

# **BENGALURU NORTH UNIVERSITY**

TAMAKA, KOLAR- 563103

Guidelines and Curriculum

## **Master of Business Administration (MBA)**



Choice Based Credit System

**Faculty of Management Studies**

Bengaluru North University

Kolar -563103

(With Effect from Academic Year 2024-25)



# BENGALURU NORTH UNIVERSITY

Sri Devaraj Urs Extension, Tamaka, Kolar – 563 103.

No: BNU/BOS/P.G- MBA / /2024-25

Date 13.11.2024

## REVISED NOTIFICATION

**Sub:** Constitution of Board of Studies in Master of Business Administration – reg

**Ref:** 1. Resolution of the Syndicate meeting held on: 06.02.2024  
2. Chairman Letter Date: 13.11.2024

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Pursuant to the resolution of the Syndicate cited at reference (1) and under Section 33 of the Karnataka State Universities Act 2000 and Bangalore University Statutes, the **Board of Studies in Master of Business Administration** (PG) for Bengaluru North University is Constituted as follows with immediate effect for a period of 3 years or until further orders.

1.	<b>Dr. Anandhamma,</b> Nagarjuna College of Management Studies Chikkaballapura	<b>Chairman</b>
2.	<b>Dr. Muninarayannappa</b> Dean, Faculty of Commerce and Management Bengaluru North University	<b>Member</b>
3.	<b>Dr. Sumitha, K</b> Principal, Hindustan Business School, Marathalli Bengaluru	<b>Member</b>
4.	<b>Dr. T. N. Muthegowda,</b> Principal S.E.A College of Science, Commerce and Arts, Bangalore	<b>Member</b>
5.	<b>Dr. Sara Kunnath,</b> Prof of Management Koshy Institute of Management, Bengaluru	<b>Member</b>
6.	<b>Dr. Prakash,</b> Senior Vice President EPCI Group of Institutions, Bengaluru	<b>Member</b>
7.	<b>Dr. Suryanaryana. K. S</b> Chief Academic Officer Professor of Management, IASMS Indian Academy Group of Institutions, Bengaluru	<b>Member</b>
8.	<b>Dr. Suresh Babu,</b> CEO and MD Vasuki Group of Companies Member, FKCCI Bengaluru	<b>Member</b>



9.	<b>Dr. S. Devarajan,</b> President- BCIC and Sr. Vice President, TVS Motor Co.Ltd. President. BCIC-Bangalore Chamber of Industry and Commerce	Member
10.	<b>Dr. Jerry John</b> Professor & Director One School Of Business	Member
11.	<b>Dr. M.M Bagali,</b> Academic Head and Director. Board of. Director, IREU Edtech group of Institutions, Bangalore.	Resource Person
12.	<b>Director,</b> Fiscal Policy Institute Near panchamukhi Ganesha Temple, Kengeri Post, Bangalore- Mysore road, Bengaluru, Karnataka 560060	Member
13.	<b>Dr. Reena Shyam,</b> Director, IA School of Management Studies	Member
14.	<b>Dr .Anita Mathew</b> Principal Krupanidhi College of Management	Member
15.	<b>Prof. Sharathchandra Kamath K.</b> Patel Institute of Science and Management K. Agrahar, Bellandur Post, Bengaluru -56010	Member/ Co-ordinate
16.	<b>Dr. Kiran kumar T.N,</b> Nagarjuna College of Management Studies Chikkaballapura	Member/ Co-ordinate

As per the decision of the Syndicate, the Hon'ble Vice-Chancellor is authorized to nominate two experts from the Industry/NGOs/State/National Organizations.

The Chairman and Members are requested to accept the Chairmanship/ Membership of the above Board.

The Sitting fee, local conveyance allowance and TA/DA as the case may be, shall be paid to the Chairperson and Members of the Board as per the Bengaluru North University Rules for attending the BOS meetings.

To:

**The Chairperson and Members of the Board of Studies in  
Master of Business Administration, BNU**








**REGISTRAR**  
**Registrar**  
**Bengaluru North University**  
**Tamaka, Kolar, Karnataka-563 103.**

Copy to:

1. PS to Vice-Chancellor, Bengaluru North University, Tamaka, Kolar 563103
2. Registrar (Evaluation), Bengaluru North University, Tamaka, Kolar 563103
3. The Finance Officer, Bengaluru North University, Tamaka, Kolar 563103
4. Office copy/Guard file.

## Proceedings of BOS Meetings

The BOS meeting for the PG- MBA (Regular) programme as per the CBCS structure for the Academic Year 2024-25 was held on, 28th September (Online), 19<sup>th</sup> October (Offline), 4<sup>th</sup> November (Online) & 11<sup>th</sup> November 2024 (Offline) under the Chairmanship of Dr. Anandamma N. Chairperson welcomed the members and highlighted the importance of curriculum review to align with industry and academic standards. The course matrix and syllabus for the aforementioned program has been approved after a thorough review and thoughtful discussions by the BOS members. The board has ensured curriculum development through constructive suggestions. It was also further decided that in case of any input requirements, the same shall be initiated by the Chairperson and necessary modifications shall be done as approved by the Board.

Sl. No	Name		Signature
1.	<b>Dr. Anandamma N,</b> Principal, Nagarjuna College of Management Studies, Chikkaballapur.	Chairman	
2.	<b>Dr. T N Muthegowda,</b> Principal, SEA College of Science, Commerce & Arts, K R Puram, Bengaluru.	Member	
3.	<b>Dr. Reena Shyam,</b> Director, IA School of Management Studies.	Member	
4.	<b>Dr. Sumitha K,</b> Principal, Hindustan Business School, Marathalli, Bengaluru	Member	
5.	<b>Dr. Anita Mathew,</b> Principal, Krupanidhi College of Management	Member	
6.	<b>Dr. Jerry John</b> Professor & Director, One School Of Business	Member	
7.	<b>Dr. Suryanaryana. K. S</b> Chief Academic Officer, Professor of Management, IASMS Indian Academy Group of Institutions, Bengaluru	Member	

