

ఆంధ్రప్రదేశ్ కేంద్రీయ విశ్వవిద్యాలయం ఆంధ్రప్రదేశ్ కేంద్రీయ విశ్వవిద్యాలయ
CENTRAL UNIVERSITY OF ANDHRA PRADESH

Jnana Seema, Ananthapuramu, India - 515701

DEPARTMENT OF MANAGEMENT
SCHOOL OF COMMERCE AND MANAGEMENT

Master's Programme
(As per the National Credit Framework 2023)



Vidya Dadati Vinayam
(Education Gives Humility)

Master of Business Administration



Programme Structure
(Effect from Academic Year 2026 - 27)

Master of Business Administration
Department of Management
School of Commerce and Management

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Master of Business Administration

Department of Management

School of Commerce and Management

1. Introduction to the Programme

The Master of Business Administration programme at the Central University of Andhra Pradesh is designed to equip students with the in-demand skills required to succeed in today's competitive job market. 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, recognising 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 endeavours 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.

In today's competitive job market, there is a growing need for individuals with solid business acumen and leadership skills. The programme aims to instil 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 to the students both theoretical knowledge and practical experience essential for success in various organisational roles.

The department adeptly addresses the escalating complexities of contemporary business landscapes, particularly the rising importance of technological advancements. The CUAP has been adaptive, offering specialisations in Marketing, Financial Management, Human Resource Management, Business Analytics & Operations, and Tourism Management. These specialised 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.

Technical competencies form the heart of the programme. Students gain hands-on experience with leading software packages such as MS Excel, Power BI, Python, JASP / SPSS ETC, ensuring they are proficient in handling complex datasets. Beyond classroom learning, the programme offers opportunities to apply knowledge through industry talks, internships, dissertations, and field surveys. This multidisciplinary approach ensures that students not only refine their technical and analytical skills but also develop professional competencies. By combining theory with practice, the programme prepares postgraduates to meet real-world challenges and thrive in diverse professional settings.

2. Programme Vision

Instil 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.

3. Programme Educational Objectives (PEOs)

- PEO1: Cultivate critical thinking and problem-solving skills among students, recognising them as indispensable assets in today's dynamic business environment.
- PEO2: Develop a conducive environment for holistic student growth, encompassing intellectual, emotional, and professional dimensions.
- PEO3: Foster collaboration between academia and industry to address real-world challenges through research and innovation.
- PEO4: Establish partnerships with corporate entities to provide students with practical training and global exposure.
- PEO5: Foster an entrepreneurial mindset among students by encouraging innovation and creativity.
- PEO6: Build a robust alumni and student mentorship circle and professional exchange networks to foster holistic student wellness, development, integrity, leadership, and resilience.

4. Programme Outcomes (POs)

The purpose of this programme is to equip students with advanced knowledge and practical skills in Management and Business Administration. After successful completion of the programme, students will be able to:

- PO1: Demonstrate proficiency in critical thinking and problem-solving.
- PO2: Exhibit holistic growth in intellectual, emotional, and professional dimensions.
- PO3: Exhibit professionalism, integrity, and leadership qualities, with the ability to lead teams, manage projects, and inspire others to achieve organisational goals.
- PO4: Analyse complex business problems, evaluate alternative solutions, and make informed decisions using critical thinking and problem-solving skills.
- PO5: Demonstrate the ability to work effectively in diverse teams, collaborate with colleagues from different backgrounds, and contribute positively to group projects and discussions.
- PO6: Understand the ethical principles and practices in business and demonstrate a commitment to corporate social responsibility and sustainable business practices.
- PO7: Possess an entrepreneurial mindset, with the ability to identify opportunities, innovate, and adapt to changes in the business environment.
- PO8: Understand international business practices, including the cultural, economic, and political factors influencing global business.
- PO9: Recognise the importance of lifelong learning and professional development and adapt to new technologies, trends, and challenges in management.

5. Programme-Specific Outcomes (PSOs)

The learning outcomes are designed to equip students with the knowledge, skills, and abilities necessary to succeed in careers related to Management and Business Administration:

PSO1: Apply advanced managerial knowledge and analytical skills in the functional areas of business, such as Finance, Marketing, Human Resource Management, Operations, and Business Analytics, to solve organisational problems effectively.

PSO2: Demonstrate competency in the use of modern business tools, quantitative techniques, digital technologies, and data-driven decision-making for improving managerial efficiency and organisational performance.

PSO3: Develop leadership, entrepreneurial, ethical, and strategic capabilities to manage businesses in dynamic national and global environments with social responsibility and sustainability.

PSO4: Exhibit effective communication, teamwork, project management, and interpersonal skills required for professional success in diverse organisational settings.

PSO5: Integrate research aptitude, innovation, and continuous learning to adapt to emerging business trends, technological advancements, and evolving industry requirements.

5. Pedagogy of the Programme

The pedagogy of an MBA program is designed with a 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 and workshops on current topics, Tutorial & Assignments, Class test / open-book test. It aims to equip students with the knowledge, skills, and competencies needed to excel in diverse roles across Business Management, Human Resources, Finance, Business Analytics & Operations, Tourism 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 organisation and society.

6. Programme Structure

- The Master of Business Administration is a two-year postgraduate programme divided into four semesters, comprising a total of 94 credits.
- The curriculum integrates Core Courses, Discipline-Specific Electives, Multidisciplinary Courses, MOOCs, Skill/Internship Components, and Dissertation Work, ensuring a balanced and comprehensive learning journey.
- **Semester-wise Structure:**
 - **Semester I:** Foundational courses in Management Principles, Organisational Behaviour, Economics for Managers, Managerial Accounting, Business Analytics using Spreadsheets, Marketing Management and Business Communication I, supported by one discipline-specific elective and one MOOC. Includes practical lab components, such as Excel for Business and the Communication Skills Lab, for experiential learning.
 - **Semester II:** Advanced courses in Building High Performance Organisations, Managerial Finance, Production and Operations Management, Strategic Management and Business Consulting, Research Methodology and Business Communication II, one MOOC, and a compulsory core course. Practical sessions and case-based learning strengthen managerial and analytical skills.
 - **Semester III:** Specialised courses in Operations Research along with electives in Business Analytics and operations, Marketing Management, Financial Management, Tourism Management and Human Resource Management, a MOOC, and a skill-based internship/project component. Multiple lab and workshop activities ensure hands-on exposure to managerial decision-making and industry practices.
 - **Semester IV:** Dedicated to Dissertation/Project Work (8 credits) and advanced core courses such as International Business, along with electives, students are to apply managerial knowledge to real-world business challenges and research-oriented problem solving.

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Semester and Course-wise Credits Distribution

Semester	Core Course Credits				DSE Credits		IDE Credits		CCC Credits				SIP Credits		Dissertation Credits		Total Credits
	Code	L	T/P	Total	Code	Total	Code	Total	Code	L	T/P	Total	Code	Total	Code	Total	
I	MBA101	3	1	4	-	-	MBA111 (MOOC I)	2	-	-	-	-	-	-	-	-	24
	MBA102	3	1	4													
	MBA103	3	1	4													
	MBA104	3	1	4													
	MBA105	3	1	4													
	MBA106	1	1	2													
	TOTAL	16	6	22	-	-	-	2	-	-	-	-	-	-	-	-	
II	MBA201	3	1	4	-	-	MBA211 (MOOC II)	2	MBA213	2	2	4	-	-	-	-	28
	MBA202	3	1	4													
	MBA203	3	1	4													
	MBA204	3	1	4													
	MBA205	3	1	4													
	MBA206	1	1	2													
	TOTAL	16	6	22	-	-	-	2	-	2	2	4	-	-	-	-	
III	MBA301	3	1	4	Elective I	4	MBA311	2	MBA313	1	1	2	MBA314	2	-	-	22

					Elective II	4	(MOOC III)											
					Elective III	4												
	TOTAL	3	1	4	-	12	-	2		1	1	2	-	2	-	-		
IV	MBA401	3	1	4	Elective IV	4	-	-	-	-	-	-	-	-	MBA411	8	20	
					Elective V	4												
	TOTAL	3	1	4		8	-	-		-	-		-	-	-	8		
Total Courses	14	-	-	-	5	-	3	-	2	-	-	-	1	-	1	-	26	
Total Credits	-	38	15	52	-	20	-	6	-	3	3	6	-	2	-	8	94	
Percentage	-	40.42	14.91	55.33	-	21.27	-	6.38	-	3.19	3.19	6.38	-	2.13	-	8.51	100	

Note- 01: L: Lecture T: Tutorial P: Practical DSE: Discipline Specific Elective
IDE: Inter-disciplinary Electives CCC: Common Compulsory Course SIP: Summer Internship Project

Note- 02: In Semester III, L-T-P. Will be in accordance with the DSE Credits.

Note- 03: 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 __”.

Note- 04: MOOCs shall be taken by the students from platforms suggested/approved by the department.

Note – 05: The programme template and course titles are tentative. Any required changes may be made.

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Programme Structure

Semester I						
Sl. No.	Course Code	Title of the Course	Credit Points	Credit Distribution		
				L*	T*	P*
1	MBA101	Management Process & Organisational Behaviour	4	3	1	0
2	MBA102	Business Analytics Using Spreadsheets	4	3	0	1
3	MBA103	Economics for Managers	4	3	1	0
4	MBA104	Managerial Accounting and Financial Reporting	4	3	0	1
5	MBA105	Marketing Management	4	3	1	0
6	MBA106	Business Communication 1	2	1	1	0
7	MBA111	*IDE-I: MOOCs	2	2	0	0
Total			24	18	4	2

Semester II						
Sl. No.	Course Code	Title of the Course	Credit Points	Credit Distribution		
				L*	T*	P*
1	MBA201	Building High-Performance Organisations	4	3	1	0
2	MBA202	Managerial Finance	4	3	0	1
3	MBA203	Production and Operations Management	4	3	0	1
4	MBA204	Strategic Management and Business Consulting	4	3	1	0
5	MBA 205	Research Methodology	4	3	1	0
6	MBA 206	Business Communication 2	2	1	1	0
7	MBA211	*IDE – 2: MOOCs	2	2		
8	MBA213 CCC	Introduction to Artificial Intelligence and Machine Learning	4	2	0	2
Total			28	20	4	4

Semester III						
Sl. No.	Course Code	Title of the Course	Credit Points	Credit Distribution		
				L*	T*	P*
1	MBA301	Operations Research	4	3	1	0
2		Elective I	4			
3		Elective II	4			
4		Elective III	4			
5	MBA311	*IDE – 3: MOOCs	2	2		
6	MBA313 CCC	Building Mathematical Ability & Financial Literacy	2	2		
7	MBA314	Internship Report	2	0	2	
Total			22	7+ Elective Credits	3+ Elective Credits	+ Elective Credits

Semester IV						
Sl. No.	Course Code	Title of the Course	Credit Points	Credit Distribution		
				L*	T*	P*
1	MBA401	International Business	4	3	1	0
2		Elective IV	4			
3		Elective V	4			
4	MBA411	Dissertation	8	-	8	-
Total			20	3+ Elective Credits	9+ Elective Credits	+ Elective Credits

Note: L: Lectures; T: Tutorial; P: Practical

Note: In Semester III, L-T-P. Will be in accordance with the DSE Credits.

Discipline Specific Core Electives						
1. Marketing Management						
Sl. No.	Course Code	Title of the Course	Credit Points	Credit Distribution		
				L*	T*	P*
1	MBA_16M	Marketing Analytics	4	3	0	1
2	MBA_17M	Digital Marketing	4	3	0	1
3	MBA_18M	Services Marketing and CRM	4	3	1	0
4	MBA_19M	Product Strategy	4	3	1	0
5	MBA_20M	Sales and Distribution and Global Marketing	4	3	1	0

2. Finance Management						
Sl. No.	Course Code	Title of the Course	Credit Points	L*	T*	P*
1	MBA_16F	Investment Analysis and Portfolio Management	4	2	1	1
2	MBA_17F	Strategic Cost Management	4	2	1	1
3	MBA_18F	Financial Derivatives and Risk Management	4	3	0	1
4	MBA_19F	Financial Technology Innovation and Digital Finance	4	2	1	1
5	MBA_20F	International Finance Management	4	3	0	1
3. Human Resource Management						
Sl. No.	Course Code	Title of the Course	Credit Points	L*	T*	P*
1	MBA_16H	Talent Management and HRM Analytics	4	3	1	0
2	MBA_17H	Performance Management and Competency Mapping	4	3	1	0
3	MBA_18H	Labour Laws, Industrial Relations, and HR Audit	4	3	1	0
4	MBA_19H	Organizational Development	4	3	1	0
5	MBA_20H	International HRM & Cultural Diversity	4	3	1	0
4. Business Analytics and Operations						
Sl. No.	Course Code	Title of the Course	Credit Points	L*	T*	P*
1	MBA_16A	Marketing Analytics	4	3	0	1
2	MBA_17A	Business Process Modeling	4	2	1	1
3	MBA_18A	Machine Learning for Managers	4	3	0	1
4	MBA_19A	Data Visualization	4	2	1	1
5	MBA_20A	Project Management	4	3	0	1
5. Tourism Management						
Sl. No.	Course Code	Title of the Course	Credit Points	L*	T*	P*
1	MBA_16T	Foundation and Emerging Trends in Tourism Management	4	3	1	0
2	MBA_17T	Travel Operations and Tourism Entrepreneurship	4	3	1	0

3	MBA_18T	Global Tourism Destinations and International Travel Management	4	3	1	0
4	MBA_19T	Airline Ticketing, CRS and Travel Technology	4	2	0	2
5	MBA_20T	Tourism Services, Hospitality and Experience Management	4	3	1	0

Semester-wise Credit Distribution

Semester	Total Credits	Cumulative credit at the end of the semester
I	24	24
II	28	52
III	22	74
IV	20	94

I. Credit Requirement

- The minimum number of credits required to be earned by a student for the award of the degree is **94**.
- Students may earn credits in excess of 94 by opting for additional courses; however, the upper limit shall not exceed **96 credits**.

II. Assessment Pattern

- **Theory Courses:**
 - **Internal (40%)** – Formative evaluation comprising two best out of three tests (each test carrying a maximum of 15 marks, totalling 30 marks), along with seminar/assignments/attendance (10 marks).
 - **External (60%)** – Summative evaluation through the semester-end examination.

III. Laboratory Components:

- **Internal (60%)** – Continuous assessment through lab work and internal examination.
- **External (40%)** – Summative evaluation through the semester-end practical examination.

IV. End-Semester Examination:

- Maximum Marks: **60**
- Duration: **3 Hours**

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Important Information to Students

1. Eligibility: A Bachelor's degree in Management, commerce with at least 50% marks in aggregate from a recognised 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 in each course of study.
4. All theory courses in the programme carry a Continuous Internal Assessment (CIA) component to a maximum of 40 marks and a Semester End Examination (SEE) for a maximum of 60 marks. The minimum pass mark for a course is 50%.
5. All lab components carry a Continuous Internal Assessment (CIA) component to a maximum of 60 marks and a Semester End Practical Examination (SEE) for a maximum of 40 marks. The minimum pass mark for a course is 50%.
6. A student should pass separately in both CIA and the SEE, i.e., a student should secure 20 (50%) out of 40 marks for theory and 30 (50%) out of 60 marks in the lab components in CIA. A student should secure 30 (50%) out of 60 marks for theory and 20 (50%) out of 40 marks for lab components in the SEE.
7. There are 3 CIA tests for each course per semester, from which the best 2 performances are considered for the purpose of calculating the marks in CIA. The academic unit maintains a record of the continuous assessment.
8. Each CIA contains 15 marks, and out of the best 2 test scores are considered for 30 marks. The remaining 10 marks are awarded for assignments, class presentations, class participation, and the student's punctuality.
9. A student failing to secure the minimum pass marks in the CIA is not allowed to take the semester-end examination of that course. S/he has to redo the course by attending special classes for that course and get the pass percentage in the internal tests to become eligible to take the end-of-semester examination.
10. Semester-end examination shall consist of objective-type questions, descriptive-type questions, short-answer questions and case studies or any other recommended by the Board of Studies (BoS).
11. Students failing a course due to lack of attendance should redo the course.
12. Re-evaluation is applicable only for SEE papers and shall not be entertained for other components such as lab/practical /thesis/ dissertation/ internship, etc.
13. An on-campus elective course is offered only if 10 or 50% of the students are registered, whichever is higher.

SEMESTER WISE DETAILED SYLLABUS

SEMESTER-I

Course Code : MBA 101 Course Type : Core No. of Credits : 4.00 No. of Hours : 60	Course Title MANAGEMENT PROCESS AND ORGANIZATIONAL BEHAVIOUR
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Credit Distribution:

Lecture	Tutorial	Practical
3 (45 Hours)	1 (15 Hours)	—

Course Objectives:

The purpose of this course is:

1. To familiarize the students with basic management concepts and practices in business organizations.
2. To provide knowledge on the functional areas of management with the conceptual framework.
3. To make them understand the significance of human interactions in shaping the organizational culture and behavior.

Course Outcomes (COs):

By the end of the course, students will be able to;

1. **CO1:** Explain the importance & role of management in the business organizations.
2. **CO2:** Identifying various leadership styles and their suitability to the situation. problem.
3. **CO3:** Apply organizational behavior theories and concepts to individual work experiences.
4. **CO4:** Understand the influence of organizational culture on individual and group behavior.
5. **CO5:** Analyze management issues as related to organizational behavior.

COs /POs Mapping:

Cos/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1 Recall & define	—	✓	✓	✓	—	✓	✓	—	—
CO2 Explain & interpret	✓	—	✓	—	✓	—	✓	—	—
CO3 Apply Models	—	—	—	✓	✓	—	✓	—	✓
CO4 Analyse & evaluate	—	—	—	—	✓	✓	—	✓	✓
CO5 Research & create	✓	—	—	—	—	✓	—	✓	—

Course Outline:

Unit-I:

12 Hours [Lecture 9 Hours, Tutorial 3 Hours]

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.

Tutorial 1: Study of concepts, functions, principles, and levels of management; evolution of management thought; managerial roles and skills; social and ethical responsibilities of managers; recent trends in management practices under globalization.

Unit-II:

12 Hours [Lecture 9 Hours, Tutorial 3 Hours]

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.

Tutorial 2: Practical understanding of planning process, forecasting, decision making, management by objectives, organizational structure, delegation, decentralization, staffing, and departmentalization through case studies and organizational analysis.

Unit-III:

12 Hours [Lecture 9 Hours, Tutorial 3 Hours]

Leading and Motivation: Concept of leading, Motivation: Significance, Process -Theories of Maslow, Herzberg, McClelland, Porter, and Lawler - Leadership: Trait Approach, Leadership Styles, Managerial Grid; Likert's Four Systems of Leadership – Effective Communication and its types, Advantages and Limitations– Controlling: Basis-Control Process - Techniques of control.

Tutorial 3: Study of leadership styles, motivation theories, communication process, managerial grid, Likert's leadership systems, and controlling techniques through group discussions and management situations.

Unit-IV:

12 Hours [Lecture 9 Hours, Tutorial 3 Hours]

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.

Tutorial 4: Practical exercises on organizational behavior models, perception, learning theories, personality types, attitudes, Johari Window, transactional analysis, and understanding individual and group behavior in organizations.

Unit-V:

12 Hours [Lecture 9 Hours, Tutorial 3 Hours]

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.

Tutorial 5: Study of group formation, group performance, organizational conflict, organizational culture, planned change, resistance to change, and organizational development interventions through case studies and team activities.

Prescribed Texts:

1. Luthans, F. (n.d.). *Organizational behavior*. McGraw-Hill Education.
2. Prasad, L. M. (n.d.). *Principles and practice of management*. Sultan Chand & Sons.
3. Robbins, S. P., & Judge, T. A. (n.d.). *Organizational behaviour*. Pearson Education.
4. Robbins, S. P., Coulter, M., & DeCenzo, D. A. (n.d.). *Management*. Pearson Education.

References:

1. Luthans, F. (n.d.). *Organizational behavior*. Tata McGraw-Hill.
2. Robbins, S. P. (n.d.). *Management* (7th ed.). Pearson Education.

Suggested Certifications / Value Additions:

1. NPTEL / SWAYAM (IIT Hyderabad) - Organizational Behaviour: Individual Dynamics in Organization https://onlinecourses.nptel.ac.in/noc25_mg50/preview
2. Alison - Organizational Behavior and Management <https://alison.com/course/organizational-behavior-and-management>
3. The Open University (OpenLearn) - Managing and Managing People <https://www.open.edu/openlearn/money-business/leadership-management/managing-and-managing-people/content-section-0>

Course Code : MBA102	Course Title Business Analytics Using Spreadsheets
Course Type : Core	
No. of Credits : 4.00	
No. of Hours : 75	

Credit Distribution:

Lecture	Tutorial	Practical
3	-----	1
(45Hours)		(30 Hours)

Course Objectives:

1. Provide an understanding of the fundamentals and applications of Business Analytics.
2. Develop proficiency in MS Excel for data analysis and visualization.
3. Familiarize students with statistical and sampling techniques for business data analysis.
4. Enable the application of correlation, regression, and time series methods for forecasting.
5. Strengthen analytical and problem-solving skills through practical exercises.

Course Outcomes (COs):

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

1. **CO1:** Demonstrate an understanding of Business Analytics concepts, statistical techniques, and analytical tools used in business decision-making.
2. **CO2:** Explain the role of Business Analytics, descriptive statistics, probability, and forecasting techniques in solving managerial and business problems.
3. **CO3:** Apply Excel-based tools and analytical methods for data management, data visualisation, and business data analysis.
4. **CO4:** Analyse business data using sampling techniques, hypothesis testing, confidence intervals, correlation, regression, and time series methods to derive meaningful insights.
5. **CO5:** Develop dashboards, analytical reports, and forecasting models to support data-driven managerial and strategic decision-making.

COs /POs Mapping:

Cos/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1 Recall & define	✓	✓		✓					✓
CO2 Explain & interpret	✓	✓		✓					✓
CO3 Apply Models		✓	✓	✓	✓		✓		✓
CO4 Analyse & evaluate	✓	✓	✓	✓					✓
CO5 Research & create	✓	✓	✓	✓	✓	✓	✓	✓	✓

Course Outline:

Unit-I: 15 Hours [Lecture 9 Hours, Practical 6 Hours]

Introduction to Business Analytics: Business Analytics Concepts – 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.

Lab 1: Introduction to Excel: Introduction to Microsoft Excel Workbook & worksheet basics, rows/columns/cells, data entry & formatting, sorting & filtering, basic formulas (SUM, AVERAGE, COUNT, MIN, MAX), data cleaning (remove duplicates), basic charts (bar, pie).

Lab 2: Data Analysis using Excel: Pivot Tables, conditional formatting, logical functions (IF), trend and pattern identification, basic dashboards, problem framing using data, and decision-oriented analysis using Microsoft Excel

Unit-II: 15 Hours [Lecture 9 Hours, Practical 6 Hours]

Descriptive Statistics: Descriptive Statistics in Business Analytics, Measure of central tendency, Measure of dispersion, Measure of skewness and Kurtosis.

Lab 3: Calculation of Measures of Central Tendency in Excel

Lab 4: Measure of Dispersion and Skewness & Kurtosis in Excel

Unit-III: 15 Hours [Lecture 9 Hours, Practical 6 Hours]

Probability Distribution: Basic concepts of probability and probability distribution. Discrete and continuous distributions (Bernoulli, Binomial, Negative Binomial, Poisson, Exponential, Normal), Standardization of data and Z-scores. Sampling techniques and sample size determination; estimating population parameters and calculating confidence intervals; hypothesis testing and P-values.

Lab 5: Calculation of probabilities and Z - Scores in Excel

Lab 6: Calculation of sampling and confidence in Excel

Unit-IV: 15 Hours [Lecture 9 Hours, Practical 6 Hours]

Bi – Variate Analysis: Meaning and Types of Correlation, Karl Pearson's Correlation, Rank Correlation, Regression Analysis, Simple and Multiple Regression, Regression Coefficients, Coefficient of Determination, Prediction and Forecasting, Applications in Business and Research.

Lab 7: Calculation of Probabilities and Z - Scores in Excel

Lab 8: Calculation of sampling and confidence in Excel

Unit-V: 15 Hours [Lecture 9 Hours, Practical 6 Hours]

Time Series Analysis: Meaning and Components of Time Series, Trend Analysis, Moving Averages, Least Squares Method, Seasonal Variations and Seasonal Indices, Cyclical and Irregular Variations, Forecasting Techniques, Applications in Business and Economic Decision-Making.

Lab 9: Collect time-series data relating to sales, prices, production, rainfall, or stock market indices.

Lab 10: Analyze trend and seasonal variations using moving averages and forecasting techniques

Prescribed Texts:

1. Statistics for Management – Richard I. Levin & David S. Rubin (Pearson Education)
2. Fundamentals of Statistics – S. C. Gupta (Himalaya Publishing House)
3. Business Analytics – James R. Evans (Pearson Education)

References:

1. Spiegel, M. R. (Year). *Theory and Problems of Statistics*. Schaum's Outline Series. [McGraw Hill Education](#)
2. Mizrahi, A., & Sullivan, J. (Year). *Mathematics for Business and Social Sciences*. [Wiley](#)
3. Schniederjans, M. J. (Year). *Business Analytics: Principles, Concepts, and Applications*. [Pearson Education](#)
4. Prasad, R. N., & Acharya, S. (Year). *Fundamentals of Business Analytics*. [Wiley India](#)

Suggested Certifications / Value Additions:

1. Business Intelligence & Analytics – NPTEL (IIT Madras) <https://nptel.ac.in/courses/106106361>
2. Excel for Business Analysts – Alison <https://alison.com/course/excel-for-business-analysts>
3. Mastering Data Analysis using Microsoft Excel – Alison <https://alison.com/course/mastering-data-analysis-using-microsoft-excel-formulas-and-pivot-tables>
4. Data Analysis: Visualisations in Excel – OpenLearn (The Open University) <https://www.open.edu/openlearn/science-maths-technology/data-analysis-visualisations-excel/content-section-0>

Course Code : MBA 103	Course Title ECONOMICS FOR MANAGERS
Course Type : Core	
No. of Credits : 4.00	
No. of Hours : 60	

Credit Distribution:

Lecture	Tutorial	Practical
3 (45Hours)	1 (15 Hours)	—

Course Objectives:

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

Course Outcomes (COs):

By the end of the course, students will be able to;

1. **CO1:** Explain the fundamental concepts, principles, and applications of managerial economics in business decision-making processes.
2. **CO2:** Analyze microeconomic theories, including demand, supply, production, cost, and pricing concepts, to interpret market behavior and business performance.
3. **CO3:** Apply the principles of demand and supply to evaluate market changes and their impact on consumers, producers, and organizational decisions.
4. **CO4:** Differentiate and evaluate various market structures and pricing practices adopted by firms under different competitive conditions.
5. **CO5:** Assess the relationship between production, cost, and market mechanisms to develop effective economic strategies for practical business problem-solving.

COs /POs Mapping:

Cos/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1 Recall & define	✓	✓		✓	✓				✓
CO2 Explain & interpret	✓	✓		✓	✓			✓	✓
CO3 Apply Models	✓	✓	✓	✓	✓		✓		✓
CO4 Analyse & evaluate	✓	✓	✓	✓		✓	✓	✓	
CO5 Research & create	✓	✓	✓	✓	✓			✓	✓

Course Outline:

Unit-I:

12 Hours [Lecture 9 Hours, Tutorial 3 Hours]

Demand Analysis and Forecasting (Micro Economics)

Introduction to Business Economics: Definition, Nature, Scope, Importance and Role in Managerial Decision Making – Functions and Responsibilities of a Business Economist – Demand Analysis – Law of Demand and Exceptions – Determinants of Demand – Elasticity of Demand (Price, Income, Cross and Promotional Elasticity) – Managerial Applications of Elasticity – Market Demand Function and Demand Estimation – Demand Forecasting: Objectives, Methods of Forecasting (Qualitative and Quantitative Methods) for Existing and New Products.

Tutorial 1: Demand Analysis and Forecasting

Students will analyze demand patterns for selected products, estimate different types of elasticity, prepare demand functions, and evaluate forecasting techniques using business data. The activity emphasizes managerial decision-making based on demand estimation.

Unit-II:

12 Hours [Lecture 9 Hours, Tutorial 3 Hours]

Theory of Firm and Production Analysis (Micro Economics):

Theory of the Firm – Profit Maximization Objective – Baumol's Sales Revenue Maximization Model – Agency Theory – Production Function – Short-run and Long-run Production Function – Law of Variable Proportions – Isoquants and Isocosts – Least Cost Factor Combination – Expansion Path – Returns to Scale – Economies and Diseconomies of Scale – Managerial Applications of Production Analysis.

Tutorial 2: Production and Cost Optimization

Students will solve numerical and graphical problems on production functions, isoquants, isocosts, and least-cost combinations. Business cases will be used to identify economies of scale and production efficiency.

Unit-III:

12 Hours [Lecture 9 Hours, Tutorial 3 Hours]

Cost Analysis, Market Structures and Pricing Decisions (Micro Economics):

Cost Concepts for Managerial Decisions – Short-run and Long-run Cost Curves – Revenue Concepts (TR, AR and MR) – Break-even Analysis (Overview) – Market Equilibrium: Demand and Supply Analysis – Price Determination – Market Structures: Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly – Pricing and Output Determination under Different Market Structures – Strategic Pricing and Introduction to Game Theory (Overview).

Tutorial 3: Market Structure and Pricing Strategy

Students will compare different market structures using case studies, analyze cost and revenue relationships, determine equilibrium price and output, and evaluate pricing strategies adopted by firms in competitive markets.

Unit-IV:

12 Hours [Lecture 9 Hours, Tutorial 3 Hours]

Macroeconomic Environment and Business Decisions: Nature and Scope of Macroeconomics – Overview of the Indian Economy – National Income Accounting: GDP, GNP, NNP, Personal Income and Disposable Income – Inflation: Meaning, Types (Demand-Pull and Cost-Push), Phillips Curve, Stagflation, Measurement using CPI and WPI – Unemployment – Business Cycles (Overview) – Monetary Policy – Fiscal Policy – Exchange Rate – Balance of Payments – Economic Reforms and Recent Developments in the Indian Economy – Business Implications of Macroeconomic Policies.

Tutorial 4: Macroeconomic Indicators and Policy Analysis

Students will interpret recent Indian macroeconomic data including GDP growth, inflation, unemployment, exchange rates and fiscal indicators. They will evaluate RBI monetary policy and Union Budget announcements from a business perspective.

Business Cycles and Keynesian Macroeconomics: Business Cycles: Meaning, Features, Phases, Causes and Corrective Measures – Classical and Modern Theories of Business Cycles (Overview) – Aggregate Demand and Aggregate Supply – Consumption Function – Investment Function – Keynesian Theory of Employment – Multiplier Concept – Accelerator Principle (Overview) – IS-LM Model (Conceptual Overview) – Business Implications of Economic Fluctuations and Stabilization Policies.

Tutorial 5: Business Cycle and Macroeconomic Policy Analysis

Students will identify phases of business cycles using macroeconomic indicators and evaluate government policy responses during recession and recovery. Case studies will be used to understand Keynesian concepts, multiplier effects, and business strategies during economic fluctuations.

Prescribed Texts:

1. Dean, J. (2005). *Managerial economics*. Prentice Hall of India.
2. Mote, V. L., & Paul, S. (2003). *Managerial economics: Concepts and cases*. Tata McGraw-Hill Education.
3. Gupta, G. S. (2011). *Managerial economics*. Tata McGraw-Hill Education.
4. Gupta, G. S. (2010). *Macro economics: Theory and applications*. Tata McGraw-Hill Education.

References:

1. Mehta, P. L. (2007). *Managerial economics: Text and cases*. S. Chand & Company Ltd.
2. Peterson, H. C., & Lewis, W. C. (2001). *Managerial economics*. Prentice Hall of India.
3. Salvatore, D. (2012). *Managerial economics in a global economy*. Pearson Education.

