ఆంధ్రప్రదేశ్ కేంద్రీయ విశ్వవిద్యాలయం आन्ध्र प्रदेश केंद्रीय विश्वविद्यालय
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SCHOOL OF COMMERCE AND MANAGEMENT

Postgraduate Programme Structure

as per the UGC Credit Framework (NEP 2020)

Vidya Dadati Vinayam

(Education Gives Humility)

MBA
Master of Business Administration

Programme Structure
(With effect from AY 2025 – 26)

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About the Department

The Department of Management at the Central University of Andhra Pradesh for 2024-25 is a pinnacle of management education. Through a meticulously crafted curriculum, students will explore knowledge in diverse courses. Its multidisciplinary approach broadens intellectual horizons and fosters a holistic understanding of contemporary business challenges and opportunities. The programme offered by the department aims to cultivate critical thinking and problem-solving skills among students, recognizing them as indispensable assets in today's dynamic business environment. These practical components deepen students' understanding and foster professional growth, ensuring they are well-equipped to thrive in multiple professional settings. With an unwavering commitment to excellence, the program endeavors to forge a seamless synergy between theoretical insights and practical applications, thereby nurturing a cadre of astute business leaders equipped to navigate the complexities of the modern corporate landscape.

About the programme

In today's competitive job market, there is a growing need for individuals with solid business acumen and leadership skills. The programme aims to instill knowledge, skills, and abilities to nurture intellectual curiosity and cultivate a passion for lifelong learning, shaping future business leaders, researchers, academicians, and conscientious members of society. The department imparts the students with both theoretical knowledge and practical experience essential for success in various organizational roles.

The department adeptly addresses the escalating complexities of contemporary business landscapes, particularly the rising importance of technological advancements. The CUAP has been adaptive by offering specializations in Marketing, Financial Management, Human Resource Management, Business Analytics, Tourism and Travel Management, and Retail and Supply Chain Management. These specialized curricula underscore CUAP's dedication to equipping students with the expertise needed to thrive in modern business management. By integrating cutting-edge skills and knowledge, CUAP ensures its graduates are well-prepared to meet the evolving challenges of the business world.

Programme Vision

Instill knowledge, skills, and abilities to enrich the qualities of strength, thoughtfulness, and resilience, nurture intellectual curiosity, foster diversity, and cultivate a passion for lifelong learning to develop future business leaders and entrepreneurs who can perform globally and make a valuable difference to society and the corporate world.

Programme Objectives: The purpose of this programme is to:

1. Cultivate critical thinking and problem-solving skills among students, recognizing them as indispensable assets in today's dynamic business environment.
2. Develop a conducive environment for holistic student growth, encompassing intellectual, emotional, and professional dimensions.
3. Foster collaboration between academia and industry to address real-world challenges through research and innovation.

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4. Establish partnerships with corporate entities to provide students with practical training and global exposure.
5. Foster an entrepreneurial mindset among students by encouraging innovation and creativity.
6. Build a robust alumni and student mentorship circle and professional exchange networks to foster holistic student wellness, development, integrity, leadership, and resilience.

Learning Outcomes:

Upon the completion of this programme, the students should be able to:
- Demonstrate proficiency in critical thinking and problem-solving.
- Exhibit holistic growth in intellectual, emotional, and professional dimensions.
- Exhibit professionalism, integrity, and leadership qualities, with the ability to lead teams, manage projects, and inspire others to achieve organizational goals.
- Analyse complex business problems, evaluate alternative solutions, and make informed decisions using critical thinking and problem-solving skills.
- Demonstrate the ability to work effectively in diverse teams, collaborate with colleagues from different backgrounds, and contribute positively to group projects and discussions.
- Understand the ethical principles and practices in business and demonstrate a commitment to corporate social responsibility and sustainable business practices.
- Possess an entrepreneurial mindset, with the ability to identify opportunities, innovate, and adapt to changes in the business environment.
- Understand international business practices, including the cultural, economic, and political factors influencing global business.
- Recognize the importance of lifelong learning and professional development and adapt to new technologies, trends, and challenges in the management field.

Pedagogy of the programme:

The pedagogy of an MBA program is designed with the combination of Student-Centric Learning, Group Discussions on current topics, developing Case Studies with local communities and businesses, Guest Lectures by industry experts, Interactive Sessions, Internship and Project Based Learning, Research Orientation, Seminars & Workshops on current topics, Tutorial & Assignments, Class test / Open book test. It aims to equip students with the necessary knowledge, skills, and competencies to excel in diverse roles in Business Management, Human Resources, Finance, Business Analytics, Tourism & Travel Management, and Retail & Supply Chain Management. The combination of theoretical learning, practical experiences, and experiential opportunities prepares the students to navigate complex business environments and make meaningful contributions to their organization and society.

Programme Structure:

- The M.B.A. programme is a two-year course divided into four semesters with around 96 credits.
- The program is designed with Core Courses, Electives (discipline-specific and interdisciplinary courses), and MOOCs.
- Number of teaching hours for the core courses and the elective courses is "60."

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- During the second year, students choose their specialisation, which enables them to gain in-depth knowledge that helps them in point-of-entry jobs.
- In Semester III, students must complete four elective courses from the chosen specialisation, and in Semester IV, they must complete one elective course from the same specialisation.
- Elective courses selected in Semester III shall be assigned course codes beginning with "3 _ _", while courses selected in Semester IV shall be assigned course codes beginning with "4 _ _".
- In semesters II and III, the students will select one Interdisciplinary Course.
- Students must complete 1 MOOC course in the I, II, and III Semesters.
- Students will undergo a two-month summer Internship after semester II and submit an internship report in semester III.
- In Semester IV, Students will undergo a six-month Project Work.

Note: The courses offered as electives in each academic year can change depending on various factors, including contemporary relevance and the program's needs as judged by CUAP

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MBA (Master of Business Administration) Semester and Course-Wise Credits

Semester	Discipline Specific Core (DSC) (L+T)	Discipline Elective (DSE) / Elective (EL)	Project Work/Dissertation	Common Compulsory Course (CCC)	Inter-Disciplinary Elective	Internship	Lab	Total Credits
I	MBA101 (4) MBA102 (4) MBA103 (4) MBA104 (4) MBA105 (4)		-		MBA111 MOOC/Swayam (2)			22
II	MBA201 (4) MBA202 (4) MBA203 (4) MBA204 (3) MBA205 (4)		-	MBA 213 Introduction to AI & Machine Learning (2)	MBA 211 MOOC/Swayam (2)		MBA 204 Lab (1) MBA 213 Introduction to AI and Machine Learning Lab (2)	26
III	MBA 301(4)	DSE 1(4) DSE 2(4) DSE 3(4) DSE 4(4)		MBA 313 Building Mathematical Ability (4)	MBA 350 MOOC/Swayam (2)	MBA 351 Internship Report (2)		28
IV	MBA 401(4)	DSE 5(4)	MBA411 Dissertation (12)					20
Total	47	20	12	6	6	2	3	96
Percentage	48.95	20.83	12.5	6.25	6.25	2.08	3.12	100

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IDE: Inter-Disciplinary Elective **CCC:** Common Compulsory Course **MOOCs:** Massive Open Online Courses

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Programme Structure with Course Titles

S. No	Course Code	Course Title	Number of Credits	Credit Distribution		
				L	T	P
Semester-I						
1	MBA101	Management Process and Organisational Behaviour	4	3	1	
2	MBA102	Quantitative Techniques & Business Analytics	4	3	1	
3	MBA103	Economics for Managers	4	3	1	
4	MBA104	Managerial Accounting	4	4		
5	MBA105	Marketing Management	4	3	1	
6	MBA111	MOOC (Business Ethics and Values)	2			
Total			**22**	**16**	**4**	
Semester-II						
1	MBA201	Managing Human Resources	4	3	1	
2	MBA202	Managerial Finance	4	3	1	
3	MBA203	Production Management	4	3	1	
4	MBA204	Strategic Management	4	3	1	
5	MBA205	Operations Research	4	3	1	
6	MBA211	MOOC (Corporate Governance)	2			
7	MBA213(CCC)	Introduction to Artificial Intelligence and Machine Learning	4	2		2
Total			**26**	**17**	**3**	**3**
Semester-III						
1	MBA301	Research Methodology	4	2	1	1
2		Elective I	4			
3		Elective II	4			
4		Elective III	4			
5		Elective IV	4			
6	MBA311	MOOC (Entrepreneurship Development)	2			
7	MBA313 (CCC)	Building Mathematical Ability & Financial Literacy	4	4		
8	MBA 314	Internship Report	2			

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Total			28	6+ Elective Credits	1 + Elective Credits	1 + Elective Credits
		Semester-IV				
1	MBA401	International Business	4	2	1	
		Elective V	4			
2	MBA411	Dissertation	12			
Total			**20**	2+ Elective Credits	1+ Elective Credits	

Note: In Semester III, L-T-P. Will be according to the DSE Credits.

Specialization Based Electives

S.No	Area of Elective	Course Code	Semester-III	Credit Distribution		
				L	T	P
1	Marketing Management	MBA_16M	Marketing Analytics	2	1	1
		MBA_17M	Digital Marketing	2	1	1
		MBA_18M	Services Marketing and CRM	3	1	
		MBA_19M	Integrated Marketing Communications	3	1	
		MBA_20M	Consumer Behavior and Neuro Marketing	3	1	
2	Financial Management	MBA_16F	Investment Analysis and Portfolio Management	2	1	1
		MBA_17F	Derivatives and Risk Management	2	1	1
		MBA_18F	Corporate Valuation	3	1	
		MBA_19F	Fintech Services	2	1	1
		MBA_20F	International Financial Management	3	1	
3	Human Resource Management	MBA_16H	Talent Management and HRM Analytics	3	1	
		MBA_17H	Performance Management and Competency Mapping	3	1	
		MBA_18H	Labour Laws, Industrial Relations, and HR Audit	3	1	

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		MBA_19H	Cross-Culture and Global Management	3	1	
		MBA_20H	International HRM & Cultural Diversity	3	1	
4	Business Analytics	MBA_16A	Introduction to Business Analytics & Data Science	2	1	1
		MBA_17A	Data Mining Techniques-Predictive Modeling & Pattern Discovery-Using R	2	1	1
		MBA_18A	Data Visualization	2	1	1
		MBA_19A	Big Data Analytics	2	1	1
		MBA_20A	Design Thinking	2	1	1
5	Tourism & Travel Management	MBA_16T	Introduction to Tourism Management	3	1	
		MBA_17T	Travel Agency and Tour Operations Management	3	1	
		MBA_18T	International Tourism and Travel Management	3	1	
		MBA_19T	Airfares and Computer Reservation Systems	3	1	
		MBA_20T	Management of Tourism and Travel Services	3	1	
6	Retail and Supply Chain Management	MBA_16R	Retail Supply Chain Management	3	1	
		MBA_17R	International Logistics	3	1	
		MBA_18R	Green Supply Chain Management	3	1	
		MBA_19R	International Retailing	3	1	
		MBA_20R	Retail Analytics	3	1	

Note: Elective courses selected in Semester III shall be assigned course codes beginning with "3 _ _", while courses selected in Semester IV shall be assigned course codes beginning with "4 _ _".

DSE: Discipline Specific Elective

IDE: Interdisciplinary Elective   **CCC: Common Compulsory Course**

L: Lectures   **T: Tutorials**   **P: Practical's**

Note:

1. MOOCs shall be taken by the students from the platforms suggested/ approved by the department.
2. The programme template and title of the courses are tentative. Any change as required may be made.

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Semester-wise credit distribution

Semester	Credits Allotted	Cumulative Credits
I	22	22
II	26	48
III	28	76
IV	20	96

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Important Information to Students:

1. Eligibility: Bachelor's degree in any discipline with not less than 50% marks or equivalent grade in aggregate from a recognized university.

2. The minimum duration for completing the MBA Programme is four semesters (two academic years), and the maximum duration is eight semesters (four academic years) or as per amendments made by regulatory bodies from time to time.

3. A student should attend at least 75% of the classes, seminars, and practicals/labs in each course of study.

4. All theory courses in MBA carry a Continuous Internal Assessment (CIA) component of 40 marks and a Semester-end component of 60 marks. The pass percentage for each component in a course is 40%.

5. In courses with a lab component, the Continuous Internal Assessment (CIA) component shall be 60 marks and the Semester-end component 40 marks. The pass percentage for each component in a course is 40%.

6. The student is given 3 Continuous Internal Assessment (CIA) tests per semester in each course from which the best two performances are considered to calculate the marks in CIA. The academic unit maintains a record of continuous assessment. The three internal tests are conducted for 15 Marks each; out of the best 2 tests, scores are considered for 30 marks. Out of the remaining 10 marks, 5 marks are awarded for the student's assignments/class presentations/ participation, and the remaining 5 marks are awarded for student attendance.

Marks for the Attendance will be considered as follows:

S. No	Attendance (%)	Marks
1	95% or more	5
2	90-94%	4
3	85-89%	3
4	80-84%	2
5	75-79%	1

7. A student should pass separately in both CIA and the ESE, i.e., a student should secure 20 (50% of 40) out of 40 marks for theory and 30 (50% of 60) out of 60 marks for lab components in the CIA. Therefore, a student should secure 30 (50% of 60) out of 60 marks for theory and 20 (50% of 40) out of 40 marks for lab components in the End-semester examination (ESE).

8. The semester-end examination shall consist of Objective Type Questions, Descriptive Type Questions, Short Answer Questions, Case Studies, or any other recommended by the BOS.

9. A student failing to secure the minimum pass marks in the CIA is not allowed to take the end-semester examination of that course. She/he has to redo the course by attending special classes for that course and get a pass percentage in the internal tests to become eligible to take the end-semester examination.

10. Students failing a course due to lack of attendance should redo the course.

11. Re-evaluation applies only to theory papers and will not be entertained for other components such as practical, thesis, dissertation, internship, etc.

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12. An on-campus elective course is offered only if a minimum of ten or 40% of the students registered, whichever is higher.

SEMESTER-I

Course Code**: MBA101** Core/ Elective**: Core** No. of Credits**: 4** No of Teaching Hours: **60**	Course Title **MANAGEMENT PROCESS & ORGANISATIONAL BEHAVIOUR**

Course Objectives:

The purpose of this course is:

- To familiarize the students with business organization management concepts and practices.
- To provide knowledge on the functional areas of management with the conceptual framework.
- To understand the significance of human interactions in shaping organizational culture and behavior.

Learning Outcomes:

Upon the completion of this course, the students should be able to:

- Explain the importance & role of management in business organizations.
- Identifying various leadership styles and their suitability to the situation.
- Apply organizational behavior theories and concepts to individual work experiences.
- Understand the influence of organizational culture on individual and group behavior.
- Analyze management issues as related to organizational behavior.

Course Outline:

Unit I   **No. of Teaching Hours**: 10

Introduction to Management: Concept, Definition and Nature of Management Evolution of Management thought– Purpose, Functions, Principles, and Levels of Management -Types and Roles of Managers (Mintzberg), and Skills for Managers (Katz) -Social and Ethical Responsibilities of Managers – Recent Trends in Management Practices in the wake of Globalization.

Unit II   **No. of Teaching Hours: 12**

Planning: Nature, Purpose, Process of Planning - Types of Plans – Premising & Forecasting, Decision Making: Concept, Process, Rationality in Decision; Management by Objectives – Organizing: Process - Formal and Informal Organizations – Departmentation - Span of Control – Delegation Vs Decentralization – Staffing.

Unit III: **No of Teaching Hours: 13**

Leading and Motivation: Concept of leading, Motivation: Significance, Process -Theories of Maslow, Herzberg, McClelland, Porter, and Lawler - Leadership: Trait Approach, Leadership

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Styles, Managerial Grid; Likert's Four Systems of Leadership – Effective Communication and its types, Advantages and Limitations– Controlling: Basis-Control Process - Techniques of control.

Unit IV	No of Teaching Hours: 12

Organizational Behavior: Fundamental Concepts- Models of OB- Understanding Individual behavior- Perception: Concept– Process- Learning: Concept- Theories of Learning, Personality – Concept, Types – Personality Theories - Attitudes- Johari Window 2X2 matrix, Transactional Analysis.

Unit V	No of Teaching Hours: 13

Group Dynamics Concept, Importance, Types of Groups, Group Formation, Group Development, Group Composition, Group Performance Factors; Organizational Conflict, Resolution of Conflicts; Culture and Determinants of Organizational Culture; Organizational Change, Concept, Need for Change, Resistance to Change; Theories of Planned Change; Organizational Development-Concept of OD, Organizational Diagnosis, OD Interventions.

Suggested Reading:

1. Heinz Weihrich, Harold Kontz, Management: A Global Perspective, 10/e TMH.
2. Stoner, Freeman and Gilbert, Jr. Management, Pearson Education, New Delhi.
3. Clegg, S., Kornberger, M., and Pitsis, T., Managing and organizations: An introduction to theory and practice, Sage, London, 2011.

References:

1. Luthans. F. Organizational Behavior, TMH.
2. Robbins, Management, 7/e, Pearson Education.

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Course Code**: MBA102** Core/ Elective: **Core** No. of Credits: **4** No of Teaching Hours: **60**	Course Title **BUSINESS ANALYTICS & QUANTITATIVE** **TECHNIQUES**

Course Objectives:

The purpose of this course is:

- To familiarize the students with various statistical data analysis tools that can be used for effective decision-making in business.
- To emphasize applying the concepts learned to various managerial situations.

Learning Outcomes:

Upon completion of this course, the students should be able to:

- Understand the basics of statistics and its applications.
- Summarize data sets using Descriptive statistics.
- Analyze the relationship between two variables of various managerial situations.
- Interpret Correlation and Regression.
- Understand applications of Time Series and Index Numbers.
- Analyze managerial decision problems using Probability.

Course Outline:

Unit I   **No of Teaching Hours**: 10

Introduction to Business Analytics: Meaning, Definition, and Importance of Business Analytics – Analytics v/s Analysis– Applications of Analytics – Different Kinds of Analytics – Types of Analytical Tools – Identifying Problems & Opportunities through Data Analytics – Framing a Business Problem as an Analytical Problem – Analytical Approaches for Decision Making.

Unit II   **No of Teaching Hours**: 12

Measures of Central Tendency: Arithmetic Mean, Geometric Mean, Harmonic Mean – Weighted Average. Positional Averages: Median and Mode, Partition values (Quartiles and Deciles, Percentile), Empirical relation between Mean, Median, and Mode- Merits and Demerits of Mean, Median, and Mode.

 Measures of Dispersion: Concept of Dispersion- Absolute and Relative measures of dispersion. Range, Quartile Deviation (Q.D.) Mean Deviation (M.D.) Standard Deviation (S.D.) and Variance-Coefficient of Variation (C.V.)– Measures of Skewness – Karl Pearson coefficient of Skewness.

Unit III   **No of Teaching Hours**: 13

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Analysis of Bi-variate data: Correlation-Concept and Types of Correlation-Methods of studying correlation, Scatter Diagram, Karl Pearson's correlation coefficient, Spearman's rank correlation coefficient. Regression: Concept of regression, Lines of regression, Regression Coefficients, Relation between correlation and regression coefficients.

Unit IV   **No of Teaching Hours**: 12

Probability: Probability Concepts- Theorems of Probability – Addition, Multiplication, Conditional, Joint, and Marginal Probability- Baye's Theorem of Probability.

Analysis of Time Series: Definition and Uses of Time Series, Components of time series, Method of Trend determination and Seasonal Variations by Least Square Method.

Unit V   **No of Teaching Hours**: 13

Hypothesis Formulation and Testing Techniques: Non-Parametric Tests (Mann-Whitney U, Chi-square test) – Parametric Tests: t-test, Z-test and ANOVA.

Suggested Reading:

1. Gupta, S.C. Fundamentals of Statistics. Himalaya Publishing House.
2. Gupta S.P. and Archana Gupta. Elementary Statistics. Sultan Chand and Sons, New Delhi.
3. Mizrahi and John Sullivan. Mathematics for Business and Social Sciences. Wiley and Sons.
4. Richard Levin and David S. Rubin. Statistics for Management, Prentice Hall of India, New Delhi.
5. Sharma, J. K. Business Statistics. Pearson Education.