8.	<b>Dr. Sara Kunnath,</b> Prof of Management, Koshy Institute of Management, Bengaluru	Member	
9.	<b>Dr. M.M Bagali,</b> Academic Head and Director, Board of. Director, IREU Edtech group of Institutions, Bangalore.	Resource Person	
10.	<b>Dr. Kiran Kumar T.N,</b> Nagarjuna College of Management Studies Chikkaballapura	Member/ Co-ordinate	
11.	<b>Dr. Prakash,</b> Senior Vice President, EPGI Group of Institutions, Bengaluru	Member	Online
12.	<b>Dr. Muninarayannappa,</b> Dean, Faculty of Commerce & Management, Bengaluru North University.	Member	Absent
13.	<b>Director,</b> Fiscal Policy Institute Near panchamukhi Ganesha Temple, Kengeri Post, Bangalore- Mysore road, Bengaluru, Karnataka 560060	Member	Absent
14.	<b>Dr. Suresh Babu,</b> CEO and MD Vasuki Group of Companies Member, FKCCI Bengaluru	Member	Absent
15.	<b>Dr. S. Devarajan,</b> President- BCIC and Sr. Vice President, TVS Motor Co.Ltd. President, BCIC-Bangalore Chamber of Industry and Commerce	Member	Absent
16.	<b>Prof. Sharathchandra Kamath K.</b> Patel Institute of Science and Management K. Agrahar, Bellandur Post, Bengaluru-56010	Member/ Co-ordinate	Absent



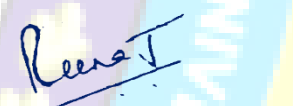




Date:11/11/2024




  
BOS Chairperson  
(Signature)

## Proceedings of BOS Meetings

The Board of Studies (BOS) conducted several meetings to review and finalize the Second Semester syllabus for the PG–MBA (Regular) programme.

Multiple online meetings were conducted from February to May to discuss the syllabus draft and include feedback from members to improve the curriculum. The final offline meeting was held on 3rd May 2025, chaired by Dr. Anandamma N. During this meeting, the syllabus and course details were reviewed thoroughly. The members carefully checked the syllabus to make sure it meets academic standards and industry needs. They gave useful suggestions that were included in the final version. After discussions, the Board approved the Second Semester syllabus. It was also decided that any future changes will be made by the Chairperson with the Board’s approval. The BOS remains committed to providing a curriculum that equips students well for their careers.

Sl. No	Name		Signature
1.	<b>Dr. Anandamma N,</b> Principal, Nagarjuna College of Management Studies, Chikkaballapur.	Chairman	
2.	<b>Dr. T N Muthgowda,</b> Principal, SEA College of Science, Commerce & Arts, K R Puram, Bengaluru.	Member	
3.	<b>Dr. Reena Shyam,</b> Director, IA School of Management Studies.	Member	
4.	<b>Dr. Sumitha K,</b> Principal, Hindustan Business School, Marathalli, Bengaluru	Member	
5.	<b>Dr. Anita Mathew,</b> Principal, Krupanidhi College of Management	Member	
6.	<b>Dr. Jerry John</b> Professor & Director, One School Of Business	Member	
7.	<b>Dr. Suryanaryana. K. S</b> Chief Academic Officer, Professor of Management, IASMS Indian Academy Group of Institutions, Bengaluru	Member	

8.	<b>Dr. Sara Kunnath,</b> Prof of Management, Koshy Institute of Management, Bengaluru	Member	
9.	<b>Dr. M.M Bagali,</b> Academic Head and Director, Board of. Director, IREU Edtech group of Institutions, Bangalore.	Resource Person	
10.	<b>Dr. Kiran Kumar T.N,</b> Nagarjuna College of Management Studies Chikkaballapura	Member/ Co-ordinate	
11.	<b>Dr. Prakash,</b> Senior Vice President, EPGI Group of Institutions, Bengaluru	Member	Absent
12	<b>Dr. Muninarayannappa,</b> Dean, Faculty of Commerce & Management, Bengaluru North University.	Member	Absent
13	<b>Director,</b> Fiscal Policy Institute Near panchamukhi Ganesha Temple, Kengeri Post, Bangalore- Mysore road, Bengaluru, Karnataka 560060	Member	Absent
14	<b>Dr. Suresh Babu,</b> CEO and MD Vasuki Group of Companies Member, FKCCI Bengaluru	Member	Absent
15	<b>Dr. S. Devarajan,</b> President- BCIC and Sr. Vice President, TVS Motor Co.Ltd. President, BCIC-Bangalore Chamber of Industry and Commerce	Member	Absent
16.	<b>Prof. Sharathchandra Kamath K.</b> Patel Institute of Science and Management K Agrahar, Bellandur Post, Bengaluru-56010	Member/ Co-ordinate	Absent

Date:03/05/2025

  
**BOS Chairperson  
(Signature)**

## Proceedings of BOS Meetings



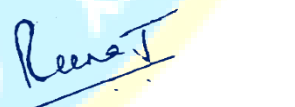


The Board of Studies (BOS) conducted a series of meetings between May and October 2025 to review and finalize the Third and Fourth Semester Core and Elective Syllabi for the PG–MBA (Regular) programme to align with current academic and industry expectations.

The final online meeting was held on 27th October 2025, chaired by Dr. Anandamma N. During this meeting, the Board thoroughly reviewed the syllabi for both semesters, ensuring academic rigor, relevance to contemporary business practices, and outcome-based learning. Members provided valuable insights and constructive suggestions, which were incorporated into the final version.

Additionally, the Board approved modifications in the Programme Regulations (Clauses 8.1, 8.2, and 8.3) pertaining to the Certification Course, Internship, Electives, and Dissertation to enhance flexibility and academic coherence across semesters.

After detailed discussions and review, the Third and Fourth Semester Syllabi were formally approved by the Board. It was further resolved that any future amendments may be made by the Chairperson with the Board's consent.

The BOS reaffirmed its commitment to maintaining a dynamic and industry-relevant curriculum that effectively prepares MBA students for their professional and entrepreneurial pursuits.

Sl. No	Name		Signature
1.	<b>Dr. Anandamma N,</b> Principal, Nagarjuna College of Management Studies, Chikkaballapur.	Chairman	
2.	<b>Dr. T N Muthgowda,</b> Principal, SEA College of Science, Commerce & Arts, K R Puram, Bengaluru.	Member	
3.	<b>Dr. Reena Shyam,</b> Director, IA School of Management Studies.	Member	
4.	<b>Dr. Sumitha K,</b> Principal, Hindustan Business School, Marathalli, Bengaluru	Member	
5.	<b>Dr. Anita Mathew,</b> Principal, Krupanidhi College of Management	Member	

6.	<b>Dr. Jerry John</b> Professor & Director, One School Of Business	Member	
7.	<b>Dr. Suryanaryana. K. S</b> Chief Academic Officer, Professor of Management, IASMS Indian Academy Group of Institutions, Bengaluru	Member	
8.	<b>Dr. Sara Kunnath,</b> Prof of Management, Koshy Institute of Management, Bengaluru	Member	
9.	<b>Dr. M.M Bagali,</b> Academic Head and Director, Board of. Director IREU Edtech group of Institutions, Bangalore.	Resource Person	
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11.	<b>Dr. Prakash,</b> Senior Vice President, EPCI Group of Institutions, Bengaluru	Member	Absent
12.	<b>Dr. Muninarayannappa,</b> Dean, Faculty of Commerce & Management, Bengaluru North University.	Member	Absent
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15.	<b>Dr. S. Devarajan,</b> President- BCIC and Sr. Vice President, TVS Motor Co.Ltd. President, BCIC-Bangalore Chamber of Industry and Commerce	Member	Absent
16.	<b>Prof. Sharathchandra Kamath K.</b> Patel Institute of Science and Management K. Agrahar, Bellandur Post, Bengaluru-56010	Member/ Co-ordinate	Absent

Date:27/10/2025



**BOS Chairperson  
(Signature)**

# **REGULATIONS PERTAINING TO MASTER OF BUSINESS ADMINISTRATION (MBA) PROGRAMME UNDER CBCS SYSTEM FROM 2024-25 ONWARDS**

## **1. TITLE**

These regulations shall be cited as Academic Regulations Pertaining to MBA Degree (Day) of Bengaluru North University (2024 – 25 onwards) under Choice Based Credit System (BNU-PG-CBCS, 2024).