Suggested Certifications / Value Additions:

1. Alison – Managerial Economics: Cost Theory – Free online course covering cost theories and managerial economics concepts.
<https://alison.com/course/managerial-economics-cost-theory>
2. Alison – Managerial Economics: Economic Analysis and Optimization – Free course on economic analysis and optimization techniques.
<https://alison.com/course/managerial-economics-economic-analysis-and-optimization>
3. Managerial Economics, IIT Bombay
<https://nptel.ac.in/courses/110101005>
4. Economic Environment and Business Strategy, IIT Kanpur
<https://nptel.ac.in/courses/130104711>

Course Code : MBA 104	Course Title Managerial Accounting and Financial Reporting
Course Type : Core	
No. of Credits : 4.00	
No. of Hours : 75	

Credit Distribution:

Lecture	Tutorial	Practical
3	0	1
(45 Hours)		(30 Hours)

Course Objectives:

1. Understand and apply accounting concepts, accounting systems, and financial statement preparation techniques.
2. Analyze financial and cost information using ratio analysis, cash flow statements, CVP analysis, and variance analysis.
3. Evaluate accounting information for managerial planning, control, and business decision-making.

Course Outcomes (COs):

By the end of the course, students will be able to;

1. **CO1:** Explain the concepts, principles, and functions of financial, cost, and management accounting.
2. **CO2:** Apply accounting procedures for recording, classifying, and summarizing business transactions.
3. **CO3:** Analyze financial statements using accounting tools and techniques for decision-making.
4. **CO4:** Evaluate cost behavior, cash flows, and profitability using managerial accounting techniques.
5. **CO5:** Develop problem-solving skills in areas such as CVP analysis, variance analysis, and financial statement preparation.

COs /POs Mapping:

Cos/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1 Recall & define	✓	✓		✓		✓			✓
CO2 Explain & interpret	✓	✓		✓		✓			✓
CO3 Apply Models	✓		✓	✓	✓		✓		✓
CO4 Analyse & evaluate	✓	✓	✓	✓		✓	✓		✓
CO5 Research & create	✓		✓	✓	✓	✓	✓		✓

Course Outline:

Unit-I:

15 Hours [Lecture 9 Hours, Lab 6 Hours]

Financial Reporting for Managers:

Role of Accounting in Business Decision Making , Financial Accounting vs Cost Accounting vs Management Accounting , Users of Financial Information , Accounting Standards and Financial Reporting Framework , Accounting Equation, Financial Statements: Balance Sheet , Statement of Profit & Loss, Cash Flow Statement , Quality of Earnings , Corporate Financial Reporting , Sustainability Reporting , ESG Reporting , Integrated Reporting

Lab 1: Understanding Annual Reports of listed companies , Downloading Financial Statements , Reading Notes to Accounts , Financial statement extraction using Excel.

Lab 2: ERP Financial Report Navigation (SAP/Tally/Oracle Demonstration)

Unit-II:

15 Hours [Lecture 9 Hours, Lab 6 Hours]

Financial Statement Analysis and Business Performance

Horizontal Analysis, Vertical Analysis, Common Size Statements, Trend Analysis, Ratio Analysis, Liquidity Ratios, Profitability Ratios, Efficiency Ratios, Leverage Ratios, Market Ratios, DuPont Analysis, Economic Value Added (EVA) , Market Value Added (MVA) , Business Performance Evaluation.

Lab 3: Excel-based Ratio Analysis, Comparative Financial Analysis, Industry Benchmarking, Case Study using Annual Reports

Unit-III:

15 Hours [Lecture 9 Hours, Lab 6 Hours]

Cost Information for Managerial Decisions:

Nature of Costs, Cost Behavior, Relevant Costs, Differential Costs, Opportunity Costs, Sunk Costs, Activity Based Costing (ABC), Life Cycle Costing, Target Costing, Kaizen Costing, Strategic Cost Management, Value Chain Analysis, Theory and Case Studies.

Lab 4: Cost Classification, ABC using Excel, Target Costing Problems, Cost Behaviour Graphs, Managerial Decision Cases

Unit-IV:

15 Hours [Lecture 9 Hours, Lab 6 Hours]

.Planning, Budgeting and Performance Management:

Budgeting Process, Master Budget, Flexible Budget, Cash Budget, Rolling Budget, Zero Based Budgeting, Responsibility Accounting, Responsibility Centres, Balanced Scorecard, Transfer Pricing, Variance Analysis, Responsibility Reporting, Performance Measurement Systems

Lab 5: Budget Preparation in Excel, Flexible Budget Models, Variance Analysis, Balanced Scorecard Design, ERP Budget Reports

Unit-V:

15 Hours [Lecture 9 Hours, Lab 6 Hours]

Managerial Accounting for Strategic Decisions:

Cost Volume Profit Analysis, Break-even Analysis, Margin of Safety, Sensitivity Analysis, Pricing Decisions, Product Mix Decisions, Make or Buy Decisions, Accept or Reject Decisions, Shutdown Decisions, Customer Profitability Analysis, Working Capital Decisions, Business Analytics for Decision Making, AI Applications in Managerial Accounting, Managerial Accounting Ethics, Recent Trends, Integrated Case Studies

Lab 6: Excel Financial Models, Scenario Analysis, Goal Seek and Solver, Business Simulation, Integrated ERP Reports, Mini Project.

Prescribed Texts:

1. Atrill, P., & McLaney, E. (2022). *Management accounting for decision makers* (10th ed.). Pearson.
2. Garrison, R. H., Noreen, E. W., & Brewer, P. C. (2023). *Managerial accounting* (18th ed.). McGraw-Hill Education.
3. Horngren, C. T., Datar, S. M., & Rajan, M. V. (2021). *Cost accounting: A managerial emphasis* (17th ed.). Pearson.
4. Hilton, R. W., & Platt, D. E. (2020). *Managerial accounting: Creating value in a dynamic business environment* (12th ed.). McGraw-Hill Education.
5. Drury, C. (2021). *Management and cost accounting* (11th ed.). Cengage Learning.
6. Maheshwari, S. N., Maheshwari, S. K., & Maheshwari, S. K. (2023). *A textbook of accounting for management*. Vikas Publishing House.

References:

1. Kaplan, R. S., & Atkinson, A. A. (2015). *Advanced management accounting* (3rd ed.). Pearson.
2. Kaplan, R. S., & Norton, D. P. (2008). *The execution premium: Linking strategy to operations for competitive advantage*. Harvard Business Press.
3. Kaplan, R. S., & Norton, D. P. (1996). *The balanced scorecard: Translating strategy into action*. Harvard Business School Press.
4. Blocher, E. J., Stout, D. E., Juras, P. E., & Smith, S. D. (2022). *Cost management: A strategic emphasis* (9th ed.). McGraw-Hill Education.
5. Bhimani, A., Horngren, C. T., Datar, S. M., & Rajan, M. V. (2019). *Management and cost accounting* (7th ed.). Pearson.
6. Bragg, S. M. (2023). *The controller's function: The work of the managerial accountant* (5th ed.). AccountingTools.

Suggested Certifications / Value Additions:

1. TallyPrime Free Learning Course
<http://www.tallysolutions.com/learn/tallyprime/>
2. Tally Education Free Resources
<http://tallyeducation.com>
3. Financial Accounting
https://onlinecourses.nptel.ac.in/e-learning/preview/noc23_mg80
4. Cost Accounting
https://onlinecourses.nptel.ac.in/e-learning/preview/noc19_mg38

Course Code: MBA105 Course Type: Core No. of Credits: 4.00 No. of Hours: 60	Course Title MARKETING MANAGEMENT
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Credit Distribution:

Lecture	Tutorial	Practical
3 (45 Hours)	1 (15 Hours)	

Course Objectives:

The purpose of this course is:

1. To provide students with a comprehensive understanding of modern marketing concepts, strategies, and practices in the digital business environment.
2. To develop analytical and decision-making skills in consumer behavior, market segmentation, branding, pricing, and promotional management.
3. To familiarize students with contemporary marketing trends such as digital marketing, AI-driven marketing analytics, sustainability, and relationship marketing.

Course Outcomes (COs):

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

1. CO1: Explain the role of marketing concepts, functions, and contemporary marketing practices in organizations.
2. CO2: Analyze consumer behavior, market segmentation, targeting, and positioning strategies in competitive markets.
3. CO3: Apply product, pricing, channel, and promotional strategies to business and service organizations.
4. CO4: Evaluate digital marketing tools, social media strategies, and emerging marketing trends in the global business environment.
5. CO5: Develop ethical, sustainable, and customer-centric marketing strategies for organizational growth.

COs /POs Mapping:

Cos/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1 Recall & define	✓	✓							✓
CO2 Explain & interpret		✓		✓	✓			✓	
CO3 Apply Models			✓	✓	✓		✓		
CO4 Analyse & evaluate		✓		✓			✓	✓	✓
CO5 Research & create	✓		✓		✓	✓	✓		✓

Course Outline:

Unit-I: 12 Hours [Lecture 9 Hours, Tutorial 3 Hours]

Introduction to Marketing: Concept, Scope, Importance, and Evolution of Marketing – Core Marketing Concepts – Marketing Environment – Contemporary Marketing Challenges – Customer Value, Satisfaction, and Retention – Marketing Research and Marketing Information System – Strategic Marketing Planning – Role of Marketing in Digital and Global Business Environment.

Tutorial 1: Case analysis on marketing concepts, customer satisfaction, digital marketing practices, marketing environment, and strategic planning in modern organizations.

Unit-II: 12 Hours [Lecture 9 Hours, Tutorial 3 Hours]

Consumer Behaviour and STP Strategies: Consumer Buying Behaviour – Factors Influencing Consumer Decisions – Organizational Buying Behaviour – Market Segmentation, Targeting, and Positioning – Brand Positioning Strategies – Customer Relationship Management (CRM).

Tutorial 2: Exercises on consumer behavior analysis, market segmentation, positioning maps, and CRM applications through business cases.

Unit-III: 12 Hours [Lecture 9 Hours, Tutorial 3 Hours]

Product and Pricing Strategies: Product Concepts and Classifications – Product Mix and Product Line Decisions – Branding, Packaging, and Labelling – New Product Development – Product Life Cycle Strategies – Pricing Concepts, Methods, and Contemporary Pricing Strategies – Dynamic Pricing and Value-Based Pricing.

Tutorial 3: Practical applications on branding strategies, product life cycle analysis, pricing techniques, and product development cases.

Unit-IV: 12 Hours [Lecture 9 Hours, Tutorial 3 Hours]

Distribution and Promotion Management: Marketing Channels – Channel Design and Channel Management – Supply Chain and Logistics – Integrated Marketing Communication (IMC) – Advertising, Sales Promotion, Public Relations, Personal Selling – Social Media Marketing – Influencer Marketing – Content Marketing.

Tutorial 4: Activities on channel management, IMC campaigns, advertising strategies, influencer marketing, and digital promotion tools.

Unit-V: 12 Hours [Lecture 9 Hours, Tutorial 3 Hours]

Emerging Trends in Marketing: E-Marketing – AI and Marketing Analytics – Green Marketing – Sustainable Marketing – Experiential Marketing – Relationship Marketing – Services Marketing – Rural Marketing – Ethical and Legal Issues in Marketing – Global Marketing Trends and Future of Marketing.

Tutorial 5: Discussions and case studies on AI in marketing, sustainability practices, services marketing, ethical issues, and global marketing trends.

Prescribed Texts:

1. Kotler, P., & Keller, K. L. (2016). *Marketing management* (15th ed.). Pearson Education.
2. Ramaswamy, V. S., & Namakumari, S. (2018). *Marketing management: Global perspective, Indian context* (6th ed.). McGraw Hill Education.
3. Armstrong, G., & Kotler, P. (2017). *Principles of marketing* (17th ed.). Pearson Education.
4. Saxena, R. (2019). *Marketing management* (6th ed.). Tata McGraw Hill Education.

References:

1. Chaffey, D. (2022). *Digital marketing: Strategy, implementation and practice* (8th ed.). Pearson.
2. Ryan, D. (2016). *Understanding digital marketing: Marketing strategies for engaging the digital generation* (4th ed.). Kogan Page.
3. Kumar, V. (2010). *Customer relationship management: A databased approach*. Wiley India.
4. Stanton, W. J. (2013). *Fundamentals of marketing* (14th ed.). McGraw Hill Education.

Suggested Certifications / Value Additions:

1. NPTEL – Marketing Management I: https://onlinecourses.nptel.ac.in/noc25_mg115/preview
2. SWAYAM (CEC) – Principles of Marketing: https://onlinecourses.swayam2.ac.in/cec25_cm05/preview
3. Alison – Diploma in Marketing Management: <https://alison.com/course/diploma-in-marketing-management>
4. OpenLearn (The Open University) – Marketing Communications in the Digital Age:
<https://www.open.edu/openlearn/money-business/marketing/marketing-communications-the-digital-age/content-section-0>
5. Alison – Advanced Social Media Marketing Management (AI & Trends): <https://alison.com/course/advanced-social-media-marketing-management>

Course Code : MBA106	Course Title Business Communication - I
Course Type : Core	
No. of Credits : 2.00	
No. of Hours : 30	

Credit Distribution:

Lecture	Tutorial	Practical
1 (15 Hours)	1 (15 Hours)	-

Course Objectives:

1. To develop confidence in verbal, non-verbal, and interpersonal communication.
2. To improve speaking, listening, and presentation skills in academic and professional contexts.
3. To develop foundational professional writing skills.
4. To prepare students for professional identity building and workplace readiness.

Course Outcomes (COs):

By the end of the course, students will be able to;

1. **CO1:** Demonstrate confidence in verbal and non-verbal communication in personal and academic settings.
2. **CO2:** Apply interpersonal and group communication skills effectively in collaborative situations.
3. **CO3:** Deliver short presentations and public speaking activities with clarity and confidence.
4. **CO4:** Draft basic professional communication documents such as emails, notices, and reports.
5. **CO5:** Develop professional identity through resume preparation and digital profiling.

COs /POs Mapping:

Cos/Pos	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1 Recall & define	✓	✓	✓	✓	✓				✓
CO2 Explain & interpret	✓	✓	✓	✓	✓	✓			✓
CO3 Apply Models	✓	✓	✓	✓	✓		✓		✓
CO4 Analyse & evaluate	✓	✓	✓	✓		✓			✓
CO5 Research & create	✓	✓	✓			✓	✓	✓	✓

Course Outline:

Unit-I: 6 Hours [Lecture 3 Hours, Tutorial 3 Hours]

Fundamentals of Communication and Self-Confidence: Basics of communication; verbal and non-verbal communication; barriers to communication; listening skills; confidence building; overcoming stage fear.

Tutorial 1: Service-style Professional Introduction Circle. Students progressively introduce themselves in formal and professional settings.

Tutorial 2: Active Listening Relay. Students practice listening accuracy through structured communication exercises.

Tutorial 3: Non-Verbal Communication Observation. Students analyze body language and communication cues in workplace situations.

Unit-II: 6 Hours [Lecture 3 Hours, Tutorial 3 Hours]

Interpersonal and Group Communication: Interpersonal communication; team communication; professional etiquette; group discussions; empathy and collaboration.

Tutorial 4: Structured Group Discussion on Workplace Topics. Students participate in moderated group discussions on workplace-related topics to improve communication, teamwork, and analytical thinking skills.

Tutorial 5: Team Decision-Making Simulation Activity. Students engage in team-based problem-solving simulations to practice collaborative decision-making and leadership abilities.

Tutorial 6: Conflict Handling Role-Play in Group Situations. Students perform role-plays to learn effective conflict resolution and interpersonal communication strategies in group settings.

Unit-III: 6 Hours [Lecture 3 Hours, Tutorial 3 Hours]

Public Speaking and Presentation Skills: Public speaking; storytelling; persuasive speaking; presentation delivery; voice modulation.

Tutorial 7: Extempore Speaking Exercise. Students deliver short impromptu speeches on given topics to enhance confidence, fluency, and spontaneity in speaking.

Tutorial 8: Persuasive Storytelling Activity. Students present engaging stories with persuasive elements to develop creativity, emotional appeal, and presentation skills.

Tutorial 9: Three-Minute Professional Presentation. Students prepare and deliver a concise professional presentation to strengthen public speaking and presentation delivery techniques.

Unit-IV: 6 Hours [Lecture 3 Hours, Tutorial 3 Hours]

Professional and Business Writing: Email writing; notices and circulars; meeting summaries; professional communication etiquette.

Tutorial 10: Professional Email Drafting Workshop. Students draft formal professional emails to practice workplace communication etiquette and writing skills.

Tutorial 11: Business Writing Correction and Editing Activity. Students identify and correct errors in professional documents to improve clarity, accuracy, and business writing standards.

Tutorial 12: Meeting Summary and Event Report Preparation. Students prepare meeting summaries and event reports to develop professional documentation and reporting skills.

Unit-V: 6 Hours [Lecture 3 Hours, Tutorial 3 Hours]

Personal Branding and Career Readiness: Resume preparation; LinkedIn basics; digital professionalism; networking communication.

Tutorial 13: Resume Building Lab. Students create and refine professional resumes highlighting their academic achievements, skills, and career goals.

Tutorial 14: LinkedIn Profile Optimization Activity. Students develop and improve their LinkedIn profiles to enhance digital professionalism and networking presence.

Tutorial 15: Professional Portfolio Presentation. Students present their professional portfolios showcasing their skills, achievements, and career readiness.

Prescribed Texts:

1. Bovee, C. L., & Thill, J. V. (2021). *Business communication today* (15th ed.). Pearson Education.
2. Locker, K. O., & Kaczmarek, S. K. (2019). *Business communication: Building critical skills* (7th ed.). McGraw Hill Education.
3. Lesikar, R. V., Flatley, M. E., Rentz, K., & Pande, N. (2020). *Business communication: Connecting in a digital world* (13th ed.). McGraw Hill Education.

References:

1. Chaturvedi, P. D., & Chaturvedi, M. (2017). *Business communication: Concepts, cases and applications* (3rd ed.). Pearson Education.
2. Lucas, S. E. (2020). *The art of public speaking* (13th ed.). McGraw Hill Education.
3. Murphy, H. A., Hildebrandt, H. W., & Thomas, J. P. (1997). *Effective business communication* (7th ed.). McGraw Hill Education.
4. Quintanilla, K. M., & Wahl, S. T. (2018). *Business and professional communication: Keys for workplace excellence* (3rd ed.). Sage Publications.
5. Raman, M., & Singh, P. (2012). *Business communication* (2nd ed.). Oxford University Press.

Suggested Certifications / Value Additions:

1. <https://alison.com/course/introduction-to-business-communication>
2. <https://alison.com/course/group-communication-teamwork-and-leadership>
3. <https://alison.com/course/effective-business-writing-and-presentations>
4. Soft skill: <https://nptel.ac.in/courses/109107121>
5. Employment Communication A Lab based course: <https://nptel.ac.in/courses/109105144>

SEMESTER-II

Course Code : MBA 201 Course Type : Core No. of Credits : 4.00 No. of Hours : 60	Course Title BUILDING HIGH PERFORMANCE ORGANIZATIONS
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Credit Distribution:

Lecture	Tutorial	Practical
3 (45Hours)	1 (15 Hours)	

Course Objectives:

1. To familiarize students with the concepts, principles, and practices of high-performance organizations.
2. To develop understanding of organizational culture, leadership, teamwork, and performance systems that drive organizational excellence.
3. To enable students to apply strategic and behavioral approaches for improving employee engagement, productivity, innovation, and organizational effectiveness.

Course Outcomes (COs):

By the end of the course, students will be able to;

1. **CO1:** Explain the characteristics, principles, and components of high-performance organizations.
2. **CO2:** Analyze the role of leadership, organizational culture, and employee engagement in enhancing organizational performance.
3. **CO3:** Apply team-building, communication, and performance management techniques to improve organizational effectiveness.
4. **CO4:** Evaluate organizational challenges and recommend strategies for managing change, innovation, and continuous improvement.
5. **CO5:** Design frameworks and practices for developing sustainable high-performance work systems in organizations.

COs /POs Mapping:

Cos/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1 Recall & define	✓	✓		✓		✓			✓
CO2 Explain & interpret	✓	✓	✓	✓	✓		✓		✓
CO3 Apply Models	✓		✓	✓		✓	✓	✓	✓

CO4 Analyse & evaluate	✓	✓	✓	✓	✓	✓	✓		✓
CO5 Research & create	✓	✓	✓	✓	✓	✓	✓		✓

Course Outline:

Unit-I: 12 Hours [Lecture 9 Hours, Tutorial 3 Hours]

Introduction to High Performance Organizations: Concept and Characteristics of High-Performance Organizations – Evolution and Importance of High-Performance Work Systems (HPWS) – Organizational Vision, Mission, and Strategic Alignment – Organizational Effectiveness and Excellence – Role of Leadership in High-Performance Organizations – Contemporary Organizational Practices in the Global Business Environment.

Tutorial 1: Students will analyze the characteristics of successful high-performance organizations through case studies and discussions on leadership practices, organizational excellence, and strategic alignment.

Unit-II: 12 Hours [Lecture 9 Hours, Tutorial 3 Hours]

Organizational Culture and Employee Engagement: Organizational Culture: Meaning, Types, and Dimensions – Building a Positive Work Culture – Employee Engagement: Concept, Drivers, and Measurement – Motivation and Commitment – Psychological Safety and Trust in Organizations – Diversity, Inclusion, and Employee Well-being.

Tutorial 2: Practical exercises on assessing organizational culture, employee engagement practices, motivation techniques, and workplace diversity initiatives through organizational examples and group activities.

Unit-III: 12 Hours [Lecture 9 Hours, Tutorial 3 Hours]

Team Building and Performance Management: Team Dynamics and Collaboration – Building High-Performance Teams – Communication and Interpersonal Effectiveness – Conflict Management and Negotiation – Performance Management Systems – Key Performance Indicators (KPIs), Balanced Scorecard, and Performance Appraisal Techniques.

Tutorial 3: Students will participate in team-building exercises, communication activities, and performance evaluation simulations to understand team effectiveness and performance management systems.

Unit-IV: 12 Hours [Lecture 9 Hours, Tutorial 3 Hours]

Innovation, Change, and Organizational Agility: Innovation and Creativity in Organizations – Organizational Learning and Knowledge Management – Managing Organizational Change – Resistance to Change and Change Management Strategies – Agile Organizations and Digital Transformation – Continuous Improvement Practices and Organizational Sustainability.

Tutorial 4: Case-based analysis of innovation practices, organizational change initiatives, agile management approaches, and digital transformation strategies in organizations.

Unit-V: 12 Hours [Lecture 9 Hours, Tutorial 3 Hours]

Building Sustainable High-Performance Work Systems: High-Performance Work Systems (HPWS): Concept and Components – Talent Management and Leadership Development – Employee Empowerment and Participation – Reward Systems and Recognition Practices – Ethics, Corporate Social Responsibility, and Sustainable Organizational Practices – Future Trends in High-Performance Organizations.

Tutorial 5: Students will design frameworks for high-performance work systems and evaluate organizational practices related to talent management, employee empowerment, sustainability, and ethical leadership.

Prescribed Texts:

1. Armstrong, M. (n.d.). *Strategic human resource management*. Tata McGraw-Hill.
2. Luthans, F. (n.d.). *Organizational behavior and management*. Pearson Education.
3. Nadler, D. A. (n.d.). *High performance organizations*. McGraw-Hill Education.
4. Posthuma, R. A. (Ed.). (n.d.). *High performance work systems*. Sage Publications.

References:

1. Armstrong, M. (n.d.). *Armstrong's handbook of human resource management practice*. Kogan Page.
2. Beer, M., Eisenstat, R. A., & Spector, B. (n.d.). *High commitment high performance management*. Harvard Business School Press.
3. Luthans, F. (n.d.). *Organizational behavior*. McGraw-Hill Education.
4. Robbins, S. P., & Judge, T. A. (n.d.). *Organizational behavior*. Pearson Education.
5. Senge, P. M. (n.d.). *The fifth discipline: The art and practice of the learning organization*. Doubleday/Currency.

Suggested Certifications / Value Additions:

1. NPTEL – Advances in Strategic Human Resource Management <https://nptel.ac.in/courses/110101164> 9. OpenLearn (The Open University) – Leadership and Followership <https://www.open.edu/openlearn/education-development/learning/leadership-and-followership/content-section-overview>
2. Alison – Diploma in Change Management <https://alison.com/course/diploma-in-change-management-revised>
3. NPTEL – Leadership for India Inc: Practical Concepts and Constructs https://onlinecourses.nptel.ac.in/noc25_mg39/preview
4. OpenLearn (The Open University) – Managing People <https://www.open.edu/openlearn/money-business/leadership-management/managing-and-managing-people/content-section-0>

Course Code : MBA 202	Course Title Managerial Finance
Course Type : Core	
No. of Credits : 4.00	
No. of Hours : 75	

Credit Distribution:

Lecture	Tutorial	Practical
3	0	1
(45 Hours)		(30 Hours)

Course Objectives:

1. Explain the concepts, principles, and theories of financial management, capital structure, and corporate finance.
2. Apply advanced financial management tools and quantitative techniques in investment, financing, dividend, and working capital decisions.
3. Analyze and evaluate project appraisal, risk analysis, and corporate restructuring decisions using financial models and spreadsheet applications.

Course Outcomes (COs):

After successful completion of the course, students will be able to:

1. **CO1:** Explain the concepts, objectives, theories, and functions of financial management and capital structure.
2. **CO2:** Apply capital budgeting techniques and investment appraisal methods for financial decision-making.
3. **CO3:** Analyze risk and uncertainty in capital budgeting using quantitative and analytical tools.
4. **CO4:** Evaluate corporate restructuring strategies and valuation methods in mergers and acquisitions.
5. **CO5:** Develop financial decision-making skills relating to dividend policy and working capital management using practical applications and financial software tools.

COs /POs Mapping:

Cos/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1 Recall & define	✓	✓		✓		✓			✓
CO2 Explain & interpret	✓	✓		✓		✓			✓
CO3 Apply Models	✓		✓	✓	✓		✓		✓
CO4 Analyse & evaluate	✓	✓	✓	✓		✓	✓		✓
CO5 Research & create	✓		✓	✓	✓	✓	✓		✓

Course Outline:

Unit-I:

15 Hours [Lecture 9 Hours, Lab 6 Hours]

Introduction to Finance and Capital Structure : Concept, meaning, principles and types of finance, functions of finance, financing decisions, factors influencing financial decisions, objectives of corporate financial decisions, introduction to financial management, meaning and definition, evolution, scope, methods and importance of financial management, functional areas of modern financial management, financial management process, organization of finance functions, capital structure planning and policy, capital structure theories, Net Income Approach, Net Operating Income Approach, Traditional Approach, Modigliani and Miller Approach, optimal capital structure, trade-off theory versus pecking order theory, EBIT-EPS analysis, concept and numerical problems.

Lab 1: Introduction to financial spreadsheet applications, preparation of EBIT-EPS analysis using MS Excel, calculation of cost of capital and leverage analysis using spreadsheets.

Lab 2: Practical exercises on capital structure theories and numerical applications.

Unit-II:

16 Hours [Lecture 10 Hours, Lab 6 Hours]

Investment Decisions: Introduction to investment decisions, meaning, need and factors affecting investment decisions, 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 versus IRR, incremental IRR, modified internal rate of return (MIRR), Fisher's rate and aggregate capital needs in investment decisions, project selection under capital rationing, divisible and indivisible projects, multi-period capital rationing, capital budgeting under inflationary conditions, concepts and numerical problems

Lab 1: Preparation of capital budgeting models using MS Excel, computation of payback period, ARR, NPV (Lease vs Finance)

Lab 2: IRR and MIRR using spreadsheet functions, project ranking under capital rationing, sensitivity tables and inflation-adjusted project evaluation exercises.

Unit-III:

15 Hours [Lecture 9 Hours, Lab 6 Hours]

Risk Analysis in Capital Budgeting: Risk analysis in capital budgeting, meaning and 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, backward induction method, utility theory and capital budgeting, concepts and numerical problems.

Lab 1: Preparation of risk analysis models using spreadsheets, probability distribution and expected value calculations, sensitivity and scenario analysis.

Lab 2: Simulation exercises, decision tree construction using spreadsheet tools, break-even analysis and risk-return evaluation exercises.

Unit-IV:

14 Hours [Lecture 8 Hours, Lab 6 Hours]

Corporate Restructuring: Introduction to corporate restructuring, mergers, acquisitions, takeovers, spinoff, synergies, strategic alliance, joint venture, leveraged buyouts, management buyouts and management buy-ins, franchising, intellectual property rights, sell-off, demerger, disinvestment versus divestment, slump sale, reverse merger, equity carve-out, valuation under mergers and acquisitions, discounted cash flow method, price earnings ratio method, EPS approach, enterprise-value-to-sales ratio, replacement cost method, concepts and numerical problems.

Lab 1: Case studies on mergers and acquisitions, valuation of firms using DCF and P/E approaches through spreadsheets.

Lab 2: Analysis of restructuring cases, preparation of financial valuation models and interpretation of merger reports.

Unit-V:

15 Hours [Lecture 9 Hours, Lab 6 Hours]

Dividend and Working Capital Decisions: Introduction to dividend decisions, meaning and 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, assumptions, criticisms and numerical problems, introduction to working capital, meaning and definition, types of working capital, significance of adequate working capital, evils of excess or inadequate working capital, determinants and sources of working capital, techniques for managing working capital, concepts and numerical problems.

Lab 1: Computation of dividend models using spreadsheets, working capital estimation exercises, cash budgeting, receivables and inventory management analysis.

Lab 2: Ratio analysis for working capital decisions, preparation of integrated financial decision-making reports using spreadsheet applications.

Prescribed Texts:

1. Banerjee, B. (n.d.). *Financial policy and management accounting* (EEE ed.).
2. Bhat, S. (n.d.). *Financial management: Principles and practice*. Excel Books India.
3. Chandra, P. (n.d.). *Financial management: Theory and practice*. Tata McGraw-Hill.
4. Khan, M. Y., & Jain, P. K. (n.d.). *Financial management*. Tata McGraw-Hill.
5. Pandey, I. M. (n.d.). *Financial management*. Vikas Publishing House.
6. Reddy, G. S. (n.d.). *Financial management*. HPH.
7. Schall, L. D., & Haley, C. W. (n.d.). *Financial management*. McGraw-Hill.

References:

1. Arora, M. N., & Sathya Prasad, B. G. (n.d.). *Management accounting and financial management*. HPH.
2. Patel, B. (n.d.). *Fundamentals of financial management*. Vikas Publications.
3. Sharan, V. (n.d.). *Fundamentals of financial management*. Pearson Education India.
4. Singh, N. (n.d.). *Advanced financial management*. HPH.

Suggested Software/Lab Tools

1. Microsoft Excel
<https://www.simplilearn.com/excel-for-beginners-free-course-skillup>
2. TallyPrime
<https://www.tallysolutions.com/learn/tallyprime/>
3. SPSS (for Financial Data Analysis)
<https://www.simplilearn.com/introduction-to-spss-course-free-skillup>

Suggested Certifications / Value additions:

- Corporate Finance: https://onlinecourses.nptel.ac.in/e-learning/preview/noc24_mg85
- Financial Management for Managers: <https://nptel.ac.in/courses/110107144>

Course Code : MBA203	Course Title Production and Operations Management
Course Type : Core	
No. of Credits : 4.00	
No. of Hours : 75	

Credit Distribution:

Lecture	Tutorial	Practical
3 (45 Hours)	-----	1 (30 Hours)

Course Objectives:

1. To understand the basic concepts and importance of Production and Operations Management.
2. To develop knowledge of production systems, process design, forecasting, and inventory management techniques.
3. To understand maintenance, quality management, and supply chain operations in organizations.
4. To apply analytical and problem-solving techniques in production and operations decision-making.
5. To gain practical exposure to software and tools used in production and operations management.

