Case Studies

UNIT II LINEAR PROGRAMMING EXTENSIONS

Transportation Models (Minimising and Maximising Problems) – Balanced and unbalanced Problems – Initial Basic feasible solution by N-W Corner Rule, Least cost and Vogel's approximation methods. Check for optimality. Solution by MODI / Stepping Stone method. Assignment Models (Minimising and Maximising Problems) – Balanced and Unbalanced Problems. Solution by Hungarian and Branch and Bound Algorithms. Travelling Salesman problem- Relevant Case Studies

UNIT III GAME THEORY

Game Theory-Two person Zero sum games-Saddle point, Dominance Rule, Convex Linear Combination (Averages), methods of matrices, graphical ($2 \times n$, $m \times 2$) and LP solutions- Relevant Case Studies

UNIT IV INVENTORY MODELS, SIMULATION AND DECISION THEORY

Inventory Models – EOQ and EBQ Models (With and without shortages), Quantity Discount Models. Decision making under risk –Decision making under uncertainty. Monte-carlo simulation- Relevant Case Studies

UNIT V QUEUING THEORY AND REPLACEMENT MODELS

Queuing Theory - single and Multi-channel models – infinite number of customers and infinite calling source. Replacement Models-Individuals replacement Models (With and without time value of money) – Group Replacement Models- Relevant Case Studies

UNIT VI Dynamic Component for Continuous Internal Assessment only: Contemporary issues Related to the Course during the semester.

Problem – 70 %and Theory – 30%

Text Books:

1. Operations Research, Dr. Sarbjit Singh Oberoi, SYBGEN Learning India Private Limited, 2023
2. Operations Research, R. Panneerselvam, PHI Learning Pvt. Ltd., 2023
3. Operations Management, William J. Stevenson, McGraw Hill, 2022
4. Operations Research Theory and Applications, JK Sharma, Visionias, 2023
5. Operations Research, R. Veerachamy, V. Ravi Kumar, Dreamtech Press, 2021

References:

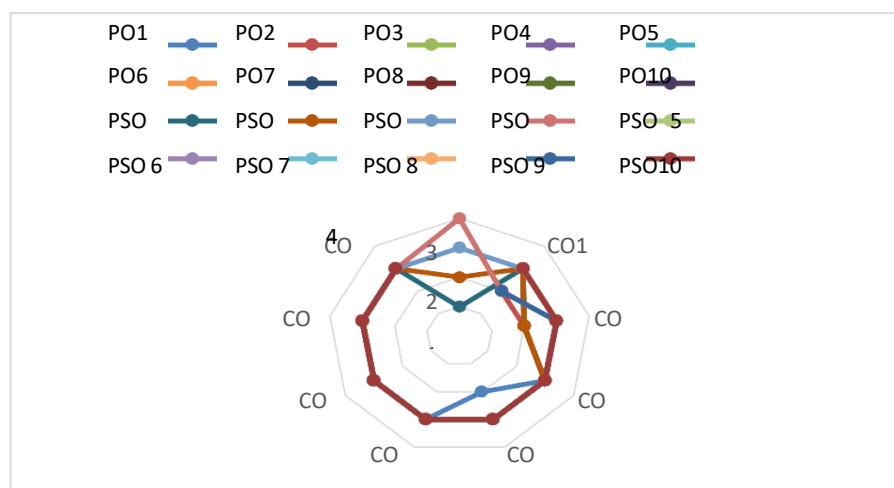
1. Books That Lecture Operations Research [Facts-Based Approach], Venant R.N. Mutabihirwa, 2022.
2. Applied Mathematics with Open-Source Software: Operational Research Problems with Python and R, Vincent Knight, Geraint Palmer, Chapman and Hall/CRC, 2022
3. Operations Research Fundare Models: Part 1 [Fourth Edition] of Fundamentals of Operations Research, Venant R.N. Mutabihirwa, 2022.
4. Introduction to Operations Research, Frederick S. Hillier, Gerald J. Lieberman, Bodhibroto Nag, Preetam Basu, McGraw Hill Education Private Limited, 2022
5. Operations and Supply Chain Management, F. Robert Jacobs, Richard B. Chase, Ravi Shankar, McGraw Hill, 2023

E-Resources:

1. <https://www.classcentral.com/course/swayam-operations-research-14219>
2. <https://www.coursera.org/courses?query=operations%20research>
3. <https://www.edx.org/course/operations-research-an-active-approach>
4. https://onlinecourses.nptel.ac.in/noc19_ma29/preview
5. <https://alison.com/tag/operations>

S.NO	COURSE OUTCOME	RUPASCE LEVEL
1.	Able to identify and develop formulations to solve problems using networks and graphs.	L6
2.	Develop linear integer programming models and apply relevant techniques.	L6
3.	Recognizes how to convert real-world problems, described in words, into mathematical formulations.	L5
4.	Propose optimal strategies using decision-making methods under uncertainty and game theory.	L7
5.	Understand the importance of selecting the appropriate queuing model for a specific practical application.	L2
6.	Develop a report detailing the model and the techniques used to solve it.	L6
7.	Evaluate results and provide recommendations in a clear and comprehensible manner to support decision-making processes in management.	L3
8.	Effectively communicate ideas, explain procedures, and interpret results and solutions in written and electronic formats for diverse audiences.	L7
L1 - Reasoning; L2 - Understanding; L3 - Practice; L4 - Analysis; L5 - Synthesis; L6 – Creation; L7 –Evaluation		

S.NO	P O1	P O2	P O3	P O4	P O5	P O6	P O7	P O8	P O9	PO 10	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8	PSO 9	PSO 10
CO1	2	2	2	2	2	2	2	2	2	2	2	3	3	3	3	3	3	3	3	3
CO2	3	3	3	3	3	3	2	3	3	3	3	2	3	3	3	3	3	3	3	3
CO3	3	3	3	3	3	2	2	3	3	3	3	3	3	3	3	3	3	3	3	3
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CO5	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO6	3	3	3	3	3	3	2	2	3	3	3	3	3	2	3	3	2	3	2	3
CO7	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO8	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
1-Low, 2- Medium, 3-Strong																				



Programme	MBA
Course Title	BUSINESS RESEARCH METHODS
Course Code	21BSM2CC6
Semester	II
Credit	5
Course Objectives	<ul style="list-style-type: none"> • To introduce students to the principles of scientific methodology in business inquiry and enhance their analytical skills for business research. • To cultivate skills for scientific communication and develop effective report-writing abilities. • To provide students with foundational knowledge of research concepts and the research process.

UNIT I INTRODUCTION

Research – Meaning – Objectives – Characteristics – Research in pure science and social science. Research process – Steps – Research Design – Types of Research Design – Descriptive, Exploratory and Experimental – Various types of experimental designs. Comparison of different research design. Hypothesis – Objectives – Types – Characteristics. Relevant Case Studies

UNIT II SCALING AND SAMPLING DESIGNS

Measurement – Characteristics of sound measurement – Data types: Nominal, ordinal, interval and ratio scales. Scaling meaning – Methods of various scale construction techniques. Sampling – Nature – Process of sampling – Sampling Techniques: Probability and nonprobability. Relevant Case Studies

UNIT III DATA COLLECTION TECHNIQUES

Sources of data collection: Primary and secondary sources – Merits and limitations. Methods of collecting primary data – Personal, Telephone, Mail surveys, observation, Projective Techniques – Types of observation. Construction of questionnaires – Differences between questionnaire and interview schedule. Relevant Case Studies

UNIT IV DATA ANALYSIS

Data preparation and preliminary analysis – Editing – Field editing, central editing – Coding – Tabulation – Cross Tabulation - Differences between Parametric and Non-parametric tests – Non-parametric tests – Mann-Whitney 'U' test, Rank sum Test (Sign test) – Multivariate Analysis. Relevant Case Studies

UNIT V REPORT WRITING

Contents of report – Types of reports – Characteristics of a good report - Presentation of results, construction of charts and Tables –Globalization and cross cultural research- Bibliography. Relevant Case Studies

UNIT VI Dynamic Component for Continuous Internal Assessment only: Practical class- Analysis of data using SPSS Package, data analysis using MS-Excel, hypothesis testing, solve the problems need immediate solution. Group discussion

Text Books:

1. Research Methodology: Methods and Techniques, C.R. Kothari, Gaurav Garg, NewAge International Publishers, 2023.
2. Research Methods, M.P. Sinha, Atlantic Publication, 2022.
3. Research Methodology, Rabi N. Subudhi, Sumita Mishra, Malabika Sahoo, Taxmann Publications Private Limited, 2024.
4. Business Research Methods, Pamela S Schindler, McGraw Hill, 2022
5. Research Design, John W Creswell, Sage Publishers India, 2024

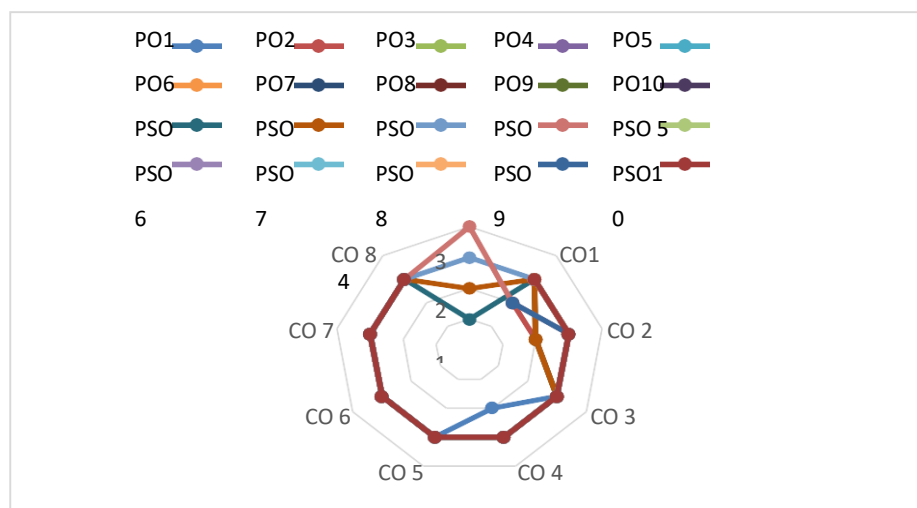
References:

1. Research Methodology, Ranjit Kumar, SAGE Publications Pvt. Ltd, 2024
2. Research Design: Qualitative, Quantitative, and Mixed Methods Approaches, John W. Creswell, J. David Creswell, Sage Publications, 2022
3. A Short Handbook of Qualitative Research, Dr. Pradeep K, Bluerose Publishers Pvt. Ltd., 2022
4. Design and Analysis in Educational Research, Kamden K. Strunk, Mwarumba Mwavita, Routledge, 2021
5. Qualitative Research: The Essential Guide to Theory and Practice, Maggi Savin-Baden, Claire Howell Major, Routledge, 2022

E-Resources:

1. https://onlinecourses.nptel.ac.in/noc22_ge08/preview
2. https://onlinecourses.swayam2.ac.in/nou21_cm03/preview
3. <https://www.coursera.org/browse/physical-science-and-engineering/research-methods>
4. https://nie.gov.in/icmr_sph/Online-courses.html
5. <https://www.ccrm.in/>

S.NO	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P O 7	P O 8	P O 9	P O 10	P S O 1	P S O 2	P S O 3	P S O 4	P S O 5	P S O 6	P S O 7	P S O 8	P S O 9	P S O 10
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CO4	3	3	3	3	3	3	2	3	3	2	3	3	2	3	3	3	2	3	3	3
CO5	3	3	3	3	3	3	2	3	3	3	3	3	2	3	3	3	2	3	3	3
CO6	3	3	3	3	3	3	2	3	3	3	3	3	2	3	3	3	2	3	3	3
CO7	3	3	3	3	3	3	2	3	3	3	3	3	2	3	3	3	2	3	3	3
CO8	3	3	3	3	3	3	2	3	3	2	3	3	2	3	3	3	2	3	3	3



Programme	MBA
Course Title	SUPPLY CHAIN MANAGEMENT
Course Code	24BSM2CC7
Semester	II
Credit	5
Course Objectives	<ul style="list-style-type: none"> • To address advanced supply chain strategies and core concepts. • To gain proficiency in the tools required to tackle supply chain management challenges. • To build a foundational understanding of logistics and the role of supply chain management in business operations.

UNIT I Introduction to Supply Chain Management- Fundamentals; SCM processes-plan, source, make, deliver, return; SC decision areas- facilities, Inventory, transportation, information; Operations strategy and SC designs; SC dynamics; SC Performance measurement – Relevant case study

UNIT II Inventory Management in SC Revision of inventory fundamentals; Basic EOQ models; Various models of order quantities and Order points; Lot sizing with multiple products; Inventory review policies; Materials Requirements planning; Just-in-time manufacturing; Enterprise resource planning - Relevant case study

UNIT III Designing a Supply Chain Network Decisions in SC network design; Factors influencing network design; Phases of network design; Network optimization model for regional configuration of facilities - Relevant case study

UNIT IV Distribution and Transportation Networks Distribution network in SC and its performance measures; Types of distribution network; Selection of a distribution network; Role of transportation in SC; Factors affecting carriers and shippers decisions; Modes of transportation; Trade-offs in transportation design -Relevant case study

UNIT V Information Technology and SCM Use of IT in SC; SC macro processes; E-business and its impact on supply chain's responsiveness and costs - Relevant case study

UNIT VI DYNAMIC COMPONENT FOR CONTINUOUS INTERNAL ASSESSMENT ONLY

Contemporary issues Related to the Course during the semester. Practical: Studying Management styles of two Indian institutions in the lime-light- Mini Project on Supply Chain Concept of the firms in the Locale - role play, Group discussions.

Text Books:

1. A Handbook On Supply Chain Management, Kuldeepak Singh, Notion Press, 2022
2. Supply Chain Management: Strategy, Planning, and Operation, Sunil Chopra, Dharam Vir Kalra, Gourav Dwivedi, Pearson Education, 2024
3. Designing & Managing the Supply Chain, David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi, Ravi Shankar, McGraw Hill, 2022
4. Supply Chain Management Issues and its Resolutions: Cases from an Emerging Economy, Khan, S. A., Zaman, S. I., & Zaman, S. A, Eliva Press, 2022
5. Supply Chain Management, John T. Ment Z FR, a division of Sage Publications, 2021.

References:

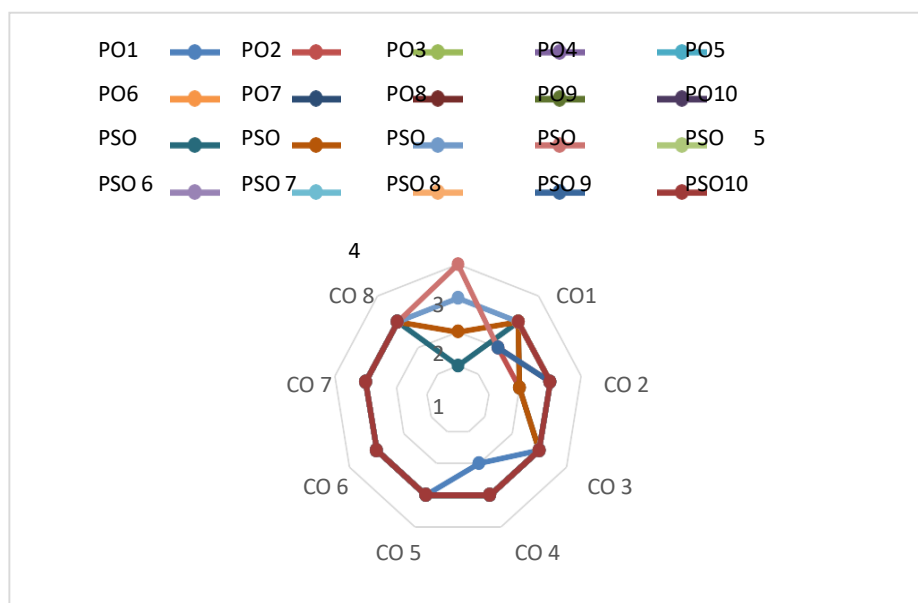
1. Operations and Supply Chain Management, F. Robert Jacobs, Richard B. Chase, Ravi Shankar, McGraw Hill, 2023.
2. Supply Chain, Harvard Business School publisher, 2023
3. Logistics and Supply Chain Management, Dr V. Saikumari, Prof S Purushothaman, Sultan Chand and Sons, 2023.
4. Inventory and Production Management in Supply Chains, Edward A. Silver, David F. Pyke, Douglas J. Thomas, CRC Press, 2022
5. An Introduction to Global Supply Chain Management, Edmund Prater, Kim Whitehead, Shroff Publishers & Distributors Pvt. Ltd., 2024

E-Resources:

1. <https://alison.com/courses/supply-chain-management>
2. <https://www.oxfordhomestudy.com/courses/supply-chain-courses-online/free-online-courses-in-logistics-and-supply-chain>
3. <https://www.oxfordhomestudy.com/courses/supply-chain-courses-online/free-online-courses-in-logistics-and-supply-chain>
4. <https://www.coursera.org/courses?query=supply%20chain>
5. <https://www.udemy.com/course/supply-chain-management-for-beginners/>

S.NO	COURSE OUTCOME	RUPASCE LEVEL
1.	Understand fundamental concepts of supply chain management.	L2
2.	Apply knowledge to assess and oversee an efficient supply chain.	L3
3.	Understand the essential role of logistics in transportation and warehousing.	L2
4.	Learn to align supply chain management with corporate objectives and strategies.	L4
5.	Analyze and enhance supply chain operations.	L4
6.	Evaluate the risks associated with different supply chain practices.	L7
7.	Discuss the effects of geopolitical and technological trends on the value chain.	L4
8.	Evaluate the impacts of globalization and/or outsourcing elements of an enterprise's value chain.	L3
L1 - Reasoning; L2 - Understanding; L3 - Practice; L4 - Analysis; L5 - Synthesis; L6 – Creation; L7 – Evaluation		

S.NO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PS O7	PS O8	PS O9	PS O10
CO1	3	3	3	2	3	3	3	3	3	3	3	3	3	3	3	3	2	3	2	3
CO2	3	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	2	3
CO3	3	3	3	2	3	3	3	3	3	3	3	3	3	3	3	3	2	3	2	3
CO4	3	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3	3
CO5	3	3	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO6	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2	3	3	3
CO7	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO8	3	3	3	2	3	3	3	3	3	3	3	3	3	3	3	3	2	3	3	3
1-Low, 2- Medium, 3-Strong																				



Programme	MBA
Course Title	INVESTMENT PLANNING
Course Code	BSMNME3
Credit	2
Course Objectives	<ul style="list-style-type: none"> • To introduce the basic concepts of Investment Planning. • To help students understand how equity and fixed income securities markets function. • To guide students in identifying the right investment allocation and planning strategies with future outlooks.

UNIT I INTRODUCTION TO INVESTMENT AND SECURITIES

Investment –Investment Objectives – The Investment process – Investment planning – Speculation – Gambling and Investment – Securities Market – Securities, Bond, Stock, Derivatives, and Investment Information.

UNIT II FINANCIAL PLANNING

The process financial planning, Client interactions, Time value of money applications, Personal financial statements, Cash flow and debt management, planning to finance education – Risk analysis and Insurance planning, Retirement planning and Tax planning.

UNIT III INVESTMENT PLANNING AND ALTERNATIVES

Investment Avenues – Short term financial options and Long term financial options - Online saving investment plan, Systematic investment plan - Life Insurance – Real Assets – Mutual funds – Asset Allocation - Derivatives – Foreign Exchange Market – investment strategies, Portfolio construction and management

UNIT IV CAPITAL MARKET AND MONEY MARKET

Types of Capital Market – Primary market – Public issue, Private placement and Rights issue – Secondary market – Money Market Instruments – Treasury bill, Commercial paper, Certificate of Deposit, Repurchase agreement, Corporate bonds and Banker's Acceptance.

UNIT V INVESTOR PROTECTION AND GRIEVANCES

SEBI Investment Advisors Regulations – SEBI Investor Protection Guidelines – RBI Investor Protection Guidelines – IRDA Investor Protection Guidelines – Investor Grievances.

UNIT VI DYNAMIC COMPONENT FOR CONTINUOUS INTERNALASSESSMENT

ONLY: Contemporary issues related to the course during the Semester concerned -

Practical: the area of investment planning in the lime-light- Mini Project in the investment planning.

Text Books:

1. Investment Analysis and Portfolio Management, Prasanna Chandra, McGraw Hill, 2021
2. Investment Analysis and Portfolio Management, Frank Reilly, Keith C. Brown, Sanford J. Leeds, Cengage Learning India Pvt. Ltd., 2022
3. Security Analysis and Portfolio Management, Kevin S, PHI Learning Pvt. Ltd., 2022.
4. Investment Analysis & Portfolio Management, Rustagi RP, Sultan Chand and Sons, 2022
5. Handbook of Investment Analysis, Portfolio Management, And Financial Derivatives, Cheng Few Lee, Alice C Lee, John C Lee, World Scientific Publishing Co Pvt Ltd., 2024

References:

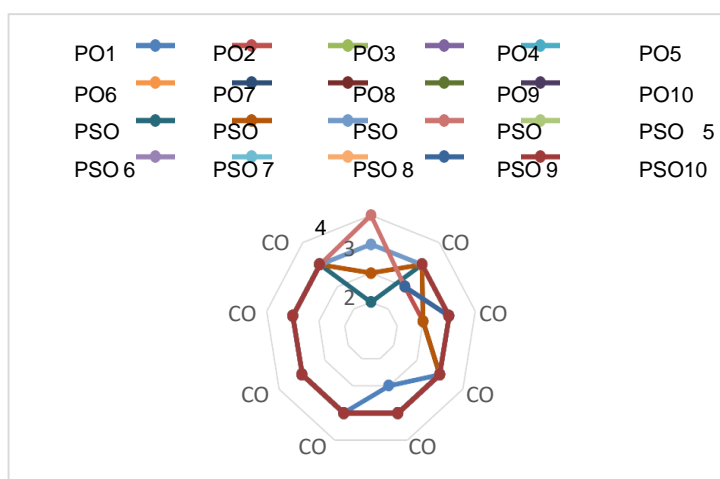
1. Security Analysis and Portfolio Management, Dr. Ajit Kumar, SBPD Publications, 2022
2. Security Analysis and portfolio Management, Dr. Nilesh Narayan Prasad, SGSH Publication, 2024
3. Investment Analysis and Portfolio Management, Keith Brown, Frank Reilly, Sanford Leeds, South-Western College Publishing, 2024
4. Stock Market Investing for Beginners, Victor Lucas, Vaclav Vrbensky, 2021
5. Fundamental Analysis for Beginners, A Z Penn, 2022

E-Resources:

1. <https://www.coursera.org/learn/family-planning>
2. <https://www.coursera.org/specializations/financial-analysis-skills-for-success>
3. <https://www.coursera.org/learn/financial-markets-global>
4. <https://www.coursera.org/learn/financial-planning>
5. <https://www.coursera.org/learn/financial-ratios>

S.N O	COURSE OUTCOME	RUPASC E LEVEL
1.	Describe the financial environment in which organizations must operate.	L1
2.	Critically assess the financial goals of different types of organizations and the specific needs of stakeholders.	L3
3.	Discuss the role of capital markets.	L3
4.	Explain various sources of finance and investment opportunities, highlighting their suitability in different situations.	L7
5.	Evaluate the factors influencing investment decisions and the opportunities available to an organization.	L7
6.	Analyze the economic environment and its effects on investment performance and decision-making.	L4
7.	Understand the characteristics, risks, and returns associated with direct financial investments.	L2
8.	Apply the features, risks, and returns of collective investment products, including alternative investments, to personal portfolio management.	L4
L1 - Reasoning; L2 - Understanding; L3 - Practice; L4 - Analysis; L5 - Synthesis; L6 - Creation; L7 - Evaluation		

S.NO	P O 1	P O 2	P O 3	P O 4	P O 5	P O 6	P O 7	P O 8	P O 9	P O 10	P S O 1	P S O 2	P S O 3	P S O 4	P S O 5	P S O 6	P S O 7	P S O 8	P S O 9	P S O 10
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CO3	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	2	3	3	3
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CO8	3	3	3	3	3	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3
1-Low, 2- Medium, 3-Strong																				



Programme	MBA
Course Title	SUMMER INTERNSHIP
Course Code	24BSM2ITR
Semester	II
Credit	5

The student has to undergo Summer Internship Training at the end of Semester-II for a period of not less than four weeks in any concern and should submit a report on various functional areas of the firm/industry which will be evaluated during Viva-Voce Examination. The Summer Internship Training Certificate will be issued by the concerned company. The proportion of marks for the Summer Internship report and the Viva-Voce is 50:50. The Summer Internship Report will be evaluated by the External Examiner Only.

Break up of marks is as follows:

1. Summer Internship Report	:	50 Marks
2. Viva Voce	:	50 Marks

		100 marks

- A candidate shall be declared to have passed in the SUMMER INTERNSHIP TRAINING if he/she gets not less than 40% in each of the Summer Internship report and Viva-voce but not less than 50% in the aggregate of both the marks for Internship Report and Viva-voce.
- A candidate who gets less than 40% in the Summer Internship report must resubmit the Report. Such candidates need to defend the resubmitted Report at the Viva-voce within a month. A maximum of 2 chances will be given to the candidate.

SEMESTER III

Programme	MBA
Course Title	PRODUCTION AND OPERATIONS MANAGEMENT
Course Code	24BSM3CC1
Semester	III
Credit	5
Course Objectives	<ul style="list-style-type: none">• Equip students with a foundational understanding of Operations Management in industry, alongside the skills and knowledge necessary for establishing and managing an enterprise.• Train students to critically evaluate the operations function in both manufacturing and service production environments.• Understand key techniques such as location and facility planning, line balancing, job design, and capacity planning within production management.

UNIT I

Basics of Operations Management- Operations Management – Nature, Importance, historical development, transformation processes, differences between services and goods, a system perspective, functions, challenges, current priorities, recent trends; Operations Strategy – Strategic fit, framework - Relevant Case Studies.

UNIT II

Forecasting Analysis - Demand Forecasting – Need, Types, Objectives and Steps. Overview of Qualitative and Quantitative methods. Capacity Planning – Long range, Types, Developing capacity alternatives. Overview of sales and operations planning. Overview of MRP, MRP II and ERP. Facility Location – Theories, Steps in Selection, Location Models. Facility Layout – Principles, Types, Planning tools and techniques - Relevant Case Studies.

UNIT III

Design of Product, Process and Work Systems- Product Design – Legal, Ethical and Environmental issues. Process – Planning, Selection, Strategy, Major Decisions. Work Study – Objectives, Procedure. Method Study and Motion Study. Work Measurement and Productivity – Measuring Productivity and Methods to improve productivity – Inventory management- Relevant Case Studies.

UNIT IV

Scheduling and Project Management- Project Management – Scheduling Techniques, PERT, CPM; Scheduling - work centers – nature, importance; Priority rules and techniques, shop floor control; Flow shop scheduling – Johnson's Algorithm – Gantt charts; personnel scheduling in services - Relevant Case Studies.

UNIT V

Introduction to Supply Chain Management- Principles and Strategies- Customer Perspectives- Design of Supply Network- Supply Chain Organizations - Product Lifecycles - Relevant Case Studies.

UNIT VI DYNAMIC COMPONENT FOR CONTINUOUS INTERNAL ASSESSMENT ONLY

Contemporary Developments Related to the Course during the Semester concerned - **Practical:** Encourage students to reflect on the appropriateness and effectiveness of managing operations within their working environments.

Text Books:

1. Heizer, J., Render, B., & Munson, C. (2022). Operations management: Sustainability and supply chain management (13th ed.). Pearson.
2. Chase, R. B., Aquilano, N. J., & Jacobs, F. R. (2021). Operations management for competitive advantage (15th ed.). McGraw-Hill Education.
3. Krajewski, L. J., Ritzman, L. P., & Malhotra, M. K. (2022). Operations management: Processes and supply chains (12th ed.). Pearson.
4. Stevenson, W. J. (2022). Operations management (14th ed.). McGraw-Hill Education.
5. Jacobs, F. R., & Chase, R. B. (2022). Operations and supply chain management (16th ed.). McGraw-Hill Education.

References:

1. Slack, N., Brandon-Jones, A., & Johnston, R. (2022). Operations management (9th ed.). Pearson.
2. Tersine, R. J., & Hojati, M. (2021). Production and operations management: A supply chain approach (8th ed.). Pearson.
3. Render, B., & Heizer, J. (2022). Principles of operations management (11th ed.). Pearson.
4. Coyle, J. J., & Bardi, E. J. (2023). Supply chain management: A logistics perspective (11th ed.). Cengage Learning.
5. Burt, D. N., & Peterson, R. A. (2021). Operations management: An integrated approach (9th ed.). Wiley.

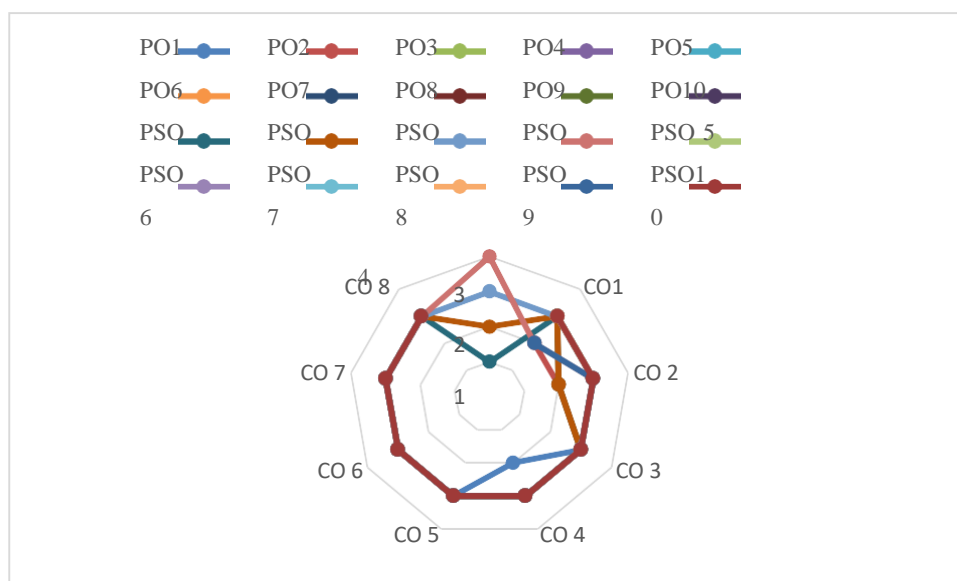
E-Resources:

1. <https://www.mygreatlearning.com/academy/learn-for-free/courses/product-management>
2. <https://alison.com/course/advanced-diploma-in-production-and-operation-management>
3. <https://www.classcentral.com/course/swayam-production-management-20266>
4. <https://www.edx.org/learn/product-management>
5. <https://www.oxfordhomestudy.com/courses/online-management-courses/operations-management-free-courses>

S.NO	COURSE OUTCOME	RUPASCE LEVEL
1.	Understanding the concepts and procedures of production and operations management.	L2
2.	Apply forecasting analysis concepts to identify solutions for business challenges.	L3
3.	Apply knowledge of fundamental operations management concepts.	L3
4.	Explain product design concepts and the factors influencing them, along with approaches to enhance productivity.	L7
5.	Analyze various operations management solutions to make informed business decisions.	L3
6.	Describe the global production and operational landscape of business.	L1
7.	Understanding the key concepts and scheduling techniques in project management.	L2
8.	Apply integrated knowledge of production and operations management functions. Evaluate the legal, social, and economic business environments.	L4

L1 - Reasoning; L2 - Understanding; L3 - Practice; L4 - Analysis; L5 - Synthesis; L6 – Creation; L7 – Evaluation

S.N O	P 1	O 2	O 3	O 4	O 5	O 6	O 7	O 8	O 9	O 10	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PS O7	PS O8	PS O9	PS O10
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CO3	3	3	3	3	3	2	3	3	3	2	3	3	3	3	3	3	2	3	3	2
CO4	3	3	3	3	3	2	3	3	3	2	3	3	3	3	3	3	2	3	3	3
CO5	3	3	3	3	3	2	3	3	3	2	3	3	3	3	3	3	2	3	3	2
CO6	3	3	3	3	3	2	3	3	3	2	3	3	3	3	3	3	2	3	3	3
CO7	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3	2	3	3	2
CO8	3	3	3	3	3	2	3	3	3	2	3	3	3	3	3	3	2	3	3	3
1-Low, 2- Medium, 3-Strong																				



Programme	MBA
Course Title	ENVIRONMENTAL MANAGEMENT
Course Code	24BSM3CC2
Semester	III
Credit	5
Course Objectives	<ul style="list-style-type: none"> • To enhance professional skills and foster the development and implementation of policies, measures, and programs for effective environmental management. • To raise awareness among students about the critical need to conserve the planet's rapidly depleting resources by utilizing environmental assets in a sustainable manner. • To enable students to analyze and assess environmental issues within the context of business operations.

UNIT I

Environmental Management- Basic idea and Terminologies- The concept of sustainable development- Different measures-Limits to growth-Economy-Environment interdependence- The Environment Kuznets curve. Relevant Case Studies

UNIT II

Efficiency and optimality in resource allocation-achieving an efficient allocation of resources in a market economy-Market failure and public policy. Relevant Case Studies

UNIT III

Environmental issues-global problems-Sources of Pollution-Air, Water and soil pollution ñ Pollution control instruments. Relevant Case Studies

UNIT IV

Environmental Management System-Environmental Standards, ISO 14000- Environmental auditing ñ environmental clearance for establishing and operating industries in India- Environment legislation. Relevant Case Studies

UNIT V

Environmental (Protection) Act: The Water (Prevention and Control of Pollution)- The Wildlife Protection Act; Forest Conservation Act; Issues involved in enforcement of environmental legislations. Relevant Case Studies

UNIT VI DYNAMIC COMPONENT FOR CONTINUOUS INTERNAL ASSESSMENT ONLY

Recent challenges and development in Environmental management, impact of the society. Case study relevant to environmental management, group discussion. Field visit.

Text Books:

1. Beltran, J. (2021). Environmental management systems: A guide to the future of sustainable practices. Springer.
2. Goyal, M. L. (2022). Environmental protection and management. New Age International.
3. Rao, P. S. (2021). Environmental management: Concepts and cases. PHI Learning.
4. Hart, S. L. (2022). Business, sustainability, and environmental management. Pearson Education.
5. Bansal, P., & Hunter, T. (2021). Environmental management for sustainable development. Oxford University Press.

References:

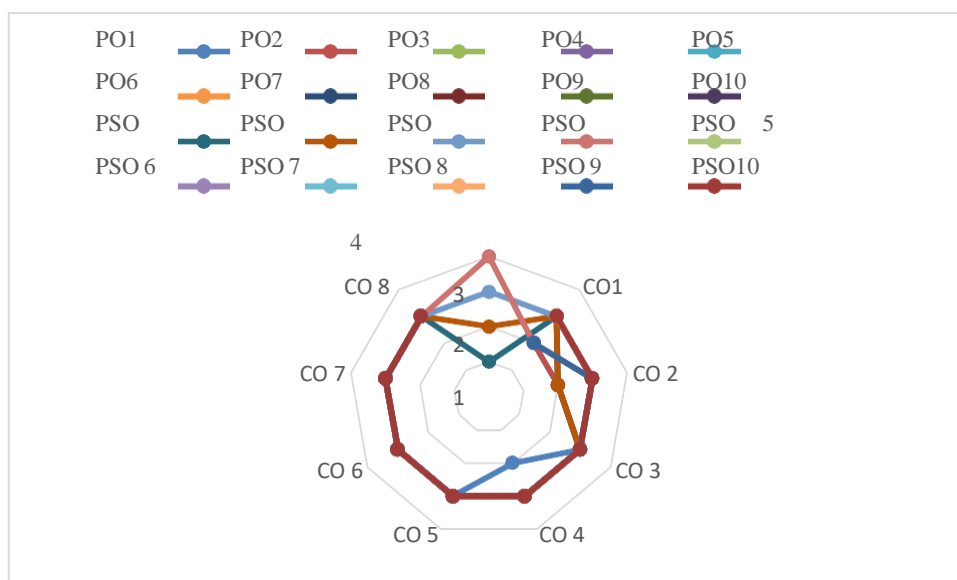
1. Sharma, B. K. (2022). Principles of environmental management. Khanna Publishers.
2. Smith, P. N. (2021). Introduction to environmental management. Routledge.
3. Young, D., & Burke, L. (2022). Corporate environmental management: Strategies for the future. Wiley-Blackwell.
4. Bhattacharya, R., & Sethi, V. (2021). Sustainable environmental management practices in developing economies. Elsevier.
5. Sharma, V. (2023). Environmental risk management and policy. Sage Publications.