## **2. OBJECTIVE**

The primary objective of the Master of Business Administration (MBA) program is to equip students with advanced professional education and hands-on training across various facets of business management and its dynamic environment. The program aims to cultivate essential managerial, analytical, and strategic skills that enable students to navigate and excel in complex, competitive business landscapes at both national and global levels. Furthermore, it fosters adaptability and resilience, preparing students to effectively respond to emerging trends and innovations in the business world.

## **3. EXTENT OF APPLICATION**

These regulations will apply to the Post Graduate Program in Management (MBA) being run in the Bengaluru North University and its affiliated colleges having approval of the University/AICTE as the case may be for the following course:

## **4. MINIMUM ELIGIBILITY FOR ADMISSION AND ADMISSION PROCEDURE**

### **4.1. Basic Qualification:**

- ❖ Candidates must have completed a graduate degree under the 10+2+3 or 10+2+4 pattern in any discipline, securing at least 50% marks in aggregate (including languages) from a recognized university in India or abroad. Honors degree holders under the 10+2+4 pattern from a UGC-recognized university must also have a minimum of 50% in aggregate (including languages).
- ❖ Candidates who obtained their Bachelor's or Master's degree through a correspondence or Open University system are exempt from the 10+2 pattern, provided the duration of the Bachelor's degree is at least three years and the Master's degree is two years.

### **4.2. Minimum Marks Requirement:**

For admission to the MBA program, candidates must have secured an aggregate minimum of 50% in all subjects, including languages, across all years of their Bachelor's degree (minimum three-year

duration). For candidates belonging to SC, ST, and Category-I, the minimum aggregate requirement is reduced to 45%, as per university and AICTE reservation norms. (Subject to change as per government regulations). Candidates who have completed their Bachelor's or Master's degree in a single-sitting pattern are not eligible.

## 5. DURATION OF THE COURSE

The duration of the MBA program shall extend over 4 semesters (two academic years) of 16 weeks each or more with a minimum of 90 actual working days of instruction in each semester and 2 to 3 weeks of examinations.

## 6. MEDIUM OF INSTRUCTION

The medium of instruction for all subjects and examination shall be English only.

## 7. ATTENDANCE

Each paper shall be taken for the purpose of calculating attendance. Students are required to attend not less than 75% of the classes in each subject in order to be eligible to appear for the University examinations. The statement of attendance shall be displayed on the Notice Board by the institution at the end of every month for the information of students. A student who does not satisfy the requirement of percentage of attendance shall not be permitted to take the examination of that paper(s).

## 8. SEMESTER-WISE CREDIT DISTRIBUTION

CATEGORY	SEMESTER I	SEMESTER II	SEMESTER III	SEMESTER IV	TOTAL CREDITS
COMPULSORY CORE COURSE	24	24	8	-	56
SKILL ENHANCEMENT COURSE/SOFT CORE	02	02	-	-	04
ELECTIVE COURSE	-	-	16	16	32
CERTIFICATION COURSE (MOOC's/ VALUE ADDED COURSE)/ INTERNSHIP	-	-	2	-	02
DISSERTATION	-	-	-	10	10
<b>TOTAL</b>	<b>26</b>	<b>26</b>	<b>26</b>	<b>26</b>	<b>104</b>

- There shall be five categories of courses viz., Compulsory Core, Skill Enhancement /Soft Core, Electives/Specialization, Certification Course/Internship & Final Dissertation.
- The credits for each Compulsory Course/ Skill Enhancement /Soft Core Course and Specialization Course may vary from 2 to 4 credits & Dissertation 10 credits.

## 8.1 Certification Course Or Internship:

### I. Certification Course:

Each student is required to complete one compulsory certification course in the third semester. The course can be completed through an online platform such as SWAYAM, NPTEL, NISM, NCFM, AICTE, or any similar certification course, or through a Value-Added Course offered by the college. Two credits are assigned for the certification course in the third semester, for which colleges need to allot 50 internal assessment marks after verifying the completion certificate. Supporting documents must be maintained in the college for verification by university officials.

#### Course Duration and Submission Requirements:

- The certification/Value-Added Course should be of a minimum duration of 30 hours if it is offline or 8, 12, or 16 weeks for MOOC platforms.
- Colleges have the discretion to offer either online or offline courses and will specify which course to opt for.
- Students opting for offline certification courses can complete them either during the second semester or in the third semester.
- Students opting for online courses (MOOCs) can enroll in the second semester but must submit the completion certificate before the third semester examination..
- Students must obtain prior approval from the concerned college authority or program director before enrolling in the certification course to ensure it aligns with the program's objectives and is relevant to core areas of Management.

### II. Internship:

- The internship shall be of 4 weeks, undertaken during the semester break after the second semester.
- Students must obtain prior approval from the concerned Program Director / Internship Coordinator before commencing the internship.
- The chosen organization and nature of work must be relevant to the core areas of Management, Commerce, or allied fields.

#### Note :

- The college authorities to decide whether to offer a Certification Course or a 4-week Internship.
- Evaluation for either the Certification Course or Internship shall be conducted by the college as part of CIE, and 50 marks (2 credits) shall be awarded accordingly while uploading the Third Semester Internal Assessment (IA) marks.

## 8.2 Specialization/Elective (Core & Dual)

- The students have a choice to opt for either dual specialization or single specialization depending upon their interest. Specializations offered are Finance, Marketing, Human Resource, Logistics & Supply Chain, Aviation, Business Analytics and Healthcare Management.
- In case of single specialization, the students will be studying 4 subjects each from the specialization stream in 3<sup>rd</sup> semester & 4<sup>th</sup> semester along with prescribed core papers. Single specialization will be offered only in Finance, Marketing & Human Resource only.
- In case of dual specialization, students will be studying subjects from the opted two specializations. Students may choose any two specializations from the streams offered by Bengaluru North University (BNU). However, one specialization must be from the compulsory combinations of Finance, Marketing, or Human Resource Management.
- To offer any specialization by the college, there must be a minimum of 10 students or above depending upon the needs of the students and the availability of faculty.
- Students must complete their specialization selection within 10 days from the beginning of the third semester, and no changes will be entertained after this deadline.