Course Outcomes (COs):

By the end of the course, students will be able to;

1. **CO1:** Understand the concepts and functions of Production and Operations Management.
2. **CO2:** Explain forecasting, scheduling, inventory, and production planning techniques in business situations.
3. **CO3:** Apply maintenance systems, quality management practices, and supply chain operations.
4. **CO4:** Use software applications and analytical tools for analyzing operational decision-making and performance improvement.
5. **CO5:** Solve operational problems and recommend

COs /POs Mapping:

Cos/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1 Recall & define	✓	✓		✓					✓
CO2 Explain & interpret	✓	✓	✓	✓			✓		✓
CO3 Apply Models	✓	✓		✓	✓	✓	✓	✓	✓
CO4 Analyse & evaluate		✓	✓	✓	✓		✓		✓
CO5 Research & create	✓	✓	✓	✓	✓	✓	✓	✓	✓

Course Outline:

Unit-I: 15 Hours [Lecture 9 Hours, Practical 6 Hours]

Introduction to Production and Operations Management: Introduction to Production and Operations Management – Nature, scope, and significance of Production and Operations Management – Production systems and operations systems – Types of production processes – Facilities location and plant layout design – Product design and process design – Materials handling systems – Value analysis and value engineering – Operations strategy – Lean production and World Class Manufacturing practices.

Lab 1: Preparation of plant layout designs using simulation or drawing software – Analysis of production systems and process flow using Excel and operations management applications.

Lab 2: Product and process design exercises using software tools.

Unit-II: 15 Hours [Lecture 9 Hours, Practical 6 Hours]

Operations Planning and Control: Operations planning and control – Demand forecasting: types and methods – Aggregate planning and master production scheduling – Mass, batch, and job production planning – Capacity planning and resource allocation – Production planning and control techniques – Work design, method study, and work measurement – Network analysis using PERT and CPM – Operations scheduling and sequencing techniques.

Lab 3: Forecasting and trend analysis using MS Excel/SPSS – Preparation of production schedules and capacity plans using Excel

Lab 4: PERT and CPM network analysis

Unit-III: 15 Hours [Lecture 9 Hours, Practical 6 Hours]

Maintenance and Technology Management: Maintenance management: concepts and importance – Types of maintenance systems – Breakdown, preventive, predictive, and corrective maintenance – Equipment life cycle management – Reliability and maintenance planning – Managing work environment and industrial safety – Waste management and sustainable operations – Automation in production and operations – Technology management and Industry 4.0 concepts in operations.

Lab 5: Preparation of maintenance schedules using Excel or ERP tools – Reliability and equipment life cycle analysis

Lab 6: Demonstration of automation and Industry 4.0 applications using simulation software/videos.

Unit-IV: 15 Hours [Lecture 9 Hours, Practical 6 Hours]

Materials and Supply Chain Management: Introduction to materials management – Material requirements planning (MRP) – Purchase and procurement management – Vendor selection and evaluation – Stores management and warehousing – Inventory planning and control systems – Economic Order Quantity (EOQ) and ABC analysis – Just-in-Time (JIT) systems – Perpetual inventory control system – Introduction to supply chain and logistics management.

Lab 7: Inventory analysis and EOQ calculations using Excel

Lab 8: Preparation of MRP schedules using ERP/simulation tools

Unit-V: 15 Hours [Lecture 9 Hours, Practical 6 Hours]

Quality and Operations Improvement Management: Concepts of quality management – Statistical Quality Control (SQC) – Acceptance sampling techniques – ISO 9000 quality standards – Economics of quality assurance – Total Quality Management (TQM) – Quality circles and continuous improvement – Six Sigma concepts and DMAIC approach – Kanban system and Lean operations – Productivity and operations improvement techniques.

Lab 9: Control chart preparation and SQC analysis using Excel/SPSS – Six Sigma problem-solving exercises

Lab 10: Development of Kanban and Lean operation models using simulation or workflow tools.

Prescribed Texts:

1. Heizer, J., Render, B., & Munson, C. (2020). *Operations management* (13th ed.). Pearson Education. ISBN: 9780135201817.
2. Slack, N., Brandon-Jones, A., & Johnston, R. (2022). *Operations management* (10th ed.). Pearson Education. ISBN: 9781292408248.
3. Chase, R. B., Jacobs, F. R., & Aquilano, N. J. (2021). *Operations and supply chain management* (16th ed.). McGraw Hill Education. ISBN: 9781260238891.
4. Krajewski, L. J., Malhotra, M. K., & Ritzman, L. P. (2019). *Operations management: Processes and supply chains* (12th ed.). Pearson Education. ISBN: 9780134741062

.References:

1. Shingo, S. (1989). *A study of the Toyota production system from an industrial engineering viewpoint* (Rev. ed.). Productivity Press. ISBN: 9780915299171.
2. Ohno, T. (1988). *Toyota production system: Beyond large-scale production*. Productivity Press. ISBN: 9780915299140.
3. Evans, J. R., & Lindsay, W. M. (2020). *Managing for quality and performance excellence* (11th ed.). Cengage Learning. ISBN: 9780357442050.
4. Russell, R. S., & Taylor, B. W. (2019). *Operations and supply chain management* (10th ed.). Wiley Publications. ISBN: 9781119577645.

Suggested Certifications / Value Additions:

1. NPTEL – Operations Management <https://nptel.ac.in/courses/112107238>
2. OpenLearn (The Open University) – Understanding Operations Management <https://www.open.edu/openlearn/money-business/understanding-operations-management/content-section-0>
3. Alison – Diploma in Operations Management <https://alison.com/course/diploma-in-operations-management>
4. NPTEL – Production and Operation Management <https://nptel.ac.in/courses/110107141>
5. Alison – Certified Lean Production Practitioner <https://alison.com/course/certified-lean-production-practitioner>
6. OpenLearn (The Open University) – Supply Chain Management <https://www.open.edu/openlearn/money-business/supply-chain-management/content-section-0>
7. NPTEL – Supply Chain Digitization (Industry 4.0 & Operations) <https://nptel.ac.in/courses/110101436>
8. Alison – Quality Management Systems and Acceptance Sampling Techniques <https://alison.com/course/quality-management-systems-and-acceptance-sampling-techniques>

Course Code: MBA204 Course Type: Core No. of Credits: 4.00 No. of Hours: 60	Course Title Strategic Management and Business Consulting
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Credit Distribution:

Lecture	Tutorial	Practical
3 (45 Hours)	1 (15 Hours)	—

Course Objectives:

The purpose of this course is:

1. To provide students with a comprehensive understanding of strategic management concepts, strategic decision-making processes, and business consulting practices in dynamic business environments.
2. To develop analytical and problem-solving skills for strategic analysis, formulation, implementation, evaluation, and consulting interventions.
3. To familiarize students with contemporary strategic management tools, business consulting techniques, sustainability, and global business strategies.
4. To enhance students' leadership, teamwork, communication, and consulting competencies for managing organizational change and business transformation.

Course Outcomes (COs):

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

1. CO1: Explain the concepts, process, and significance of strategic management and business consulting in organizations.
2. CO2: Analyze internal and external business environments using strategic management frameworks and analytical tools.
3. CO3: Apply consulting frameworks and organizational diagnosis techniques for business problem-solving and decision-making.
4. CO4: Formulate, implement, and evaluate business strategies, growth strategies, leadership practices, governance mechanisms, and consulting solutions for managing organizational effectiveness, change, and performance.
5. CO5: Develop ethical, sustainable, innovative, and globally relevant strategic and consulting solutions for contemporary business challenges.

COs /POs Mapping:

Cos/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1 Recall & define	✓	✓	—	✓	—	—	—	✓	✓
CO2 Explain & interpret	✓	—	—	✓	✓	—	✓	✓	—
CO3 Apply Models	—	✓	✓	✓	✓	—	✓	—	✓

CO4 Analyse & evaluate	✓	✓	✓	✓	✓	✓	✓	–	✓
CO5 Research & create	✓	–	✓	–	✓	✓	✓	✓	✓

Course Outline:

Unit-I: 12 Hours [Lecture 9 Hours, Tutorial 3 Hours]

Foundations of Strategic Management: Concept, Nature, Scope, and Importance of Strategic Management – Evolution of Strategic Management – Strategic Decision Making – Strategic Management Process – Vision, Mission, Goals, and Objectives – Levels of Strategy – Strategic Management in Digital and Global Business Environment.

Tutorial 1: Case analysis on strategic decision-making, mission and vision statements, and strategic management processes in organisations.

Unit-II: 12 Hours [Lecture 9 Hours, Tutorial 3 Hours]

Business Consulting and Organisational Diagnosis: Introduction to Business Consulting – Role, Types, and Functions of Consultants – Consulting Process and Consulting Ethics – Problem Solving in Consulting – SWOT Analysis – Porter’s Five Forces Model – McKinsey 7S Framework – BCG Matrix – GE Nine-Cell Matrix – Benchmarking – Root Cause Analysis – Value Chain Analysis – Business Analytics for Consulting and Decision Making.

Tutorial 2: Applications on consulting frameworks, SWOT analysis, Porter’s Five Forces, BCG Matrix, GE Nine-Cell Matrix, benchmarking, and organisational diagnosis through business cases.

Unit-III: 12 Hours [Lecture 9 Hours, Tutorial 3 Hours]

Environmental Analysis and Strategy Formulation: Environmental Scanning and Industry Analysis – ETOP Analysis – Organizational Capability Analysis – Competitive Advantage – Strategic Business Units (SBUs) – Strategy Formulation Process – Corporate Level Strategies – Business Level Strategies – Functional Strategies – Stability, Expansion, Retrenchment, and Combination Strategies – Growth Strategies: Market Penetration, Market Development, Product Development, Diversification, Vertical Integration – Mergers, Acquisitions, Strategic Alliances, Joint Ventures, and Collaborative Partnerships.

Tutorial 3: Practical applications on strategic formulation, growth strategies, mergers and acquisitions, diversification strategies, and competitive analysis.

Unit-IV: 12 Hours [Lecture 9 Hours, Tutorial 3 Hours]

Strategy Implementation and Organizational Transformation: Strategy Implementation Process – Organizational Structure and Strategy – Leadership Styles and Strategic Leadership – Corporate Culture and Organizational Change – Resource Allocation and Strategic Control – Change Management – Balanced Scorecard – Business Process Reengineering – Digital Transformation Strategies – Organizational Development and Performance Improvement.

Tutorial 4: Activities on organizational change, strategic leadership, balanced scorecard, and business process reengineering for organizational effectiveness.

Unit-V: 12 Hours [Lecture 9 Hours, Tutorial 3 Hours]

Strategy Evaluation, Sustainability, and Global Business: Strategy Evaluation and Control – Strategic Audit – Performance Measurement and Control Systems – Corporate Social Responsibility (CSR) – Business Ethics and Sustainability – Triple Bottom Line Approach – Global Strategies and International Business Practices – Emerging Trends in Strategic Management – AI and Analytics in Strategic Decision Making – ESG and Sustainable Business Models.

Tutorial 5: Discussions and case studies on sustainability practices, AI-driven strategic management, strategic audit, global business strategies, and emerging business trends.

Prescribed Texts:

1. David, F. R., & David, F. R. (2017). *Strategic management: Concepts and cases* (16th ed.). Pearson.
2. Kazmi, A. (2020). *Strategic management and business policy* (5th ed.). McGraw-Hill Education.
3. Pearce, J. A., & Robinson, R. B. (2015). *Strategic management: Formulation, implementation and control* (13th ed.). McGraw-Hill Education.
4. Rao, V. S. P., & Krishna, V. H. (2018). *Strategic management: Text and cases*. Excel Books.
5. Block, P. (2011). *Flawless consulting: A guide to getting your expertise used* (3rd ed.). Jossey-Bass.

References:

1. Ansoff, H. I. (1988). *Corporate strategy*. McGraw-Hill.
2. Cummings, T. G., & Worley, C. G. (2019). *Organisation development and change* (11th ed.). Cengage Learning.
3. Greiner, L. E., & Metzger, R. O. (1983). *Consulting with management*. Prentice Hall.
4. Hamel, G., & Prahalad, C. K. (1994). *Competing for the future*. Harvard Business School Press.
5. Porter, M. E. (2008). *Competitive strategy: Techniques for analysing industries and competitors*. Free Press.

Suggested Certifications / Value Additions:

1. NPTEL – Strategic Management <https://nptel.ac.in/courses/110108047>
2. OpenLearn (The Open University) – Strategic Management <https://www.open.edu/openlearn/money-business/strategic-management/content-section-0>
3. Alison – Diploma in Strategic Management <https://alison.com/course/diploma-in-strategic-management>
4. NPTEL – Strategy and the Sustainable Enterprise <https://nptel.ac.in/courses/110105151>
5. Alison – Introduction to Management Consulting <https://alison.com/course/introduction-to-management-consulting>
6. OpenLearn (The Open University) – Strategy and Corporate Responsibility <https://www.open.edu/openlearn/money-business/strategy-and-corporate-responsibility/content-section-0>
7. NPTEL – Business Analysis and Optimization (Decision Making) <https://nptel.ac.in/courses/110106050>
8. Alison – Strategic Management: Environmental Scanning and Internal Analysis <https://alison.com/course/strategic-management-environmental-scanning-and-internal-analysis>

Course Code : MBA 205	Course Title Research Methodology
Course Type : Core	
No. of Credits : 4.00	
No. of Hours : 60	

Credit Distribution:

Lecture	Tutorial	Practical
3	1	
(45 Hours)	(15 Hours)	

Course Objectives:

1. To introduce students to the foundations of business research from an applied perspective
2. To make students adept in assessing the choice of research methodology between qualitative, quantitative, and mixed design frameworks
3. To make students adept at orchestrating a comprehensive research design systematically, while adhering to scientific guidelines

Course Outcomes (COs):

By the end of the course, students will be able to;

1. **CO1:** Comprehend the basic tenets of good research design and be able to grasp concepts pertinent to qualitative, quantitative, and mixed research design frameworks
2. **CO2:** Explain and interpret various research methodologies, sampling techniques, data collection methods, and ethical considerations in research.
3. **CO3:** Apply an appropriate research design to solve the business problem according to the nature of the problem.
4. **CO4:** Critically evaluate research studies, methodologies, data interpretations, and findings for validity, reliability, and scientific rigor.
5. **CO5:** Design and conduct research projects integrating qualitative and quantitative approaches for practical business problem-solving.

COs /POs Mapping:

Cos/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1 Recall & define	✓	✓		✓		✓			✓
CO2 Explain & interpret	✓	✓		✓		✓			✓
CO3 Apply Models	✓		✓	✓	✓		✓		✓
CO4 Analyse & evaluate	✓	✓	✓	✓		✓	✓		✓
CO5 Research & create	✓		✓	✓	✓	✓	✓		✓

Course Outline:

Unit-I:

12 Hours [Lecture 9 Hours, Tutorial 3 Hours]

Foundations of Research and Research Design: Meaning and scope of research; business research process; identification of research problem; formulation of research objectives and hypotheses; literature review; types of research design; qualitative, quantitative, and mixed-method research frameworks; ethics in research.

Tutorial 1: Identifying a Suitable Research Paradigm. Drawing on significant contemporary issues in the business and economic environment, each team will formulate a minimum of five research questions and decide which research paradigm (qualitative, quantitative, or mixed methods) is most appropriate for each issue, justifying its scope and relevance.

Unit-II:

12 Hours [Lecture 9 Hours, Tutorial 3 Hours]

Qualitative Research Methods: Philosophical foundations of qualitative research; qualitative sampling techniques; data collection methods—interviews, focus groups, observation; coding and thematic analysis; qualitative research designs—case study, ethnography, grounded theory; trustworthiness and validity in qualitative research.

Tutorial 2: Qualitative Coding using QDA Miner: Thematic coding of transcripts generated through focus group study or depth interview

Unit-III:

12 Hours [Lecture 9 Hours, Tutorial 3 Hours]

Quantitative Research Design and Measurement: Quantitative research process; variables and measurement scales; questionnaire design; sampling methods and sample size determination; reliability and validity; hypothesis testing; descriptive and causal research designs; survey research methods.

Tutorial 3: Questionnaire Design: On team chosen quantitative research problem, each team will present their questionnaire, rationale for their source and choice of scales, choice of their sampling design for evaluation from peers, and the instructor

Unit-IV:

18 Hours [Lecture 12 Hours, Tutorial 6 Hours]

Quantitative Data Analysis: Data preparation and cleaning; descriptive statistics; correlation and regression analysis; t-test, ANOVA, and Chi-square test; introduction to multivariate analysis; interpretation of statistical outputs; application of statistical software in research.

Tutorial 4: Descriptive Analysis using Excel: Preparing Demographics and other descriptive statistics tables for data collected using a questionnaire

Tutorial 5: Data Analysis using JASP: Students are given the questionnaire and accompanying dataset in advance. Each team will conjecture the hypotheses, perform various multivariate statistical, and present their findings

Unit-V:

6 Hours [Lecture 4 Hours, Tutorial 2 Hours]

Advanced Research Applications and Report Writing: Mixed-method research applications; research report structure and academic writing; referencing and plagiarism; presentation and visualization of research findings; case studies in business research; application of research for managerial decision-making.

Tutorial 6: Referencing in APA: Students will write a short article (< 1000-word article) based on Activity 5 data analysis. Each team will present their paper in a Word document in APA style, appropriately citing sources, presenting tables/figures, and preparing references according to APA format.

Prescribed Texts:

1. Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2023). *Business research methods* (11th ed.). Cengage Learning. ISBN: 9781285401188.
2. Kothari, C. R., & Garg, G. (2024). *Research methodology: Methods and techniques* (5th ed.). New Age International Publishers. ISBN: 9789389802559.

References:

1. Creswell, J. W., & Creswell, J. D. (2023). *Research design: Qualitative, quantitative, and mixed methods approaches* (6th ed.). SAGE Publications. ISBN: 9781071817940.
2. Cooper, D. R., & Schindler, P. S. (2024). *Business research methods* (15th ed.). McGraw-Hill Education. ISBN: 9781266840548.
3. Sekaran, U., & Bougie, R. (2024). *Research methods for business: A skill-building approach* (9th ed.). Wiley India. ISBN: 9781394268047.

Suggested Certifications / Value Additions:

1. JASP offers workshops in research methodology and gives certificates of participation. More information can be found here: <https://jasp-stats.org/workshops/>
2. Alison – Quantitative Research Methods and Data Analysis <https://alison.com/course/quantitative-research-methods-and-data-analysis>

Course Code : MBA 206	Course Title Business Communication - II
Course Type : Core	
No. of Credits : 2.00	
No. of Hours : 30	

Credit Distribution:

Lecture	Tutorial	Practical
1 (15 Hours)	1 (15 Hours)	-

Course Objectives:

1. To develop workplace communication and professional interaction skills.
2. To strengthen persuasive and professional writing abilities.
3. To enhance leadership communication, presentation, and interview skills.
4. To prepare students for employability and organizational communication.

Course Outcomes (COs):

By the end of the course, students will be able to;

1. **CO1:** Demonstrate professional workplace communication and team interaction skills.
2. **CO2:** Prepare advanced business communication documents including proposals and reports.
3. **CO3:** Deliver professional presentations, pitches, and persuasive communication effectively.
4. **CO4:** Exhibit employability skills through interview communication and networking.
5. **CO5:** Apply communication skills collaboratively through professional activities and projects.

COs /POs Mapping:

Cos/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1 Recall & define	✓	✓	✓	✓	✓	✓		✓	✓
CO2 Explain & interpret	✓	✓	✓	✓		✓	✓		✓
CO3 Apply Models	✓	✓	✓	✓	✓		✓	✓	✓
CO4 Analyse & evaluate	✓	✓	✓	✓	✓	✓	✓		✓
CO5 Research & create	✓	✓	✓	✓	✓	✓	✓	✓	✓

Course Outline:

Unit-I:

6 Hours [Lecture 3 Hours, Tutorial 3 Hours]

Workplace Communication and Professional Behaviour: Workplace etiquette; team communication; meetings; professional conversations; conflict handling.

Tutorial 1: Workplace Communication Simulation. Students participate in workplace communication scenarios to practice professional interaction and collaboration skills.

Tutorial 2: Professional Meeting and Collaboration Exercise. Students engage in simulated meetings to develop teamwork, coordination, and professional discussion abilities.

Tutorial 3: Difficult Conversation Role-Play. Students perform role-plays to practice handling challenging workplace conversations with professionalism and empathy.

Unit-II:

6 Hours [Lecturer 3 Hours, Tutorial 3 Hours]

Persuasive and Professional Writing: Proposal writing; business reports; SOPs; cover letters; LinkedIn writing.

Tutorial 4: Proposal Drafting Workshop. Students prepare professional proposals to enhance formal writing and business communication skills.

Tutorial 5: Business Report Writing Activity. Students draft structured business reports to improve analytical writing and reporting techniques.

Tutorial 6: SOP and Cover Letter Clinic. Students create and refine Statements of Purpose and cover letters for academic and career opportunities.

Unit-III:

6 Hours [Lecture 3 Hours, Tutorial 3 Hours]

Leadership and Presentation Communication: Leadership communication; persuasive speaking; pitching; presentation strategies.

Tutorial 7: TED-Style Leadership Talk. Students deliver leadership-focused talks in a TED-style format to improve confidence, storytelling, and public speaking skills.

Tutorial 8: Startup/Product Pitch Simulation. Students present innovative business or product ideas through persuasive pitch presentations.

Tutorial 9: Team Business Presentation. Students collaborate in teams to prepare and deliver professional business presentations.

Unit-IV:

6 Hours [Lecture 3 Hours, Tutorial 3 Hours]

Career Communication and Employability Skills: Interview communication; networking; resume refinement; personal branding.

Tutorial 10: Mock Interview Session. Students participate in simulated interviews to develop confidence, communication, and interview-handling skills.

Tutorial 11: Resume Refinement Workshop. Students review and improve their resumes to strengthen professional presentation and employability.

Tutorial 12: Networking and Career Fair Simulation. Students practice professional networking and interaction skills through simulated career fair activities.

Unit-V:

6 Hours [Lecture 3 Hours, Tutorial 3 Hours]

Integrated Professional Communication: Professional communication projects; business communication planning; collaborative communication.

Tutorial 13: Corporate Communication Case Discussion. Students analyze and discuss corporate communication cases to understand workplace communication strategies and challenges.

Tutorial 14: Communication Campaign Planning Exercise. Students design communication campaign plans to develop strategic thinking and professional communication skills.

Tutorial 15: Integrated Professional Communication Presentation. Students deliver a comprehensive presentation integrating professional speaking, writing, and interpersonal communication skills.

Prescribed Texts:

1. Bovee, C. L., & Thill, J. V. (2021). *Business communication today* (15th ed.). Pearson Education.
2. Lehman, C. M., & DuFrene, D. D. (2020). *BCOM* (11th ed.). Cengage Learning.
3. Locker, K. O., & Kaczmarek, S. K. (2019). *Business communication: Building critical skills* (7th ed.). McGraw Hill Education..

References:

1. Adler, R. B., Elmhorst, J. M., & Lucas, K. (2019). *Communicating at work: Strategies for success in business and the professions* (12th ed.). McGraw Hill Education.
2. Bowman, J. P., & Branchaw, B. P. (2021). *How to write and give a speech* (5th ed.). St. Martin's Press.
3. Butow, E., & Taylor, K. (2018). *LinkedIn for dummies* (6th ed.). Wiley.
4. Courtland, L. B., & Thill, J. V. (2018). *Excellence in business communication* (13th ed.). Pearson Education.
5. Quintanilla, K. M., & Wahl, S. T. (2018). *Business and professional communication: Keys for workplace excellence* (3rd ed.). Sage Publications.
6. Raman, M., & Sharma, S. (2015). *Technical communication: Principles and practice* (3rd ed.). Oxford University Press.

Suggested Certifications / Value Additions:

1. <https://alison.com/course/job-search-skills-preparing-your-resume-and-cover-letter-revised>
2. <https://alison.com/course/professional-business-writing-skills>
3. <https://alison.com/course/professional-presentation-techniques>
4. <https://alison.com/course/mastering-conflict-resolution-and-communication>

Course Code : MBA213 Course Type : CCC No. of Credits : 4.00 No. of Hours : 30L + 60P	Course Title Introduction to Artificial Intelligence and Machine Learning
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Course Objectives:

1. Provide To provide students with a strong foundation in the concepts, principles, and applications of Artificial Intelligence, including problem solving, knowledge representation, machine learning, and intelligent systems.
2. To develop programming skills in Python, enabling students to write programs, apply control structures, functions, lists, and strings, and solve computational problems effectively.
3. To enable students to understand and apply AI techniques such as machine learning, natural language processing, computer vision, and reasoning methods for solving real-world problems.

Course Outcomes (COs):

By the end of the course, students can be able to;

1. **CO1:** Explain the fundamental concepts, characteristics, and applications of Artificial Intelligence and intelligent agents.
2. **CO2:** Apply problem-solving and searching techniques, including uninformed, informed, and constraint satisfaction approaches, to AI problems.
3. **CO3:** Demonstrate knowledge representation, logical reasoning, probabilistic reasoning, and automated planning techniques in AI systems.
4. **CO4:** Analyze basic machine learning models and AI applications such as NLP, speech recognition, and computer vision.
5. **CO5:** Develop Python programs using functions, control structures, strings, and lists to solve computational and AI-related problems.

COs /POs Mapping:

COs/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	✓	✓	–	–	✓	–	–	–	–	–	–	✓
CO2	✓	✓	✓	✓	✓	–	–	–	–	–	–	✓
CO3	✓	✓	✓	✓	✓	–	–	–	–	–	–	✓
CO4	✓	✓	✓	✓	✓	–	–	–	–	–	–	✓
CO5	✓	✓	✓	✓	✓	–	–	–	✓	✓	–	✓

Course Outline:

Unit-I: Introduction to Artificial Intelligence

[12 Hours]

Definition – Future of Artificial Intelligence - Characteristic of Intelligent Agents – Typical Intelligent Agents –Problem Solving Approach to Typical AI problems. Problem solving by Searching: Uninformed and informed strategies and implementation; Path planning; Constraint Satisfaction Problems (CSP).

Unit-II: Knowledge Representation

[12 Hours]

Logical Agents– Propositional and first order Predicate logic - inference - Knowledge representation and Automated Planning– Uncertain Knowledge and Reasoning; Quantifying uncertainty– probabilistic reasoning.

Unit-III: Machine learning & AI Applications**[14 Hours]**

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 - Language Models - Machine Translation; Speech Recognition; Computer Vision - Image classification.

Unit-IV: Python Programming**[10 Hours]**

Introduction-The Python Programming Language, History, features, Installing Python, Running Python program, Debugging: Syntax Errors, Runtime Errors, Semantic Errors – Experimental Debugging, Formal and Natural Languages, The Difference between Brackets, Braces, and Parentheses. Variables and Expressions: Values and Types - Variables, Variable & Keyword Type conversion - Operator and Operands – Expressions – Interactive – Mode and script Mode, Order of Operations. Conditional Statements: if, if- else, nested if –else -Looping: for, while, nested-loops. Control statements: Terminating loops, skipping specific conditions.

Unit-V: Functions**[12 Hours]**

Function Calls, Type Conversion Functions, Math Functions, Adding New Functions, Definitions and Uses, Flow of Execution, Parameters and Arguments, Variables and Parameters. Strings: Strings, String Slices, Strings are immutable, and Searching–Looping–and counting String methods - the in operator–String Comparison – String operations Lists: Values and Accessing Elements, Lists are mutable, traversing a List, Deleting elements from List–, Built-in List Operators, Concatenation, In Operator, Built-in List functions and methods.

Suggested Readings:

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

References:

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

Suggested Certifications / Value Additions:

1. NPTEL – Introduction to Artificial Intelligence <https://nptel.ac.in/courses/106105077>
2. OpenLearn (The Open University) – Introduction to Computing and Information Technology (Python Foundations) <https://www.open.edu/openlearn/science-maths-technology/computing-ict/introduction-computing-and-information-technology/content-section-0>
3. Alison – Diploma in Python Programming <https://alison.com/course/diploma-in-python-programming>
4. NPTEL – Fundamentals of Artificial Intelligence <https://nptel.ac.in/courses/106106224>
5. Alison – Machine Learning Pathways and AI Applications <https://alison.com/course/machine-learning-pathways-and-ai-applications>

SEMESTER-III

Course Code : MBA 301	Course Title Operations Research
Course Type : Core	
No. of Credits : 4.00	
No. of Hours : 60	

Credit Distribution:

Lecture	Tutorial	Practical
3	1	
(45 Hours)	(15 Hours)	---

Course Objectives:

1. To provide students with a strong foundation in Operations Research models and quantitative decision-making techniques for managerial problem solving.
2. To develop students' ability to formulate business problems into mathematical models and solve them using graphical methods, optimization techniques, and spreadsheet-based solvers.
3. To enable students to apply Operations Research techniques such as transportation, assignment, sequencing, game theory, decision theory, simulation, and sensitivity analysis in real-world managerial situations.

Course Outcomes (COs):

By the end of the course, students will be able to;

1. **CO1:** Recall and define the concepts, terminology, assumptions, and applications of Operations Research techniques.
2. **CO2:** Explain and interpret linear programming models, transportation models, assignment models, game theory, decision theory, and simulation approaches.
3. **CO3:** Apply Operations Research techniques to formulate and solve managerial decision-making problems using mathematical equations and spreadsheet solvers.
4. **CO4:** Critically analyze optimization results using sensitivity analysis and evaluate alternative business decisions under certainty, risk, and uncertainty.
5. **CO5:** Design and solve practical business optimization and simulation problems using spreadsheet-based analytical tools.

COs /POs Mapping:

Cos/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1 Recall & define	✓	✓	—	—	—	—	—	—	✓
CO2 Explain & interpret	✓	✓	✓	—	—	—	—	—	✓
CO3 Apply Models	—	✓	✓	✓	✓	—	✓	—	✓
CO4 Analyse & evaluate	—	✓	—	✓	✓	✓	✓	—	✓

CO5									
Research & create	–	–	✓	✓	✓	✓	✓	✓	✓

Course Outline:

Unit-I: 12 Hours [Lecture 9 Hours, Tutorial 3 Hours]

Linear Programming and Graphical Optimization: Introduction to Operations Research; scope and applications of Operations Research in managerial decision-making; formulation of linear programming problems; decision variables; objective function; constraints; non-negativity assumptions; development of equations in X and Y form before optimization; graphical method for solving linear programming problems; feasible region; optimal solution; infeasible and unbounded solutions; slack and surplus variables; introduction to spreadsheet solver; sensitivity analysis and managerial interpretation of solver outputs.

Tutorial 1: Business Optimization Challenge using Excel Solver. Student teams will convert real-world managerial scenarios into mathematical equations using X and Y variables and solve optimization problems through graphical interpretation and Excel Solver. Teams will interpret sensitivity analysis reports and present managerial implications of changing resource constraints and objective coefficients.

Unit-II: 12 Hours [Lecture 9 Hours, Tutorial 3 Hours]

Integer, Binary, and Knapsack Optimization Models: Integer programming problems; mixed integer programming; binary decision models; linear knapsack problems; nonlinear knapsack problems; facilities location problems; set coverage problems; managerial applications of integer and binary optimization models.

Tutorial 2: Strategic Resource Allocation Studio: Students will solve business allocation and selection problems involving integer, mixed integer, binary, knapsack, facilities location, and set coverage models using spreadsheet optimization tools. Teams will justify their chosen allocation strategy from a managerial perspective.

Unit-III: 12 Hours [Lecture 9 Hours, Tutorial 3 Hours]

Transportation and Distribution Models: Transportation problems; balanced and unbalanced transportation models; minimization and maximization transportation problems; assignment problems; trans-shipment problems; penalty-oriented transportation problems; travelling salesman problem; job scheduling problems; business applications of distribution and routing optimization.