E-Resources:

1. <https://www.edx.org/professional-certificate/usmx-environmental-management-for-sustainability>
2. https://onlinecourses.swayam2.ac.in/nou22_ag16/preview
3. https://onlinecourses.nptel.ac.in/noc22_ce69/preview
4. https://books.google.co.in/books?id=42YRAQ9ZpFMC&pg=PP15&source=gbbs_selected_pages&cad=2#v=onepage&q&f=false
5. <https://es.coursera.org/lecture/environmental-management-ethics/introduction-to-environmental-ethics-0b14B>

S.NO	COURSE OUTCOME	RUPASC ELEVEL
1.	Provide definitions for environment, management, systems, and organizations in relation to environmental management.	L1
2.	Manage risks related to the environment arising from an organization's operations.	L4
3.	Assess environmental risks and develop strategies to reduce or eliminate these risks.	L7
4.	Identify environmental hazards impacting air, water, and soil quality.	L1
5.	Appreciate ecological and physical science concepts and their application in solving environmental problems.	L2
6.	Understand and apply relevant legal, regulatory, and ethical issues in the workplace environment.	L2
7.	Describe organizations as systems and explore their role in environmental management.	L1
8.	Explain how environmental management can be used for environmental protection and how organizations can define and manage risks.	L7
L1 - Reasoning; L2 - Understanding; L3 - Practice; L4 - Analysis; L5 - Synthesis; L6 – Creation; L7 – Evaluation		

S.N O	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PS O 1	PS O 2	PS O 3	PS O 4	PS O 5	PS O 6	PS O 7	PS O 8	PS O 9	PS O 10
CO1	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO2	3	3	3	3	2	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3
CO3	3	3	3	3	3	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3
CO4	3	3	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3
CO5	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO6	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO7	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO8	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
1-Low, 2- Medium, 3-Strong																				



Programme	MBA
Course Title	TECHNOLOGY MANAGEMENT
Course Code	24BSM3CC3
Semester	III
Credit	5
Course Objectives	<ul style="list-style-type: none"> • To gain an understanding of the core principles of technology management. • To equip students with a framework for understanding change and organizational development. • To explore how Technology development works, the techniques used to implement change, and provides insights into the future trends in Technology .

UNIT I Introduction to technology management: Concept and meaning of technology, Evolution and growth of technology, role and significance of management of technology, Impact of technology on society and business, Forms of technology: process technology and product technology.

UNIT II Competitive advantages through new technologies: product development – from scientific breakthrough to marketable product – Role of Government in Technology Development. Linkage between technology, development and competition, Managing research and development (R&D), Managing Intellectual Property.

UNIT III Technological Forecasting: Exploratory: Intuitive, Extrapolation, Growth Curves, Technology Monitoring, Normative: Relevance Tree, Morphological Analysis, and Mission Flow Diagram

UNIT IV Technology Assessment: Technology Choice, Technological Leadership and Followership, Technology Acquisition. Meaning of Innovation and creativity, innovation management

UNIT V Technology strategy: concept, types, key principles, framework for formulating technology strategy, Technology forecasting: techniques and application- Innovation Time and Innovation Cost, Speed of Diffusion. Project management in adoption and implementation of new technologies

UNIT VI DYNAMIC COMPONENT FOR CONTINUOUS INTERNAL ASSESSMENT ONLY :Contemporary Developments Related to the Course during the Semester concerned.

Text Books:

1. Chamorro-Premuzic, T. (2023). I, human: AI, automation, and the quest to reclaim what makes us unique. Harvard Business Review Press.
2. Steinberg, R. A. (2023). Measuring ITIL: Measuring, reporting, and modeling the IT service management metrics. Apress.
3. Weill, P., & Ross, J. W. (2023). IT governance: How top performers manage IT decision rights for superior results. Harvard Business Press.
4. Murphy, N. R., Beyer, B., Jones, C., & Petoff, J. (2023). Site reliability engineering: How Google runs production systems. O'Reilly Media.
5. Aalders, R., & Hind, P. (2023). The IT manager's survival guide. Wiley.

References:

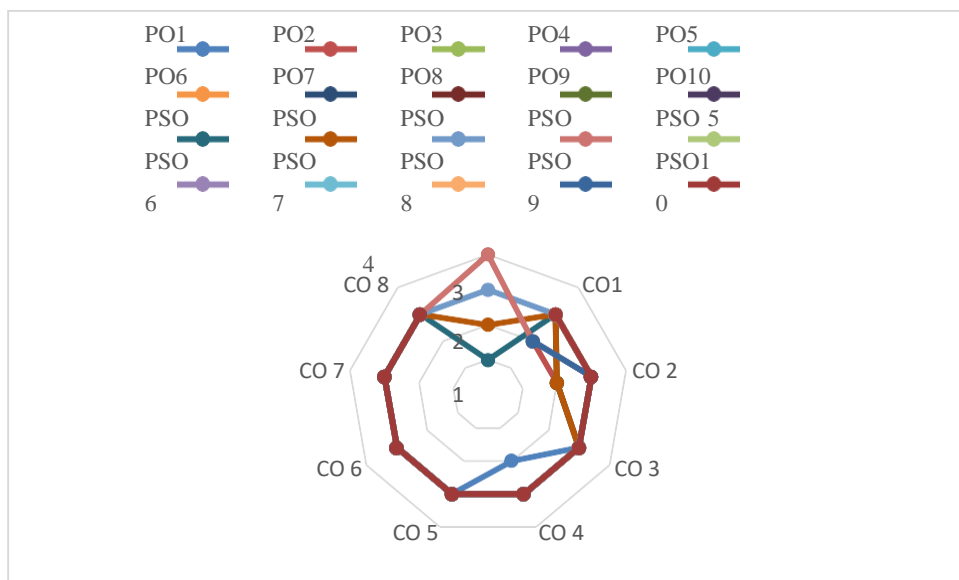
1. Tugrul U. Daim, Yu-Shan Su, Marina Dabic The Routeledge companion to TechnologyManagement, Teylor& Francis, 2022
2. Gupta, S. (2023). Driving digital strategy: A guide to reimagining your business. Harvard Business Press.
3. Pruksachatkun, Y., Mcateer, M., & Majumdar, S. (2023). Practicing trustworthy machine learning. O'Reilly Media.
4. Situnayake, D., & Plunkett, J. (2023). AI at the edge: Solving real-world industrial problems with edge AI. O'Reilly Media.
5. Mina, J., Warda, A., Marins, R., & Miles, R. (2023). Digitalization of financial services in the age of cloud. Wiley.

E-Resources:

1. <https://www.coursera.org/specializations/technology-management>
2. <https://www.coursera.org/learn/new-technologies-business-leaders>
3. <https://www.coursera.org/learn/technology-strategy-creative-destruction>
4. <https://in.coursera.org/specializations/technology-management>
5. <https://www.coursera.org/specializations/it-cloud-fundamentals>

S.NO	COURSE OUTCOME	CRUPASCE LEVEL
1.	Clearly communicate ideas in group settings to diverse audiences.	L3
2.	Make decisions aligned with societal and organizational standards.	L7
3.	Anticipate the local and global impact of decisions.	L3
4.	Stay updated on technological developments.	L1
5.	Stay aware of current local, national, and international issues.	L1
6.	Provide leadership, motivation, and feedback to team members in technology management.	L7
7.	Prioritize and identify critical issues.	L5
8.	Apply new technologies to ensure business success.	L4
L1 - Reasoning; L2 - Understanding; L3 - Practice; L4 - Analysis; L5 - Synthesis; L6 – Creation; L7 – Evaluation		

S.N O	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PS O 1	PS O 2	PS O 3	PS O 4	PS O 5	PS O 6	PS O 7	PS O 8	PS O 9	PS O 10
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CO3	3	3	3	3	3	3	3	3	3	2	3	3	3	3	3	3	2	3	3	3
CO4	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3	3	3
CO5	3	3	3	3	3	3	3	3	3	2	3	3	3	3	3	3	2	3	3	3
CO6	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO7	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3	3	3
CO8	3	3	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3
1-Low, 2- Medium, 3-Strong																				



Programme	MBA
Course Title	STRESS MANAGEMENT
Course Code	BSMNMEC4
Credits	2
Course Objectives	<ul style="list-style-type: none"> • To understand the fundamentals of stress management. • To understand the Nature of stress and impact on health and behavior. • To know about Work place Stress and develop Sustainable Behavior.

UNIT I

Introduction to Stress: Meaning, Definition - Types of stress - Eustress, Distress, Acute stress, Episodic Acute stress and chronic stress, Signs and Symptoms of Chronic Stress- Physical and Psychological.

UNIT II

Sources of stress: Psychological, Social, Environmental, Intrapsychic Sector, Stressors - Individual Level, Group level, Organizational level, Extra organizational, Symptoms of Stress - Behavioral, Cognitive, Physiological (Emotional and Physical), Responses to Stress - Physical Response, Fight or flight Response, General adaptive syndrome.

UNIT III

Impact of stress overloaded signs: Emotional, Behavioral, Physical and Psychological, Health Effects of Long term and chronic stress. Social Impact of stress. Burnout – concept, stages, symptoms.

UNIT IV

Organizational Role stress: Concept of Role stress - Sources and Dimensions of Role stress, Basic Coping Strategies of Role stress- Functional and Disfunctional.

UNIT V

Stress Management Techniques: Wellness Program, Bio Feedback, Cognitive Restricting, Relaxation, Holistic wellness, Exercises, Diet and Nutrition, Yoga and Medication, Autogenic Training. Assessing work, life balance.

UNIT VI

DYNAMIC COMPONENT FOR CONTINUOUS INTERNAL ASSESSMENT ONLY

Case studies relating to stress and work performance, achievement and job satisfaction work life balance and Group discussion.

Text Books:

1. Acharya Yatendra: Yoga & Stress Management Paperback- Fingerprint! Publishing - 2019.
2. Nerurkar, A. (2024). *The 5 resets: A guide to managing stress and finding balance*. HarperOne.
3. Sood, A. (2024). *Immerse: A 52-week course in resilient living*. Da Capo Lifelong Books.
4. Wulsin, L. R. (2024). *Toxic stress: How stress is making us ill and what we can do about it*. Cambridge University Press.
5. Zinn, J. K. (2024). *Full catastrophe living: Using the wisdom of your body and mind to face stress, pain, and illness*. Delta Trade Paperbacks.

References:

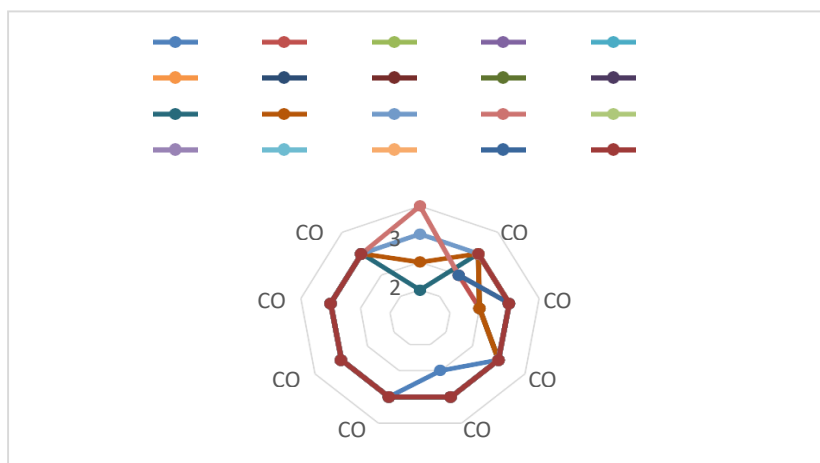
1. Burkeman, O. (2024). *Meditations for mortals: Finding peace in everyday life*. HarperCollins.
2. Nerurkar, A. (2024). *The 5 resets: Rewire your nervous system for stress resilience and happiness*. Flatiron Books.
3. O'Kane, O. (2025). *Addicted to anxiety: Why we can't stop worrying and how to break free*. HarperOne.
4. Schroeder, S. (2024). *You can't have it all: Why settling for a better life beats chasing a perfect one*. Penguin Life.
5. Wulsin, L. R. (2024). *Toxic stress: How stress is making us ill and what we can do about it*. Oxford University Press.

E-Resources:

1. <https://in.coursera.org/learn/managing-emotions-uncertainty-stress>
2. <https://in.coursera.org/learn/dementia-care>
3. <https://in.coursera.org/learn/foundations-of-mindfulness-ii-living-with-balance-and-ease>
4. <https://in.coursera.org/learn/life101>
5. <https://in.coursera.org/learn/music-for-wellness>

S.NO	COURSE OUTCOME	RUPASCE LEVEL
1.	Recognize the Stressors and signs of stress in human lives.	L3
2.	Comprehend the psychological and physiological effects of stress.	L2
3.	Develop the ability to tap personal strengths for preventing stress and achieving meaningful goals.	L6
4.	Assess individual risk factors as related to stress (behavioral, emotional, physical, spiritual).	L7
5.	Analyzing Work place stress and develop an Action plan for Stress management.	L4
6.	Learn Specific behavioral techniques for reducing the degree of Stress.	L1
7.	Learn and Utilize Effective relaxation and Stress Reduction Techniques.	L1
8.	Explore Positive and Negative stress to develop balance life style in order to control stress in long term.	L3
L1 - Reasoning; L2 - Understanding; L3 - Practice; L4 - Analysis; L5 - Synthesis; L6 – Creation; L7 – Evaluation		

S.N O	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PS O 1	PS O 2	PS O 3	PS O 4	PS O 5	PS O 6	PS O 7	PS O 8	PS O 9	PS O 10
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CO 3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO 4	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2	2
CO 5	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO 6	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO 7	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2	2
C8	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
1-Low, 2- Medium, 3-Strong																				



SEMESTER IV

Course Title	CORPORATE STRATEGIC MANAGEMENT
Course Code	24BSM4CC1
Semester	IV
Credit	5
Course Objectives	<ul style="list-style-type: none">• To gain a thorough understanding of the core principles of strategic management.• To equip students with the ability to apply strategic concepts learned in foundational courses across various functional areas.• To empower students to develop, implement, and assess diverse strategies in their roles as managers.

UNIT I

Strategic management – definition, need, dimensions – strategic planning – strategic decisionmaking process – benefit and risks of strategic management – ethics and social responsibility.

UNIT II

Strategic management process – Strategic management process – Strategic Management Process: Purposes of Strategic Management Process, Steps involved in the Strategic Management Process, Strategy Formulation, Constraints and Strategic Choice, Strategy Implementation, Strategic Control .Mini project

UNIT III

Environmental scanning and analysis – types: international, external, internal – characteristics SWOT – approaches of the environmental scanning - AI-Driven Strategy Development -Agile Strategic Planning- Digital Transformation & Ecosystem Strategy- ESG (Environmental, Social, and Governance) Integration

UNIT IV

Formulating Corporate-Level Strategy: A Balanced Approach, Grand Strategies:Strategic Alternatives, Growth/Expansion Strategy, Diversification Strategy, Stability Strategy, Retrenchment Strategy, Turnaround Strategies, Combination Strategies Formulating Business Level Strategy: Porter's Competitive Strategies, Low Cost. Strategies, Differentiation Strategies, Focus strategies

UNIT V

Building resource strengths and organizational capabilities – frame work for executing strategy– strategy execution process – designing strategic control system, key success factors–monitoring success and evaluating deviation - Platform and Subscription-Based Business Models- Decentralized Decision-Making & Leadership- Hyper-Personalization & Customer-Centric Strategies - Cybersecurity as a Strategic Priority Group discussion

UNIT VI

DYNAMIC COMPONENT FOR CONTINUOUS INTERNAL ASSESSMENT ONLY

Case studies relating to stress and work performance, achievement and job satisfaction work life balance and Group discussion **Practical:** Case study relevant to Strategic management

Text Books:

1. Strategic Management: Concepts and Tools for Sustainable Competitive Advantage, Jeffrey H. Dyer, Paul Godfrey, Robert Jensen, and David Bryce, Wiley, 2023
2. Corporate Strategy: Tools for Analysis and Decision-Making, Phanish Puranam and Bart Vanneste, Cambridge University Press, 2022
3. Strategic Management for Managers: A Practical Approach, K. Aswathappa, Himalaya Publishing House, 2022
4. Strategic Management, A. Nag, Vikas Publishing, 2023
5. Strategic Management in the Global Economy, William Hesterly and Jay Barney, Pearson Education, 2023

References:

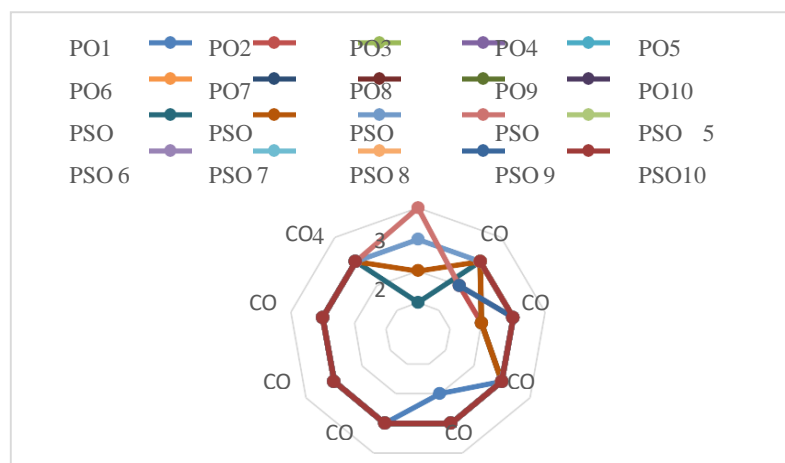
1. Strategic Management & Innovations in Banking, IIBF, Macmillan Education, 2021
2. Dynamic Capabilities and Strategic Management, David Teece, Oxford University Press, 2023
3. Strategic Risk Management: A Practical Guide to Portfolio Thinking, Torben Juul Andersen, Routledge, 2023.
4. Corporate Governance and Strategic Decision Making, Mehdi Khosrowpour, IGI Global, 2022.
5. Strategic Management of Resources and Relationships, John Fahy and David Jobber, McGraw Hill, 2022.

E – Resources:

1. <https://www.eresourcescheduler.com/blog/5-effective-resource-management-strategies->
2. <https://www.businessballs.com/strategy-innovation/>
3. <https://www.edx.org/learn/strategic-management>
4. <https://www.coursera.org/learn/strategic-management>
5. https://onlinecourses.nptel.ac.in/noc22_mg88/preview

S.NO	COURSE OUTCOME	RUPASCE LEVEL
1.	Learn about the key initiatives undertaken by a company's top management concerning resource allocation and performance in external environments to develop suitable organizational policies and strategies within a dynamic context, addressing stakeholder interests.	L1
2.	Demonstrate knowledge and skills to comprehend the principles of strategy formulation, execution, and control within organizations.	L3
3.	Describe a practical and integrative model of the strategic management process to apply concepts for solving business challenges.	L1
4.	Analyze competitive scenarios and strategic dilemmas arising from rapidly evolving market trends in the global business environment, considering the nature of business, industry, and cultural variations.	L4
5.	Critically analyze the internal and external environments in which organizations operate, along with technological advancements, to evaluate challenges faced by managers in implementing and assessing strategic planning.	L4
6.	Understand theories, concepts, and tools to examine strategic issues in organizations and to formulate diverse strategies for implementation.	L2
7.	Individually and collaboratively evaluate and integrate information from various sources to devise and prepare organizational strategies that align with the current business environment.	L5
8.	Apply appropriate tools, theories, and concepts to analyze strategic issues in organizations and to develop strategies for implementation, ensuring successful business management in a global context.	L4
L1 - Reasoning; L2 - Understanding; L3 - Practice; L4 - Analysis; L5 - Synthesis; L6 – Creation; L7 – Evaluation		

S. NO	P O1	P O2	P O3	P O4	P O5	P O6	P O7	P O8	P O9	P O10	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PS O7	PS O8	PS O9	PS O10
CO1	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2	2	2
C2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2	2
CO3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2	2
CO4	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2	2
CO5	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO6	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2	2
CO7	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2	2
CO8	3	3	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	2	2
1-Low, 2- Medium, 3-Strong																				



Programme	MBA
Course Title	INTERNATIONAL BUSINESS
Course Code	24BSM4CC2
Semester	IV
Credit	5
Course Objectives	<ul style="list-style-type: none"> • To comprehend international business, which is crucial for students in today's interconnected global landscape. • To equip students with the knowledge, skills, and competencies needed to navigate the global economic, political, cultural, and social environment in which companies operate. • To foster awareness of the global business environment and its influence on organisations.

UNIT I

Export promotion in India – Department of Commerce – Functional divisions – Advisory bodies – Commodity organizations – Export promotion councils (EPCs)- Commodity Boards – Autonomous bodies – Service Institutions and organizations – Government trading organizations – State trading corporations – Major STC's in India – State Export –Promotion agencies – Impediments in export promotion.

UNIT II

Role of RBI in export finance – Role of commercial banks –Small Industrial Development Bank of India (SIDBI) –Objectives – Schemes –Export and Import Bank of India (EXIM)- Objectives – Functions – Export Credit Guarantee Corporation of India (ECGC) – Functions – Special functions of ECGC.

UNIT III

World Trade Organisation – GATT – Objectives – Evolution of WTO –functions – Principles of WTO – Organisation structure – WTO agreements – GATS –TRIMS – TRIPS – Objectives of IPRS benefits – Limitations – Procedure of dispute settlement – WTO and anti-dumping measures – Evaluation of WTO – Digital Trade & E-Commerce Expansion- Geopolitical Shifts & Reshoring Strategies- drawbacks.

UNIT IV

International Monetary Fund (IMF)-Objectives – Organisation and Management – Resources – Financing facilities – Conditions on borrowers – Special drawing rights – World Bank – Purpose – Organisation structure – Guiding principle – Cultural Intelligence & Remote Workforce Management -Leading programs.

UNIT V

International Development Association (IDA)- Objectives – Memberships – Loan assistance – International Financial Corporation (IFC) – Objectives Main features – Asian Development Bank (ADB) – Objectives – UNCTAD – Functions Basic principles – AI & Big Data in International Business Strategy International Trade Centre - Rise of Regional Trade Agreements & Digital Currencies

UNIT VI DYNAMIC COMPONENT FOR CONTINUOUS INTERNAL ASSESSMENT ONLY

Contemporary Developments Related to Institutions Facilitating International Business - Practical: Analysing the international organizations like WTO, GATT and WRO. Group Discussion on International trade assistant.

Text Books:

1. International Business, Charles W.L. Hill, McGraw Hill, 2023
2. International Business, Cherunilam Francis, PHI Learning Pvt. Ltd, 2021
3. Absolute Essentials of International Business, Alan Sitkin, Karine Mangion-Thornley, Routledge, 2022
4. International Business, Charles W L Hill, G Tomas M Hult, McGraw Hill, 2022
5. International Business: The Challenges of Globalization (What's New in Management), Wild, J., & Wild, K., Pearson, 2021.

References:

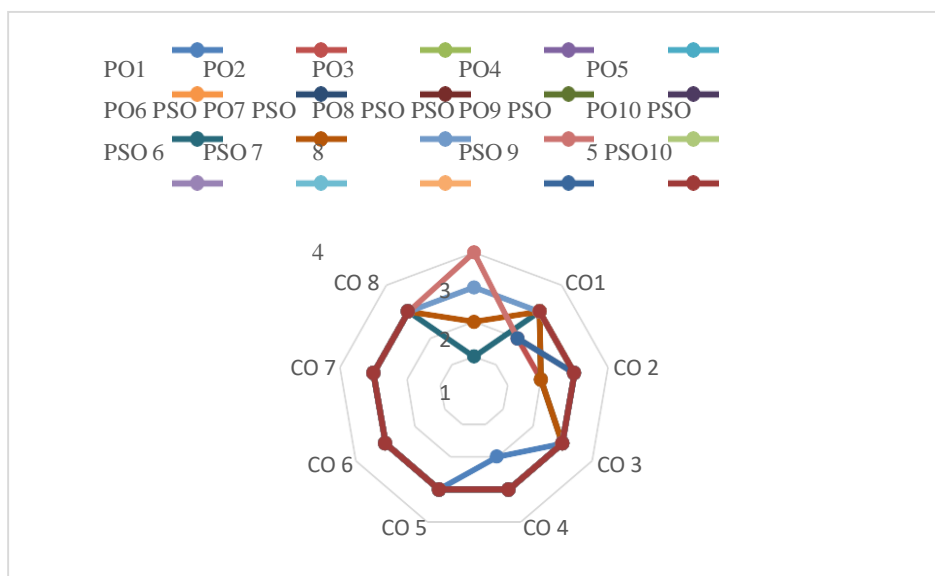
1. International Economics, Dominick Salvatore, Wiley, 2022.
2. Asian Development Bank, Asian Economic Integration Report 2022: Advancing Digital Services Trade in Asia and the Pacific (Asian Economic Integration Reports), 2022.
3. International Monetary Fund, Communications Department, Finance & Development (2022).
4. International Business Environment, Francis Cherunilam, Himalaya, 2021.
5. International Business Text and cases, P.Subba Rao, Himalaya Publishing House, 2021

E-Resources:

1. <https://www.edx.org/learn/international-business>
2. <https://alison.com/course/introduction-to-international-business>
3. <https://www.coursera.org/courses?query=international%20business>
4. <https://www.mooc-list.com/tags/international-business>
5. https://learn.org/articles/free_online_international_business_courses_with_certificates.html

S.NO	COURSE OUTCOME	RUPASCE LEVEL
1.	Understand the most commonly used terms and concepts in international business.	L2
2.	Identify the influence and role of political, economic, social, and cultural factors in international business.	L3
3.	Analyse international business from a multi-centric perspective, avoiding ethnocentric viewpoints.	L4
4.	Explain the functions and organisational structures of WTO, WRO, TRIMS, and TRIPS.	L7
5.	Understand the international organisations that regulate the global movement of international business.	L2
6.	Compare and contrast cultures and societies worldwide using socioeconomic and cultural frameworks.	L4
7.	Demonstrate foundational knowledge in accounting, economics, finance, management, and marketing by applying these concepts to international business.	L3
8.	Demonstrate effective written and oral communication skills, utilizing appropriate technologies.	L3
L1 - Reasoning; L2 - Understanding; L3 - Practice; L4 - Analysis; L5 - Synthesis; L6 – Creation; L7 – Evaluation		

S.N O	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PS O 1	PS O 2	PS O 3	PS O 4	PS O 5	PS O 6	PS O 7	PS O 8	PS O 9	PS O 10
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CO4	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO5	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO6	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO7	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO8	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
1-Low, 2- Medium, 3-Strong																				



MARKETING

Programme	MBA
Course Title	STRATEGIC BRAND MANAGEMENT
Course Code	24BSMEC1.1
Credit	5
Course Objectives	<ul style="list-style-type: none">• To clarify the key concepts and objectives of branding.• To outline the process and techniques involved in brand management, establishing brand identity, and developing brand equity.• To analyze the application of brand concepts in real-world scenarios.

UNIT I Introduction to the concept of Brand Management: Meaning, Definition, Evolution of Brands, Functions, Product VS Brand, Branding, significance of brands, Brands and value addition. Strategic Brand Management Process, legal and ethical aspects of branding - Relevant Case Studies.

UNIT II Brand Equity: Meaning, concept and Model of brand equity, Sources of brand equity, Brand building blocks, Customer-based brand equity CBBE - David Aaker's Brand Equity Model , Keller Brand Equity Model .Benefits of brand equity. Choosing brand elements to build equity, brand element choice criteria, brand element tactics. **Brand Identity & Positioning:** Meaning of Brand identity, Need for Identity & Positioning, Dimensions of brand identity, Brand identity prism, Brand positioning – Meaning, Point of parity & Point of difference - Relevant Case Studies.

UNIT III Brand Valuation : Brand Valuation Approaches , Importance of Brand Valuation Qualitative and quantitative research techniques, Measuring Outcomes of Brand Equity; Comparative methods, Holistic methods, Establishing Brand Equity Measurement System; Conducting brand audits - Relevant Case Studies

UNIT IV Branding Strategies Branding Strategies-depth and breadth of brand strategies; Brand-product matrix, Brand hierarchy, Designing brand strategies. Brand Value: Definition, Core Brand values, Brand mantras, Internal branding- Relevant Case Studies.

UNIT V Leveraging and Managing Equity Naming New Brands and Extensions; New products and brand extensions, consumer evaluation of brand extensions. Managing brand over time: reinforcing brands, revitalizing brands, adjustments to brand portfolio - Relevant Case

Studies.

UNIT VI: Dynamic Component for Continuous Internal Assessment only: Contemporary Developments Related to the Course during the Semester concerned - **Practical:** Implementation of recent branding technologies through a marketing meet.

Text Books:

1. Beverland, M., & Cankurtaran, P. (2024). *Brand Management: Co-creating Meaningful Brands*. SAGE Publications Limited.
2. Longo, M. C., & Canalichio, P. (2024). *Strategic Brand licensing: Building Brand Value through Enduring Partnerships*. Taylor & Francis.
3. Singh, J., & Shukla, P. (2024). *Brand Management: Principles and Applications for Effective Branding*. Kogan Page Publishers.
4. Routledge. Mogaji, E. (2021). *Brand Management: An Introduction through Storytelling*. Springer Nature.
5. Mills, A. J. (2025). *Strategic Brand Storytelling: Leveraging Narrative for Competitive Value Creation*. Taylor & Francis.

References:

1. Górski-Warsewicz, H. (2024). *Trust and brand management: The Role of Brand Heritage*.
2. Mathur, V., & Arora, S. (2024). *BRAND MANAGEMENT*. PHI Learning Pvt. Ltd.
3. Keller, K. L., & Swaminathan, V. (2019). *Strategic Brand Management: Building, measuring, and Managing Brand Equity*, Global Edition. Pearson UK.
4. Melo, E. B. (2024). *Marketing and branding: The Art of Developing and Managing Brands*. Eugenio Melo.
5. Jain, S. P., & Jain, S. S. (2024). *Managing brand transgressions: 8 Principles to Transform Your Brand*. Walter de Gruyter GmbH & Co KG.

E-Resources:

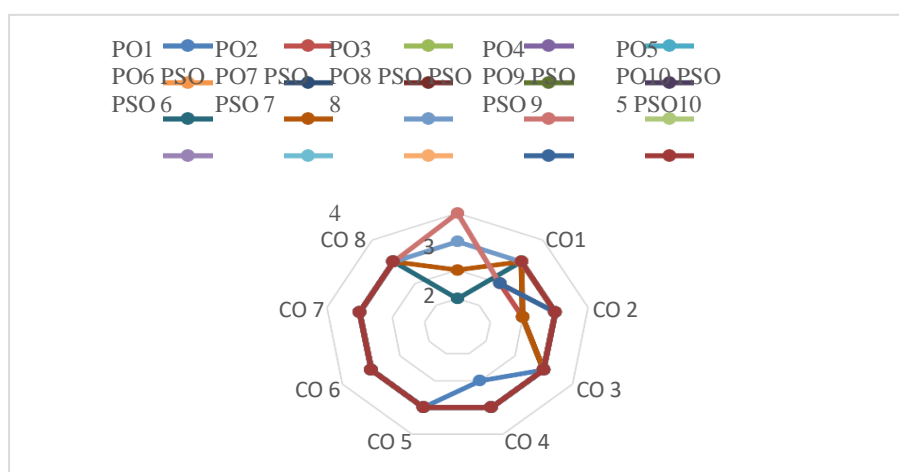
1. <https://www.edx.org/course/strategic-brand-management>
2. <https://iimbx.iimb.ac.in/catalog/brand-management/>
3. <https://mica.emeritus.org/mica-strategic-brand-management-and-communications/index.php>
4. <https://michiganross.umich.edu/courses/strategic-brand-management-2080>
5. <https://www.pearson.com/us/higher-education/program/Keller-Strategic-Brand-Management-4th-Edition/PGM152495.html>

S.NO	COURSE OUTCOME	RUPASCE LEVEL
1.	Exhibit an understanding of the nature and processes involved in branding and brand management.	L3
2.	Assess the scope of brand management activities within the overall organizational framework and analyze how branding connects with other business domains.	L3
3.	Critically evaluate key challenges in managing brand equity using various models.	L4
4.	Formulate and defend decisions regarding brand development.	L3
5.	Examine and interpret contemporary approaches to brand identity and positioning.	L5
6.	Design and propose effective brand strategies and initiatives.	L4
7.	Organize and present a structured, logical, and comprehensive brand audit report.	L6
8.	Demonstrate expertise in the nature and processes of branding and brand management.	L3

L1 - Reasoning; L2 - Understanding; L3 - Practice; L4 - Analysis; L5 - Synthesis; L6 – Creation; L7 – Evaluation

S.N	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PS O 1	PS O 2	PS O 3	PS O 4	PS O 5	PS O 6	PS O 7	PS O 8	PS O 9	PSO 10
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CO3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2
CO4	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2	3	3	3
CO5	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO6	3	3	3	3	3	3	3	3	3	2	3	3	3	3	3	3	2	3	3	3
CO7	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO8	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2	3	3	3

1-Low, 2- Medium, 3-Strong



Programme	MBA
Course Title	SALES AND DISTRIBUTION MANAGEMENT
Course Code	24BSMEC1.2
Credit	5
Course Objectives	<ul style="list-style-type: none"> • To develop an understanding of the roles and responsibilities associated with the sales function. • To enhance the ability to manage sales channels for improved efficiency and effectiveness. • To acquaint participants with sales and distribution practices at both national and international levels.

UNIT I Sales Management – Introduction - Sales Management an overview - Selling and Salesmanship, Setting Objectives for Personal Selling, Formulating Strategy. Role and Characteristics of Effective Sales Executive, Managing Sales Dept. Relations, Distributive Network Relations – Relevant Case Studies.

UNIT II Sales force Management - Managing People – Recruitment, Selection, Training of Sales Personnel; Leading, Motivating, Controlling the Sales Force. Sales Budget, Quota, Territories, Control and Cost Analysis. Centralization and Decentralization in Sales Force Management – Relevant Case Studies.

UNIT III Channel Dynamics - Introduction to Channel Structures –Design – Intermediaries and their function – Types– Criteria for Selecting – Managing Channel intermediaries – Managing Channel Relationships – Relevant Case Studies.

UNIT IV Channel Management - Channel Conflicts and their Management. Logistics Management –Physical supply and Physical Distribution in - Cost Approach – Consumer Service –Warehousing – Transportation – Inventory Management – Order Processing – Special topics in Industrial channel management. Sales Technology and Sales Force Automation– Relevant Case Studies.

UNIT V Distribution Management: Marketing Channel Members, Types, Functions and Design - Channel Intensity, Costs and Margins, Channel Management for Rural Markets - Managing Channel Partners: Roles, Objectives and Methods. Channel Information Systems, Supply Chain Management, International Sales and Channel Management – Relevant Case Studies.

UNIT VI Dynamic Component for Continuous Internal Assessment only: Contemporary Developments Related to the Course during the Semester concerned - **Practical:** Students should choose a company and do thorough analysis of its marketing and sales and distribution strategies.

Text Books:

1. Richard R Still, Cundiff W Edward, et al. (2024) Sales and Distribution Management: Decisions, Strategies, and Cases. 7th Edition, Pearson Education
2. Pingali Venugopal (2020) Sales and Distribution Management: An Integrative Approach 2nd edition 419 pages SAGE Publications Pvt. Ltd
3. Paul, A. (2022). Sell without selling out: A guide to success on your own terms. Page Two Books.
4. Sales And Distribution Management (2019) 3rd edition Oxford University Press
5. Keenan. (2018). Gap selling: Getting the customer to yes by helping them understand the need for change. Sales Guy Publishing.

References:

1. Miller, A. (2022). The science of hiring quota busting sales teams. Victory Publishing.
2. Jefferson, R. (2022). Sales enablement 3.0: Is both an art and science!. Self-published.
3. Cespedes, F. V. (2021). Sales management that works: How to sell in a world that never stops changing. Harvard Business Review Press.
4. Hunter, M. (2022). A mind for sales: Daily habits and practical strategies for sales success. HarperCollins Leadership.
5. Stanfill, T. (2021). Unreceptive: A better way to sell, lead, and influence. Harper Business.