**Example:** If a student selects Marketing and Human Resource Management (HR) as their dual specialization, then in the 3<sup>rd</sup> semester the student will study two core papers along with two specialization papers from Marketing and two specialization papers from HR (total of 6 papers). Similarly, in the 4<sup>th</sup> semester, the student will continue with two specialization papers from Marketing and two specialization papers from HR as prescribed.

Each student must study a total of four subjects in each selected specialization (two in 3<sup>rd</sup> Sem + two in 4<sup>th</sup> Sem) in addition to any prescribed core papers.

## 8.3 Dissertation

Every student is required to work on a dissertation in the area of his/her specialization and prepare a report under the supervision of a faculty guide. Prior to the actual work, the students are required to submit a synopsis of the dissertation incorporating title, statement of problem, objectives and methodology to be followed and submit the same to the Faculty Guide at the College level. The dissertation has to be organization specific or freelance. The dissertation will be evaluated for a total of 250 marks, divided into report evaluation, internal assessment, and viva voce. The report evaluation is allocated with 150 marks, with an additional 50 marks designated for internal assessment by the project guide and 50 marks for the viva voce. The viva voce examination will be conducted by the Board of Examiners or examiners authorized by the Chairperson of the BOE. A

minimum of 100 marks is required for a pass in the dissertation. A Student has to work for not less than eight weeks on a full time basis on the Dissertation. There will be no classes for the IV Semester students during this period. Classes will be held in the first 10 weeks of the IV Semester, followed by an eight- ten week break in classes for doing the Dissertation. The dissertation report duly signed by the guide and certified by the principal/director is to be submitted in a bound copy and a soft copy to the university at the end of the fourth semester before the commencement of the semester examination.

## 9. SCHEME OF EXAMINATION

Each of the courses will have two components – Internal Assessment marks and Semester end exams. The Internal Assessment (IA) is based on continuous internal assessment carried out by the college. Each paper will carry 100 marks of which 30 marks for Internal Assessment and remaining 70 marks for semester end written examination. The duration of the semester end written examination for each paper shall be 3 hours.

<b>Internal Assessment (IA)</b>	
<b>Assessment Occasion / Type</b>	<b>Marks</b>
Test – 1	10
Test – 2	
Seminars/Presentations/Class Participation/ Quiz, experiential learning Mini projects, oral examinations, fieldwork etc.- (Any two)	10
Assignment & Attendance	10
<b>TOTAL</b>	<b>30</b>

<b>Pattern of Semester End Examination Question Paper (Theory)</b>		
SECTION – A	Comprises 7 questions out of which 5 have to be attended. Each question carries 5 marks.	(5 X 5 = 25 Marks)
SECTION – B	<b>(Application questions)</b> Comprises 5 questions out of which 3 have to be attended. Each question carries 10 marks	(3 X 10 = 30 Marks)
SECTION – C	<b>(Analysis and understanding questions)</b> Case Study- Compulsory question	15 Marks
<b>TOTAL</b>		<b>70 Marks</b>

The pattern will be decided by the Board of Studies of Bengaluru North University from time to time based on the need and the same shall be communicated to all affiliated colleges about the pattern as well as the changes therein.

## **10. ELIGIBILITY TO GO TO THE HIGHER SEMESTER:**

- A. Candidates are allowed to carry over all the previous uncleared (failed) theory papers to subsequent semesters from the first to fourth semester.
- B. The maximum period for the completion of the course shall be four years from the date of admission.

## **11. MINIMUM FOR A PASS AND DECLARATION OF RESULTS**

- A. For a pass in a semester, a candidate shall secure a minimum of 40% of the marks (28 out of 70 marks) prescribed for a subject in the University Examination (Theory, certification and Dissertation) and 50% of the marks in the aggregate inclusive of the Internal Assessment marks obtained in all subjects put together.
- B. The candidates who do not satisfy 10(A) shall be deemed to have failed and have to take exams in the subjects in which he has secured less than 40% at the University examination.
- C. Provision is made for rejection of results of all the subjects of a Semester only once, if the candidate decides to reappear for all the subjects of that semester. Such rejection should be made within 30 days of announcement of result, by making a written application, through the Head of the Institution. If such rejection is in respect of the results of all the subjects of one semester and earn fresh Internal marks as well.
- D. The results of any semester will be declared as pass or fail as the case may be in accordance with regulation 10(A).

## **12. CLASSIFICATION OF RESULT FOR THE MBA COURSE AND DECLARATION OF RANKS:**

Further to regulations to 11 (A) the names of all successful candidates securing First Class with Distinction and First Class in the First attempt shall be arranged in the order of Merit and only first FIVE Ranks shall be declared. Any other issue not envisaged above shall be resolved by the Vice-Chancellor in consultation with the appropriate bodies of the University, which shall be final and binding

## **13. FOUNDATION/ORIENTATION COURSES.**

It is recommended that each college organize one week to ten days of induction programme for the students of I semester before the commencement of classes. Similar induction could be planned at the time of the commencement of III Semester on specialization selection and career advancement.

## GRADUATE ATTRIBUTES

- Management Knowledge- Develop a comprehensive understanding of foundational and advanced concepts in management, including business theories, models, and practices.
- Problem-Solving and Critical Thinking- Apply analytical and critical thinking skills to identify, analyze, and solve complex business problems with creativity and effective decision-making.
- Global Perspective and Business Environment- Demonstrate awareness of the global business environment, understanding how local, national, and international economic, social, and political factors impact business operations.
- Leadership and Teamwork- Cultivate leadership abilities to effectively manage teams, make decisions, and implement strategies to achieve organizational goals in a collaborative setting.
- Ethical and Social Responsibility- Exhibit high ethical standards, a commitment to social responsibility, and an understanding of sustainable practices in business decisions.
- Cross-Functional Knowledge and Integration- Gain the ability to integrate knowledge from various business functions, such as marketing, finance, operations, and human resources, to make comprehensive, well-rounded business decisions.
- Effective Communication- Communicate clearly and professionally, using appropriate business terminology and tools to convey ideas, influence stakeholders, and manage conflict.
- Entrepreneurial Skills and Innovation- Foster an entrepreneurial mindset to create new opportunities, initiate ventures, and bring innovative solutions to market needs and societal challenges.
- Research and Analytical Skills- Conduct research, analyze data, and interpret results using statistical and quantitative techniques to support business decisions.
- Lifelong Learning- Recognize the need for continuous learning and self-improvement to adapt to changing business environments, and actively engage in professional development.
- Technological Proficiency- Develop proficiency in current business technologies and analytics, and apply these tools to enhance productivity, optimize processes, and support informed decision-making.
- Adaptability and Innovation- Cultivate flexibility and an innovative mindset, enabling graduates to adapt to rapid changes in the business environment and leverage opportunities for growth and improvement
- Sustainability and Corporate Social Responsibility (CSR)- Understand the importance of sustainability and CSR in business practices, enabling graduates to make ethical and socially responsible decisions that contribute positively to society and the environment.