Tutorial 3: Logistics and Distribution Analytics Lab: Students will optimize transportation, assignment, trans-shipment, traveling salesman, penalty-oriented, and job scheduling problems using spreadsheet-based optimization models. The activity will simulate real-world logistics and distribution decision-making scenarios.

Unit-IV: 12 Hours [Lecture 9 Hours, Tutorial 3 Hours]

Decision-making under certainty, risk, and uncertainty: Payoff tables; maximax, maximin, minimax regret, and Laplace criteria; expected monetary value; expected opportunity loss; introductory game theory; two-person zero-sum games; saddle point; dominance principle; pure and mixed strategies; introduction to Multi-Criteria Decision Making (MCDM); weighted scoring models; Analytical Hierarchy Process (AHP); managerial applications of MCDM in business decision-making.

Tutorial 4: Executive Decision Analytics Workshop: Students will evaluate managerial alternatives using decision theory, introductory game theory, weighted scoring methods, and AHP-based MCDM frameworks. Teams will present and defend their decisions using spreadsheet-supported analytical evidence.

Unit-V: 12 Hours [Lecture 9 Hours, Tutorial 3 Hours]

OR Applications using Simulation: Introduction to simulation; Monte Carlo simulation; random number generation concepts; probability distributions in simulation; simulation for managerial decision-making; risk analysis using simulation; integration of optimization and simulation models; applications of Operations Research in production, logistics, marketing, finance, and service operations.

Tutorial 5: Business Risk and Simulation Studio: Students will develop Monte Carlo simulation models using random numbers and probability distributions to analyze business uncertainty and risk across domains such as inventory, finance, operations, and marketing.

Prescribed Texts:

1. Sharma, J. K. (2022). *Operations research: Theory and applications* (7th ed.). Macmillan India.
2. Taha, H. A. (2017). *Operations research: An introduction* (10th ed.). Pearson Education.

References:

1. Anderson, D. R., Sweeney, D. J., Williams, T. A., Camm, J. D., & Cochran, J. J. (2020). *An introduction to management science: Quantitative approaches to decision making* (16th ed.). Cengage Learning.
2. Hillier, F. S., & Lieberman, G. J. (2021). *Introduction to operations research* (11th ed.). McGraw-Hill Education.

Suggested Certifications / Value Additions:

1. Introduction to Operations Research
<https://nptel.ac.in/courses/126105663>
2. Operations Management
<https://alison.com/tag/operations>
3. Digital Thinking Tools for Better Decision Making
<https://www.open.edu/openlearn/digital-computing/digital-thinking-tools-better-decision-making/>

Course Code : MBA313 Course Type : CCC No. of Credits : 2.00 No. of Hours : 30	Course Title Building Mathematical Ability and Financial Literacy
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Course Objectives:

The main objectives of this course are:

1. Solving skills through mathematical reasoning, quantitative aptitude, and data interpretation, enabling them to apply these concepts in academic, professional, and real-life scenarios.
2. Familiarize students with investment options, banking structures, financial institutions, taxation, insurance, and the roles of RBI and SEBI in the financial system.
3. Enable students to make informed financial decisions through understanding of investment planning, risk management, digital payments, and awareness of financial frauds.

Course Learning Outcomes (COs):

By the end of the course, students can be able to;

1. **CO1:** Enhance logical thinking and decision-making through structured problem-solving.
2. **CO2:** Demonstrate competence in fractions, simple and compound interest ratio and proportion, and percentage-based problems.
3. **CO3:** Calculate mean, median, and mode to summarize data effectively. Present data using bar charts, pie charts, and line charts for clear communication.
4. **CO4:** Prepare budgets, track expenses, manage savings, and set financial goals using basic money management principles.
5. **CO5:** Evaluate financial risks, use digital payment systems securely, and adopt appropriate strategies for financial planning and risk reduction.

COs /POs Mapping:

Cos/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1 Recall & define	✓	–	–	–	–	–	–	–	–	–	–	–
CO2 Explain & interpret	✓	✓	–	–	–	–	–	✓	–	–	–	–
CO3 Apply Models	✓	✓	✓	–	✓	–	–	–	–	–	–	–
CO4 Analyse & evaluate	–	✓	–	✓	–	✓	✓	–	–	–	–	✓
CO5 Research & create	–	–	✓	✓	✓	–	✓	✓	–	–	–	–

Course Outline:

Unit-I

[7 Hours]

Logical Reasoning: Number series, letter series, coding-decoding, problems on ages. **Basic Set Theory:** Operations on sets, Venn diagrams, and cardinality of sets.

Unit-II

[5 Hours]

Mathematical aptitude: Fractions, time and work, time and distance, ratio and proportion, percentage, profit and loss, discount, simple interest, compound interest, mensuration.

Unit-III

[6 Hours]

Basic Statistics: Sources and classification of data, data interpretation, quantitative and qualitative data, graphical representation (bar chart, pie chart, line chart), mean, median, and mode for ungrouped data.

Unit-IV

[5 Hours]

Foundations of Financial Literacy: Introduction to financial literacy and its process and structure, personal finance, income, expenditure, savings, and budgeting, financial goals, financial discipline, money management skills, awareness of financial frauds, basic budgeting and expense tracking activities.

Unit-V

[7 Hours]

Financial Institutions: Banking system and credit process, recent innovations in the banking system, Reserve Bank of India role and functions, monetary policy tools. **Capital Market;** Primary market, secondary market, financial decision-making, SEBI. **Digital Finance:** Digital payments system and digital currency.

Suggested Readings:

1. Arihant, (2019). *Teaching and Research Aptitude (General Paper 1)*. Arihant Publication (India) Limited.
2. Jain, L. & Vashistha, K. C. (2024). *Teaching and Research Aptitude (General Paper 1)*. Upkar Prakashan Agra.
3. Lewis, M. K. (2000). *Monetary economics*. Oxford University Press, New York.

References:

1. Aggarwal, R.S. (n.d). *Quantitative Aptitude*. S. Chand.
2. C Rangarajan. (1991). *Indian economy: Essays in money and finance*. UBS Publishers' Distributors Ltd.
3. Lewis, M. K. (2000). *Monetary economics*. Oxford University Press.

Suggested Certifications / Value Additions:

1. Probability & Statistics
<https://oli.cmu.edu/courses/probability-statistics-open-free/>
2. Basic Financial Life Skills:
<https://alison.com/course/basic-financial-life-skills-special-needs-education>
3. Money, Mind and Markets: The Science of Financial Literacy:
https://onlinecourses.swayam2.ac.in/e-learning/preview/imb26_mg144
4. Financial Literacy:
https://onlinecourses.swayam2.ac.in/e-learning/preview/nou25_mg27

Course Code : MBA314 Course Type : SIP No. of Credits : 2.00 No. of Hours : 30	Course Title Summer Internship Report
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Course Objectives:

1. Provide students with practical exposure to business management practices in corporate, industrial, financial, service, entrepreneurial, and public sector organisations.
2. Strengthen analytical, managerial, communication, leadership, and problem-solving skills through experiential learning and industry engagement.
3. Develop professional competencies in business analysis, report writing, data interpretation, project execution, presentations, and viva voce evaluation.

Course Outcomes (COs):

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

1. **CO1:** Identify and understand the application of management concepts and business practices in corporate, industrial, financial, and service organisations.
2. **CO2:** Demonstrate practical knowledge through internship/field work related to marketing, finance, human resources, operations, business analytics, entrepreneurship, or allied management areas.
3. **CO3:** Prepare a structured internship report documenting organisational practices, assigned tasks, project findings, learning experiences, and managerial insights.
4. **CO4:** Present internship findings effectively through seminars, business presentations, and professional communication.
5. **CO5:** Defend practical insights, analytical observations, and applied managerial knowledge during viva voce evaluation.

COs / POs Mapping:

Cos/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1 Recall & define	✓	✓	–	–	✓	–	✓	✓	✓	✓	✓	✓
CO2 Explain & interpret	✓	✓	✓	✓	✓	–	✓	✓	✓	✓	✓	✓
CO3 Apply Models	–	✓	–	✓	✓	–	–	–	✓	✓	✓	✓
CO4 Analyse & evaluate	–	✓	✓	✓	✓	–	–	✓	✓	✓	✓	✓
CO5 Research & create	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Course Outline:

I. Duration: 8 weeks during summer vacation.

II. Nature of Work:

Internship must align with the student's specialisation and may include work in:

- Corporate organisations
- Banking and financial institutions
- Marketing and advertising agencies
- Human resource consulting firms
- Manufacturing and operations units
- Start-ups and entrepreneurial ventures
- Business analytics and IT companies
- NGOs and development organisations
- Government and public sector organisations
- Research and consultancy projects

III. Report Submission:

Students shall submit a detailed internship report along with a certificate from the host organisation/institution.

IV. Evaluation:

- Internship Report (External Examiner): 60 Marks
- Viva-Voce (Department): 40 Marks

V. Supervision:

Each student shall work under the guidance of a faculty supervisor.

VI. Final Submission:

Internship report/dissertation must follow university rules and formatting guidelines.

Suggested Reading:

- Assignment and Thesis Writing. 4th edition, India: Wiley, 2019.
- Research Methodology. 2nd edition, India: New Age International Publishers, 2004.
- Business Research Methods. 12th edition, McGraw-Hill Education, 2014.
- Research Methodology: Methods and Techniques. New Age International Publishers, 2019.

SEMESTER-IV

Course Code : MBA401 Core/ Elective : Core No. of Credits : 4 No. of Hours : 60	Course Title International Business
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Credit Distribution:

Lecture	Tutorial	Practical
3 (45 Hours)	1 (15 Hours)	—

Course Objectives:

The course aims to:

1. Understand the concepts, environment, and significance of international business.
2. Explain international trade theories, trade policies, and global business practices.
3. Apply international market entry strategies and global business management techniques.
4. Analyze international business challenges, cultural differences, and global economic environments.
5. Evaluate global business strategies and create sustainable international business plans.

Course Outcomes (COs):

By the end of the course, students will be able to;

1. **CO1:** Recall and explain the concepts, scope, and environment of international business.
2. **CO2:** Interpret international trade theories, foreign trade policies, and global business regulations.
3. **CO3:** Apply international market entry strategies and global business practices in organizations.
4. **CO4:** Analyze global business environments, cross-cultural issues, and international trade challenges.
5. **CO5:** Evaluate international business strategies and create solutions for global business expansion and sustainability.

COs /POs Mapping:

Cos/Pos	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1 Recall & define	✓	✓	-	✓	-	-	-	✓	✓
CO2 Explain & interpret	✓	✓	✓	✓	✓	✓	-	✓	✓
CO3 Apply Models	✓	✓	✓	✓	✓	-	✓	✓	✓
CO4 Analyse & evaluate	✓	✓	✓	✓	✓	✓	-	✓	✓
CO5 Research & create	✓	-	✓	✓	✓	✓	✓	✓	✓

Course Outline:

Unit I:

10 Hours [Lecture 8 Hours, Tutorial 2 Hours]

Introduction to International Business: Meaning, nature, and scope of international business, Importance of international business, Globalization and internationalization, international business environment, Modes of international business, Role of multinational corporations (MNCs).

Tutorial Activities: Discussion on globalization and business, Case study on multinational corporations

Unit II:

12 Hours [Lecture 9 Hours, Tutorial 3 Hours]

International Trade Theories and Policies: Theories of international trade, Absolute advantage, Comparative advantage, Heckscher-Ohlin theory, Trade barriers and protectionism, Tariffs and non-tariff barriers, Export-import policies, WTO and regional trade agreements

Tutorial Activities: Case analysis on trade policies, Group discussion on WTO, Assignment on international trade agreements

Unit III:

12 Hours [Lecture 9 Hours, Tutorial 3 Hours]

International Business Environment and Market Entry Strategies: Political, legal, economic, and technological environment, international market selection, Market entry strategies: Exporting, Licensing, Franchising, Joint ventures, Foreign direct investment, International strategic alliances

Tutorial Activities: Market entry strategy exercise, Country risk analysis, Case discussion on international expansion

Unit IV:

13 Hours [Lecture 10 Hours, Tutorial 3 Hours]

International Financial and Cultural Environment: Foreign exchange market, Exchange rate mechanisms, International financial institutions, Cross-cultural management, international negotiations, Ethics in international business

Tutorial Activities: Cross-cultural communication exercise, Analysis of exchange rate fluctuations, Role play on international negotiations

Unit V:

13 Hours [Lecture 9 Hours, Tutorial 4 Hours]

Emerging Trends in International Business: Digital globalization, International e-commerce, Sustainable international business, Global supply chain management, Geopolitical risks in business, Future of international business.

Tutorial Activities: Seminar on global business trends, Mini project on international business strategy, Case study on global companies, Presentation on sustainable global business

Prescribed Texts:

1. Cherunilam, F. (n.d.). *International business environment*. Himalaya Publishing House.
2. Daniels, J. D., Radebaugh, L. H., & Sullivan, D. P. (n.d.). *International business*. Pearson.
3. Hill, C. W. L. (n.d.). *International business*. McGraw-Hill Education.
4. Paul, J. (n.d.). *International business*. McGraw-Hill Education.
5. Rao, P. S. (n.d.). *International business*. Himalaya Publishing House.
6. Wild, J. J., & Wild, K. L. (n.d.). *Global business today*. McGraw-Hill Education.

References:

1. Cateora, P. R., Gilly, M. C., & Graham, J. L. (2020). *International marketing* (18th ed.). McGraw Hill.
2. Friedman, T. L. (2005). *The world is flat: A brief history of the twenty-first century*. Farrar, Straus and Giroux.
3. Frynas, J. G., & Mellahi, K. (2015). *Global strategic management* (3rd ed.). Oxford University Press.
4. Madura, J. (2020). *International financial management* (14th ed.). Cengage Learning.
5. Salvatore, D. (2018). *International economics* (12th ed.). Wiley.

Suggested Certifications / Value Additions:

1. NPTEL – International Business <https://nptel.ac.in/courses/110105083>
2. OpenLearn (The Open University) – Understanding Global Development
<https://www.open.edu/openlearn/society-politics-law/geography/understanding-global-development/content-section-0>
3. Alison – Diploma in International Trade and Business Environment <https://alison.com/course/diploma-in-international-trade-and-business-environment>
4. NPTEL – Global Supply Chain Management <https://nptel.ac.in/courses/110106045>
5. OpenLearn (The Open University) – Exploring the Foreign Exchange Market
<https://www.open.edu/openlearn/money-business/exploring-the-foreign-exchange-market/content-section-0>
6. Alison – International Market Entry Strategies and Global Expansion <https://alison.com/course/international-market-entry-strategies-and-global-expansion>
7. NPTEL – International Economics and Trade Policies <https://nptel.ac.in/courses/109104183>
8. Alison – Certificate in Geopolitical Risk and Cross-Cultural Management <https://alison.com/course/certificate-in-geopolitical-risk-and-cross-cultural-management>

Course Code :MBA414 Course Type : Dissertation No. of Credits : 8 No. of Hours : 120	Course Title Dissertation
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Course Objectives:

1. Provide students with an opportunity to apply management theories, analytical tools, and research methodologies to real-world business problems through structured research/consultancy assignment(s).
2. Develop skills in business research, data analysis, problem-solving, critical thinking, and decision-making in specialised areas of management.
3. Enhance competencies in academic writing, project execution, report preparation, presentation, and viva voce examination.

Course Outcomes (COs):

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

1. **CO1:** Identify and formulate research problems/problem statements related to management, business, industry, or organisational practices.
2. **CO2:** Apply appropriate research methodologies / analytical tools, and management concepts for data collection, interpretation, and analysis.
3. **CO3:** Prepare a systematic dissertation/project report with proper documentation, analysis, findings, and recommendations.
4. **CO4:** Present research findings effectively through seminars, project presentations, and professional communication.
5. **CO5:** Defend research outcomes / managerial implications / analytical interpretations during viva voce evaluation.

COs / POs Mapping:

Cos/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1 Recall & define	✓	✓	–	✓	✓	–	✓	✓	✓	✓	✓	✓
CO2 Explain & interpret	✓	✓	✓	✓	✓	–	✓	✓	✓	✓	✓	✓
CO3 Apply Models	✓	✓	–	✓	✓	–	–	–	✓	✓	✓	✓
CO4 Analyse & evaluate	–	✓	✓	✓	✓	–	–	✓	✓	✓	✓	✓
CO5 Research & create	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Course Outline:

I. Duration: One Semester

II. Nature of Work:

Students shall undertake a research-based dissertation/project in their area of specialisation, such as:

- Marketing Management
- Financial Management
- Human Resource Management
- Operations Management
- Business Analytics
- Entrepreneurship and Innovation
- International Business
- Supply Chain and Logistics
- Banking and Insurance
- Digital Marketing and E-Commerce

The work may involve:

- Industry-based research
- Survey and field studies / market(ing) research
- Case analysis
- Organisational problem-solving
- Financial or market analysis
- Business strategy formulation
- Data analytics and interpretation

III. Report Submission:

Students shall submit a detailed dissertation/project report prepared in accordance with university guidelines and supported with relevant data, analysis, findings, and recommendations.

IV. Evaluation:

- Dissertation Report and Viva-Voce

V. Supervision:

Each student shall work under the guidance of a faculty supervisor.

VI. Final Submission:

The dissertation/project report must follow university formatting and plagiarism guidelines.

Suggested Reading:

1. Assignment and Thesis Writing. 4th edition, India: Wiley, 2019.
2. Research Methodology. 2nd edition, India: New Age International Publishers, 2004.
3. Business Research Methods. 12th edition, McGraw-Hill Education, 2014.
4. Research Methodology: Methods and Techniques. New Age International Publishers, 2019.

DISCIPLINE-SPECIFIC ELECTIVES

I. Marketing Management

Course Code : MBA_16M	Course Title Marketing Analytics
Course Type : Core	
No. of Credits : 4.00	
No. of Hours : 75	

Credit Distribution:

Lecture	Tutorial	Practical
3 (45 Hours)	—	1 (30 Hours)

Course Objectives:

1. To provide students with a strong foundation in marketing analytics concepts and data-driven marketing decision-making techniques.
2. To develop students' ability to analyze customer, pricing, and market data using spreadsheet-based analytical tools.
3. To enable students to apply marketing analytics techniques such as conjoint analysis, customer analytics, clustering, and experimentation in managerial decision-making.

Course Outcomes (COs):

By the end of the course, students will be able to;

1. **CO1:** Recall and explain the concepts, terminology, tools, and applications of marketing analytics.
2. **CO2:** Interpret descriptive analytics, pricing analytics, and customer analytics outputs for managerial decision-making.
3. **CO3:** Apply Pivot Tables, Power Pivot, Van Westendorp Pricing, Conjoint Analysis, Discrete Choice Analysis, RFM Analysis, MDS and A/B Testing techniques.
4. **CO4:** Analyze customer behavior, positioning and segmentation outputs, and experimentation results to support marketing strategy.
5. **CO5:** Design data-driven marketing solutions using advanced multivariate and machine learning methods

COs /POs Mapping:

Cos/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1 Recall & define	✓	✓	—	—	—	—	—	—	✓
CO2 Explain & interpret	✓	✓	✓	✓	—	—	—	—	✓
CO3 Apply Models	✓	✓	✓	✓	✓	—	✓	—	✓
CO4 Analyse & evaluate	✓	✓	✓	✓	✓	✓	✓	—	✓

CO5	–	✓	✓	✓	✓	✓	✓	✓	✓
Research & create									

Course Outline:

Unit-I: 15 Hours [Lecture 9 Hours, Practical 6 Hours]

Descriptive Analytics and Spreadsheet-Based Marketing Analytics: Introduction to marketing analytics; Pivot Tables; Pivot Charts; descriptive analytics; measures of central tendency and dispersion; customer and sales analytics; introduction to Power Pivot; relationships and data models; dashboard-oriented reporting using spreadsheets.

Lab 1: Marketing Dashboard Analytics Lab. Students will analyze customer and sales datasets using Pivot Tables and Power Pivot to build interactive dashboards and derive managerial insights.

Unit-II: 15 Hours [Lecture 9 Hours, Practical 6 Hours]

Pricing Analytics and New Product Pricing: Pricing analytics; elasticity concepts; pricing optimization basics; Van Westendorp Price Sensitivity Meter; acceptable price range analysis; value-based pricing; competitive pricing analytics; managerial applications of pricing analytics.

Lab 2: Pricing Analytics Studio. Students will conduct Van Westendorp pricing studies and recommend suitable pricing strategies for new product concepts.

Unit-III: 15 Hours [Lecture 9 Hours, Practical 6 Hours]

Customer Preference and Product Analytics: Conjoint analysis; attributes and levels; part-worth utilities; product configuration analysis; discrete choice analysis; customer preference modeling; market basket analysis; support, confidence, and lift.

Lab 3: Consumer Preference Analytics Workshop. Students will perform conjoint analysis, discrete choice analysis, and market basket analysis for product and retail decision-making.

their source and choice of scales, choice of their sampling design for evaluation from peers, and the instructor

Unit-IV: 15 Hours [Lecture 9 Hours, Practical 6 Hours]

Customer Analytics and Segmentation: RFM analysis; customer profitability analysis; customer lifetime value (CLV); cohort analysis; cluster analysis; hierarchical clustering; K-means clustering; interpretation of customer segments.

Lab 4: Customer Segmentation and CLV Lab. Students will calculate CLV, perform RFM analysis, and develop customer segments using cluster analysis.

Unit-V: 15 Hours [Lecture 9 Hours, Practical 6 Hours]

Marketing Experimentation and Decision Analytics: A/B testing framework; control and treatment groups; campaign effectiveness analysis; conversion rate analysis; statistical significance concepts; experimental design basics; applications in digital marketing and customer engagement.

Lab 5: Marketing Experimentation Studio. Students will design and evaluate A/B testing experiments and recommend data-driven marketing actions.

Prescribed Texts:

1. Winston, W. L. (2022). Marketing analytics: Data-driven techniques with Microsoft Excel (2nd ed.). Wiley.
2. Kumar, V., & Reinartz, W. (2018). Customer relationship management: Concept, strategy, and tools (3rd ed.). Springer.

References:

1. Provost, F., & Fawcett, T. (2013). Data science for business. O'Reilly Media.
2. Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2019). Multivariate data analysis (8th ed.). Cengage Learning.
3. Blattberg, R. C., Kim, B. D., & Neslin, S. A. (2010). Database marketing: Analyzing and managing customers. Springer.

Suggested Certifications / Value Additions:

1. NPTEL – Marketing Analytics <https://nptel.ac.in/courses/110105153>
2. OpenLearn (The Open University) – Retail Marketing (Customer Profiles and Value Analytics) <https://www.open.edu/openlearn/money-business/retail-marketing/content-section-0>
3. Alison – Diploma in Customer Analytics and Segmentation Strategies <https://alison.com/course/diploma-in-customer-analytics-and-segmentation-strategies>

Course Code : MBA_17M	Course Title Digital Marketing
Course Type : Core	
No. of Credits : 4.00	
No. of Hours : 75	

Credit Distribution:

Lecture	Tutorial	Practical
3	--	1
(45 Hours)		(30 Hours)

Course Objectives:

1. To provide comprehensive understanding of digital marketing concepts, tools, platforms, and strategies used in modern business and online marketing environments.
2. To develop practical skills in website planning, social media marketing, search engine marketing, web analytics, and online advertising for effective digital communication and customer engagement.
3. To enable students to design, implement, and evaluate integrated digital marketing campaigns using content marketing, email marketing, remarketing, and performance measurement techniques.

Course Outcomes (COs):

By the end of the course, students will be able to;

1. **CO1:** Comprehend the concepts, importance, and components of digital marketing, including website planning, SEO, content marketing, and online customer engagement
2. **CO2:** Explain social media marketing techniques and create Facebook marketing campaigns using appropriate digital tools and strategies
3. **CO3:** Analyze and execute Google Ads campaigns, keyword strategies, PPC models, and remarketing techniques for improving online visibility and business performance
4. **CO4:** Evaluate web marketing effectiveness using analytics tools, audience targeting methods, ad performance reports, and conversion tracking mechanisms
5. **CO5:** Design comprehensive digital marketing and email marketing campaigns with effective content writing, customer engagement, and lead conversion strategies

COs /POs Mapping:

Cos/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1 Recall & Define	✓	✓	✓	✓	✓	✓	✓	✓	✓
CO2 Explain & Interpret	✓	✓		✓		✓		✓	✓
CO3 Apply Models	✓	✓	✓	✓	✓		✓		✓
CO4 Analyse & Evaluate	✓	✓	✓	✓	✓	✓	✓		✓

CO5	✓		✓	✓	✓	✓	✓	✓	✓
Research & Create									

Course Outline:

Unit-I: 15 Hours [Lecture 9 Hours, Practical 6 Hours]

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.

Practical 1: Students shall prepare a digital marketing plan for a startup by identifying target market, positioning strategy, and marketing mix elements. They will design the basic structure of a business website including homepage, product pages, and call-to-action features. The activity helps students understand website planning, SEO basics, and digital marketing flow.

Unit-II: 15 Hours [Lecture 9 Hours, Practical 6 Hours]

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.

Practical 2: Students shall create a mock Facebook business page for a selected product or service and develop sample promotional posts and advertisements. They will analyze page insights, competitor strategies, and audience engagement methods. The activity provides practical exposure to social media marketing and Facebook campaign management.

Unit-III: 15 Hours [Lecture 9 Hours, Practical 6 Hours]

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.

Practical 3: Students shall prepare a simulated Google Ads campaign including keyword planning, text advertisements, bidding strategy, and target audience selection. They will compare PPC, CPM, and CPA models through simple case analysis and campaign measurement. The activity develops understanding of online advertising and search engine marketing practices.

Unit-IV: 15 Hours [Lecture 9 Hours, Practical 6 Hours]

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.

Practical 4: Students shall design a web marketing campaign using audience targeting, budgeting, remarketing, and advertisement performance analysis techniques. They will prepare sample ad creatives and analyze ad reports and audience insights. The activity enhances practical knowledge of online ad management and digital campaign optimization.

Unit-V:**15 Hours [Lecture 9 Hours, Practical 6 Hours]**

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, Digital Marketing and International Perspective, Ethics in Digital Marketing

Practical 5: Students shall design an email marketing campaign including subject lines, promotional content, customer engagement strategies, and lead generation forms. They will prepare email templates and analyze customer response triggers and re-engagement methods. The activity develops skills in content writing, email communication, and digital customer relationship management.

Prescribed Texts:

1. Brodie, I. (n.d.). *Email persuasion: Captivate and engage your audience, build authority and generate more sales with email marketing*.
2. Rabazinski, C. (2015). *Google Adwords for beginners: A do-it-yourself guide to PPC advertising*.
3. Zimmerman, J., & Ng, D. (n.d.). *Social media marketing all-in-one for dummies*. Wiley

References:

1. Deiss, R., & Henneberry, R. (n.d.). *Digital marketing for dummies*. Wiley.
2. Dodson, I. (n.d.). *The art of digital marketing: The definitive guide to creating strategic, targeted, and measurable online campaigns*. Wiley Publishers

Suggested Certifications / Value Additions:

1. NPTEL – Marketing Analytics <https://nptel.ac.in/courses/110105153>
2. OpenLearn (The Open University) – Retail Marketing <https://www.open.edu/openlearn/money-business/retail-marketing/content-section-0>
3. Alison – Diploma in Customer Analytics and Segmentation Strategies <https://alison.com/course/diploma-in-customer-analytics-and-segmentation-strategies>

Course Code : MBA_18M	Course Title Services Marketing and CRM
Course Type : Core	
No. of Credits : 4.00	
No. of Hours : 60	

Credit Distribution:

Lecture	Tutorial	Practical
3 (45 Hours)	1 (15 Hours)	—

Course Objectives:

1. To introduce students to the concepts and strategic importance of services marketing and customer relationship management.
2. To develop understanding of customer experience, service quality, and relationship management practices in service organizations.
3. To apply services marketing and CRM frameworks to contemporary business situations.
4. To examine customer-centric strategies, service recovery, and digital engagement practices.

Course Outcomes (COs):

By the end of the course, students will be able to;

1. **CO1:** Explain the foundations and strategic role of services marketing and CRM in organizations.
2. **CO2:** Analyse customer expectations, service quality, and customer experience in service environments.
3. **CO3:** Apply CRM strategies and customer engagement practices for customer acquisition, retention, and loyalty.
4. **CO4:** Evaluate service recovery mechanisms and relationship management approaches in organizations.
5. **CO5:** Design customer-centric service strategies using contemporary marketing approaches.

COs /POs Mapping:

Cos/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1 Recall & define	✓	✓	✓	✓		✓	✓	✓	✓
CO2 Explain & interpret	✓	✓		✓	✓	✓		✓	✓
CO3 Apply Models	✓	✓	✓	✓	✓	✓	✓	✓	✓
CO4 Analyse & evaluate	✓	✓	✓	✓	✓	✓	✓		✓
CO5 Research & create	✓	✓	✓	✓	✓	✓	✓	✓	✓

Course Outline:

Unit-I:

12 Hours [Lecture 9 Hours, Tutorial 3 Hours]

Foundations of Services Marketing: Nature and characteristics of services; differences between goods and services; service marketing mix (7Ps); customer expectations; service encounters; moments of truth; service economy and global trends.

Tutorial 1: Service Experience Reflection Activity. Students analyse a recent service experience and identify service characteristics, customer expectations, and service gaps.

Tutorial 2: 7Ps Identification Exercise. Students identify and explain the 7Ps of a selected service organization.

Tutorial 3: Moments of Truth Mapping. Students identify customer touchpoints and critical interaction moments in a service journey.

Unit-II:

12 Hours [Lecture 9 Hours, Tutorial 3 Hours]

Service Quality and Customer Experience Management: Service quality dimensions; GAP model; SERVQUAL model; customer satisfaction; customer loyalty; customer journey mapping; customer experience management.

Tutorial 4: SERVQUAL Analysis Activity. Students evaluate service quality dimensions of a selected organization using the SERVQUAL framework.

Tutorial 5: Customer Journey Mapping Exercise. Students map customer journey stages, pain points, and service improvement opportunities.

Tutorial 6: Service Failure and Recovery Discussion. Students analyse a real-world service failure case and suggest suitable recovery strategies.

Unit-III:

12 Hours [Lecture 9 Hours, Tutorial 3 Hours]

Customer Relationship Management: Introduction to CRM; CRM process and lifecycle; customer acquisition and retention; relationship marketing; customer lifetime value; loyalty management; digital CRM; omnichannel customer engagement.

Tutorial 7: CRM Practices Review. Students evaluate CRM strategies adopted by leading brands.

Tutorial 8: Loyalty Programme Design Workshop. Students design a simple customer loyalty programme for a selected business.

Tutorial 9: Digital CRM Tools Discussion. Students identify and discuss CRM technologies and digital engagement tools used by organizations.

Unit-IV:

12 Hours [Lecture 9 Hours, Tutorial 3 Hours]

Service Recovery and Relationship Strategies: Complaint handling systems; service recovery strategies; customer grievance management; relationship marketing; internal marketing; customer retention strategies; service culture and ethics.

Tutorial 10: Complaint Handling Role-Play. Students perform customer complaint handling and service recovery scenarios.

Tutorial 11: Relationship Marketing Case Discussion. Students analyse customer retention and relationship-building strategies used by organizations.

Tutorial 12: Internal Service Culture Observation Activity. Students discuss employee behaviour and internal service culture observations in organizations.

Unit-V:

12 Hours [Lecture 9 Hours, Tutorial 3 Hours]

Contemporary Trends in Services Marketing and CRM: AI and automation in services; personalization and digital engagement; omnichannel customer experience; sustainability in services marketing; future trends in CRM and service innovation.

Tutorial 13: AI in Customer Service Discussion. Students discuss AI-enabled customer service systems and customer perceptions.

Tutorial 14: Omnichannel Experience Comparison Activity. Students compare customer experiences across websites, apps, stores, and customer support channels.