E-Resources:

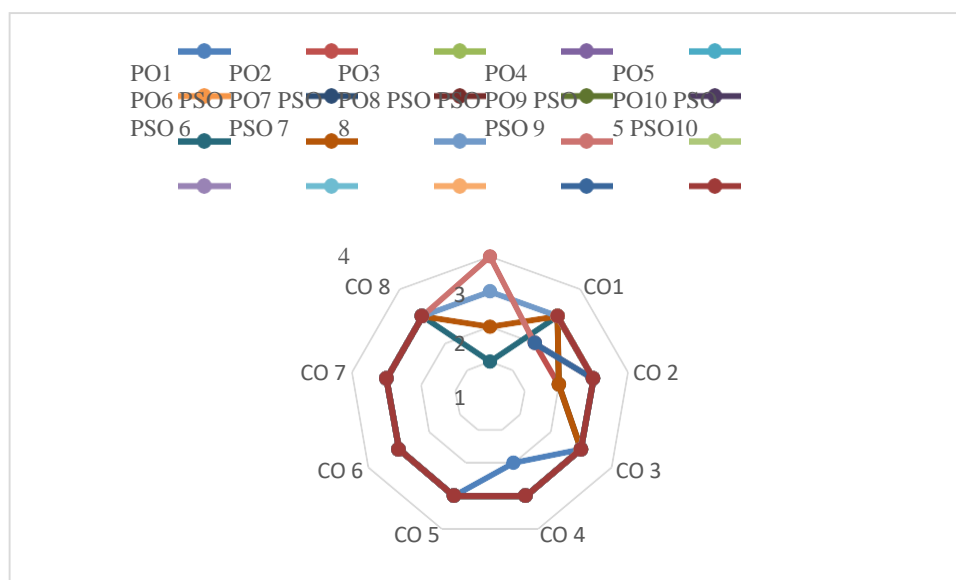
1. https://www.tutorialspoint.com/sales_and_distribution_management/sales_and_distribution_management_tutorial.pdf
2. <https://alison.com/courses/diploma-in-sales-and-distribution-management/resources>
3. <https://www.youtube.com/watch?v=a1bjFcT3S2Q>
4. <https://in.sagepub.com/en-in/sas/sales-and-distribution-management/book276451>
5. <https://www.classcentral.com/course/swayam-sales-and-distribution-management-12987>

S.NO	COURSE OUTCOME	RUPASCE LEVEL
1.	Identify obstacles in designing and implementing effective sales strategies.	L1
2.	Apply frameworks and techniques to boost the performance of sales teams.	L4
3.	Analyze the key roles and responsibilities of a Sales and Marketing Manager.	L4
4.	Develop and implement strategic approaches to channel management.	L6
5.	Understand the key roles, responsibilities, and policies integral to the sales function.	L2
6.	Recognize the linkages between sales management and distribution management.	L3
7.	Provide insights into sales channels and their interactions with end consumers.	L3
8.	Implement technology-based solutions for efficient distribution management.	L4

L1 - Reasoning; L2 - Understanding; L3 - Practice; L4 - Analysis; L5 - Synthesis; L6 – Creation; L7 – Evaluation

S.N O	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
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CO7	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2
CO8	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3

1-Low, 2- Medium, 3-Strong



Programme	MBA
Course Title	RETAIL ANALYTICS
Course Code	24BSMEC1.3
Credit	5
Course Objective	<ul style="list-style-type: none"> • To comprehend the foundational concepts of retail analytics. • To explore and apply contemporary challenges and best practices for effective retailing. • To structure strategic and operational decision-making processes within organized retail.

UNIT I INTRODUCTION TO RETAILING

An overview of Retailing – Definition – functions of retailing - Types of retailing – forms of retailing based on ownership. Challenges and opportunities – Retail trends in India – Socioeconomic and technological Influences on retail management – Government of India policy implications on retails. Retailing from the International perspective- Relevant Case Studies

UNIT II RETAIL FORMATS

Organized and unorganized formats – Different organized retail formats – Characteristics of each format – Emerging trends in retail formats – MNC's role in organized retail formats. Relevant Case Studies

UNIT III RETAIL OPERATIONS AND DECISIONS

Choice of retail locations - internal and external atmospherics – Positioning of retail shops – Building retail store Image - Retail service quality management – Inventory management – Merchandise Management – Category Management. Retail Supply Chain Management – Retail Pricing Decisions- Merchandising and category management buying. Relevant Case Studies

UNIT IV RETAIL SHOP MANAGEMENT

Visual Merchandise Management – Space Management – Retail Inventory Management – Retail accounting and audits - Retail store brands – Retail advertising and promotions – Retail Management Information Systems – E- retail – Emerging trends . Relevant Case Studies

UNIT V RETAIL ANALYTICS

Customer Analytics Overview; Quantifying Customer Value. Using SPSS 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 The digital evolution of retail marketing, Digital natives, Constant connectivity Social interaction, Predictive modelling, Keeping track, Data availability, Efficiency optimization- Relevant Case Studies

UNIT VI Dynamic Component for Continuous Internal Assessment only: Contemporary Developments Related to the retail management – Recent challenges, Practical: Group Discussion, Role Play.

Text Books:

1. Michael Levy and Barton Weitz and Dhruv Grewal (2019) Retailing Management 10th Edition
2. Banerjee, A., & Bandyopadhyay, S. (2023). Retail Analytics: A Data-Driven Approach to Retail Decision-Making. Springer.
3. Shankar, V. (2022). Retail Analytics: Methods, Applications, and Innovations. Taylor & Francis.
4. Singh, A., & Patel, K. (2023). AI in Retail: The Future of Retail Analytics. Wiley.
5. Kumar, P., & Gupta, R. (2023). Big Data Analytics for Retail Success. Emerald Group Publishing.

References:

1. Suja Nair (2020) Retail Management, Himalayas Publishing House.
2. Shah, R., & Mehta, T. (2022). Retail Data Science: Transforming Retail Operations with Analytics. CRC Press.
3. Chakraborty, D., & Das, P. (2023). Sustainable Retail Analytics: Concepts and Cases. Springer.
4. Ramesh, A., & Narayan, P. (2023). Omnichannel Retail Analytics: Enhancing Customer Experience. Routledge.
5. Lee, H., & Kim, J. (2022). Smart Retail Analytics: Leveraging IoT and AI. Elsevier.

E-Resources:

1. <https://www.mygreatlearning.com/academy/learn-for-free/courses/marketing-and-retail-analytics>
2. <https://www.edx.org/learn/retail>
3. <https://www.youtube.com/watch?v=qJ4pnGExqc8>
4. <https://alison.com/courses/retail-management-merchandising-distribution-and-marketing/resources>
5. <https://www.coursera.org/lecture/wharton-retail-supply-chain/predictive-analytics-iUhA7>

Programme	MBA
Course Title	SERVICES MARKETING AND CUSTOMER RELATIONSHIP MANAGEMENT
Course Code	24BSMEC1.4
Credit	5
Course Objective	<ul style="list-style-type: none"> • Explore the development and growth of the service sector. • Grasp the meaning and significance of services within the broader economy. • Highlight the distinctive characteristics of Services Marketing and Customer Relationship Management.

UNIT I MARKETING SERVICES

Introduction Growth of the service sector. The concept of service. Characteristics of Service – Classification of service – Three Stage Model of service consumption designing of the service, blueprinting, using technology developing, human resources, building service aspirations. Relevant Case Studies

UNIT II MARKETING MIX IN SERVICE MARKETING

The Seven Ps: Product decision, Pricing, Strategies and tactics, Promotion of service and placing of distribution methods for services. Additional dimension in services marketing – People, physical evidence and process. Relevant Case Studies

UNIT III DELIVERING QUALITY SERVICE

Causes of Service – Quality gaps. The customer expectations versus perceived service gap. Factors and Techniques to resolve this gap Customer Relationship Management. 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. Relevant Case Studies

UNIT IV CUSTOMER RELATIONSHIP MANAGEMENT

Customer Relationship Management Fundamentals- Theoretical perspectives of relationship, CRM Definitions, CRM cycle, Stakeholders in CRM, Significance of CRM, Success Factors in CRM, CRM Comprehension, CRM Implementation. E- CRM in Business – Advantage and disadvantage- Relevant Case **Studies**

UNIT V

Customer Relationship Management: Emerging Perspectives: Employee - Organisation Relationship, Employee- Customer Linkage, Factors effecting employee's customer oriented behaviour, Essentials of building employee relationship Service Failure, Service Recovery Management. Customer Life time value, customer profitability, customer recall management, customer experience management. Customer relationship management practices in retail industry, hospitality industry, banking industry, telecom industry, Health service Industry- Relevant Case Studies.

UNIT VI Dynamic Component for Continuous Internal Assessment only: Contemporary issues Related to the Course during the Semester concerned - **Practical:** Studying marketing services of two Indian institutions in the lime-light- Mini Project on Services Marketing in Relation with Customer - role play, Group discussions.

Text Books:

1. Grönroos, C. (2021). Service management and marketing: Managing the service profit logic (4th ed.). Wiley.
2. Zeithaml, V. A., Bitner, M. J., & Gremler, D. D. (2022). Services marketing: Integrating customer focus across the firm (7th ed.). McGraw-Hill Education.
3. Berry, L. L., & Bendapudi, N. (2021). Services marketing: A relational perspective (2nd ed.). Wiley.
4. Sharma, A., & Shimp, T. A. (2021). Customer relationship management in services (2nd ed.). Sage Publications.
5. Vargo, S. L., & Lusch, R. F. (2021). Service-dominant logic: Premises, perspectives, possibilities (2nd ed.). Cambridge University Press.

References:

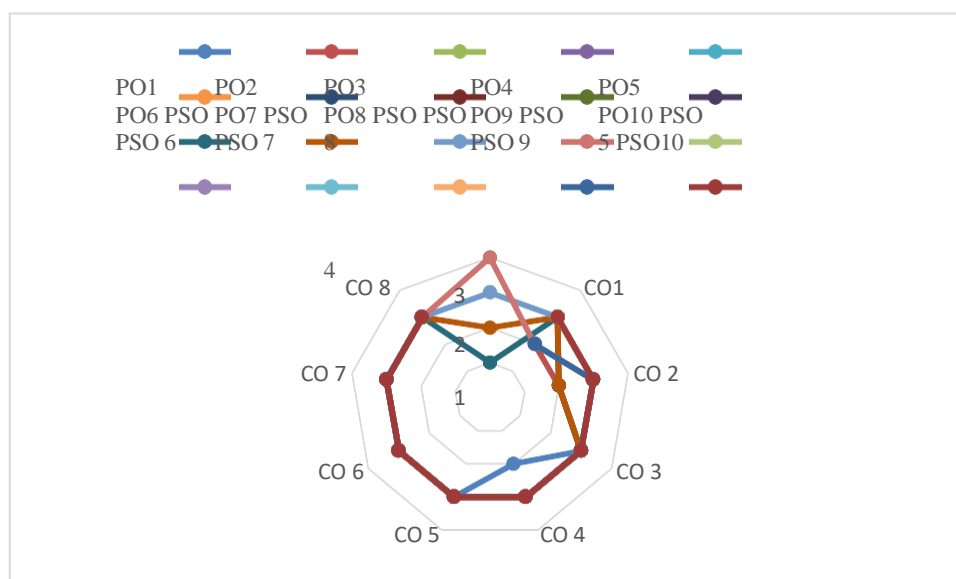
1. Palmatier, R. W. (2023). Customer relationship management: A strategic approach to creating profitable customer connections. Pearson.
2. Chitty, W., & D'Alessandro, S. (2023). Services marketing: Concepts, strategies, and cases. Pearson Education.
3. Kumar, V., & Shah, D. (2022). Handbook of customer engagement: A global perspective (2nd ed.). Wiley.
4. Kotler, P., & Keller, K. L. (2022). Marketing management (15th ed.). Pearson.
5. Hoffman, K. D., & Bateson, J. E. G. (2022). Services marketing: Concepts, strategies, & cases (5th ed.). Cengage Learning .

E-Resources:

1. <https://www.mygreatlearning.com/academy/learn-for-free/courses/customer-relationship-management>
2. <https://alison.com/course/customer-relationship-management-in-business-services-revised>
3. <https://www.coursera.org/courses?query=crm>
4. <https://www.edx.org/learn/customer-relationship-management>
5. <https://www.futurelearn.com/subjects/business-and-management-courses/crm>

S.NO	COURSE OUTCOME	RUPASCE LEVEL
1.	Recognizes the core concepts, scope, and models in services marketing, and outlines the design for engaging with the service sector.	L2
2.	Categorize and examine the features and factors practiced in managing service firms in the current environment.	L1
3.	Apply essential analysis to differentiate services from other facility-based offerings from the customer's perspective.	L4
4.	Pertain to categorizing the antecedents and consequences of customer service.	L2
5.	Identify the key linkages between internal and external service functions when designing a customer relationship strategy.	L1
6.	Develop a clear customer relationship management approach aimed at delivering quality service.	L6
7.	Characterize the causes, factors, and techniques for resolving issues and enhancing innovative marketing technologies with a focus on CRM.	L2
8.	Evaluate the service marketing framework in relation to other industries within the service sector.	L7
L1 - Reasoning; L2 - Understanding; L3 - Practice; L4 - Analysis; L5 - Synthesis; L6 – Creation; L7 – Evaluation		

S.N O	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
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CO8	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
1-Low, 2- Medium, 3-Strong																				



Programme	MBA
Course Title	RURAL MARKETING
Course Code	24BSMEC1.5
Credit	5
Course Objective	<ul style="list-style-type: none"> • Provide an overview of rural markets and the emerging perspectives in rural marketing. • Understand the managerial strategies and relevant frameworks utilized by business managers. • Create awareness about the application of marketing concepts, techniques, and processes in the rural context.

UNIT I RURAL MARKETING – Definition, Objectives, functions, Accelerated growth and importance of Rural Market. Factors accelerating growth. Classification of inflow marketing and out Flow marketing in rural Sector. Components and classification of Rural markets --- Rural Market VS Urban Market --- E- Rural marketing- Relevant Case Studies.

UNIT II MODERN AND TRADITIONAL SYSTEM OF RURAL MARKETING;
Historical perspective of Haats, Bazaars and Melas. Their role as the hubs of rural economy. Laws regulating the conduct of business there in and also facilitating their modernization and expansion, spatial issues and Management practices- Relevant Case Studies.

UNIT III SELECTION OF MARKETS - Product Strategy - Product mix Decisions – Competitive product strategies for rural markets. Principles, procedures and processes of Rural Marketing Management and applications of systems approach- Relevant Case Studies.

UNIT IV RURAL MARKET DEMANDS -Consumer goods Consumer durables, Agricultural Inputs, Capital goods, and Transportation good of Distribution strategies and Channel Management. New approaches to reach out rural markets – Electronic choupal applications- Relevant Case Studies.

UNIT V REGULATED MARKET SYSTEM AND THE STATE LEGISLATION.
Grading Standardization and legal metrology – Provisions of the relevant laws. Rural Market Intelligence and Marketing Information System. Market Research, Survey Techniques, Report writing. State Market Intervention Operations, State facilitation Programmes- Relevant Case

Studies.

UNIT VI Dynamic Component for Continuous Internal Assessment only: Contemporary issues Related to the Course during the Semester concerned - **Practical:** Updating about the recent Rural Marketing Strategies – field visting to the rural area and observation and practising implementation of various rural marketing strategies.

Text Books:

1. Kashyap, P., & Raut, R. K. (2022). Rural marketing: Text and cases. Pearson Education India.
2. Singh, J. P., & Awasthi, V. (2021). Rural marketing: Challenges and opportunities. Sage Publications.
3. Sharma, R. S. (2022). Rural marketing in India: Concepts and cases. Vikas Publishing House.
4. Bhat, R., & Patel, V. (2021). Rural marketing: Innovations and strategies. Wiley.
5. Gupta, S. L. (2023). Marketing to the rural consumer in India. Oxford University Press.

References:

1. Choudhary, P. (2022). Rural marketing management: Concepts, strategies, and cases. Cengage Learning.
2. Pradhan, S. (2021). Rural marketing and development. McGraw-Hill Education.
3. Verma, H. K. (2023). Rural marketing in the digital age. Springer.
4. Bose, S., & Pati, B. (2022). Rural consumer behavior and marketing strategies. Cambridge University Press.
5. Chatterjee, S. (2021). Indian rural markets: Understanding and strategies. McGraw-Hill Education.

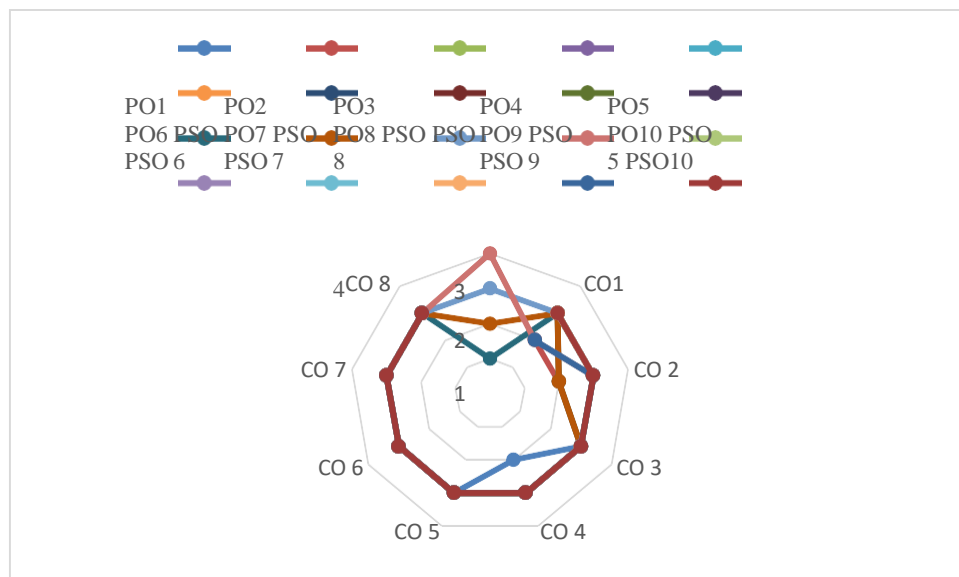
E-Resources:

1. https://www.tutorialspoint.com/rural_marketing/rural_marketing_quick_guide.html
2. <https://www.firstonlineuniversity.org/course/detail/certificate-in-rural-marketing-11349>
3. <https://www.youtube.com/channel/UCHzNC11QOWvh60Qe0CshtlA>
4. <https://www.geektonight.com/rural-marketing-model/>
5. <https://devikacloud.in/course/view.php?id=45>

S.NO	COURSE OUTCOME	RUPASCE LEVEL
1.	Understand the nature and characteristics of the rural economy.	L2
2.	Examine the distinct features of rural markets.	L1
3.	Differentiate between the rural and urban economies.	L3
4.	Recognizes the challenges faced by Indian rural markets.	L3
5.	Identify potential solutions to the issues in rural markets.	L1
6.	Discuss the evolving profile of rural consumers.	L3
7.	Develop strategies to influence rural consumers effectively.	L6
8.	Pertain to the implementation and enhancement of Rural Information Systems.	L6

L1 - Reasoning; L2 - Understanding; L3 - Practice; L4 - Analysis; L5 - Synthesis; L6 – Creation; L7 – Evaluation

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CO3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2
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CO5	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2	3	3	2
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CO8	3	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3	3
1-Low, 2- Medium, 3-Strong																				



Programme	MBA
Course Title	ADVERTISING AND SALES PROMOTION
Course Code	24BSMEC1.6
Credit	5
Course Objectives	<ul style="list-style-type: none"> • To Identify and describe the essential interpersonal skills required for a successful career in marketing and advertising. • To enable students to design and evaluate marketing strategies by applying the fundamentals of consumer buying behavior. • To categorize key business activities such as production, management, and finance, and describe their relationship to marketing.

UNIT I INTRODUCTION TO ADVERTISEMENT

Concept and definition of advertisement Social, Economic and Legal Implications of advertisements setting advertisement objectives Ad. Agencies Selection and remuneration Advertisement campaigns. Setting of advertising budget. – Casestudies. – Relevant Case Studies.

UNIT II ADVERTISEMENT MEDIA

Media plan – Type and choice criteria – Reach and frequency of advertisements Cost of advertisements -related to sales – Media strategy and scheduling. Styles and Stages in advertising copy creation – Relevant Case Studies.

UNIT III DESIGN AND EXECUTION OF ADVERTISEMENTS

Message development – Different types of advertisements – Layout – Design appeal –Copy structure –Advertisement production – Print Radio. T.V. and Web advertisements – Media Research – Testing validity and Reliability of advertisements - Measuring impact of advertisements – Digital and Social Media Marketing. – Relevant Case Studies.

UNIT IV INTRODUCTION TO SALES PROMOTION

Scope and role of sale promotion – Definition – Objectives of sales promotion- sales promotion techniques– Trade and consumer oriented Promotion. Timing of sales promotion; Measurement of impact of sales promotion; sales promotion budgeting – Relevant Case Studies.

UNIT V SALES PROMOTION CAMPAIGN

Sales promotion Requirement identification, designing of sales promotion campaign Involvement of salesmen and dealers Outsourcing sales promotion national and international promotion strategies Integrated promotion Coordination within the various promotion techniques-Online sales promotions - Relevant CaseStudies.

UNIT VI Dynamic Component for Continuous Internal Assessment only: Contemporary Developments Related to the Course during the Semester concerned - **Practical:** Group Discussion and marketing campaign on Advertising based on Digitalisation, positioning and development of an advertising and sales promotion program.

Text Books:

1. Rosenbaum-Elliott, R., Percy, L., & Pervan, S. (2021). Advertising management (3rd ed.). Oxford University Press.
2. Dahlen, M., Lange, F., & Smith, T. (2022). Marketing communications: A brand narrative approach (3rd ed.). Wiley.
3. Sethna, Z., & Jaiswal, A. (2023). Advertising and sales promotion: A case study approach. McGraw-Hill Education.
4. Arens, W. F., Weigold, M. F., & Arens, C. (2022). Contemporary advertising and integrated marketing communications (16th ed.). McGraw-Hill Education.
5. Sharma, A. (2023). Sales promotion strategies and practices. Oxford University Press.

References:

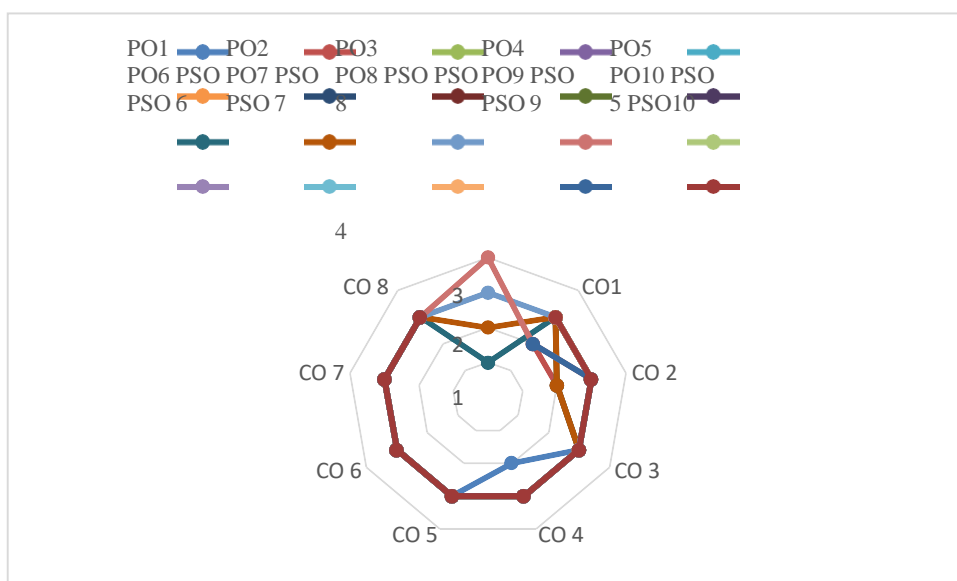
1. Shimp, T. A. (2022). Advertising and promotion: An integrated marketing communications perspective (11th ed.). Cengage Learning.
2. Belch, G. E., Belch, M. A., & Kerr, G. (2023). Advertising and promotion: An integrated marketing communications perspective (11th ed.). McGraw-Hill Education.
3. Sissors, J. Z., & Baron, R. B. (2021). Advertising media planning (10th ed.). McGraw-Hill Education.
4. Keller, K. L., Parameswaran, M. G., & Jacob, I. (2021). Strategic brand management: Building, measuring, and managing brand equity (5th ed.). Pearson Education.
5. Jones, A. K. (2022). Advertising and sales promotion: Principles and practice. Pearson.

E-Resources:

1. <https://alison.com/courses/marketing>
2. <https://www.coursera.org/lecture/integrated-marketing-communications/sales-promotions-muX5p>
3. <https://www.edx.org/learn/marketing>
4. <https://www.onlinecoursereport.com/free/digital-marketing/>
5. <https://learndigital.withgoogle.com/digitalgarage/courses>

S.NO	COURSE OUTCOME	RUPASCE LEVEL
1.	Create advertising messages using various advertising appeals and elements employed by marketers to promote their brands in the market.	L6
2.	Acquaint with the concepts, objectives, and budgeting methods used in advertising within marketing.	L2
3.	Identify the major media decisions, media choices, and scheduling involved in advertising.	L1
4.	Acquaint with the methods of measuring advertising effectiveness and the role of ASCI in ensuring ethical advertising practices.	L2
5.	Discover the role and types of advertising agencies.	L3
6.	Select the techniques, timings, and budgeting strategies for sales promotion.	L7
7.	Explain the relationship between advertising, sales promotion, public relations, direct marketing, sales management, and marketing objectives.	L7
8.	Develop a critical understanding of the practical aspects of an advertising and integrated promotions campaign and gain insight into the role and duties of the practitioner.	L6
L1 - Reasoning; L2 - Understanding; L3 - Practice; L4 - Analysis; L5 - Synthesis; L6 – Creation; L7 – Evaluation		

S.N O	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8	PSO 9	PSO 10
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CO2	3	2	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3	2
CO3	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2
CO4	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2
CO5	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2	3	3	2
CO6	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2
CO7	3	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3	2
CO8	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2	3	3	2
1-Low, 2- Medium, 3-Strong																				



Programme	MBA
Course Title	DIGITAL MARKETING
Course Code	24BSMEC1.7
Credit	5
Course Objective	<ul style="list-style-type: none"> • Help students grasp digital and social media marketing practices. • Explain the comprehensive impact of various digital marketing channels. • Provide and develop insights into building organizational competency through digital marketing practices and stay updated with the latest digital trends.

UNIT I

Introduction to Digital Marketing: The new digital world – Transformation of Traditional to Digital Marketing practices. Fundamentals of Digital Marketing: Changing Media Consumption and Buyer's Behaviour, Internet Marketing v/s E- Marketing v/s E-Commerce v/s E-Business v/s Digital Marketing; Problems in Digital Marketing; Adding Online Power to Marketing Mix; Paradigms of Online Marketing: Micro and Macro Environment-PESTEL/SLEPT Framework - Relevant Case Studies.

UNIT II

Social Media Marketing - An Overview of SEO, SEO Metrics to Measure SEO Performance Introduction to Blogging, Creation a blog post - Include headline, imagery, links and post, Content Planning and writing, Introduction to Face book, Twitter, Google +, LinkedIn, YouTube, Instagram and Pinterest; their channel advertising and campaigns - Relevant Case Studies.

UNIT III

Acquiring & Engaging Users through Digital Channels: Understanding the relationship between content marketing and branding and its impact on sales. Overview of search engine optimization (SEO), search engine marketing, mobile marketing, video marketing, and social-media marketing. Affiliate Marketing, Email marketing, Marketing gamification, online campaign management; using marketing analytic tools for Consumer segmentation, targeting and positioning by online tools - Relevant Case Studies.

UNIT IV

Designing & Analysing Organization for Digital Success: Digital transformation, digital leadership principles, ROI of digital strategies, how digital marketing is adding value to business, and evaluating cost effectiveness of digital strategies. Digital marketing, data, and analytics–Social listening–Web analytics–Social media analytics– Electronic customer relationship - Relevant Case Studies.

UNIT V

Digital Innovation and Trends: The contemporary digital revolution, Frame work of digital transformation. Issues in Security and privatization towards digital marketing Understanding recent trends in digital marketing – Indian and global context, online communities and co-creation - Relevant Case Studies.

UNIT VI Dynamic Component for Continuous Internal Assessment only: Contemporary Developments Related to the Course during the Semester concerned - **Practical:** Group Discussion and Digital marketing strategies , Various technological upgrading tools can be analysed.

Text Books:

1. Chaffey, D. (2023). Digital marketing: Strategy, implementation, and practice (8th ed.). Pearson Education.
2. Ryan, D. (2022). Understanding digital marketing: Marketing strategies for engaging the digital generation (6th ed.). Kogan Page.
3. Tuten, T. L., & Solomon, M. R. (2021). Social media marketing (3rd ed.). Sage Publications.
4. Kotler, P., Kartajaya, H., & Setiawan, I. (2021). Marketing 4.0: Moving from traditional to digital. Wiley.
5. Strauss, J., & Frost, R. (2021). E-marketing (8th ed.). Pearson Education.

References:

1. Järvinen, J., & Taiminen, H. (2022). Digital Marketing: Theories and Practices (2nd ed.). Oxford University Press.
2. Chaffey, D., & Ellis-Chadwick, F. (2021). Digital Marketing: Global Strategies for Online Business (7th ed.). Pearson.
3. Groot, A. (2021). Mastering Digital Marketing: The Essential Guide for Successful Marketing (1st ed.). Wiley.
4. Lamberton, C. P., & Stephen, A. T. (2022). Social Media Marketing: A Strategic Approach (2nd ed.). Sage Publications.
5. Clarke, I., & Horan, C. (2023). The Essentials of Digital Marketing (1st ed.). Routledge.

E-Resources:

1. <https://collegedunia.com/courses/seo/seo-courses-on-udemy>
2. <https://collegedunia.com/courses/social-media-marketing/udemy-social-media-marketing>
3. <https://collegedunia.com/courses/google-ads>
4. <https://collegedunia.com/courses/google-analytics>
5. <https://collegedunia.com/courses/web-designing>.

Elective – II : FINANCE

Programme	MBA
CourseTitle	FINANCIAL SERVICES AND MARKETS
CourseCode	24BSMEC2.1
Credit	5
Course Objectives	<ul style="list-style-type: none">• To provide a comprehensive understanding of various investment alternatives and empower students to make informed decisions in the financial markets.• To teach students how to measure risk and return, enhancing their ability to assess different investment opportunities effectively.• To develop skills in risk profiling and navigating the stock exchange market to make informed investment choices.

UNIT I

Functions of the Financial System –Financial Concepts– Financial Assets–Financial Intermediaries – Classification of Financial Markets – Financial Rates of Return – Financial Instruments – Development of Financial System in India – Financial Market Regulation Department – Financial system and Economic department – Weakness of Indian Financial System.

UNIT II

Meaning, Functions, Advantages of New Issue Market– General Guidelines for New Issue – SEBI's Guidelines for New Issue Market - Methods of Floating – Players – Recent Trends. **Secondary Market:** Meaning, Functions–Organization of Stock Exchanges in India-Listing of Securities – Listing Procedure - Primary Market and Secondary Market-Registration of Stock Brokers– Methods of Trading in a Stock Exchange– Defects of Capital Market –Mutual Funds – Money Market – Debt Market - Recent Developments.

UNIT III

Definition – Origin – Merchant Banking in India - Merchant Banks and Commercial Banks – Services – Qualities required for Merchant Bankers – Guidelines – Market Making Process – Progress, Problems and Scope of Merchant Banking in India - Growth of Alternative Investments- Personalized Wealth Management & Hyper-Personalization – Case Studies

.UNIT IV

Features - Legal Position – Hire Purchase and Credit Sale - Hire Purchase and Installment Sale– Origin and Development – Banks and Hire Purchase Business – Bank Credit for Hire Purchase Business - Fund-based and fee-based. **Leasing:** Concepts, Steps, Types, History and Development of Lease Finance – Hire Purchase and Leasing – Legal Aspects – Contents of Lease Agreement – Accounting Treatment of Lease – Structure, Problem and Prospects of Leasing Industry-Factoring.

UNIT V

Meaning – Functions – Origin – Credit rating in India – Benefits – Credit Rating Agencies in India– Decentralized Finance (DeFi) & Blockchain Adoption- Sustainable & ESG Investing- Tokenization of Assets- Central Bank Digital Currencies (CBDCs)- Embedded Finance & Banking-as-a-Service (BaaS)- Rise of Retail Investors & Social Trading - Future of credit rating in India.

UNIT VI DYNAMIC COMPONENT FOR CONTINUOUS INTERNAL ASSESSMENT

ONLY : Contemporary issues related to financial services and markets - Practical: Financial markets and services in the limelight- role play on Legal Position of Hire Purchase and Credit Sale, Group discussions.

Text Books:

1. Cecchetti, S. G., & Schoenholtz, K. L. (2024). Money, Banking, and Financial Markets: 2024 Release. McGraw-Hill Education.
2. Christophers, B. (2023). Our lives in their portfolios: Why asset managers own the world. Verso.
3. Mallaby, S. (2022). The power law: Venture capital and the making of the new future. Penguin Press.
4. Norberg, J. (2023). The capitalist manifesto: Why the global free market will save the world. Atlantic Books Ltd.
5. Oppenheimer, P. C. (2024). Any Happy Returns: Structural Changes and Super Cycles in Markets. Wiley.

References:

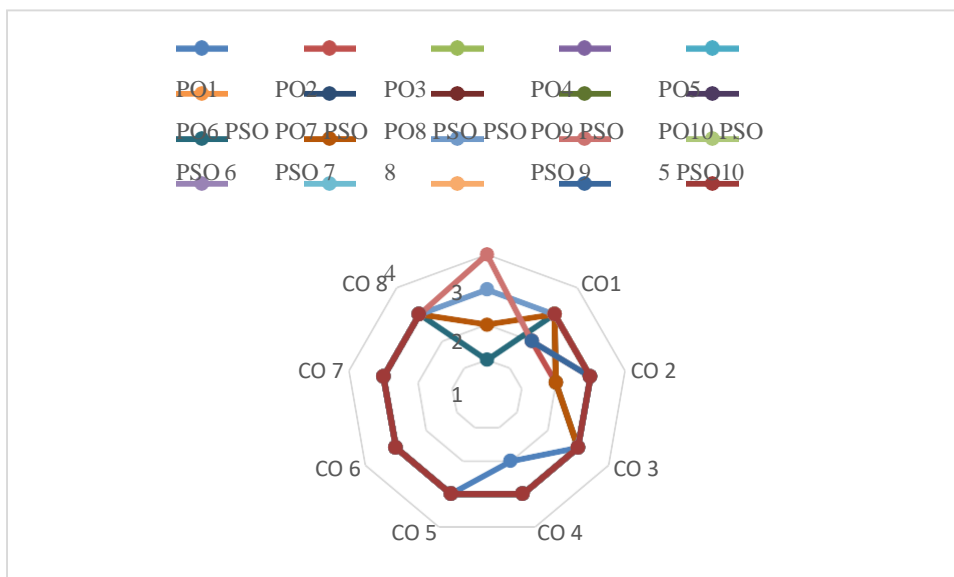
1. Brown, J. (2024). You Weren't Supposed To See That: Secrets Every Investor Should Know. HarperCollins.
2. Wójcik, D., Cheshire, J., & Uberti, O. (2024). Atlas of Finance. Penguin Books.
3. Williams, I. (2024). Vampire State: The Rise and Fall of the Chinese Economy. HarperCollins.
4. Rickards, J. (2024). MoneyGPT: AI and the Threat to the Global Economy. Penguin Books.
5. Moynihan, J. (2024). Return to Growth: How to Fix the Economy, Volume 1. Cambridge University Press.