References:

1. Spiegel, M.R. Theory and Problems of Statistics.
2. Thukral, J. K. Mathematics for Business Studies. Mayur Publications.
3. Vohra, N. D. Business Mathematics and Statistics, McGraw Hill Education (India) Pvt Ltd.
4. Schaum's Outlines Series. McGraw Hill Publishing Co.

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Course Code**: MBA103** Core/ Elective: **Core** No. of Credits**: 4** No of Teaching Hours: **60**	Course Title **ECONOMICS FOR MANAGERS**

Course Objectives:

The purpose of this course is:

- To familiarize the students with economic concepts and theories and their application in managerial decision-making.
- Analyzing business economic problems and suggesting suitable solutions to help managers make better decisions.

Learning Outcomes:

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

- Develop an understanding of the applications of managerial economics.
- Develop an understanding of microeconomic theories and principles, including price theory, firm theory, and market structure.
- Describe how changes in demand and supply affect markets.
- Distinguish between the different market structures and pricing practices available and used by the firms.
- Explain relationships between production and costs.
- Apply the knowledge of the mechanics of supply and demand to explain how markets work.

Course Outline:

Unit I   **No of Teaching Hours**: 10

Business Economics: Definition, Nature, Scope – Functions and Responsibilities of a Business Economist – Law of Demand and its Exceptions – Elasticity of Demand – Market Demand Equation – Types of Elasticity of Demand and their Managerial Uses in Business – Demand Forecasting – Methods of Forecasting for Existing and New Product.

Unit II   **No of Teaching Hours**: 12

Production Analysis & Firm Theory: Economic Theory of Firm – Theories of firm-Baumol's Model and Agency Theory – Production Function – Law of Variable Proportions & ISO-Quants & ISO Costs – Least Cost Factor Combination – Returns to Scale – Economies and Diseconomies of Scale.

Unit III   **No of Teaching Hours**: 13

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Cost, Profit & Market Structures: Cost Concepts – Short-run and Long-run Cost Curves – Determinants of Short- Term & Long-Term Profits, Measurement of Profit – Profit Maximization vs. Wealth Maximization– Demand and Supply: Market Equilibrium – Market Structures – Concept of Price – Pricing and Output Determination under Perfect Competition, Monopolistic Competition and Monopoly.

Unit IV   **No of Teaching Hours**: 12

Indian Economic Environment: Overview of Indian Economy- Recent changes in Indian Economy-Macro Economic Aggregates and Concepts-National Income-GDP, GNP, NNP, WPI, CPI-Types of Inflation: Demand Pull and Cost Push Inflation, Philips Curve, Stagflation-Measurement of Inflation- Economics of Risk & Finance-Monetary Policy and Fiscal Policy.

Unit V   **No of Teaching Hours**: 13

Trade Cycles: Phases, Theories, and Corrective Measures – Behavioral and Technical Function: Aggregative Demand and Supply, Consumption Function, and Investment Function – Keynesian Theory (overview).

Suggested Reading:

1. Joel Dean, Managerial Economics, Prentice Hall.
2. Mote & Paul, Managerial Economics, Tata McGraw Hill.
3. Gupta, Managerial Economics, Tata McGraw Hill.
4. Gupta, Macro Economics, Theory &Applications, Tata McGraw Hill.

References:

1. Mehta P. L, Managerial Economics – Text and Cases, S. Chand & Co.
2. Peterson & Lewin, Managerial Economics, Prentice Hall of India.
3. Person H. Craig, Lewis W. Ch and Jain Sudhir K, Managerial Economics, Pearson Education.

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Course Code: **MBA104** Core/ Elective: **Core** No. of Credits: **4** No of Teaching Hours: **60**	Course Title **MANAGERIAL ACCOUNTING**

Course Objectives:

The purpose of this course is:

- To familiarize and acquaint the students with financial accounting standards and practices.
- To learn the concepts of financial accounting & financial reporting.
- To acquire knowledge on the preparation of financial statements.

Learning Outcomes:

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

- Demonstrate various concepts and steps that organizations follow in Financial Accounting.
- Understand financial statement analysis and its tools and techniques for analyzing and interpreting the critical parameters of economic performance.
- Discover how balance sheets, income, and cash flow statements are developed and how each is interpreted.
- Evaluate the financial health of a business using financial statements.
- Prepare and evaluate financial forecasts to make strategic decisions.

Course Outline:

Unit I   **No of Teaching Hours**: 10

Introduction to Financial Accounting: Concepts and Postulates of Accounting - Accounting as a Language - Accounting as an Information System - Users of Accounting Information - Role of Accounting in Economic Development – Using Financial Information for Decision Making - Cost Accounting – Management Accounting.

Unit II   **No of Teaching Hours: 12**

Accounting System and Process: Accounting Equation, Transactions and their Effects on Accounting and Equation, Classification of Accounts: Owner's Equity, Revenues, and Expenses - Accounting Process: The Journal and its Sub-division, The Ledger, The Trial Balance, The Financial Statements, Computerized Accounting, Introduction to Tally Package, Rectification of Errors (Theory and Problems).

Unit III   **No of Teaching Hours: 13**

Financial Statement Analysis: Preparation of Financial statements: Income statement and Balance

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sheet - The Tools of Analysis: Horizontal Analysis, Vertical Analysis, Trend Analysis, Ratio Analysis, Funds Flow, and Cash Flow Analysis (Theory and Problems).

Unit IV   **No of Teaching Hours: 12**

Cash Flow Statement Cash Flow Statement – Advantages and Utility of Cash flow statement – Preparation of Cash flow statement (Including Numerical problems) - Tax planning – Tax Avoidance – Tax evasion; Cost concepts – Classification of Costs- – preparation of cost sheet (no numerical)

Unit V   **No of Teaching Hours: 13**

CVP analysis – Break-even Point, concept of contribution and P/V Ratio, Margin of Safety (Including Numerical problems) - Managerial uses of Break-even concept – product mix, make or buy decision, capacity utilization, plant shut down decision, Standard Costing – Variance Analysis – Material Variances – Labor Variances (Simple Problems Related to Material and Labor Variances Only)

Suggested Reading:

1. G. Prasad & V. Chandra Sekhar Rao, Accounting for Managers, Edition 12th, (2010), Narayana offset printers, Jai Bharat Publications, Guntur.
2. Meigs &Meigs, Accounting the Basis for Business Decisions, 9th Edition (1993), Tata McGraw Hill, New Delhi.
3. Shashi K. Gupta, R.K. Sharma, Accounting for Managerial Decisions, 2nd Edition (2004), Kalyani Publishers, New Delhi.

References:

1. K. Rajeshwari Rao & G. Prasad, Accounting & Finance, 12th Edition, (2010), Jai Bharat Publishers, Guntur**.**
2. Jain, S. P., and Narang, K., Financial Accounting. 5th Edition, (2005) Kalyani Publishers, Ludhiana.

Course Code**: MBA105** Core/ Elective**: Core** No. of Credits**: 4** No of Teaching Hours: **60**	Course Title **MARKETING MANAGEMENT**

Course Objectives:
The purpose of this course is:
- To provide an understanding of the concepts, strategies, and issues involved in the marketing of products.
- To familiarize the concepts, strategies, and issues of marketing of services.

Learning Outcomes:

Upon the completion of this course, the students should be able to:

- Understand the marketing concepts and the changing context of the marketing environment.
- Explain consumer behavior when implementing the marketing strategies.
- Describe conceptual understanding of product management and issues relating to the marketing of services.
- Demonstrate different price strategies and the dynamics of channel management.
- Analyze different elements of the promotion mix and the importance of integrated marketing communications.

Course Outline:

Unit I No of Teaching Hours: **10**

Introduction: Meaning and definition of marketing – Differences between selling and marketing -Scope of marketing- Core marketing concepts- Evolution of marketing - Building customer satisfaction, value, and retention-Direct Marketing vs. Online Marketing- Role of marketing in the present scenario- Marketing Environment- Marketing Research- Marketing Information System (MIS)- Strategic marketing planning at the corporate level and business level.

Unit II No of Teaching Hours: **12**

Consumer Behaviour- Consumer buying decision process- Factors influencing consumer buying decision process- Industrial buying process. Market Segmentation, Targeting, and Positioning: Bases and procedure for segmenting a consumer market-Criteria for effective market segmentation-Target market selection process and strategies- Positioning strategies.

Unit III No of Teaching Hours: **13**

Product and Price Management: Concept of Product - Classification of Products - Product Levels Classification – Product Mix - Product Mix Decisions - New Product – New Product

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Development Stages - Product Life Cycle Stages & Implications - Branding - Packaging &Labelling. Role of price in marketing mix - Pricing concept – Pricing Methods and Strategies.

Unit IV   **No of Teaching Hours**: 12

Channel & Promotion Management: Channels: Nature of marketing channels - Types – Channel Structure and Participants – Supply Chain Management. Promotion Management: Role of promotion in marketing - Promotion mix - Communication Process - Advertising- Need - Objectives - Types of advertising – Major decisions in advertising - Objectives - Budget - Strategy - Evaluation - Advertising and Social Marketing - Sales Promotion - Personal Selling - Publicity - Public Relations- Concept of Integrated Marketing Communication.

Unit V   **No of Teaching Hours**: 13

Emerging Trends in Marketing-Social, Ethical, and Legal aspects of marketing; Green Marketing-e-marketing– Augmented reality marketing- Emotional Marketing-Guerilla Marketing-Cause Marketing-Marketing of services; Relationship marketing.

Suggested Reading:
1. Kotler Philip and Kevin Keller Marketing Management, 13th ed., Pearson Prentice – 2008.
2. Kotler, Philip, and Gary Armstrong, Principles of Marketing, 12th ed., Pearson Prentice-Hall 2008.
3. Etzel, Michael J., Bruce J. Walker and William J. Stanton, Fundamentals of Marketing, 11th ed., McGraw Hill, 2008.
4. McCarthy, E. Jerome, Joseph P. Cannon and William D. Perrault, Jr., Basic Marketing: A Managerial Approach, 9th ed., McGraw Hills, 2008.
5. Keller, Philip, Keller Kevin Lane, Koshy Abraham, Jha Mithileshwar, Marketing Management: A South Asian Perspective, 13th Edition, 2008.
6. Kotler, Philip: Marketing Management-Analysis, Planning Implementation and Control, Prentice Hall, New Delhi.

References:
1. Majumdar, Ramanuj: Product Management in India, Prentice Hall, New Delhi.
2. Me Carthy, E. Jenome and William D., Perreault Jr: Basic Marketing: Managerial Approach, Richard D. Irwin, Homewood, Illinois.
3. Ramaswamy. S and Namakumari.S: Marketing Management, MacMillan India, New Delhi.
4. Srinivasan, R: Case Studies in Marketing: The Indian Context, Prentice Hall, New Delhi.
5. Stanton, William J., and Charles Futrell: Fundamentals of Marketing; McGraw Hill Publishing Co., New York.

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SEMESTER-II

Course Code**: MBA201** Core/ Elective**: Core** No. of Credits**: 4** No of Teaching Hours: **60**	Course Title **MANAGING HUMAN RESOURCES**

Course Objective:

The purpose of this course is:

- To familiarize the students with the main aspects of Human Resource Management at the organization level.

Learning Outcomes:

 Upon the completion of this course, the students should be able to:

- Understand the basic concepts of Human Resource management.
- Analyse the human resource planning, implementation, and evaluation of employee recruitment, selection, and retention plans and processes.
- Develop, implement, and evaluate employee orientation, training, and development programs.
- Evaluate the design and evaluation process of the performance management program.
- Explain the concepts like compensation, employee welfare, and industrial relation issues

Course Outline:

Unit I   **No of Teaching Hours**: 10

Human Resource Management: Nature and Significance, functions of HRM, Qualities and Role of HR Manager, HRM Model, HRM in a changing Environment.

Unit II   **No of Teaching Hours**: 12

Human Resource Planning: Objectives, process, factors affecting HR Planning, Acquiring Human Resources, Development of Human Resources, Requisites for successful HR Planning, Recruitment – Factors influencing, Sources of Recruitment–E- Recruitment-Selection Process – Placement, Induction, and Socialization –Promotion and Transfers.

Unit III   **No of Teaching Hours**: 13

Employee Training: Significance – Identification of Training Needs – Employee Training Methods – Executive Development Methods – Evaluation of Training- Motivation-

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Communication-Leadership and Development Programs – Methods of Evaluation -Limitations to its effectiveness

Unit IV   **No of Teaching Hours**: 12

Performance Appraisal: Scope & Significance – Methods of Appraisal – Limitations of Appraisal - Career Planning and Development – Ethics-Counselling- Mentoring-Coaching. The Future – The Challenges

Unit V   **No of Teaching Hours**: 13

Wage and Salary Administration: Wage Structure and Policy – Wage Differentials – Wage Payment Methods – Incentives – Fringe Benefits –Industrial Relations: Causes of Disputes and Settlement - Role of State in Industrial Relations - Collective Bargaining -Employee Participation in Management - Quality of Work Life.

Suggested Reading:

1. Aswathappa. Human Resource Management 6th Edition (2010). Tata McGraw Hill, New Delhi.
2. Biswanath Ghosh. Human Resource Development and Management, (2005) Jain Book Depot, New Delhi
3. C. B. Mamoria. Personnel Management 21st Edition (2012). Himalaya Publishing House, New Delhi.
4. Edwin Flippo. Personnel Management 5th Edition (1994). Tata McGraw Hill, New Delhi.

References:

1. Rajashree Shinde, A. Abhilasha, A. Ramkumar Human Resource Management 1st Edition (2017). Himalaya Publishing House, New Delhi.
2. Sahni Personnel Management 5th Edition (2005). Kalyani Publisher, New Delhi.
3. Subba Rao. Human Resources Management 12th Edition (2011). Himalaya Publishing House, New Delhi.
4. V.S.P. Rao, Human Resources Management, 3rd Edition (2010). Excel Books, New Delhi. 11th Edition (2012) Tata McGraw Hill.

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Course Code**: MBA202** Core/ Elective: **Core** No. of Credits**: 4** No of Teaching Hours: **60**	Course Title **MANAGERIAL FINANCE**

Course Objectives:

The purpose of this course is:

- To familiarize the students with various advanced concepts in Financial Management.
- To expose students to various theories on investment and dividend decisions.
- To enable students to understand risk, its measurement, and its management.
- To understand the advanced tools and techniques used in evaluating projects for financial decisions.
- To know the financial management concepts to attain an excellent anatomy of effective financial decision-making in business.

Learning Outcomes:

Upon the completion of this course, the students should be able to:

- Understand and apply advanced tools and techniques in evaluating projects.
- Grasp different financial management theories and see their relevance in the present context.

Course Outline:

Unit I   **No of Teaching Hours**: 10

Introduction to Finance: Concept, Meaning, Principles & Types of Finance, Functions of Finance, Financing Decisions, Factors influencing Financial Decisions, Objectives of Corporate Financial Decisions. Introduction to Financial Management, Meaning & Definition, Evolution, Scope, Methods, Importance, Functional Areas of Modern Financial Management, Financial Management Process, Organization of Finance Functions. Capital Structure Planning and Policy; Introduction to Capital Structure Theories: Net Income Approach, Net Operating Income Approach, The Traditional Approach, Modigliani & Miller Approach - Concept & Problems. Optimal Capital Structure: Meaning & Concept, Trade-Off-Theory v/s Pecking Order Theory, EBIT - EPS Approach - Concept & Problems.

Unit II   **No of Teaching Hours**: 12

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Investment Decisions: Introduction to Investment Decisions: Meaning, Need and Factors, Efficient Investment Analysis. Introduction to Capital Budgeting Decisions - Meaning, Features, Process and Factors, Capital Budgeting Techniques: Traditional and Modern Techniques, Varying Opportunity Cost of Capital, NPV v/s IRR, Incremental IRR, Modified Internal Rate of Return (MIRR) - Concept, Evaluation Criteria & Problems, Fisher's Rate and Aggregate Capital Needs in Investment Decisions, Project Selection under Capital Rationing: Meaning, Types, Pros & Cons, Problems on Divisible & Indivisible Projects, Multi-Period Capital Rationing, Capital Budgeting under Inflationary Conditions.

Unit III   **No of Teaching Hours**: 13

Risk Analysis in Capital Budget: Risk Analysis in Capital Budgeting - Meaning, Analysis of Risk and Uncertainty, Sources and Perspectives of Risk, Measurement of Risk, Nature of Risk in Capital Budgeting Decisions, Techniques for Risk Analysis: Risk Adjusted Discount Rate, Certainty Equivalent Method, Probability Method, Sensitivity Analysis, Scenario Analysis, Simulation Analysis, Hiller Model, Break-Even Analysis, Corporate Risk Analysis, Decision Tree Analysis - Sequential Investment Decisions, Market Risk Analysis - Concept & Problems, Backward Induction Method, Utility Theory and Capital Budgeting.

Unit IV   **No of Teaching Hours**: 12

Corporate Restructuring: Introduction to Corporate Restructuring: Mergers, Acquisitions, Takeovers, Spinoff, Synergies, Strategic Alliance, Joint Venture, Leveraged Buyouts, Management Buyouts (MBO) & Buy-in (MBI), Franchising, Intellectual Property Rights (IPRs), Sell-off, Demerger, Disinvestment v/s Divestment, Slump Sale, Reverse Merger, Equity Carveout - Concept & Types. Valuation under M&A: Discounted Cash Flow Method (DCF), Price-Earnings Ratio (P/E Ratio), EPS Approach, Enterprise-Value-to-Sales Ratio (EV/Sales), Replacement Cost Method - Concept & Problems.

Unit V   **No of Teaching Hours**: 13

Dividend & Working Capital Decisions: Introduction to Dividend Decisions, Meaning & Definition, Forms of Dividend, Types of Dividend Policy, Significance of Dividend, Impact of Dividend Policy on Company, Factors affecting Dividend Policy, Dividend Decision Theories - Walter's Model, Gordon's Model, MM Theory - Concept, Assumptions, Formula, Criticisms & Problems. Introduction to Working Capital, Meaning & Definition, Types of Working Capital, Significance of Adequate Working Capital - Evils of Excess or Inadequate Working Capital - Determinants of Working Capital - Sources of Working Capital, Techniques for managing Working Capital - Concept & Problems.

Suggested Reading:
1. Schall & Haley, Financial Management, McGraw Hill, New York.
2. Prasanna Chandra, Financial Management, Theory and Practice, Tata McGraw Hill.
3. I.M. Pandey, Financial Management, Vikas Publishing House.

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4. Khan & Jain, Financial Management, Tata McGraw Hill.
5. Bhabatosh Benerjee, Financial Policy and Management Accounting, EEE edition.
6. G. Sudarsana Reddy, Financial Management, HPH.
7. Sudhindra Bhat, Financial Management: Principles and Practice, Excel Books India.

References:
1. Patel Bhavesh, Fundamentals of Financial Management, Vikas Publications.
2. Sharan, Fundamentals of Financial Management, Pearson Education India.
3. Shri. Narendra Singh, Advanced Financial Management, HPH.
4. Dr. B. G. Sathya Prasad & M. N. Arora, Management Accounting and Financial Management, HPH.

4Course Code**: MBA203** Core/ Elective**: Core** No. of Credits**: 4** No of Teaching Hours: **60**	Course Title **PRODUCTION MANAGEMENT**

Course Objectives:

- To understand the strategic role of production management in creating and enhancing a firm's competitive advantages;
- To understand critical concepts and issues of OM in both manufacturing and service organizations;
- To know the significance of materials management in organizations.
- To understand the different aspects of quality and systems of quality management.

Course Outcomes:

At the end of the course, the students learn about

- The different aspects of operations management, such as the need for materials and quality management in organizations.

Course Layout:

Unit I   **No of Teaching Hours**: 10

Production and Operations Management -Production Systems - Facilities location - Layout Design - Product and Process Design – Materials Handling- Value Analysis - Operations Strategy – World Class Manufacturing.

Unit-II   **No of Teaching Hours**: 12

Operations Planning and Control: Forecasting types and methods, Mass and Batch Production Planning - Production Planning and Control Techniques – Capacity Planning – Optimal Production Strategies- Work Design: Method Study and Work Measurement - Work Sampling- PERT & CPM.