Tutorial 15: Future Trends Presentation. Students present emerging trends and innovations in services marketing and CRM.

Prescribed Texts:

1. Zeithaml, V. A., Bitner, M. J., & Gremler, D. D. (2022). *Services marketing: Integrating customer focus across the firm* (8th ed.). McGraw Hill Education.
2. Lovelock, C., & Wirtz, J. (2021). *Services marketing: People, technology, strategy* (9th ed.). Pearson Education.
3. Buttle, F., & Maklan, S. (2019). *Customer relationship management: Concepts and technologies* (4th ed.). Routledge.

References:

1. Kotler, P., Keller, K. L., & Chernev, A. (2022). *Marketing management* (16th ed.). Pearson Education.
2. Kumar, V., & Reinartz, W. (2018). *Customer relationship management: Concept, strategy, and tools* (3rd ed.). Springer.
3. Payne, A., & Frow, P. (2017). *Strategic customer management: Integrating relationship marketing and CRM* (2nd ed.). Cambridge University Press.
4. Peppers, D., & Rogers, M. (2016). *Managing customer relationships: A strategic framework* (3rd ed.). Wiley.
5. Wirtz, J., & Lovelock, C. (2022). *Essentials of services marketing* (4th ed.). Pearson Education.

Suggested Certifications / Value Additions:

1. NPTEL – Services Marketing: A Practical Approach https://onlinecourses.nptel.ac.in/noc22_mg93
2. OpenLearn (The Open University) – Understanding Customer Relationships
<https://www.open.edu/openlearn/money-management/understanding-customer-relationships/content-section-0>
3. Alison – Customer Relationship Management in Business Services <https://alison.com/course/customer-relationship-management-in-business-services-revised>

Course Code : MBA_19M	Course Title Product Strategy
Course Type : Core	
No. of Credits : 4.00	
No. of Hours : 60	

Credit Distribution:

Lecture	Tutorial	Practical
3 (45 Hours)	1 (15 Hours)	—

Course Objectives:

1. To provide students with a comprehensive understanding of product strategy and product management in dynamic business environments.
2. To familiarize students with design thinking, innovation frameworks, and customer-centric product development approaches.
3. To develop strategic decision-making skills related to product life cycle management, pricing, digital products, and go-to-market strategies.
4. To equip students with practical exposure to user experience analysis, product innovation, product success metrics, and digital product management tools and techniques.
- 5.

Course Outcomes (COs):

By the end of the course, students will be able to;

1. **CO1:** Understand the concepts, scope, and strategic importance of product management and product strategy.
2. **CO2:** Apply design thinking and innovation frameworks in customer-centric product development decisions.
3. **CO3:** Analyze product life cycle strategies, diffusion of innovation, and digital product trends in competitive markets.
4. **CO4:** Evaluate user experience (UX), pricing strategies, and go-to-market approaches for effective customer engagement and product commercialization.
5. **CO5:** Develop product development plans and assess product performance metrics using managerial and analytical frameworks.

COs /POs Mapping:

Cos/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1 Recall & define	✓	✓	—	✓	—	✓	—	—	✓
CO2 Explain & interpret	✓	✓	✓	✓	✓	—	✓	—	✓
CO3 Apply Models	✓	—	✓	✓	—	✓	✓	✓	✓
CO4 Analyse & evaluate	✓	✓	✓	✓	✓	✓	✓	—	✓

CO5	✓	✓	✓	✓	✓	✓	✓	–	✓
Research & create									

Course Outline:

Unit-I: 12 Hours [Lecture 9 Hours, Practical 3 Hours]

Introduction to Product Strategy and Product: Meaning and definition of product - types of products - product attributes and product levels - meaning and importance of product strategy - role and responsibilities of product managers - product management process - product vision and product roadmap - product portfolio management - product failures and success factors - introduction to innovation in product development - basics of agile product development.

Tutorial 1: Product Analysis and Market Observation (3 Hours)

Identification and analysis of successful and failed products, comparison of product features, understanding product positioning strategies, identification of market opportunities and customer needs.

Tutorial 2: Product Roadmap Development (3 Hours)

Developing product vision statements, creating basic product roadmaps, preparation of product strategy canvas.

Unit-II: 12 Hours [Lecture 9 Hours, Practical 3 Hours]

Design Thinking and Product Development: Meaning and concept of design thinking - importance of design thinking in product innovation - stages of design thinking including empathize, define, ideate, prototype, and test - customer-centric product development - idea generation techniques - innovation management - agile and stage-gate product development process - basics of product architecture - product prototyping and testing.

Tutorial 3: Design Thinking Workshop (3 Hours)

Understanding customer needs through empathy mapping and customer pain-point analysis, identifying customer problems and generating product ideas using ideation techniques, development of simple customer personas for product planning.

Tutorial 4: Product Prototype and Feedback Analysis (3 Hours)

Preparation of basic product sketches and mock-ups using simple tools and presentation of product ideas, product testing and collection of customer or peer feedback for product improvement analysis.

Unit-III: 12 Hours [Lecture 9 Hours, Practical 3 Hours]

Digital Products, Ux Strategy and Product Life Cycle: Introduction to digital products and platforms - basics of user experience (UX) strategy - customer journey mapping - digital product design principles - product life cycle stages including introduction, growth, maturity, and decline - product extension strategies - product line and product mix decisions - managing product cannibalization - customer engagement and habit-forming products.

Tutorial 5: UX Strategy Analysis (3 Hours)

Evaluation of mobile applications or websites to understand user experience and customer engagement, basic UX audit and customer journey mapping, identification of customer needs and value proposition analysis.

Tutorial 6: Product Life Cycle Strategy Analysis (3 Hours)

Analysis of products across different stages of the product life cycle, identification of strategies used during introduction, growth, maturity, and decline stages, understanding product extension and product improvement strategies through case analysis.

Unit-IV: 12 Hours [Lecture 9 Hours, Practical 3 Hours]

Diffusion of Innovation and Go-To-Market Strategy: Introduction to diffusion of innovation theory and adoption categories including innovators, early adopters, early majority, late majority, and laggards - market penetration and new product adoption strategies - basics of product pricing strategies - pricing of digital products - go-to-market strategy and product launch planning - channel and distribution decisions - branding and product positioning - product commercialization strategies.

Tutorial 7: Product Pricing Simulation (3 Hours)

Analysis of product pricing strategies through competitive pricing comparison and value proposition pricing, understanding pricing decisions using simple break-even and profitability exercises, identification of pricing strategies for different types of products and customers.

Tutorial 8: Go-To-Market (GTM) Strategy Development (3 Hours)

Preparation of product launch plans and marketing communication strategies, understanding distribution channel mapping and product positioning techniques, analysis of market entry and product commercialization strategies for new products

Unit-V:

12 Hours [Lecture 9 Hours, Practical 3 Hours]

Product Analytics and Strategic Performance: Introduction to product performance metrics and product success factors - customer satisfaction and retention metrics - basics of product analytics and data-driven decision making - KPIs in product management - product-market fit and product risk assessment - evaluation of product strategies - sustainable product strategies - ethical and social issues in product management - emerging trends in product strategy including AI-driven products, smart products, and sustainable innovation.

Tutorial 9: Product Analytics Dashboard (3 Hours)

Identification and analysis of key product performance indicators using online product ratings, customer reviews, and simple customer feedback data, understanding customer preferences, product success factors, and basic product analytics for managerial decision making.

Tutorial 10: Capstone Product Strategy Project (3 Hours)

Development of a new product concept through design thinking and customer need analysis, preparation of product strategy, pricing, and go-to-market plans, presentation of product ideas and strategic recommendations using simple managerial and analytical frameworks.

Prescribed Texts:

1. Ulrich, K. T., Eppinger, S. D., & Yang, M. C. (2020). *Product design and development* (7th ed.). McGraw-Hill Education. ISBN: 9781260566437.
2. Crawford, C. M., & Di Benedetto, A. (2021). *New products management* (12th ed.). McGraw-Hill Education. ISBN: 9781260575040.
3. Hart, M. B. (2018). *Product strategy and management*. Pearson Education.
4. Levy, J. (2021). *UX strategy: Product strategy techniques for devising innovative digital solutions* (2nd ed.). O'Reilly Media. ISBN: 9781098119737.
5. Moore, G. A. (2014). *Crossing the chasm* (3rd ed.). Harper Business. ISBN: 9780062292988.
6. Christensen, C. M. (2016). *The innovator's dilemma*. Harvard Business Review Press. ISBN: 9781633691780.

References:

1. Brown, T. (2009). *Change by design: How design thinking transforms organizations and inspires innovation*. Harper Business. ISBN: 9780061766084.
2. *Journal of Product Innovation Management*. (n.d.). Wiley Publications.
3. Harvard Business Review. (n.d.). *Articles on product strategy and innovation*. Harvard Business Publishing.
4. McKinsey & Company. (n.d.). *Insights on product pricing and go-to-market strategies*. McKinsey & Company.
5. NASSCOM. (n.d.). *Product management playbook*. NASSCOM Publications.
6. Scrum Alliance, & Agile Alliance. (n.d.). *Agile product development frameworks and practices*. Scrum Alliance and Agile Alliance Publications.

Suggested Certifications / Value Additions:

1. NPTEL – Product Strategy and Analytics https://onlinecourses.nptel.ac.in/noc23_mg69
2. OpenLearn (The Open University) – Design Thinking <https://www.open.edu/openlearn/science-maths-technology/design-thinking/content-section-0>
3. Alison – Diploma in Product Management <https://alison.com/course/diploma-in-product-management>

Course Code : MBA_20M	Course Title Sales and Distribution and Global Marketing
Course Type : Core	
No. of Credits : 4.00	
No. of Hours : 60	

Credit Distribution:

Lecture	Tutorial	Practical
3 (45 Hours)	1 (15 Hours)	--

Course Objectives:

1. To provide understanding of sales management, distribution systems, and global marketing concepts in contemporary business environments.
2. To develop analytical and managerial skills related to sales planning, channel management, international market entry, and global marketing strategies.
3. To enable students to understand global market dynamics, export-import practices, and international branding and promotion strategies.

Course Outcomes (COs):

By the end of the course, students will be able to;

1. CO1: Understand the concepts, functions, and importance of sales and distribution management in business organizations.
2. CO2: Explain the sales planning, sales force management, and channel management techniques in organizational contexts
3. CO3: Analyze global marketing environments and evaluate international market entry strategies
4. CO4: Evaluate international product, pricing, promotion, and distribution strategies in global business environments
5. CO5: Design export management and global marketing strategies considering contemporary business trends and ethical practices.

COs /POs Mapping:

Cos/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1 Recall & define	✓	✓	✓	✓	✓	✓	✓	✓	✓
CO2 Explain & interpret	✓	✓		✓		✓		✓	✓
CO3 Apply Models	✓	✓	✓	✓	✓		✓		✓
CO4 Analyse & evaluate	✓	✓	✓	✓	✓	✓	✓		✓
CO5 Research & create	✓		✓	✓	✓	✓	✓	✓	✓

Course Outline:

Unit-I: 12 Hours [Lecture 9 Hours, Tutorial 3 Hours]

Introduction to Sales: Concept, Nature, Scope and Importance of Sales Management; Personal Selling Process; Salesmanship and Qualities of Salesperson; Sales Organization Structure; Sales Forecasting; Sales Planning and Budgeting; Sales Territories and Sales Quotas; Recruitment, Selection, Training, Motivation and Compensation of Sales Force; Evaluation and Control of Sales Performance.

Tutorial 1: Students will perform role-play exercises on personal selling, sales negotiation, and customer handling techniques to improve communication and selling skills.

Unit-II: 12 Hours [Lecture 9 Hours, Practical 3 Hours]

Distribution Management and Channel Decisions: Concept and Importance of Distribution Management; Marketing Channels – Functions and Types; Channel Design and Channel Selection Decisions; Channel Conflict and Channel Coordination; Wholesaling and Retailing; Physical Distribution and Logistics Management; Transportation, Warehousing and Inventory Management; Supply Chain Concepts; E-Commerce and Digital Distribution Systems.

Tutorial 2: Students will analyze distribution channels of a real company and prepare a report on channel structure, logistics practices, and supply chain management. This activity develops practical understanding of distribution systems.

Unit-III: 12 Hours [Lecture 9 Hours, Tutorial 3 Hours]

Introduction to Global Marketing: Concept, Scope and Importance of Global Marketing; International Marketing Environment – Economic, Political, Legal, Socio-Cultural and Technological Environment; Globalization and International Trade; International Market Entry Strategies – Exporting, Licensing, Franchising, Joint Ventures and Foreign Direct Investment; International Market Segmentation, Targeting and Positioning; Global Marketing Research.

Tutorial 3: Students may conduct a comparative study of two countries' business environments and identify suitable market entry strategies for a selected company. The activity enhances understanding of international marketing environment and globalization.

Unit-IV: 12 Hours [Lecture 9 Hours, Practical 3 Hours]

Global Product, Pricing and Promotion Strategies: Global Product Planning and Product Adaptation Strategies; Branding and Packaging in International Markets; International Product Life Cycle; Pricing Decisions in International Markets; Transfer Pricing and Dumping; International Promotion Strategies; Global Advertising; Digital Marketing in Global Context; International Trade Fairs and Exhibitions; Cross-Cultural Communication and Consumer Behaviour.

Tutorial 4: Students will prepare a global marketing campaign for a product by designing pricing, branding, advertising, and promotional strategies suitable for international markets. The activity develops strategic thinking in global marketing.

Unit-V: 12 Hours [Lecture 9 Hours, Tutorial 3 Hours]

Export Management and Contemporary Issues in Global Marketing: Export Procedures and Documentation; EXIM Policy in India; Role of Export Promotion Councils and International Trade Organizations; International Distribution and Logistics; International Payment Methods and Risk Management; Ethical Issues in Global Marketing; Sustainable and Green Marketing Practices; Emerging Trends in Global Marketing; Case Studies in International Business and Global Brands.

Tutorial 5: Students will prepare a mock export documentation file and analyze export-import procedures, international payment methods, and logistics processes. The activity provides practical exposure to export management practices.

Prescribed Texts:

1. Richard R. Still, Edward W. Cundiff and Norman A.P. Govoni, Sales Management: Decisions, Strategies and Cases, Pearson Education.
2. Krishna K. Havaldar and Vasant M. Cavale, Sales and Distribution Management, McGraw Hill Education.

3. Tapan K. Panda and Sunil Sahadev, Sales and Distribution Management, Oxford University Press.

References:

1. " Havaladar, K. K., & Cavale, V. M. (2017). *Sales and Distribution Management*, 3/e: Text & Cases. McGraw-Hill Education.
2. Rosenbloom, B. (2013). *Marketing channels: A management view*. Australia; Mason, OH: South-Western Cengage Learning.
3. F KURATKO, D. O. N. A. L. D. (2020). *Entrepreneurship theory, process, practice*. Cengage Learning, Inc.
4. Cherunilam, F. (2020). *International business*. PHI Learning Pvt. Ltd.
5. Kotler, P., & Keller, K. L. (2013). Marketing Management Horizon edition. *Englan: Pearson Education..*
6. "Marketing Channels: A Management View" by W.J. Coughlan, E. Anderson, L.W. Stern, & A.I. Ansary:

Suggested Certifications / Value Additions:

1. Alison – Diploma in Sales Management – More information can be found here: <https://alison.com/course/diploma-in-sales-management>
2. <https://alison.com/course/strategies-for-global-business-success>
3. Sales and Distribution Management
4. https://onlinecourses.nptel.ac.in/e-learning/preview/noc20_mg13
5. International Marketing
6. https://onlinecourses.nptel.ac.in/e-learning/preview/noc23_mg39

II. Financial Management

Course Code : MBA_16F	Course Title Investment Analysis and Portfolio Management
Course Type : Core	
No. of Credits : 4.00	
No. of Hours : 75	

Credit Distribution:

Lecture	Tutorial	Practical
2	1	1
(30 Hours)	(15 Hours)	(30 Hours)

Course Objectives:

1. To provide an understanding of fundamental concepts, theories, and practices of investment analysis and portfolio management.
2. To develop analytical skills for evaluating securities using fundamental analysis, technical analysis, and valuation models.
3. To enable students to apply capital market theories and risk-return models in investment decision-making.
4. To familiarize students with portfolio evaluation, forecasting techniques, and behavioral aspects of investment management.
5. To equip students with practical knowledge of portfolio revision strategies, international investing, and the use of analytical tools for financial analysis.

Course Outcomes (COs):

By the end of the course, students will be able to;

1. **CO1:** Understand the concepts, theories, and principles of investment analysis, security markets, and portfolio management.
2. **CO2:** Explain fundamental analysis, technical analysis, and valuation models for evaluating shares and bonds.
3. **CO3:** Apply risk-return relationships using Capital Asset Pricing Model (CAPM), Arbitrage Pricing Theory (APT), and portfolio performance measures.
4. **CO4:** Evaluate portfolio performance and apply forecasting and behavioral finance techniques in investment decision-making.
5. **CO5:** Develop portfolio revision strategies and assess international investment opportunities and foreign exchange risks using analytical tools and financial data.

COs /POs Mapping:

Cos/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1 Recall & define	✓	✓		✓		✓			✓
CO2 Explain & interpret	✓	✓		✓		✓	✓		✓
CO3 Apply Models	✓		✓	✓	✓		✓		✓

CO4 Analyse & evaluate	✓	✓	✓	✓		✓	✓		✓
CO5 Research & create	✓		✓	✓	✓	✓	✓	✓	✓

Course Outline:

Unit-I: 15 Hours [Lecture 6 Hours, Tutorial 3 Hours, Practical 6 Hours]

Fundamental Analysis, Technical Analysis & EMH: 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 – Efficient Market Hypothesis – Forms of Market Efficiency – Tests of Efficient Market Hypothesis.

Tutorial 1: Discussion on economic forecasting methods and industry analysis techniques used in investment decisions. Analysis and interpretation of company financial statements and market trends. Case study on Efficient Market Hypothesis and investor behavior in stock markets.

Lab 1: Perform financial statement analysis using spreadsheet tools. Create trend charts and identify market patterns using historical stock data. Calculate and interpret technical indicators using Excel

Lab 2: Analyze market indices and price movement patterns. Conduct EMH testing using stock market datasets. Prepare an analytical report on company and market performance.

Unit-II: 15 Hours [Lecture 6 Hours, Tutorial 3 Hours, Practical 6 Hours]

Share Valuation & Bond 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).

Tutorial 2: Problem solving on present value and share valuation models. Numerical exercises on bond valuation and yield calculations. Discussion on bond risks, duration, and investment decisions.

Lab 3: Calculate share valuation using spreadsheet applications. Compute bond prices, coupon rates, and current yield using Excel. Perform Yield to Maturity and Yield to Call calculations.

Lab 4: Analyze bond duration and interest rate sensitivity. Compare valuation models using financial datasets. Prepare valuation reports for shares and bonds.

Unit-III: 15 Hours [Lecture 6 Hours, Tutorial 3 Hours, Practical 6 Hours]

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: Law of One Price – Assumptions – Arbitrage Pricing for One Risk Factor – Two Factor Arbitrage Pricing – Multiple Arbitrage Pricing – Limitations of APT (Theory and Problems).

Tutorial 3: Numerical problems on CAPM and security pricing. Comparative discussion on Capital Market Line and Security Market Line. Problem solving on Arbitrage Pricing Theory models.

Lab 5: Calculate beta values using market return data. Apply CAPM for security valuation using spreadsheet tools. Develop graphical representation of SML and CML.

Lab 6: Compute expected portfolio returns using CAPM. Perform factor analysis for Arbitrage Pricing Theory. Prepare analytical reports on capital market theories.

Unit-IV: 15 Hours [Lecture 6 Hours, Tutorial 3 Hours, Practical 6 Hours]

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 – Fuzzy Theory. Behavioral Models: Prospect Theory – Heuristic Theory (Theory and Problems).

Tutorial 4: Numerical exercises on portfolio return and risk-adjusted measures. Discussion on behavioral finance theories and investor psychology. Case analysis on portfolio performance forecasting techniques.

Lab 7: Calculate portfolio returns using spreadsheet applications. Evaluate portfolio performance using Sharpe and Treynor ratios. Compare portfolio performance under different market conditions.

Lab 8: Demonstrate forecasting techniques using Artificial Neural Networks. Conduct behavioral finance simulation exercises. Prepare a portfolio performance evaluation report.

Unit-V: 15 Hours [Lecture 6 Hours, Tutorial 3 Hours, Practical 6 Hours]

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).

Tutorial 5: Numerical exercises on portfolio revision strategies and formula plans. Discussion on global investment opportunities and associated risks. Case study on foreign exchange risk management in international investing.

Lab 9: Simulate portfolio revision strategies using spreadsheet tools. Analyze Dollar Cost Averaging and Constant Ratio Plans. Perform international portfolio diversification analysis.

Lab 10: Calculate and interpret foreign exchange risk exposure. Compare global investment market performance using financial datasets. Prepare a comprehensive investment strategy report.

Prescribed Texts:

1. Chandra, P. (2022). *Investment analysis and portfolio management* (6th ed.). McGraw Hill Education India. ISBN: 9789355324030.
2. Bodie, Z., Kane, A., & Marcus, A. J. (2021). *Investments* (12th ed.). McGraw-Hill Education. ISBN: 9781260772166.
3. Reilly, F. K., & Brown, K. C. (2019). *Investment analysis and portfolio management* (11th ed.). Cengage Learning. ISBN: 9780357434956.
4. Elton, E. J., Gruber, M. J., Brown, S. J., & Goetzmann, W. N. (2014). *Modern portfolio theory and investment analysis* (9th ed.). Wiley India. ISBN: 9788126548491.

References:

1. Creswell, J. W., & Creswell, J. D. (2023). *Research design: Qualitative, quantitative, and mixed methods approaches* (6th ed.). SAGE Publications. ISBN: 9781071817940.
2. Cooper, D. R., & Schindler, P. S. (2024). *Business research methods* (15th ed.). McGraw-Hill Education. ISBN: 9781266840548.
3. Sekaran, U., & Bougie, R. (2024). *Research methods for business: A skill-building approach* (9th ed.). Wiley India. ISBN: 9781394268047.

Suggested Certifications / Value Additions:

1. NPTEL – Investment Management https://onlinecourses.nptel.ac.in/noc23_mg62/preview
2. OpenLearn (The Open University) – Managing My Investments <https://www.open.edu/openlearn/money-business/managing-my-investments>
3. Alison – Introduction to Investment Banking <https://alison.com/course/introduction-to-investment-banking>

Course Code : MBA_17F	Course Title Strategic Cost Management
Course Type : Core	
No. of Credits : 4.00	
No. of Hours : 75	

Credit Distribution:

Lecture	Tutorial	Practical
2	1	1
(30 Hours)	(15 Hours)	(30 Hours)

Course Objectives:

1. Explain strategic cost management concepts, techniques, and contemporary cost management practices used for managerial decision-making.
2. Apply cost analysis, pricing, budgeting, and performance measurement tools for strategic business decisions.
3. Analyze and evaluate business performance using strategic cost management techniques, case studies, and software-based financial applications.

Course Outcomes (COs):

After successful completion of the course, students will be able to:

1. **CO1:** Explain the concepts, objectives, and strategic importance of cost management in business organizations.
2. **CO2:** Apply modern costing techniques and strategic tools for cost control and managerial decision-making.
3. **CO3:** Analyze cost behavior, profitability, and performance using strategic cost analysis techniques.
4. **CO4:** Evaluate business strategies using budgeting, pricing, benchmarking, and performance measurement systems.
5. **CO5:** Develop analytical and decision-making skills through case studies, spreadsheet applications, and cost management software tools.

COs /POs Mapping:

Cos/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1 Recall & define	✓	✓		✓		✓			✓
CO2 Explain & interpret	✓	✓		✓		✓			✓
CO3 Apply Models	✓		✓	✓	✓		✓		✓
CO4 Analyse & evaluate	✓	✓	✓	✓		✓	✓		✓
CO5 Research & create	✓		✓	✓	✓	✓	✓		✓

Course Outline:

Unit-I: 15 Hours [Lecture 6 Hours, Tutorial Hours 3 Lab 6 Hours]

Introduction to Strategic Cost Management: Meaning and scope of strategic cost management, objectives and importance of strategic cost management, role of cost management in strategic decision-making, cost concepts and classifications, cost drivers, value chain analysis, strategic positioning analysis, cost reduction and cost control techniques, contemporary issues in cost management, strategic role of finance managers in cost control.

Activity Session (Tutorial) : Case analysis on cost leadership strategy, discussion on value chain analysis of manufacturing and service organizations, activity-based discussion on cost drivers and strategic positioning.

Lab 1: Preparation of cost classification statements using spreadsheets, value chain mapping exercises.

Lab 2: Computation of cost drivers using Excel/Tally, practical exercises on cost data analysis.

Unit-II: 16 Hours [Lecture 7 Hours, Tutorial 3 Hours Lab 6 Hours]

Activity-Based Costing and Cost Management Techniques: Traditional costing versus activity-based costing (ABC), activity-based management (ABM), target costing, life cycle costing, Kaizen costing, quality costing, Just-in-Time (JIT) costing, total quality management (TQM), throughput accounting, lean accounting, strategic implications of modern costing techniques.

Activity Session (Tutorial): Case studies on implementation of ABC in organizations, target costing exercises, discussions on lean accounting and quality costing practices.

Lab 1: Preparation of ABC models using spreadsheets, allocation of overheads through activity cost pools.

Lab 2: Computation of target cost and lifecycle cost analysis using Excel.

Unit-III: 15 Hours [Lecture 6 Hours, Tutorial 3 Hours Lab 6 Hours]

Strategic Profitability and Decision Analysis: Cost-volume-profit analysis, contribution analysis, break-even analysis, profit planning, relevant costing, differential costing, marginal costing, make-or-buy decisions, shutdown decisions, pricing decisions, customer profitability analysis, strategic profitability analysis.

Activity Session (Tutorial) : Case discussions on pricing and profitability decisions, problem-solving sessions on marginal costing and relevant costing decisions, analysis of strategic business scenarios.

Lab 1: Preparation of CVP and break-even charts using spreadsheets, profitability analysis models.

Lab 2 : Pricing decision simulations using Excel tools.

Unit-IV: 14 Hours [Lecture 5 Hours, Tutorial 3 Hours, Lab 6 Hours]

Budgeting and Performance Measurement: Strategic budgeting, fixed and flexible budgets, zero-based budgeting, performance budgeting, standard costing, variance analysis, responsibility accounting, transfer pricing, divisional performance evaluation, balanced scorecard, benchmarking, strategic performance measurement systems.

Activity Session (Tutorial): Case studies on budgeting and performance evaluation systems, analysis of balanced scorecard implementation, exercises on benchmarking practices.

Lab 1: Preparation of budgets and variance analysis statements using spreadsheets.

Lab 2 : Balanced scorecard templates, performance dashboard preparation using Excel/Tally.

Unit-V: 15 Hours [Lecture 6 Hours, Tutorial 3 Hours Lab 6 Hours]

Strategic Cost Management Applications and Emerging Trends: Strategic cost management in manufacturing and service sectors, cost management for sustainability, environmental costing, carbon costing, strategic cost management in global business, ERP and digital cost management systems, business analytics in cost management, emerging trends in strategic finance and cost control.

Activity Session (Tutorial): Case studies on sustainability costing and global cost management practices, discussion on ERP-enabled cost management systems, analysis of real-world strategic finance practices.

Lab 1: Introduction to ERP/Tally applications in cost management, sustainability cost analysis using spreadsheets.

Lab 2: Preparation of integrated cost reports and dashboards, mini project on strategic cost analysis of a business organization.

Prescribed Texts:

1. Horngren, C. T., Datar, S. M., & Rajan, M. V. (n.d.). *Cost accounting: A managerial emphasis* (15th ed.). Prentice Hall.
2. Kishore, R. M. (n.d.). *Cost management*. Taxmann Allied Services Pvt. Ltd.
3. Lal, J., & Srivastava, S. (n.d.). *Cost accounting* (5th ed.). Tata McGraw-Hill.
4. Mukherjee, S., & Roychowdhury, A. P. (n.d.). *Advanced cost and management accountancy*. New Central Book Agency.
5. Saxena, V. K., & Vashist, C. D. (n.d.). *Cost and management accounting*. Taxmann.
6. Singh, S. (n.d.). *Strategic cost management*. Sultan Chand & Sons.

References:

1. Brown, & Haward. (n.d.). *Principles of management accountancy*. MacDonald & Evans.
2. Paul, S. K. R. (n.d.). *Management accounting*. New Central Book Agency Private Ltd.
3. Shank, J. K. (n.d.). *Cases in cost management: A strategic emphasis*. South-Western Publishing, Thomson Learning.

Course Code : MBA_18 F	Course Title FINANCIAL DERIVATIVES AND RISK MANAGEMENT
Course Type : Core	
No. of Credits : 4.00	
No. of Hours : 75	

Credit Distribution:

Lecture	Tutorial	Practical
3	----	1
(45 Hours)		(30 Hours)

Course Objectives:

1. To familiarize students with the fundamental concepts, types, and operational mechanics of financial derivatives markets in India and globally.
2. To enable students to understand the pricing mechanisms of forward and futures contracts and develop hedging skills using excel applications.
3. To equip students with analytical tools to evaluate options contracts, pricing models (Binomial and Black-Scholes), and Option Greeks for financial decision-making.
4. To impart strategic knowledge on the valuation, structures, and economic motives behind Interest Rate, Currency, and Equity Swaps.
5. To educate students on contemporary risk measurement techniques, including volatility models (GARCH) and Value at Risk (VaR) using historical and Monte Carlo simulations.

Course Outcomes (COs):

By the end of the course, students will be able to;

1. CO1: Explain the concepts, types, uses, evolution, and market structure of financial derivatives, including derivative trading practices in India through NSE, BSE, and equity derivatives.
2. CO2: Analyze futures pricing theories and apply hedging concepts, hedge ratio calculations, and risk management techniques to simple derivative problems.
3. CO3: Analyze the concepts, valuation, pricing models, and pay-off structures of options contracts for financial decision-making.
4. CO4: Evaluate swap valuation concepts and apply pricing and risk management techniques to solve simple swap-related problems.
5. CO5: Compute and Assess Value at Risk (VaR) using different methods and apply them to simple financial risk measurement problems.

COs /POs Mapping:

Cos/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1 Explain	✓	✓	–	✓	–	–	–	✓	✓
CO2 Analyze	✓	✓	✓	✓	✓	–	✓	–	✓
CO3 Analyze	✓	✓	✓	✓	✓	–	✓	✓	✓
CO4 Evaluate	✓	✓	✓	✓	✓	✓	✓	✓	✓

CO5 Compute & Assess	✓	✓	✓	✓	✓	✓	✓	✓	✓
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Course Outline:

Unit-I: 15 Hours [Lecture 9 Hours, Practical 6 Hours]

Financial Derivatives: Meaning - Definition - Features - Types - Uses - History of Derivatives Markets - Critiques & Myths. Financial Derivatives Markets in India and Globally: Need – Evolution – Recommendations of L.C. Gupta Committee – Equity Derivatives – Categories of Derivatives Traded in India – Derivatives Trading at NSE / BSE – Comparison with Global Exchanges (CME, Eurex) – Market Integrity & Ethics in Trading: Insider Trading Regulations, Market Manipulation, and SEBI Guidelines. Eligibility of Stocks – Emerging Structure of Derivatives Markets in India.

Lab 1: Identify the markets segment wise – Equities, Commodities, Currencies and eligible stocks for trading in derivatives.

Lab 2: Growth of derivative markets in India by using excel.

Unit-II: 15 Hours [Lecture 9 Hours, Practical 6 Hours]

Forwards and Future 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).

Lab 3: Calculation of Forward prices using historical values by using excel.

Lab 4: Calculation of Future prices using historical values by using excel.

Unit-III: 15 Hours [Lecture 9 Hours, Practical 6 Hours]

Options contracts, Pricing Models and Trading strategies: 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).