E-Resources:

1. <https://www.coursera.org/learn/financial-markets-global>
2. https://www.studyathome.org/products/financial-modeling-certificate-course-by-ca-agrika-khatri/?gclid=CjwKCAjwzeqVBhAoEiwAOrEmzSJortZla9_JxB2TcIHeZZ2pB617xxCPuM0wd_5Fk3IKSupjMEF7FhoCO6kQAvD_BwE
3. <https://www.nseindia.com/learn/online-courses-certifications-recorded-stock-market-for-beginners>
4. <https://www.cipfa.org/training/e-learning-materials/financial-services-e-learning>
5. <https://dipeinstitute.com/stock-market-training->

S.NO	COURSE OUTCOME	RUPASC ELEVEL
1.	Critically evaluate finance and investment theory with particular referenceto the operation of financial markets.	L7
2.	Evaluate corporate finance techniques	L7
3.	Identify, define and analyse problems and identify processes to solve them.	L1
4.	Ability to understand practical applications of investment and portfoliotheories.	L2
5.	Equip the students with the required proficiency to enable them to work in banks and insurance companies.	L3
6.	Gain knowledge of the various strategies followed by investmentpractitioners.	L2
7.	Understand the characteristics of various financial assets, including money market instruments, bonds, and stocks, and learn howto buy and sell these assets in financial markets.	L2
8.	Critically discuss client objectives and the investment policy statement	L4
L1 - Reasoning; L2 - Understanding; L3 - Practice; L4 - Analysis; L5 - Synthesis; L6 – Creation;L7 – Evaluation		

S.N O	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PS O 1	PS O 2	PS O 3	PS O 4	PS O 5	PS O 6	PS O 7	PS O 8	PS O 9	PSO 10
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CO4	3	3	3	3	3	3	3	3	3	2	3	3	3	3	3	3	2	3	3	3
CO5	3	3	3	3	3	3	3	3	2	2	3	3	3	3	3	3	2	3	3	3
CO6	3	3	3	3	3	3	3	3	3	2	3	3	3	3	3	3	2	3	3	3
CO7	3	3	3	3	3	2	3	3	2	2	3	3	3	3	3	3	2	3	3	2
CO8	3	3	3	3	3	3	3	3	3	2	3	3	3	3	3	3	2	3	3	3
1-Low, 2-Medium, 3-Strong																				



Programme	MBA
Course Title	INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT
Course Code	21BSMEC2.2
Credit	5
Course Objectives	<ul style="list-style-type: none"> • To develop a deep understanding of finance and investment theories, and critically assess their application in financial markets and financial instruments. • To equip students with the ability to evaluate corporate finance techniques, including capital budgeting, risk management, and decision-making processes. • To enhance problem-solving skills by teaching students how to identify, define, and analyse financial problems and apply structured processes to find solutions.

UNIT I INTRODUCTION TO INVESTMENT AND SECURITIES

Investment Objective – The Investment Process - Investment Planning – Types of Investment –Investment alternatives –Investment and speculation – Risk and return concepts. Relevant Case Studies

UNIT II SECURITIES MARKETS Securities Market - Participants of the Securities Market-

Primary Market –Role of SEBI in the primary market – Stock exchanges in India – BSE, OTCEI NSE, MCX, and Regulations of Stock Exchanges – Trading Systems in Stock Exchanges – SEBI and Its Functions. Relevant Case Studies

UNIT III FUNDAMENTAL ANALYSIS Economic Analysis – Economic factors– Industry Analysis Analytical tools – Company Analysis, Mode of Analysis, Financial Analysis - Forecasting the earnings model. Relevant Case Studies

UNIT IV TECHNICAL ANALYSIS Fundamental Analysis Vs Technical Analysis – Dow Theory, Charting methods – Market Indicators. Trend patterns – Trend reversals, Patterns - Moving Average, Exponential moving Average, Oscillators, Efficient Market theory.- AI-Driven Investment Strategies- Rise of Thematic and ESG Investing- Decentralised Finance (DeFi) and Crypto Assets- Factor and Smart Beta Investing- Alternative Investments Expansion - Relevant Case Studies.

UNIT V PORTFOLIO MANAGEMENT: Portfolio analysis – Determination of Objectives - Portfolio Selection – Capital Asset Pricing Model – Portfolio Revision – Portfolio Evaluation -

Mutual Funds - AI-Powered Portfolio Risk Management- Passive vs. Active Investing Shift - Sustainable Bonds and Green Financing - Relevant Case Studies.

UNIT VI Dynamic Component for Continuous Internal Assessment only: Contemporary Developments Related to the portfolio analysis - Practical: mock online trading, Mockportfolio construction, Group Discussion, Role Play.

Text Books:

1. Reilly, F. K., Brown, K. C., & Leeds, S. J. (2024). *Investment Analysis and Portfolio Management* (12th ed.). Cengage Learning.
2. Bodie, Z., Kane, A., & Marcus, A. J. (2024). *Investments* (13th ed.). McGraw-Hill Education.
3. Haghani, V., & White, J. (2023). *The Missing Billionaires: A Guide to Better Financial Decisions*. Wiley.
4. Oppenheimer, P. C. (2024). *Any Happy Returns: Structural Changes and Super Cycles in Markets*. Wiley.
5. Brown, J. (2024). *You Weren't Supposed To See That: Secrets Every Investor Should Know*. HarperCollins.

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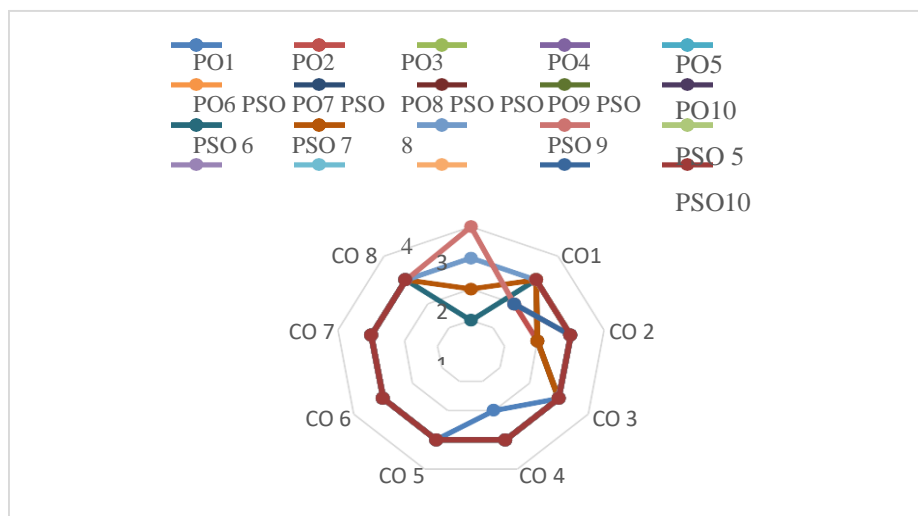
1. Lee, C. F., Lin, F. L., & Cartwright, P. (Eds.). (2024). *Handbook of Investment Analysis, Portfolio Management, and Financial Derivatives* (Vols. 1-4). World Scientific Publishing Co.
2. Gardner, B. (2023). *Buffett's Early Investments: A New Investigation into the Decades When Warren Buffett Earned His Best Returns*. Harper Business.
3. Wilcox, K. (2023). *The China Business Conundrum: Ensure That Win-Win Doesn't Mean Western Companies Lose Twice*. Wiley.
4. H.P. University. (2023-2024). *Investment Analysis and Portfolio Management: BBA III Semester V*. VK Global Publications Pvt Ltd.
5. Kissinger, H., Mundie, C., & Schmidt, E. (2023). *Genesis: Artificial Intelligence, Hope, and the Human Spirit*. Little, Brown and Company.

E-Resources:

1. <https://www.nseindia.com/learn/self-study-ncfm-modules-intermediate-investment-analysis-and-portfolio-management>
2. <https://www.udemy.com/course/investment-analysis-portfolio-management/>
3. <https://onlinejain.com/investment-analysis-and-portfolio-management-certification-online>
4. <https://www.coursera.org/learn/investments-fundamentals>
5. <https://www.coursera.org/learn/investments-applications>

S.NO	COURSE OUTCOME	RUPASCE LEVEL
1.	Understand the various investment alternatives available.	L2
2.	Learn to measure risk and return.	L1
3.	Empowering the students in risk profiling and the stock exchange market.	L3
4.	Apply the acquired knowledge of the capital market for the valuation of both equity and fixed income securities under goal-based investment planning.	L3
5.	Develop Merchant banking and derivative market alternative structures.	L6
6.	Designing and managing the bond as well as equity portfolios in the realworld.	L6
7.	Understand the characteristics of various financial assets, including money market instruments, bonds, and stocks, and learn how to buy and sell these assets in financial markets.	L2
8.	Understand the benefits of diversification in holding a portfolio of assets and the importance of the market portfolio.	L2
L1 - Reasoning; L2 - Understanding; L3 - Practice; L4 - Analysis; L5 - Synthesis; L6 – Creation; L7 – Evaluation		

S.N O	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PS O 1	PS O 2	PS O 3	PS O 4	PS O 5	PS O 6	PS O 7	PS O 8	PS O 9	PS O 10
CO1	3	3	3	3	2	3	3	3	3	2	3	3	3	3	3	3	2	3	3	3
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CO4	3	3	3	3	2	3	3	3	2	2	3	3	3	3	3	3	2	3	3	3
CO5	3	3	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3
CO6	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3	3	2	3	3	3
CO7	3	3	3	3	2	3	3	3	2	2	3	3	3	3	3	3	2	3	3	3
CO8	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2	3	3	3
1-Low, 2-Medium, 3-Strong																				



Programme	MBA
Course Title	INTERNATIONAL FINANCIAL MANAGEMENT
Course Code	24BSMEC2.3
Credit	5
Course Objectives	<ul style="list-style-type: none"> • To develop a comprehensive understanding of the international capital and foreign exchange markets, enabling students to analyse and interpret global financial dynamics. • To equip students with knowledge of the functions, provisions, and structures of the international trade system, and analyse the impact of the World Trade Organisation (WTO) on global trade. • To enable students to analyse how organisations allocate portfolio assets and make investment decisions in the international context, with a focus on mitigating foreign trade and exchange rate risks.

UNIT I International Financial Management

An overview of international financial management, Nature, Scope, Objectives of the firm and risk management, Goals of Multi-National Corporations - International Financial Management and domestic financial management, Multilateral Financial Institutions. Relevant Case Studies.

UNIT II International flow of funds and International Monetary System

International Flow of Funds: Balance of Payments (BOP), Accounting components of BOP, Factors affecting International Trade and capital flows, Equilibrium & Disequilibrium. The Gold Standard, Bretton Woods System, Flexible Exchange Rate, Alternative Exchange Rate Systems –Relevant Case Studies.

UNIT III International Financial Institutions

International Sources of finance: World Bank and IMF, Asian Development Bank – International Finance Corporation -Multilateral Investment Guarantee Agency- International Development Association – Fintech & Blockchain in Cross-Border Transactions - Geopolitical Risks & Economic Uncertainty- Dynamic Exchange Rate & Inflation Management- Artificial Intelligence in Financial Decision-Making- Decentralized Finance (DeFi) & Global Investments Relevant Case Studies.

UNIT IV Foreign Exchange Markets

Functions of the Foreign Exchange Market, The Foreign Exchange rates, Factors influencing exchange rate–direct and indirect exchange rate quotations, Spot market and forward market-forward premiums and discounts, Bid-ask spread – Relevant Case Studies.

UNIT V Interest Arbitrage

Covered Interest Arbitrage and Interest Parity theory, Theories of Foreign Exchange rate movement and International Parity Conditions - Purchasing Power Parity, International Fisher Effect – Relevant Case Studies.

UNIT VI Dynamic Component for Continuous Internal Assessment only: Contemporary Developments Related to the Course during the Semester concerned - **Practical:** Students should discuss how the international capital markets, foreign exchange markets, and the derivatives market can be used to manage transaction and operating risks facing the multinational firm.

Text Books:

1. Eun, C., Resnick, B. G., & Chuluun, T. (2024). *International Financial Management* (10th ed.). McGraw-Hill Education.
2. Shapiro, A. C., Hanouna, P., & Sarin, A. (2024). *Multinational Financial Management* (12th ed.). Wiley.
3. Shim, J. K., Siegel, J. G., Levine, M. H., & Dauber, N. (2023). *Handbook of Financial Management* (2023-2024 ed.). Wolters Kluwer.
4. Madura, J. (2023). *International Financial Management*. Cengage Learning.
5. Wójcik, D., Cheshire, J., & Uberti, O. (2024). *Atlas of Finance: Mapping the Global Story of Money*. Yale University Press.

References:

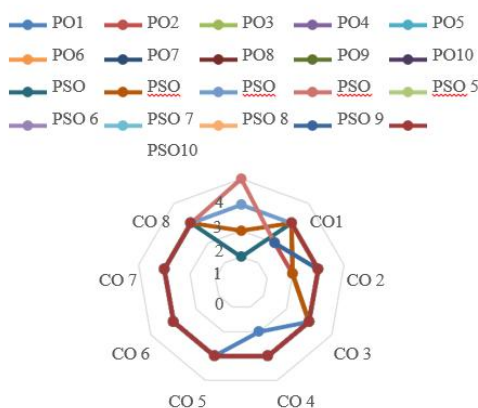
1. Bekaert, G., & Hodrick, R. J. (2008). *International Financial Management* (1st ed.). Prentice Hall.
2. Shim, J. K., Siegel, J. G., Levine, M. H., & Dauber, N. (2023). *Handbook of Financial Management* (2023-2024 ed.). Wolters Kluwer.
3. Wójcik, D., Cheshire, J., & Uberti, O. (2024). *Atlas of Finance: Mapping the Global Story of Money*. Yale University Press.
4. Christophers, B. (2023). *Our Lives in Their Portfolios: Why Asset Managers Own the World*. Verso.
5. Williams, I. (2024). *Vampire State: The Rise and Fall of the Chinese Economy*. HarperCollins.

E-Resources:

1. <https://www.coursera.org/courses?query=financial%20management>
2. <https://www.edx.org/learn/financial-management>
3. <https://alison.com/course/diploma-in-international-finance>
4. <https://coursesity.com/free-tutorials-learn/financial-management>
5. <https://www.mbacentral.org/free-online-finance-courses/>

S.NO	COURSE OUTCOME	RUPASCE LEVEL
1.	Understand international capital and the foreign exchange market.	L2
2.	Apply functions, provisions of the international trade system and functions to facilitate global trade. Students will be able to analyse the impact of the WTO on current global trade in detail.	L3
3.	Analyse how organisations allocate their portfolio assets and make investment decisions. Students will be able to apply different methods to mitigate foreign trade and exchange rate risks in their respective organisations after being recruited.	L4
4.	Identify and appraise investment opportunities in the international environment.	L1
5.	Identify risks relating to exchange rate fluctuations and develop strategies to deal with them.	L1
6.	Evaluate foreign direct investment and international acquisition opportunities.	L7
7.	Develop strategies to deal with other types of country risks associated with foreign operations.	L6
8.	Design a well-considered opinion on issues relating to international financial management.	L6
L1 - Reasoning; L2 - Understanding; L3 - Practice; L4 - Analysis; L5 - Synthesis; L6 - Creation; L7 - Evaluation		

S.N O	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PS O 1	PS O 2	PS O 3	PS O 4	PS O 5	PS O 6	PS O 7	PS O 8	PS O 9	PSO 10
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CO4	3	3	3	3	2	3	3	3	2	2	3	3	3	3	3	3	2	3	3	3
CO 5	3	3	3	3	3	3	3	3	3	2	3	3	3	3	3	3	2	3	3	3
CO6	3	3	3	3	3	3	3	3	2	2	3	3	2	3	3	3	2	3	3	3
CO7	3	3	3	3	2	3	3	3	3	2	3	3	3	3	3	3	2	3	3	3
CO8	3	3	3	3	3	3	3	3	3	2	3	3	2	3	3	3	2	3	3	3
1-Low, 2-Medium, 3-Strong																				



Programme	MBA
Course Title	INVESTMENT BANKING
Course Code	24BSMEC2.4
Credit	5
Course Objective	<ul style="list-style-type: none"> • To provide students with a comprehensive intellectual framework to pursue careers in investment banking or secure internships in the investment banking divisions of financial firms. • To develop an in-depth understanding of corporate finance, enabling students to apply financial concepts and techniques to analyse activities and transactions in investment banking. • To equip students with the knowledge of managing investments in both the primary and secondary markets, emphasising the critical role of investment bankers in financial systems.

UNIT I INTRODUCTION TO INVESTMENT BANKING

The evolution of Investment banking – Concept and Definition– Merchant Banking- Today's major players – The culture and organisation structure of Investment banks: the changing face of leadership, risk management, professional behaviour and organisational values – The structure of investment banks – Employment opportunities in investment banks. Relevant Case Studies

UNIT II THE BUSINESS OF INVESTMENT BANKING

Nature of Contemporary investment banking – Service portfolio of Indian Investment banks. Introduction to Allied business – Asset Management, Mutual funds, Hedge fund, and Private Equity funds. Regulatory Framework for Investment Banking Business in India. - Growth of Embedded Finance & Banking-as-a-Service (BaaS) - Expansion of Cross-Border Mergers & Acquisitions (M&A) - Shift Towards Digital-First Investment Banking Services Increased Role of Alternative Investments- Personalisation & AI-Driven Wealth Management - Decarbonization Strategies & Green Investment - Relevant Case Studies

UNIT III INVESTMENT BANKING AND BUSINESS VALUATION

Value and Valuation – Corporate Value vs Investment Value – Business Valuation - Drivers for Value Creation – Asset based valuation model – Financial forecasting – Determinants of financial forecasting – Free cash flow Cybersecurity & Risk Management Innovations - Rise of Retail Participation in **Investment** Banking - Impact of Interest Rate Volatility on Deal Structuring - Use of Big Data Analytics for Market Predictions Relevant Case Studies

UNIT IV CORE INVESTMENT BANKING SERVICES

Domestic Issue Management – Types of Issues requiring issue management, Stages in an IPO, role of Investment banker as Issue manager – Underwriting – Underwriting commission and Underwriting Agreement – Introduction to global capital market – Private placement. Relevant Case Studies.

UNIT V OVERVIEW OF CORPORATE RESTRUCTURING

Corporate Re-organisation – Rationale for Corporate Re-organisation – Mergers and Amalgamations – Types of Mergers, Structure of an Amalgamation, Investment banking Perspective in Merger and Amalgamations – Introduction to Acquisitions, Takeover and Buy-out – Strategic Acquisitions, Negotiated and Hostile Takeover

UNIT VI Dynamic Component for Continuous Internal Assessment only: Contemporary Developments Related to the Course - Practical: Studying corporate governance issues and practices from an Indian perspective- Group Discussion, Role Play.

Text Books:

1. Pratap Giri. S (2021) Investment banking Concepts, Analyses and cases, Mc Graw Hill Education, 4th Edition
2. Prasanna Chandra (2021). Investment analysis and Portfolio Management, Mc Graw Education, 6th Edition
3. Rosenbaum, J., Pearl, J., & Perella, A. (2022). *Investment Banking: Valuation, LBOs, M&A, and IPOs* (3rd ed.). Wiley.
4. Gatto, M. (2024). *The Credit Investor's Handbook*.
5. Gardner, B. (2023). *Buffett's Early Investments: A New Investigation into the Decades When Warren Buffett Earned His Best Returns*.
6. Wilcox, K. (2023). *The China Business Conundrum: Ensure That Win-Win Doesn't Mean Western Companies Lose Twice*

References:

1. Philipponnat, T. (2024). *Europe's Coming Investment Crisis: What if Capital Markets Could Only Meet a Third of Europe's Essential Funding Needs?*. Finance Watch.
2. Gatto, M. (2024). *The Credit Investor's Handbook*. [Publisher information not available].
3. Gardner, B. (2023). *Buffett's Early Investments: A New Investigation into the Decades When Warren Buffett Earned His Best Returns*. [Publisher information not available].
4. Wilcox, K. (2023). *The China Business Conundrum: Ensure That Win-Win Doesn't Mean Western Companies Lose Twice*. [Publisher information not available].
5. Philipponnat, T. (2024). *Europe's Coming Investment Crisis: What if Capital Markets Could Only Meet a Third of Europe's Essential Funding Needs?*. Finance Watch.

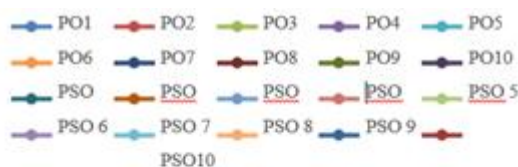
E-Resources:

1. <https://alison.com/tag/banking>
2. https://www.onlinenifm.com/module_detail/48/merchant-banking-nism-series-ix-certificate-course
3. <https://www.classcentral.com/course/edx-banking-financial-intermediation-concepts-risks-capital-regulation-11717>
4. <https://www.edx.org/learn/banking>
5. <https://corporatefinanceinstitute.com/course/introduction-to-banking-course/>

S.NO	COURSE OUTCOME	RUPASCE LEVEL
1.	Understand the intellectual framework for students who are pursuing a career in investment banking or an internship in the investment banking division of a financial firm.	L2
2.	Develop the knowledge of corporate finance, and those who wish to broaden their understanding of finance by applying financial concepts and techniques to analyse activities and transactions in the realm of investment banking.	L6
3.	Describe banking and financial concepts covered, including managing investment in the primary market and the secondary market.	L1
4.	Applying the learning from this program will help you secure opportunities to work with Investment Banking companies.	L3
5.	Understand the importance and relevance of Investment Bankers In any Financial System.	L1
6.	Understand the various financial services available in financial markets,	L1
7.	Explain how the investment industry and the capital markets interact, and understand major investment banking products and services.	L7
8.	Describe the impact of financial innovation, advances in technology, and changes in regulations have had on the structure and dynamics of the investment banking industry	L1
L1 - Reasoning; L2 - Understanding; L3 - Practice; L4 - Analysis; L5 - Synthesis; L6 – Creation; L7 – Evaluation		

S.N O	P O1	P O2	P O3	P O4	P O5	P O6	P O7	P O8	P O9	PO 10	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PS O7	PS O8	PS O9	PSO 10
CO1	3	3	3	3	2	3	3	3	2	2	3	3	2	3	3	3	3	3	2	3
CO2	3	3	3	3	3	3	3	3	3	2	3	3	2	3	3	3	2	3	2	3
CO3	3	3	3	3	2	3	3	3	2	2	3	3	2	3	3	3	3	3	3	3
CO4	3	3	3	3	3	3	3	3	2	2	3	3	2	3	3	3	3	3	2	3
CO5	3	3	3	3	3	3	3	3	3	2	3	3	2	3	3	3	2	3	3	3
CO6	3	3	3	3	3	3	3	3	3	2	3	3	2	3	3	3	3	3	3	3
CO7	3	3	3	3	2	3	3	3	2	2	3	3	3	3	3	3	2	3	3	3
CO8	3	3	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	2	3

1-Low, 2 2-Medium, 3-Strong



Programme	MBA
Course Title	DERIVATIVES MANAGEMENT
Course Code	24BSMEC2.5
Credit	5
Course Objectives	<ul style="list-style-type: none"> • To analyse and price a range of derivative products, enabling students to generate optimal risk management strategies. • To demonstrate critical thinking, analytical, and problem-solving skills in the context of derivative pricing and hedging practices. • To explain the binomial model and its extension to the Black-Scholes model, enhancing understanding of pricing forwards, futures, and options contracts.

UNIT I INTRODUCTION

Derivatives – Definition – Types – Forward Contracts – Futures Contracts – Options – Swaps- Differences between Cash and Future Markets – Types of Traders – OTC and Exchange Traded Securities – Types of Settlement – Uses and Advantages of Derivatives – Risks in Derivatives.- Relevant Case Studies.

UNIT II FUTURES AND FORWARD

Futures Market – Pricing Forward and Future – The Basic Theory – Building on the Foundation- Hedging with Futures and Forwards – Interest Rate Forward and Futures. Futures and Forward – Types of Futures and Forward Contracts – Relationship between Future Prices, Forward Prices and Spot Prices. - Relevant Case Studies.

UNIT III OPTIONS

Definition – Exchange Traded Options, OTC Options – Specifications of Options – Call and Put Options– American and European Options – Intrinsic Value and Time Value of Options – Option payoff, options on Securities, Stock Indices, Currencies and Futures – Options pricing models – Differences between futures and Option contracts. Increased Use of Cryptocurrencies and Digital Asset Derivatives - Relevant Case Studies.

UNIT IV SWAPS

Definition of SWAP – Interest Rate SWAP – Currency SWAP – Role of Financial Intermediary – Warehousing – Valuation of Interest rate SWAPs and Currency SWAPs Bondsand FRNs – Credit Risk- Blockchain and Smart Contracts for Derivatives Trading - Relevant Case Studies.

UNIT V DERIVATIVES IN INDIA

Evolution of Derivatives Market in India – Regulations - Framework – Exchange Trading in Derivatives – Commodity Futures – Contract Terminology and Specifications for Stock Options and Index Options in NSE – Contract Terminology and specifications for stock futures and Index futures in NSE – Contract Terminology and Specifications for Interest Rate Derivatives - Growth of ESG-linked Derivatives - Automation and Algorithmic Trading in Derivatives Markets -Relevant Case Studies.

UNIT VI Dynamic Component for Continuous Internal Assessment only: Contemporary Developments Related to the Course during the Semester concerned - Practical: Encourage students to calculate Options, Futures and Swap rates using the Currency Market.

Text Books:

1. Chance, D. M., & Brooks, R. (2024). *Foundations of the Pricing of Financial Derivatives: Theory and Analysis*. Wiley.
2. Green, A. (2023). *XVA: Credit, Funding and Capital Valuation Adjustments* (3rd ed.). Wiley.
3. Gregory, J. (2023). *The xVA Challenge: Counterparty Credit Risk, Funding, Collateral, and Capital* (4th ed.). Wiley.
4. Hull, J. C. (2022). *Options, Futures, and Other Derivatives* (11th ed.). Pearson.
5. Rebonato, R. (2018). *Bond Pricing and Yield Curve Modelling: A Structural Approach*. Cambridge University Press.

References:

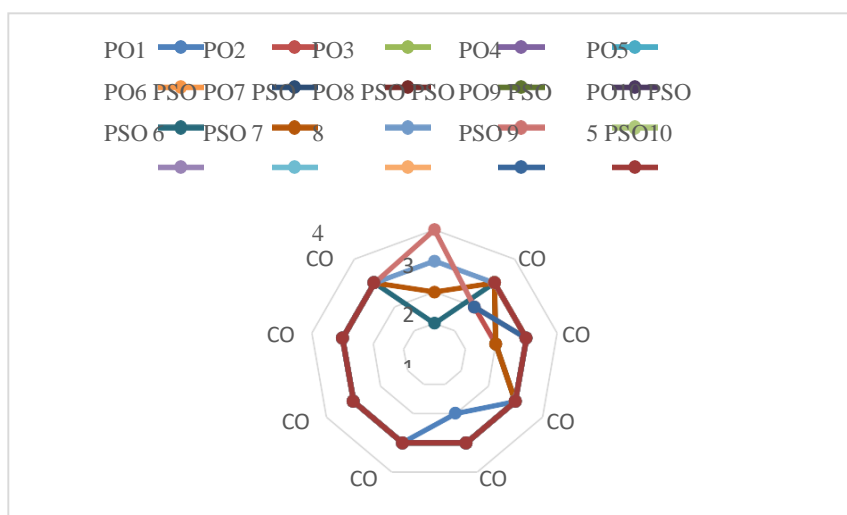
1. Jarrow, R. A., & Chatterjea, A. (2024). *An Introduction to Derivative Securities, Financial Markets, and Risk Management* (3rd ed.). World Scientific Publishing Company.
2. Brody, D. C., Hughston, L. P., & Macrina, A. (Eds.). (2022). *Financial Informatics: An Information-Based Approach to Asset Pricing*. World Scientific Publishing Company.
3. Smith, C. W. (1997). *Derivatives Handbook: Risk Management and Control*. Wiley.
4. Bouchaud, J.-P., & Potters, M. (2009). *Theory of Financial Risk and Derivative Pricing: From Statistical Physics to Risk Management* (2nd ed.). Cambridge University Press.
5. Neftci, S. N. (2000). *An Introduction to the Mathematics of Financial Derivatives* (2nd ed.). Academic Press.

E Resources:

1. <https://www.nseindia.com/learn/online-courses-certifications-live-online-derivative-analytics>
2. <https://www.coursera.org/learn/derivatives-options-futures>
3. <https://www.stockpathshala.com/derivatives-courses/>
4. <https://www.coursera.org/learn/financial-engineering-advancedtopics>
5. <https://www.coursera.org/learn/pricing-options-with-mathematical-models>

S.NO	COURSE OUTCOME	RUPASCE LEVEL
1.	Analyse and price diverse derivative products to generate an optimal risk management strategy.	L4
2.	Demonstrate critical thinking, analytical, and problem-solving skills in the context of derivatives pricing and hedging practice.	L3
3.	Explain the binomial model and its extension in continuous time to the Black-Scholes model.	L7
4.	Demonstrate an understanding of pricing forwards, futures and options contracts.	L3
5.	Elucidate the motivation for undertaking (buying or writing) option contracts and various types of options, as well as related concepts.	L7
6.	Critically analyse trading/hedging strategies using futures contracts.	L3
7.	Identify and utilise advanced pricing models to value financial instruments, in particular options and derivatives, with appropriate rigour.	L1
8.	Demonstrate a systematic understanding of the roles of arbitrage, speculation, and hedging in derivative financial markets, including the complexity and interactions inherent in these roles.	L3
L1 - Reasoning; L2 - Understanding; L3 - Practice; L4 - Analysis; L5 - Synthesis; L6 - Creation; L7 - Evaluation		

S.N O	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8	PSO 9	PSO 10
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CO4	3	3	3	3	2	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3
CO5	3	3	3	3	2	3	3	2	3	3	3	3	2	3	3	3	3	3	3	3
CO6	3	3	3	3	2	3	3	3	3	2	3	3	2	3	3	3	2	3	3	3
CO7	3	3	3	3	2	3	3	3	3	2	3	3	2	3	3	3	2	3	3	3
CO8	3	3	3	3	2	3	3	2	3	3	3	3	2	3	3	3	3	3	3	3
1-Low, 2-Medium, 3-Strong																				



Programme	MBA
Course Title	BEHAVIOURAL FINANCE
Course Code	24BSMEC2.6
Credit	5
Course Objectives	<ul style="list-style-type: none"> • To understand psychological biases and how they lead to various anomalies in financial decision-making. • To explain key psychological effects, such as endowment and disposition effects, and their impact on investment behavior. • To examine investors' behavior in secondary markets from both traditional and behavioral finance perspectives.

UNIT I STANDARD FINANCE

Introduction – Modern Portfolio theory – Miller and Modigliani Theory - Capital Asset Pricing Model – Arbitrage Pricing Theory – The Random walk Hypothesis. Behaviour and Decision Making: Introduction – Foundations of behaviour – Cognition – Emotional Bias – Behavioural Models – Perception – Behavioural Decision Making.

UNIT II EVOLUTION OF BEHAVIOURAL FINANCE

Introduction-Assumptions of Behavioural Finance- Building Blocks of Behavioural Finance-Elimination of Uncertainty-Important Contributors- History of Behavioural Finance. **Financial Markets Anomalies:** Fundamental Anomalies – Technical Anomalies – Calendar Anomalies - Accounting Anomalies. Demand by average investors: Definition of average investor; Belief biases; Limited attention and categorization; Nontraditional preferences – prospect theory and loss aversion; Bubbles and systematic investor sentiment. Social interactions and positional concerns. The role of advisors, advertising - Relevant Case Studies

UNIT III THEORIES OF BEHAVIOURAL FINANCE

Introduction-Asymmetric Information-Egocentricity- Human Behavioural Theories-Heuristics-Biases-Bias: Groupthink Bias, Interaction between Biases, Outcomes of Biases, Dealing with Biases, Overcoming the Biases and Debiasing- Prospect Theory-Uses of Behavioural Finance Relevant Case Studies

UNIT IV NEUROFINANCE

Introduction-The Brain-Neural Process during Financial Decision Making- Experiments in Neuro finance –The Future of Neuro finance. Supply by firms and managerial decisions: Supply of securities and firm investment characteristics (market timing,catering) by rational firms; Associated institutions; Relative horizons and incentives; Biased managers - Relevant Case Studies.

UNIT V FORENSIC ACCOUNTING

Introduction-Classification of Fraud-Behavioural Aspects of Fraud- Types of Fraud Perpetrators-Origin and Growth of Forensic Accounting-Forensic Auditing- Fraud Theories-Tools in Forensic Accounting-Anti Fraud Measures-E-Fraud-Forensic Accounting in India - Government Agencies that combat Frauds. Relevant Case Studies

UNIT VI DYNAMIC COMPONENT FOR CONTINUOUS INTERNAL ASSESSMENT ONLY

Contemporary issues Related to the Course during the Semester concerned - **Practical:** the area of Behavioural finance in the limelight - Mini project on the behavioural biases of investors.

Text Books:

1. Prassanna Chandra, 2017, Behavioural Finance, Mcgraw Hill Education.
2. Samson, A. (Ed.). (2023). *The Behavioral Economics Guide 2023* (10th Anniversary ed.). Behavioral Science Solutions Ltd.
3. Sewell, M. (2023). *Advanced Introduction to Behavioral Finance*. Edward Elgar Publishing.
4. Baker, H. K., & Ricciardi, V. (2023). *Behavioral Finance and Your Portfolio: A Navigation Guide for Building Wealth*. Wiley.
5. Gigerenzer, G. (2023). *The Intelligence of Intuition*. Cambridge University Press.
6. Cesarone, F., Corradini, M., Lampariello, L., & Riccioni, J. (2023). A new behavioral model for portfolio selection using the Half-Full/Half-Empty approach.

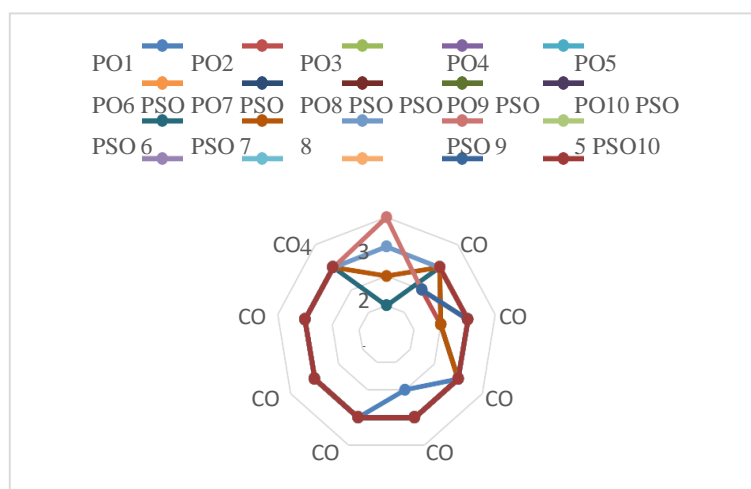
References:

1. Cesarone, F., Corradini, M., Lampariello, L., & Riccioni, J. (2023). A new behavioral model for portfolio selection using the Half-Full/Half-Empty approach.
2. Statman, M. (2024). *A Wealth of Well-Being: A Holistic Approach to Behavioral Finance*. Wiley.
3. Kubinska, E., Adamczyk, P., Kowalczyk, P., & Macko, A. (2023). *Behavioral Finance in the Digital Era: Saving and Investment Decisions*. Routledge.
4. Gigerenzer, G. (2023). *The Intelligence of Intuition*. Cambridge University Press.
5. Reb, J., Luan, S., & Gigerenzer, G. (2024). *Smart Management: How Simple Heuristics Help Leaders Make Good Decisions in an Uncertain World*. MIT Press.

E-Resources:

1. <https://www.coursera.org/learn/duke-behavioral-finance>
2. <https://www.coursera.org/lecture/duke-behavioral-finance/welcome-to-behavioral-finance-8LhBV>
3. <https://www.coursera.org/lecture/financial-markets-global/introduction-to-behavioral-finance-yz35t>
4. <https://www.classcentral.com/course/duke-behavioral-finance-6635>
5. <https://www.mooc-list.com/tags/behavioral-finance>

S.N	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PS O 1	PS O 2	PS O 3	PS O 4	PS O 5	PS O 6	PS O 7	PS O 8	PS O 9	PSO 10
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CO5	3	3	3	3	2	3	3	3	3	2	3	3	2	3	3	3	3	3	3	3
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CO7	3	3	3	3	2	3	3	3	3	2	3	3	2	3	3	3	3	3	3	3
CO8	3	3	3	3	2	3	3	3	3	2	3	3	2	3	3	3	3	3	3	3



Programme	MBA
Course Title	BANKING AND INSURANCE
Course Code	21BSMEC2.7
Credit	5
Course Objectives	<ul style="list-style-type: none"> • To understand the basic concepts of banking, including the functions and roles of banks in the financial system. • To examine the banking scenario in India, assessing its structure, regulations, and current trends in the industry. • To understand the fundamental concepts of insurance and explore various types of business risks that insurance seeks to mitigate.

UNIT I OVERVIEW OF INDIAN BANKING SYSTEM - Overview of Indian Banking System, Functions of banks, key Acts governing the functioning of Indian banking system – RBI Act 1934, Negotiable Instruments Act 1881, Banking Regulations Act 1948 – Rights and obligations of a banker, Overview of Financial statement of banks – Balance sheet and Income Statement.

UNIT II SOURCES AND APPLICATION OF BANK FUNDS - Capital adequacy, Deposits and non-deposit sources, Designing of deposit schemes and pricing of deposit services, application of bank funds – Investments and Lending functions, Types of lending – Fund based, non-fund based, asset based – Different types of loans and their features, Major components of a typical loan policy document, Steps involved in Credit analysis, Credit delivery and administration, Pricing of loans, Customer profitability analysis.