## **PROGRAM EDUCATIONAL OBJECTIVES (PEO's):**

- **PEO 1:** The MBA program is a two-year full-time course aimed at building a strong foundation in management knowledge, preparing students to navigate complex business challenges and drive success in diverse industries.
- **PEO 2:** The program aims to develop leadership and teamwork skills, fostering ethical, socially responsible, and sustainable business practices to empower students in making well-rounded impactful decisions.
- **PEO 3:** With a globally relevant curriculum that emphasizes critical thinking, innovation, and adaptability, the program prepares students to embrace lifelong learning and technological proficiency to stay ahead in a dynamic business environment.
- **PEO 4:** The program encourages an entrepreneurial mindset and cultural sensitivity, equipping graduates to excel in multicultural settings, create new opportunities, and lead with inclusiveness in the contemporary business world.

## **PROGRAM SPECIFIC OUTCOMES (PSO's):**

- **PSO 1:** Business Strategy and Management Application: Apply core management principles and strategic insights to effectively manage business operations, analyze market dynamics, and make informed, data-driven decisions for sustainable growth.
- **PSO 2:** Leadership and Ethical Decision-Making: Demonstrate strong leadership abilities with a commitment to ethical standards, social responsibility, and sustainability, fostering trust and accountability in all professional interactions.
- **PSO 3:** Global and Cultural Competency: Exhibit a deep understanding of the global business environment, integrating cross-cultural sensitivity and inclusiveness to collaborate effectively in diverse, multicultural teams.
- **PSO 4:** Innovation and Entrepreneurial Skills: Leverage an entrepreneurial mindset and innovative thinking to identify opportunities, initiate ventures, and implement creative solutions to complex business challenges.
- **PSO 5:** Technological and Analytical Proficiency: Attain proficiency in business technologies, data analytics, and quantitative methods to optimize business processes, enhance productivity, and support decision-making in a technology-driven landscape.

## SEMESTER WISE COURSE MATRIX

FIRST SEMESTER								
Sl. No.	Course/Paper Code	Course Category	Title of the Paper	Teaching Hours/week L+T+P	Semester End Evaluation (Maximum Marks)		Total Marks	Credits
					SEE	CEE		
1	MBA1.1	DSC	MANAGEMENT & ORGANIZATIONAL BEHAVIOUR	4-0-0	70	30	100	4
2	MBA1.2	DSC	ACCOUNTING FOR MANAGERS	4-0-0	70	30	100	4
3	MBA1.3	DSC	STATISTICAL ANALYSIS FOR MANAGERIAL DECISION	3-0-1	70	30	100	4
4	MBA1.4	DSC	MARKETING MANAGEMENT	4-0-0	70	30	100	4
5	MBA1.5	DSC	ECONOMICS FOR MANAGERS	4-0-0	70	30	100	4
6	MBA1.6	DSC	INNOVATION & ENTREPRENEURSHIP	4-0-0	70	30	100	4
7	MBA1.7	SEC	CORPORATE COMMUNICATION	3-0-0	70	30	100	2
Total							700	26
DSC-Discipline Specific Core, SEC- Skill Enhancement Course L+T+P : Lecture + Tutorial + Practical								

## SECOND SEMESTER

Sl. No.	Course/ Paper Code	Course Category	Title of the Paper	Teaching Hours/ week L+T+P	Semester End Evaluation (Maximum Marks)		Total Marks	Credits
					SEE	CEE		
1	MBA2.1	DSC	IT AND ANALYTICS FOR BUSINESS LEADERS	3-0-1	70	30	100	4
2	MBA2.2	DSC	QUANTITATIVE TECHNIQUES AND OPERATIONS MANAGEMENT	4-0-0	70	30	100	4
3	MBA2.3	DSC	HUMAN CAPITAL MANAGEMENT	4-0-1	70	30	100	4
4	MBA2.4	DSC	FINANCIAL MANAGEMENT	3-0-1	70	30	100	4
5	MBA2.5	DSC	INTERNATIONAL BUSINESS DYNAMICS	4-0-0	70	30	100	4
6	MBA2.6	DSC	FAMILY BUSINESS MANAGEMENT AND LEGAL FRAMEWORK	4-0-0	70	30	100	4
7	MBA2.7	SEC	STRATEGIC SOFT SKILL FOR MANAGERS	3-0-0	70	30	100	2
<b>Total</b>							<b>700</b>	<b>26</b>
<b>DSC-Discipline Specific Core, SEC- Skill Enhancement Course L+T+P : Lecture + Tutorial + Practical</b>								

### THIRD SEMESTER

Refer to *BNU MBA Program Regulation 8.2* for the selection of Core and Dual Specialization

Sl. No.	Course/ Paper Code	Course Category	Title of the Paper	Teaching Hours/ week L+T+P	Semester End Evaluation (Maximum Marks)		Total Marks	Credits
					SEE	CEE		
1	MBA3.1	DSC	BUSINESS RESEARCH METHODS	4--0-0	70	30	100	4
2	MBA3.2	DSC	STRATEGIC MANAGEMENT & CORPORATE GOVERNANCE	4-0-0	70	30	100	4
3	MBA3.3	DSE	ELECTIVE COURSE 1	4-0-0	70	30	100	4
4	MBA3.4	DSE	ELECTIVE COURSE 2	4-0-0	70	30	100	4
5	MBA3.5	DSE	ELECTIVE COURSE 3	4-0-0	70	30	100	4
6	MBA3.6	DSE	ELECTIVE COURSE 4	4-0-0	70	30	100	4
7	MBA3.7	CC**	CERTIFICATION COURSE (MOOC'S/ VALUE ADDED COURSE)/ INTERNSHIP				50	2
<b>Total</b>							<b>650</b>	<b>26</b>

**DSC**-Discipline Specific Core, **DSE**- Discipline Specific Elective, **CC**- Certification Course, **L+T+P** : Lecture + Tutorial + Practical

Note:

**\*\*Refer to BNU MBA Regulation 8.1 for Certification/Internship Guidelines.**

### FOURTH SEMESTER

Sl. No.	Course/ Paper Code	Course Category	Title of the Paper	Teaching Hours/ week L+T+P	Semester End Evaluation (Maximum Marks)		Total Marks	Credits
					SEE	CEE		
1	MBA4.1	DSE	ELECTIVE COURSE 1	4-0-0	70	30	100	4
2	MBA4.2	DSE	ELECTIVE COURSE 2	4-0-0	70	30	100	4
3	MBA4.3	DSE	ELECTIVE COURSE 3	4-0-0	70	30	100	4
4	MBA4.4	DSE	ELECTIVE COURSE 4	4-0-0	70	30	100	4
4	MBA4.5		DISSERTATION PROJECT		200	50	250	10
<b>Total</b>							<b>650</b>	<b>26</b>

**DSE-** Discipline Specific Elective, **CC-** Certification Course, **L+T+P** : Lecture + Tutorial + Practical  
**Note: Refer to BNU MBA Regulation 8.3 for Dissertation Project guidelines.**

<b>ELECTIVE COURSES</b>				
Sl. No	<b>III SEMESTER</b>		<b>IV SEMESTER</b>	
<b>FINANCE ELECTIVE COURSES</b>				
1	FM 3.1	FINANCIAL MARKETS AND SERVICES	FM 4.1	COMMERCIAL BANK MANAGEMENT
2	FM 3.2	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	FM 4.2	BUSINESS RISK AND INSURANCE PRACTICES
3	FM 3.3	FINANCIAL ANALYSIS AND FINTECH	FM 4.3	DIRECT AND INDIRECT TAXATION
4	FM 3.4	BUSINESS VALUATION AND FINANCIAL MODELING	FM 4.4	DERIVATIVES & RISK HEDGING STRATEGIES
<b>MARKETING ELECTIVE COURSES</b>				
1	MM 3.1	CONSUMER BEHAVIOUR IN DIGITAL WORLD	MM 4.1	INTERNATIONAL MARKETING AND SUSTAINABLE STRATEGIES
2	MM 3.2	INTEGRATED MARKETING COMMUNICATION	MM 4.2	B2B (BUSINESS-TO-BUSINESS) MARKETING
3	MM 3.3	RETAILING STRATEGIES AND CUSTOMER RELATIONSHIP MANAGEMENT	MM 4.3	STRATEGIC BRAND MANAGEMENT
4	MM 3.4	RURAL AND AGRICULTURAL MARKETING	MM 4.4	DIGITAL MARKETING
<b>HUMAN RESOURCE ELECTIVE COURSES</b>				
1	HR 3.1	TALENT ACQUISITION AND COMPETENCY MANAGEMENT	HR 4.1	COMPENSATION AND BENEFITS MANAGEMENT
2	HR 3.2	PERFORMANCE MANAGEMENT SYSTEM AND OD	HR 4.2	INTERNATIONAL HUMAN RESOURCE AND DIVERSITY MANAGEMENT
3	HR 3.3	CONTEMPORARY PEOPLE MANAGEMENT	HR 4.3	LEARNING AND DEVELOPMENT
4	HR 3.4	SUSTAINABLE HUMAN RESOURCE MANAGEMENT	HR 4.4	LABOUR CODE AND WORKPLACE RELATIONS
<b>LOGISTICS &amp; SUPPLY CHAIN MANAGEMENT - ELECTIVE COURSES</b>				
1	LS 3.1	PRINCIPLES OF LOGISTICS MANAGEMENT	LS 4.1	INVENTORY AND WAREHOUSE MANAGEMENT
2	LS 3.2	SUPPLY CHAIN STRATEGY AND	LS 4.2	OPERATIONS MANAGEMENT

		DESIGN		
<b>BUSINESS ANALYTICS - ELECTIVE COURSES</b>				
1	BA 3.1	BUSINESS INTELLIGENCE, DATAWAREHOUSING AND DATAMINING	BA 4.1	PYTHON PROGRAMMING & MACHINE LEARNING
2	BA 3.2	DATA ANALYTICS	BA 4.2	WEB ANALYTICS AND INTELLIGENCE
<b>HEALTHCARE MANAGEMENT - ELECTIVE COURSES</b>				
1	HC 3.1	PUBLIC HEALTH -A GLOBAL PERSPECTIVE	HC 4.1	HOSPITAL OPERATIONS MANAGEMENT
2	HC 3.2	EPIDEMIOLOGY AND CHANGING HEALTHCARE SECTOR	HC 4.2	MEDICO-LEGALFRAMEWORK IN HEALTHCARE
<b>AVIATION MANAGEMENT- ELECTIVE COURSES</b>				
1	AV 3.1	AIRPORT PLANNING & MANAGEMENT	AV 4.1	AVIATION FORECASTING TECHNIQUES
2	AV 3.2	AIR TRAFFIC MANAGEMENT	AV 4.2	REGULATORY MANAGEMENT

<b>CORE SPECIALIZATION</b>		
Finance	Marketing	Human Resource
<p><b>Note :</b> Each student must study a total of Eight subjects in each selected specialization (Four in 3rd Sem + Four in 4th Sem) in addition to any prescribed core papers.</p>		
<b>PERMISSIBLE DUAL SPECIALIZATION COMBINATIONS</b>		
Finance + Marketing		Marketing + Aviation
Finance + Human Resource		Marketing + Business Analytics
Finance + Logistics & Supply Chain		Marketing + Healthcare Management
Finance + Aviation		Human Resource + Logistics & Supply Chain
Finance + Business Analytics		Human Resource + Aviation
Finance + Healthcare Management		Human Resource + Business Analytics
Marketing + Human Resource		Human Resource + Healthcare Management
Marketing + Logistics & Supply Chain		
<p><b>Note :</b> Each student must study a total of four subjects in each selected specialization (two in 3rd Sem + two in 4th Sem) in addition to any prescribed core papers.</p>		