Lab 5: Identification of option premium on various underlying instruments.

Lab 6: Calculation of option prices using historical values by using excel.

Unit-IV: 15 Hours [Lecture 9 Hours, Practical 6 Hours]

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. International Dimensions: Applications of Swaps in Global Corporate Financing, Managing Cross-Border Exchange Rate Risks, and Sovereign Risk Mitigation (Theory and Simple Problems).

Lab 7: Team Presentation on a real-world case study of corporate swap contracts and risk management frameworks traded in India.

Lab 8: Calculation of swap contract prices using historical values by using excel.

Unit-V: 15 Hours [Lecture 9 Hours, Practical 6 Hours]

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).

Lab: 09 Calculating Historical Volatility

Lab: 10 Simulating asset paths, calculating VaR for a multi-asset portfolio using Excel, and submitting a joint risk management report.

Prescribed Texts:

1. Amuthan, R. Financial Derivatives. HPH.
2. Dubinsky, D. A., & Multer, T. W. Derivatives Valuation and Risk Management. Oxford University Press.
3. Chance, D. M., & Brooks, R. Derivatives and Risk Management Basics. Cengage Learning.
4. Gupta, S. L. Financial Derivatives: Theory, Concept, and Problems. PHI Learning.

References:

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

Suggested Certifications / Value Additions:

1. Financial Derivatives & Risk Management offer by NPTEL.
<https://nptel.ac.in/courses/110107128->
2. Financial Risk Management for Managers - Risk Analysis
<https://alison.com/course/financial-management-for-managers-risk-analysis>

Course Code : MBA_19F	Course Title FINANCIAL TECHNOLOGY INNOVATION AND DIGITAL FINANCE
Course Type : Core	
No. of Credits : 4.00	
No. of Hours : 75	

Credit Distribution:

Lecture	Tutorial	Practical
2 (30 Hours)	1 (15 Hours)	1 (30 Hours)

Course Objectives:

1. Explain the evolution, ecosystem, business models, and regulatory framework of FinTech and digital financial services, including digital payments, blockchain, and central bank digital currencies.
2. Analyze emerging financial technologies and alternative finance models such as cryptocurrencies, crowdfunding, P2P lending, RegTech, and AI-driven compliance systems in the digital economy.
3. Apply data analytics, artificial intelligence, and digital governance concepts to solve contemporary challenges and develop innovative applications in financial technology.

Course Outcomes (COs):

By the end of the course, students will be able to;

1. CO1: Describe the evolution of FinTech, digital financial services, and the overall FinTech ecosystem including digital financial infrastructure.
2. CO2: Analyze blockchain technology, cryptocurrencies, digital payment systems, and central bank digital currencies in the context of modern financial services.
3. CO3: Evaluate alternative finance models such as crowdfunding, peer-to-peer lending, and digital lending platforms for businesses and consumers.
4. CO4: Examine RegTech frameworks, AI-driven compliance systems, fraud detection mechanisms, and regulatory practices in digital finance.
5. CO5: Apply data analytics, artificial intelligence, and digital governance principles to develop and assess FinTech solutions and applications.

COs /POs Mapping:

Cos/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1 Recall & define	✓	✓		✓		✓			✓
CO2 Explain & interpret	✓	✓		✓		✓			✓
CO3 Apply Models	✓		✓	✓	✓		✓		✓
CO4 Analyse & evaluate	✓	✓	✓	✓		✓	✓		✓
CO5 Research & create	✓		✓	✓	✓	✓	✓		✓

Course Outline:

Unit-I: 15 Hours [Lecture 6 Hours, Tutorial Hours 3 Lab 6 Hours]

Foundations of FinTech and Digital Financial Ecosystem: Evolution of FinTech and Digital Transformation in Financial Services, FinTech Ecosystem: Banks, NBFCs, Startups, BigTech, InsurTech, WealthTech , Digital Financial Infrastructure in Emerging Economies, Open Banking, API Banking, Embedded Finance , Financial Inclusion through FinTech, Global FinTech Trends and Industry Opportunities, Challenges in Digital Financial Services

Activity Session (Tutorial) : Case Study Analysis on successful FinTech startups, Comparative study of traditional banking vs digital banking, Discussion on financial inclusion initiatives in India

Lab 1: Exploration of UPI-based payment applications, Demonstration of API-enabled banking platforms

Lab 2: Industry mapping exercise of Indian FinTech ecosystem, Preparation of FinTech business model canvas

Unit-II: 16 Hours [Lecture 7 Hours, Tutorial 3 Hours Lab 6 Hours]

Blockchain, Cryptocurrencies and Digital Payments: Fundamentals of Blockchain Technology, Types of Blockchain: Public, Private, Consortium, Cryptocurrency Ecosystem and Tokenization, Crypto Exchanges and Wallets, Digital Payment Systems: UPI, IMPS, RTGS, NEFT, SWIFT, Central Bank Digital Currency (CBDC): Wholesale and Retail, Legal, Ethical, and Regulatory Issues in Crypto Assets, Cybersecurity Risks in Digital Payments

Activity Session (Tutorial): Debate on Cryptocurrency Regulation, Analysis of RBI Digital Rupee initiatives, Case discussions on blockchain adoption in finance.

Lab 1: Simulation of blockchain transaction flow , Digital wallet creation and payment simulation

Lab 2: Hands-on demonstration of crypto exchange interfaces, Comparative analysis of payment systems using live banking portals

Unit-III: 15 Hours[Lecture 6 Hours, Tutorial 3Hours Lab 6 Hours]

Digital Finance and Alternative Financing Models: Evolution of Digital Finance, FinTech Innovations in Lending and Investment, Crowdfunding Models: Donation, Reward, Debt, Equity, Peer-to-Peer (P2P) Lending Platforms, Buy Now Pay Later (BNPL) Models, Robo-Advisory and Digital Wealth Management, InsurTech and Digital Insurance Models, Risks and Sustainability of Alternative Finance

Activity Session (Tutorial) : Evaluation of crowdfunding campaigns, Case analysis of P2P lending platforms, Group discussions on FinTech business innovation models

Lab 1: Analysis of online crowdfunding platforms, Preparation of risk-return analysis for digital lending.

Lab 2 : Demonstration of robo-advisory tools, Mini-project on digital finance product design.

Unit-IV: 14 Hours [Lecture 5 Hours, Tutorial 3 Hours, Lab 6 Hours]

RegTech, Compliance and AI-driven Financial Regulation: Introduction to RegTech and SupTech, Evolution of Financial Regulations in Digital Era, AI and Machine Learning in Compliance Monitoring, Fraud Detection and Risk Analytics, Regulatory Sandboxes and Innovation Hubs, KYC, AML, and Digital Compliance Systems, Smart Contracts and Automated Compliance , Ethical and Governance Issues in AI-driven Finance.

Activity Session (Tutorial): Review of global FinTech regulatory frameworks, Case studies on fraud detection systems, Discussion on AI ethics and governance.

Lab 1: Demonstration of e-KYC verification systems, AI-based fraud detection using sample datasets

Lab 2 : Compliance workflow mapping exercises, Regulatory sandbox simulation activities.

Unit-V: 15 Hours [Lecture 6 Hours, Tutorial 3 Hours Lab 6 Hours]

Data Analytics, AI and Future of FinTech: Role of Data in Financial Services, Financial Data Analytics and Business Intelligence, Big Data Applications in Banking and Finance, AI Applications in Credit Scoring and Risk Assessment, Data Privacy and Protection Regulations (GDPR, DPDP Act), Digital Identity and Biometric Authentication, Explainable AI (XAI) and Responsible AI, Future Trends: Web3, DeFi, Metaverse Finance, Green FinTech.

Activity Session (Tutorial): Analysis of AI use cases in banking, Review of data privacy breach cases, Seminar presentations on emerging FinTech trends.

Lab 1: Basic financial analytics using spreadsheets or Power BI, Data visualization exercises for financial datasets.

Lab 2: AI-enabled credit scoring demonstrations, Mini-project using financial datasets for predictive analysis

Prescribed Texts:

1. Chishti, S., & Barberis, J. (2016). *The FINTECH book: The financial technology handbook for investors, entrepreneurs and visionaries* (1st ed.). John Wiley & Sons.
Lynn, T., Mooney, J. G., Rosati, P., & Cummins, M. (2018). *Disrupting finance: FinTech and strategy in the 21st century* (1st ed.). Palgrave Macmillan.
2. Rubini, A. (2018). *Fintech in a flash: Financial technology made easy* (3rd ed.). Zaccheus Entertainment.

References:

1. Nicoletti, B. (2018). *The future of FinTech: Integrating finance and technology in financial services*. Palgrave Macmillan.
2. Rafay, A. (2019). *FinTech as a disruptive technology for financial institutions*. IGI Global.

Suggested Software/Lab Tools:

1. Microsoft Excel – Financial Analysis and Dashboards
<http://www.simplilearn.com/excel-for-beginners-free-course-skillup>
2. Power BI – Financial Analytics and Visualization
<http://www.mygreatlearning.com/academy/learn-for-free/courses/data-visualization-with-power-bi>
3. Jupyter Notebook – Python for Financial Analytics
<http://www.coursera.org/learn/python-data-analysis>

Free Open-Source Websites/Platforms – HTTP Link Format

1. Kaggle – Financial Datasets and AI/ML Tutorials
<http://www.kaggle.com/learn>
2. Google Colab – Free Cloud-Based Python Environment
<http://colab.research.google.com>
3. Investopedia Simulator – Virtual Trading Platform
<http://www.investopedia.com/simulator>
4. Ethereum Developer Resources – Blockchain Learning
<http://ethereum.org/en/developers>
5. RBI Digital Payments Portal – Indian Digital Payments Learning Resource
<http://www.rbi.org.in/Scripts/DigitalPayments.aspx>
6. GitHub Open-Source Projects – FinTech and Blockchain Repositories
<http://github.com/topics/fintech>

Suggested Certifications / Value Additions:

1. FinTech - Applications and Future Prospects
<https://alison.com/course/fintech-applications-and-future-prospects>
2. Corporate Finance
https://onlinecourses.nptel.ac.in/e-learning/preview/noc23_mg92

Course Code : MBA_20F Course Type : Core No. of Credits : 4.00 No. of Hours : 75	INTERNATIONAL FINANCE MANAGEMENT
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Credit Distribution:

Lecture	Tutorial	Practical
3 (45 Hours)		1 (30 Hours)

Course Objectives:

1. To familiarize students with the fundamental concepts of international financial management, the dynamics of the International Monetary System, and the accounting structure of the Balance of Payments.
2. To enable students to understand the operational mechanisms of spot and forward foreign exchange markets and develop skills to calculate exchange rate determinations and arbitrage opportunities.
3. To equip students with the analytical tools required to measure different types of foreign exchange exposure and design effective hedging strategies to mitigate currency risk.
4. To impart knowledge on the strategic motivations behind Foreign Direct Investment and the application of capital budgeting techniques to evaluate multi-currency cross-border investment projects.
5. To educate students on the changing structure of international financial markets and the features of various Euro instruments and Euro issues used for global fundraising.

Course Outcomes (COs):

By the end of the course, students will be able to;

1. CO1: Analyze the operational differences between domestic and international financial management, the structural evolution of the International Monetary System, and the accounting principles governing debit and credit entries in a Balance of Payments statement.
2. CO2: Evaluate the dynamics of spot and forward foreign exchange markets by analysing the roles of major participants and calculating exchange rate determinations, arbitrage opportunities, and premiums or discounts.
3. CO3: Formulate strategic hedging plans for a multinational corporation by measuring and distinguishing between transaction, operating, and translation foreign exchange exposures.
4. CO4: Appraise cross border investment decisions by evaluating the strategic costs and benefits of Foreign Direct Investment and applying discounting and non-discounting capital budgeting techniques to multi-currency cash flows and costs of capital.
5. CO5: Formulate and evaluate an optimal global fundraising strategy for a multinational corporation by analyzing the risk–return profiles of various international financial channels, Euro instruments, and Euro issues such as ADRs and GDRs.

COs /POs Mapping:

Cos/Pos	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1 Analyze & Explain	✓	✓	–	✓	–	–	–	✓	✓
CO2 Evaluate & Analyze	✓	✓	–	✓	–	–	–	✓	✓

CO3 Formulate & Measure	✓	✓	✓	✓	✓	–	✓	✓	✓
CO4 Appraise & Evaluate	✓	✓	✓	✓	✓	✓	✓	✓	✓
CO5 Formulate, Evaluate & Analyze	✓	✓	✓	✓	✓	✓	✓	✓	✓

Course Outline:

Unit-I: 15 Hours [Lecture 9 Hours, Practical 6 Hours]

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.

Lab 1: Computation of Balance of Payments Using Excel.

Lab 2: Determination of Current account Deficit.

Unit-II: 15 Hours [Lecture 9 Hours, Practical 6 Hours]

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).

Lab 3: The RBI-FEDIAL Cross-Rate & Arbitrage Challenge.

Lab 4: Balance sheet Analysis about implications of exchange rates on company financials.

Unit-III: 15 Hours [Lecture 9 Hours, Practical 6 Hours]

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).

Lab 5: The "Three Exposures" Forensic Audit – Balance sheet Reading

Lab 6: The "Treasury Boardroom" Hedging Showdown

Unit-IV: 15 Hours [Lecture 9 Hours, Practical 6 Hours]

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).

Lab 7: The Cross-Border FDI Strategy Matrix & Country Risk Model.

Lab 8: Assessment of FDI flows and its impact on the economy by using statistical tools.

Unit-V: 15 Hours [Lecture 9 Hours, Practical 6 Hours]

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).

Lab 9: Assessment of growth in ADR and GDR by using statistical tools.

Lab 10: Identification of developments in money market instruments.

Prescribed Texts:

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:

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.

Suggested Certifications / Value Additions:

1. International Financial Management https://onlinecourses.nptel.ac.in/e-learning/preview/noc26_ec11
2. Financial Statement Analysis and Reporting https://onlinecourses.nptel.ac.in/e-learning/preview/noc25_mg24
3. International Trade and Trade Finance: Import Export and LC <https://alison.com/course/international-trade-and-trade-finance-import-export-and-lc>
4. Estimating the cost of equity <https://www.open.edu/openlearn/money-business/estimating-the-cost-equity/content-section-0?active-tab=description-tab>

III. HUMAN RESOURCE MANAGEMENT

Course Code :MBA_16H	Course Title TALENT MANAGEMENT AND HRM ANALYTICS
Course Type :Elective	
No. of Credits : 4.00	
No. of Hours : 60	

Credit Distribution:

Lecture	Tutorial	Practical
3	1	—
(45Hours)	(15 Hours)	

Course Objectives:

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

Course Outcomes (COs):

By the end of the course, students will be able to;

1. **CO1:** Define and explain the core concepts of talent management and HRM analytics.
2. **CO2:** Identify various data sources and metrics relevant to different talent management functions.
3. **CO3:** Analyze the ethical considerations surrounding data usage in talent management decisions.
4. **CO4:** Explain data analysis techniques commonly used in HR analytics.
5. **CO5:** Understand the latest trends and advancements in talent management and HRM analytics.

COs /POs Mapping:

Cos/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1 Recall & define	✓	✓		✓	✓				✓
CO2 Explain & interpret	✓	✓	✓	✓	✓			✓	
CO3 Apply Models	✓	✓		✓		✓	✓	✓	
CO4 Analyse & evaluate	✓	✓	✓	✓	✓			✓	✓
CO5 Research & create	✓	✓	✓	✓	✓		✓	✓	✓

Course Outline:

Unit-I: 12 Hours [Lecture 9 Hours, Tutorial 3 Hours]

Unit I: 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.

Tutorial 1: HR Analytics Case Discussion: Students will analyze real-world HR cases related to recruitment, performance, and employee retention, and discuss the opportunities and challenges involved in implementing HR analytics in organizations.

Unit-II: 12 Hours [Lecture 9 Hours, Tutorial 3 Hours]

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.

Tutorial 2: Students will interpret sample HR datasets and dashboards while exploring the significance of internal and external data sources in HR decision-making and workforce analysis.

Unit-III: 12 Hours [Lecture 9 Hours, Tutorial 3 Hours]

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.

Tutorial 3: HR Analytics Tool Demonstration: Students will prepare HR dashboards and visual reports, and interpret employee data using descriptive statistical techniques to support effective HR decision-making.

Unit-IV: 12 Hours [Lecture 9 Hours, Tutorial 3 Hours]

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.

Tutorial 4: Students will analyze recruitment data, match candidate profiles with job requirements, and evaluate onboarding outcomes using sample HR reports to understand hiring effectiveness and workforce fit.

Unit-V: 12 Hours [Lecture 9 Hours, Tutorial 3 Hours]

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: 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.

Tutorial 5: Employee Engagement Analytics Activity:This activity helps students analyze employee feedback and engagement survey data to understand workforce satisfaction and organizational commitment. Students will also discuss ethical issues related to employee data usage and identify retention strategies based on HR analytics insights.

Prescribed Texts:

1. Boudreau, J., & Huselid, R. (2010). *Talent management analytics: Driving strategic decision-making*. Harvard Business Publishing.
2. Rogers, D. (2018). *Building a culture of people analytics: How to use data to drive HR decisions*. Kogan Page.

References:

1. Smith, T. (2013). *HR analytics: The what, why and how*. CreateSpace Independent Publishing.
2. Edwards, M. R., & Edwards, K. (2016). *Predictive HR analytics: Mastering the HR metric*. Kogan Page.
3. Guenole, N., Ferrar, J., & Feinzig, S. (2017). *The power of people: Learn how successful organizations use workforce analytics to improve business performance*. Pearson Education.
4. Isson, J. P., & Harriott, J. (2016). *People analytics in the era of big data: Changing the way you attract, acquire, develop, and retain talent*. Wiley.
5. Dessler, G. (2020). *Fundamentals of human resource management* (5th ed.). Pearson Education.

Suggested Certifications / Value Additions:

1. NPTEL – HR Analytics <https://nptel.ac.in/courses/110107492>
2. NPTEL – Labour Welfare and Industrial Relations <https://nptel.ac.in/courses/110103506>
3. OpenLearn (The Open University) – Human Resources: Recruitment and Selection
<https://www.open.edu/openlearn/money-business/human-resources/human-resources-recruitment-and-selection/content-section-0>
4. Alison – Basics of Compliance Management <https://alison.com/course/basics-of-compliance-management>

Course Code : MBA_17 H Core/ Elective : Core No. of Credits : 4.00 No. of Hours : 60	Course Title Performance Management and Competency Mapping
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Credit Distribution:

Lecture	Tutorial	Practical
3 (45 Hours)	1 (15 Hours)	—

Course Objectives:

The course aims to:

1. Understand the concepts, principles, and significance of performance management and competency mapping.
2. Explain various performance appraisal systems and competency frameworks used in organizations.
3. Apply performance management tools and competency mapping techniques in organizational settings.
4. Analyze employee performance, competency gaps, and organizational effectiveness.
5. Design integrated performance management and competency development strategies for organizational growth.

Course Outcomes (COs):

By the end of the course, students will be able to;

1. CO1: Recall and explain the concepts, objectives, and significance of performance management and competency mapping.
2. CO2: Interpret performance appraisal systems, competency frameworks, and evaluation techniques.
3. CO3: Apply performance management models and competency mapping tools in organizations.
4. CO4: Analyze employee performance, competency gaps, and appraisal outcomes for decision-making.
5. CO5: Evaluate performance management practices and create competency-based HR strategies for organizational effectiveness.

COs /POs Mapping:

Cos/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1 Recall & define	✓	✓	✓	✓	—	—	—	—	✓
CO2 Explain & interpret	✓	✓	✓	✓	✓	—	—	—	✓
CO3 Apply Models	✓	✓	✓	✓	✓	—	✓		✓
CO4 Analyse & evaluate	✓	✓	✓	✓	✓	✓	—	—	✓

CO5									
Research & create	✓	✓	✓	✓	✓	✓	✓	–	✓

Course Outline:

Unit I: 15 Hours [Lecture 12 Hours, Tutorial 3 Hours]

Introduction to Performance Management: Concept, objectives, and scope of performance management. Evolution of performance management systems. Difference between performance appraisal and performance management. Strategic alignment of performance management. Performance planning and goal setting. Key Result Areas (KRAs) and Key Performance Indicators (KPIs).

Tutorial: Preparation of KRAs and KPIs for job roles, Discussion on organizational performance systems

Unit II: 10 Hours [Lecture 7 Hours, Tutorial 3 Hours]

Performance Appraisal Systems and Methods: Traditional and modern methods of performance appraisal, 360-degree feedback system, Balanced Scorecard approach, Management by Objectives (MBO), Assessment centers, Performance review interviews, Common appraisal errors and ethical issues.

Tutorial: Designing appraisal forms, Mock appraisal interviews, Case discussion on appraisal systems

Unit III: 10 Hours [Lecture 7 Hours, Tutorial 3 Hours]

Competency Mapping Fundamentals: Meaning and importance of competencies, Types of competencies: Core competencies, Functional competencies, Behavioral competencies. Competency mapping process, Competency profiling techniques, Competency dictionaries and frameworks.

Tutorial: Competency identification exercises, Competency profiling activity

Unit IV: 10 Hours [Lecture 7 Hours, Tutorial 3 Hours]

Competency Assessment and Development: Competency assessment tools, Gap analysis and competency diagnosis, Role analysis and job analysis, Training need assessment using competency mapping, Career development and succession planning, Employee development plans.

Tutorial: Competency gap analysis, Case study on competency development, Training need assessment exercise

Unit V: 15 Hours [Lecture 12 Hours, Tutorial 3 Hours]

Emerging Trends in Performance Management and Competency Mapping: Technology-driven performance management systems, Analytics in HR and performance measurement, Continuous feedback systems, Artificial Intelligence in competency assessment, Employee engagement and performance culture, Challenges in implementing competency frameworks, Industry best practices and case studies.

Tutorial: HR analytics mini project, Presentation on competency-based organizations, Seminar on AI-driven performance management, Case study discussion

Prescribed Texts:

1. Aguinis, H. (2019). *Performance management* (5th ed.). Chicago Business Press. ISBN: 9781948426497.
2. Armstrong, M. (2022). *Armstrong's handbook of performance management* (6th ed.). Kogan Page. ISBN: 9781398603028.
3. Chadha, P. (2007). *Performance management*. Macmillan India Ltd. ISBN: 9780333932230.
4. Rao, T. V. (2004). *Performance management and appraisal systems: HR tools for global competitiveness*. Response Books/SAGE Publications India. ISBN: 9788178298733.
5. Spencer, L. M., Jr., & Spencer, S. M. (1993). *Competence at work: Models for superior performance*. John Wiley & Sons. ISBN: 9780471548096.
6. Parry, S. (1996). *The quest for competencies*. Training House Publications. ISBN: 9781903776018.

References:

1. Bacal, R. (1999). *Performance management*. McGraw-Hill.
2. Boyatzis, R. E. (1982). *The competent manager: A model for effective performance*. John Wiley & Sons.
3. Dessler, G. (2020). *Human resource management* (16th ed.). Pearson.
4. Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2021). *Human resource management: Gaining a competitive advantage* (12th ed.). McGraw-Hill Education.
5. Sanghi, S. (2007). *The handbook of competency mapping: Understanding, designing and implementing competency models in organizations* (2nd ed.). Sage Publications.

Suggested Certifications / Value Additions:

1. NPTEL – Strategic Performance Management <https://nptel.ac.in/courses/109105127>
2. Alison – Diploma in Strategic Performance Management <https://alison.com/course/diploma-in-strategic-performance-management>
3. OpenLearn – Developing your skills as an HR professional <https://www.open.edu/openlearn/money-business/developing-your-skills-hr-professional/content-section-0>

Course Code : MBA_18H	Course Title LABOUR LAWS, INDUSTRIAL RELATIONS AND AUDIT
Course Type : Elective	
No. of Credits : 4.00	
No. of Hours : 60	

Credit Distribution:

Lecture	Tutorial	Practical
3 (45Hours)	1 (15 Hours)	—

Course Objectives:

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

Course Outcomes (COs):

By the end of the course, students will be able to;

1. CO1:Analyze the principles and practices of industrial relations, including the roles of different actors.
2. CO2:Explain the concept of collective bargaining and its importance in resolving workplace disputes.
3. CO3:Identify the legal framework surrounding trade unions and workers' rights.
4. CO4:Understand the different types of labour audits and their objectives.
5. CO5:Apply knowledge of labour laws and audit procedures to identify potential areas of non-compliance.

COs /POs Mapping:

Cos/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1 Recall & define	✓	✓	✓	✓		✓	✓	✓	
CO2 Explain & interpret	✓	✓	✓	✓		✓	✓	✓	
CO3 Apply Models	✓	✓		✓		✓	✓	✓	
CO4 Analyse & evaluate	✓	✓	✓	✓	✓	✓	✓	✓	✓
CO5 Research & create	✓	✓	✓	✓	✓			✓	✓

Course Outline:

Unit-I: 12 Hours [Lecture 9 Hours, Tutorial 3 Hours]

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.

Tutorial 1: Labour Law Awareness Activity: Students will examine important labour legislations such as the Minimum Wages Act, Industrial Disputes Act, and Factories Act through case examples and group discussions. The activity helps learners understand the objectives, categories, and enforcement mechanisms of labour laws and their relevance in protecting employee rights and workplace welfare.

Unit-II: 12 Hours [Lecture 9 Hours, Tutorial 3 Hours]

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.

Tutorial 2: Industrial Relations Case Analysis: Students will analyze workplace situations involving employers, employees, trade unions, and government agencies to understand industrial relations practices. The tutorial focuses on collective bargaining processes, negotiation strategies, and dispute settlement methods through role-play and discussion activities.

Unit-III: 12 Hours [Lecture 9 Hours, Tutorial 3 Hours]

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.

Tutorial 3: Trade Union and Workers' Rights Activity: Students will explore the structure, functions, and legal framework of trade unions through real-world examples and group interaction. The activity also emphasizes workers' rights related to collective bargaining, freedom of association, fair treatment, and the impact of technological changes on labour practices.

Unit-IV: 12 Hours [Lecture 9 Hours, Tutorial 3 Hours]

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.

Tutorial 4: Conflict Resolution and Grievance Handling Exercise: Students will identify workplace conflicts and grievances using practical organizational scenarios and discuss suitable resolution methods such as negotiation, mediation, and arbitration. The tutorial enhances understanding of grievance redressal procedures and the importance of communication in maintaining healthy employee relations.

Unit-V: 12 Hours [Lecture 9 Hours, Tutorial 3 Hours]

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: 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.

Tutorial 5: Labour Audit and Compliance Activity: Students will review sample HR policies, employee records, and compliance reports to understand the process and significance of labour audits. The activity enables learners to identify compliance gaps, assess organizational risk areas, and understand the role of HR professionals in ensuring adherence to labour laws

Prescribed Texts:

1. Rao, R. (2021). *Labour law reforms in India: All you need to know*. LexisNexis.
2. Srivastava, S. C. (2022). *Industrial relations and labour laws* (7th ed.). Vikas Publishing House.

References:

1. Sinha, P. R. N., Sinha, I. B., & Shekhar, S. P. (2017). *Industrial relations, trade unions and labour legislation*. Pearson Education.
2. Padhi, P. K. (2021). *Labour and industrial laws* (5th ed.). PHI Learning.
3. Mamoria, C. B., & Mamoria, S. (2016). *Dynamics of industrial relations*. Himalaya Publishing House.
4. Rao, P. S. (2018). *Employee relations management*. Himalaya Publishing House.
5. Pattanayak, B. (2019). *Human resource management and labour relations*. PHI Learning.

Suggested Certifications / Value Additions:

1. NPTEL – Labour Welfare and Industrial Relations <https://nptel.ac.in/courses/110103506>
2. Alison – Basics of Compliance Management <https://alison.com/course/basics-of-compliance-management>
3. OpenLearn – Teaching Citizenship: Work and the Economy <https://www.open.edu/openlearn/education-development/teaching-citizenship-work-and-the-economy/content-section-0>

Course Code : MBA_19 H Core/ Elective : Core No. of Credits : 4 No. of Hours : 60	Course Title Organizational Development
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Credit Distribution:

Lecture	Tutorial	Practical
3 (45 Hours)	1 (15 Hours)	—

Course Objectives:

1. Understand the concepts, principles, and foundations of Organizational Development.
2. Explain organizational change processes and various OD interventions used in organizations.
3. Apply OD models and techniques to improve organizational effectiveness and employee performance.
4. Analyze organizational culture, leadership, conflict, and team dynamics for organizational development.
5. Design and develop OD strategies for organizational transformation and sustainable growth.

Course Outcomes (COs):

By the end of the course, students will be able to;

1. CO1: Recall and explain the concepts, values, and foundations of Organizational Development.
2. CO2: Interpret organizational change processes and OD intervention techniques.
3. CO3: Apply OD models and intervention methods in organizational settings.
4. CO4: Analyze organizational culture, leadership styles, conflict, and behavioral issues.
5. CO5: Create OD strategies for sustainable organizational growth and change management.

COs /POs Mapping:

Cos/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1 Recall & define	✓	✓	—	✓	—	—	—	—	✓
CO2 Explain & interpret	✓	✓	✓	✓	✓	✓	—	—	✓
CO3 Apply Models	✓	✓	✓	✓	✓		✓		✓
CO4 Analyse & evaluate	✓	✓	✓	✓	✓	✓	—	—	✓
CO5 Research & create	✓	—	✓	✓	✓	✓	✓	✓	✓

Course Outline:

Unit I: 10 Hours [Lecture 8 Hours, Tutorial 2 Hours]

Introduction to Organizational Development: Meaning, nature, and scope of Organizational Development, Evolution and history of OD, Values, assumptions, and characteristics of OD, Objectives and significance of OD, Organizational effectiveness, Role of HR in Organizational Development

Tutorial Activities: Case discussion on organizational effectiveness, Discussion on OD practices in modern organizations

Unit II: 12 Hours [Lecture 9 Hours, Tutorial 3 Hours]

Organizational Change and OD Process: Nature and types of organizational change, Resistance to change, Managing change in organizations, OD process and phases, Action research model, Role of change agents and consultants

Tutorial Activities: Group exercise on change management, Role play on handling resistance to change, Case analysis on organizational transformation

Unit III: 12 Hours [Lecture 9 Hours, Tutorial 3 Hours]

OD Interventions: Human process interventions, Team building and sensitivity training, Process consultation, Third-party interventions, Techno-structural interventions, Employee involvement and Quality of Work Life (QWL)

Tutorial Activities: Team-building exercises, Sensitivity training simulation, Group presentation on OD interventions.

Unit IV: 13 Hours [Lecture 10 Hours, Tutorial 3 Hours]

Organizational Culture and Leadership Development: Organizational culture and climate, Leadership development interventions, Conflict management, Power and politics in organizations, Motivation and employee engagement, Learning organizations

Tutorial Activities: Organizational culture analysis, Leadership assessment activity, Conflict management role play

Unit V: 13 Hours [Lecture 9 Hours, Tutorial 4 Hours]

Emerging Trends in Organizational Development: Strategic Organizational Development, OD in global organizations, Diversity and inclusion, Digital transformation and OD, Ethics in OD, Future challenges in Organizational Development

Tutorial Activities: Seminar presentation on digital OD, Case study on global OD practices, Discussion on ethics and sustainability in OD, Mini project presentation

Prescribed Texts:

1. Aguinis, H. (2019). *Performance management* (5th ed.). Chicago Business Press. ISBN: 9781948426497.
2. Armstrong, M. (2022). *Armstrong's handbook of performance management* (6th ed.). Kogan Page. ISBN: 9781398603028.
3. Spencer, L. M., Jr., & Spencer, S. M. (1993). *Competence at work: Models for superior performance*. John Wiley & Sons. ISBN: 9780471548096.
4. Chadha, P. (2007). *Performance management*. Macmillan India Ltd. ISBN: 9780333932230.
5. Rao, T. V. (2004). *Performance management and appraisal systems: HR tools for global competitiveness*. Response Books/SAGE Publications India. ISBN: 9788178298733.
6. Parry, S. (1996). *The quest for competencies*. Training House Publications. ISBN: 9781903776018.