UNIT III CREDIT MONITORING AND RISK MANAGEMENT - Need for credit Monitoring, Signals of borrowers' financial distress, Financial distress prediction models – Rehabilitation process, Risk management – interest rate, liquidity, forex, credit, market, operational, and solvency risks – risk measurement process and mitigation, Basic understanding of NPAs and ALM.

UNIT IV E-BANKING - Payment system in India – Paper-based, e-payments – Electronic banking – advantages – Plastic money, E-money – Forecasting of cash demand at ATMs – Security threats in e-banking and RBI's initiatives - Rise of Digital and Neobanks-

UNIT V INSURANCE - General Insurance – Principles of general insurance – General Insurance Products (Fire, Motor, Health) – Insurance Contracts – Objectives of Insurance Contracts – Elements of a valid contract – Characteristics of Insurance Contracts – Insurance Pricing – Insurance Market & Regulation – Solvency regulation- Insurance as a risk management technique - Insurance Policies – Insurance Cost & Fair Pricing .

UNIT VI DYNAMIC COMPONENT FOR CONTINUOUS INTERNAL ASSESSMENT ONLY

Contemporary issues Related to the Course - **Practical:** Studying Banking styles of two Indian Banks in the lime-light- Mini Project on management concept of the firms in the Locale- role play, Group discussions.

Text Books:

1. Acharya, V. V., Richardson, M., Schoenholtz, K., & Tuckman, B. (Eds.). (2023). *SVB and beyond: The banking stress of 2023*. CEPR Press.
2. American Council of Life Insurers. (2023). *2023 Life Insurers Fact Book*. ACLI.
3. Green, M. (2023). *Understanding health insurance: A guide to billing and reimbursement* (18th ed.). Cengage Learning.
4. Finkelstein, A., & Hendren, N. (2023). *We've got you covered: Rebooting American health care*. Penguin Press.
5. Brennan, T. A. (2023). *The transformation of American health insurance*. Johns Hopkins University Press.

References:

1. Choudhry, M. (2022). *The principles of banking* (2nd ed.). Wiley.
2. Gasiorkiewicz, L., & Monkiewicz, J. (Eds.). (2023). *The digital revolution in banking, insurance and capital markets*. Routledge..
3. Disha Experts, Banking Awareness for SBI & IBPS Bank Clerk/ PO/ RRB/ RBI/ LICExams 5th Edition, 2020
4. Eiteman, D.K. and Stopnehill, At Multinational Business Finance, New York, Addison Wesley, 2019.
5. International Trade: Theory and Policy, Global Editi Krugman, P. M. R. O. PEARSON, 2022. (11th ed.).

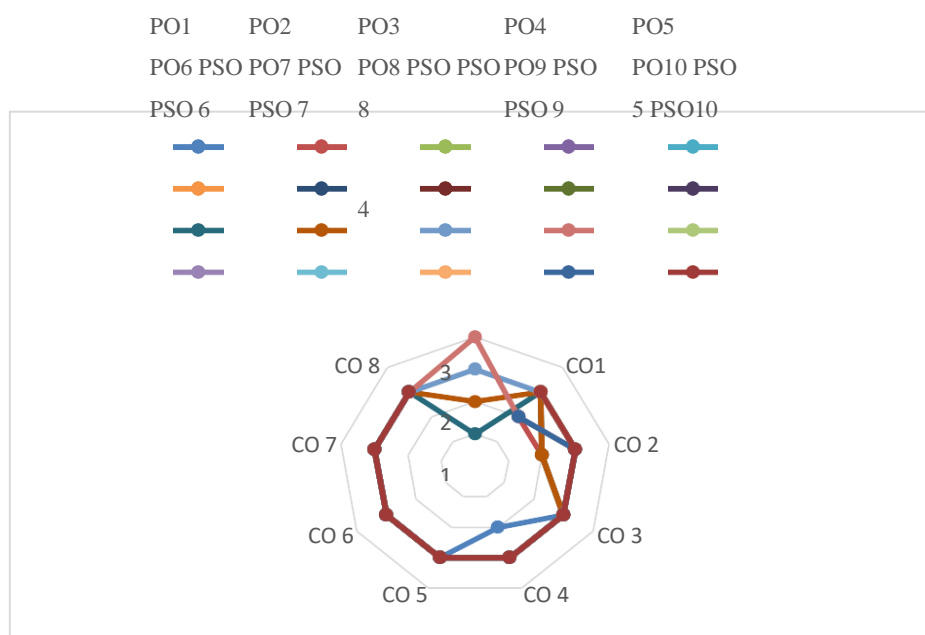
E-Resources:

1. <https://www.coursera.org/learn/principles-of-management>
2. <https://www.coursera.org/learn/fundamentals-of-management>
3. <https://www.coursera.org/lecture/principles-of-management/welcome-to- principles-of-management-fpjOk>
4. <https://www.coursera.org/courses?query=investment%20banking>
5. <https://www.coursera.org/specializations/investment-management>

S.NO	COURSE OUTCOME	RUPASCE LEVEL
1.	Understand the basic concepts of banking and the functions of banking	L2
2.	Examine the banking scenario in India.	L3
3.	Understand the basic concepts of insurance and elaborate on the kinds of business risks.	L2
4.	Evaluate the insurance business environment in India.	L7
5.	Identify the risk faced by the Industry and Banks in the International Market.	L1
6.	Demonstrate the techniques of banking and finance in real-time scenarios	L3
7.	Describe	L3
8.	Explain broad understanding of risk and insurance as a means to manage it.	L7

L1 - Reasoning; L2 - Understanding; L3 - Practice; L4 - Analysis; L5 - Synthesis; L6 – Creation; L7 – Evaluation

S.NO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PSO 1	PSO 2	PSO 3	PSO 4	PSO 5	PSO 6	PSO 7	PSO 8	PSO 9	PSO 10
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CO7	3	3	3	3	2	3	3	2	3	3	3	3	2	3	3	3	2	3	3	3
CO8	3	3	3	3	2	3	3	3	3	2	3	3	2	3	3	3	3	3	3	3
1-Low, 2- Medium, 3-Strong																				



ELECTIVE-III
HUMAN RESOURCE MANAGEMENT

Programme	MBA
Course Title	COMPENSATION AND PERFORMANCE MANAGEMENT
Course Code	24BSMEC3.1
Credit	5
Course Objectives	<ul style="list-style-type: none">• To explore the definitions, advancements, and applications of tangible and intangible measures in performance management.• To examine the performance management cycle and its role in effective management.• To identify and cultivate essential core behaviours for performance planning.

UNIT I Basics of Performance Management – Concept, essence, scope, need for performancemanagement as a system, principles, PM vs. PA, performance management process, performance and potential management – Relevant Case Studies

UNIT II Performance appraisal methods: traditional & modern - MBO,BSC,BOS, assessment centers, Multi rater assessment, Potential appraisal, Documentation and appraisal communication, appraisal interview, feedback, Performance coaching – Relevant Case Studies. Group discussions role play – Relevant Case Studies

UNIT III Measuring performance – objectives, measurement approaches – traits, behaviour, results based, types, Performance communication – formal & informal methods – **Data-driven decision making- Goal alignment with OKRs-** Relevant Case Studies

UNIT IV Designing and Implementing Performance Management Process – Performance Planning, defining objectives and performance standards, defining capability requirements, performance management system implementation – Relevant Case Studies

UNIT V Competency mapping – concept, competency mapping process & models, competency assessment personal competency framework, Core competencies PCMM – concept, benefits, HR score card – Relevant Case Studies & Group Discussion

UNIT VI **Dynamic Component for Continuous Internal Assessment only:** Contemporary issues Related to the Course - **Practical:** Studying Management styles of two Indian institutions in the lime-light- Mini Project on performance management in the firms.

Text Books:

1. Performance Appraisal and Compensation Management, Dewakar Goel, PHI Learning, 2023.
2. Performance and Compensation Management, Anchal Soni, Thakur Publication, 2022.
3. Compensation Management, Dipak Kumar Bhattacharyya, Oxford University Press, 2021
4. Performance Management, Soumendra Narian Bagchi, Cengage Learning 2020.
5. Performance management, 3e, Herman Aguinis, Performance management, 3e, Pearson, 2019.

References:

1. Handbook of Performance Management – Key Strategy and Practical Guidelines, Michael Armstrong, 2021
2. Human Resources Management, Gary Dessler & Biju Varkkey, 11th Edition. Performance Management, MACMILAN, India Prem Chandra, 2021
3. Performance Management and Appraisal system, T.V. Rao, 'HR Tool for Global Competitiveness, 2020
4. Managing Human Resources, Wayne F. Casio, TATA McGraw-Hill Edition, 2019.
5. Performance Management Systems: A Global Perspective, Arup Varma, Pawan S. Budhwar, Angelo S. DeNisi, Routledge, 2018.

E-Resources:

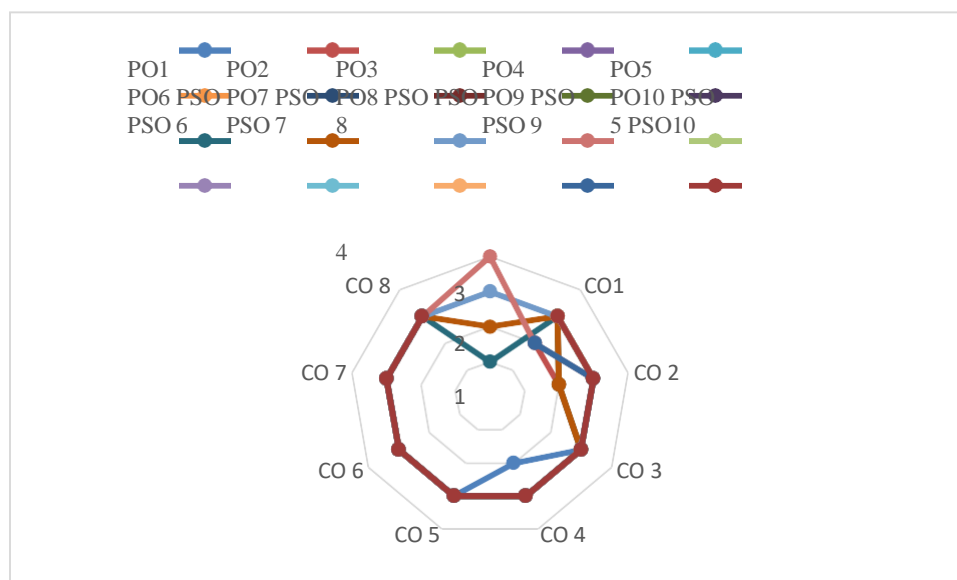
1. <https://alison.com/course/diploma-in-strategic-performance-management>
2. <https://www.classcentral.com/course/managing-employee-performance-5528>
3. <https://www.mygreatlearning.com/academy/learn-for-free/courses/performance-management>
4. <https://www.coursera.org/courses?query=performance%20management>
5. <https://www.udemy.com/course/performance-management-systems-through-360-degree-feedback/>

S.NO	COURSE OUTCOME	RUPASCE LEVEL
1.	Design an organization's performance management process to ensure compliance with legal aspects while aligning with the organizational mission and strategy.	L6
2.	Compare and contrast best practices from various organizational performance management programs to identify the attributes of effective systems.	L4
3.	Analyze and integrate employee job-related performance standards and indicators to address compensation-related challenges in organizations	L4
4.	Identify and communicate appropriate actions for employees (e.g., training and development, wage increases, promotions, bonuses, etc.) based on their performance strengths and weaknesses.	L1
5.	Assess how greater employee involvement can enhance performance and develop career and succession plans using available resources to support individual growth.	L7
6.	Shared understanding of how performance management systems can be effectively used to elevate individual and team performance	L2
7.	Explain the skills required to set clear expectations and objectively measure individual performance through performance standards.	L7
8.	Measure competencies as a foundation for designing fair and contemporary compensation systems in modern organizations.	L7

L1 - Reasoning; L2 - Understanding; L3 - Practice; L4 - Analysis; L5 - Synthesis; L6 – Creation; L7 – Evaluation

S.N	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PS O 1	PS O 2	PS O 3	PS O 4	PS O 5	PS O 6	PS O 7	PS O 8	PS O 9	PSO 10
CO1	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2	3
CO2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2
CO3	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2	2
CO4	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2	3
CO5	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2	3	3	3
CO6	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO7	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO8	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3

1-Low, 2- Medium, 3-Strong



Programme	MBA
Course Title	TRAINING AND DEVELOPMENT
Course Code	24BSMEC3.2
Credit	5
Course Objectives	<ol style="list-style-type: none"> 1. To comprehend the importance and process of training needs analysis in organizations. 2. To introduce students to HRD frameworks that aid organizations in identifying and managing their workforce requirements. 3. To develop a holistic understanding of HRD by evaluating its theories and practices.

UNIT I HRD: Definition, Developmental Perspective of HRD, HRD at macro and micro levels -Theory and Practice of HRD- HRD concepts, Subsystems of HRD: Human Resource Planning, Training and Development, - Role of HRD in the Organizations – Relevant Case Studies

UNIT II Development Human Capacity: Aptitude, Knowledge, Values, Skills of Human Relations, Responsiveness, Loyalty and Commitment, Transparency, Leadership development. Training and Development :Meaning and Scope of training, education and development; Training need analysis, Types of training Internal and external, Outbound Training, Attitudinal training– Relevant Case Studies

UNIT III Evaluating HRD: Human Resource Accounting- approaches, HR Audit and Bench marking, HR balanced scorecard, Potential Appraisal, Assessment Center, Performance appraisal including 360 degree appraisal – Relevant Case Studies

UNIT IV

Organizational Development (OD) :Meaning of OD, OD Interventions, OD Programs and Techniques: Behaviour Modeling, gaming, Encounter Groups, Quality of Work life (QWL) and Quality of Life Programs, Grid training, Benefits of OD; OD consultants. Organizational Development Process: Phases in OD – Initial Diagnosis – Survey and Feedback, Action Planning, Problem Solving, Team Building, Developing Creativity and Innovation- – Relevant Case Studies

UNIT V Executive Development - Management Development – Career Management Need, Career Planning & Succession Planning- factors affecting MDP, methods, process- Company Strategies for Providing Development, Increased Use of New Technologies : Virtual Work Arrangements - Relevant Case Studies

UNIT VI Dynamic Component for Continuous Internal Assessment only:
Contemporary issues Related to the Course during the Semester concerned - Practical: Studying Training & Development of two Indian institutions in the lime-light- Mini Project on Training and development – Inculcating the skill of developing the T&D module for organization - role play, Group discussions.

Text Books:

1. Employee Training and Development, Raymond A. Noe, McGraw-Hill Education, 2022.
2. Effective Training: Systems, Strategies, and Practices, P. Nick Blanchard, James W. Thacker, and V. Anand Ram, Pearson Education, 2021.
3. Handbook of Training and Development (Hrm in Action), Second edition, Steve, United Kingdom: Blackwell publisher Ltd, 2017.
4. Training & Development, B. Janakiram, Dreamtech Press, 2016.
5. Employee Training and Development, Raymond Noe, Amitabh Deo Kodwani, McGrawHill Education, 2017.

References:

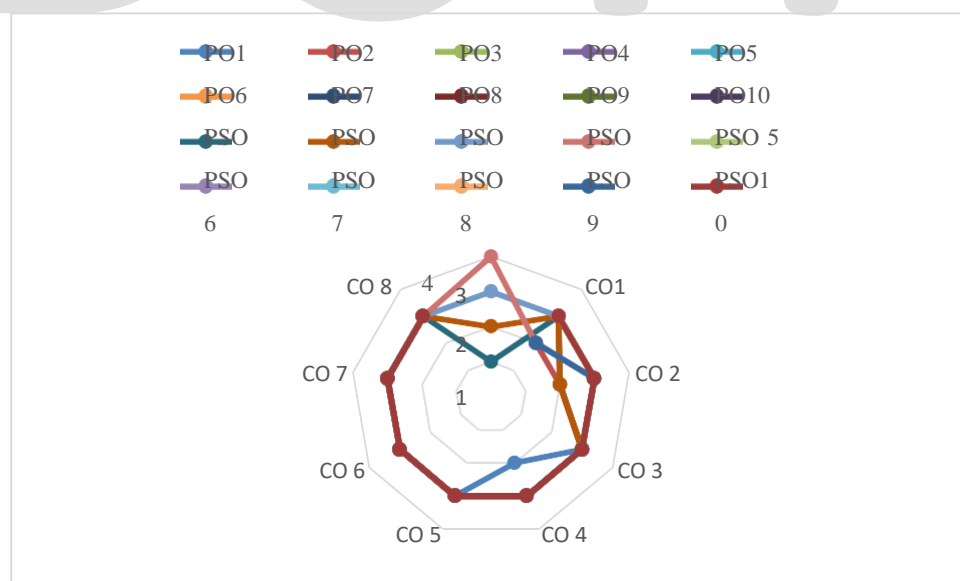
1. Biech, E. (2023). *The training facilitator's guide: How to deliver impactful learning experiences*. Wiley.
2. Brown, P., & Marks, B. (2023). *Learning and development for a digital age: How AI and technology are shaping the future of training*. Routledge.
3. Burke, L. A., & Hutchins, H. M. (2023). *Advancing training and development: Perspectives on learning effectiveness*. Springer.
4. Donovan, P., Hannigan, K., & Crowley, P. (2023). *Workplace learning: Strategies for continuous professional development*. Palgrave Macmillan.
5. Goldstein, I. L., & Ford, J. K. (2023). *Training in organizations: Needs assessment, development, and evaluation* (6th ed.). Waveland Press.

E-Resources:

1. <https://www.coursera.org/courses?query=learning%20and%20development>
2. https://onlinecourses.nptel.ac.in/noc22_hs63/preview
3. <https://www.futurelearn.com/courses/training-development-work>
4. <https://www.classcentral.com/course/training-development-work-13772>
5. <https://www.udemy.com/topic/learning-and-development/>

L1 - Reasoning; L2 - Understanding; L3 - Practice; L4 - Analysis; L5 - Synthesis; L6 - Creation; L7 - Evaluation

1-Low, 2-Medium, 3-Strong



Programme	MBA
Course Title	ORGANISATION DEVELOPMENT AND CHANGE
Course Code	24BSMEC3.3
Credit	5
Course Objectives	<ol style="list-style-type: none"> 1. To establish a framework for understanding various aspects of organizational change and development. 2. To offer insights into organizational change techniques and their influence on future development. 3. To explore the challenges of implementing planned change and strategies to address resistance.

UNIT I Organisational Change-Understanding and different approaches, Organisational development-Concept, Planned Change Processes-OD Practitioners-Role and Competencies- Relevant Case Studies

UNIT II Organizational culture (Understanding, typologies, importance of culture on work behaviour, creation, sustenance & transmission of culture), Cultural diversity-international diversity & its nature (Kluckhohn-Stordtbeck & Hofstede frameworks), Culture shock, Sources of diversity and management of the same in the organization, Cross culture dynamics, Management of gender issues, – Relevant Case Studies

UNIT III Technology, innovations & work-design: Continuous improvement processes, Reengineering, Flexible manufacturing system & work design linked to motivation, Corporate success vis-à-vis competitive advantage: Objective of added value & analysis of the value chain as means of appraisal, Creating learning organization, Analyses of Cases – Relevant Case Studies

UNIT IV Perspectives on Change–Types of Changes–Competitiveness and Managing Change—Change Process-Change Agents and their Role- Dynamics of Resistance to Change- Implementation of Change Resistance to Change – Relevant Case Studies

UNIT V Process and Methods of Managing Organization Development— Human Process Intervention—Techno structural intervention—Human Resource Management Intervention—Strategic Intervention—Special Applications of OD— Contemporary Issues in OD Interventions- Organization Development-Meaning, Objectives Values-Features-Benefits and Limitations– Relevant Case Studies

UNIT VI Component for Continuous Internal Assessment only: Contemporary

Developments Related to the Course - Practical: Studying organizational development and change of two Indian corporate in the lime- light- Mini Project on organizational development and change in the firms in the Locale - role play, Group discussions.

Text Books:

1. Allcott, G. (2024). Kind: The quiet power of kindness at work. Bloomsbury.
2. Cummings, T., & Worley, C. (2024). Organization development and change (12th ed.). Cengage Learning.
3. Jesuthasan, R., & Kapilashrami, T. (2024). The skills-powered organization: The journey to the next-generation operating model. Harvard Business Review Press.
4. Meier, S. (2024). The employee advantage: How to invest in people and make work more human. Harvard Business Review Press.
5. Ramanna, K. (2024). The age of outrage: How to lead in a polarized world. Harper Business.

References:

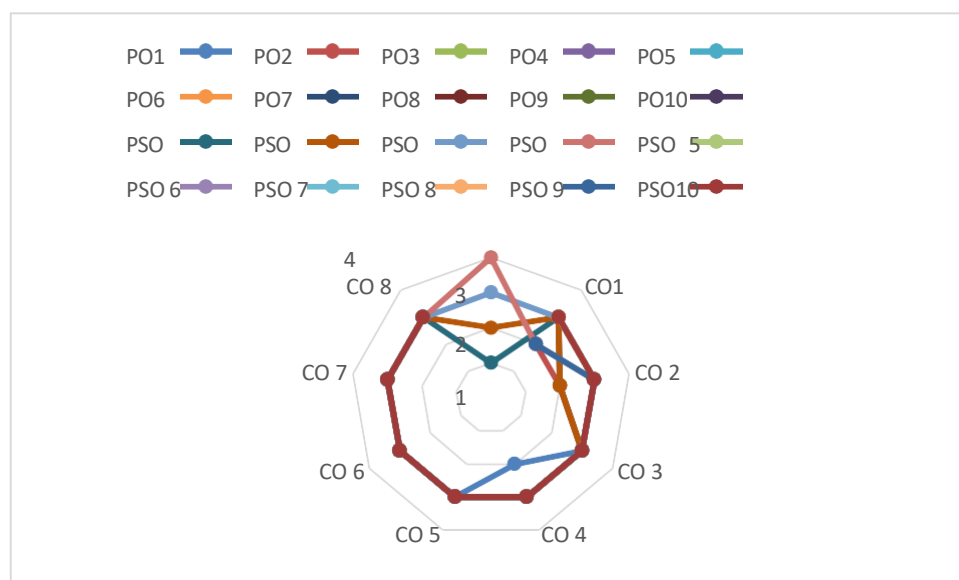
1. Hodges, J. (2020). Organization development: How organizations change and develop effectively. Bloomsbury Academic.
2. Jones, B. B., & Brazzel, M. (Eds.). (2014). The NTL handbook of organization development and change: Principles, practices, and perspectives (2nd ed.). Wiley.
3. Rothwell, W. J., Stavros, J. M., & Sullivan, R. L. (2015). Practicing organization development: Leading transformation and change (4th ed.). Wiley.
4. Singh, R., & Ramdeo, S. (2020). Leading organizational development and change: Principles and contextual perspectives. Palgrave Macmillan.
5. Cummings, T. G., & Worley, C. G. (2024). Organization development and change (12th ed.). Cengage Learning.

E-Resources:

1. <https://www.classcentral.com/course/swayam-organizational-behaviour-17720>
2. https://onlinecourses.nptel.ac.in/noc20_mg51/preview
3. <https://bibliophilevirtuallibrary.com/2020/07/20/online-course-on-human-resource-development-at-swayam-enrollment-ends-21-09-20/>
4. <https://learn.saylor.org/course/BUS209>
5. <https://www.questia.com>

S.NO	COURSE OUTCOME	RUPASCE LEVEL
1.	Apply theories and current research on individuals, groups, and organizations to improve the process of organizational change.	L3
2.	Analyze and diagnose ongoing activities within an organization to design and implement selected OD interventions.	L4
3.	Discuss the process of change in relation to organizational culture and human behavior to address resistance to change.	L3
4.	Identify organizational scenarios that would benefit from OD interventions and apply the OD diagnostic process.	L1
5.	Analyze the role and style of the OD consultant, considering the differences between insider and outsider approaches to consulting and OD interventions.	L4
6.	Understand how other change methods differ from the steps involved in planned change programs.	L2
7.	Select various diagnostic tools and appropriate methodologies for collecting organizational data to plan significant change efforts.	L7
8.	Understand the structural, behavioral, and comprehensive OD interventions while recognizing the challenges of change in organizational culture and human behavior.	L2
L1 - Reasoning; L2 - Understanding; L3 - Practice; L4 - Analysis; L5 - Synthesis; L6 – Creation; L7 – Evaluation		

S.N	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PS O7	PS O8	PS O9	PSO 10
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CO 2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO 3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2	3	3	3
CO 4	3	2	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	2	2
CO 5	3	3	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3
CO 6	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO 7	3	3	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3
CO 8	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2	3	3	3
1-Low, 2- Medium, 3-Strong																				



Programme	MBA
Course Title	HUMAN RESOURCE ANALYTICS
Course Code	24BSMEC3.4
Credit	5
Course Objectives	<ol style="list-style-type: none"> 1. To gain an understanding of the concept of Human Resource Information Systems (HRIS). 2. To explore the methods of implementing HRIS within organizations. 3. To examine the practical applications of HRIS in organizational settings.

UNIT I Introduction: Data & Information needs for HR Manager; Sources of Data; Role of ITES in HR analytics; IT for HR Managers; Concept, Structure, & Mechanics of HR analytics; Programming Dimensions & HR Manager with no technology background; Survey of software packages for Human Resource Information System including ERP Software such as SAP, Oracles Financials and Ramco's Marshal [only data input, output & screens – Relevant Case Studies

UNIT II Data Management for HRA: Data Formats, Entry Procedure & Process; Data Storage & Retrieval; Transaction Processing, Office Automation and Information Processing & Control Functions; Design of HRA: Relevance of Decision Making Concepts for Information System Design; HRM Needs Analysis – Concept & Mechanics; Standard Software and Customized Software; HRA – An Investment – Relevant Case Studies

UNIT III HR Management Process & HRA: Modules on MPP, Recruitment, Selection, Placement; Module on PA System; T & D Module; Module on Pay & related dimensions; Planning & Control; Information System's support for Planning & Control – Relevant Case Studies

UNIT IV HR Management Process II & HRA: Organization Structure & Related Management Processes including authority & Responsibility Flows, and Communication Process; Organization Culture and Power – Data Capturing for Monitoring & Review; Behavioral Patterns of HR & other Managers and their place in information processing for decision making – Relevant Case Studies

UNIT V Security, Size & Style of Organizations & HRA: Security and Data and operations of HRIS Modules; Common problems during IT adoption efforts and Processes to overcome Orientation & Training Modules for HR & other functionaries; Place & Substance of HRIS & SMEs – Detailed Analytical Framework; Opportunities for combination of HRM & ITES Personnel; HRIS & Employee Legislation; An Integrated View of HRIS; Why & How of Winners and Losers of HRIS orientation – Relevant Case Studies

UNIT VI Dynamic Component for Continuous Internal Assessment only:

Contemporary Developments Related to the Course during the Semester concerned - Practical: Studying Human Resource Analytics of two Indian corporate in the lime-light-Mini Project on HumanResource information system in the firms in the Locale - Group Discussions.

Text Books:

1. Fundamentals of HR Analytics, Fermin Diez, Mark Bussin, Venessa Lee, Emerald Publishing, 2022.
2. Predictive HR Analytics, Martin Edwards, Kirsten Edwards, Kogan Page, 2022.
3. Napper, C. (2023). *People analytics: Reimagining talent management*. Kogan Page.
4. Nabeel, H. (2023). *Culture analytics: Using data to manage organizational culture*. Kogan Page.
5. Jang, D., Edwards, M., & Edwards, K. (2023). *Using R in HR analytics*. Kogan Page.

References:

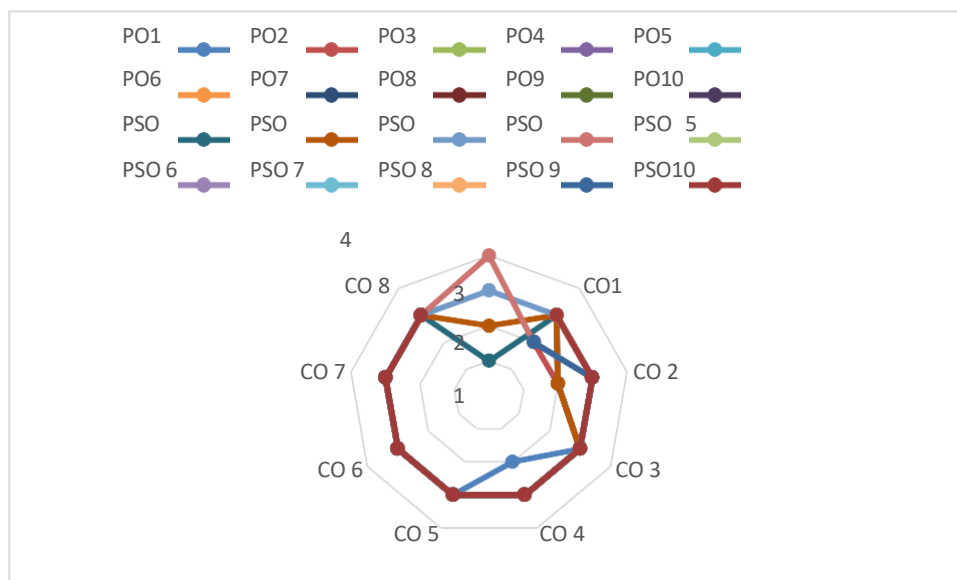
1. Saxena, A. (2022). *HR Analytics: Quantifying the Intangible: Linking People, Processes, and Analytics*.
2. Diez, F., Bussin, M., & Lee, V. (2019). *Fundamentals of HR Analytics: A Manual on Becoming HR Analytical*. KR Publishing.
3. Green, D., & Ferrar, J. (2021). *Excellence in People Analytics: How to Use Workforce Data to Create Business Value*.
4. Applying Advanced Analytics to HR Management Decisions: Methods for Selection, Developing Incentives, and Improving Collaboration, C. Sesil James, Pearson, 2017.
5. HR Analytics and Innovations in Workforce Planning, Tony Miller, CABI Publishing, 2016.

E-Resources:

1. <https://www.coursera.org/learn/human-resources-analytics>
2. <https://www.classcentral.com/course/human-resources-analytics-32615>
3. <https://www.udemy.com/course/hr-data-fundamentals/>
4. <https://courseconnected.com/free-online-hr-analytics-course/>
5. <https://ecornell.cornell.edu/certificates/human-resources/hr-analytics/>

S.N O	COURSE OUTCOME	RUPASCE LEVEL
1.	Critically analyze the administrative and strategic importance of Human Resource Information Systems for both local and global organizations.	L4
2.	Apply HR technology to enhance the delivery of HR-related services.	L3
3.	Examine challenges associated with the use of HRIS in modern business environments	L3
4.	Facilitate the adoption and use of HR technology systems by managers and employees.	L5
5.	Build tracking systems leveraging information technology for measuring HR metrics.	L6
6.	Understand emerging trends in technology and their applications to human resources.	L2
7.	Explain and discuss the challenges and methodologies related to research design, measurement, and evaluation in HR.	L7
8.	Critically assess the effectiveness of human resource practices using qualitative and quantitative (statistical) evaluative techniques.	L7
L1 - Reasoning; L2 - Understanding; L3 - Practice; L4 - Analysis; L5 - Synthesis; L6 – Creation; L7 – Evaluation		

S.N O	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	3	3	3	3	3	3	3	3	3	2	3	3	3	3	3	3	2	3	2	2
CO2	3	2	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	2	2
CO3	3	3	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3
CO4	3	3	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3
CO5	3	3	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3
CO6	3	2	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3
CO7	3	3	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3
CO8	3	3	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3
1-Low, 2- Medium, 3-Strong																				



Programme	MBA
Course Title	CROSS CULTURAL MANAGEMENT
Course Code	24BSMEC3.5
Credit	5
Course Objectives	<ol style="list-style-type: none"> 1. To explore the concept of globalization from an HR perspective. 2. To highlight key aspects of contemporary issues in International Human Resource Management (IHRM). 3. To understand the advancements and challenges in globalizing HR functions and practices.

UNIT I Concept of Culture for a Business Context

Introduction - Concept of Culture for a Business Context; Brief wrap up of organizational culture & its dimensions; Cultural Background of business stake-holders: managers, employees, share holders, suppliers, customers and others – An Analytical frame work- - Real time case studies

UNIT II Culture and Global Management

Culture and Global Management - Global Business Scenario and Role of Culture A Frame work for Analysis; Elements & Processes of Communication across Cultures; Communication Strategy for of an Indian MNC and Foreign MNC & High Performance Winning Teams and Cultures; Culture Implications for Team Building - Real time case studies

UNIT III Cross Culture – Negotiation

Cross Culture – Negotiation & Decision Making - Process of Negotiation and Needed Skills & Knowledge Base – Over view with two illustrations from multi cultural contexts :India – Europe/ India – US settings, for instance; International and Global Business Operations- Strategy Formulation & Implementation; - Real time case studies

UNIT IV Global Human Resources Management

Global Human Resources Management - Staffing and Training for Global Operations – Expatriate - Developing a Global Management Cadre. Motivating and Leading; Developing the values and behaviors necessary to build high-performance organization personnel [individuals and teams included] – Retention strategies. - Real time case studies

UNIT V Corporate Culture

Corporate Culture - The Nature of Organizational Cultures Diagnosing the As-Is Condition; Designing the Strategy for a Culture Change Building; Successful Implementation of Culture Change Phase; Measurement of ongoing Improvement. - Real time case studies

UNIT VI Dynamic Component for Continuous Internal Assessment only:
 Contemporary Developments Related to the Course during the Semester concerned -
 Practical: Studying Crosscultural management of two Indian corporate in the lime-light-
 Mini Project on Cross culturalmanagement in the firms in the Locale - Group Discussion,
 Role Play.

Text Books:

1. Cross-Cultural Management, Jasmin Mahadevan, SAGE Publications, 2023.
2. Management Across Cultures, Richard M. Steers, Joyce S. Osland, Cambridge University Press, 2023.
3. Browaeys, M. Understanding Cross-Cultural Management. PEARSON, 2022.
4. Thomas, D. C., & Inkson, J. H. Cross-Cultural Management: An Introduction (1st ed.).SAGE Publications, Inc, 2021.
5. Szkudlarek, B., Romani, L., Caprar, D., & Osland, J. The SAGE Handbook of Contemporary Cross-Cultural Management (1st ed.). SAGE Publications Ltd, 2020.
6. Nguyen-Phuong-Mai, M. Cross-Cultural Management: With Insights from Brain Science(Routledge International Business Studies) (1st ed.). Routledge, 2019.
7. Thomas, D. C., & Peterson, M. F. Cross-Cultural Management: Essential Concepts (4thed.). SAGE Publications, Inc, 2017.

References:

1. Mahadevan, J. A Very Short, Fairly Interesting and Reasonably Cheap Book About Cross-Cultural Management (Very Short, Fairly Interesting & Cheap Books) (First ed.). SAGE Publications Ltd, 2017.
2. Maude, B. Managing Cross-Cultural Communication: Principles and Practice (2nd ed.). Red Globe Press, 2016.
3. Thomas, D. C., & Peterson, M. F. Cross-Cultural Management: Essential Concepts (Thirded.). SAGE Publications, Inc, 2016.
4. Thomas, D. C. Cross-Cultural Management: Essential Concepts (2nd ed.). SAGE Publications, Inc, 2018.
5. Dumetz, J., Trompenaars, F., Belbin, M., Covey, S. M. R., Hampden-Turner, C., Saginova,O., Woolliams, P., Storti, C., Tournand, J., & Schein, E. H. Cross-cultural management textbook: Lessons from the world leading experts in cross-cultural management (Student ed.). CreateSpace Independent Publishing Platform, 2016.