<b>FIRST SEMESTER</b>			
<b>MANAGEMENT AND ORGANIZATIONAL BEHAVIOR</b>			
<b>Course Code</b>	MBA1.1	<b>Credits</b>	4
<b>Contact Hours per Week</b>	4	<b>Duration of Exam</b>	3
<b>Summative Assessment Marks</b>	70	<b>Formative Assessment Marks</b>	30
<b>PERSPECTIVE OF THE COURSE:</b>			
<p>This course provides a comprehensive understanding of management principles and organizational behaviour, focusing on key areas such as decision-making, personality, motivation, leadership, and organizational change. Students will explore various management theories, conflict resolution strategies, and leadership styles, while developing practical skills to manage teams, resolve conflicts, and lead organizational change effectively. The course aims to prepare students to apply these concepts in real-world business scenarios for improved organizational performance.</p>			
<b><u>COURSE OBJECTIVES AND OUTCOMES</u></b>			
<b>OBJECTIVES:</b>			
<ul style="list-style-type: none"> <li>● To introduce students to core management concepts and organizational behavior.</li> <li>● To develop skills in decision-making, problem-solving, and conflict resolution.</li> <li>● To enhance understanding of leadership styles and their application in organizational settings.</li> <li>● To equip students with tools to manage change and organizational development effectively.</li> </ul>			
<b>OUTCOMES:</b>			
<p>Upon successful completion of the course, students will be able to:</p> <ul style="list-style-type: none"> <li>● Gain a foundational understanding of management theories and practices.</li> <li>● Analyze and address decision-making challenges in organizations.</li> <li>● Develop leadership and team management skills applicable in diverse organizational contexts.</li> <li>● Understand the role of leadership in organizational culture and change management</li> <li>● Apply strategies for managing conflict, change, and organizational development</li> </ul>			
<b>COURSE CONTENT AND STRUCTURE</b>			
<b>MODULE 01: INTRODUCTION TO MANAGEMENT</b>			<b>10 HOURS</b>
<p>Management – Definition- Scope- Purpose and Characteristics- Roles – Skills- Effectiveness and Efficiency- Evolution of Management Thought - Classical Theory- Scientific Management - Administrative Management –Bureaucracy - Behavioural Science Approach- Quantitative Approach - Systems Approach - Contingency Approach - Operational Approach - Hawthorne Experiments- Interdisciplinary Nature of OB - Models of OB- Emerging Issues in OB- Managerial Functions- Planning-Organizing- Staffing-Leading-Controlling.</p>			
<b>MODULE 02: PERSONALITY, LEARNING AND DECISION-MAKING</b>			<b>10 HOURS</b>

Definition-Determinants-Types-Personality Traits-Approaches to Understanding Personality-MBTI-Big Five-DISC-FIRO-B- Perception-Perceptual process- Organization –Attribution-Errors-Organizational Applications-Importance of Learning-Approaches-Barriers to Learning-Positive and Negative Reinforcement-Schedules of Reinforcement-Behaviour Modification-Types of managerial decisions- Models- Errors and Barriers in Decision Making- Ethical Principles in decision making.

**MODULE 03: ATTITUDES, VALUES, MOTIVATION, POWER AND POLITICAL BEHAVIOUR AND STRESS 12 HOURS**

Definition of Attitude - Cognitive Dissonance –Work Attitude- Values- Personal and Organizational Values- Value Conflict- Motivation –Process- Content Models- Hierarchy- Herzberg’s-McGregor-Achievement-Aldefer’s ERG-Process Models- Goal Setting-MBO- Vroom’s Expectancy- -Equity - Motivation and Performance-Rewards System-Power-Definition-Bases of Power, Emerson’s Power dependence theory, Power tactics-Organizational Politics-Influencing Strategies-Impression Management-Ethics in Power and Politics- Nature and Types of Stress-Causes-Organizational and Environmental factors-Consequences- Stress Management.

**MODULE 04: MANAGING CONFLICT, GROUP DYNAMICS, ORGANIZATIONAL STRUCTURE AND DESIGN 12 HOURS**

Types of Conflict-Stages-Sources of Conflict-Outcomes of conflict- Resolution Strategies of Conflict Groups- Types and Functions-Tuckman Model of Group Development-Role-Cohesiveness- Threats to Group effectiveness-Teams-Team Building and Managing Teams-Building Trust in organization-Organizational Structure- Traditional and Modern -Functions of Organizational Design-Factors affecting organizational design-Elements of organization structure-High Performance Systems.

**MODULE 05: LEADERSHIP, ORGANIZATIONAL CULTURE AND CHANGE, ORGANIZATIONAL DEVELOPMENT 12 HOURS**

Leadership and management –Leadership Traits-Styles-Skills-Ohio studies, Management Grid – Likert-Fiedler’s-Situational Leadership-Path Goal Theory-Transformational versus Transactional-Leader as Mentor- Ethical Leadership-Organizational Culture- Types, Elements and Functions of Culture- Ouchi Framework-Managing Culture- Outcome of Change-People’s Reactions to Change-Resistance to Change-Internal and External change-Planned Change - Lewin’s Force Field-Kotter’s Eight step- Unplanned Change-Effective Change Management-Organizational Development –Definition-Models of OD-Action Research-Appreciative Inquiry- Overcoming Resistance to Change-Manager as a Change Agent.

**PEDAGOGY**

The course will use a mix of lectures, case studies, role play, and group activities to engage students in real-world management and organizational behavior scenarios. Students will develop practical skills in decision-making, leadership, conflict resolution, and change management. Interactive sessions, industry guest lectures, and self-assessment tools will enhance learning and application. Continuous assessments through quizzes, assignments, and presentations will gauge students' progress and skills development.

#### **SUGGESTED LEARNING RESOURCES:**

- **Management** by John R. Schermerhorn, Jr., 8/e, Wiley India, 2010.
- **Essentials of Management** by Koontz, McGraw Hill, 8/e, 2014.
- **Organizational Behavior** by Stephen P. Robbins, Timothy A. Judge, and Neharika Vohra
- **Organizational Behaviour** by Daniel King and Scott Lawley, Oxford University Press, 4th Edition
- **Essentials of Organizational Behaviour, Global Edition**
- **Organizational Behaviour: Performance Management in Practice** by Richard Pettinger
- **Organizational Behaviour** by Chitale Avinash K., Mohanty Rajendra Prasad, and Dubey Nishith Rajaram, PHI, 2nd Edition
- **Behaviour in Organizations** by Jerald Greenberg, Pearson, 2016
- **Indian Cases in Organizational Behaviour: Insights for Leading Individuals and Teams** by Simi Joy, Pearson Education, 2024
- **Insights for Leading Individuals and Teams** by Simi Joy, Pearson Education, 2022
- **HBR's 10 Must Reads on Building a Great Culture** (with bonus article "How to Build a Culture of Originality" by Adam Grant)
- **Organisational Behaviour** by K. Ashwathappa, Himalaya Publishing
- **Organizational Behaviour** by VSP Rao, Himalaya Publishing
- **Organizational Behaviour: An Evidence-Based Approach** by Fred Luthans, McGraw Hill/Irwin, 2011
- **Reframing Organizations: Artistry, Choice, and Leadership** by Laurie J. Mullins
- **Organizational Behaviour: Performance Management in Practice** by Richard Pettinger

#### **Web Resources:**

- [https://onlinecourses.nptel.ac.in/noc22\\_mg104/preview](https://onlinecourses.nptel.ac.in/noc22_mg104/preview)
- [https://onlinecourses.nptel.ac.in/noc22\\_mg78/preview](https://onlinecourses.nptel.ac.in/noc22_mg78/preview)