References:

1. Bacal, R. (1999). *Performance management*. McGraw-Hill. ISBN: 9780071344166.
2. Boyatzis, R. E. (1982). *The competent manager: A model for effective performance*. John Wiley & Sons. ISBN: 9780471090311.
3. Dessler, G. (2020). *Human resource management* (16th ed.). Pearson. ISBN: 9780135172780.
4. Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2021). *Human resource management: Gaining a competitive advantage* (12th ed.). McGraw Hill. ISBN: 9781260262575.

Suggested Certifications / Value Additions:

1. NPTEL – Managing Change in Organizations <https://nptel.ac.in/courses/110105081>
2. OpenLearn (The Open University) – Managing and Managing Change
<https://www.open.edu/openlearn/money-business/leadership-management/managing-and-managing-change/content-section-0>
3. Alison – Diploma in Contemporary Change Management Frameworks <https://alison.com/course/diploma-in-contemporary-change-management-frameworks>
4. NPTEL – Leadership and Team Effectiveness <https://nptel.ac.in/courses/110105151>
5. OpenLearn (The Open University) – Organizational Culture and Climate Dynamics
<https://www.open.edu/openlearn/money-business/business-strategy-studies/organizational-culture-and-climate-dynamics/content-section-0>

Course Code : MBA_20H	Course Title INTERNATIONAL HRM & CULTURAL DIVERSITY
Course Type : Elective	
No. of Credits : 4.00	
No. of Hours : 60	

Credit Distribution:

Lecture	Tutorial	Practical
3 (45Hours)	1 (15 Hours)	—

Course Objectives:

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

Course Outcomes (COs):

By the end of the course, students will be able to;

1. **CO1:** Define and explain the core concepts of International Human Resource Management (IHRM) and its role in multinational corporations (MNCs).
2. **CO2:** Analyze the impact of cultural diversity on various HR functions, including recruitment, training, compensation, and performance management.
3. **CO3:** Explain the challenges and opportunities associated with managing a global workforce.
4. **CO4:** Discuss global workforce trends and their implications for HR practices.
5. **CO5:** Identify ethical considerations in IHRM practices across different countries.

COs /POs Mapping:

Cos/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1 Recall & define	✓	✓		✓	✓		✓		✓
CO2 Explain & interpret	✓	✓	✓	✓	✓	✓	✓	✓	
CO3 Apply Models	✓	✓	✓	✓	✓	✓	✓	✓	✓
CO4 Analyse & evaluate	✓	✓	✓	✓	✓	✓	✓	✓	✓
CO5 Research & create	✓	✓		✓		✓	✓	✓	✓

Course Outline:

Unit-I:

12 Hours [Lecture 9 Hours, Tutorial 3 Hours]

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.

Tutorial 1: Cross cultural differences case study exercise Students will analyze cross-cultural differences, participate in discussions on cultural sensitivity, and explore global HR practices for managing diverse workforces.

Unit-II:

12 Hours [Lecture 9 Hours, Tutorial 3 Hours]

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.

Tutorial 2: Students will analyze staffing challenges faced by multinational organizations and present strategies emphasizing cultural sensitivity and effective global hiring practices.

Unit-III:

12 Hours [Lecture 9 Hours, Tutorial 3 Hours]

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.

Tutorial 3: Students will discuss expatriate compensation practices and analyze cases related to balancing global standards with local compensation policies.

Unit-IV:

12 Hours [Lecture 9 Hours, Tutorial 3 Hours]

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.

Tutorial 4: Students will discuss repatriation and cultural adjustment challenges and participate in role-plays on intercultural communication and negotiation skills.

Unit-V:

12 Hours [Lecture 9 Hours, Tutorial 3 Hours]

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

Tutorial 5: Through group exercises and workplace scenarios, students will practice culturally sensitive communication, feedback, and performance appraisal methods in diverse organizational settings.

Prescribed Texts:

1. Luthans, F., Doh, J. P., & Hodgetts, R. M. (2021). *International management: Culture, strategy, and behavior* (11th ed.). McGraw-Hill Education.
2. Stiglitz, J. E. (2018). *Globalization and its discontents revisited: Anti-globalization in the era of Trump*. W. W. Norton & Company.

Reference:

1. Dowling, P. J., Festing, M., & Engle, A. D. (2023). *International human resource management* (9th ed.). Cengage Learning. ISBN: 9780357515617.
2. Briscoe, D. R., Schuler, R. S., & Tarique, I. (2022). *International human resource management: Policies and practices for multinational enterprises* (6th ed.). Routledge. ISBN: 9780367566302.
3. Brewster, C., Sparrow, P., Vernon, G., & Houldsworth, E. (2023). *International human resource management* (6th ed.). Kogan Page. ISBN: 9781398607217.

4. Hofstede, G., Hofstede, G. J., & Minkov, M. (2019). *Cultures and organizations: Software of the mind* (4th ed.). McGraw-Hill Education. ISBN: 9781260575835.

Suggested Certification / Value Addition:

1. NPTEL – International Human Resource Management <https://nptel.ac.in/courses/110105161>
2. OpenLearn (The Open University) – Working in Diverse Teams
<https://www.open.edu/openlearn/money-business/working-diverse-teams/content-section-0>
3. Alison – Diploma in International Human Resource Management <https://alison.com/course/diploma-in-international-human-resource-management>

IV. Business Analytics and Operations

Course Code : MBA_16A	Course Title Marketing Analytics
Course Type : Core	
No. of Credits : 4.00	
No. of Hours : 75	

Credit Distribution:

Lecture	Tutorial	Practical
3 (45 Hours)	---	1 (30 Hours)

Course Objectives:

1. To provide students with a strong foundation in marketing analytics concepts and data-driven marketing decision-making techniques.
2. To develop students' ability to analyze customer, pricing, and market data using spreadsheet-based analytical tools.
3. To enable students to apply marketing analytics techniques such as conjoint analysis, customer analytics, clustering, and experimentation in managerial decision-making.

Course Outcomes (COs):

By the end of the course, students will be able to;

1. CO1: Recall and explain the concepts, terminology, tools, and applications of marketing analytics.
2. CO2: Interpret descriptive analytics, pricing analytics, and customer analytics outputs for managerial decision-making.
3. CO3: Apply Pivot Tables, Power Pivot, Van Westendorp Pricing, Conjoint Analysis, Discrete Choice Analysis, RFM Analysis, MDS and A/B Testing techniques.
4. CO4: Analyze customer behavior, positioning and segmentation outputs, and experimentation results to support marketing strategy.
5. CO5: Design data-driven marketing solutions using advanced multivariate and machine learning methods

COs /POs Mapping:

Cos/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1 Recall & define	✓	✓	—	—	—	—	—	—	✓
CO2 Explain & interpret	✓	✓	✓	✓	—	—	—	—	✓
CO3 Apply Models	✓	✓	✓	✓	✓	—	✓	—	✓
CO4 Analyse & evaluate	✓	✓	✓	✓	✓	✓	✓	—	✓

CO5	–	✓	✓	✓	✓	✓	✓	✓	✓
Research & create									

Course Outline:

Unit-I: 15 Hours [Lecture 9 Hours, Practical 6 Hours]

Descriptive Analytics and Spreadsheet-Based Marketing Analytics: Introduction to marketing analytics; Pivot Tables; Pivot Charts; descriptive analytics; measures of central tendency and dispersion; customer and sales analytics; introduction to Power Pivot; relationships and data models; dashboard-oriented reporting using spreadsheets.

Lab 1: Marketing Dashboard Analytics Lab. Students will analyze customer and sales datasets using Pivot Tables and Power Pivot to build interactive dashboards and derive managerial insights.

Unit-II: 15 Hours [Lecture 9 Hours, Practical 6 Hours]

Pricing Analytics and New Product Pricing: Pricing analytics; elasticity concepts; pricing optimization basics; Van Westendorp Price Sensitivity Meter; acceptable price range analysis; value-based pricing; competitive pricing analytics; managerial applications of pricing analytics.

Lab 2: Pricing Analytics Studio. Students will conduct Van Westendorp pricing studies and recommend suitable pricing strategies for new product concepts.

Unit-III: 15 Hours [Lecture 9 Hours, Practical 6 Hours]

Customer Preference and Product Analytics: Conjoint analysis; attributes and levels; part-worth utilities; product configuration analysis; discrete choice analysis; customer preference modeling; market basket analysis; support, confidence, and lift.

Lab 3: Consumer Preference Analytics Workshop. Students will perform conjoint analysis, discrete choice analysis, and market basket analysis for product and retail decision-making. their source and choice of scales, choice of their sampling design for evaluation from peers, and the instructor

Unit-IV: 15 Hours [Lecture 9 Hours, Practical 6 Hours]

Customer Analytics and Segmentation: RFM analysis; customer profitability analysis; customer lifetime value (CLV); cohort analysis; cluster analysis; hierarchical clustering; K-means clustering; interpretation of customer segments.

Lab 4: Customer Segmentation and CLV Lab. Students will calculate CLV, perform RFM analysis, and develop customer segments using cluster analysis.

Unit-V: 15 Hours [Lecture 9 Hours, Practical 6 Hours]

Marketing Experimentation and Decision Analytics: A/B testing framework; control and treatment groups; campaign effectiveness analysis; conversion rate analysis; statistical significance concepts; experimental design basics; applications in digital marketing and customer engagement.

Lab 5: Marketing Experimentation Studio. Students will design and evaluate A/B testing experiments and recommend data-driven marketing actions.

Prescribed Texts:

1. Winston, W. L. (2022). Marketing analytics: Data-driven techniques with Microsoft Excel (2nd ed.). Wiley.
2. Kumar, V., & Reinartz, W. (2018). Customer relationship management: Concept, strategy, and tools (3rd ed.). Springer.

References:

1. Provost, F., & Fawcett, T. (2013). Data science for business. O'Reilly Media.
2. Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2019). Multivariate data analysis (8th ed.). Cengage Learning.
3. Blattberg, R. C., Kim, B. D., & Neslin, S. A. (2010). Database marketing: Analyzing and managing customers. Springer.

Suggested Certifications / Value Additions:

1. NPTEL – Marketing Analytics <https://nptel.ac.in/courses/110105153>
2. OpenLearn (The Open University) – Retail Marketing (Customer Profiles and Value Analytics) <https://www.open.edu/openlearn/money-business/retail-marketing/content-section-0>
3. Alison – Diploma in Customer Analytics and Segmentation Strategies <https://alison.com/course/diploma-in-customer-analytics-and-segmentation-strategies>

Course Code : MBA_17A	Course Title Business Processing Modelling
Course Type : Core	
No. of Credits : 4.00	
No. of Hours : 75	

Credit Distribution:

Lecture	Tutorial	Practical
2	1	1
(30 Hours)	(15 Hours)	(30 Hours)

Course Objectives:

1. Provide an understanding of the fundamentals, concepts, and importance of Business Process Management (BPM).
2. Develop skills in business process modelling using BPMN, flowcharts, DFDs, and BPM tools.
3. Enable students to analyze, redesign, and optimize business processes for organizational effectiveness.
4. Familiarize students with process performance metrics, governance, quality frameworks, and compliance requirements.
5. Introduce emerging technologies, automation, and user-centric approaches in Business Process Management.

Course Outcomes (COs):

By the end of the course, students will be able to;

1. **CO1:** Understand the concepts, scope, and significance of Business Process Management.
2. **CO2:** Explain business process models using BPMN, flowcharts, DFDs, and BPM software tools.
3. **CO3:** Apply organizational processes to identify bottlenecks, inefficiencies, and improvement opportunities.
4. **CO4:** Analyze process redesign, optimization, and strategic frameworks in business contexts.
5. **CO5:** Design KPIs and evaluate process performance using quality and governance frameworks and Use BPM tools for workflow automation and user-centric process improvement.

COs /POs Mapping:

Cos/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1 Recall & define	✓	✓		✓					✓
CO2 Explain & interpret		✓	✓	✓	✓		✓		✓
CO3 Apply Models	✓	✓		✓	✓		✓		✓
CO4 Analyse & evaluate	✓	✓	✓	✓	✓	✓	✓	✓	✓
CO5 Research & create	✓	✓	✓	✓	✓	✓	✓		✓

Course Outline:

Unit-I: 15 Hours [Lecture 6 Hours, Tutorial 3 Hours, Practical 6 Hours]

Fundamentals of Business Process Modelling: Introduction to Business Process Management (BPM) – Basics, purpose and benefits of process modelling – Business Process Model and Notation (BPMN) – Types of process models: Flowcharts, Data Flow Diagrams (DFDs), Event-driven Process Chains (EPCs) – Process identification and scoping techniques – Process modelling using software

Tutorial 1: Preparation and discussion of BPMN diagrams, flowcharts, and DFDs for organizational processes.

Lab 1: Develop a BPMN diagram for a business process, such as admission, procurement, or inventory management, using software.

Lab 2: Prepare flowcharts and DFDs for an organizational process and identify process scope and stakeholders

Unit-II: 15 Hours [Lecture 6 Hours, Tutorial 3 Hours, Practical 6 Hours]

Process Analysis and Strategic Design: Techniques for analysing existing business processes – Identification of bottlenecks, redundancies and inefficiencies – Process redesign and optimisation approaches – Zachman Framework for enterprise architecture: perspectives and applications in BPM – Introduction to the BCG Matrix and its strategic implications.

Tutorial 2: Case analysis and discussion on process inefficiencies, redesign strategies, and strategic frameworks.

Lab 3: Analyse an existing organisational process and identify bottlenecks, redundancies, and inefficiencies.

Lab 4: Apply the BCG Matrix and Zachman Framework to evaluate business processes and strategic positioning.

Unit-III: 15 Hours [Lecture 6 Hours, Tutorial 3 Hours, Practical 6 Hours]

Process Metrics, Quality and Governance: Measurement in BPM – Key Performance Indicators (KPIs) – Process performance metrics – Process efficiency and effectiveness – Overview of the Malcolm Baldrige National Quality Award – Governance in BPM – Compliance and risk management – Accountability and ethical practices in process management.

Tutorial 3: Discussion and exercises on KPIs, process performance metrics, governance, compliance, and ethical practices in BPM.

Lab 5: Identify and design Key Performance Indicators (KPIs) and performance metrics for a selected business process.

Lab 6: Analyze a case study on process governance, compliance, risk management, and ethical practices in organizations.

Unit-IV: 15 Hours [Lecture 6 Hours, Tutorial 3 Hours, Practical 6 Hours]

Technology and User- Centric BPM: Automation and digitization of business processes – Integration of BPM with ERP and CRM systems – Introduction to BPM tools – Business applications of BPM – User-centric process design – Understanding user requirements – Design thinking and its applications in BPM.

Tutorial 4: Discussion and exercises on BPM tools, process automation, ERP and CRM integration, and user-centric process design.

Lab 7: Design a simple automated workflow for a business process using BPM or flowchart tools.

Lab 8: Analyze and redesign a business process based on user requirements and design thinking principles

Unit-V: 15 Hours [Lecture 6 Hours, Tutorial 3 Hours, Practical 6 Hours]

Future Trends in BPM: Emerging technologies in BPM: Artificial Intelligence and Blockchain – Agile and adaptive BPM approaches – Future trends and innovations in BPM – Impact of BPM on organizations – Industry trends in Business Process Management.

Tutorial 5: Group discussions and seminar presentations on emerging technologies, agile BPM approaches, and future trends in Business Process Management.

Lab 9: Prepare a report on the role of Artificial Intelligence or Blockchain in Business Process Management.

Lab 10: Conduct a comparative analysis of traditional and agile BPM approaches using industry examples.

Prescribed Texts:

1. Dumas, M., La Rosa, M., Mendling, J., & Reijers, H. A. (2018). *Fundamentals of business process management* (2nd ed.). Springer. ISBN: 9783662565094.
2. Weske, M. (2019). *Business process management: Concepts, languages, architectures* (3rd ed.). Springer. ISBN: 9783662594483.
3. Jeston, J., & Nelis, J. (2014). *Business process management: Practical guidelines to successful implementations* (3rd ed.). Routledge. ISBN: 9780415858540.

References:

1. Hammer, M., & Champy, J. (2006). *Reengineering the corporation: A manifesto for business revolution* (Rev. ed.). Harper Business.
2. Rummler, G. A., & Brache, A. P. (2012). *Improving performance: How to manage the white space on the organization chart* (3rd ed.). Jossey-Bass.
3. Smith, H., & Fingar, P. (2003). *Business process management: The third wave*. Meghan-Kiffer Press.
4. Burlton, R. (2001). *Business process management: Profiting from process*. Pearson Education.

Suggested Certifications / Value Additions:

1. NPTEL – Business Process Modelling <https://nptel.ac.in/courses/110105086>
2. Alison – Diploma in Business Process Management (BPM) <https://alison.com/course/diploma-in-business-process-management>
3. OpenLearn (The Open University) – Component-Based Software Development (Process Integration & Architectures) <https://www.open.edu/openlearn/science-maths-technology/computing-ict/component-based-software-development/content-section-0>
4. NPTEL – Management Information Systems <https://nptel.ac.in/courses/110105149>
5. Alison – Certified Agile Process Practitioner and Workflow Optimization <https://alison.com/course/certified-agile-process-practitioner-and-workflow-optimization>

Course Code : MBA_18A	Course Title Machine Learning for Business Decisions
Course Type : Core	
No. of Credits : 4.00	
No. of Hours : 75	

Credit Distribution:

Lecture	Tutorial	Practical
3	—	1
(45 Hours)		(30 Hours)

Course Objectives:

1. To provide students with a strong foundation in machine learning concepts and data-driven managerial decision-making.
2. To develop students' ability to prepare, clean, and analyze business datasets using zero-coding and low-code analytical tools.
3. To enable students to apply machine learning workflows, evaluate predictive models, and interpret business insights using visual analytics platforms.

Course Outcomes (COs):

By the end of the course, students will be able to;

1. CO1: Recall and explain machine learning concepts, terminology, workflows, and business applications.
2. CO2: Interpret data preprocessing outputs, exploratory analysis, and machine learning results for managerial decision-making.
3. CO3: Apply SQL querying, missing value treatment, outlier cleaning, and visual machine learning workflows using zero-coding tools.
4. CO4: Analyze classification, regression, clustering, and model evaluation outputs to support business decisions.
5. CO5: Design data-driven managerial solutions using machine learning techniques

COs /POs Mapping:

Cos/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1 Recall & define	✓	✓	—	✓	—	—	—	—	✓
CO2 Explain & interpret	✓	✓	✓	✓	—	✓	—	—	✓
CO3 Apply Models	✓	✓	✓	✓	✓	—	✓	—	✓
CO4 Analyse & evaluate	✓	✓	✓	✓	✓	✓	✓	—	✓
CO5 Research & create	✓	✓	✓	✓	✓	✓	✓	✓	✓

Course Outline:

Unit-I: 15 Hours [Lecture 9 Hours, Practical 6 Hours]

Business Analytics Using JASP and Open-Source Intelligence Tools: Introduction to open-source analytics ecosystems; importing and understanding business datasets; descriptive analytics using JASP; frequency analysis; correlation analysis; regression analysis; visualization and dashboards; introduction to predictive analytics; identifying trends and patterns in managerial datasets; customer analytics; sales analytics; business forecasting concepts; introduction to big data and data-driven organizations; managerial storytelling using analytics outputs.

Lab 1: Open-Source Business Analytics Lab. Students will use JASP to perform descriptive analytics, correlation analysis, regression analysis, and business visualization for managerial decision-making using real-world datasets.

Unit-II: 15 Hours [Lecture 9 Hours, Practical 6 Hours]

SQL and Data Engineering for Business Analytics: Relational databases; tables and relationships; SQL fundamentals; SELECT statement; WHERE clause; ORDER BY; GROUP BY; HAVING clause; aggregate functions; JOIN operations; filtering and sorting business data; querying managerial datasets using DB Browser for SQLite; introduction to business data pipelines.

Lab 2: SQL and Data Querying Workshop: Students will use DB Browser for SQLite to query and analyze business datasets and generate managerial reports.

Unit-III: 15 Hours [Lecture 9 Hours, Practical 6 Hours]

Data Cleaning and Preparation Using OpenRefine: Missing value analysis; handling missing values; duplicate detection and removal; text standardization; clustering similar values; outlier detection and cleaning; faceting and filtering; preprocessing workflows; transforming and exporting cleaned datasets for machine learning applications.

Lab 3: Data Cleaning Workshop. Students will clean messy business datasets using OpenRefine and prepare datasets for machine learning workflows.

Unit-IV: 15 Hours [Lecture 9 Hours, Practical 6 Hours]

Machine Learning Workflows Using Orange Data Mining: Training and testing datasets; classification and regression concepts; logistic regression; decision trees; random forests; naive Bayes; k-nearest neighbors; linear regression; clustering concepts; k-means clustering; bagging techniques; boosting techniques; drag-and-drop machine learning workflows using Orange Data Mining; managerial interpretation of model outputs.

Lab 4: Visual Machine Learning Lab. Students will build classification, regression, clustering, bagging, and boosting workflows using Orange Data Mining and compare model outputs for business decision-making.

Unit-V: 15 Hours [Lecture 9 Hours, Practical 6 Hours]

Model Evaluation and Responsible AI: Overfitting and underfitting; bias-variance tradeoff; confusion matrix; accuracy; precision; recall; F1 score; ROC and AUC; MAE; MSE; RMSE; MAPE; R-squared; cross-validation; train-test split; model comparison; hyper parameter tuning, explainable AI; fairness and ethics in AI; communicating machine learning insights to managerial stakeholders.

Lab 5: Machine Learning Evaluation Studio. Students will evaluate and compare classification, regression, bagging, and boosting models using Orange and recommend suitable managerial actions based on model performance.

Prescribed Texts:

1. James, G., Witten, D., Hastie, T., & Tibshirani, R. (2021). *An Introduction to Statistical Learning* (2nd ed.). Springer.
2. Provost, F., & Fawcett, T. (2013). *Data Science for Business*. O'Reilly Media.

References:

1. Molnar, C. (2022). *Interpretable Machine Learning* (2nd ed.). Leanpub.
2. Shmueli, G., Bruce, P., Gedeck, P., & Patel, N. (2023). *Data Mining for Business Analytics*. Wiley.
3. Bruce, P., Bruce, A., & Gedeck, P. (2020). *Practical Statistics for Data Scientists* (2nd ed.). O'Reilly Media

Suggested Certifications / Value Additions:

1. JASP Workshop – Certified Participation in Open-Source Statistical Analysis <https://jasp-stats.org/workshops/>
2. NPTEL – Business Analytics and Data Mining Modeling Using R <https://nptel.ac.in/courses/110107092>
3. Alison – Introduction to SQL Database Queries <https://alison.com/course/introduction-to-sql-database-queries>

Course Code : MBA_19A	Course Title Data Visualization
Course Type : Core	
No. of Credits : 4.00	
No. of Hours : 75	

Credit Distribution:

Lecture	Tutorial	Practical
2	1	1
(30 Hours)	(15 Hours)	(30 Hours)

Course Objectives:

1. To introduce the fundamental concepts, principles, and significance of data visualization in business and research contexts.
2. To develop understanding of visual perception, visual mapping, and analytical techniques for effective data communication.
3. To enable students to apply visualization tools and techniques for creating interactive charts, dashboards, and analytical reports.
4. To enhance students' ability to analyze multidimensional, hierarchical, textual, and network data using visualization systems and tools.
5. To develop competency in evaluating, interpreting, and designing effective visual analytics solutions for managerial decision-making.

Course Outcomes (COs):

After successful completion of the course, students will be able to:

1. CO1: Understanding the concepts, principles, and importance of data visualization, visual analytics, and human cognitive perception in data interpretation.
2. CO2: Apply visualization techniques and software tools such as Tableau, Power BI, and spreadsheet applications to create charts, dashboards, and interactive visual reports.
3. CO3: Analyze business and research datasets using visual mapping, multidimensional visualization, text visualization, and network visualization techniques.
4. CO4: Evaluate the effectiveness, usability, ethical considerations, and validation methods of different visualization systems and analytical reports.
5. CO5: Design and Develop interactive dashboards and end-to-end visual analytics projects to support strategic and managerial decision-making.

COs /POs Mapping:

Cos/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1 Recall & define	✓	✓		✓					✓
CO2 Explain & interpret		✓	✓	✓	✓		✓		✓
CO3 Apply Models	✓	✓		✓	✓		✓		✓

CO4 Analyse & evaluate	✓	✓	✓	✓		✓		✓	✓
CO5 Research & create	✓	✓	✓	✓	✓	✓	✓	✓	✓

Course Outline:

Unit-I: 15 Hours [Lecture 6 Hours, Tutorial 3 Hours, Practical 6 Hours]

Fundamentals of Data Visualization: Introduction to Data Visualization – Importance and value of visualization – Human visual perception and cognition – Principles of visual representation of data – Gestalt principles in visualization – Information overload and cognitive limitations – External representation and interactivity – Challenges in visualization validation – Data abstraction: dataset types, attribute types, and semantics.

Tutorial 1: Discussion and analysis of effective and ineffective visualizations used in business and research applications

Lab 1: Create basic charts and graphs using spreadsheet tools for different types of datasets.

Lab 2: Develop visual representations for categorical and numerical datasets using visualization software.

Unit-II: 15 Hours [Lecture 6 Hours, Tutorial 3 Hours, Practical 6 Hours]

Visual Representation and Analytics: Creating effective visual representations – Visual reference model – Visual mapping techniques – Introduction to visual analytics – Design principles for visualization applications – Task abstraction: Analyze, Produce, Search, and Query – Validation levels in visualization – Validation approaches and evaluation methods.

Tutorial 2: Exercises on selecting suitable visual mapping techniques and discussion on visual analytics applications.

Lab 3: Design visual representations and dashboards using Tableau/Power BI

Lab 4 : Develop interactive visual analytics reports for business datasets

Unit-III: 15 Hours [Lecture 6 Hours, Tutorial 3 Hours, Practical 6 Hours]

Visualization Systems and Techniques: Classification of visualization systems – Interaction and visualization techniques – Misleading visualizations and ethical issues – Visualization of one-dimensional, two-dimensional, and multidimensional data – Visualization of text and text documents – Data structures used in data visualization.

Tutorial 3: Analysis of misleading visualizations and discussion on ethical issues in data visualization

Lab 5: Create multidimensional visualizations using data visualization tools.

Lab 6: Perform text visualization using word clouds and text analytics techniques

Unit-IV: 15 Hours [Lecture 6 Hours, Tutorial 3 Hours, Practical 6 Hours]

Advanced Visualization and Dashboards: Visualization of groups and hierarchical data – Tree and graph visualization – Cluster and network visualization – Software tools for data visualization – Metaphorical visualization techniques – Dashboard design and reporting – Creating dashboards for strategic decision-making – Interpreting dashboards and visual reports.

Tutorial 4: Discussion on dashboard design principles and interpretation of business dashboards.

Lab 7: Design business dashboards using Tableau/Power BI for decision-making applications.

Lab 8: Develop network and cluster visualizations using open-source visualization tools.

Unit-V: 15 Hours [Lecture 6 Hours, Tutorial 3 Hours, Practical 6 Hours]

Evaluation and Emerging Applications of Visualization: Evaluating visualizations: methods and metrics – Arrangement and layout of networks and trees – Usability and effectiveness of visualizations – Interactive and dynamic visualizations – Case studies in data visualization applications – Future trends in data visualization and visual analytics.

Tutorial 5: Evaluation and discussion of visualization case studies and emerging visualization trends.

Lab 9: Compare and evaluate visualization tools based on usability and effectiveness.

Lab 10: Develop an end-to-end data visualization project and prepare a visual analytics report.

Prescribed Texts:

1. Tufte, E. R. (2001). *The visual display of quantitative information* (2nd ed.). Graphics Press. ISBN: 9780961392147.
2. Knafllic, C. N. (2015). *Storytelling with data: A data visualization guide for business professionals*. Wiley Publications. ISBN: 9781119002253.
3. Ware, C. (2021). *Information visualization: Perception for design* (4th ed.). Morgan Kaufmann Publishers. ISBN: 9780128128756.
4. Wilke, C. O. (2019). *Fundamentals of data visualization: A primer on making informative and compelling figures*. O'Reilly Media. ISBN: 9781492031086.

References:

1. Munzner, T. (2014). *Visualization analysis and design*. CRC Press. ISBN: 9781466508910.
2. Few, S. (2013). *Information dashboard design: Displaying data for at-a-glance monitoring* (2nd ed.). Analytics Press. ISBN: 9781938377006.
3. Cairo, A. (2012). *The functional art: An introduction to information graphics and visualization*. New Riders Publishing. ISBN: 9780321834737.
4. Provost, F., & Fawcett, T. (2013). *Data science for business: What you need to know about data mining and data-analytic thinking*. O'Reilly Media. ISBN: 9781449361327.

Suggested Certifications / Value Additions:

1. NPTEL – Introduction to Statistics https://onlinecourses.nptel.ac.in/noc25_ma36/preview
2. OpenLearn (The Open University) – Data analysis: visualisations in Excel <https://www.open.edu/openlearn/science-maths-technology/data-analysis-visualisations-excel/content-section-0>
3. Alison – Essentials of Excel Data Visualization <https://alison.com/course/understanding-the-essentials-of-excel-data-visualization>
4. Alison – Introduction to Data Visualization <https://alison.com/course/introduction-to-data-visualization>
5. NPTEL – HR Analytics https://onlinecourses.nptel.ac.in/noc26_hs188/preview

Course Code : MBA_20A	Course Title Project Management
Course Type : Core	
No. of Credits : 4.00	
No. of Hours : 75	

Credit Distribution:

Lecture	Tutorial	Practical
3		1
(45 Hours)	---	(30 Hours)

Course Objectives:

1. To provide students with strong foundations in project management, Agile methodologies, and digital project execution practices.
2. To develop students' ability to plan, execute, monitor, and collaborate on projects using free and freemium industry-standard project management platforms.
3. To enable students to apply Agile, Scrum, project analytics, collaboration, and innovation management techniques in real-world managerial scenarios.

Course Outcomes (COs):

By the end of the course, students will be able to;

1. CO1: Recall and explain project management concepts, Agile methodologies, Scrum workflows, and project lifecycle frameworks.
2. CO2: Interpret project dashboards, collaboration workflows, and project analytics outputs for managerial decision-making.
3. CO3: Apply digital project management tools for Agile execution, project planning, documentation, and stakeholder collaboration.
4. CO4: Analyze project schedules, risks, dependencies, team workflows, and project performance indicators.
5. CO5: Design collaborative and innovation-driven project solutions using digital tools

COs /POs Mapping:

Cos/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1 Recall & define	✓	✓	–	✓	–	–	–	–	✓
CO2 Explain & interpret	✓	✓	✓	✓	–	✓	–	–	✓
CO3 Apply Models	✓	✓	✓	✓	✓	–	✓	–	✓
CO4 Analyse & evaluate	✓	✓	✓	✓	✓	✓	✓	–	✓
CO5 Research & create	✓	✓	✓	✓	✓	✓	✓	✓	✓

Course Outline:

Unit-I: 15 Hours [Lecture 9 Hours, Practical 6 Hours]

Foundations of Project Management & Agile Execution: Introduction to project management; characteristics of projects; project lifecycle; traditional vs Agile project management; Agile manifesto and principles; Scrum framework; Kanban methodology; sprint planning; sprint review; product backlog and sprint backlog; project success metrics; introduction to collaborative project execution.

Lab 1: Agile Workflow Management Lab. Students will use Trello to create Kanban boards, sprint workflows, project task tracking systems, and Agile collaboration workflows for business projects.