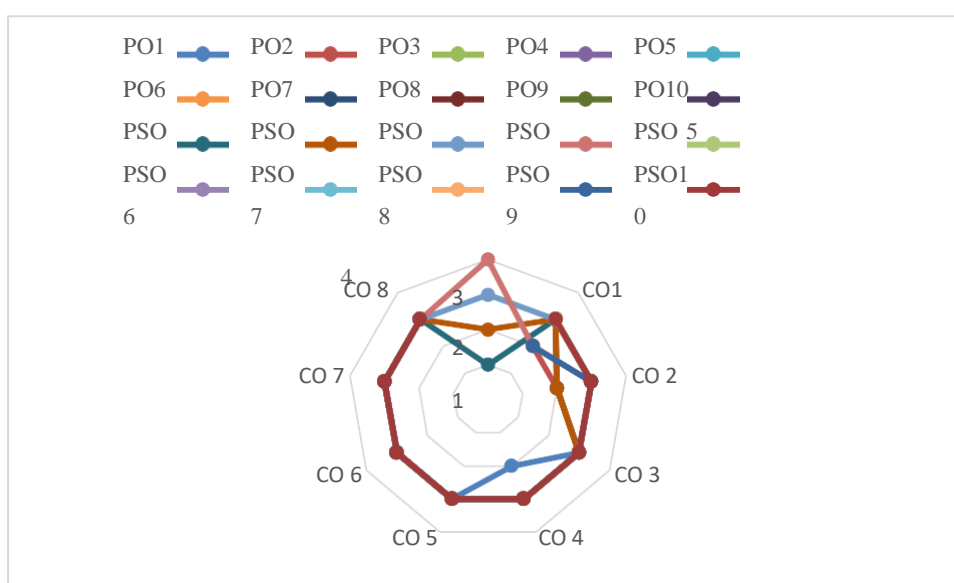
E – Resources:

1. <https://www.coursera.org/learn/cross-cultural-communication-management>
2. <https://www.udemy.com/course/successful-cross-cultural-management/>
3. <https://alison.com/course/understanding-cross-cultural-communication-in-international-business-revised>
4. <https://www.newcastle.edu.au/course/GSBS6009>
5. https://www.concordia.ca/cce/courses/details.html?subject=CEBU&catalog_number=1160

S.NO	COURSE OUTCOME	RUPASCE LEVEL
1.	Understand the significance of cross-cultural management.	L2
2.	Explain how culture influences various business theories.	L4
3.	Associate key theoretical and empirical studies that explore the effects of different national cultures on work and employment.	L2
4.	Support cultural diversity in interactions with individuals from different nationalities.	L7
5.	Distinguish among various levels of culture.	L2
6.	Assess and utilize the impact of culture in management and other business functions.	L7
7.	Identify challenges in cross-cultural management, connect them to relevant literature, and propose solutions.	L1
8.	Communicate effectively in both oral and written forms about cross-cultural management using suitable concepts.	L1

L1 - Reasoning; L2 - Understanding; L3 - Practice; L4 - Analysis; L5 - Synthesis; L6 - Creation; L7 - Evaluation

S.N	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PS O 1	PS O 2	PS O 3	PS O 4	PS O 5	PS O 6	PS O 7	PS O 8	PS O 9	PSO 10
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CO3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO4	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
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CO6	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO7	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO8	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
1-Low, 2- Medium, 3-Strong																				



Programme	MBA
Course Title	TALENT MANAGEMENT
Course Code	24BSMEC3.6
Credit	5
Course Objectives	<ol style="list-style-type: none"> 1. To provide students with a comprehensive understanding of talent management. 2. To acquaint them with the approaches used in Talent Management Systems. 3. To analyze the processes involved in talent development and succession planning.

UNIT I Talent Management – definition - building blocks of a Talent Management – role and importance of Job Core Competencies through Job Descriptions, Job Analysis, and Job Design- Elements of Talent Planning-Understand and explain creation of a Diversity initiative into the Talent management process – Relevant Case Studies

UNIT II Talent acquisition- e-Recruitment systems and how to evaluate and screen electronic resumes and applications for the best Talent while conforming to the legal issues in the hiring process – Relevant Case Studies

UNIT III Performance Management Systems in organizations and their relationship between rewards to performance. Develop a Career Track Planning process- Evaluating Internal and External Recruitment Strategies selection techniques-**Diversity, equity, and inclusion (DEI)** – Relevant Case Studies

UNIT IV Develop an understanding of coaching, training and development- Leadership Development- relationship of the Compensation Plan and the Implementation of the Talent Management Plan-Personalized employee experiences – Relevant Case Studies

UNIT V Talent Management Strategy - Building the talent pipeline-**Hybrid work models** Employee engagement; Employee engagement strategies; Employee Retention: Comprehensive approach to Retaining employees, Managing Voluntary Turnover, dealing with Job Withdrawal, Strategic Compensation plan for Talent Engagement - Relevant Case Studies

UNIT VI Dynamic Component for Continuous Internal Assessment only: Contemporary Developments Related to the Course during the Semester concerned - Practical: Studying talent management of two Indian corporate in the lime-light- Mini Project on Talent management in the firms in the Locale - Group Discussion, Role Play.

Text Books:

1. The Talent Management Handbook, Lance A. Berger, Dorothy R. Berger, McGraw-Hill Education, 2022.
2. Talent Management in India: Challenges and Opportunities Masood Hasan, Anil KumarSingh, Somesh Dhamija, Atlantic, 2019.
3. The Talent Management Handbook, Lance A. Berger (Author), Dorothy R. Berger, McGraw Hill Education, 2018
4. Talent and Knowledge Management, Dr Bharath V, Clever Fox Publishing, 2021.
5. Talent Management: A Practical Guide, Sorin Dumitrascu, 2021.
6. Talent Management, Misra R N, Discovery Publishing Pvt.Ltd, 2015.

References:

1. Davis, S., Cutt, D., Flynn, B., & Mowl, A. (2023). *Talent assessment: A new strategy for talent management*. Routledge.
2. SHRM. (2022). *SHRM essential guide to talent management: A handbook for HR professionals*. Society for Human Resource Management.
3. Levit, A., & Palmer, A. (2023). *Deep talent*. Wiley.
4. Aguinis, H. (2023). *Performance management* (5th ed.). Pearson.
5. Chamorro-Premuzic, T. (2017). *The talent delusion: Why data, not intuition, is key to unlocking human potential*. HarperBusiness.

E-Resources:

1. <https://www.classcentral.com/course/managing-talent-4308>
2. <https://alison.com/course/human-talent-management>
3. <https://www.coursera.org/learn/managing-talent>
4. <https://www.mygreatlearning.com/academy/learn-for-free/courses/talent-management>
5. <https://www.mooc-list.com/tags/talent-management>

S.NO	COURSE OUTCOME	RUPASCE LEVEL
1.	Understand the essentials of aligning human resource talent with the strategic objectives of your business.	L2
2.	Identify the necessary steps to conduct an effective talent review focused on performance and potential.	L1
3.	Examine strategies to address critical needs identified through a gap analysis.	L3
4.	Identify the key factors required to attract, acquire, and retain skilled talent.	L1
5.	Explore best practices for talent development.	L3
6.	Understand the relationship between talent acquisition, retention, and development.	L2
7.	Examine HR metrics and success measures for your talent management strategy.	L3
8.	Develop the skills and knowledge needed to create an effective talent management strategy for your organization.	L6
L1 - Reasoning; L2 - Understanding; L3 - Practice; L4 - Analysis; L5 - Synthesis; L6 – Creation; L7 – Evaluation		

Programme	MBA
Course Title	INDUSTRIAL RELATIONS MANAGEMENT
Course Code	21BSMEC3.7
Credit	5
Course Objectives	<ol style="list-style-type: none"> 1. To foster and sustain harmonious relationships between management and labor. 2. To ensure smooth interactions that are crucial for increased labor productivity and industrial growth. 3. To gain insights into the strategies, approaches, and methods of managing industrial relations.

UNIT I

Industrial Relations: Meaning, Characteristics, Features, Factors of Industrial Relations, Contrast between HRM & IR, Importance, Scope, Objectives and Functions. Factors Affecting Industrial Relations. Major indicators of the state of industrial relations: Absenteeism, Labour Turn Over, Industrial Indiscipline, Strikes, Lock outs.

UNIT II

Trade Unions: Meaning, Functions of Trade Unions, Objectives, Types of Trade Unions., Problems of Trade Unions, Rights and Liabilities of registered trade unions Measures to Strengthen Trade Unions.

UNIT III

Grievance: Meaning, Need for a Grievance Procedure, Nature and Causes of Grievances, Pre-requisites of a Grievance Procedure, Basic Elements, Errors in the Grievances Procedure, Measures to avoid Errors. -Flexibility in Industrial Relations -industrial relations -Discipline: Meaning, Aspects of Discipline, Objectives, Disciplinary Procedure, Indiscipline- Meaning, Causes of Indiscipline.

UNIT IV

Collective Bargaining: Definition, Characteristics, Importance, Principles of Collective Bargaining, Essential Conditions for the Success of Collective Bargaining, Functions of Collective Bargaining, Collective Bargaining Process.

UNIT V

Workers' Participation in Management: Definition, Objective, Essential Conditions for Successful Working of Workers' Participation in Management, Forms of Workers' Participation in Management.

UNIT VI DYNAMIC COMPONENT FOR CONTINUOUS INTERNAL

ASSESSMENT ONLY: Recent challenges and development in in the field of Industrial Relations. Case study relevant to Industrial Relations.

Text Books:

1. Managing Employment Relations, John Gennard and Graham Judge, Kogan Page, 2022
2. Industrial Relations, Michael Salamon, Routledge, 2021
3. Tripathi P.C. Gupta C.B., Kapoor N.D. Industrial Relations and Labour Laws Publisher: Sultan Chand & Sons, 2020
4. R.Sharma Narain's Personnel Management And Industrial Relations, , Lakshmi narainagarwal ,2020
5. R.S. Davar Personnel Management and Industrial Relations, S Chand; Tenth edition (1 January 2018)
6. Human Resource Management – J.Jayasankar, Margham Publication 2018
7. Pathak, A, Legal Aspects of Business (972nd ed.). MC GRAW HILL INDIA, 2022.

Reference Books:

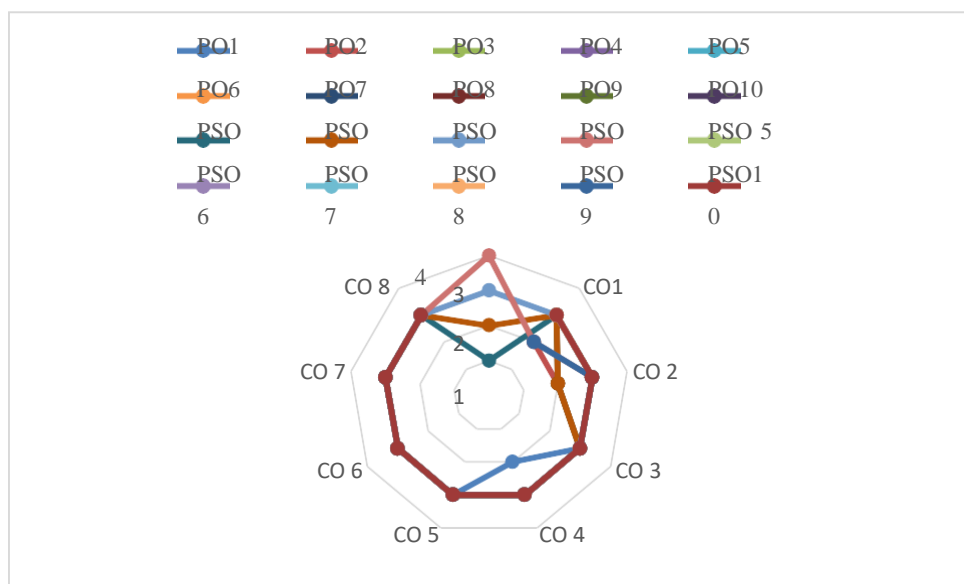
1. R.S. Davar Personnel Management and Industrial Relations , S Chand; Tenth edition 2018
2. P. Subba Rao Essentials of HRM and Industrial Relation, Himalaya Publishing House ,4th ed 2014
3. P.C. Tripathi Personnel Management and Industrial Relations Sultan Chand & Sons; Twenty Second edition (1 January 2013)
4. Bipin Kumar Industrial Relations - Theory and Practice Regal Publications, Edition 1, 2013,
5. Personnel Management & Industrial Relations, NG.Nair, Latha Nair, S Chand & Company , Edition 1, 2004.

E-Resources:

1. https://baou.edu.in/assets/pdf/PGDHR_201_slm.pdf
2. <https://www.anujjindal.in/wp-content/uploads/2022/06/Chapter-1-Introduction-to-Industrial-Relations.pdf>
3. https://backup.pondiuni.edu.in/storage/dde/downloads/hrmiii_irm.pdf
4. <http://14.139.206.50:8080/jspui/bitstream/1/3317/1/INDUSTRIAL%20RELATIONS.pdf>
5. <https://www.coursera.org/degrees/ma-international-relations-security-strategy-jgu>

S.NO	COURSE OUTCOME	RUPASCE LEVEL
1.	Show the interests of labor and management by fostering the highest level of mutual understanding.	L3
2.	Explain and promote industrial democracy through the participation of labor in management.	L4
3.	Solve grievances effectively to ensure industrial peace by providing better working conditions for workers.	L3
4.	Develop strategies to increase productivity in a fully employed workforce by reducing labor turnover and absenteeism.	L6
5.	Design a healthy and balanced social order by recognizing human rights within industry.	L6
6.	Explain the importance of healthy industrial relationships as a foundation for industrial democracy.	L7
7.	Recommend policies to management for developing informed labor relations strategies and translating them into action.	L7
8.	Create harmonious industrial relations to encourage collective bargaining as a means of self-regulation and establishing mutual cooperation.	L5
L1 - Reasoning; L2 - Understanding; L3 - Practice; L4 - Analysis; L5 - Synthesis; L6 – Creation; L7 – Evaluation		

S.N O	P O1	P O2	P O3	P O4	P O5	P O6	P O7	P O8	P O9	P O10	PO 10	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PS O7	PS O8	PS O9	PSO 10
CO1	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2	2
CO2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2	3	2	2
CO3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2	3	3	3
CO4	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO5	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2	3	3	3
CO6	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO7	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO8	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2	3	3	3
1-Low, 2- Medium, 3-Strong																					



ELECTIVE-III
HUMAN RESOURCE MANAGEMENT

Programme	MBA
Course Title	COMPENSATION AND PERFORMANCE MANAGEMENT
Course Code	24BSMEC3.1
Credit	5
Course Objectives	<ul style="list-style-type: none"> • To explore the definitions, advancements, and applications of tangible and intangible measures in performance management. • To examine the performance management cycle and its role in effective management. • To identify and cultivate essential core behaviours for performance planning

UNIT I Basics of Performance Management – Concept, essence, scope, need for performance management as a system, principles, PM vs. PA, performance management process, performance and potential management – Relevant Case Studies

UNIT II Performance appraisal methods: traditional & modern - MBO,BSC,BOS, assessment centers, Multi rater assessment, Potential appraisal, Documentation and appraisal communication, appraisal interview, feedback, Performance coaching – Relevant Case Studies. Group discussions role play – Relevant Case Studies

UNIT III Measuring performance – objectives, measurement approaches – traits, behaviour, results based, types, Performance communication – formal & informal methods – **Data-driven decision making- Goal alignment with OKRs-** Relevant Case Studies

UNIT IV Designing and Implementing Performance Management Process – Performance Planning, defining objectives and performance standards, defining capability requirements, performance management system implementation – Relevant Case Studies

UNIT V Competency mapping – concept, competency mapping process & models, competency assessment personal competency framework, Core competencies PCMM – concept, benefits, HR score card – Relevant Case Studies & Group Discussion

UNIT VI Dynamic Component for Continuous Internal Assessment only: Contemporary issues Related to the Course - **Practical:** Studying Management styles of two Indian institutions in the lime-light- Mini Project on performance management in the firms.

Text Books:

1. Performance Appraisal and Compensation Management, Dewakar Goel, PHI Learning, 2023.
2. Performance and Compensation Management, Anchal Soni, Thakur Publication, 2022.
3. Compensation Management, Dipak Kumar Bhattacharyya, Oxford University Press, 2021
4. Performance Management, Soumendra Narian Bagchi, Cengage Learning 2020.
5. Performance management, 3e, Herman Aguinis, Performance management, 3e, Pearson, 2019.

References:

1. Handbook of Performance Management – Key Strategy and Practical Guidelines, Michael Armstrong, 2021
2. Human Resources Management, Gary Dessler & Biju Varkkey, 11th Edition. Performance Management, MACMILAN, India Prem Chandra, 2021
3. Performance Management and Appraisal system, T.V. Rao, 'HR Tool for Global Competitiveness', 2020
4. Managing Human Resources, Wayne F. Casio, TATA McGraw-Hill Edition, 2019.
5. Performance Management Systems: A Global Perspective, Arup Varma, Pawan S. Budhwar, Angelo S. DeNisi, Routledge, 2018.

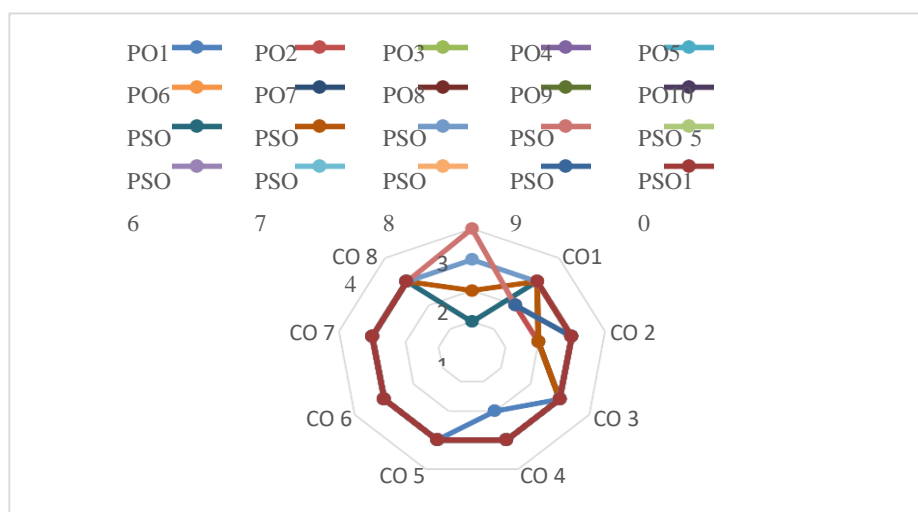
E-Resources:

1. <https://alison.com/course/diploma-in-strategic-performance-management>
2. <https://www.classcentral.com/course/managing-employee-performance-5528>
3. <https://www.mygreatlearning.com/academy/learn-for-free/courses/performance-management>
4. <https://www.coursera.org/courses?query=performance%20management>
5. <https://www.udemy.com/course/performance-management-systems-through-360-degree-feedback/>

S.NO	COURSE OUTCOME	RUPASCE LEVEL
1.	Design an organization's performance management process to ensure compliance with legal aspects while aligning with the organizational mission and strategy.	L6
2.	Compare and contrast best practices from various organizational performance management programs to identify the attributes of effective systems.	L4
3.	Analyze and integrate employee job-related performance standards and indicators to address compensation-related challenges in organizations.	L4
4.	Identify and communicate appropriate actions for employees (e.g., training and development, wage increases, promotions, bonuses, etc.) based on their performance strengths and weaknesses.	L1
5.	Assess how greater employee involvement can enhance performance and develop career and succession plans using available resources to support individual growth.	L7
6.	Shared understanding of how performance management systems can be effectively used to elevate individual and team performance.	L2
7.	Explain the skills required to set clear expectations and objectively measure individual performance through performance standards.	L7
8.	Measure competencies as a foundation for designing fair and contemporary compensation systems in modern organizations.	L7
L1 - Reasoning; L2 - Understanding; L3 - Practice; L4 - Analysis; L5 - Synthesis; L6 – Creation; L7 – Evaluation		

S.N O	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2	3
CO2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2
CO3	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2	2
CO4	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2	3
CO5	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2	3	3	3
CO6	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO7	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO8	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3

1-Low, 2- Medium, 3-Strong



Programme	MBA
Course Title	TRAINING AND DEVELOPMENT
Course Code	24BSMEC3.2
Credit	5
Course Objectives	<ul style="list-style-type: none"> • To comprehend the importance and process of training needs analysis in organizations. • To introduce students to HRD frameworks that aid organizations in identifying and managing their workforce requirements. • To develop a holistic understanding of HRD by evaluating its theories and practices.

UNIT I HRD: Definition, Developmental Perspective of HRD, HRD at macro and micro levels -Theory and Practice of HRD- HRD concepts, Subsystems of HRD: Human Resource Planning, Training and Development, - Role of HRD in the Organizations – Relevant Case Studies

UNIT II Development Human Capacity: Aptitude, Knowledge, Values, Skills of Human Relations, Responsiveness, Loyalty and Commitment, Transparency, Leadership development. Training and Development :Meaning and Scope of training, education and development; Training need analysis, Types of training Internal and external, Outbound Training, Attitudinal training– Relevant Case Studies

UNIT III Evaluating HRD: Human Resource Accounting- approaches, HR Audit and Benchmarking, HR balanced scorecard, Potential Appraisal, Assessment Center, Performance appraisal including 360 degree appraisal – Relevant Case Studies

UNIT IV

Organizational Development (OD) :Meaning of OD, OD Interventions, OD Programs and Techniques: Behaviour Modeling, gaming, Encounter Groups, Quality of Work life (QWL) and Quality of Life Programs, Grid training, Benefits of OD; OD consultants. Organizational Development Process: Phases in OD – Initial Diagnosis – Survey and Feedback, Action Planning, Problem Solving, Team Building, Developing Creativity and Innovation- – Relevant Case Studies

UNIT V Executive Development - Management Development – Career Management Need, Career Planning & Succession Planning- factors affecting MDP, methods, process- Company Strategies for Providing Development, Increased Use of New Technologies : Virtual Work Arrangements - Relevant Case Studies

UNIT VI Dynamic Component for Continuous Internal Assessment only:

Contemporary issues Related to the Course during the Semester concerned - Practical: Studying Training & Development of two Indian institutions in the lime-light- Mini Project on Training and development – Inculcating the skill of developing the T&D module for organization - role play, Group discussions.

Text Books:

1. Employee Training and Development, Raymond A. Noe, McGraw-Hill Education, 2022.
2. Effective Training: Systems, Strategies, and Practices, P. Nick Blanchard, James W. Thacker, and V. Anand Ram, Pearson Education, 2021.
3. Handbook of Training and Development (Hrm in Action), Second edition, Steve, UnitedKingdom: Blackwell publisher Ltd, 2017.
4. Training & Development, B. Janakiram, Dreamtech Press, 2016.
5. Employee Training and Development, Raymond Noe, Amitabh Deo Kodwani, McGrawHill Education, 2017.

References:

1. Biech, E. (2023). *The training facilitator's guide: How to deliver impactful learning experiences*. Wiley.
2. Brown, P., & Marks, B. (2023). *Learning and development for a digital age: How AI and technology are shaping the future of training*. Routledge.
3. Burke, L. A., & Hutchins, H. M. (2023). *Advancing training and development: Perspectives on learning effectiveness*. Springer.
4. Donovan, P., Hannigan, K., & Crowley, P. (2023). *Workplace learning: Strategies for continuous professional development*. Palgrave Macmillan.
5. Goldstein, I. L., & Ford, J. K. (2023). *Training in organizations: Needs assessment, development, and evaluation* (6th ed.). Waveland Press.

E-Resources:

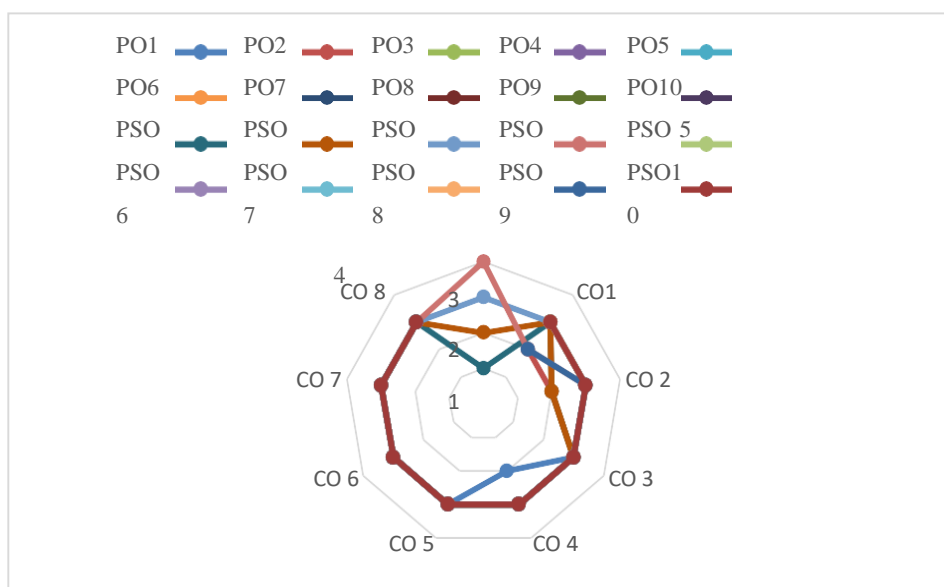
1. <https://www.coursera.org/courses?query=learning%20and%20development>
2. https://onlinecourses.nptel.ac.in/noc22_hs63/preview
3. <https://www.futurelearn.com/courses/training-development-work>
4. <https://www.classcentral.com/course/training-development-work-13772>
5. <https://www.udemy.com/topic/learning-and-development/>

S.NO	COURSE OUTCOME	RUPASC ELEVEL
1.	Identify skills that can be transferred from teaching to training.	L1
2.	Understand the concept of conducting training audits and evaluations.	L2
3.	Explain the importance and concept of Performance Management.	L7
4.	Define motivation and connect it to various training contexts.	L1
5.	Analyze issues and propose solutions to ensure the effective delivery of training inputs and activities.	L4
6.	Design feedback that is constructive and beneficial for trainees.	L6
7.	Evaluate training materials tailored to trainees with different levels of experience.	L7
8.	Design suitable training methods for employees at top, middle, and lower levels.	L6

L1 - Reasoning; L2 - Understanding; L3 - Practice; L4 - Analysis; L5 - Synthesis; L6 – Creation; L7 – Evaluation

S.N O	P O1	P O2	P O3	P O4	P O5	P O6	P O7	P O8	P O9	P O10	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PS O7	PS O8	PS O9	PS O10
CO1	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2	3	2	2
CO2	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2	3	2	2
CO3	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2	2
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CO5	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2	3	3	3
CO6	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2	3	3	3
CO7	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO8	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3

1-Low, 2- Medium, 3-Strong



Programme	MBA
Course Title	ORGANISATION DEVELOPMENT AND CHANGE
Course Code	24BSMEC3.3
Credit	5
Course Objectives	<ul style="list-style-type: none"> • To establish a framework for understanding various aspects of organizational change and development. • To offer insights into organizational change techniques and their influence on future development. • To explore the challenges of implementing planned change and strategies to address resistance.

UNIT I Organisational Change-Understanding and different approaches, Organisational development-Concept, Planned Change Processes-OD Practitioners-Role and Competencies-Relevant Case Studies

UNIT II Organizational culture (Understanding, typologies, importance of culture on work behaviour, creation, sustenance & transmission of culture), Cultural diversity-international diversity & its nature (Kluckhohn-Stordtbeck & Hofstede frameworks), Culture shock, Sources of diversity and management of the same in the organization, Cross culture dynamics, Management of gender issues,– Relevant Case Studies

UNIT III Technology, innovations & work-design: Continuous improvement processes, Reengineering, Flexible manufacturing system & work design linked to motivation, Corporate success vis-à-vis competitive advantage: Objective of added value & analysis of the value chain as means of appraisal, Creating learning organization, Analyses of Cases – Relevant Case Studies

UNIT IV Perspectives on Change–Types of Changes–Competitiveness and Managing Change—Change Process-Change Agents and their Role- Dynamics of Resistance to Change-Implementation of Change Resistance to Change – Relevant Case Studies

UNIT V Process and Methods of Managing Organization Development— Human Process Intervention—Techno structural intervention—Human Resource Management Intervention—Strategic Intervention—Special Applications of OD— Contemporary Issues in OD Interventions- Organization Development-Meaning, Objectives Values-Features-Benefits and Limitations– Relevant Case Studies

UNIT VI Component for Continuous Internal Assessment only: Contemporary Developments Related to the Course - Practical: Studying organizational development and change of two Indian corporate in the lime- light- Mini Project on organizational development and change in the firms in the Locale - role play, Group discussions.

Text Books:

1. Allcott, G. (2024). Kind: The quiet power of kindness at work. Bloomsbury.
2. Cummings, T., & Worley, C. (2024). Organization development and change (12th ed.). Cengage Learning.
3. Jesuthasan, R., & Kapilashrami, T. (2024). The skills-powered organization: The journey to the next-generation operating model. Harvard Business Review Press.
4. Meier, S. (2024). The employee advantage: How to invest in people and make work more human. Harvard Business Review Press.
5. Ramanna, K. (2024). The age of outrage: How to lead in a polarized world. Harper Business.

References:

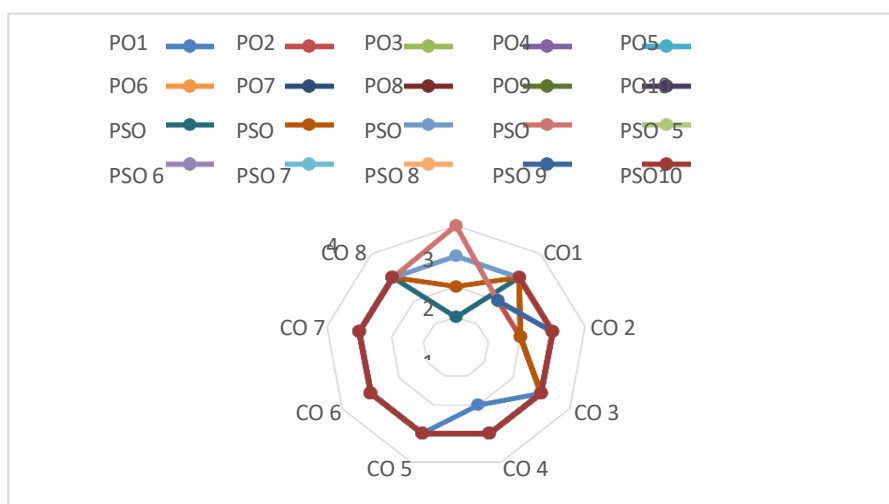
1. Hodges, J. (2020). Organization development: How organizations change and develop effectively. Bloomsbury Academic.
2. Jones, B. B., & Brazzel, M. (Eds.). (2014). The NTL handbook of organization development and change: Principles, practices, and perspectives (2nd ed.). Wiley.
3. Rothwell, W. J., Stavros, J. M., & Sullivan, R. L. (2015). Practicing organization development: Leading transformation and change (4th ed.). Wiley.
4. Singh, R., & Ramdeo, S. (2020). Leading organizational development and change: Principles and contextual perspectives. Palgrave Macmillan.
5. Cummings, T. G., & Worley, C. G. (2024). Organization development and change (12th ed.). Cengage Learning.

E-Resources:

1. <https://www.classcentral.com/course/swayam-organizational-behaviour-17720>
2. https://onlinecourses.nptel.ac.in/noc20_mg51/preview
3. <https://bibliophilevirtuallibrary.com/2020/07/20/online-course-on-human-resource-development-at-swayam-enrollment-ends-21-09-20/>
4. <https://learn.saylor.org/course/BUS209>
5. <https://www.questia.com>

S.NO	COURSE OUTCOME	RUPASCE LEVEL
1.	Apply theories and current research on individuals, groups, and organizations to improve the process of organizational change.	L3
2.	Analyze and diagnose ongoing activities within an organization to design and implement selected OD interventions.	L4
3.	Discuss the process of change in relation to organizational culture and human behavior to address resistance to change.	L3
4.	Identify organizational scenarios that would benefit from OD interventions and apply the OD diagnostic process.	L1
5.	Analyze the role and style of the OD consultant, considering the differences between insider and outsider approaches to consulting and OD interventions.	L4
6.	Understand how other change methods differ from the steps involved in planned change programs.	L2
7.	Select various diagnostic tools and appropriate methodologies for collecting organizational data to plan significant change efforts.	L7
8.	Understand the structural, behavioral, and comprehensive OD interventions while recognizing the challenges of change in organizational culture and human behavior.	L2
L1 - Reasoning; L2 - Understanding; L3 - Practice; L4 - Analysis; L5 - Synthesis; L6 – Creation; L7 – Evaluation		

S.NO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	3	3	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	2	3
CO2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2	3	3	3
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CO6	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO7	3	3	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3
CO8	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2	3	3	3
1-Low, 2- Medium, 3-Strong																				



Programme	MBA
Course Title	HUMAN RESOURCE ANALYTICS
Course Code	24BSMEC3.4
Credit	5
Course Objectives	<ul style="list-style-type: none"> • To gain an understanding of the concept of Human Resource Information Systems (HRIS). • To explore the methods of implementing HRIS within organizations. • To examine the practical applications of HRIS in organizational settings.

UNIT I Introduction: Data & Information needs for HR Manager; Sources of Data; Role of ITES in HR analytics; IT for HR Managers; Concept, Structure, & Mechanics of HR analytics; Programming Dimensions & HR Manager with no technology background; Survey of software packages for Human Resource Information System including ERP Software such as SAP, Oracles Financials and Ramco's Marshal [only data input, output & screens – Relevant Case Studies

UNIT II Data Management for HRA: Data Formats, Entry Procedure & Process; Data Storage & Retrieval; Transaction Processing, Office Automation and Information Processing & Control Functions; Design of HRA: Relevance of Decision Making Concepts for Information System Design; HRM Needs Analysis – Concept & Mechanics; Standard Software and Customized Software; HRA – An Investment – Relevant Case Studies

UNIT III HR Management Process & HRA: Modules on MPP, Recruitment, Selection, Placement; Module on PA System; T & D Module; Module on Pay & related dimensions; Planning & Control; Information System's support for Planning & Control – Relevant Case Studies

UNIT IV HR Management Process II & HRA: Organization Structure & Related Management Processes including authority & Responsibility Flows, and Communication Process; Organization Culture and Power – Data Capturing for Monitoring & Review; Behavioral Patterns of HR & other Managers and their place in information processing for decision making – Relevant Case Studies

UNIT V Security, Size & Style of Organizations & HRA: Security and Data and operations of HRIS Modules; Common problems during IT adoption efforts and Processes to overcome Orientation & Training Modules for HR & other functionaries; Place & Substance of HRIS & SMEs – Detailed Analytical Framework; Opportunities for combination of HRM & ITES Personnel; HRIS & Employee Legislation; An Integrated View of HRIS; Why & How of Winners and Losers of HRIS orientation – Relevant Case Studies

UNIT VI Dynamic Component for Continuous Internal Assessment only: Contemporary Developments Related to the Course during the Semester concerned - Practical: Studying Human Resource Analytics of two Indian corporate in the lime-light- Mini Project on Human Resource information system in the firms in the Locale - Group Discussions.

Text Books:

1. Fundamentals of HR Analytics, Fermin Diez, Mark Bussin, Venessa Lee, Emerald Publishing, 2022.
2. Predictive HR Analytics, Martin Edwards, Kirsten Edwards, Kogan Page, 2022.
3. Napper, C. (2023). *People analytics: Reimagining talent management*. Kogan Page.
4. Nabeel, H. (2023). *Culture analytics: Using data to manage organizational culture*. Kogan Page.
5. Jang, D., Edwards, M., & Edwards, K. (2023). *Using R in HR analytics*. Kogan Page.

References:

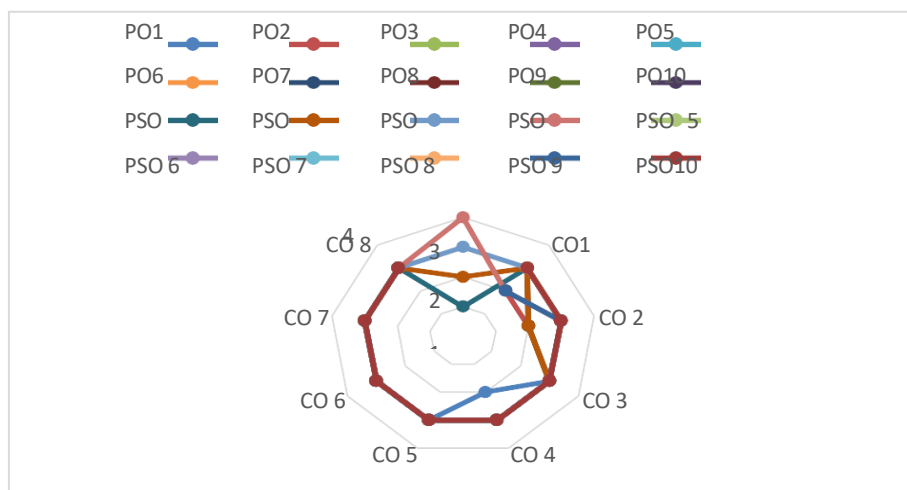
1. Saxena, A. (2022). *HR Analytics: Quantifying the Intangible: Linking People, Processes, and Analytics*.
2. Diez, F., Bussin, M., & Lee, V. (2019). *Fundamentals of HR Analytics: A Manual on Becoming HR Analytical*. KR Publishing.
3. Green, D., & Ferrar, J. (2021). *Excellence in People Analytics: How to Use Workforce Data to Create Business Value*.
4. Applying Advanced Analytics to HR Management Decisions: Methods for Selection, Developing Incentives, and Improving Collaboration, C. Sesil James, Pearson, 2017.
5. HR Analytics and Innovations in Workforce Planning, Tony Miller, CABI Publishing, 2016.