Unit-III   **No of Teaching Hours**: 13

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Maintenance Management: Need for Maintenance Management – Maintenance Alternatives - Equipment life cycle – Managing of Work Environment – Waste Management - Automation — Technology Management.

Unit-IV   **No of Teaching Hours**: 12

Materials Management: An Overview of Materials Management - Material Requirements Planning - Purchase Management - Stores Management - Inventory Planning and Control Systems - Just-in-Time Systems – Perpetual Inventory Control System.

Unit-V   **No of Teaching Hours**: 13

Quality Management: Acceptance Sampling - Statistical Quality Control - ISO-9000 Standards – Economics of Quality Assurance – Improvement of Operations: Quality Circles - Six Sigma and Kanban System - Total Quality Management.

Reference:

1. Chary, S.N. Production and Operations Management. New Delhi, TMH, New Delhi.
2. Elwood S. Buffa, Rakesh K. Sarin, Modern Production and Operations Management, John Wiley, New York.
3. Everett E. Adam, Jr., Ronald J. Ebert, Production and Operations Management, PHI, New Delhi.
4. Gopalakrishnan P. and Sundaresan. M., Materials Management - An Integrated Approach, PHI, New Delhi.
5. Krishnaswamy. K.N., Cases in Production/Operations Management, PHI, New Delhi.
6. Mahadevan, B. Operations Management: Theory and Practice, Pearson Education.
7. Pannerselvam R., Production and Operations Management, PHI, New Delhi.
8. Thomas E. Morton, Production Operations Management, Vikas, New Delhi.

Course Code**: MBA204** Core/ Elective**: Core** No. of Credits**: 4** No of Teaching Hours: **60**	Course Title **STRATEGIC MANAGEMENT**

Course Objectives:

The purpose of this course is:

- To understand how strategic decisions should be taken and implemented in the changing environment.
- To understand the different stages of the strategic management process.
- To enable the students to learn various strategies that can be applied in decision-making to enhance organizational effectiveness, productivity, and profitability.

Learning Outcomes:

Upon the completion of this course, the students will be able to learn

- The process of strategic management.
- Different types of strategies that are used in the process of development and revival of business.
- The issues in the implementation of the strategy.

Course Outline:

Unit I   **No of Teaching Hours**: 10

Evolution of Strategic Management: Concept, Definition, Need and Scope, Objectives, and Importance of Strategic Management – Types of Strategies – Guidelines for Crafting Strategies – Basic Model of Strategic Management – Strategic Decision Making – Stages of Strategic Management: Strategy Formulation, Strategy Execution, and strategy Evaluation and Control – Tailoring Strategies to Fit Specific Industry and Company Situations.

Unit II   **No of Teaching Hours**: 12

Strategic Analysis and Choice: Environmental Threat and Opportunity Profile (ETOP), Organizational Capability Profile – Strategic Advantage Profile – Value-Chain Approach – Corporate Level Analysis: BCG, GE Nine-cell Matrix, Bodnet Market Evolution Matrix, Hofer's

Product Market Evolution and Shell Directional Policy Matrix – Industry Level Analysis: Porters' Five Forces Model – Qualitative Factors in Strategic Choice – Distinctive Competitiveness – Concept of Strategic Business Units (SBUs).

Unit III   No of Teaching Hours: **13**

Resource Allocation (Technological and Demand Forecasting): Budgets, Organization Structure, Matching Structure and Strategy, and Behavioral issues – Leadership Style – Corporate culture – Values – Power – Social Responsibilities – Ethics – Building a Capable organization, and Functional Issues – Functional Plans and Policies – Corporate level (or Grand) Strategies: Stability, Expansion, Divestment and Coordination Strategies.

Unit IV   No of Teaching Hours: **12**

Expansion and Growth Strategies: Types of Expansion Strategies – Intensification Strategies: Market Penetration, Market Development, and Product Development – Diversification Strategies: Vertically Integrated, Concentric and Conglomerate Diversification Strategies, and their Importance Growth Strategies: Mergers, Acquisitions, Takeover, Joint Ventures, Strategic Alliances, and Collaborative Partnerships – Turnaround Management Strategies.

Unit V   No of Teaching Hours: **13**

Strategy Execution/Implementation: 7S Framework for Understanding Implementation Issues – Organizational Learning – Structures for Strategies – Organizational Leadership and Corporate Culture – The concept of Balanced Score Card – Triple Bottom line Approach – Strategy Evaluation and Control: Purpose of Strategic Control, Strategic, Budgetary and Operational Control – Strategic Control Process – Strategic Audit.

Suggested Reading:

1. JA. Pearce II and R. B. Robinson Jr., Strategic Management Formulation Implementation and Control, Tata McGraw Hill.
2. Ansoff H. Igor, Corporate Strategy: An Analytical Approach to Business Policy for Growth and Expansion, McGraw–Hill, New York.
3. V.S.P. Rao & V Hari Krishna, Strategic Management Text & Cases, Excel Books.
4. Andrews, Kenneth R., The Concept of Corporate Strategy, Dow – Jones – Irwin, Homewood (Illinois).
5. Glueck, William F. and Lawrence R. Jauch., Business Policy and Strategic Management, Mc Graw Hill, International Edition.

References

1. Hamel, G. and S.K. Prahlad, Competing for the Future, Harvard Business School Press.
2. Kazmi, Azhar., Business Policy, Tata McGraw Hill.
3. Nitin Balwani, Strategic Management & Business Policy, Excel Books, New Delhi
4. Hamel, G. and S.K. Prahlad, Competing for the Future, Harvard Business School Press, Boston, 1994.

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Course Code**: MBA205** Core/ Elective**: Core** No. of Credits**: 4** No of Teaching Hours: **60**	Course Title **OPERATIONS RESEARCH**

Course Objectives:

The purpose of this course is

- To familiarize the Operations Management concepts.
- To introduce various optimization techniques with a managerial perspective.
- To facilitate the use of Operations Research techniques in managerial decisions.

Learning Outcomes:

Upon the completion of this course, the students will be able to

- Analyze complex business problems and select appropriate optimization techniques, such as linear programming and decision analysis, to improve efficiency and decision-making in managerial contexts.
- Utilize Operations Research methods to make informed decisions that enhance organizational performance and resource management.

Course Layout

Unit I   **No of Teaching Hours**: **10**

Introduction to Operations Research- Features of Operations Research- Technologies or Tools of Operations Research- Applications of Operations Research- Limitations of Operations Research- Introduction to Linear Programming- Graphical Method- Simplex Method -Big M Method.

Unit-II   **No of Teaching Hours**: **12**

Assignment Problem-Introduction-Hungarian Method- Maximisation Case in Assignment Problem-Travelling Salesman Problems-Unbalanced Assignment Problems.

Unit-III   **No of Teaching Hours**: **13**

Transportation Problem- Introduction- Methods for Initial Basic Feasible Solutions: North West Corner Methods (NWCM), Lowest Cost Entry Method (LCM or Matrix Minima Method), Vogel's Approximation Method-Optimality Test: Modified Distribution Method (Modi Method).

Unit-IV   **No of Teaching Hours**: **12**

Game Theory- Introduction- Significance of Game Theory-Types of Strategies- The MAXIMIN-MINIMAX Principle-Games with Pure Strategies-Games with Mixed Strategies-Dominance Method.

Unit-V   **No of Teaching Hours**: **13**

Decision Theory: Introduction-Stages of Decision-Making Theory-Decision Making Under Certainty-Decision Making Under Risk-Decision Making Under Uncertainty-Decision Tree Diagram.

Suggested Reading:
1.   Panneerselvam, R, Operations Research, Prentice-Hall of India, New Delhi, 2002.
2. Srinivasan, Operations Research, PHI Learning, NewDelhi,2010

Reference:
1. Operations Research, Quantitative Analysis for Management, K. K. Chawla, Vijay Gupta, Bhushan K. Sharma, Kalyani Publishers, ISBN No: 978-81-272-6348-5.

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Course Code**: MBA213** Core/ Elective**: CCC-I** No. of Credits**: 4** No of Teaching Hours: **60**	Course Title **INTRODUCTION TO ARTIFICIAL INTELLIGENCE & MACHINE LEARNING**

Course Objectives:

The purpose of this course is:

- To introduce the main concepts and uses of AI & ML.
- To understand the fundamental concepts and terminology of Artificial Intelligence

Learning Outcomes:

Upon the completion of the course, students will be able to:

- Apply search strategies effectively, distinguishing between uninformed and informed methods to solve AI problems.
- Write Python programs by understanding syntax and applying programming constructs.

Course Outline:

Unit I   **No of Teaching Hours**: **10**

Introduction to Artificial Intelligence: Definition & Basic Concepts of AI, Applications & Future of Artificial Intelligence, Characteristic of Intelligent Agents – Typical Intelligent Agents, Problem Solving Approaches to Typical AI Problems. Problem-solving by Searching: Uninformed and Informed Strategies and Implementation. Constraint Satisfaction Problems (CSP).

Unit II   **No of Teaching Hours**: **12**

Knowledge Representation: Logical Agents, Propositional and First Order Predicate Logic, Inference, Knowledge Representation, Uncertain Knowledge and Reasoning

Unit III	**No of Teaching Hours**: 13

Machine Learning & AI Applications: Machine Learning Basics, Learning From Examples, Forms of Learning (Supervised, Unsupervised, Reinforcement Learning), Simple Models (Linear & Logistic Regression), Deep Learning AI Applications, Natural Language Processing Models, Machine Translation- Speech Recognition- Computer Vision - Image Classification.

Unit IV	**No of Teaching Hours**: 12

Python Programming: Features, Installing Python, Running Python Program, Debugging.
Variables and Expressions: Values and Types of Variables, Keywords and Type Conversion, Types of Operators and Operands. Conditional Statements & Looping Control statements

Unit V	**No of Teaching Hours**: 13

Functions: Function Calls-Type Conversion Functions- Math Functions, Adding New Functions-Parameters and Arguments-Variables and Parameters. Strings & Methods - String Operations, Lists -Built-in List Functions and Methods.

Suggested Reading:

1. S. Russell and P. Norvig, "*Artificial Intelligence: A Modern Approach*", Prentice Hall, 4th Edition 2022.
2. M. Tim Jones, "*Artificial Intelligence: A Systems Approach (Computer Science)*", Jones and Bartlett Publishers, Inc.; 1st Edition, 2008.
3. Burkahard A Meier, "*Python GUI programming Cookbook*", Packt Publication, 2nd Edition.

References:

1. Lavika Goel, "*Artificial Intelligence: Concept and Applications*", Willy,2021.
2. Nils J. Nilsson, "*The Quest for Artificial Intelligence*", Cambridge University Press, 2009.
3. Barry, P, "*Head first Python: A brain-friendly guide*" O'Reilly Media, 2016.
4. Lutz, M., "*Learning python: Powerful object-oriented programming*", O'Reilly Media, 2013

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SEMESTER-III

Course Code**: MBA301** Core/ Elective: **Core** No. of Credits: **4** No of Teaching Hours: **60**	Course Title **RESEARCH METHODOLOGY**

Course Objectives:

The purpose of this course is:
- To provide knowledge of the business research methodology's concepts, tools, and techniques.
- To understand and comprehend the basics of research methodology and apply them in research/ project work.

Learning Outcomes:

Upon the completion of this course, the students should be able to:
- Select an appropriate research design.
- Take up and implement a research project/study.
- Collect the data, edit it properly, and analyze it accordingly.
- Develop skills in qualitative and quantitative data analysis and presentation.
- Demonstrate the ability to choose methods appropriate to research objectives.

Course Outline:

Unit I   **No of Teaching Hours**: **10**

Introduction to Research: Meaning, Characteristics, Objectives, Motivation in Research, Types, Methods, Significance, Process, Approaches, Criteria of Good Research. Concept of Theory, Empiricism, Deductive and Inductive Theory. Introduction to Ethics in Research,

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Plagiarism, Limitations, and Ethical Issues in Research, Software for Detection of Plagiarism, Plagiarism level in National and International Publications, and Problems encountered by researchers in India.

Unit II   **No of Teaching Hours**: 12

Research Topic & Research Design: Selecting a Topic for Research, Types of Research Problems in Social Science, Components & Sources of Research Problem, Techniques involved in Defining Problem, Definition of Problem and Evaluating Problem, Review of Literature: Need, Purpose & Note Taking, Research Gap Identification. Introduction to Research Design: Meaning, Need & Importance, Types & Uses of Research Design, Features of Good Research Design, Types of Research Design - Concept, Pros & Cons. Qualitative, Quantitative, and Mixed Research Designs, Steps in Sample Design, Complex Random Sample Designs, Variables in Research: Introduction, Meaning, Types.

Unit III   **No of Teaching Hours**: 13

Scales of Measurement & Data Processing: Scales of Measurement: Types of Data Measurement Scale, Techniques of Data Scaling, Goodness of Measurement Scales, Deciding the Scale, Validating the Scale. Data Processing: Processing and Distribution - Field Work Validation - Tabulation - Editing - Coding - Classification and Tabulation of Data - Presentation - Graphical Representation. Reliability and Validity: Meaning, Types and Need. Sources of Data: Primary and Secondary Sources - Qualitative and Quantitative Methods of Data Collection, Constructing Questionnaire, Standardized Questionnaire, Questionnaire v/s Schedules.

Unit IV   **No of Teaching Hours**: 12

Sampling & Hypothesis: Introduction to Sampling: Concepts of Population, Sample, Sampling Frame, Sampling Error, Sample Size, Characteristics of a good sample, Types of Sampling - Probability and Non-Probability, Determining Size of the Sample, Sample v/s Census, Introduction to Hypothesis: Meaning, Concepts & Types. Type I and Type II Errors, Level of Significance, Testing of Hypotheses: Concepts, Steps in Hypothesis Testing, P-Value Approach.

Unit V   **No of Teaching Hours**: 13

Statistical Tests & Software: Univariate and Multivariate Data Analysis, Factor Analysis, Cluster Analysis and Content Analysis, Descriptive vs Inferential Analysis - Descriptive Analysis of Univariate Data and Bivariate Data, T-Test, Z-Test, F-Test, Chi-Square, ANOVA - Concept & Problems. Importance of Report Writing - Types of Reports, Footnotes, Bibliography, SPSS Software package.

Suggested Reading:

1. Moses, C.A. Survey Methods in Social Investigation.
2. Goode & Hatt, Methods in Social Investigation.

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3. William Emory, Business Research Methods.
4. Vemon Colver & H.L. Balsleg, Business Research Methods.
5. Kothari. C.R, Methodology of Research, Vikas Publishing House.
6. K.R. Sharma, Research Methodology, National Publishers, Jaipur.

References:
1. Wilkinson & Bhandarkar, Methodology and Techniques of Social Research.
2. Cooper D.R and P.S. Schindler, Business Research Methods, Tata McGraw Hill.
3. J.K Sachdeva, Business Research Methodology.
4. William Emory, Business Research Methods.
5. Dave Chaffey, "E-Business and E-Commerce Management", Third Edition, 2009, Pearson Education.

DISCIPLINE-SPECIFIC ELECTIVES

I-MARKETING MANAGEMENT

Course Code: **MBA_16M** Core/ Elective: **Elective** No. of Credits: **4** No of Teaching Hours: **60**	Course Title **MARKETING ANALYTICS**

Course Objectives:

The purpose of this course is:

- To understand which marketing decisions are supported by analytics.
- To learn about exploratory data analysis, as well as predictive and prescriptive analytics.
- To understand hybrid segmentation and other tools used for clustering.
- To know the importance of perceptual mapping in positioning the product in the consumer's mind.
- To understand the role of marketing analytics in designing new products in the present hyper-competitive markets.
- To know the appropriate usage of price skinning and penetration strategies.
- To enable the students to learn about the variables in marketing mix modeling.
- To understand the significance of AI and ML in marketing decisions.

Learning Outcomes:

Upon completion of this course, the students should be able to:

- Apply exploratory, predictive, and prescriptive data analytical tools for marketing decision-making.
- Evaluate hybrid segmentation and clustering tools to select the right target market.

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- Analyze the perceptual mapping by using two determinant variables and multi-determinant variables.
- Predict the market to design new products.
- Apply price skinning and penetration strategies based on the nature of the product and the marketing environment.
- Know the various digital analytics tools, such as web metrics, overall website traffic, conversion rate, exit rate, bounce rate, click-through rate, page views, unique page views, sessions, time on site, and unique visitors.
- Understand the critical application of AI and ML in marketing.

Course Outline:

Unit I   **No of Teaching Hours**: 10

Introduction: Marketing Analytics-Data for Marketing Analytics- What are Business Intelligence, Analytics, and Data Science? – Exploratory data analysis- Descriptive Analysis-Predictive Analysis-Prescriptive Analysis-Benefits of customer analytics.

Unit II   **No of Teaching Hours**: 12

Segmentation and Positioning Analytics: Segmentation Analytics -Data collection in segmentation, customer segmentation process, and data analysis for customer segmentation. Cluster Analysis: Application of cluster analysis, examples of cluster analysis, data used for clustering, clustering algorithms.

Positioning: Introduction-Perceptual mapping: using two-determinant attributes, multiple product attributes, joint perceptual maps, and constructing a perceptual map- White spaces-Umbrella Brands-Multidimensional scaling.

Unit III   **No of Teaching Hours**: 13

Marketing Mix Analytics: Product Analytics: Introduction- Analyzing digital products-Analyzing non-digital products: Utility and choice, application of choice models, conjoint analysis, product attributes, and attribute levels, product levels, steps in performing conjoint analysis, market forecasting, factors that impact new product adoption, and applying the diffusion model in marketing.

Pricing: Introduction- Goals of pricing-bundling: Types of bundling, Analyzing bundles as promotion. Skimming Pricing: Illustration of price skimming, Appropriate usage of skimming, and analytics with price skimming. **Promotions:** Measuring promotion. Types of promotions. Discounting: Types of discounting.

Unit IV   **No of Teaching Hours**: 12

Marketing Mix: Market Mix Modeling-Variables in marketing mix modeling: Base, Incremental, and other variables. Techniques of marketing mix modeling: Regression analysis, Non-linear optimization**.**

Unit V   **No of Teaching Hours**: 13

Digital Analytics, Artificial Intelligence and Machine Learning: Digital Analytics - Introduction-Web Metrics: Overall website traffic, conversion rate, exit rate, bounce rate, click-through rate, page views, unique page views, sessions, time on site, and unique visitors.

Artificial Intelligence and Machine Learning: Introduction-Importance of AI in Marketing-Key applications of AI in Marketing: Personalization of online experience, Chatbots, AI-Powered Dynamic Emailing. Common Technologies: Concepts of AI, ML, and DL.

Suggested Reading:

1. Seema Gupta, Avadhoot Jathar. Marketing Analytics, Wiley Publishers, October 2021.

Reference:

2. Wayne L. Winston, Marketing Analytics: Data-Driven Techniques with Microsoft Excel, Wiley Publishers, January 2014.

Course Code**: MBA_17M** Core/ Elective**: Elective** No. of Credits**: 4** No of Teaching Hours: **60**	Course Title **DIGITAL MARKETING**

Course Objectives:

The purpose of this course is:

- To educate students in the area of Digital Marketing.
- To understand the transformation of business marketing practices across the globe.
- To examine the strategic role of digital marketing processes and tools.
- To explore the challenges of interactive media and the creative challenges of communicating.
- To know about search engines and future trends in digital marketing.

Learning Outcomes:

Upon the completion of this course, the students should be able to:

- Understand the concepts of Digital Marketing.
- Understand digital marketing and social media marketing practices across the globe.
- Learn the strategic role of the digital marketing process.
- Understand the challenges of interactive media and communication.
- Understand search engines and future trends.

Course Outline:

Unit I   **No of Teaching Hours**: **10**

Introduction to Marketing: Modern Marketing Management Concepts, Segmentation, Targeting, Positioning, Marketing Mix, Services Mix.