Unit-II: 15 Hours [Lecture 9 Hours, Practical 6 Hours]

Enterprise Project Planning & PMO Practices: Project scope management; work breakdown structure (WBS); project scheduling; Gantt charts; dependency management; critical path method basics; resource allocation; project governance; project monitoring and control; PMO concepts; project risk management; milestone planning and enterprise project coordination.

Lab 2: Enterprise Project Planning Workshop. Students will use ClickUp to create project schedules, Gantt charts, dashboards, dependency structures, and project monitoring systems.

Unit-III: 15 Hours [Lecture 9 Hours, Practical 6 Hours]

Agile Product Management & Scrum Frameworks: Agile product management; Scrum methodology; user stories; epics; story mapping; sprint planning; sprint velocity; burndown concepts; backlog prioritization; stakeholder coordination; Agile metrics; product roadmap development; issue tracking systems.

Lab 3: Scrum and Product Management Lab. Students will use Jira Software to create Scrum workflows, user stories, sprint backlogs, Agile dashboards, and product management pipelines.

Unit-IV: 15 Hours [Lecture 9 Hours, Practical 6 Hours]

Project Documentation, Analytics & Reporting: Project charter preparation; stakeholder communication; project documentation systems; meeting documentation; RAID logs; project budgeting; KPI tracking; dashboarding concepts; project analytics; reporting systems; managerial communication using project insights; digital knowledge management systems.

Lab 4: Project Reporting & Analytics Workshop. Project Reporting & Analytics Workshop. Students will use Confluence to create project spaces, charters, meeting notes, RAID logs, stakeholder communication pages, and knowledge repositories. They will use Power BI to build interactive project dashboards, budget tracking reports, KPI monitoring systems, and executive-level performance visualizations.

Unit-V: 15 Hours [Lecture 9 Hours, Practical 6 Hours]

Collaboration, Design Thinking & Innovation: Design thinking process; empathy mapping; stakeholder mapping; brainstorming techniques; customer journey mapping; process mapping; collaborative problem solving; Agile retrospectives; innovation workshops; visual facilitation techniques; creativity methods for managerial problem-solving.

Lab 5: Collaboration & Innovation Studio. Students will use Miro to conduct brainstorming workshops, stakeholder mapping, process visualization, customer journey mapping, and innovation-driven collaboration exercises.

Prescribed Texts:

1. James, G., Witten, D., Hastie, T., & Tibshirani, R. (2021). *An Introduction to Statistical Learning* (2nd ed.). Springer.
2. Provost, F., & Fawcett, T. (2013). *Data Science for Business*. O'Reilly Media.

References:

1. Molnar, C. (2022). *Interpretable Machine Learning* (2nd ed.). Leanpub.
2. Shmueli, G., Bruce, P., Gedeck, P., & Patel, N. (2023). *Data Mining for Business Analytics*. Wiley.
3. Bruce, P., Bruce, A., & Gedeck, P. (2020). *Practical Statistics for Data Scientists* (2nd ed.). O'Reilly Media

Suggested Certifications / Value Additions:

1. Agile Project Management
<https://alison.com/course/agile-project-management>
2. Project Management: Planning, Execution, Evaluation and Control
<https://nptel.ac.in/courses/110105167>
3. Understanding the Essentials of Excel Data Visualization
<https://alison.com/course/understanding-the-essentials-of-excel-data-visualization>

V. Tourism Management

Course Code : MBA_16T	Course Title Foundations and Emerging Trends in Tourism Management
Course Type : Core	
No. of Credits : 4.00	
No. of Hours : 60	

Credit Distribution:

Lecture	Tutorial	Practical
3 (45 Hours)	1 (15 Hours)	-

Course Objectives:

1. To introduce students to the foundations, systems, and emerging trends in tourism management.
2. To develop understanding of tourism businesses, tourism impacts, and destination systems.
3. To analyse contemporary tourism trends including sustainable tourism, smart tourism, and digital tourism.
4. To examine the role of tourism organizations, policies, and global tourism practices.
5. To develop managerial and entrepreneurial perspectives in tourism.

Course Outcomes (COs):

By the end of the course, students will be able to;

1. **CO1:** Explain the concepts, components, and emerging trends in tourism management.
2. **CO2:** Analyse tourism destinations, tourism systems, and sustainable tourism practices.
3. **CO3:** Apply digital tourism tools, tourism marketing concepts, and tourism analytics in tourism businesses.
4. **CO4:** Evaluate tourism planning approaches and tourism impacts on destinations and communities.
5. **CO5:** Develop innovative and entrepreneurial perspectives for future tourism development.

COs /POs Mapping:

Cos/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1 Recall & define	✓	✓	✓	✓		✓	✓	✓	✓
CO2 Explain & interpret	✓	✓		✓	✓	✓	✓	✓	✓
CO3 Apply Models	✓	✓	✓	✓	✓	✓	✓	✓	✓
CO4 Analyse & evaluate	✓	✓	✓	✓	✓	✓		✓	✓
CO5 Research & create	✓	✓	✓	✓	✓	✓	✓	✓	✓

Course Outline:

Unit-I:

12 Hours [Lecture 9 Hours, Tutorial 3 Hours]

Foundations of Tourism Management: Concepts and nature of tourism; tourism system; components of tourism; tourism products and services; tourism stakeholders; tourism demand and supply; tourism experience economy; tourism trends and global tourism growth.

Tutorial 1: Tourism Experience Reflection Activity. Students reflect on personal travel experiences to understand tourism motivations, satisfaction, and visitor behaviour.

Tutorial 2: Tourism Product Identification Exercise. Students identify and classify different tourism products and services available in the tourism industry.

Tutorial 3: Tourism Stakeholder Mapping. Students analyse the roles and relationships of key stakeholders involved in tourism development and management.

Unit-II:

12 Hours [Lecture 9 Hours, Tutorial 3 Hours]

Tourism Destinations and Emerging Forms of Tourism: Destination concepts; destination lifecycle; destination competitiveness; sustainable tourism; smart tourism; ecotourism; wellness tourism; adventure tourism; gastronomy tourism; film tourism; dark tourism; virtual tourism.

Tutorial 4: Destination Branding Analysis. Students examine branding strategies used by tourism destinations to attract visitors and build destination identity.

Tutorial 5: Sustainable Tourism Audit Activity. Students evaluate tourism practices and destinations based on sustainability principles and responsible tourism criteria.

Tutorial 6: Emerging Tourism Trends Presentation. Students present recent and emerging trends influencing the tourism and hospitality industry.

Unit-III:

12 Hours [Lecture 9 Hours, Tutorial 3 Hours]

Tourism Industry Structure and Digital Tourism: Tourism industry sectors; digital tourism ecosystem; OTAs; tourism technology platforms; social media marketing in tourism; tourism analytics; AI in tourism; tourism entrepreneurship.

Tutorial 7: OTA Platform Comparison Activity. Students compare Online Travel Agency platforms based on services, technology, pricing, and customer experience.

Tutorial 8: Tourism Startup Idea Pitch. Students develop and pitch innovative tourism business ideas focusing on creativity and entrepreneurship.

Tutorial 9: Tourism Social Media Campaign Analysis. Students analyse tourism marketing campaigns on social media platforms to understand digital promotion strategies.

Unit-IV:

12 Hours [Lecture 9 Hours, Tutorial 3 Hours]

Tourism Planning and Impacts: Tourism planning approaches; destination planning; tourism carrying capacity; economic, social, cultural, and environmental impacts of tourism; responsible tourism; tourism policies and governance.

Tutorial 10: Tourism Impact Assessment Discussion. Students discuss the economic, social, cultural, and environmental impacts of tourism development.

Tutorial 11: Destination Planning Exercise. Students prepare basic destination development plans considering tourism resources and visitor management.

Tutorial 12: Responsible Tourism Case Analysis. Students examine case studies related to responsible and ethical tourism practices.

Unit-V:

12 Hours [Lecture 9 Hours, Tutorial 3 Hours]

Tourism Organizations and Future of Tourism: UNWTO; WTTC; IATA; ICAO; Ministry of Tourism; tourism policy initiatives; tourism crisis management; tourism resilience; future of tourism; digital nomadism; metaverse tourism.

Tutorial 13: Global Tourism Organization Review. Students review the functions and contributions of major international tourism organizations.

Tutorial 14: Tourism Crisis Management Case Discussion. Students analyse tourism crisis situations and discuss strategies for crisis management and recovery.

Tutorial 15: Future of Tourism Group Presentation. Students present their perspectives on future tourism trends, technologies, and industry transformations.

Prescribed Texts:

1. Goeldner, C., & Ritchie, J. R. B. (2012). *Tourism: Principles, practices, philosophies*. Wiley.
2. Cooper, C. (2021). *Tourism: Principles and practice*. Pearson Education.
3. Page, S. J. (2019). *Tourism management*. Routledge.

References:

1. Hall, C. M., & Page, S. (2014). *The geography of tourism and recreation*. Routledge.
2. Weaver, D., & Lawton, L. (2017). *Tourism management*. Wiley.
3. Buhalis, D. (2003). *eTourism: Information technology for strategic tourism management*. Pearson.

Suggested Certifications / Value Additions:

1. <https://www.open.edu/openlearn/history-the-arts/history/what-heritage/content-section-0?active-tab=description-tab>
2. <https://www.open.edu/openlearn/mod/oucontent/view.php?id=68343§ion=2>
3. <https://www.open.edu/openlearn/history-the-arts/travelling-culture-the-grand-tour/content-section-0?active-tab=description-tab>
4. <https://ugcmoocs.inflibnet.ac.in/index.php/courses/view Ug/184>

Course Code : MBA_17T Course Type : Core No. of Credits : 4.00 No. of Hours : 60	Course Title Travel Operations and Tourism Entrepreneurship
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Credit Distribution:

Lecture	Tutorial	Practical
3 (45 Hours)	1 (15 Hours)	-

Course Objectives:

1. To understand the structure and functioning of travel agencies and tour operations.
2. To develop itinerary planning and tour packaging skills.
3. To analyse digital travel platforms and tourism entrepreneurship opportunities.
4. To understand operational and managerial aspects of travel businesses.
5. To develop practical skills in travel product development and pricing.

Course Outcomes (COs):

By the end of the course, students will be able to;

1. CO1: Explain the structure and functioning of travel agencies and tour operations.
2. CO2: Apply itinerary planning, tour packaging, and pricing concepts in tourism businesses.
3. CO3: Analyze digital travel platforms, travel technologies, and tourism entrepreneurship opportunities.
4. CO4: Evaluate operational and managerial challenges in travel and tourism businesses.
5. CO5: Design innovative and customer-focused travel products and tourism business ideas.

COs /POs Mapping:

Cos/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1 Recall & define	✓	✓	✓	✓		✓	✓	✓	✓
CO2 Explain & interpret	✓	✓	✓	✓	✓	✓	✓	✓	✓
CO3 Apply Models	✓	✓	✓	✓	✓	✓	✓	✓	✓
CO4 Analyse & evaluate	✓	✓	✓	✓	✓	✓		✓	✓
CO5 Research & create	✓	✓	✓	✓	✓	✓	✓	✓	✓

Course Outline:

Unit-I:

12 Hours [Lecture 9 Hours, Tutorial 3 Hours]

Travel Agency and Tour Operations: Travel agency concepts; types of travel agencies and tour operators; travel business models; organizational structure; travel operations management; changing travel trends.

Tutorial 1: Travel Agency Business Model Analysis. Students analyse the operational structure and revenue models of travel agencies.

Tutorial 2: Tour Operator Case Discussion. Students discuss the functions, challenges, and management practices of tour operators through case studies.

Tutorial 3: Tourism Entrepreneurship Idea Generation. Students generate innovative tourism business ideas focusing on entrepreneurial opportunities in tourism.

Unit-II:

12 Hours [Lecture 9 Hours, Tutorial 3 Hours]

Travel Technology and Digital Platforms: Online travel agencies; digital booking systems; AI itinerary tools; tourism apps; travel CRM; travel analytics; influencer marketing; travel content creation.

Tutorial 4: OTA Platform Comparison. Students compare the features and services of various online travel agency platforms.

Tutorial 5: Travel App Evaluation Exercise. Students evaluate travel-related mobile applications based on usability, features, and customer experience.

Tutorial 6: Tourism Influencer Campaign Analysis. Students analyse influencer marketing campaigns used for tourism promotion and destination branding.

Unit-III:

12 Hours [Lecture 9 Hours, Tutorial 3 Hours]

Itinerary Planning and Tour Design: Tour planning; FIT and group tours; special interest tours; itinerary preparation; destination selection; travel documentation; experiential tourism planning.

Tutorial 7: International Itinerary Planning Exercise. Students prepare international travel itineraries considering routes, schedules, and tourist preferences.

Tutorial 8: Special Interest Tour Design Activity. Students design special interest tours based on themes such as adventure, heritage, wellness, or ecotourism.

Tutorial 9: Tour Brochure Development. Students create professional tour brochures for tourism products and destinations.

Unit-IV:

12 Hours [Lecture 9 Hours, Tutorial 3 Hours]

Tour Packaging and Pricing: Tour packaging; tour costing; pricing strategies; budgeting; dynamic pricing; travel insurance; foreign exchange; travel laws and ethics.

Tutorial 10: Tour Costing Workshop. Students calculate tour costs and prepare pricing structures for travel packages.

Tutorial 11: Pricing Strategy Simulation. Students simulate pricing decisions for tourism products considering market demand and competition.

Tutorial 12: Travel Documentation Exercise. Students practice preparing and verifying travel documents required for domestic and international travel.

Unit-V:

12 Hours [Lecture 9 Hours, Tutorial 3 Hours]

Tourism Entrepreneurship and Future Trends: Tourism startups; travel entrepreneurship; sustainable tour operations; digital nomad tourism; virtual tours; future travel trends.

Tutorial 13: Tourism Startup Pitch. Students present tourism startup ideas focusing on innovation, feasibility, and market potential.

Tutorial 14: Sustainable Tour Design Exercise. Students design tourism packages incorporating sustainability and responsible tourism practices.

Tutorial 15: Future of Travel Presentation. Students present emerging trends and future developments in travel operations and tourism entrepreneurship.

Prescribed Texts:

1. Bhatia, A. K. (2012). *The business of travel agency and tour operations management*. Sterling Publishers Pvt. Ltd.
2. Holloway, J. C., Humphreys, C., & Davidson, R. (2019). *The business of tourism* (11th ed.). Pearson Education.
3. Roday, S., Biwal, A., & Joshi, V. (2009). *Tourism operations and management*. Oxford University Press.

References:

1. Buhalis, D. (2003). *eTourism: Information technology for strategic tourism management*. Pearson Education.
2. Cooper, C. (2021). *Tourism: Principles and practice* (7th ed.). Pearson Education.
3. Negi, J. (2006). *Travel agency operations: Concepts and principles*. Kanishka Publishers & Distributors.
4. Negi, K. S. (2011). *Travel agency management*. Wisdom Press.
5. Page, S. J. (2019). *Tourism management* (6th ed.). Routledge.
6. Weaver, D., & Lawton, L. (2017). *Tourism management* (5th ed.). Wiley.

Suggested Certifications / Value Additions:

1. <https://www.open.edu/openlearn/money-business/rural-entrepreneurship-wales/content-section-3.8.1>
2. <https://www.open.edu/openlearn/money-business/entrepreneurship-ideas-reality/content-section-overview?active-tab=description-tab>
3. <https://alison.com/course/tourism-retail-travel-sales>

Course Code : MBA_18T Course Type : Core No. of Credits : 4.00 No. of Hours : 60	Course Title Global Tourism Destinations and International Travel Management
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Credit Distribution:

Lecture	Tutorial	Practical
3 (45 Hours)	1 (15 Hours)	-

Course Objectives:

1. To understand global tourism geography and destination systems.
2. To analyse international tourism trends and destination competitiveness.
3. To develop international itinerary planning skills.
4. To understand global tourism regulations and travel formalities.
5. To examine emerging international tourism markets and trends.

Course Outcomes (COs):

By the end of the course, students will be able to;

1. **CO1:** Explain global tourism geography and international tourism systems.
2. **CO2:** Analyse destination competitiveness, tourism trends, and global travel patterns.
3. **CO3:** Apply international travel planning and itinerary management concepts.
4. **CO4:** Evaluate tourism risks, regulations, and sustainable destination practices.
5. **CO5:** Develop strategic perspectives on future international tourism and global mobility.

COs /POs Mapping:

Cos/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1 Recall & define	✓	✓	✓	✓		✓	✓	✓	✓
CO2 Explain & interpret	✓	✓	✓	✓	✓	✓	✓	✓	✓
CO3 Apply Models	✓	✓	✓	✓	✓	✓	✓	✓	✓
CO4 Analyse & evaluate	✓	✓	✓	✓	✓	✓		✓	✓
CO5 Research & create	✓	✓	✓	✓	✓	✓	✓	✓	✓

Course Outline:

Unit-I:	12 Hours [Lecture 9 Hours, Tutorial 3 Hours]
Tourism Geography and Global Mobility: Tourism geography; time zones; global mobility; tourism transport systems; aviation and tourism; GIS in tourism; tourism accessibility.	
Tutorial 1: Time Zone Calculation Exercise. Students calculate international time differences for global travel planning and scheduling.	
Tutorial 2: International Route Planning Activity. Students prepare international travel routes considering connectivity, cost, and travel duration.	
Tutorial 3: Tourism Geography Mapping. Students map major tourism destinations and tourism regions around the world.	
Unit-II:	12 Hours [Lecture 9 Hours, Tutorial 3 Hours]
Tourism Destinations in Europe and Americas: Major tourism destinations; destination competitiveness; attractions; travel trends; overtourism; tourism regulations; tourism experiences.	
Tutorial 4: Destination Comparison Analysis. Students compare tourism destinations based on attractions, accessibility, infrastructure, and tourism appeal.	
Tutorial 5: International Travel Planning Exercise. Students prepare international travel plans including transportation, accommodation, and documentation.	
Tutorial 6: Tourism Trend Presentation. Students present current global tourism trends and their impact on international travel.	
Unit-III:	12 Hours [Lecture 9 Hours, Tutorial 3 Hours]
Tourism Destinations in Asia and Oceania: South Asia; Southeast Asia; East Asia; Middle East; Australia and Oceania; destination marketing; cultural tourism.	
Tutorial 7: Asian Destination Branding Exercise. Students analyse branding strategies of major Asian tourism destinations.	
Tutorial 8: International Travel Formalities Workshop. Students learn procedures related to passports, visas, customs, and international travel regulations.	
Tutorial 9: Cultural Tourism Discussion. Students discuss the importance of culture and heritage in international tourism development.	
Unit-IV:	12 Hours [Lecture 9 Hours, Tutorial 3 Hours]
Tourism Destinations in Africa and Emerging Markets: African tourism destinations; emerging tourism markets; safari tourism; island tourism; sustainable tourism practices.	
Tutorial 10: Emerging Destination Analysis. Students analyse emerging tourism destinations and their tourism potential.	
Tutorial 11: Sustainable Destination Assessment. Students evaluate destinations based on sustainable tourism development indicators.	
Tutorial 12: International Tourism Risk Analysis. Students identify and discuss risks associated with international tourism and travel management.	
Unit-V:	12 Hours [Lecture 9 Hours, Tutorial 3 Hours]
International Tourism Trends and Future Mobility: Global tourism trends; digital nomad tourism; medical tourism; visa systems; travel technology; tourism resilience; future of global tourism.	
Tutorial 13: Visa and Travel Planning Simulation. Students simulate visa application procedures and international travel planning activities.	
Tutorial 14: Digital Nomad Tourism Discussion. Students discuss the rise of digital nomad tourism and its impact on destinations and hospitality services.	
Tutorial 15: Future International Tourism Trends Presentation. Students present future trends and innovations shaping global tourism and international travel.	

Prescribed Texts:

- Boniface, B., Cooper, C., & Cooper, R. (2016). *Worldwide destinations: The geography of travel and tourism* (7th ed.). Routledge.
- Hall, C. M., & Page, S. J. (2014). *The geography of tourism and recreation: Environment, place and space* (4th ed.). Routledge.
- Page, S. J. (2020). *International tourism management* (2nd ed.). Routledge.

References:

- Lew, A. A., Hall, C. M., & Williams, A. M. (2014). *The Wiley Blackwell companion to tourism* (2nd ed.). Wiley-Blackwell.
- Timothy, D. J. (2021). *Tourism geography: A spatial perspective* (2nd ed.). Routledge.
- Weaver, D., & Lawton, L. (2017). *Tourism management* (5th ed.). Wiley.
- Cooper, C. (2021). *Tourism: Principles and practice* (7th ed.). Pearson Education.
- Page, S. J. (2019). *Tourism management* (6th ed.). Routledge.
- Holloway, J. C., Humphreys, C., & Davidson, R. (2019). *The business of tourism* (11th ed.). Pearson Education.

Suggested Certifications / Value Additions:

- <https://alison.com/course/travel-and-tourism-management>
- <https://alison.com/course/understanding-travel-and-tourism>
- <https://alison.com/course/tourism-introduction-to-travel-patterns-and-destinations-revised>

Course Code : MBA_19T Course Type : Core No. of Credits : 4.00 No. of Hours : 90	Course Title Airline Ticketing, CRS and Travel Technology
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Credit Distribution:

Lecture	Tutorial	Practical
2		2
(30 Hours)		(60 Hours)

Course Objectives:

1. To understand airline operations and airfare systems.
2. To develop practical skills in CRS and airline ticketing systems.
3. To familiarize students with travel technology and airline pricing systems.
4. To understand digital travel documentation and customer service practices.
5. To provide hands-on exposure to CRS platforms and airline reservation systems.

Course Outcomes (COs):

By the end of the course, students will be able to;

1. CO1: Explain airline systems, CRS operations, and travel technology concepts.
2. CO2: Apply practical skills in airline reservations, ticketing, and travel documentation.
3. CO3: Analyse airfare systems, airline pricing, and revenue management practices.
4. CO4: Evaluate digital travel technologies and customer service systems in aviation.
5. CO5: Demonstrate hands-on operational competencies in CRS and travel technology platforms.

COs /POs Mapping:

Cos/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1 Recall & define	✓	✓	✓	✓		✓	✓	✓	✓
CO2 Explain & interpret	✓	✓	✓	✓	✓	✓	✓	✓	✓
CO3 Apply Models	✓	✓	✓	✓	✓	✓	✓	✓	✓
CO4 Analyse & evaluate	✓	✓	✓	✓	✓	✓		✓	✓
CO5 Research & create	✓	✓	✓	✓	✓	✓	✓	✓	✓

Course Outline:

Unit-I: 18 Hours [Lecture 6 Hours, Lab 12 Hours]

Foundations of Aviation and CRS: Aviation industry; IATA and ICAO; airline systems; freedoms of air; CRS concepts; airline reservations; travel technology ecosystem.

Practical 1: Introduction to CRS Interface and Navigation. Students explore the basic interface and functions of a Computer Reservation System (CRS).

Practical 2: Flight Availability Search and Booking Simulation. Students perform flight search and booking procedures using CRS software.

Practical 3: Passenger Name Record (PNR) Creation Exercise. Students practice creating and managing Passenger Name Records in the reservation system.

Unit-II: 18 Hours [Lecture 6 Hours, Lab 12 Hours]

Airfare Systems and Travel Documentation: Airfare concepts; fare rules; global indicators; routing systems; passport; visa; travel insurance; travel documentation.

Practical 4: Airfare Display and Fare Rule Analysis. Students examine airfare structures and interpret fare rules and restrictions.

Practical 5: Travel Documentation Verification Exercise. Students verify passenger travel documents required for airline bookings and travel.

Practical 6: Visa and Travel Compliance Simulation. Students simulate checking visa requirements and travel compliance procedures.

Unit-III: 18 Hours [Lecture 6 Hours, Lab 12 Hours]

CRS Operations and Ticketing: Ticket issuance; itinerary pricing; seat assignment; queues; customer profiles; ancillary services.

Practical 7: Ticket Issuance Simulation. Students practice electronic ticket issuance procedures using CRS systems.

Practical 8: Itinerary Pricing Exercise. Students calculate itinerary costs and airfare pricing for different travel routes.

Practical 9: Seat Assignment and Customer Profile Management. Students manage seat assignments and customer profiles within the reservation system.

Unit-IV: 18 Hours [Lecture 6 Hours, Lab 12 Hours]

Airline Revenue Management and Digital Travel Technology: Revenue management; dynamic pricing; airline customer experience; AI in aviation; online booking engines; travel apps.

Practical 10: Dynamic Pricing Analysis. Students analyse airline dynamic pricing strategies and fare fluctuations.

Practical 11: Online Booking Engine Comparison. Students compare online airline booking engines based on features and customer experience.

Practical 12: Airline Customer Experience Evaluation. Students evaluate airline services and customer experience management practices.

Unit-V: 18 Hours [Lecture 6 Hours, Lab 12 Hours]

Contemporary Trends in Aviation and CRS: Smart airports; biometric travel; AI-enabled travel systems; sustainability in aviation; future travel technologies.

Practical 13: Smart Airport Technology Review. Students review modern airport technologies and smart airport management systems.

Practical 14: Travel Technology Trends Presentation. Students present recent technological innovations in the travel and airline industry.

Practical 15: Integrated Airline Booking and Ticketing Simulation. Students perform a complete airline reservation and ticketing process using CRS tools.

Prescribed Texts:

1. Doganis, R. (2019). *Flying off course: Airline economics and marketing* (5th ed.). Routledge.
2. Negi, J. (2014). *Air travel ticketing and fare construction*. Kanishka Publishers & Distributors.
3. Saxena, R. (2019). *Marketing management in travel and tourism* (2nd ed.). Himalaya Publishing House.

References:

1. Cook, G. N., & Billig, B. G. (2017). *Airline operations and management: A management textbook* (2nd ed.). Routledge.
2. Doganis, R. (2010). *Air transport management for the 21st century*. Routledge.
3. Graham, A. (2018). *Managing airports: An international perspective* (5th ed.). Routledge.
4. Holloway, S. (2016). *Straight and level: Practical airline economics* (4th ed.). Routledge.
5. Page, S. J. (2019). *Transport and tourism: Global perspectives* (4th ed.). Pearson Education.
6. Wensveen, J. G. (2018). *Air transportation: A management perspective* (9th ed.). Routledge.

Suggested Certifications / Value Additions:

1. <https://alison.com/course/exploring-travel-and-tourism-through-airlines-and-journeys>

Course Code : MBA_20T Course Type : Core No. of Credits : 4.00 No. of Hours : 60	Course Title Tourism Services, Hospitality and Experience Management
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Credit Distribution:

Lecture	Tutorial	Practical
3 (45 Hours)	1 (15 Hours)	-

Course Objectives:

1. To understand tourism and hospitality service systems.
2. To develop destination and tourism service management skills.
3. To analyse customer experience and service quality in tourism.
4. To understand MICE, airport, cruise, and travel-related services.
5. To develop managerial competencies in tourism service operations.

Course Outcomes (COs):

By the end of the course, students will be able to;

1. CO1: Explain tourism and hospitality service systems and destination service management concepts.
2. CO2: Analyse customer experience, service quality, and hospitality operations.
3. CO3: Apply tourism service management principles in hospitality, MICE, airport, and cruise operations.
4. CO4: Evaluate tourism service delivery systems and customer engagement strategies.
5. CO5: Develop innovative and technology-enabled tourism service solutions.

COs /POs Mapping:

Cos/POs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
CO1 Recall & define	✓	✓	✓	✓		✓	✓	✓	✓
CO2 Explain & interpret	✓	✓	✓	✓	✓	✓	✓	✓	✓
CO3 Apply Models	✓	✓	✓	✓	✓	✓	✓	✓	✓
CO4 Analyse & evaluate	✓	✓	✓	✓	✓	✓		✓	✓
CO5 Research & create	✓	✓	✓	✓	✓	✓	✓	✓	✓

Course Outline:

Unit-I:

12 Hours [Lecture 9 Hours, Tutorial 3 Hours]

Destination and Tourism Services Management: Destination management; destination branding; tourism service systems; tourism marketing; service quality in tourism.

Tutorial 1: Destination Branding Analysis. Students analyse destination branding strategies used in tourism marketing and promotion.

Tutorial 2: Tourism Service Audit Activity. Students evaluate tourism services based on quality, efficiency, and customer satisfaction.

Tutorial 3: Customer Experience Mapping. Students map customer experiences across different stages of tourism and hospitality services.

Unit-II:

12 Hours [Lecture 9 Hours, Tutorial 3 Hours]

Hospitality Services Management: Hospitality operations; hotel classifications; guest services; revenue management; sustainability in hospitality; hospitality technology.

Tutorial 4: Hotel Service Blueprinting. Students prepare service blueprints to understand hotel operations and service delivery processes.

Tutorial 5: Hospitality Customer Journey Mapping. Students analyse the customer journey in hospitality services from booking to post-visit feedback.

Tutorial 6: Hospitality Technology Review. Students review technological applications used in hospitality and tourism services.

Unit-III:

12 Hours [Lecture 9 Hours, Tutorial 3 Hours]

MICE and Event Experience Management: MICE industry; event planning; event budgeting; event marketing; vendor management; experiential events.

Tutorial 7: Event Planning Exercise. Students plan tourism or hospitality events considering logistics, budgeting, and customer experience.

Tutorial 8: MICE Proposal Preparation. Students prepare proposals for Meetings, Incentives, Conferences, and Exhibitions (MICE) events.

Tutorial 9: Event Experience Design Activity. Students design engaging event experiences focusing on visitor satisfaction and service quality.

Unit-IV:

12 Hours [Lecture 9 Hours, Tutorial 3 Hours]

Tour Guiding, Forex and Travel Operations: Tour guiding; forex management; travel operations; airport operations; group handling; customer service.

Tutorial 10: Tour Guiding Simulation. Students perform simulated tour guiding activities to develop interpretation and communication skills.

Tutorial 11: Forex Calculation Exercise. Students calculate foreign exchange conversions and related travel financial transactions.

Tutorial 12: Airport Customer Handling Role-Play. Students practice airport customer handling and passenger assistance through role-play activities.

Unit-V:

12 Hours [Lecture 9 Hours, Tutorial 3 Hours]

Cruise, Airport and Smart Tourism Services: Cruise tourism; airport services; smart tourism; AI in hospitality; digital customer engagement; future tourism services.

Tutorial 13: Cruise Tourism Analysis. Students analyse cruise tourism operations, services, and emerging market trends.

Tutorial 14: Smart Tourism Technologies Discussion. Students discuss the role of smart technologies in enhancing tourism and hospitality experiences.

Tutorial 15: Future Tourism Services Presentation. Students present future trends and innovations in tourism services and hospitality management

Prescribed Texts:

1. Fenich, G. G. (2019). *Meetings, expositions, events, and conventions: An introduction to the industry* (5th ed.). Pearson Education.
2. Holloway, J. C., Humphreys, C., & Davidson, R. (2019). *The business of tourism* (11th ed.). Pearson Education.
3. Papathanassis, A. (2016). *Cruise tourism management: State of the art*. CABI Publishing.
4. Pender, L., & Sharpley, R. (2005). *The management of tourism*. Sage Publications.

References:

1. Bhatia, A. K. (2012). *Tourism management and tourism services*. Sterling Publishers Pvt. Ltd.
2. Kotler, P., Bowen, J. T., Baloglu, S., & Makens, J. C. (2021). *Marketing for hospitality and tourism* (8th ed.). Pearson Education.
3. Morrison, A. M. (2019). *Marketing and managing tourism destinations* (2nd ed.). Routledge.
4. Page, S. J. (2019). *Tourism management* (6th ed.). Routledge.
5. Roday, S., Biwal, A., & Joshi, V. (2009). *Tourism operations and management*. Oxford University Press.
6. Walker, J. R. (2021). *Introduction to hospitality management* (8th ed.). Pearson Education.

Suggested Certifications / Value Additions:

1. <https://alison.com/course/introduction-to-tourism-and-hospitality-management>
2. <https://alison.com/course/essentials-of-hospitality-management>