E-Resources:

1. <https://www.coursera.org/learn/human-resources-analytics>
2. <https://www.classcentral.com/course/human-resources-analytics-32615>
3. <https://www.udemy.com/course/hr-data-fundamentals/>
4. <https://courseconnected.com/free-online-hr-analytics-course/>
5. <https://ecornell.cornell.edu/certificates/human-resources/hr-analytics/>

S.NO	COURSE OUTCOME	RUPASCE LEVEL
1.	Critically analyze the administrative and strategic importance of Human Resource Information Systems for both local and global organizations.	L4
2.	Apply HR technology to enhance the delivery of HR-related services.	L3
3.	Examine challenges associated with the use of HRIS in modern business environments.	L3
4.	Facilitate the adoption and use of HR technology systems by managers and employees.	L5
5.	Build tracking systems leveraging information technology for measuring HR metrics.	L6
6.	Understand emerging trends in technology and their applications to human resources.	L2
7.	Explain and discuss the challenges and methodologies related to research design, measurement, and evaluation in HR	L7
8.	Critically assess the effectiveness of human resource practices using qualitative and quantitative (statistical) evaluative techniques.	L7
L1 - Reasoning; L2 - Understanding; L3 - Practice; L4 - Analysis; L5 - Synthesis; L6 - Creation; L7 - Evaluation		

S.N O	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	3	3	3	3	3	3	3	3	3	2	3	3	3	3	3	3	2	3	2	2
CO2	3	2	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	2	2
CO3	3	3	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3
CO4	3	3	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3
CO5	3	3	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3
CO6	3	2	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3
CO7	3	3	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3
CO8	3	3	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3
1-Low, 2- Medium, 3-Strong																				



Programme	MBA
Course Title	CROSS CULTURAL MANAGEMENT
Course Code	24BSMEC3.5
Credit	5
Course Objectives	<ul style="list-style-type: none"> • To explore the concept of globalization from an HR perspective. • To highlight key aspects of contemporary issues in International Human Resource Management (IHRM). • To understand the advancements and challenges in globalizing HR functions and practices

UNIT I Concept of Culture for a Business Context

Introduction - Concept of Culture for a Business Context; Brief wrap up of organizational culture & its dimensions; Cultural Background of business stake-holders: managers, employees, share holders, suppliers, customers and others – An Analytical frame work- - Real time case studies

UNIT II Culture and Global Management

Culture and Global Management - Global Business Scenario and Role of Culture A Frame work for Analysis; Elements & Processes of Communication across Cultures; Communication Strategy for of an Indian MNC and Foreign MNC & High Performance Winning Teams and Cultures; Culture Implications for Team Building - Real time case studies

UNIT III Cross Culture – Negotiation

Cross Culture – Negotiation & Decision Making - Process of Negotiation and Needed Skills & Knowledge Base – Over view with two illustrations from multi cultural contexts :India – Europe/ India – US settings, for instance; International and Global Business Operations- Strategy Formulation & Implementation; - Real time case studies

UNIT IV Global Human Resources Management

Global Human Resources Management - Staffing and Training for Global Operations – Expatriate - Developing a Global Management Cadre. Motivating and Leading; Developing the values and behaviors necessary to build high-performance organization personnel [individuals and teams included] – Retention strategies. - Real time case studies

UNIT V Corporate Culture

Corporate Culture - The Nature of Organizational Cultures Diagnosing the As-Is Condition; Designing the Strategy for a Culture Change Building; Successful Implementation of Culture Change Phase; Measurement of ongoing Improvement. - Real time case studies

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UNIT VI Dynamic Component for Continuous Internal Assessment only: Contemporary Developments Related to the Course during the Semester concerned - Practical: Studying Cross cultural management of two Indian corporate in the lime-light- Mini Project on Cross cultural management in the firms in the Locale - Group Discussion, Role Play.

Text Books:

1. Cross-Cultural Management, Jasmin Mahadevan, SAGE Publications, 2023.
2. Management across Cultures, Richard M. Steers, Joyce S. Osland, Cambridge University Press, 2023.
3. Browaeys, M. Understanding Cross-Cultural Management. PEARSON, 2022.
4. Thomas, D. C., & Inkson, J. H. Cross-Cultural Management: An Introduction (1st ed.).SAGE Publications, Inc, 2021.
5. Szkudlarek, B., Romani, L., Caprar, D., & Osland, J. The SAGE Handbook of Contemporary Cross-Cultural Management (1st ed.). SAGE Publications Ltd, 2020.
6. Nguyen-Phuong-Mai, M. Cross-Cultural Management: With Insights from Brain Science(Routledge International Business Studies) (1st ed.). Routledge, 2019.
7. Thomas, D. C., & Peterson, M. F. Cross-Cultural Management: Essential Concepts (4thed.). SAGE Publications, Inc, 2017.

References:

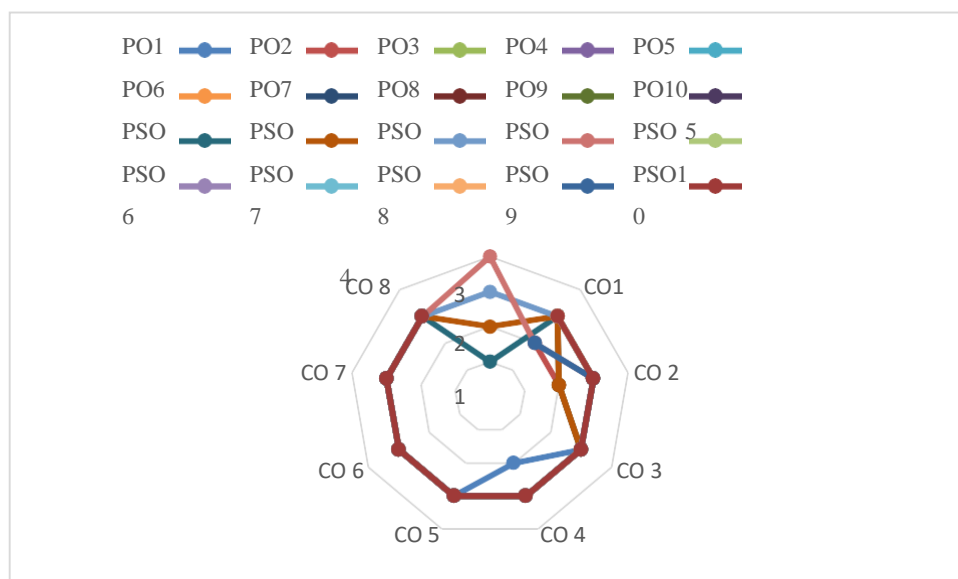
1. Mahadevan, J. A Very Short, Fairly Interesting and Reasonably Cheap Book About Cross-Cultural Management (Very Short, Fairly Interesting & Cheap Books) (First ed.). SAGE Publications Ltd, 2017.
2. Maude, B. Managing Cross-Cultural Communication: Principles and Practice (2nd ed.). Red Globe Press, 2016.
3. Thomas, D. C., & Peterson, M. F. Cross-Cultural Management: Essential Concepts (Thirded.). SAGE Publications, Inc, 2016.
4. Thomas, D. C. Cross-Cultural Management: Essential Concepts (2nd ed.). SAGE Publications, Inc, 2018.
5. Dumetz, J., Trompenaars, F., Belbin, M., Covey, S. M. R., Hampden-Turner, C., Saginova, O., Woolliams, P., Storti, C., Tournand, J., & Schein, E. H.
6. Cross-cultural management textbook: Lessons from the world leading experts in cross-cultural management (Student ed.). CreateSpace Independent Publishing Platform, 2016.

E – Resources:

1. <https://www.coursera.org/learn/cross-cultural-communication-management>
2. <https://www.udemy.com/course/successful-cross-cultural-management/>
3. <https://alison.com/course/understanding-cross-cultural-communication-in-international-business-revised>
4. <https://www.newcastle.edu.au/course/GSBS6009>
5. https://www.concordia.ca/cce/courses/details.html?subject=CEBU&catalog_number=1160

S.NO	COURSE OUTCOME	RUPASC ELEVEL
1.	Understand the significance of cross-cultural management.v	L2
2.	Explain how culture influences various business theories.v	L4
3.	Associate key theoretical and empirical studies that explore the effects of different national cultures on work and employment.	L2
4.	Support cultural diversity in interactions with individuals from different nationalities.	L7
5.	Distinguish among various levels of culture.v	L2
6.	Assess and utilize the impact of culture in management and other business functions.	L7
7.	Identify challenges in cross-cultural management, connect them to relevant literature, and propose solutions.	L1
8.	Communicate effectively in both oral and written forms about cross-cultural management using suitable concepts.	L1
L1 - Reasoning; L2 - Understanding; L3 - Practice; L4 - Analysis; L5 - Synthesis; L6 – Creation;L7 – Evaluation		

S.N	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PS O 1	PS O 2	PS O 3	PS O 4	PS O 5	PS O 6	PS O 7	PS O 8	PS O 9	PSO 10
CO1	3	3	3	2	3	3	3	3	3	3	3	3	3	3	3	3	2	3	2	2
CO2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2	2
CO3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO4	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO5	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO6	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO7	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO8	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
1-Low, 2- Medium, 3-Strong																				



Programme	MBA
Course Title	TALENT MANAGEMENT
Course Code	24BSMEC3.6
Credit	5
Course Objectives	<ul style="list-style-type: none"> • To provide students with a comprehensive understanding of talent management. • To acquaint them with the approaches used in Talent Management Systems. • To analyze the processes involved in talent development and succession planning.

UNIT I Talent Management – definition - building blocks of a Talent Management – role and importance of Job Core Competencies through Job Descriptions, Job Analysis, and Job Design- Elements of Talent Planning-Understand and explain creation of a Diversity initiative into the Talent management process – Relevant Case Studies

UNIT II Talent acquisition- e-Recruitment systems and how to evaluate and screen electronic resumes and applications for the best Talent while conforming to the legal issues in the hiring process – Relevant Case Studies

UNIT III Performance Management Systems in organizations and their relationship between rewards to performance. Develop a Career Track Planning process- Evaluating Internal and External Recruitment Strategies selection techniques-**Diversity, equity, and inclusion (DEI)** – Relevant Case Studies

UNIT IV Develop an understanding of coaching, training and development- Leadership Development- relationship of the Compensation Plan and the Implementation of the Talent Management Plan-Personalized employee experiences – Relevant Case Studies

UNIT V Talent Management Strategy - Building the talent pipeline-**Hybrid work models** Employee engagement; Employee engagement strategies; Employee Retention: Comprehensive approach to Retaining employees, Managing Voluntary Turnover, dealing with Job Withdrawal, Strategic Compensation plan for Talent Engagement - Relevant Case Studies

UNIT VI Dynamic Component for Continuous Internal Assessment only: Contemporary Developments Related to the Course during the Semester concerned - Practical: Studying talent management of two Indian corporate in the lime-light- Mini Project on Talent management in the firms in the Locale - Group Discussion, Role Play.

Text Books:

1. The Talent Management Handbook, Lance A. Berger, Dorothy R. Berger, McGraw-Hill Education, 2022.
2. Talent Management in India: Challenges and Opportunities Masood Hasan, Anil KumarSingh, Somesh Dhamija, Atlantic, 2019.
3. The Talent Management Handbook, Lance A. Berger (Author), Dorothy R. Berger, McGraw Hill Education, 2018
4. Talent and Knowledge Management, Dr Bharath V, Clever Fox Publishing, 2021.
5. Talent Management: A Practical Guide, Sorin Dumitrascu, 2021.
6. Talent Management, Misra R N, Discovery Publishing Pvt.Ltd, 2015.

References:

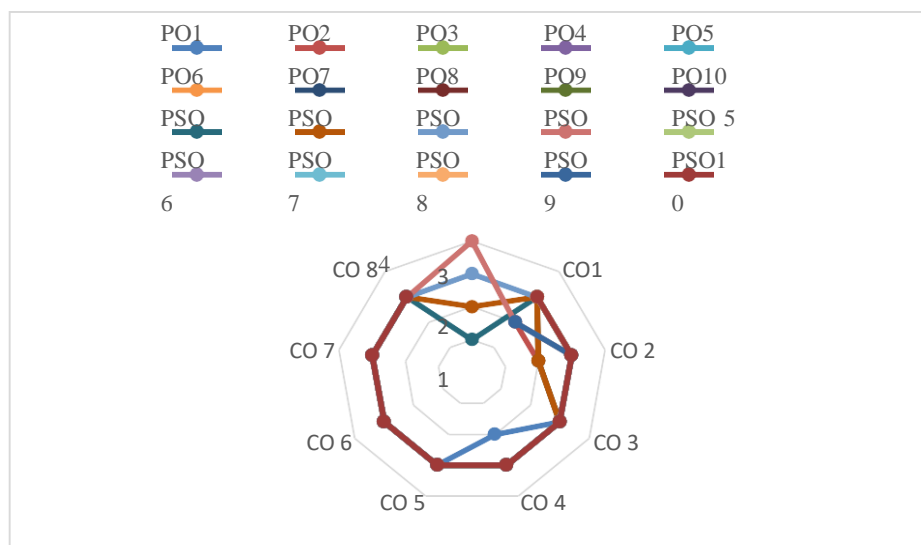
1. Davis, S., Cutt, D., Flynn, B., & Mowl, A. (2023). *Talent assessment: A new strategy for talent management*. Routledge.
2. SHRM. (2022). *SHRM essential guide to talent management: A handbook for HR professionals*. Society for Human Resource Management.
3. Levit, A., & Palmer, A. (2023). *Deep talent*. Wiley.
4. Aguinis, H. (2023). *Performance management* (5th ed.). Pearson.
5. Chamorro-Premuzic, T. (2017). *The talent delusion: Why data, not intuition, is key to unlocking human potential*. HarperBusiness.

E-Resources:

1. <https://www.classcentral.com/course/managing-talent-4308>
2. <https://alison.com/course/human-talent-management>
3. <https://www.coursera.org/learn/managing-talent>
4. <https://www.mygreatlearning.com/academy/learn-for-free/courses/talent-management>
5. <https://www.mooc-list.com/tags/talent-management>

S.NO	COURSE OUTCOME	RUPASC LEVEL
1.	Understand the essentials of aligning human resource talent with the strategic objectives of your business.	L2
2.	Identify the necessary steps to conduct an effective talent review focused on performance and potential.	L1
3.	Examine strategies to address critical needs identified through a gap analysis.	L3
4.	Identify the key factors required to attract, acquire, and retain skilled talent.	L1
5.	Explore best practices for talent development.	L3
6.	Understand the relationship between talent acquisition, retention, and development.	L2
7.	Examine HR metrics and success measures for your talent management strategy.	L3
8.	Develop the skills and knowledge needed to create an effective talent management strategy for your organization.	L6
L1 - Reasoning; L2 - Understanding; L3 - Practice; L4 - Analysis; L5 - Synthesis; L6 – Creation; L7 – Evaluation		

S.N O	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	3	2	3	3	3	3	3	3	3	2	3	3	3	3	3	3	2	3	2	2
CO2	3	2	3	3	3	3	3	3	3	2	3	3	3	3	3	3	2	3	2	2
CO3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2	3	3	3
CO4	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO5	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO6	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2	3	3	3
CO7	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO8	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
1-Low, 2- Medium, 3-Strong																				



Programme	MBA
Course Title	INDUSTRIAL RELATIONS MANAGEMENT
Course Code	21BSMEC3.7
Credit	5
Course Objectives	<ul style="list-style-type: none"> • To foster and sustain harmonious relationships between management and labor. • To ensure smooth interactions that are crucial for increased labor productivity and industrial growth. • To gain insights into the strategies, approaches, and methods of managing industrial relations.

UNIT I

Industrial Relations: Meaning, Characteristics, Features, Factors of Industrial Relations, Contrast between HRM & IR, Importance, Scope, Objectives and Functions. Factors Affecting Industrial Relations. Major indicators of the state of industrial relations: Absenteeism, Labour Turn Over, Industrial Indiscipline, Strikes, Lock outs.

UNIT II

Trade Unions: Meaning, Functions of Trade Unions, Objectives, Types of Trade Unions., Problems of Trade Unions, Rights and Liabilities of registered trade unions Measures to Strengthen Trade Unions.

UNIT III

Grievance: Meaning, Need for a Grievance Procedure, Nature and Causes of Grievances, Pre-requisites of a Grievance Procedure, Basic Elements, Errors in the Grievances Procedure, Measures to avoid Errors. -Flexibility in Industrial Relations -industrial relations -Discipline: Meaning, Aspects of Discipline, Objectives, Disciplinary Procedure, Indiscipline- Meaning, Causes of Indiscipline.

UNIT IV

Collective Bargaining: Definition, Characteristics, Importance, Principles of Collective Bargaining, Essential Conditions for the Success of Collective Bargaining, Functions of Collective Bargaining, Collective Bargaining Process.

UNIT V

Workers' Participation in Management: Definition, Objective, Essential Conditions for Successful Working of Workers' Participation in Management, Forms of Workers' Participation in Management.

UNIT VI DYNAMIC COMPONENT FOR CONTINUOUS INTERNAL

ASSESSMENT ONLY: Recent challenges and development in in the field of Industrial Relations. Case study relevant to Industrial Relations.

Text Books:

1. Managing Employment Relations, John Gennard and Graham Judge, Kogan Page, 2022
2. Industrial Relations, Michael Salamon, Routledge, 2021
3. Tripathi P.C. Gupta C.B., Kapoor N.D. Industrial Relations and Labour Laws Publisher: Sultan Chand & Sons, 2020
4. R.Sharma Narain's Personnel Management And Industrial Relations, , Lakshmi narainagarwal ,2020
5. R.S. Davar Personnel Management and Industrial Relations, SChand; Tenth edition (1 January 2018)
6. Human Resource Management – J.Jayasankar, Margham Publication 2018
7. Pathak, A, Legal Aspects of Business 972nd ed.). MC GRAW HILL INDIA, 2022.

Reference Books:

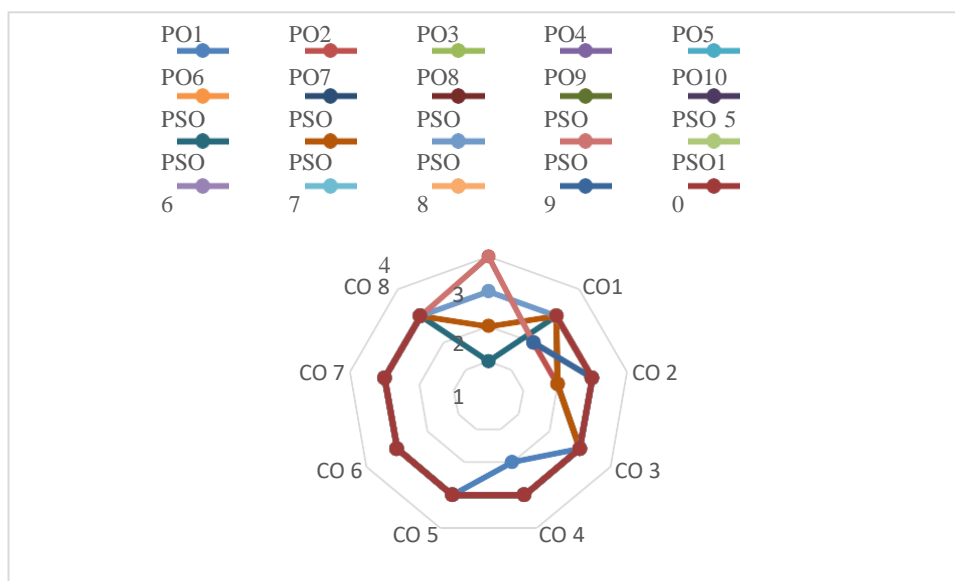
1. R.S. Davar Personnel Management and Industrial Relations , S Chand; Tenth edition 2018
2. P. Subba Rao Essentials of HRM and Industrial Relation, Himalaya Publishing House ,4th ed 2014
3. P.C. Tripathi Personnel Management and Industrial Relations Sultan Chand & Sons; Twenty Second edition (1 January 2013)
4. Bipin Kumar Industrial Relations - Theory and Practice Regal Publications, Edition 1, 2013,
5. Personnel Management & Industrial Relations, NG.Nair, Latha Nair, S Chand & Company , Edition 1, 2004.

E-Resources:

1. https://baou.edu.in/assets/pdf/PGDHR_201_slm.pdf
2. <https://www.anujjindal.in/wp-content/uploads/2022/06/Chapter-1-Introduction-to-Industrial-Relations.pdf>
3. https://backup.pondiuni.edu.in/storage/dde/downloads/hrmiii_irm.pdf
4. <http://14.139.206.50:8080/jspui/bitstream/1/3317/1/INDUSTRIAL%20RELATIONS.pdf>
5. <https://www.coursera.org/degrees/ma-international-relations-security-strategy-jgu>

S.NO	COURSE OUTCOME	RUPASC E LEVEL
1.	Show the interests of labor and management by fostering the highest level of mutual understanding.	L3
2.	Explain and promote industrial democracy through the participation of labor in management.	L4
3.	Solve grievances effectively to ensure industrial peace by providing better working conditions for workers.	L3
4.	Develop strategies to increase productivity in a fully employed workforce by reducing labor turnover and absenteeism.	L6
5.	Design a healthy and balanced social order by recognizing human rights within industry.	L6
6.	Explain the importance of healthy industrial relationships as a foundation for industrial democracy.	L7
7.	Recommend policies to management for developing informed labor relations strategies and translating them into action.	L7
8.	Create harmonious industrial relations to encourage collective bargaining as a means of self-regulation and establishing mutual cooperation.	L5
L1 - Reasoning; L2 - Understanding; L3 - Practice; L4 - Analysis; L5 - Synthesis; L6 – Creation; L7 – Evaluation		

S.N O	P O1	P O2	P O3	P O4	P O5	P O6	P O7	P O8	P O9	P O10	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PS O7	PS O8	PS O9	PSO 10
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CO3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2	3	3	3
CO4	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO5	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2	3	3	3
CO6	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO7	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO8	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2	3	3	3
1-Low, 2- Medium, 3-Strong																				



ELECTIVE - IV SYSTEMS

Programme	MBA
Course Title	BUSINESS ANALYSIS AND IT CONSULTING
Course Code	24BSMEC4.1
Credit	5
Course Objectives	<ul style="list-style-type: none">• To provide the knowledge and necessary skills for carrying out business analysis.• To provide business value through IT.• To learn Global Standards of the Business Analysis Profession.

UNIT I Introduction& Enterprise Analysis

Trends in IS offshoring- emerging business models- Goal setting- business analyst strategic role- creating and maintaining business architecture- feasibility studies-determining project scope- preparing business case- initial risk assessment- Define Business Need- Assess Capability Gaps- Determine Solution Approach-Define Solution Scope- Define Business Case preparing decision package – Domain assessment IT & IT enabled services - Relevant Case Studies

UNIT II Planning and monitoring

Plan Business Analysis Approach-Conduct Stakeholder Analysis- Plan Business Analysis Activities- Plan Business Analysis Communication Requirements Management Process- Manage Business Analysis Performance- selecting and prioritising projects-launching new projects- tracking project benefits - – Relevant Case Studies

UNIT III Requirements Elicitation, Analysis and Communication

Prepare for Elicitation-Conduct Elicitation Activity-Document Elicitation Results-Confirm Elicitation Results-Prioritize Requirements-Organize Requirements-Specify and Model Requirements-Define Assumptions and Constraints- Verify Requirements-Validate Requirements- Manage Solution Scope & Requirements-Manage Requirements Traceability - Maintain Requirements for Re-use-Prepare Requirements Package-Communicate Requirements signoff – Relevant Case Studies

UNIT IV Techniques and competencies

Brainstorming - Business Rules Analysis – Process modeling - Data Modeling - Document Analysis - Functional Decomposition-Interface Analysis – Interviews - Organization Modeling –Prototyping – Augmented Analytics- Real Time Analytics- Data governance and policy-Data Demonstration - Relevant Case Studies

UNIT V Applications of BAITC

Requirements Workshops-Root Cause Analysis- Scenarios and Use Cases- Sequence Diagrams- State Diagrams. Analytical Thinking and Problem Solving-Behavioural Characteristics- Business Knowledge– BAITC in Finance – BAITC in Human Resource Management – BAITC in Marketing Management- Natural Language Processing- Relevant Case Studies

UNIT VI Dynamic Component for Continuous Internal Assessment only: Contemporary Developments Related to the Course - Practical: Studying BAITC of two Indian corporations in the limelight- Mini Project on BAITC - Group Discussion, Role Play.

Text Books:

1. Business Analysis Body of Knowledge, Ver. 2.0, International Institute of Business Analysis, 2012
2. Kay, J. (2024). *The corporation in the 21st century*. Financial Times Publishing.
3. Winter, H. (2023). *The business analysis handbook: Techniques and questions to deliver better business outcomes*. Kogan Page.
4. Wieggers, K. (2023). *Successful business analysis consulting: Strategies and tips for going it alone*. J. Ross Publishing.
5. Langer, A. M. (2023). *Information technology and organisational learning: Managing behavioural change in the digital age*. Routledge.

References Books:

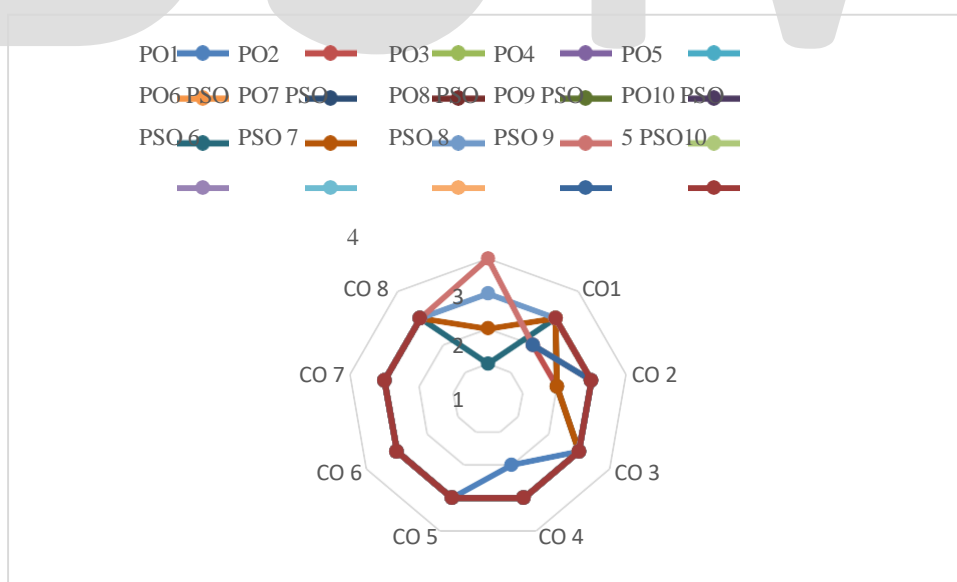
1. Martin, R. (2023). *The design of business: Why design thinking is the next competitive advantage*. Harvard Business Review Press.
2. Gupta, A., George, G., & Fewer, T. J. (2024). *Venture meets mission: Aligning people, purpose, and profit to innovate and transform society*. Stanford University Press.
3. Marquis, C. (2024). *The profiteers: How business privatizes profit and socializes cost*. Harvard University Press.
4. Storr, W. (2024). *A story is a deal: How storytelling drives business success*. Harper Business.
5. Peppard, J., & Ward, J. (2023). *The strategic management of information systems: Building a digital strategy*. Wiley.

E-Resources:

1. <https://www.coursera.org/projects/business-analysis-process-management>
2. <https://www.coursera.org/specializations/business-analytics>
3. <https://www.coursera.org/projects/business-analysis-using-spreadsheets>
4. <https://www.coursera.org/specializations/data-analysis-visualization-foundations>
5. <https://www.coursera.org/specializations/business-strategy>

S.NO	COURSE OUTCOME	RUPASCE LEVEL
1.	Explain the concepts of a Business analysis and IT consulting.	L4
2.	Understand various modelling techniques of BAITC.	L2
3.	Integrate extensive product analysis along with reverse engineering for upgrades.	L5
4.	Identify and categorize various requirements i.e. business, functional, non- functional etc.	L1
5.	Judge the importance of a repository.	L7
6.	Examine the product functionalities to meet the required business goals.	L1
7.	Grade the concepts of Business Process Analysis.	L7
8.	Design efficient and holistic business solutions.	L6
L1 - Reasoning; L2 - Understanding; L3 - Practice; L4 - Analysis; L5 - Synthesis; L6 – Creation; L7 – Evaluation		

S.N O	P O1	P O2	P O3	P O4	P O5	P O6	P O7	P O8	P O9	PO 10	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PS O7	PS O8	PS O9	PSO 10
CO1	3	2	3	3	3	3	3	2	3	2	3	3	3	3	3	3	3	3	3	3
CO2	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3	3	3
CO3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO4	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO5	3	2	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3	3	3
CO6	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO7	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO8	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
1-Low, 2- 2-Medium, 3-Strong																				



PO1 PO2 PO3 PO4 PO5
 PO6 PSO PO7 PSO PO8 PSO PO9 PSO PO10 PS
 PSO 6 PSO 7 PSO 8 PSO 9 5 PSO10

Programme	MBA
Course Title	ENTERPRISE SYSTEMS
Course Code	24BSMEC4.2
Credit	5
Course Objectives	<ul style="list-style-type: none"> • To provide the knowledge and necessary skills of large-scale IT solutions for their implementation. • To evaluate and analyse the technical and organisational challenges of implementing enterprise systems. • To describe the role of information technology and decision support systems in business.

UNIT I Relevance of large-scale IT

Trends in manufacturing industry-growth and opportunities- Global competition- emerging concept of global supply chains- Global sourcing of raw material/components – Reducing cycle times- increasing complexity in logistics- impact of industry consortia- new models of using IT manufacturing and SCM – Relevant Case Studies

UNIT II ERP Concepts

Basics of ERP- vendors and modules- Context and developing business case for ERP- ERP project formulation, selection of product and implementation partners- ERP implementation life cycle, CSF and Change management in ERP implementation, Manufacturing Execution System and their integration with ERP business system and other reporting systems – Relevant Case Studies

UNIT III ERP Implementation

Implementation strategies, MRP, Bill of Materials, Shop floor control, Sales configuration, Quality management, Purchase order management, Inventory management, production planning and control, Plant maintenance - BPR Fundamental concepts -BPR methodology - Tools & techniques -Implementation strategies- Relevance of BPR in ERP/SCM implementation-case studies – Relevant Case Studies

UNIT IV SCM concepts & Implementation

SCM in the manufacturing industry, Supply chain concepts, Push and Pull scheduling, Make or Buy strategy, SCM framework, Managing global SCM-SCM products and vendors- SCM selection and implementation- Integration with ERP and Internet-based marketing systems – Relevant Case Studies

UNIT V CRM Concepts and Implementation:

CRM – Meaning & Definition - Dimensions of CRM - Nature of CRM - Goals of CRM - Advantages of CRM-Elements of CRM – CRM Process – Strategies for Customer acquisition- Cloud-Based Enterprise Systems AI and Machine Learning Integration - Cloud-Based Enterprise Systems - Blockchain for Security and Transparency -Internet of Things (IoT) in Enterprise Systems -Digital Twin Technology -Robotic Process Automation (RPA)– CRM Tools- Analytical CRM – Operational CRM – Call center management – Role of CRM

Managers – Relevant Case Studies.

UNIT VI Dynamic Component for Continuous Internal Assessment only: Contemporary issues Related to the Course - Practical: Studying the enterprise system of two Indian corporations in the limelight- Mini Project on the enterprise system - Group Discussion, Role Play.

Text Books:

1. Bradford, M. (2023). Modern ERP: Select, Implement, and Use Today's Advanced Business Systems (4th ed.). Dr. Marianne Bradford.
2. Case, T., & Cuellar, M. (2023). Information and Enterprise Systems in Today's Businesses. Kendall Hunt Publishing Company.
3. Kumar, R., Sindhvani, R., Tewary, T., & Davim, J. P. (Eds.). (2023). Principles of Entrepreneurship in the Industry 4.0 Era. CRC Press.
4. Martins, A., & Machado, C. (Eds.). (2025). Digital Transformation and Enterprise Information Systems. CRC Press.
5. Mattson, D. (2024). Deploying Enterprise Systems: How to Select, Configure, Build, Deploy, and Maintain a Successful ES in Your Organisation. Routledge.

References:

1. Mukthar, J. K. P., Asis, E. R., & Michael, J. N. (Eds.). (2024). *Business Resilience and Digital Technology in the Post-Pandemic Era: A Global Case*. Springer.
2. Stark, J. (2022). *Product Lifecycle Management (Volume 1): 21st Century Paradigm for Product Realisation* (5th ed.). Springer.
3. Filipe, J., Śmiałek, M., Brodsky, A., & Hammoudi, S. (Eds.). (2023). *Enterprise Information Systems: 24th International Conference, ICEIS 2022, Virtual Event, April 25–27, 2022, Revised Selected Papers*. Springer.
4. Liberatore, F., Wesolkowski, S., Demange, M., & Parlier, G. H. (Eds.). (2023). *Operations Research and Enterprise Systems: 11th International Conference, ICORES 2022, Virtual Event, February 3–5, 2022, and 12th International Conference, ICORES 2023, Lisbon, Portugal, February 19–21, 2023, Revised Selected Papers*. Springer.
5. Langer, A. M., & Mukherjee, A. (2023). *Developing a Path to Data Dominance: Strategies for Digital Data-Centric Enterprises*. Springer.

E-Resources:

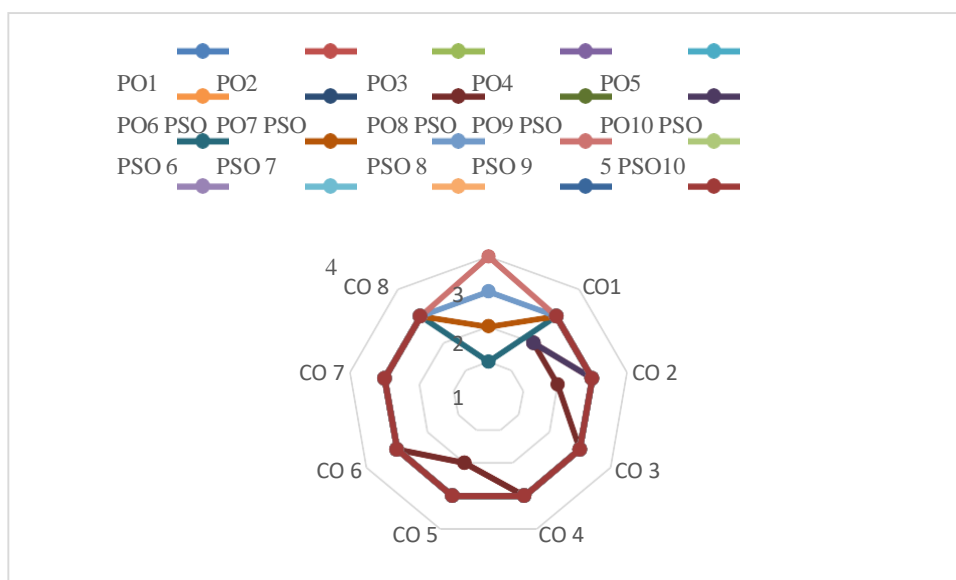
1. <https://www.coursera.org/lecture/advanced-manufacturing-enterprise/enterprise-resource-planning-erp-MAUTK>
2. <https://www.udemy.com/course/erp-4-free/>
3. https://education.oracle.com/learn/saas-erp/pPillar_644
4. <https://alison.com/course/enterprise-resource-planning-and-management>
5. <https://www.linkedin.com/learning/topics/sap-erp>

S.NO	COURSE OUTCOME	RUPASCE LEVEL
1.	Explain the basic concepts and technologies used in the field of Enterprise systems.	L4
2.	Compose a system to track all of the complex operations of a business, used as a central command hub to automate the business.	L5
3.	Determine the processes for developing and implementing information systems.	L7
4.	Understand the ethical, social, and security issues of information systems.	L2
5.	Develop a system to simplify reporting and decision-making processes.	L6
6.	Develop an understanding of how various enterprise systems work together to accomplish the information objectives of an organisation.	L6
7.	Summarise the importance of managing organisational change associated with enterprise systems implementation.	L7
8.	Improve inventory cost by creating the best enterprise resource system.	L6

L1 - Reasoning; L2 - Understanding; L3 - Practice; L4 - Analysis; L5 - Synthesis; L6 - Creation; L7 - Evaluation

S.N O	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	3	3	3	3	3	2	3	3	3	2	3	3	3	3	2	3	2	3	3	3
CO2	3	3	3	3	3	3	3	2	3	3	3	3	3	3	2	3	2	3	3	3
CO3	3	3	3	3	3	3	3	2	3	2	3	3	3	3	3	2	3	3	3	3
CO4	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO5	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO6	3	3	3	3	3	3	3	2	3	2	3	3	3	3	2	3	3	3	3	3
CO7	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO8	3	3	3	3	3	2	3	2	3	2	3	3	3	3	2	3	3	3	3	3

1-Low, 2 2-Medium, 3-Strong



Programme	MBA
Course Title	BIG DATA ANALYTICS
Course Code	21BSMEC4.3
Credit	5
Course Objectives	<ul style="list-style-type: none"> • To provide the knowledge and necessary skills for taking up job roles in big data analytics • To apply principles of Data Science to the analysis of business problems and train to make faster, better decision-making • To understand the Big Data Platform and its use cases.