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

Unit II   **No of Teaching Hours**: 12

Facebook Marketing Fundamentals: Profiles and Pages, Business Categories, Getting Assets Ready, Creating Facebook Pages, Page Info and Settings, Facebook Page Custom URL, Invite Page Likes, Featured Video, Pin Post and Highlights, Scheduling Posts, Facebook Events, Reply and Message, Facebook Insights Reports, Competitor's Facebook Page, Ban User on Facebook Page, Connect with Twitter. Facebook Ad Campaigns: Organic v/s Paid, Defining Ad Objective, Performance Matrix, Ad Components, Designing Creative Image, Facebook Ad Structure, Setting up Facebook.

Unit III   **No of Teaching Hours**: 13

Google AdWords: Understanding AdWords, Google Ad Types, Pricing Models, PPC Cost Formula, Ad Page Rank, Billing and Payments, AdWords User Interface, Keyword Planning, Keywords Control, Creating Ad Campaigns, Creating Text Ads, Creating Ad Groups, Bidding Strategy for CPC, Case Studies. PPC, CPM, CPA, Other Measuring Tools, Bidding Strategy on Location, Bidding Strategy on Schedule, Bidding Strategy on Devices, Conversion Tracking Code, Designing Image Ads, Creating Animated Ads, Examples on Animated Ads, Creating Video Ads, YouTube Video Promotion, Remarketing Strategies, Remarketing Rules, Remarketing Tracking Code.

Unit IV   **No of Teaching Hours**: 12

Web Marketing: Ad Account, Create Ad –Targeting, Create Ad – Budgeting, Create Ad – Creative, Content and CTA, Boosting Page Posts, Page Promotion, Video Promotion, Similar Ads and Audiences, Tracking Pixels Code, Remarketing - Website Visitors, Custom Audiences -Look Alike, Custom Audience -Saved Group, Managing and Editing Ads, Ad Reports and Ad Insights, Billing and Account. Facebook Business Manager, People, Pages and Roles, Ad Accounts Configurations, Ad Agencies and Assigning, Shared Login for FB Business A/c, Power Editor, Email Targeting on Facebook, Facebook Offers.

Unit V   **No of Teaching Hours**: 13

Email Marketing & Content Writing: Email Machine –The Strategy, Email Frequency, Why People Don't Buy, The Fuel –Value, Triggers in Email using 4Ps, Sequence of Email Triggers, Email Example - Topic, Intro, Product, Secondary Value, Fear, Regret, Ask for Sales, Reinforcement, Offers Announcements, Urgency, Cross Sales, Re-Engagement, Buyer vs Consumer. Email Software and Tools, Importing Email Lists, Planning Email Campaign, Email

Templates and Designs, Sending HTML Email Campaigns, Web Forms Lead Importing, Integrating Landing Page Forms.

Suggested Reading:

1. Corey Rabazinski, Google Adwords for Beginners: A Do-It-Yourself Guide to PPC Advertising, January 2015.
2. Ian Brodie, Email Persuasion: Captivate and Engage Your Audience, Build Authority and Generate More Sales with Email Marketing.
3. Jan Zimmerman and Deborah, Social Media Marketing All-In-One for Dummies.

References:

1. Ian Dodson, The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns, Wiley Publishers.
2. Ryan Deiss and Russ Henneberry, Digital Marketing for Dummies.

Course Code**: MBA_18M** Core/ Elective: **Elective** No. of Credits**: 4** No of Teaching Hours: **60**	Course Title **SERVICES MARKETING & CRM**

Course Objectives:
The purpose of this course is:

- To learn about the components, basis of classification, and characteristics of services.
- To understand the services marketing mix with global best practices.
- To familiarize with technological revolutions in the financial, insurance, hospitality, travel and tourism, educational, software, and other professional services.
- To study best management practices and APQC Benchmark study.
- To understand global service providers' demand, supply, and promotion strategies.

Learning Outcomes:

Upon the completion of this course, the students should be able to:

- Understand the concept and strategies of services marketing in the current scenario.
- Discuss the application and relevance of the services marketing strategies from Industry to Industry.
- Examine the characteristics of the services industry.
- Analyze the role and relevance of Quality in Services.
- Acquire knowledge on the insights of the internationalization of services marketing.

Course Outline:

Unit I   **No of Teaching Hours**: 10

The Fundamental Concepts in Services Marketing: Definition- Components of services- Characteristics- Classification- Scope- Service Continuum-Service delivery as a system and process- Facility design and layout- Managing Demand-Pattern and determinants of demand- Strategies for managing demand, Capacity-Capacity planning.

Unit II   **No of Teaching Hours**: 12

Strategic Services Marketing: Building strategic services marketing and selecting service target segments-Positioning the service-Creating and maintaining value relationships strategies- Service-based components of quality- Servqual model of service quality-Gaps in the service quality- Strategies for closing the gap- Communication strategies-Customer satisfaction measurement techniques- MPQ (Market Perceived Quality)- ROQ (Return on Quality)- Strategy for improvement.

Unit III   **No of Teaching Hours**: 13

Service Marketing Mix: Product Decisions-Complete service package-Product line and brands- technological revolutions- New service development- Hierarchy of new service categories - Pricing strategies and Techniques-Winning strategies through pricing- Service promotion tools and techniques- Advertising- Personal Selling- Public relations- Sales promotion-Integrated services mix- Distribution Methods-Franchising-Agency-People-Process-Physical Evidence.

Unit IV   **No of Teaching Hours**: 12

Service Marketing Practices: Marketing and technological revolutions currently happening in the: 1. Financial and insurance services, 2. Hospitality, Travel and Tourism Products, 3. Educational, software and other Professional Services, 4. Health Care, Cellular, and Entertainment Services.

Unit V   **No of Teaching Hours**: 13

CRM: CRM Definition, Need and Importance-Conceptual Framework of Customer Relationship Management- The Value Pyramid-Customer Interaction Cycle- Customer Profiling and Total Customer Experience- CRM Process - Effective Customer Relation Management through Customer Knowledge Management- Structuring a Customer Focused IT Organization to Support CRM.

CRM in Services: Status of Customer Relationship Management in the Service industry in India- Relevance of CRM for Hospital Services; Customer Relationship Management in Banking and Financial Services; CRM in Insurance Sector, Supply-Demand Mismatches, and their impact on CRM; The Past, Present, and Future of CRM.

Suggested Reading:

1. Dr. S.Shajahan, "Services Marketing," Himalaya Publishing House.
2. Zeithaml Valorie A. and Bitner Mary, "Services Marketing," TMH.
3. Rampal M.K. and Gupta S.L, "Service Marketing, Concepts, application, and cases," Galgotia Publishing Company, New Delhi.
4. Woodruff Helen, "Services Marketing", Mac Millan, India.

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5. Roland T. Rust, Anthony J. Zoharik, and Timothy L. Keiningham, "Service Marketing," Addison Wesely.

References:

1. Payne, "The Essence of Services Marketing", PHI.
2. Jagdish N Sheth, Parvatiyar Atul, G Shainesh, Customer Relationship Management: Emerging Concepts, Tools and Applications, 1st Edition, Tata McGraw Hill, June 2008.
3. Judith W. Kincaid, Customer Relationship Management Getting it Right, Pearson Education.
4. H.Peeru Mohamed , A Sagadevan, Customer Relationship Management, A Step by Step Approach, Vikas Publishing House.
5. Customer Centricity –Focus on the right customer for strategic advantage, by Peter Fader, Wharton Digital Press, 2012.

Course Code: **MBA_19M** Core/ Elective: **Elective** No. of Credits: **4** No of Teaching Hours: **60**	Course Title **INTEGRATED MARKETING COMMUNICATIONS**

Course Objectives:

The purpose of this course is:

*   To acquaint the students with essential concepts and techniques for developing and designing an effective Integrated Marketing Communication programme.
*   To provide knowledge on various communication tools and their effectiveness in such a way that fosters creative ideas from the learners for the development of an effective marketing communication program.

Learning Outcomes:

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

*   Understand the concept of Integrated Marketing Communication and the process of communication.
*   Explore planning for marketing communication.
*   Explain how to measure the effectiveness of all promotional tools and IMC.

Course Outline:

Unit I   **No of Teaching Hours**: 10

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An Introduction to Integrated Marketing Communication (IMC): Meaning and Role of IMC in Marketing process, one voice communication V/s IMC. Introduction to IMC tools – Advertising, sales promotion, publicity, public relations, and event sponsorship; The role of advertising agencies and other marketing organizations providing marketing services and perspective on consumer behavior.

Unit II   **No of Teaching Hours**: 12

Understanding communication process: Source, Message, and channel factors, Communication response hierarchy- AIDA model, Hierarchy of effect model, Innovation adoption model, information processing model, The standard learning Hierarchy, Attribution Hierarchy, and low involvement hierarchy Consumer involvement- The Elaboration Likelihood (ELM) model, The Foote, Cone and Belding (FCB) Model.

Unit III   **No of Teaching Hours**: 13

Planning for Marketing Communication (Marcom): Establishing Marcom Objectives and Budgeting for Promotional Programmes-Setting communication objectives, Sales as Marcom objective, DAGMAR approach for setting ad objectives. Budgeting for marcom Factors influencing budget, Theoretical approach to budgeting viz. Marginal analysis and Sales response curve, Method to determine marcom budget.

Unit IV   **No of Teaching Hours**: 12

Developing the Integrated Marketing Communication Programme: Planning and developing creative marketing strategies in advertising, sales promotion, publicity, event sponsorships, etc. Creative strategy in implementing and evaluating marketing strategies—types of appeals and execution styles. Media planning and selection decisions—steps involved and information needed for media planning. Measuring the effectiveness of all Promotional tools and IMC.

Unit V   **No of Teaching Hours**: 13

Digital Media & Advertising: Digital Media, Evolution of Technology, Convergence of Digital Media, E-Commerce and Digital Media, Advertising on Digital Media, social media, Mobile Adverting, E-PR Advertising Laws & Ethics: Adverting & Law, Advertising & Ethics, Pester Power, Intellectual Property Rights, ASCI Case Study (Not Exceeding 300 words).

Suggested Reading:

1. Aakar, D.A. & Biel, A.L. 1993. Brand equity and advertising. Hillside, NJ: Lawrence Erlbaum.
2. Argenti, P.A. 2003. Corporate communication. Boston: McGraw-Hill Irwin.
3. Belsch, G.E. &Belsch, M.A. 1995. Introduction to advertising and promotion: An integrated marketing communications approach. Chicago: Irwin.
4. Burnett, J. & Moriarty, S. 1998. Introduction to marketing communication: An integrated approach. Upper Saddle River: Prentice-Hall.

References:

1. Caywood, C.L. 1997. The handbook of strategic public relations and integrated communications. New York: McGraw-Hill.
2. Kitchen, P.J. & Schultz, D.E. 2000. Communicating globally. An integrated marketing approach. London: NTC Business Books.

Course Code: **MBA_20M** Core/ Elective: **Elective** No. of Credits: **4** No of Teaching Hours: **60**	Course Title **CONSUMER BEHAVIOUR & NEUROMARKETING**

Course Objectives:

The purpose of this course is:

- To understand consumer behavior, decision-making, behavior variables, and influences on consumer behavior.
- To comprehend consumer behavior's social and cultural dimensions and factors impacting attitudes and behavior.
- To arm the budding marketers with insight into consumers' psychological and behavioral concepts, thus enabling them to achieve their objectives and excel.
- To provide an understanding of marketing research basics and build a research vocabulary, key terms, and ideas.
- To balance the theoretical and practical aspects of marketing research and encourage the students to take up analytical and critical thinking through research.
- To highlight the importance of research in consumer behavior and marketing.

Learning Outcomes:

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

- Understand the concept and overview of consumer behavior.
- Explore models of consumer behavior.
- Explain Individual determinants of consumer behavior.

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- Understand marketing research and its process.
- Explore applications of marketing research.

Course Outline:

Unit I   **No of Teaching Hours**: 10

Consumer Behavior: Concept, Definition, Scope, Importance, and Interdisciplinary—Consumer Environment—Consumer Analysis Framework—Consumer Behavior and Consumer Research— Models of Consumer Behavior—Application of Consumer Behavior and Knowledge in Marketing—Profile of the Indian Consumer and Understanding their Needs.

Unit II   **No of Teaching Hours**: 12

Individual Determinants of CB: Perception: Thresholds of Perception, Subliminal Perception, and Perceptual Process dynamics – Personality: Nature, Theories, self-concept, psychographics, and lifestyle – Attitude: Structural Model of Attitude, Attitude formation &Change – Motivation: Needs/Motives & Goals, Dynamic Nature of Motivation, Arousal of Motives, and Theories – Learning: Concept, Definition, Learning Theories and their Applications. Group Determinants of CB: Reference Group Influence: Types of Consumer Relevant Groups, Factors Affecting Group Influence, Application of Reference Group Concept – Family: Functions of Family, Family Decision Making – Environmental Influences on CB: Social Class, Life Style, Profile of Social Class, and Application of CB – Culture: Characteristics, and Cross-Cultural Understanding.

Unit III   **No of Teaching Hours**: 13

Consumer Decision Making Process: Routinised Response, Limited and Extensive Problem-Solving Behavior – Models of CB: Nicosia, Howard & Sheth, Engel-Kollat; Diffusion of Innovation: Elements, Decisions, Adoption Categories and Process.

Unit IV   **No of Teaching Hours**: 12

Introduction to Neuromarketing: An Overview of Neuromarketing, Interdisciplinary Nature of Neuro Marketing, Neuromarketing *Versus* Traditional Methods-key Benefits and Issues, Mapping the Brain. Attention and Consciousness, Sensory neuromarketing, Learning, and Memory.

Unit V   **No of Teaching Hours**: 13

Neuromarketing and Ethics: Neural Marketing Cases in India, Neuro Ethics and Consumer Aberration, Ethical and Socially Responsible Marketing, Consumerism, Ethical Consumption, Sustainable Consumption.

Suggested Reading:

1. Hawkins, Best, Coney, Consumer Behavior Building Marketing Strategy, Tata McGraw Hill.

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2. Leen G. Schiffman and L.H.Kanuk., Consumer Behavior, Pearson Education.
3. Panwar, J.S., Beyond Consumer Marketing, Sage Response Books, New Delhi.
4. Deon, Buyer Behavior, Oxford University Press.

References:

1. Henry Assael., Consumer Behavior, Willey India, New Delhi.
2. Krishna Kumar. D and Deepika Rani. K, Consumer Behavior and Neuromarketing, Thakur Publication Pvt. Ltd, Bengaluru.

II- FINANCIAL MANAGEMENT

Course Code**: MBA_16F** Core/ Elective**: Elective** No. of Credits**: 4** No of Teaching Hours: **60**	Course Title **INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT**

Course Objectives:

The purpose of this course is:

- To familiarize the students with the analysis of the securities market and valuation of different securities for the purpose of building an optimal portfolio and with the latest concepts and trends in the securities market.
- To equip the students with essential tools, techniques, models, and investment theory for analyzing different types of securities, making sound investment decisions, and optimal portfolio choices.

Learning Outcomes:

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

- Understand the environment of investment and risk-return framework.
- Analyze bonds in terms of valuation, yields, and risks.

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- Analyze equity shares using different approaches and models.
- Evaluate portfolios along with a deep understanding of capital market theory and associated models.
- Understand and analyze futures and options, use various options trading strategies, and critically examine various innovations in the derivatives market.

Course Outline:

Unit I   **No of Teaching Hours**: **10**

Fundamental Analysis: Meaning – Economy Analysis – Economic Forecasting – Forecasting Techniques – Industry Analysis – Industry Life Cycle – Company Analysis – Financial Statements – Analysis of Financial Statements. Technical Analysis: Meaning – Dow Theory. Basic Principles of Technical Analysis – Trends and Trend Reversal – Eliot Wave Theory – Mathematical Indicators – Market Indicators. EMH & Behavioral Analysis: Random Walk Theory – The Efficient Market Hypothesis – Forms of Market Efficiency – Tests of Efficient Market Hypothesis.

Unit II   **No of Teaching Hours**: **12**

Share Valuation: Concept of Present Value – Share Valuation Model – One Year Holding Period – Multiple Year Holding Period – Constant Growth Model – Multiple Growth Model – Multiplier Approach to Share Valuation. Bond Valuation: Bond Returns – Coupon Rate – Current Yield – Spot Interest Rate – Yield to Maturity – Yield to Call – Bond Prices – Bond Risks – Bond Duration (Theory and Problems).

Unit III   **No of Teaching Hours**: **13**

Capital Market Theory: Assumptions - Capital Asset Pricing Model – Capital Market Line – Security Market Line – SML Vs. CML – Pricing of Securities with CAPM – Limitation of CAPM-Arbitrage Pricing Theory: The Law of One Price – Assumptions – Arbitrage Pricing for one Risk Factor – Two Factor Arbitrage Pricing – Multiple Arbitrage Pricing – Limitations of APT (Theory and Problems).

Unit IV   **No of Teaching Hours**: **12**

Portfolio Performance Evaluation: Meaning of Portfolio Evaluation – Measuring Portfolio Return – Risk-Adjusted Returns – Sharpe Ratio – Treynor Ratio – Differential Return. Forecasting Portfolio Performance: Chaotic Theory – Artificial Neural Networks – Fizzy Theory – Behavioral Models: Prospect Theory – Heuristic Theory (Theory and Problems).

Unit V   **No of Teaching Hours**: **13**

Portfolio Revision: Meaning of Portfolio Revision – Constraints in Portfolio Revision Strategies – Formula Plan – Constant Rupee Value Plan – Constant Ratio Plan – Dollar Cost Averaging. International Investing: Benefits and Risk of Global Investing – Factors Influencing International Investing – Foreign Exchange Risk (Theory and Problems).

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Suggested Reading:

1. Bhalla, V. K.: Investment Management, S. Chand & Co.
2. Fisher Donald E & Ronald J Jordan: SAPM, PHI.
3. Jack Clark Francis & Richard W Taylor: Theory & Problems of Investment, McGraw.
4. Mayo: Investments, Thomson.
5. Punithavathy Pandyan: Securities Analysis & Portfolio Management, Vikas Publishers.

References:
1. Reilly: Investment Analysis and Portfolio Management, Thomson.
2. Sharp Etal.: Investments, Prentice Hall.
3. Ranganatham M & Madhumathi R: SAPM, Pearson Education.

Course Code**: MBA_17F**	Course Title
Core/ Elective: **Elective** No. of Credits**: 4** No of Teaching Hours: **60**	**DERIVATIVES & RISK MANAGEMENT**

Course Objective:

The purpose of this course is:

- To make students efficient in the financial derivatives market by giving them the knowledge of basics in financial derivatives such as Forwards, Futures, Options, and Swaps.

Learning Outcomes:

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

- Describe the fundamental concepts of a range of critical financial derivative instruments.
- Acquire knowledge of how forward, futures, swaps, and options work and how they are used and priced.

Course Outline:

Unit I   **No of Teaching Hours**: 10

Financial Derivatives: Meaning - Definition - Features - Types - Uses - History of Derivatives Markets - Critiques– Myths. Financial Derivatives Markets in India: Need – Evolution – Recommendations of L.C. Gupta Committee – Equity Derivatives – Categories of Derivatives Traded in India – Derivatives Trading at NSE / BSE – Eligibility of Stocks – Emerging Structure of Derivatives Markets in India (Theory Only)

Unit II   **No of Teaching Hours**: 12

Forwards Contracts: Meaning – Features – Forward Contract Vs. Spot Contract – Forward Contracts Vs. Futures Contracts –Working of Forward Contracts – Classification of Forward Contracts – Advantages and Disadvantages of Forward Contracts. Futures Contracts: Meaning – Features – Types – Trading Mechanism – Theories of Futures Prices: Basic Concepts in Futures Pricing – Theories: the cost-of-carry approach – the expectation approach – the standard backwardation approach – the CAPM approach – Hedging – the perfect hedging model – the essential long and short hedges – cross hedging – basis risk and hedging – hedging effectiveness –hedge ratio (Theory and Simple problems)

Unit III   **No of Teaching Hours**: 13

Options Basics: Meaning – Types – Options Terminology – Value of an Option: Intrinsic Value – Time Value – Option Positions – Pay-off Profiles. Options Pricing and Greeks: Pricing: Determinants – Models: Binomial Option Pricing Model – Black-Scholes Option Pricing Model –Option Greeks: Delta – Theta – Gamma – Rho – Vega (Theory and Simple Problems)

Unit IV   **No of Teaching Hours**: 12

Swaps Basics: Meaning – Features – Advantages – Disadvantages – The Swaps Markets – Types of Swaps – Economic Motives for Swaps. Pricing and Valuing Swaps: Interest Rate Swaps –Currency Swaps – Equity Swaps (Theory and Simple Problems)

Unit V   **No of Teaching Hours**: 13

Volatility: Measures of Risk – Volatility – Exponential Weighted Moving Average – Correlation and Covariance – Garch (1,1) Model – Volatility Index – Computation of India Volatility Index. Value at Risk: Features and Concerns of the Financial Sector – Definition and Meaning of VaR- Decisions in VaR – Methods of Calculating VaR – Historical Simulation – Monte Carlo Simulation – Limitations (Theory and Simple Problems)

Suggested Reading:

1. Amuthan R.: Financial Derivatives, HPH.
2. David A. Dubinsky, Thoamas W Multer, TR: Derivatives Valuation and Risk Management, Oxford.
3. Don M. Chance, Robert Brooks: Derivatives and Risk Management Basics, Cengage.
4. Gupta S. L.: Financial Derivatives: Theory, Concept, and Problems, PHI.

References:

1.   Jayanth Rama Varma: Derivatives and Risk Management, TMH.
2.   John C Hull: Options, Futures and Other Derivatives, Pearson.

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Course Code**: MBA_18F** Core/ Elective**: Elective** No. of Credits**: 4** No of Teaching Hours: **60**	Course Title **CORPORATE VALUATION & RESTRUCTURING**

Course Objectives:

The purpose of this course is

- To introduce students to various corporate valuation methods and standards, focusing on concepts of value, valuation approaches, and the process involved in determining corporate value.
- To familiarize students with different valuation techniques such as asset-based, market-based, and income-based methods, including Discounted Cash Flow (DCF), Adjusted Present Value (APV), and Economic Value Added (EVA).
- To equip students with knowledge of corporate restructuring processes, including ownership, asset, financial, and business restructuring, Mergers and Acquisitions (M&A), and defense strategies against takeovers.

Course Outline:

Upon the completion of this course, the students will be able to

- explain and apply different corporate valuation methods and standards, including book

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value, DCF, and cost of capital estimation, and understand the role of valuation in corporate finance.

- gain the ability to perform firm and equity valuations using various models, such as the Dividend Discount Model (DDM) and Free Cash Flow to Equity (FCFE), and accurately calculate and interpret the results of such valuations.
- develop the skills to evaluate mergers and acquisitions, determine exchange ratios using models like Conn & Nielson, and assess the financial implications of corporate restructuring, including defense strategies for takeovers.

Course Outline:

Unit I   **No of Teaching Hours**: **10**

Introduction to Valuation Methods and Standards: Introduction to Corporate Valuation, Approaches to Valuation, Role of Valuation, Concepts of Value, Valuation Standards, Features of Valuation and its Process.

Methods: Adjusted Book Value Approach, Stock & Debt Approach and Direct Comparison Approach, Discounted Cash Flow Approach and Analyzing Historical Performance, Estimating the Cost of Capital, Forecasting Performance- Estimating the Continuing Value- Calculating and Interpreting the Results, Beta – Un-Levering and Re-Levering.

Unit-II   **No of Teaching Hours**: **12**

Corporate Valuation: Assets, Market and Income-Based Valuation Methods: Valuation of Firm and Valuation of Equity – Net Asset-Based Approach, Earnings Based Approach (Earnings-Capitalization Method, P/E Ratio), Relative Valuation and Chop Shop Method. DCF Approach of Two and Three Stage Model, Equity DCF Model: Dividend Discount Model, Free Cash Flow to Equity (FCFE) Model, Adjusted Present Value (APV) Model, Economic Value-Added Method and Valuation of Bond, Valuation of Equity Shares.

Unit-III   **No of Teaching Hours**: **13**

Corporate Restructuring: Corporate Restructuring: Ownership Restructuring, Business Restructuring, Asset Restructuring, Organizational Restructuring. Financial Restructuring - Designing or Redesigning Capital Structure, Financial Restructuring in the Event of Change in Legal Requirements, Financial Restructuring in Continuous Losses, Buy-back of Shares, Rights Issue, Convertible Instruments, Callable Bonds.

Unit-IV   **No of Teaching Hours**: **12**

Financial Evaluation of M&A: Valuation of Target Firm, Financing of Mergers and Acquisitions, Determination of Exchange Ratio – Conn & Nielson Model, Terms of Merger; Feasibility of Mergers.

Unit-V   **No of Teaching Hours**: **13**

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Takeover & Defense Strategies: Meaning and types of takeovers and SEBI Regulation on Takeover, Anti-takeover Defense: Strategies, Anti-takeover Amendments: Legal Aspect of M&A, Combination and Competition Act, 2002.

Suggested Reading:
1. Corporate Valuation and Financial Modelling, Thakur Publications, Bengaluru.
2. Corporate Valuation: Text and Cases, Second Edition, Prasanna Chandra, Prasanna Chandra, McGraw-Hill (2020), ISBN:9789390219230.
3. Mergers Acquisitions and Corporate Restructurings Strategies & Practices, Rabi Narayan Kar, MinakshiUnit IV: Taxmann's, 3rd Edition, July 2023,
4. A Practical Guide to Mergers and Acquisitions, Louis M. Richard, Strategic Book Group LLC, July 2008, ISBN: 9781934925836
5. Business Acquisitions Corporate Mergers Absorption and Restructuring, Gajanan Shirke, Notion Press, June 2023, ISBN: 9798890664730.

References:
1. Business Valuation-Text & Cases, Pitabas Mohanty, Taxmanns, April 2021, ISBN No:9789390831487.
2. Business Valuation: The Ultimate Guide to Business Valuation for Beginners, Including How to Value a Business Through Financial Valuation Methods, Greg Shields, Publisher: Moliva AB, 2020, ISBN: 9781647484606.
3. Mergers, Acquisitions and Corporate Restructurings, Dr. Patrick Gaughan, 5th Edition, Wiley (2011), ISBN: 9788126531660.
4. Mergers, Acquisitions, and Corporate Restructuring, Prasad G Godbole, Vikas Publication House Pvt Ltd (1 January 2009), ISBN: 9788125931263.

Course Code: **MBA_19F**	
Core/ Elective: **Elective**	Course Title
No. of Credits: **4**	**FINTECH SERVICES**
No of Teaching Hours: **60**	

Course Objective:

The purpose of this course is:

- To gain experience analyzing financial data using modern machine-learning techniques, statistical methods, and prediction models.

Learning Outcomes:

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

- Understand the emerging trends in financial technology (Fintech).
- Know the role of fintech in changing the financial industry and increasing efficiency in the economy.
- Know the imperfections in financial markets that weaken financial stability, undermine

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market efficiency, and expose consumers to risk.

Course Outline:

Unit I   **No of Teaching Hours**: 10

Introduction - Transformation – FinTech Evolution: Infrastructure, Banks Startups, and Emerging Markets - Collaboration between Financial Institutions and Startups – FinTech Typology – Emerging Economics: Opportunities and Challenges - Introduction to Regulation Industry - The Future of Reg Tech and other Technologies (Theory only).

Unit II   **No of Teaching Hours**: 12

Crypto Currencies and Blockchain – Individual Payments – Digital Financial Services – Mobile Money – Regulation of Mobile Money – SFMS - RTGS - NEFT –NDS Systems – Crypto Currencies – Legal and Regulatory Implications of Crypto Currencies – CBDC: Wholesale and Retail – Uses and Limitations (Theory only).

Unit III   **No of Teaching Hours**: 13

Digital Finance and Alternative Finance - Brief History of Financial Innovation – Digitization of Financial Services - FinTech & Funds - Crowd Funding – Regards, Charity, and Equity - P2P and Marketplace Lending – New Models and New Products (Theory only).

Unit IV   **No of Teaching Hours**: 12

FinTech Regulations - Evolution of Reg Tech – Reg Tech Ecosystem: Financial Institutions – Reg Tech Ecosystem Ensuring Compliance from the Start: Suitability and Funds – Reg Tech Startups: Challenges –Reg Tech Ecosystem: Regulators Industry – Use Case of AI in Smart Regulation and Fraud Detection – Regulatory Sandboxes – Smart Regulation – Redesigning Better Financial Infrastructure (Theory only).

Unit V   **No of Teaching Hours**: 13

History of Data Regulation – Data in Financial Services – Application of Data Analytics in Finance - Methods of Data Protection: GDPR Compliance and Personal Privacy – How AI is Transforming the Future of FinTech – Digital Identity – Change in mindset: Regulation 1.0 to 2.0 (KYC to KYD) - AI & Governance – New Challenges of AI and Machine Learning - Challenges of Data (Theory and Small Problems).

Suggested Reading:

1. Agustin Rubini, "Fintech in a Flash: Financial Technology Made Easy", Zaccheus, 3rd Edition, 2018.
2. Susanne Chishti and Janos Barberis, "The FINTECH Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries", John Wiley, 1st Edition, 2016.
3. Theo Lynn, John G. Mooney, Pierangelo Rosati, Mark Cummins, "Disrupting Finance: FinTech and Strategy in the 21st Century", Palgrave, 1st edition, 2018.

References:

1. Abdul Rafay, "FinTech as a Disruptive Technology for Financial Institutions", IGI Global, January 2019.

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2. Bernardo Nicoletti, The Future of FinTech: Integrating Finance and Technology in Financial Services, Palgrave Macmillan, August 2018.

Course Code: **MBA_20F** Core/ Elective: **Elective** No. of Credits: **4** No of Teaching Hours: **60**	Course Title **INTERNATIONAL FINANCIAL MANAGEMENT**

Course Objective:

The purpose of this course is

- To gain the conceptual knowledge and application of international financial management.

Learning Outcomes:

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

- Understand international capital and foreign exchange markets.
- Identify and appraise investment opportunities in an international environment.
- Identify risks relating to exchange rate fluctuations and develop strategies to deal with them.

Course Outline:

Unit I   **No of Teaching Hours**: 10

Introduction: An Overview of International Financial Management: Meaning – Features of International Finance – Scope of International Finance – International Financial Management and Domestic Financial Management – Factors Influencing Growth of International Finance – International Monetary System. Balance of Payments Accounting: Accounting Principles – Debit and Credit Entries – Balance of Payments Statement (Theory Only).

Unit II   **No of Teaching Hours**: 12

Foreign Exchange Market: Features – Major Participants – Spot Market: Features, arbitrage, speculation – Forward Market: Features, Arbitrage, Hedging. Speculation, Swapping. Exchange Rate Mechanism: Exchange Rate Quotations – Nominal, Real & Effective Exchange Rates – Exchange Rate Determination in Spot Market – Exchange Rate Determination in Forward Market (Theory and Problems).

Unit III   **No of Teaching Hours**: 13

Foreign Exchange Exposure**:** Measurement of Foreign Exchange Exposure: Meaning & Relevance of Foreign Exchange Exposure – Classification of Foreign Exchange Exposure: Transaction Exposure, Operating Exposure & Accounting Exposure. Management of Foreign Exchange Exposure: Need – Hedging of Transaction Exposure – Hedging of Real Operating Exposure – Management of Accounting Exposure (Theory and Problems).

Unit IV   **No of Teaching Hours**: 12

Foreign Direct Investment: Theories of FDI – Costs and Benefits of FDI – Strategy for FDI – Control of MNCs**.** International Capital Budgeting: Evaluation Criteria: Non-discounting Methods and Discounting Methods – Computation of Cash Flow – Cost of Capital: Average Cost of Capital – Cost of Debt – Cost of Equity Shares – Cost of Retained Earnings (Theory and Problems).

Unit V   **No of Teaching Hours**: 13

International Financial Markets: Channels for International Flow of Funds – Changing Structure of the International Financial Market – Selection of Sources and Forms of Funds**.** International Financial Instruments: Euro Credits: Revolving Credit, Term Credit – Euro Bonds: Straight Bonds, Convertible Bonds, Currency Optional Bonds, FRNs – Euro Currency Deposits: Call Deposits, Term Deposits, Certificates of Deposits – Euro Notes: Commercial paper, NIF, Medium Term notes – Euro Issues: FCCB, GDR, ADR (Theory and Problems).

 Suggested Reading:

1. Bharati V Pathak: Indian Financial Management, Pearson.
2. Clark: International Finance, 2e Thomson.
3. Jeevenandam, Foreign Trade Finance and Risk Management, Sultan Chand.
4. Jeff Madura: International Financial Management, Cengage.

References:

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1. Joseph Anbarasu: Global Financial Management, Ane Books Pvt. Ltd.
2. Kevin S: Fundamentals of International Financial Management, PHI.
3. Madhu Vij: International Financial Management, Excel Books.
4. Shapiro: Multinational Financial Management PHI.

III-HUMAN RESOURCE MANAGEMENT

Course Code: **MBA_16H**	
Course Code: **MBA_16H** Core/ Elective: **Elective** No. of Credits: **4** No of Teaching Hours: **60**	Course Title **TALENT MANAGEMENT AND HRM ANALYTICS**

Course Objectives:

The purpose of this course is to

- Understand the core concepts of talent management and HRM analytics.
- Explore various data sources and metrics relevant to talent management.
- Learn data analysis techniques for extracting insights from HR data.
- Develop skills in data visualization and storytelling for communicating HR insights.
- Analyze the ethical considerations of using data in HRM practices.

Learning Outcomes:

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Upon the completion of this course, the students should be able to:

- Define and explain the core concepts of talent management and HRM analytics.
- Identify various data sources and metrics relevant to different talent management functions.
- Analyze the ethical considerations surrounding data usage in talent management decisions.
- Explain data analysis techniques commonly used in HR analytics.
- Understand the latest trends and advancements in talent management and HRM analytics.

Course Outline:

Unit I   **No of Teaching Hours**: 10

Introduction to Talent Management and HRM Analytics - Importance of Talent Management in today's business world -Definition and scope of HRM analytics -The role of data in HR decision-making- Benefits and challenges of using data in HRM - The future of Talent Management and HRM analytics.

Unit II   **No of Teaching Hours**: 12

Data Sources and Metrics in HRM - Types of HR data: structured, semi-structured, and unstructured- Internal data sources: HRIS, performance management systems, applicant tracking systems- External data sources: labor market data, social media analytics-Identifying key HR metrics for different talent management functions.

Unit III   **No of Teaching Hours**: 13

Data Analysis Techniques for HRM - Introduction to data cleaning, transformation, and wrangling - Descriptive statistics and data visualization for HR data -Predictive modeling techniques for talent acquisition and retention-People analytics tools and technologies.

Unit IV   **No of Teaching Hours**: 12

Talent Acquisition Analytics -Analyzing job descriptions and candidate profiles for better matching- Identifying effective recruitment channels through data insights- Using data to assess the effectiveness of on boarding programs-Predicting candidate quality and fit for the organization.

Unit V   **No of Teaching Hours**: 13

Ethical Considerations in HRM Analytics - Data privacy and security concerns in HR data management - Using data analytics for talent development and growth -Identifying key drivers of employee engagement through data- Analyzing employee surveys and feedback data -Using data to predict and address employee turnover- Creating a positive work culture through data-driven insights.

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Suggested Reading:

1. "Talent Management Analytics: Driving Strategic Decision-Making" by John Boudreau and Richard Huselid.
2. Building a Culture of People Analytics: How to Use Data to Drive HR Decisions by David Rogers.

Reference:

1. HR Analytics: How to Use People Data to Improve Your Business by David Strauss.

Course Code**: MBA_17H** Core/ Elective**: Elective** No. of Credits**: 4** No of Teaching Hours: **60**	Course Title **PERFORMANCE MANAGEMENT AND COMPETENCY MAPPING**

Course Objectives:

The purpose of this course is:

- To understand the concept and importance of performance management in organizational effectiveness.
- To explore various performance management systems and their components.
- To analyze the role of feedback, goal setting, and performance appraisal in managing performance.
- To develop skills in designing and implementing effective performance management Systems.
- To comprehend the concept of competency mapping and its significance in Talent Management.

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Learning Outcomes:

Upon the completion of this course, the students should be able to:

- Explain the core concepts of performance management and competency mapping.
- Analyze the benefits and challenges associated with effective performance management practices.
- Describe the different stages of the performance management process, including goal setting, appraisal, and feedback.
- Explain the legal and ethical considerations in performance management systems.
- Identify the various types of competencies and their role in successful performance.

Course Outline:

Unit I   **No of Teaching Hours**: 10

Introduction to Performance Management - Definition and objectives of performance management- The evolution of performance management practices -The link between performance management and organizational strategy-Benefits and challenges of effective performance management - Emerging trends in performance management practices - Technological advancements and their impact on performance management.

Unit II   **No of Teaching Hours**: 12

The Performance Management Process - Setting SMART goals and objectives for individual and team performance - Performance planning and development discussions. - Conducting performance appraisals: methods and best practices- Providing constructive feedback and performance coaching - Performance documentation and record keeping.

Unit III   **No of Teaching Hours**: 13

Competency Mapping - Definition and purpose of competency mapping -Core competencies vs. technical skills -Types of competencies: generic, specific, behavioral - Identifying and defining key competencies for different roles- Designing and Implementing Competency Models - Developing a competency framework -Identifying key behaviors and indicators for each competency -Selecting appropriate methods for competency assessment.

Unit IV   **No of Teaching Hours**: 12

Integrating Performance Management and Competency Mapping - Aligning performance goals with desired competencies -Using competency models for performance appraisal and feedback - Identifying skill gaps and development opportunities based on competency assessments -Building a culture of continuous learning and development.

Unit V   **No of Teaching Hours**: 13

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Advanced Performance Management Topics - 360-degree feedback and performance reviews - Performance management for remote teams - Managing performance challenges and disciplinary actions- Performance management and compensation systems - The Future of Performance Management - Emerging trends in performance management practices-Technological advancements and their impact on performance management.

Suggested Reading:

1. "Performance Management: Integrating Strategy and Execution" by Armstrong and Baron.
2. "Competence at Work: Models for Superior Performance" by Lyle M. Spencer Jr., and Signe M. Spencer.

Reference:

1. "Strategic Human Resource Management: Theory and Practice" by John Bratton and Jeffrey Gold.

Course Code**: MBA_18H** Core/ Elective**: Elective** No. of Credits**: 4** No of Teaching Hours: **60**	Course Title **LABOUR LAWS, INDUSTRIAL RELATIONS AND AUDIT**

Course Objectives:

The purpose of this course is:

- To understand the principles and practices of industrial relations.
- To analyze the role of trade unions and collective bargaining.
- To develop skills for conflict resolution and grievance redressal in the workplace.
- To learn the principles and procedures of conducting labour audits.
- To identify and address potential areas of non-compliance with labour laws.

Learning Outcomes:

Upon the completion of this course, the students should be able to:

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- Analyze the principles and practices of industrial relations, including the roles of different actors.
- Explain the concept of collective bargaining and its importance in resolving workplace disputes.
- Identify the legal framework surrounding trade unions and workers' rights.
- Understand the different types of labour audits and their objectives.
- Apply knowledge of labour laws and audit procedures to identify potential areas of non-compliance.

Course Outline:

Unit I   **No of Teaching Hours**: 10

Introduction to Labour Laws - Definition and objectives of labour laws- Major labour legislations in your region (e.g., Minimum Wages Act, Industrial Disputes Act, Factories Act)-Different categories of labour laws (e.g., wages and benefits, working conditions, occupational safety and health) - The role of government agencies in enforcing labour laws.

Unit II   **No of Teaching Hours**: 12

Industrial Relations - Concept and significance of industrial relations - Actors in industrial relations (employers, employees, trade unions, government) - Theories of industrial relations (e.g., unitarism, pluralism, Marxism) - Collective bargaining: process, negotiation strategies, and dispute settlement mechanisms.

Unit III   **No of Teaching Hours**: 13

Trade Unions and Workers' Rights - The role and functions of trade unions - Different types of trade unions and their structures- Legal framework for trade union formation and activities-Workers' rights to freedom of association, collective bargaining, and fair treatment- the impact of technological advancements on the workplace and labour regulations.