UNIT I Introduction to Big Data Analytics & Data Science

What is significant data?- Why significant data matters- Big data and business case-Big data sources- Machine data vs. human-generated data -Drivers of big data-Analytic data sets- Big data dimensions- Volume, variety and velocity- ~~Industry examples of big data-~~ Impact of cloud computing- Evolving concept of Data Science-learning from knowing-agility- Multidisciplinary focus- Scale & convergence leading to Data Science- Data Scientist- ~~How is a data scientist different from a Statistician~~ – Relevant Case Studies

UNIT II Theories and Methods

The evolution of big data analytics- Look (Search, Indexing and Memory) - Listen (Streams, Information and Language, Analyzing Sentiment and Intent) – Learn (Classification, Clustering, and Mining, Information Extraction) - Connect (Reasoning: Logic and its Limits, Dealing with Uncertainty)- Predict: Forecasting, Neural Models, Deep Learning- Collaborative filtering-Large graph analysis-Text mining- Volume Trending- Influencer Identification- In-Memory Analytics –Relevant Case Studies

UNIT III Technology and Tools

Big data storage and computation- Massive Data Analytics: parallel algorithms-online learning algorithms-locality sensitive hashing- Hadoop & Map Reduce Paradigms-CAP Theorem- Introduction to NoSQL persistence layer and its importance to handle massive data- Types of NoSQL databases - Column family, Graph, Name value pairs etc-Hbase / Cassandra / Neo4js- Basic introduction to tools like R / Mahout / Giraffe-Building the big data capabilities- Security, compliance and auditing- data privacy and ethics – Relevant Case Studies.

UNIT IV Big Data Analytics Components

Unsupervised feature learning and deep learning, Ontology, Similarity measures, Shingles and minhashing, Locality sensitive hashing, Dimension reduction, Streaming, Clustering in high-dimensional space, Web link analysis, Graph search, etc – Relevant Case Studies

UNIT V Applications of Big Data Analytics

Big data use cases in Digital Decoding consumer intent- decoding customer sentiments from comments- Big data use cases in Telecom and location-based intelligence marketing- Applications in CPG-Big data use cases in Utility-banking and financial services- healthcare- Internet retail – Relevant Case Studies.

UNIT VI Dynamic Component for Continuous Internal Assessment only: Contemporary issues Related to the Course - **Practical:** Studying **big data** of two Indian corporations in the limelight- Mini Project on big data- Group Discussions

Text Books:

1. F.J.Ohlhorst, Big Data Analytics: Turning Big Data into Big Money, Wiley, 2012
2. J. Liebowitz, Big Data and Business Analytics, CRC Press, 2013
3. M.Minelli, M.Chambers, and A.Dhiraj, Big Data Big Analytics, JohnWeily& Sons, 2013
4. J.Stanton, Introduction to Data Science, Syracuse University, 2013
5. Bernaud Marr, Big Data: Using SMART Big Data, Analytics and Metrics To Make Better Decisions and Improve Performance, Wiley, 2015.

References:

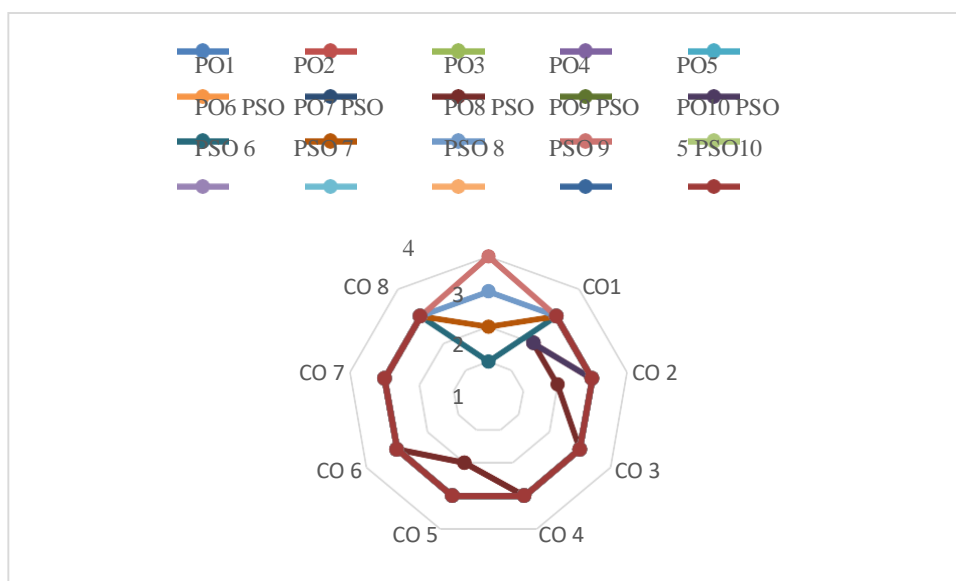
1. D. Paul, D. Yeates, J.Cadle, Business Analysis, 2 nd Edition, British Informatics Society, 2010.
2. TonyMorgan, Addison-Wesley Business Rules and Information Systems: Aligning IT with Business Goals, 2017.
3. Henrik Rodgers “Master Analytical Thinking: Improve Logic, Develop Intelligent Reasoning, Upgrade Your Decision Making Skills and Find Solutions to Complex Problems That Others Simply Miss Out Paperback – Import”, 2019.
4. Tausifa Jan Saleem, Mohammad Ahsan Chishti (Editor), Big Data Analytics for Internet of Things, Wiley, 2021.
5. Ramakrishna, Priya, Tiwari., “The Journey of a Business Analyst Simplified “e-book, Winks Publications, 2021.

E-Resources:

1. <https://www.mooc-list.com/course/introduction-big-data-coursera>
2. <https://www.coursera.org/projects/business-analysis-process-management>
3. <https://www.coursera.org/specializations/business-analytics>
4. <https://www.coursera.org/projects/business-analysis-using-spreadsheets>
5. <https://www.coursera.org/learn/big-data-management?specialization=big-data>

L1 - Reasoning; L2 - Understanding; L3 - Practice; L4 - Analysis; L5 - Synthesis;
L6 – Creation; L7 – Evaluation

1-Low, 2-Medium, 3-Strong



Programme	MBA
Course Title	INFORMATION STRATEGY AND MANAGEMENT
Course Code	21BSMEC4.4
Credit	5
Course Objectives	<ul style="list-style-type: none"> • To provide a comprehensive knowledge and understanding of how IT is linked with business strategy and functional strategies • To examine the characteristics and concepts of Systems and Information Systems. • To provide an overview of strategic planning for IS, and also the need to achieve IS and business strategy alignment.

UNIT I Business Impacts of IT

Emerging Digital Economy- growth and opportunities in Information economy- IT and strategy- Understanding the forces, conducting a strategy audit, assessing IT impact and alignment, IT and organization, Extending the enterprise- Understanding Business Networks, Designing Hybrid Governance, Building collaborative community -Building the business case for IT – Cases – Relevant Case Studies

UNIT II Managing Infrastructure and Operations

Basic components of Internetworking Infrastructure, Rise of Internetworking and its business implications, Assuring reliable and secure IT services- High availability facilities, Securing infrastructure against Malicious threats, New service models, Managing risk through incremental outsourcing, with service providers and Legacies, Managing IT infrastructure assets – Cases – Relevant Case Studies

UNIT III IT Leadership:

Organisational issues in the control of IT activities, Drivers toward user dominance, Drivers toward a centralized IT structure, Coordination and location of IT policy, IT leadership and Management of budgets. Cause for outsourcing, when to outsource, structuring the alliance, managing the alliance – Cases– Relevant Case Studies

UNIT IV Managing portfolio of IT projects:

Sources of implementation risk, Project categories and Degree of risk, Project management – A contingency approach – Analysing portfolio of IT projects-Evaluating strategic benefits of IT– Cases– Relevant Case Studies

UNIT V Managing Global Information Systems:

International information system architecture, Global strategies and Business organization, Technology challenges of global systems, Solution deployment, Contract management, Socio-cultural aspects of managing IS in organizations- Integration of Artificial Intelligence - Emphasis on Data Quality and Management- Adoption of Cloud-Based Solutions- Focus on Cyber security and Compliance – Relevant Case Studies

UNIT VI Dynamic Component for Continuous Internal Assessment only: Contemporary issues Related to the Course - Practical: Studying information strategy and management of two Indian corporations in the limelight- Mini Project on information strategy and management- Group Discussions

Text Books:

1. **Bordoloi, S.,** Fitzsimmons, J., & Fitzsimmons, M. (2023). *Service Management: Operations, Strategy, Information Technology* (10th ed.). McGraw-Hill Education.
2. Groth, O., Esposito, M., & Tse, T. (2023). *The Great Remobilisation: Designing a Smarter Global Future*. MIT Press.
3. Halal, W. E. (2022). *Beyond Knowledge: How Technology Is Driving an Age of Consciousness*. Routledge.
4. Kim, W. C., & Mauborgne, R. (2023). *Beyond Disruption: Innovate and Achieve Growth without Displacing Industries, Companies, or Jobs*. Harvard Business Review Press.
5. Matzler, K., Stadler, C., Hautz, J., von den Eichen, S. F., & Anschober, M. (2022). *Open Strategy: Durch offene Strategiekprozesse Disruption erfolgreich meistern*. Vahlen Verlag.

References:

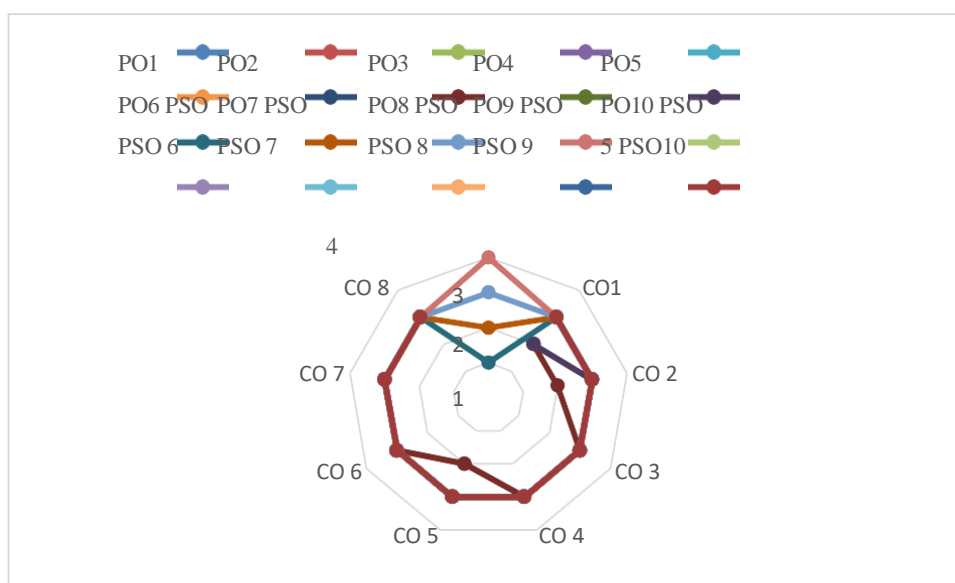
1. Dess, G., McNamara, G., Eisner, A., & Sauerwald, S. (2023). *Strategic Management: Text and Cases* (11th ed.). McGraw-Hill Education. mheducation.com
2. Groth, O., Esposito, M., & Tse, T. (2023). *The Great Remobilisation: Designing a Smarter Global Future*. MIT Press.
3. Halal, W. E. (2022). *Beyond Knowledge: How Technology Is Driving an Age of Consciousness*. Routledge.
4. Kim, W. C., & Mauborgne, R. (2023). *Beyond Disruption: Innovate and Achieve Growth without Displacing Industries, Companies, or Jobs*. Harvard Business Review Press.
5. Schilling, M. A. (2023). *Strategic Management of Technological Innovation* (7th ed.). McGraw-Hill Education.

E-Resources:

1. <https://www.coursera.org/learn/information-theory>
2. <https://www.coursera.org/specializations/information-systems>
3. <https://www.coursera.org/courses?query=information%20systems>
4. <https://www.coursera.org/certificates/strategic-management-iimk>
5. <https://www.coursera.org/specializations/strategic-leadership>

S.NO	COURSE OUTCOME	RUPASCE LEVEL
1.	Understanding the relationship between the business strategy and information systems strategy.	L2
2.	Demonstrate effective applications of concepts, tools and techniques to practical situations for diagnosing and resolving organisational problems.	L3
3.	Explain the causes of outsourcing.	L4
4.	Assess the organisational issues in the control of IT activities and IT leadership.	L7
5.	Recommend a strategy for designing a portfolio of IT projects.	L7
6.	Evaluating strategic benefits of IT.	L7
7.	Summarise Global Information Systems.	L7
8.	Make informed decisions in this dynamic business landscape.	L7
L1 - Reasoning; L2 - Understanding; L3 - Practice; L4 - Analysis; L5 - Synthesis; L6 – Creation; L7 – Evaluation		

S.N O	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PS O7	PS O8	PS O9	PSO 10
CO 1	3	3	3	3	2	3	3	3	3	2	3	3	3	3	2	3	2	3	3	3
CO 2	3	3	3	3	2	3	3	3	3	2	3	3	3	3	2	3	2	3	3	3
CO 3	3	3	3	3	2	3	3	3	3	2	3	3	3	3	3	3	2	3	3	3
CO 4	3	3	3	3	2	3	3	3	3	2	3	3	3	3	3	3	2	3	3	3
CO 5	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO 6	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO 7	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO 8	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
1-Low, 2- Medium, 3-Strong																				



Programme	MBA
Course Title	SYSTEM ANALYSIS AND DESIGN
Course Code	21BSMEC4.5
Credit	5
Course Objectives	<ul style="list-style-type: none"> • To provide an introduction to analysing business needs to establish requirements for constructing information systems. • To gain an understanding of the development process that takes into consideration user functionality. • To understand the construction of applicable models.

UNIT I Introduction to Systems Analysis and Design – Scope – Functions of a Systems Analyst – What is Systems Analysis and Design – Categories of Information Systems. Managing The Applications Development Portfolio – Role of Information Systems – Systems, Subsystems and their Interdependence – Classical Systems Development – Lifecycle – Introduction to Structured Methodologies – Prototyping – Preliminary Investigation – Testing Project Feasibility – Relevant Case Studies.

UNIT II Structured Analysis Development Strategies – Data Flow Analysis – Physical and Logical – Data Dictionary. Application Prototype Development Strategy – Purpose – Steps involved in Uses of Prototypes – Tools for Prototyping- Prototype Strategies – Relevant Case Studies.

UNIT III Computer Aided Systems Tools – Role of Tools – Categories of Tools – Case. Design of Computer Output – Identification of Computer Outputs – Ways of presenting – Information – Designing of Printed Outputs – Designing Visual Display Units – Relevant Case Studies.

UNIT IV Design of Input And Control – Objectives of Input Design – Data Capture Guidelines – Input Validation. Design Of Online Dialogue – Purpose and Definition of Online, Interface, etc. – Designing Dialogue – Dialogue Strategies – Data Entry Dialogues - Managing Systems Implementation – Training – Conversion Methods – Post Implementation Review. Hardware And Software Selection – Overall Economic Analysis – Relevant Case Studies.
– Relevant Case Studies.

UNIT V

Agile and DevOps Integration -AI-Driven System Design and Automation - Model-Based System Engineering (MBSE) -User-Centred and Design Thinking Approaches - Cloud-Native System Development – Cybersecurity-First Design - Big Data and Real-Time Analytics Integration - Low-Code and No-Code Development Platforms - Blockchain for Secure System Transactions - Edge Computing and IoT-Enabled System Design – Relevant Case Studies.

UNIT VI Dynamic Component for Continuous Internal Assessment only: Contemporary Developments Related to the Course during the Semester concerned. Practical: Students should create a Work Breakdown Structure and describe project dependencies.

Text Books:

1. Dennis, A., Wixom, B. H., & Roth, R. M. (2021). *Systems Analysis and Design* (8th ed.). Wiley.
2. Spurrier, G., & Topi, H. (2024). *Systems Analysis & Design in an Age of Options* (2nd ed.). Prospect Press.
3. Dell, M. B. T. (2023). *Software Architect*. Wiley.
4. Stanton, N. A., Salmon, P. M., & Walker, G. H. (2022). *Handbook of Systems Thinking Methods*. CRC Press.
5. Clark, J., Stanton, N. A., & Revell, K. M. A. (2022). *Human-Automation Interaction Design: Developing a Vehicle Automation Assistant*. CRC Press.
6. Allison, C. K., Fleming, J. M., Yan, X., Lot, R., & Stanton, N. A. (2021). *Assisted Eco-Driving: A Practical Guide to the Development and Testing of an Eco-Driving Assistance System (EDAS)*. CRC Press.

References

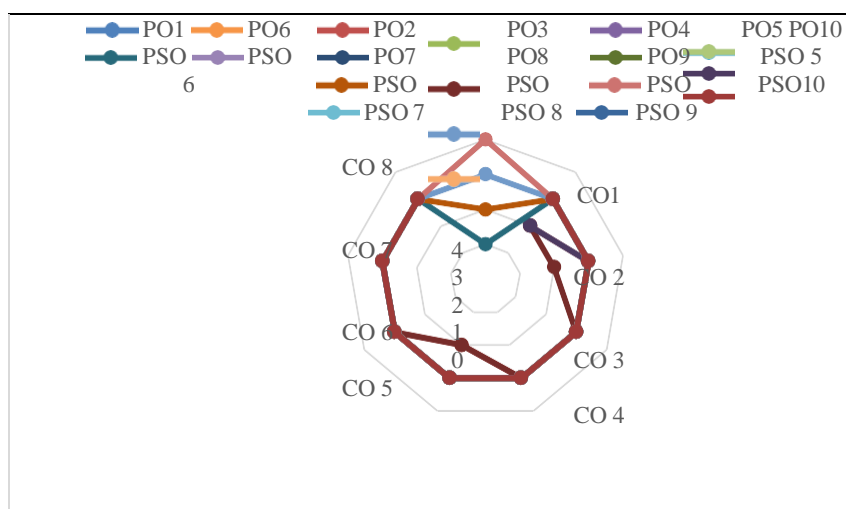
1. Allison, C. K., Fleming, J. M., Yan, X., Lot, R., & Stanton, N. A. (2021).
2. *Assisted Eco-Driving: A Practical Guide to the Development and Testing of an Eco-Driving Assistance System (EDAS)*. CRC Press.
3. Salmon, P. M., Stanton, N. A., Walker, G. H., Goode, N., Thompson, J., & Read, G. J. M. (2022). *Handbook of Systems Thinking Methods*. CRC Press.
4. Parnell, K. J., Banks, V. A., Wynne, R. A., Stanton, N. A., & Plant, K. L. (2023). *Human Factors on the Flight Deck: A Guide to Designing, Modelling and Evaluating*. CRC Press.

E-Resources:

1. <https://alison.com/course/understanding-systems-analysis-revised>
2. <https://freevideolectures.com/course/3432/system-analysis-and-design>
3. <https://www.mindluster.com/certificate/919>
4. <https://study.com/academy/course/computer-science-302-system-analysis-design.html>
5. <https://www.coursera.org/courses?query=system%20design>

S.NO	COURSE OUTCOME	RUPASCE LEVEL
1.	Understand the principles and tools of systems analysis and design.	L2
2.	Solve a wide range of problems related to the analysis, design and construction of information systems.	L3
3.	Explain the professional and ethical responsibilities of practising the computer professional, including understanding the need for quality	L4
4.	Assess the life cycle of a systems development project.	L7
5.	Analysis and Design of Small-Scale Systems.	L4
6.	Develop information systems models and project documentation.	L6
7.	Describe the role and responsibilities of the systems analyst in the development and management of systems.	L1
8.	Design authoritative systems to create and procure application software and prepare workers to use it.	L6
L1 - Reasoning; L2 - Understanding; L3 - Practice; L4 - Analysis; L5 - Synthesis; L6 - Creation; L7 - Evaluation		

S.NO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6	PSO7	PSO8	PSO9	PSO10
CO1	2	3	3	2	3	3	2	3	3	3	3	3	2	3	3	3	2	3	3	3
CO2	3	3	3	3	2	3	3	2	3	3	3	3	2	3	3	3	3	3	3	3
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CO5	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3	3	2	3	3	3
CO6	3	3	3	3	2	3	3	3	3	3	3	3	2	3	3	3	2	3	3	3
CO7	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO8	3	3	3	3	2	3	3	2	3	3	3	3	3	3	3	3	2	3	3	3
1-Low, 2- Medium, 3-Strong																				



Programme	MBA
Course Title	SOFTWARE PROJECT MANAGEMENT
Course Code	24BSMEC4.6
Credit	5
Course Objectives	<ul style="list-style-type: none"> • To introduce the primary essential concepts of software project management. • To create an understanding of methodologies, tools, techniques, metrics, quality and risk issues in software project management. • To be familiar with the different methods and techniques used for project management.

UNIT I SPM concepts

Definition – components of SPM – challenges and opportunities – tools and techniques – managing human resource and technical resource – costing and pricing of projects – training and development – project management techniques – Relevant Case Studies.

UNIT II Software Measurements

Monitoring & measurement of SW development – cost, size and time metrics – methods and tools for metrics – issues of metrics in multiple projects. – Relevant Case Studies.

UNIT III Software Quality

Quality in Software Development – Quality Assurance, Quality Standards, and Certifications – The Process and Issues in Obtaining Certifications – The Benefits and Implications for the Organisation and Its Customers – Change Management. – Relevant Case Studies.

UNIT IV Risk Issues

The risk issues in software development and implementation – identification of risks, resolving and avoiding risks – tools and methods for risk management. – Relevant Case Studies.

UNIT V New trends in software project management

Agile and Hybrid Project Management - AI and Automation in Project Management
Remote and Distributed Team Collaboration - No-Code/Low-Code Development Impact
Data-Driven Decision Making and Predictive Analytics

UNIT VI Dynamic Component for Continuous Internal Assessment only: Contemporary Developments Related to the Course during the Semester concerned. Practical: Students should explore the project life cycle and discuss how to build a successful project from pre-implementation to completion.

Text Books:

1. Blokdyk, G. (2021). *Software Project Management: A Complete Guide – 2020 Edition*. 5STARCooks.
2. Cobb, C. G. (2023). *The Project Manager's Guide to Mastering Agile: Principles and Practices for an Adaptive Approach* (2nd ed.). Wiley.
3. Vaidyanathan, G. (2022). *Project Management: Process, Technology, and Practice*. Kendall Hunt Publishing.
4. Dalcher, D. (2022). *Rethinking Project Management for a Dynamic and Digital World*. Routledge.
5. Wiegers, K. (2022). *Software Development Pearls: Lessons from Fifty Years of Software Experience*. Addison-Wesley.

References:

1. Cobb, C. G. (2023). *The Project Manager's Guide to Mastering Agile: Principles and Practices for an Adaptive Approach* (2nd ed.). Wiley.
2. Vaidyanathan, G. (2022). *Project Management: Process, Technology, and Practice*. Kendall Hunt Publishing.
3. Dalcher, D. (2022). *Rethinking Project Management for a Dynamic and Digital World*. Routledge.
4. Wiegers, K. (2022). *Software Development Pearls: Lessons from Fifty Years of Software Experience*. Addison-Wesley.
5. Blokdyk, G. (2021). *Software Project Management: A Complete Guide – 2020 Edition*. 5STARCooks.

E-Resources:

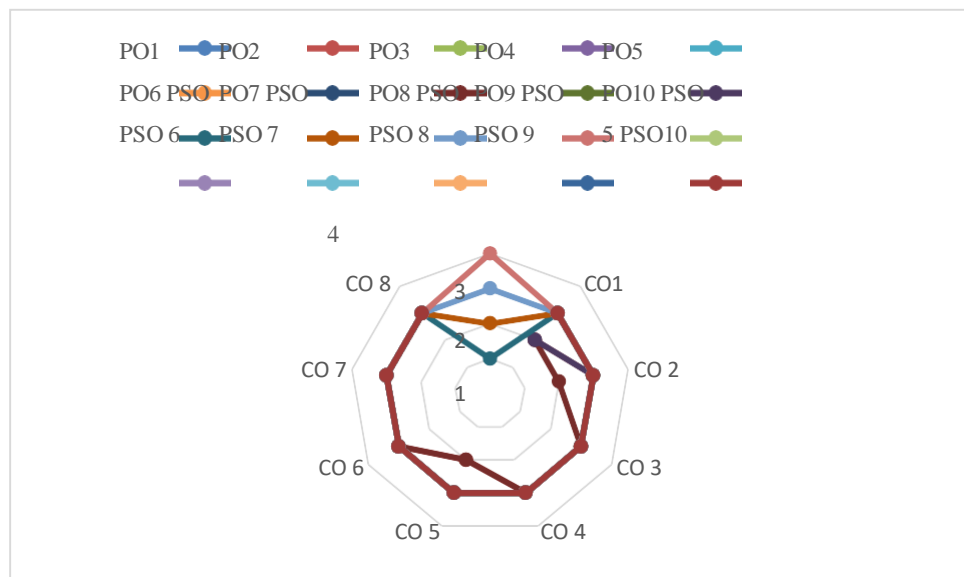
1. <https://www.edx.org/learn/project-management>
2. <https://www.oxfordhomestudy.com/courses/project-management-courses-online/free-online-courses-with-certificates-in-project-management>
3. <https://www.udemy.com/topic/project-management/free/>
4. <https://www.mygreatlearning.com/academy/learn-for-free/courses/project-management>
5. <https://www.simplilearn.com/learn-project-management-fundamentals-skillup>

S.NO	COURSE OUTCOME	RUPASCE LEVEL
1.	Explain the principles and techniques of software project management.	L4
2.	Explore the knowledge of organising and managing a software project.	L3
3.	Apply, analyse, design and develop the software project.	L6,L4,L3
4.	Identify the various project contexts and recommend an effective management strategy.	L1
5.	Practice the role of professional ethics in successful software development.	L3
6.	Select an appropriate project management approach by evaluating the business context and scope of the project.	L7
7.	Build general business concepts, practices, and tools to facilitate project success and to assess the role of project management in organisational change.	L6
8.	Recommend technology tools for communication, collaboration, information management, and decision support.	L7

L1 - Reasoning; L2 - Understanding; L3 - Practice; L4 - Analysis; L5 - Synthesis; L6 – Creation; L7 – Evaluation

S.N O	P O1	P O2	P O3	P O4	P O5	P O6	P O7	P O8	P O9	PO 10	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PS O7	PS O8	PS O9	PSO 10
CO1	3	2	3	3	3	3	3	3	3	2	3	3	2	3	3	3	2	3	3	3
CO2	3	2	3	3	3	3	3	3	3	2	3	3	2	3	3	3	2	3	3	3
CO3	3	3	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3
CO4	3	3	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3
CO5	3	3	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	3
CO6	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO7	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO8	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3

1-Low, 2- Medium, 3-Strong



Programme	MBA
Course Title	MACHINE LEARNING AND ARTIFICIAL INTELLIGENCE FOR BUSINESS
Course Code	21BSMEC4.7
Credit	5
Course Objectives	<ul style="list-style-type: none"> • To provide a comprehensive knowledge and understanding of how Machine Learning is linked with business strategy and functional strategies • To examine the characteristics and concepts of Artificial Intelligence. • To provide an overview of Artificial Intelligence, and also the need to achieve AI and business strategy alignment.

UNIT I Supervised Learning:

Introduction, Decision Tree Induction: C4.5, Random Forests and ID3. Bayesian Classification: Naive Bayes. Rule-Based Classification and Artificial Neural Network: Classification by Backpropagation. Support Vector Machines, Associative Classification, K-NN classifier, Case-Based Learning, Rough set, Fuzzy set approaches, Hidden Markov models. Ensemble model: Bagging, Boosting. Accuracy and Error Measures, Evaluating the Accuracy of a Classifier, Model Selection, Feature Selection.

UNIT II Unsupervised Learning-I:

Types of Data in Cluster Analysis, Clustering Methods- Partitioning Methods: K-Means, K-Medoids. Fuzzy Clustering Methods: FCM, PCM, FPCM, PFCM. Hierarchical Methods: Agglomerative and Divisive, Balanced Iterative Reducing Clustering using Hierarchies

UNIT III Unsupervised Learning-II:

Grid-Based Methods: Statistical Information Grid, Model-Based Clustering Methods: EM algorithm, Self-Organising Map. Clustering High-Dimensional Data: Clustering In Quest, Projective Clustering, Outlier Analysis.

UNIT IV Soft Computing Components:

Neighbourhood-based algorithms: Simulated annealing, Tabu search. Population-based algorithms- Evolutionary computation: Evolutionary programming and strategies, Genetic algorithms, 71 - Genetic programming, Differential evolution. Swarm Intelligence: Ant colony optimisation, Particle swarm optimisation

UNIT V Natural Language Processing:

Introduction to Natural Language Processing - Phonetics, Phonology, syntax, semantics, pragmatics, parsing, Morphology, N-grams, HMMs and Speech Recognition, Products of Computational Linguistics- Linguistic Models- Different types of evaluation and their comparison –Standardization - Generative AI and Chatbots -AI-Driven Decision Intelligence - AI-Powered Personalization - AI in Cybersecurity and Fraud Detection - Automated AI and No-Code/Low-Code AI - AI in Supply Chain Optimization - AI-Powered HR and Workforce Management -Edge AI and Real-Time Processing - AI for Sustainable Business Practices

UNIT VI Dynamic Component for Continuous Internal Assessment only: Contemporary issues Related to the Course - Practical: Studying information strategy and management of two Indian corporations in the limelight- Mini Project on information strategy and management- Group Discussions

Text Books:

1. Agrawal, A., Gans, J., & Goldfarb, A. (2022). *Power and Prediction: The Disruptive Economics of Artificial Intelligence*. Harvard Business Review Press.
2. Buxmann, P., & Schmidt, H. (2022). *Künstliche Intelligenz – Mit Algorithmen zum wirtschaftlichen Erfolg* (2nd ed.). Springer Vieweg.
3. Dinov, I. D. (2023). *Data Science and Predictive Analytics: Biomedical and Health Applications using R* (2nd ed.). Springer.
4. Ganesan, K. (2022). *The Business Case for AI: A Leader's Guide to AI Strategies, Best Practices & Real-World Applications*. Opinions Analytics Publishing.
5. Gentsch, P. (2022). *AI in Marketing, Sales and Service: How Marketers without a Data Science Degree can use AI, Big Data and Bots* (2nd ed.). Palgrave Macmillan.

References

1. Joshi, A. (2023). *Machine Learning and Artificial Intelligence*. Springer.
2. Olson, P. (2024). *Supremacy: AI, ChatGPT, and the Race That Will Change the World*. Harper Business.
3. Teoh, T. T., & Goh, Y. J. (2023). *Artificial Intelligence in Business Management*. Springer.
4. Williams, J. (2023). *Artificial Intelligence in Practice: How 50 Successful Companies Used AI and Machine Learning to Solve Problems*. Wiley.
5. Wilson, H. J., & Daugherty, P. R. (2023). *Human + Machine: Reimagining Work in the Age of AI* (2nd ed.). Harvard Business Review Press.

E-Resources:

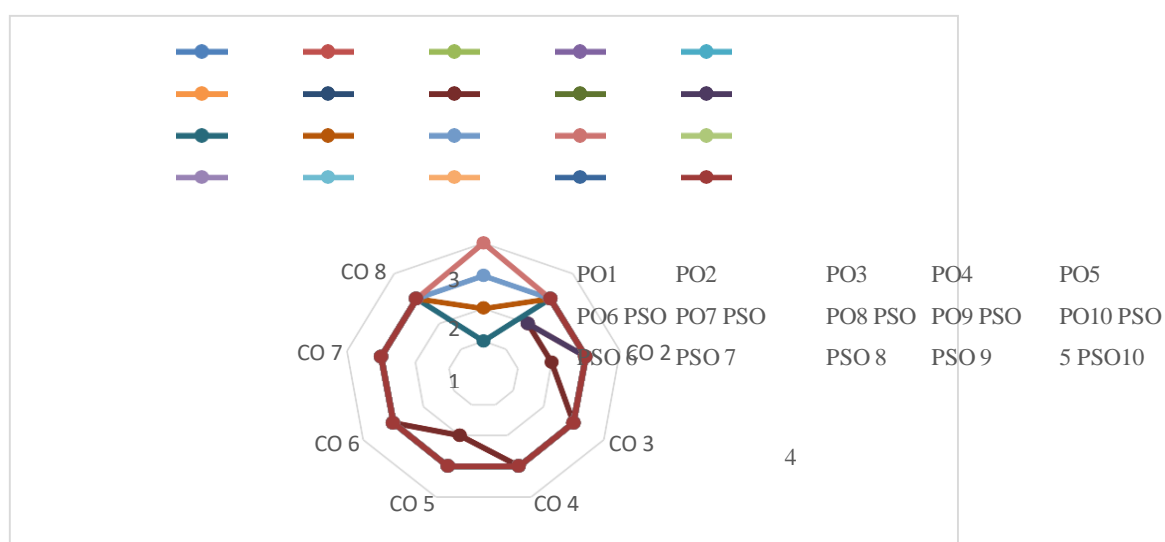
1. <https://ptgmedia.pearsoncmg.com/images/9780136556619/samplepages/9780136556619>
2. _Sample.pdf
3. <https://www.coursera.org/learn/machine-learning-data-analysis>
4. <https://www.coursera.org/courses?query=artificial%20intelligence&languages=en>
5. <https://www.coursera.org/learn/introduction-to-ai>
6. <https://www.coursera.org/courses?query=artificial%20intelligence>

S.NO	COURSE OUTCOME	RUPASCE LEVEL
1.	Summarise the fundamentals of machine learning and artificial intelligence.	L7
2.	Understand how to evaluate models generated from data.	L2
3.	Apply the algorithms to a real problem, optimise the models learned and report on the expected accuracy that can be achieved by applying the models	L3
4.	Apply the basic principles, models, and algorithms of AI to recognise, model, and solve problems in the analysis and design of information systems.	L3
5.	Analyse the structures and algorithms of a selection of techniques related to searching, reasoning, machine learning, and language processing	L4
6.	Discover patterns in the user data and then make predictions based on these and intricate patterns for answering business questions and solving business problems.	L3
7.	Design a technology that enables computer systems to work intelligently yet independently.	L6
8.	Support data based on models which have been developed, the other purpose is to make predictions for future outcomes based on these models.	L7

L1 - Reasoning; L2 - Understanding; L3 - Practice; L4 - Analysis; L5 - Synthesis; L6 – Creation; L7 – Evaluation

S.NO	P O1	P O2	P O3	P O4	P O5	P O6	P O7	P O8	P O9	PO 10	PS O1	PS O2	PS O3	PS O4	PS O5	PS O6	PS O7	PS O8	PS O9	PSO 10
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CO3	3	3	3	3	2	3	3	3	3	3	3	3	2	3	3	3	2	3	3	3
CO4	3	3	3	3	2	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3
CO5	3	3	3	3	3	3	3	3	3	3	3	3	2	3	3	3	3	3	3	3
CO6	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO7	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
CO8	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3

1-Low, 2- Medium, 3-Strong



Programme	MBA
Course Title	PROJECT WORK
Course Code	24BSM4PW
Credit	5

Project Work & Viva voce

The Project Work Report & Viva voce will be evaluated jointly by **TWO Examiners** (i.e. one Internal and the other External) for a Maximum of 100 Marks (5 Credits).

BSM