Unit IV   **No of Teaching Hours**: 12

Managing Conflict and Grievances - Causes of workplace conflicts and grievances-Different methods for conflict resolution (e.g., negotiation, mediation, arbitration) - Grievance redressal procedures: internal and external mechanisms- Importance of effective communication and grievance management in maintaining employee relations.

Unit V   **No of Teaching Hours**: 13

Introduction to Labour Audit - Definition and objectives of labour audits- Importance of conducting regular labour audits for compliance and risk management - Scope of a labour audit:

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reviewing policies, practices, and records for adherence to labour laws- Different types of labour audits (e.g., compliance audits, due diligence audits) - Role of HR professionals in ensuring ongoing compliance with labour laws - Importance of fostering a culture of compliance within the organization.

Suggested Reading:

1. "Labour Law Reforms in India: All You Need to Know" by Rohit Rao.
2. "Industrial Relations and Labour Laws" by S.C. Srivastava.

Reference:
1. "Labour and Industrial Laws" by P.L. Malik and Peeyushi Malik.

Course Code: **MBA _19H** Core/ Elective: **Elective** No. of Credits: **4** No of Teaching Hours: **60**	Course Title **CROSS CULTURE AND GLOBAL MANAGEMENT**

Course Objectives:

The purpose of this course is:

- To analyze the concept of culture and its impact on international business practices.
- To explore key cultural dimensions and frameworks for understanding cultural differences.
- To develop critical thinking skills to assess cultural influences on business communication, negotiation, and decision-making.
- To analyze the challenges and opportunities of managing a diverse workforce in a global setting.
- To develop strategies for effective cross-cultural leadership and team management.

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Learning Outcomes:

Upon the completion of this course, the students should be able to:

- Define and explain the concept of culture and its influence on international business practices.
- Analyze key cultural dimensions frameworks (e.g., Hofstede) and their application in cross-cultural management.
- Identify the challenges and opportunities cultural diversity presents in the global workplace.
- Explain the impact of culture on communication, negotiation, and decision-making processes across cultures.
- Recognize the ethical considerations associated with global business operations and cross-cultural interactions.

Course Outline:

Unit I   **No of Teaching Hours**: 10

Introduction to Cross-Culture and Global Management - The changing landscape of global business and the importance of cultural awareness - Definitions of culture and its various components (values, beliefs, norms, behaviors)- Understanding the impact of culture on business practices and decision-making - Emerging trends in cross-cultural management practices and technology.

Unit II   **No of Teaching Hours**: 12

Frameworks for Understanding Culture - Hofstede's Cultural Dimensions (power distance, individualism, masculinity, uncertainty avoidance, long-term orientation - Other cultural frameworks (e.g., Trompenaars, Globe)- Limitations and benefits of cultural frameworks in cross-cultural analysis- The impact of globalization on cultural convergence and divergence.

Unit III   **No of Teaching Hours**: 13

Communication across Cultures - Verbal and nonverbal communication styles across cultures - Challenges of intercultural communication (e.g., language barriers, misinterpretations)- Strategies for effective communication in diverse settings - Adapting leadership styles to different cultural contexts - Fostering collaboration and conflict resolution in multicultural teams.

Unit IV   **No of Teaching Hours**: 12

Negotiation and Decision-Making across Cultures - Cultural differences in negotiation styles and approaches- Building trust and rapport in cross-cultural negotiations- Understanding cultural influences on decision-making processes- corporate social responsibility and ethical sourcing in global supply chains - Developing a global mindset with an ethical perspective.

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Unit V   **No of Teaching Hours**: 13

Managing a Diverse Workforce -Challenges and opportunities of managing a multicultural team -Building a culture of inclusion and valuing diversity within the workplace- Strategies for motivating and leading diverse teams.

Suggested Reading:

1. "Cultures and Organizations: Software of the Mind" by Geert Hofstede, Gert Jan Hofstede, and Michael Minkov.
2. "The Culture Map: Breaking Through the Invisible Boundaries of Global Business" by Erin   Meyer.

Reference:

1. "International Management: Culture, Strategy, and Behavior" by Fred Luthans, Jonathan P. Doh and Richard M. Hodgetts.

Course Code: **MBA_20H** Core/ Elective: **Elective** No. of Credits: **4** No of Teaching Hours: **60**	Course Title **INTERNATIONAL HRM & CULTURAL DIVERSITY**

Course Objectives:

The purpose of this course is:

- To understand the core concepts of international human resource management (IHRM) and its role in MNCs.
- To analyze the impact of cultural diversity on various HR functions (recruitment, training, compensation).
- To develop skills for managing expatriates and cross-cultural teams effectively.
- To explore global workforce trends and their implications for HR practices.
- To analyze ethical considerations in IHRM practices across different countries.

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Learning Outcomes:

Upon the completion of this course, the students should be able to:

- Define and explain the core concepts of International Human Resource Management (IHRM) and its role in multinational corporations (MNCs).
- Analyze the impact of cultural diversity on various HR functions, including recruitment, training, compensation, and performance management.
- Explain the challenges and opportunities associated with managing a global workforce.
- Discuss global workforce trends and their implications for HR practices.
- Identify ethical considerations in IHRM practices across different countries.

Course Outline:

Unit I   **No of Teaching Hours**: 10

Introduction to IHRM & Cultural Diversity - Globalization and its Impact on HR practices- Definition and Scope of International Human Resource Management- Cultural Diversity and its Influence on the Workplace- Importance of Cultural Awareness and Sensitivity in IHRM- Emerging Trends in IHRM: globalization of talent, technological advancements, remote work - Building a global talent management strategy for long-term success.

Unit II   **No of Teaching Hours**: 12

Global Workforce planning & staffing - Managing a diverse global workforce- Challenges and strategies for international recruitment and selection- Developing a global talent pool, attracting international talent- Immigration regulations and work visa considerations- Cross-cultural simulation or presentation demonstrating cultural sensitivity.

Unit III   **No of Teaching Hours**: 13

International Compensation & Benefits - Designing compensation packages for a global workforce - Cost-of-living adjustments and expatriate compensation strategies - Global benefits trends and considerations for different cultural contexts - Balancing standardization and localization of compensation and benefits.

Unit IV   **No of Teaching Hours**: 12

Managing Expatriates - The selection, development, and repatriation process for expatriate assignments. Challenges faced by expatriates and their families (cultural adjustment, career development)- Strategies for supporting successful expatriate assignments and minimizing failure rates - Managing cultural differences in communication, negotiation, and conflict resolution.

Unit V   **No of Teaching Hours**: 13

Cross-Cultural Training & Development - Importance of cross-cultural training for international HR professionals and employees- Different types of cross-cultural training programs and

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approaches- Developing intercultural competence and global leadership skills- Adapting performance management systems for a multicultural workforce- Importance of providing culturally sensitive feedback and performance appraisals.

Suggested Reading:

1. "International Management: Culture, Strategy, and Behavior" by Fred Luthans, Jonathan P. Doh, and Richard M. Hodgetts.
2. "Globalization and Its Discontents Revisited: Anti-Globalization in the Era of Trump" by Joseph E. Stiglitz.

Reference:
1. "Managing Across Cultures" by Susan C. Schneider and Jean-Louis Barsoux.

IV-BUSINESS ANALYTICS

Course Code: **MBA_16A** Core/ Elective: **Elective** No. of Credits: **4** No of Teaching Hours: **60**	Course Title **INTRODUCTION TO BUSINESS ANALYTICS &** **DATA SCIENCE**

Course Objectives:

The purpose of this course is:

- To know the significance of Business Analytics and Data Science in business.
- To understand the basic concept of data management and data mining techniques
- To learn the basic concept of machine learning.
- To know the application of business analysis.
- To understand the basic concept of Data Science Project Life Cycle.

Learning Outcomes:

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

- Understand the basics of business analysis and Data Science Knowledge.
- Understand data management, data handling, and Data Science Project Life Cycle.
- Understand the data mining concept and its techniques.
- Understand and Analyze machine learning concepts.
- Understand the application of business analysis in different domains.

Course Outline:

Unit I   **No of Teaching Hours**: 10

Introduction: What are business analytics? Historical Overview of data analysis, Data Scientist vs. Data Engineer vs. Business Analyst, Career in Business Analytics, what is data science, Why Data Science, Applications for data science, Data Scientists Roles and Responsibility

Unit II   **No of Teaching Hours**: 12

Data: Data Collection, Data Management, Big Data Management, Organization/sources of data, Importance of data quality, Dealing with missing or incomplete data, Data Visualization, Data Classification Data Science Project Life Cycle: Business Requirement, Data Acquisition, Data Preparation, Hypothesis and Modeling, Evaluation and Interpretation, Deployment, Operations, Optimization.

Unit III   **No of Teaching Hours**: 13

Introduction to Data Mining: The origins of Data Mining, Data Mining Tasks, OLAP and Multidimensional data analysis, Basic concept of Association Analysis and Cluster Analysis.

Unit IV   **No of Teaching Hours**: 12

Introduction to Machine Learning: History and Evolution, AI Evolution, Statistics Vs Data Mining Vs, Data Analytics Vs, Data Science, Supervised Learning, Unsupervised Learning, Reinforcement Learning, Frameworks for building Machine Learning Systems.

Unit V   **No of Teaching Hours**: 13

Application of Business Analysis: Retail Analytics, Marketing Analytics, Financial Analytics, Healthcare Analytics, Supply Chain Analytics.

Suggested Reading:

1. Essentials of Business Analytics: An Introduction to the methodology and its application, Bhimasankaram Pochiraju, Sridhar Seshadri, Springer.
2. Introduction to Machine Learning with Python: A Guide for Data Scientists 1st Edition, by Andreas C. Müller, Sarah Guido, O'Reilly.
3. Introduction to Data Science, Laura Igual Santi Seguí, Springer

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References:

1. Introduction to Data Mining, Pang-Ning Tan, Michael Steinbach, Vipin Kumar, Pearson Education India.
2. An Introduction to Business Analytics, Ger Koole, Lulu.com, 2019.

Course Code**: MBA_17A** Core/ Elective: **Elective** No. of Credits**: 4** No of Teaching Hours: **60**	Course Title **DATA MINING TECHNIQUES-PREDICTIVE MODELING & PATTERN DISCOVERY-USING R**

Course Objectives:

The purpose of this course is:
- To learn the significance of data mining in the current scenario.
- To understand the classification and clustering algorithms.

Learning Outcomes:

Upon the completion of this course, the students will be able to:
- Apply classification and clustering methods to predictive analytics using R.
- Formulate predictive analytics using R.
- Develop pattern discovery using R

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Course Outline:

| **Unit I** | **No of Teaching Hours**: 10 |

Data Mining: Overview, Motivation, Definition & Functionalities, Data Processing, Form of Data Preprocessing, Data Cleaning: Missing Values, Noisy Data, (Binning, Clustering, Regression, Computer and Human inspection), Inconsistent Data, Data Integration and Transformation. Data Reduction-Data Cube Aggregation, Dimensionality reduction, Data Compression.

| **Unit II** | **No of Teaching Hours**: 12 |

Classification: Definition, Data Generalization, Analytical Characterization, Analysis of attribute relevance, Mining Class comparisons, Statistical measures in large Databases, Statistical-Based Algorithms, Distance-Based Algorithms, Decision Tree-Based Algorithms. Clustering: Introduction, Similarity and Distance Measures, Hierarchical and Partitional Algorithms. Hierarchical Clustering CURE and Chameleon. Association rules: Introduction, Large Item sets, Basic Algorithms, Parallel and Distributed Algorithms, Neural Network approach

| **Unit III** | **No of Teaching Hours**: 13 |

Data Mining process- CRISP-DM Methodology, Data Collection and Business understanding, Data and Datasets, importing data into R, Data Preprocessing: Data Cleaning, transforming variables, creating variables, Dimensionality Reduction, Modeling: Exploratory data analysis, dependency modeling using association rules, clustering, anomaly detection

| **Unit IV** | **No of Teaching Hours**: 12 |

Predictive Analytics-Evaluation Metrics, Tree-Based Model, Support Vector Machines, Artificial Neural Networks, and deep learning, Model Ensembles, Evaluation- The holdout and random subsampling, cross-validation, bootstrap estimates, recommended procedures, reporting and deployment, Case Study.

| **Unit V** | **No of Teaching Hours**: 13 |

Transactional Dataset, Apriori Analysis, Generating Filtering Rules, Plotting, Sequential Dataset, Apriori Sequence Analysis, Understanding the Results, Business Cases.

Suggested Reading:

1. Data Mining with R: Learning with Case Studies, Luís Torgo, Chapman, and Hall/CRC; 2 editions.

References:

1. R Data Mining: Implement data mining techniques through practical use cases and real-world datasets, Andrea Cirillo, Packt Publishing; 1 edition.

2. R Data Science Essentials, By Raja B. Koushik, Sharan Kumar Ravindran, Packt Publishing.

Course Code**: MBA_18A** Core/ Elective**: Elective** No. of Credits**: 4** No of Teaching Hours: **60**	Course Title **DATA VISUALISATION**

Course Objective:

The purpose of this course is to:

- Familiarize the students with different data representation tools for data visualization.

Learning Outcomes:

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

- Familiarize with the stages of the visualization, including data modeling and mapping data

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attributes.
- Evaluate the effectiveness of visualizations for specific data, tasks, and user types.

Course Outline:

Unit I   **No of Teaching Hours**: 10

Fundamentals of Visualizations with Tableau: Scope of Tableau for data visualizations and storytelling, importing data into Tableau workspace, Data joining, Measures and Dimensions in Tableau, Worksheets, and Dashboards. Use of various options on the workspace.

Unit II   **No of Teaching Hours**: 12

Visual Analytics with Tableau: Tableau tools for charting, dates, table calculations, and mapping. Specific charts include scatter plots, Gantt charts, histograms, bullet charts, and several others—discrete and continuous dates to explain your data. Create custom and quick table calculations and parameters. Different types of geographic data, how to connect to multiple data sources, and how to create custom maps. Create dashboards that help you identify the story within your data.

Unit III   **No of Teaching Hours**: 13

Fundamentals of Visualizations with Power BI: Scope of Power BI for data visualizations and storytelling, importing data into Power BI workspace, Data joining, Transforming data, Worksheets, and Dashboards. Use of various options on the workspace.

Unit IV   **No of Teaching Hours**: 12

Visual Analytics with Power BI: Power BI tools for charting, dates, table calculations, and mapping. Specific types of charts include scatter plots, Gantt charts, histograms, bullet charts, and several others. Discrete and continuous dates to explain your data. Create custom and quick table calculations and parameters. Different types of geographic data, how to connect to multiple data sources, and how to create custom maps. Create dashboards that help you identify the story within your data.

Unit V   **No of Teaching Hours**: 13

Fundamentals of Visualizations with Google Data Studio: Scope of Google Data Studio for data visualizations, importing data into Data studio workspace, Data studio homepage, Data source overview-Data studio tools in charting, dates, table calculations, and mapping. Specific types of charts include scatter plots, Gantt charts, histograms, bullet charts, and several others. Create custom and quick table calculations and parameters. Different types of geographic data, how to connect to multiple data sources, and how to create custom maps. Create dashboards that help you identify the story within your data.

Suggested Reading:

1. Laursen, G. H., &Thorlund, J. (2016). Business analytics for managers: Taking business

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intelligence beyond reporting. John Wiley & Sons.

2. Healy, K. (2018). Data visualization: a practical introduction. Princeton University Press.

References:

1. Wilke, C. O. (2019). Fundamentals of data visualization: a primer on making informative and compelling figures. O'Reilly Media.
2. Sievert, C. (2020). Interactive web-based data visualization with R. CRC Press.

Course Code: **MBA_19A** Core/ Elective: **Elective** No. of Credits: **4** No of Teaching Hours: **60**	Course Title **BIG DATA ANALYTICS**

Course Objective:

The purpose of this course is:

- To understand the significance of big data analytics platforms and their current use.

Learning Outcomes:

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

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- Equip students with skill sets in applying significant data analytics approaches.
- Apply big data analytics and techniques in evaluating business decisions taken by firms.
- Explain about Big Data skills tools.

Course Outline:

Unit I   **No of Teaching Hours: 10**

Big Data Analytics: Definition- Key features of Big Data Analytics, History, and Evolution of Big Data Analytics - How does Big Data Analytics work? Advantages of big data analytics, and its applications, Values of Big Data Analytics - Uses of Big Data analytics across different industries

Unit II   **No of Teaching Hours: 12**

Tools used in big data analytics: Hadoop –Spark - Data integration software -Stream analytics tools- Distributed storage - Predictive analytics hardware and software -Data mining tools - NoSQL databases - Data warehouses. - Big data is characterized by 5 V's: Variability, Veracity, Variety, Velocity, and Volume

Unit III   **No of Teaching Hours: 13**

Big Data skills: Analytics - Data Visualization - Knowledge of Business Domains and Big Data tools - Programming- Problem-solving -Structured Query Language (SQL) -Data Mining - Technical skills - Knowledge of Public and Hybrid clouds - Working experience - Responsibilities of Big Data professionals - challenges.

Unit IV   **No of Teaching Hours: 12**

Big Data Applications in various sectors: Government – Business Intelligence- Marketing and Customer Analytics-Health Care-Human Resource Analytics-Financial Analytics- Marketing and Supply Chain Analytics-Social Media Analytics - Fraud detection

Unit V   **No of Teaching Hours: 13**

Data Analytics with R Machine Learning: Introduction, Supervised Learning,   Unsupervised Learning, Collaborative Filtering. Big Data Analytics with R

Suggested Readings:

1. Alex Holmes Hadoop in Practice, MANNING Publishers.
2. Multidimensional Databases and Data Warehousing, Christian S. Jensen, Torben Bach Ederson, Christian Thomsen, Morgan & Claypool Publishers, 2010.

Reference:

1. Golfarelli and Rizzi Data Warehouse Design: Modern Principles and Methodologies, McGraw-Hill, 2009.

Course Code**: MBA_20A** Core/ Elective**: Elective** No. of Credits**: 4** No of Teaching Hours: **60**	Course Title **DESIGN THINKING**

Course Objectives:

The purpose of this course is:

- To use practical design thinking methods in every stage of the problem, with the help of method templates.

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- To initiate a new working culture based on a user-centric approach, empathy, ideation, prototyping, and playful testing.
- To employ ethnographic and analysis methods, such as interviews, focus groups, and surveys.

Learning Outcomes:

Upon the completion of the course, the students will be able to

- Apply design thinking to the current problems in order to generate innovative and user-centric solutions.
- Use design thinking methods in problem-solving.
- Make use of practical design thinking methods in every stage of your problem.
- Apply design thinking to your problems to generate innovative and user-centric solutions.
- Initiate a new working culture based on a user-centric approach, empathy, ideation, prototyping, and playful testing.
- Employ ethnographic and analysis methods, such as interviews, focus groups, and surveys Applying.

Course Outline:

Unit I   **No of Teaching Hours**: 10

Innovation & Creativity: What is Innovation? What is creativity? Difference between innovation and creativity, the Role of creativity and innovation in organizations, dynamics of creative thinking, becoming creatively fit as an individual, creative insight, idea generation, idea evaluation, creativity in teams, team's environment and creativity, creating the climate for creativity and an enterprise, creating an environment that keeps creative people creating, managing creative employees, leading for creativity and innovation, creativity to innovation.

Unit II   **No of Teaching Hours**: 12

Fundamentals of Design: Introduction to elements and principles of design. Learning basics of design – dot, line, shape, and form as fundamental design components. Design principles – simplicity, unity, proportion, emphasis, rhythm, and balance. Learning design laws such as Gestalt's law.

Unit III   **No of Teaching Hours**: 13

Empathy & Understanding Problem: Learn how to understand users, learn techniques to empathize with users, and identify key user problems. Learn how to gain insights from empathy and define problem statements. Empathy tools – techniques for getting empathy insights through interviews, empathy maps, emotional mapping, observation

Unit IV   **No of Teaching Hours**: 12

Design Thinking Process: Introduction to design thinking, history of design thinking, wicked problems, case studies in design thinking, design thinking process, implementing the process in driving innovation, design thinking in social innovations Tools of design thinking – persona,

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customer journey map, AS-IS, TO-BE Processes, product lockdown workshops- An exercise in design thinking– implementing design thinking for making the process of a user better. Students choose one industry segment to implement the design thinking process.

Unit V   **No of Teaching Hours**: **13**

Design Thinking in Various Sectors (Health sector, Finance, Education, Infrastructure) Design thinking case studies in retail, design thinking case studies in banking, design thinking case studies in management decisions

Suggested Reading:

1. Hundred things every designer needs to know about people – Susan Weins Chenk, New Riders Publication.
2. Design Methods: A Structured Approach for Driving Innovation in Your Organization by Vijay Kumar, Wiley Publication.
3. Design of Business: Why Design Thinking is the Next Competitive Advantage by Roger L. Martin, Harvard Business Press

References:

1. How to kill creativity - Amabile, T. (2006), SAGE Publication.
2. Universal principles of Design - William Lidwell, Kritina Holden, Jill Butler, Rockport Publishers.
3. Universal methods of design – Bruce hanignton, Rockport Publishers.
4. Empathy: Why it matters, how to get it - Roman Kizanie, TarcherPerigee Publishers.
5. The Art of Empathy: A complete Guide to life's most essential skill - Karla McLaren, Sounds True Publishers.

V-TOURISM & TRAVEL MANAGEMENT

Course Code: **MBA_16T** Core/ Elective: **Elective** No. of Credits: **4** No of Teaching Hours: **60**	Course Title **INTRODUCTION TO TOURISM MANAGEMENT**

Course Objectives:

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The purpose of this course is:

1. To comprehend the conceptual dimensions of the tourism industry.
2. To understand the dynamics of tourism businesses and its impacts.
3. To elucidate the application of tourism theories to the pragmatic developmental agenda.

Learning Outcomes:

Upon the completion of this course, the students should be able to:

1. Procure comprehensive inputs on the conceptual dimensions of tourism and allied industries and acquaintance with the significant theoretical constructs formulated in Tourism.
2. Develop a concrete understanding of the dynamics of tourism businesses and their various impacts and prospects.
3. Learners will know the aims, objectives, and ways of functioning of tourism organizations as well as the latest trends and practices of global tourism.

Course Outline:

Unit I   **No of Teaching Hours**: 10

Introduction to Tourism: Definition, Nature, Characteristics, and Approaches of Tourism – Tourism vs. Travel - Types of Tourism – Forms of Tourism - Classification of Tourists – Tourism Infrastructure and Superstructure – Mass Tourism – Alternative Tourism (Medical and Health Tourism, Ecotourism, Camping, Farm/Village/ Rural Tourism, Adventure Tourism, Dark Tourism, Space Tourism, Spiritual and Wellness Tourism, Gastronomy Tourism etc.)

Unit II   **No of Teaching Hours**: 12

Components of Tourism: Five A's of Tourism – Services and Tourism – Basic Travel Motivators – Factors influencing growth of Tourism – Components of Tourism – Elements of Tourism – Geographical components of Tourism – Benefits and Impacts of Tourism – Costs of Tourism – Tourism Satellite Accounts.

Unit III   **No of Teaching Hours**: 13

Growth and Development of Tourism: Travel Through Ages (Trade and Commerce, Seeking Knowledge, Religion, Pleasure, Grand Tour, Annual Holiday, Travel in 19th and 20th Centuries) – Tourism in India – Tourism Promotion in 5-year plans – Tourism Information Offices – Development of Tourism from Traditional resources to Non-Traditional Resources – Paradigm Shift in Tourism Industry.

Unit IV   **No of Teaching Hours**: 12

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Tourism Theory and System: Leiper's Geo-Spatial Model - Mill-Morrison's Tourism Policy Model - Mathieson & Wall's Travel Buying Behaviour Model - Butler's Tourism Area Life Cycle (TALC) Model - Doxey's Irridex Model – Crompton's Push and Pull Theory- Stanley Plog's Psychographic Model- Gunn's Tourism Planning Model.

Unit V   **No of Teaching Hours**: **13**

Tourism Organizations: UNWTO, IATA, ICAO, WTTC, IHA, TAAI, FHRAI, ITDC, ICPB, IATO, IRCTC, State Tourism Development Corporations, Airport Authority of India, Archaeological Survey of India, Ministries of Tourism and Culture, Director General of Civil Aviation, Government of India.

Suggested Reading:

1. Goeldner, C., & Ritchie, J.R. (2011). Tourism, Principles, Practices, Philosophies. New Jersey: John Wiley.
2. Swain, S.K. & Mishra, J.M. (2011). Tourism Principles and Practices. New Delhi: OUP.
3. Tribe, J. (Ed.). (2009). Philosophical Issues in Tourism. United Kingdom: Channel View Publications.

References:

1. Jamal, T., & Robinson, M. (Eds.). (2009). The SAGE Handbook of Tourism Studies. United Kingdom: Sage Publications.
2. Thomas, R. (2013). Small Firms in Tourism. United Kingdom: Routledge.
3. Cooper, C. (2008). Tourism Principles and Practice. New Delhi: Prentice Hall.

Course Code: **MBA_17T** Core/ Elective: **Elective** No. of Credits: **4** No of Teaching Hours: **60**	Course Title **TRAVEL AGENCY AND TOUR OPERATIONS MANAGEMENT**

Course Objectives:
The purpose of this course is:
1. To give a broad idea about the travel agency and tour operators and their role in the travel and tourism industry.

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2. To inform the students of the travel industry's documentation procedures and technical aspects.
3. To know the current trends and practices in the tourism and travel trade sector.

Learning Outcomes:

Upon the completion of this course, the students should be able to:

1. Get an extensive idea about the travel agency and tour operators and their role in the travel and tourism industry.
2. Relate the work of various Travel organizations to developing and promoting Tourism.
3. Summarize the role of Travel Agency and Tour Operators in promoting Tourism Industry.
4. Create Packaged tours and price them accordingly.
5. Manage the accommodation units& Travel Agencies.
6. Create tour brochures/information leaflets and tourist itineraries

Course Outline:

Unit I   **No of Teaching Hours**: 10

Travel Trade: Historical Perspectives - Types of Tour and Types of Tour Operators - Full-Service Agency - Commercial Agency - Implant Agency - Group / Incentive Agency, Wholesale, and Retail Travel Agency Business - Linkages and Integration with the Principal Service Providers - Changing Scenario of Travel Trade - Departmentalization of a Travel Agency and Organizational Structure of a Standard Travel Agency - Considerations, Challenges and Organizational structure of tour operations.

Unit II   **No of Teaching Hours**: 12

Travel Agency and Tour Operation Business: Functions of Travel Agency - Setting Up a Full-Fledged Travel Agency- Fiscal & Non-Fiscal Incentives Provided by the Government - Sources of Income of a Travel Agency - Diversification of Business - Travel Insurance, Forex- Cargo- MICE – Documentation, Recognition: IATA Accreditation - Recognition from Government.

Unit III   **No of Teaching Hours**: 13

Itinerary Planning and Development: Tour Itinerary: Types of Itineraries - Resources and Steps for Itinerary Planning - Do's and Don'ts of Itinerary Preparation - Tour Formulation and Designing Process - FITs and Group Tour Planning and Components - Special Interest Tours (SITs).

Unit IV   **No of Teaching Hours**: 12

Tour Packaging and Costing: Tour Packaging: Classifications of Tour Packages - Components of Package Tours - Concept of Costing: Types of Costs - Components of Tour Cost - Preparation of Cost Sheet - Tour Pricing: Calculation of Tour Price - Pricing Strategies - Tour Packages of Thomas Cook, SOTC, MakeMyTrip and Cox and Kings.

Unit V   **No of Teaching Hours**: **13**

Travel trade Organisations: Objectives, Activities and Functions of UFTAA, PATA, TAAI, IATO, ASTA, ATOI, ADTOI, IAAI, TAFI - Case studies of Travel agency and Tour operators: Thomas Cook, SITA, TCI, Cox & Kings - Entrepreneurship, Procedure, Formal Approvals.

Suggested Reading:
1. Bhatia, A.K. (2013). The Business of Travel Agency and Tour Operations Management. New Delhi: Sterling Publishers (P) Ltd.
2. Negi, J. (2005). Travel Agency Operations: Concepts and Principles. New Delhi: Kanishka.
3. Negi, K.S. (2011). Travel Agency Management. New Delhi: Wisdom Press.

References:

1. Roday, S., Biwal, A., and Joshi, V. (2009). Tourism Operations and Management. NewDelhi: Oxford University Press.
2. Foster, Dennis L., The Business of Travel Agency Operations and Administration (Singapore, 1993)
3. Mohinder Chand, Travel Agency Management- An Introductory Text (New Delhi, 2003).

Course Code**: MBA_18T** Core/ Elective**: Elective** No. of Credits**: 4** No of Teaching Hours: **60**	Course Title **INTERNATIONAL TOURISM AND TRAVEL MANAGEMENT**

Course Objectives:

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The purpose of this course is:

1. To acquaint with the interdependence between geography and tourism;
2. To familiarize with the locales, attractions, and accessibility to major international tourist destinations across the continents; and
3. To plan international tour itineraries of various countries across time zones.

Learning Outcomes:

Upon the completion of this course, the students should be able to:

1. Students will be acquainted with the interdependence between Geography and Tourism.
2. Familiarization with the geographical resources, especially locales, attractions, and accessibility features, and their influence on major international tourism destinations.
3. Develop expertise in planning and designing tour itineraries of various countries across time zones and possess know-how on the important international tourism destinations and their key features, special interests and activities, and travel formalities.

Course Outline:

Unit I   **No of Teaching Hours**: 10

Physical Geography, Time Calculation and Transport System: IATA Tourism Geography: Areas and Sub Areas - Map Reading: Latitude, Longitude, International Date Line, Altitude, Direction, Scale Representation, Time Zones - Calculation of Time: GMT Variation, Concept of Elapsed Time & Flying Time - GIS & Remote Sensing - Tourism Transport Systems: Major Airports and Routes, Major Railway Systems and Networks, Water Transport, Road Transport: Major International Highways - Transport Systems in India: Air, Water and Surface.

Unit II   **No of Teaching Hours**: 12

Tourist Destinations in the Americas: Key Features - Special Interests – Activities -Travel Formalities - North American Destinations: Canada, The United States, Mexico - Central America: Bermuda, The Caribbean - South American Destinations: Brazil, Uruguay, Venezuela, Argentina, Chile, Peru – Upcoming Destinations.

Unit III   **No of Teaching Hours**: 13

Tourist Destinations in Europe: Key Features - Special Interests – Activities - Travel Formalities - Countries: United Kingdom, France, Italy, Spain, Switzerland, Netherlands, Germany, Monaco – Upcoming Destinations.

Unit IV   **No of Teaching Hours**: 12

Tourist Destinations in Africa: Key Features - Special Interests – Activities - Travel Formalities - Regions: Western Africa, Eastern Africa, South Central Africa, South Africa - Important Destinations: South Africa, Kenya, Egypt, Mauritius, Seychelles – Upcoming Destinations.

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Unit V   **No of Teaching Hours**: 13

Tourist Destinations, Key Features, Special Interests & Activities, Travel Formalities in Asia, Australia, and Oceania: South Asian Tourist Destinations, South-East Asia Tourist Destinations, Far East Tourist Destinations, Tourist Destinations of the Middle East and West Asia, Australia, New Zealand, Fiji, Papua New Guinea, Cook Islands, French Polynesia – Upcoming Destinations.

Suggested Reading:

1. Boniface, B., Cooper, R. & Cooper, C. (2016). World Wide Destinations – The Geography of Travel and Tourism. New York: Routledge.
2. Nelson, V. (2013). An Introduction to the Geography of Tourism. United Kingdom: Rowman and Littlefield Publisher.
3. Hall, M. (1999). Geography of Travel and Tourism. London: Routledge.

References:

1. Hall, M., & Page, S.J. (2006). The Geography of Tourism and Recreation - Environment, Place and Space. London: Routledge.
2. Hudman, L.E., & Jackson, R. H. (2003). Geography of Travel and Tourism. London: Thomson.

3. IATA. (2009). Travel Information Manual. Netherlands: IATA Publications.
4. World Atlas.

Course Code**: MBA_19T** Core/ Elective**: Elective** No. of Credits**: 4** No of Teaching Hours: **60**	Course Title **AIRFARES AND COMPUTER RESERVATION SYSTEMS**

Course Objectives:

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The purpose of this course is:

1. To get acquainted with Aviation Industry.
2. To familiarize the students with the basic aviation fare structure.
3. To familiarize the learner with booking tickets through CRS and constructing airfares.
4. To extend hands-on training to standard CRS packages like Amadeus, Galileo, etc.

Learning Outcomes:

Upon the completion of this course, the students should be able to:

1. Understand the nuances of airline routing, airfare construction, documentation, and ticket handling.
2. Book flight tickets through CRS software.

Course Outline:

Unit I   **No of Teaching Hours**: 10

Introduction to Airline Industry: Important International Conventions and their Impacts on Air Ticketing – Freedoms of Air – Role of IATA and ICAO – Latest trends in Air Ticketing – Problems and Prospects of the Indian Aviation Industry.

CRS Topics: Introduction - Flight availability - Selling Air Segments - Passenger Name records.

Unit II   **No of Teaching Hours**: 12

Familiarization with OAG and PAT: City, Airport, Airline, Country, and Equipment Codes - Minimum Connecting Time (MCT) - Global Indicators - Introduction to PAT general terms and abbreviations - PAT extracts, general rules, fares, and fare rules.

CRS Topics: Supplementary Data - Modifying a PNR - Fare Displays.

Unit III   **No of Teaching Hours**: 13

Familiarization with Air Tariff: Currency rules – NUC conversation factors – Understanding IROE and ICER tables – Journey types and pricing units – Fare selection methods - Planning itinerary by air – Fares and fare selection – International mileage and routing systems – Extra mileage allowance (EMA) – Extra mileage surcharge (EMS).

CRS Topics: Itinerary Pricing - Issuing Tickets - Advance Seat Assignments.

Unit IV   **No of Teaching Hours**: 12

Fare construction: One way through fare construction – Round and Circle trip fare construction – Special Fares – Child and Infant Fares - Surcharges – Taxes, Fees and Commissions - Consolidator and net fares.

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CRS Topics: Queues - Customer Profiles - Reference Information.

Unit V   **No of Teaching Hours**: 13

Documentation: Understanding the E-Ticket and EMDs – Passport – VISA - Medical Certificates – Travel Insurance - General ethics to be followed by the airline staff and ticketing agents.

CRS Topics: Hotel Reservation - Car Rentals - Miscellaneous Entries.

Suggested Reading:

1. Air Traffic Manuals.
2. Davidoff, D.S. and Davidoff, P.G. (1995). Air Fares and Ticketing. New York: Prentice Hall.
3. Gupta, S.K. (2007). International Airfare and Ticketing – Methods and Techniques, New Delhi: UDH Publishers and Distributers (P) Ltd.

References:

1. Foster, Dennis L. (2010). Reservations and Ticketing with Sabre. London: CreateSpace
2. CRS Training Software.
3. CRS Study Material.

Course Code: **MBA_20T** Core/ Elective: **Elective** No. of Credits: **4** No of Teaching Hours: **60**	Course Title **MANAGEMENT OF TOURISM AND TRAVEL SERVICES**

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Course Objectives:

The purpose of this course is:

1. To equip students with comprehensive knowledge of tourism services and travel-related industries.
2. To facilitate assessment of the tourism potentials of destinations and prepare tourism development plans and marketing techniques.
3. To familiarize students with various supplementary operations in the travel industry, including FOREX, tour guiding, airport and cruise operations handling, etc.

Learning Outcomes:

Upon the completion of the course, the students should be able to:

1. Develop skills in conducting thorough destination assessments and concepts like destination branding and imaging.
2. Students acquire skills in conceptualizing, planning, and executing events of different scales.
3. Understand the principles and methods of handling operations in airports and cruise liners.
4. Understand the nature of tour guiding.
5. Gain comprehensive knowledge of how the foreign exchange market operates.
6. Equips students with diverse skills and knowledge that are valuable for pursuing careers in hospitality.

Course Outline:

Unit I   **No of Teaching Hours**: 10

Destinations Planning and Management Types of Destinations- Characteristics of Destinations; Destination Management Systems; Destination Selection Process; Attributes of Destinations; Application of Service Quality in Managing Tourist Destination; Destination Branding; Destination Image Formation Process; Six 'A's Framework for Tourism Destinations; Marketing of Destinations, Airlines, Hotels, Resorts, Travel Agencies, Events and other Tourism sub – Sectors and Products.

Unit II   **No of Teaching Hours**: 12

Hospitality Services Management: Characteristics of Hospitality Industry; Classification of Hotels; Green certification of Hotels; Front Office: Duties and Responsibilities; Type of Hotel Guests- Types of Meal Plans; Duties and Responsibilities of Housekeeping Staff; Types of Rooms; Duties and Responsibilities of F&B Staff; Types of Restaurant Menus; Evaluating Hotel Performance; Revenue and Yield Management.

Unit III   **No of Teaching Hours**: 13

MICE Management: Managing Events: Corporate Events, Trade Shows and Exhibitions; Conventions Management; Incentive Travel; Types of Events; Size of Events-Five Cs of Event

Management; Trends in Event Business - Scope of Event Business; Event Laws and Regulations; Budgeting of MICE; Event Networks and Supply Chain; Handling and Negotiating Vendors and Service Contractors; Marketing of MICE Events; MICE Entrepreneurship.

Unit IV   **No of Teaching Hours**: 12

FOREX: Exchange Rates System - International Monetary System; Authorized Dealers and Money Changers-Mechanics of Making Foreign Payment –Costs Associated with International Payments; Forecasting Forex Rates; Factors Affecting Exchange Rates; **Tour Guiding:** Characteristics of tour escorting profession – the difference between tour escorting and tour guiding; Pre-trip Duties and Checklist; Responsibilities at Airport and hotel; Group Management and Situation Handling; Mechanics of Tour Guiding -Tour Guiding in India and Abroad.

Unit V   **No of Teaching Hours**: 13

Travel Related Services: The Cruise Product - Brand Value and Vessel Classification; Roles and Responsibilities on a Cruise Ship; Cruise Brands and Market; **Airport Management -** Cargo operations DGR, LAR - Aircraft Handling and Loading; ULD: Baggage Codes for Identifying ULD Contents; Tagging, Storage and Transportation of ULD; Passenger Handling - Class or Type of Fare; Aircraft Emergency Procedures; Security Management Systems in Airlines; Baggage handling: Interline and Online Transfer Baggage - Baggage Theft and Pilferage Prevention

Suggested Reading:
1. Morgan, N., Pritchard, A., and Pride, R. (2001), Destination Branding: Creating the Unique Proposition. London: Butterworth and Heinemann.
2. Fyall, A., and Garrod, B. (2005). Tourism Marketing: A Collaborative Approach (Vol. 18).Bristol: Channel View Publications.
3. Negi, J. (2014). Professional Hotel Management. New Delhi: S. Chand.

References:
1. Robinson, P., Wale, D., and Dickson, G. (2010). Events Management 'Ed'. London: CABI.
2. Philip Gibson and Richard Parkman, Cruise Operations Management: Hospitality Perspectives.Routledge; 3rd edition
3. Chowdhary, Nimit (2013). Handbook for Tour Guides. New Delhi: Matrix Publishers. (L)
4. Bhardwaj, H.P. (1994). Foreign Exchange Handbook. New Delhi: Wheeler Publishing.

VI-RETAIL & SUPPLY CHAIN MANAGEMENT

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Course Code**: MBA_16R** Core/ Elective**: Elective** No. of Credits**: 4** No of Teaching Hours: **60**	Course Title **TRADE LOGISTICS AND SUPPLY CHAIN MANAGEMENT**

Course Objectives:

The purpose of this course is:
- To understand the strategic role of logistics management and the essential modes of logistics operations.
- To understand the importance and dynamics of a firm's physical distribution functions and management of its supply chain.

Learning Outcomes:
Upon completion of this course, the students should be able to:
- Analyze, structure, and discuss situations to identify problems in the field of LSCM and evaluate their complexity.
- Build and manage a competitive supply chain using strategies, models, techniques, and information technology.
- Perceive the problems involved in warehousing, packing, and material handling both at national and international levels.

Course Outline:

Unit I   **No of Teaching Hours**: 10

Overview of logistics: a conceptual framework of logistics and integration-evolution of the logistics concept, logistical mission, and strategic issues-Logistics in India- Growing importance of logistics management, logistical competitive advantage- Strategic logistics in the planning process -components of logistics management- functions of logistics management.

Unit II   **No of Teaching Hours**: 12

Supply Chain Management: Introduction -Value chain- Functions and contributions, supply chain effectiveness and Indian infrastructure- Framework for supply chain solution outsourcing and 3PLs- Fourth party logistics (4PLs) supply chain relationships, conflict resolution strategies for harmonious relationships.

Unit III   **No of Teaching Hours**: 13

Elements of Logistics and Supply Chain Management: Introduction, Positioning of information in logistics and supply chain management—logistics information system, operational, logistical information system, Emerging technologies in logistics and supply chain management, Growth of logistics and supply chain management in national and international scenarios.

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Unit IV   **No of Teaching Hours**: 12

Warehousing, Packaging and Material Handling and Distribution Centers: Introduction concepts of warehousing, types of the warehouse- functions of warehousing, strategic warehousing warehouse operations, ownership arrangements, warehouse decisions, warehouse management system, packaging perspectives, packaging for material handling, Efficiency, materials handling supply chain logistics design, global strategic positioning global SC Integration, SC security, International sourcing, distribution control, and evaluation.

Unit V   **No of Teaching Hours**: 13

Supply Chain Logistics Administration: Relationship development management relationship management, customer relationship management Focus, internal supply chain management focus, supplier relationship management focus, operational performance, financial performance, social performance

Suggested Reading:

1. Janat Shah, Supply Chain Management: Text and Cases, Pearson
2. Peter Meindl Sunil Chopra D.V. Kalra, Supply Chain Management, Pearson
3. Bowersox, Logistical Management, Mc-Graw Hill, 2000
4. Sahay B S, Supply Chain Management for Global Competitiveness, Macmillan India Ltd., New Delhi
5. Raghuram G, Rangaraj N, Logistics and Supply Chain Management Cases and Concepts, Macmillan India Ltd., New Delhi, 1999.

References:

1. Coyle, Bradi & Longby, The Management of Business Logistics, 3rd Ed., West Publishing Co.
2. Christopher Martin, Logistics and Supply Chain Management, Pearson Education.
3. Bowersox, supply chain Logistics Management, McGraw Hill.
4. Douglas M. Lambert, James S. Stock and Lisa M. Ellram (1998) Fundamentals of Logistics Management, The McGraw Hill Companies, New York.
5. Gourdin, Kent N., Global Logistics Management (2001), Blackwell Publishers Ltd. Oxford.
6. Martin Christopher, Logistics, and supply chain management (2000), Financial Times Management, Pitman Publishing London.
7. Kapoor Satish K., and Kansal Purva, Basics of Distribution Management: A Logistical Approach, Prentice HALL of India.
8. D.K. Agarwal, Distribution and Logistics Management: A Strategic Marketing Approach, Macmillan Publishers India 2007.
9. Alan Ruston, Phil Crouchers, Peter Baker, The Handbook of Logistics and Distribution Management, Kogan Page India New Delhi.

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Course Code**: MBA_17R** Core/ Elective: **Elective** No. of Credits: **4** No of Teaching Hours: **60**	Course Title **GLOBAL SUPPLY MANAGEMENT AND INTERNATIONAL LOGISTICS**

Course Objectives:
The purpose of this course is:
1. To understand the significance of supply chain and logistics management in the domestic and global scenario.
2. To know the global marketing environment and entry strategies.
3. To get knowledge on the export sales contract and its components.
4. To understand the role of global security supply chain management and its significance in global trade.
5. To create knowledge on specialized software in the global supply chain process.
6. To understand the global trade scene in the EU, ASIA, and North America.

Learning Outcomes:
Upon the completion of this course, students should be able to:
1. Understand the differences between the domestic and global supply chain and logistics management practices.
2. Analyze the global marketing environment and its impact on the supply chain and logistics management decisions.
3. Evaluate global markets to select suitable global entry strategies.
4. Analyze export sales contracts and their components to enter global markets.
5. Evaluate the role of global security supply chain management and its significance in global trade.
6. Understand the significance of the specialized software in the global supply chain process.
7. Evaluate the global trade scene on supply chain and logistics decisions in the EU, ASIA, and North America.

Course Outline:

Unit I   **No of Teaching Hours**: 10

Introduction: Role of the supply chain, Managing the supply pipeline for global trade flows, The Global logistics operator, Comparison between domestic and International Logistics, Factors driving Global supply chain management, Customs, and Global supply chain management, Management of the inventory in the supply chain including vendor management, Factors contributing to the development of logistics, Asset management in the supply chain, Lean supply chain management.

Unit II   **No of Teaching Hours**: 12

Export Sales Contract: Introduction, Marketing environment, Market entry strategy, constituents of the export sales contract, evolution and revolution of logistics & supply chain

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management, Modern logistics concepts, Logistics department, Contract of Affreightment: Terms of delivery-Incoterms 2000, Factors determining choice of Incoterms 2000.

Trade Finance: Introduction, Currency, Credit terms. Market development strategy with a global logistics focus.

Unit III   **No of Teaching Hours**: 13

Constituents of International Purchasing: International purchasing system constituents Negotiate the contract and finance global supply chains.

Selecting the International Logistics Operator: The criteria for selecting the third-party logistics operator are the critical factors in developing a successful T-P-L and contract logistics.

International Transport: Trade-offs inherent in international logistics-Multi-Modalism, Key factors in a transport mode trade-off.

Unit IV   **No of Teaching Hours**: 12

Operations Management: Supply chain cycle time management reduction, Logistics results evaluation strategy, Demand-driven supply network.

Security Global Supply Chain: ISPS code, CSI and C-TPAT, Radio Frequency Identification (RFID).

Unit V   **No of Teaching Hours**: 13

Specialized Software in the Supply Chain Process: Need for specialized systems, Functions & Objectives of a specialized international trade system.

Global Trade Scene: Introduction, European Union, ASIA, North America-Logistics & Supply chain strategic environment.

Suggested Reading:
1. Alan. E. Branch, "Global Supply Chain Management & International Logistics," Taylor & Francis.
2. Douglas Long, International Logistics: Global Supply Chain Management, Springer, New York, NY, August 2003.

References:
1. John.T. Mentzer, Matthew B. Myers, Theodore P. Stank, "Global Supply Chain Management," SAGE Publications.
2. John Mangam, Chandra, Augustina Calatayud, Global Logistics & Supply Chain Management, Fourth-edition, Wiley Publishers.

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Course Code**: MBA_18R** Core/ Elective**: Elective** No. of Credits**: 4** No of Teaching Hours: **60**	Course Title **GREEN SUPPLY CHAIN MANAGEMENT**

Course Objectives:
The purpose of this course is:
1. To provide foundational knowledge associated with the green supply chain.
2. To understand the implications of today's most pressing environmental issues.

Learning Outcome:
Upon the completion of this course, the students should be able to
1. Describe how the various green supply chain practices can save money, increase efficiency, and reduce delivery time.

Course Outline:

Unit I   **No of Teaching Hours**: 10

Introduction, Definition, Basic Concepts, Traditional Supply Chain Management Vs. Green Supply Chain Management, Environmental Concern Supply Chain, Determinants of Green Supply Chain Management (GSCM), Closed-loop Supply Chain, Corporate Environmental Management, GSCM benefits and challenges, GSCM Practices.

Unit II   **No of Teaching Hours**: 12

Eco-design: Definition of Eco-Design, Design for the Environment (DFE) or Eco-Design, Eco Design and Supplier Relationships, Tools of Eco-Design Products, Involving suppliers in the eco-design product: Drivers of eco-design product, Challenges in the eco-design product, Green Marketing factors of Green Supply Chain Management.

Unit III   **No of Teaching Hours**: 13

Green Procurement and Purchasing: Definition of green purchasing, Drivers of green purchasing, green purchasing strategies, green purchasing performance measurement, Green Supplier Development and Collaboration.

Unit IV   **No of Teaching Hours**: 12

Green Manufacturing or Production: Evolution, Definitions, 4Re's: recycling, remanufacturing, reuse and reduction, Closed-loop Manufacturing, ISO 14000 systems, Life Cycle Analysis (LCA), Lean Management for Green Manufacturing or Production.

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Unit V   **No of Teaching Hours**: 13

Green Logistics and Transportation: Definitions of Green Logistics, Critical drivers of Green Logistics, Green Transportation and Logistics practices, Environmental Impacts of Transportation and Logistics, Closing the Loop: Reverse Logistics.

Suggested Reading:

1. Joseph Sarkis, Yijie Dou. Green Supply Chain Management: A Concise Introduction, Routledge.
2. Charisios Achillas, Dionysis D. Bochtis, Dimitrios Aidonis, Dimitris Folinas. Green Supply Chain Management, Routledge.

References:

1. Hsiao-Fan Wang, Surendra M. Gupta. Green Supply Chain Management: Product Life Cycle Approach, McGraw Hill Publishing.
2. Stuart Emmett, Vivek Sood. Green Supply Chains: An Action Manifes by Stuart Emmett, Willey publications**.**

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MASTER OF BUSINESS ADMINISTRATION (MBA)

Course Code: **MBA_19R** Core/ Elective: **Elective** No. of Credits**: 4** No of Teaching Hours: **60**	Course Title **INTERNATIONAL RETAILING**

Course Objectives:

The purpose of this course is:

1. To introduce the student to the various aspects and concepts of international retailing.
2. To develop skills in identifying, analyzing, and solving the problems encountered in the theories and practice of international retailing.

Learning Outcomes:

Upon the completion of this course, the students will be able to

1. Identifying key concepts of internationalization of retailing and entry modes.
2. Executing Location decision factors in international markets.
3. Carrying out retailing in developed and emerging foreign markets.
4. Finding out the processes of retailing in multinational markets.

Course Outline:

Unit I   **No of Teaching Hours**: 10

Introduction – Geography of Retailing – Standardization and Adaptation – International Manufacturing – Entry Strategy – International Retailers – Reasons for Internationalization – Types of International Firms Expanding into International Markets - Entry Modes – The Roots of Expansion – Types of Retail Internationalization – Theoretical Explanations for Internationalization – Stages Theory – Risk Theory – Macro Environmental Factors

Unit II   **No of Teaching Hours**: 12

Location Factors: Importance of Location – Metropolitan and Micropolitan Statistical Areas – Economic Environment – Competitive Environment – Technological Environment – Social Environment –Government Environment – Retail Law & Legal Systems – Government Influences on Ownership - Laws of Comparative Advantage – Absolute and Relative Advantage – Factors Influencing International Trade - World Trade Organization.

Unit III   **No of Teaching Hours**: 13

 Retailing in Developing and Emerging Markets: Roots of Retail in Developed and Developing Countries – Stages of Development – Traditional Retail Systems – Fragmented Markets - Channels – Competitors – Limited Product Variety – Flexible Prices and Bargaining - Informal and Formal Credit – Consumer Characteristics – Retail and Wholesale Practice – Channel Communications – Market Research – Profitability and Channel Performance.

Unit IV   **No of Teaching Hours**: 12

Retailing in Multinational Markets: Introduction – Benefits of Multinational Markets – Large Mass Markets – Improved Channels of Distribution, Advertising & Transportation – Increased Trade with Member Nation – Benefits to Consumers of Lower Internal Tariff Barriers – Drawbacks of Multinational Markets – Increased Competition & Opportunities for Retailers – Inflation and Deflation – Additional Layers of Government Complexity – Levels of Multinational Cooperation.

Unit V   **No of Teaching Hours**: 13

Case Studies on International Retailing: Case Studies on Retailing Practices in (USA): Wall Mart, Kroger, JC Penny, Albertsons, J.Sains Bury (UK), Metro (Germany), Big Bazaar(India), Reliance(India).

Suggested Reading:

1. Gibson G. Vedamani, "Retail Management – Functional Principles and Practices", 4th Edition, 2008, Jaico Publishing House.
2. S.C. Bhatia, "Retail Management", 2008, Atlantic Publishers.

Reference:

1. John Dawson, Roy Larke, and Masao Mukyama," Strategic Issues in International Retailing," 2006, Routledge Taylor & Francis Group.

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Course Code**: MBA_20R** Core/ Elective**: Elective** No. of Credits**: 4** No of Teaching Hours: **60**	Course Title **RETAIL ANALYTICS**

Course Objectives:

The purpose of this course is:

1. To understand the role of analytics in retailing.
2. To learn the applications of analytics in retail business.

Learning Outcomes:

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

1. Apply descriptive, predictive, and prescriptive analytics in the functioning of the retail business.

Course Outline:

Unit I   **No of Teaching Hours**: 10

Introduction to Retail Analytics: Definition, Importance, Functions, Types of Analytics, Role, and Applications of Analytics in Retailing, In-store analytics-Inventory and product assortment analytics- customer Analytics. Market Basket Analysis-cross-selling and targeted marketing campaigns- Lift Introduction, Computing lift of two products, Computing Three-Way Lifts, Using Lift to Optimize Store Layout, Explanatory Examples using spreadsheets.

Unit II   **No of Teaching Hours**: 12

Descriptive and Predictive Retail Analytics: Role of the descriptive analytics in understanding retail consumer behavior- Predictive analytics in understanding retail consumer purchase decision making- Diagnostic and prescriptive analytics in service quality and service recovery.

Unit III   **No of Teaching Hours**: 13

Scan Pro Model, Variants forecasting and Modeling sales- Time series analysis- Regression analysis- identify relationships between sales and other variables such as advertising, pricing, economic indicators, and customer demographics - Machine learning techniques, such as decision trees, random forests, gradient boosting, and neural networks for sales forecasting- Predictive analytics.

Unit IV   **No of Teaching Hours**: 12

Retail Space, Sales Resources, Introduction to Retail Resource Allocation, Data Analytics for Retail Resource Allocation, Inventory Management (JIT), ABC analysis, Space Optimization Store layout and design principles, optimum allocation of retail resources.

Unit V   **No of Teaching Hours**: 13

Data Quality Assessment and Enhancement, address missing values, outliers, and inconsistencies, Data cleaning, imputation, and outlier detection to enhance data quality, common models including ARIMA, Exponential Smoothing methods, Prophet, LSTM networks, and Gradient Boosting Machines (GBM)

Suggested Reading:

1. Marketing Analytics by W L Winston (Wiley).
2. Marketing Engineering by Gary L Lilien and Arvind Rangaswamy (Pearson) Tim Brown, Change by Design, Harper 2009.

Reference:

1. Mullins, John and Komisar, Randy, Getting to Plan B: Breaking Through to a Better Business Model, HBR Book.

2. Hill, C.W.L., Cronk, T and Wickramasekera, R., Global Business Today, McGraw-Hill.

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MASTER OF BUSINESS ADMINISTRATION (MBA)

Course Code**: MBA 313** Core/ Elective**: CCC-II** No. of Credits**: 4** No of Teaching Hours: **60**	Course Title **Building Mathematical Ability and Financial Literacy**

Course Objectives

- To familiarize the students with fundamental mathematical concepts, including set theory, permutations, and combinations.
- To understand the logical reasoning for efficient problem-solving and analysis of propositions and conditional statements.

Learning Outcomes

Upon completion of the course, students should be able to:
- Analyzing financial instruments like stocks, shares, loans, insurance, and income tax liabilities.
- Ability to compute measures of central tendency, dispersion, correlation, and regression.

Course Outline

Unit I   **No of Teaching Hours**: 10

Mathematics: Basic set theory - Permutations and combinations - Mathematical logic: Introduction - proposition and truth values - logical connectives, tautology and contradiction - logical equivalences - converse, inverse and Contrapositive of a conditional statement.

Unit II   **No of Teaching Hours**: 12

Commercial Mathematics: Cost price - selling price - profit and loss - simple interest - compound interest (reducing balance and flat rate of interest) - stocks and shares. Housing loan - insurance - simple equated monthly installments (EMI) calculation - Income tax: simple calculation of individual tax liability.

Unit III   **No of Teaching Hours**: 13

Statistics: Sources of data: primary and secondary - types of data, graphical representation of data - Population, sample, variable - parameter. Statistic, simple random sampling - use of random number tables - Measures of central tendency: arithmetic mean, median and mode; measures of dispersion: range - variance - standard deviation and coefficient of variation - Bivariate data: scatter plot, Pearson's correlation coefficient, simple line regression.

Unit IV   **No of Teaching Hours**: 12

Financial Literacy: Money Market: Money and its functions –The concepts and definitions of money-Measurements of money supply –Advantages of money. Indian Financial System and

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Institutions: Banking and non-banking financial institutions, Scheduled and Non-scheduled Banks- Commercial Banks, recent innovations in Banking, Merging of Indian Banks, CIBIL, role and functions of Reserve Bank of India. Capital Markets: primary market, secondary market, role and functions of SEBI.

Suggested Reading:

1. Medhi, J. (2006). *Statistical Methods: An Introductory Text*. Wiley Eastern Ltd.
2. Building Mathematical Ability, Foundation Course, University of Delhi, S. ChandPublications.
3. Lewis, M.K. and p. d. (2000) Monetary Economics. Oxford University press, New york,.

References:

1. Rangarajan, C. (1999). *Indian Economy: Essays in Money and Finance*.
2. Brahmaiah, B., & Subbarao, P. (1998). *Financial Futures and Options*. Himalaya Publishing House.

SEMESTER-IV

Course Code**: MBA401** Core/ Elective: **Core** No. of Credits**: 4** No of Teaching Hours: **60**	Course Title **INTERNATIONAL BUSINESS**

Course Objective:

The purpose of this course is:

1. To familiarise oneself with the critical issues related to business operations at the international level.
2. To compare cultures and societies globally using socio-economic and cultural frameworks.

Learning Outcome:

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

1. Understand the modes of entry into international markets.
2. Illustrate the theoretical foundations of international trade and balance of payment.
3. Explain the impact of the foreign environment on business decisions.

Course Outline:

Unit I   **No of Teaching Hours**: 10

International Business: Importance, Nature, and Scope; Modes of Entry into International Business; Management of International Business operations – complexities and issues; IT and International Business, India's involvement in International Business.

Unit II   **No of Teaching Hours**: 12

Theoretical Foundations of International Trade: Reasons for international trade; Theories of global trade; Gains from trade; Foreign trade multiplier; Terms of trade. Instruments of Commercial Policy: Tariffs, quotas, and other measures and their effects; World trade and protectionism. Balance of Payment Account: Current and Capital Account components and accounting system; Balance of payment deficits and adjustment policies.

Unit III   **No of Teaching Hours**: 13

International Business Environment: Framework for analysing international business environment; Domestic and foreign environments and their impact on international business

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decisions; World trading environment – Pattern and structure of world trade in goods and services; Countertrade. International Financial Environment: Exchange rate mechanism and arrangement; International money and capital markets; Foreign investment flows – Pattern, structure, and effects. Movements in foreign exchange and interest rates and their impact on trade and investment flows.

Unit IV   **No of Teaching Hours**: **12**

International Economic Institutions and Agreements: WTO, IMF, World Bank, UNCTAD, Agreement on Textiles and Clothing, GSP, GSTP, and other international agreements and treaties; International commodity trading and agreements- India's involvement and consequences.

Unit V   **No of Teaching Hours**: **13**

Regional Economic Integration: Free trade area, customs union, and expected market; Theory of customs union; Trade creation and diversion effects; Regionalism vs. Multilateralism; Structure and functioning of EC and NAFTA; Regional Economic Cooperation. Multinationals (MNCs) in International Business: Issues in investment, technology transfer, pricing, and regulations; International collaborations and strategic alliances. Contemporary Developments and Issues in International Business.

Suggested Reading:
1. Griffin, Ricky W. and Pustay, Michael W, International Business: A Managerial Perspective, Prentice Hall, 2009.
2. Hill, Charles, W.L., International Business, McGraw-Hill Company, New York, 2009.

Reference:
1. Ball, Donald, Wendall H. McCulloch, Michael Geringer, Michael S. Minor, and Jeanne M. McNett, International Business: The Challenge of Global Competition, 12th edition, 2009, McGraw-Hill Co.