- [https://learninglink.oup.com/access/king-lawley3e-student-resources#tag\\_all-chapters](https://learninglink.oup.com/access/king-lawley3e-student-resources#tag_all-chapters)
- <https://openstax.org/details/books/organizational-behavior>
- <https://www.classcentral.com/course/introduction-organisational-behaviour-11892>



<b>ACCOUNTING FOR MANAGERS</b>			
<b>Course Code</b>	MBA1.2	<b>Credits</b>	4
<b>Contact Hours per Week</b>	4	<b>Duration of Exam</b>	3
<b>Summative Assessment Marks</b>	70	<b>Formative Assessment Marks</b>	30
<b>PERSPECTIVE OF THE COURSE:</b>			
<p>The primary responsibility of a manager is to make decisions. A prospective manager needs to learn how to find information and make wise decisions in a timely manner. The Annual Report is one document that offers a wealth of information for numerous decisions. The annual report, which is written by the company's management and sent to the owners (shareholders), provides sufficient information for both internal and external stakeholders. It tells them about the company's performance during the previous fiscal year, as well as the reasons and analysis behind it. The main obstacle, though, is figuring out how to read and comprehend the report and extract data for decision-making. The basic elements of financial statements, their analysis and interpretation, and cost-management strategies are covered in this course.</p>			
<b><u>COURSE OBJECTIVES AND OUTCOMES</u></b>			
<b>OBJECTIVES:</b>			
<ul style="list-style-type: none"> <li>• To provide the students the opportunity to learn accounting ideas, principles, and practices.</li> <li>• To provide an understanding of Financial Statements and Interpreting its results, students should be able to apply tools, techniques and make decisions based on it.</li> <li>• To enable students to use cost and financial information for planning, control, and decision-making.</li> </ul>			
<b>OUTCOMES:</b>			
<ul style="list-style-type: none"> <li>• Apply, interpret and analyze the financial statements, in various decision-making contexts such as corporate failure prediction, credit risk evaluation and takeover.</li> <li>• Prepare and interpret segmental analysis, inter-firm comparisons.</li> <li>• Financial Statement Analysis of an organization and its utility in making efficient and effective decision.</li> </ul>			
<b>COURSE CONTENT AND STRUCTURE</b>			
<b>MODULE 01: INTRODUCTION TO ACCOUNTING FRAMEWORK</b>			<b>10 HOURS</b>
<p>Introduction, Meaning and definition, understanding forms of Business Organizations, Basic framework of accounting, objectives and purpose of accounting information, users of accounting information, Framework of IFRS, Ind AS – IFRS v/s Ind AS Carve In and Carve Out.</p>			
<b>MODULE 02: UNDERSTANDING OF FINANCIAL STATEMENTS</b>			<b>10 HOURS</b>
<p>Importance of financial statements in an organisation. What do numbers really mean in a Financial Statement? Terms and Jargons used in financial statements. Detailed discussions on contents of</p>			

statement of financial position and statement of comprehensive Income and cash flow statements. Interlinking different financial statements. Financial statement analysis and decision making.

**MODULE 03: ANALYZING AND INTERPRETING FINANCIAL STATEMENTS 18 HOURS**

Objectives of financial statements analysis, standards of comparison, Techniques of financial statement analysis - Trend Analysis, Common size statement analysis, Ratio Analysis including profitability, liquidity, activity, gearing and investment ratios, Du-Pont Analysis, Cash flow statement (no Preparation, only understanding) - understanding the major components of cash flows – operating, investing and financing activities, Altman’s Z Score model, understanding annual reports and notes to Financial statements.

**MODULE 04: ORIENTATION TO COST ACCOUNTING 12 HOURS**

Meaning of Costs, Cost Classification - based on elements, functions and behaviour. Cost Management – Techniques for controlling and reducing cost – Marginal Costing, Cost volume-profit analysis, various types of budget and budgetary control.

**MODULE 5: LATEST TRENDS & PRACTICES. 06 HOURS**

Introduction to financial Software for analysis: Excel and Prowess. Human Resource Accounting, Inflation Accounting, Forensic Accounting and Sustainability Reporting. (Theory Only)

**PEDAGOGY**

The course will employ a combination of lectures, practical exercises, case studies, and hands-on software training to help students understand accounting principles and apply them effectively. Students will engage in financial statement analysis through ratio analysis, trend analysis, and real-world examples to develop decision-making skills. Workshops and software demonstrations (Excel and Prowess) will facilitate the use of tools for financial analysis. Continuous assessments through assignments, quizzes, and class discussions will ensure a deep understanding of both theoretical concepts and practical applications.

**Note: It is suggested to conduct practical session using Microsoft Excel or any other tools/software where ever applicable.**

**RECOMMENDED READINGS ESSENTIAL READINGS**

Chandra, Prasanna, —Finance Sense – Finance for Non-finance Executives, Tata McGraw Hill  
Agarwal, V. Rakesh, —Systematic Approach to Cost Accounting, Bharat Publications  
Narayanaswamy R, Financial Accounting- A managerial perspective, PHI Learning Pvt Ltd 2014.  
Gupta, Ambrish, —Financial Accounting for Management – An Analytical Perspective; Pearson Publications

Ramachandran and Kakani- Financial Accounting for Management, Tata McGraw Hill.  
Charles H.Gibson, (2011), Financial Statement Analysis, 12<sup>th</sup> edition, (ISE), South Western Cengage Learning.  
Fairfield, Zhang and Halsey Easton, (2009), Financial Statement Analysis & Valuation 2nd edition, McNally.  
Vijaykumar M P., —First Lessons in Financial Reporting, Snow White Publications

## REFERENCES

1. Tulsian and Tulsian, —Financial Reporting, S.Chand
2. Kishore, M. Ravi, —Advanced Cost Accounting and Cost systems, Taxmann Publications
3. Ramachandran, and Kakani, —How to Analyze Financial Statements, Tata McGraw Hill
4. Palat, Raghu, —How to Read Annual Reports and Balance Sheets, JAICO Publishing House
5. Dash A.P., —Financial Wisdom – Finance for Non-Finance Executives, Biztantra

## WEB RESOURCES

- [www.icai.org/students/Bos-knowledgeportal](http://www.icai.org/students/Bos-knowledgeportal).
- [www.icmai.in](http://www.icmai.in)
- Journal of Accounting
- Indian Journal of Accounting
- The Chartered Accountant.

## STATISTICAL ANALYSIS FOR MANAGERIAL DECISIONS

<b>Course Code</b>	MBA1.3	<b>Credits</b>	4
<b>Contact Hours per Week</b>	4	<b>Duration of Exam</b>	3
<b>Summative Assessment Marks</b>	70	<b>Formative Assessment Marks</b>	30

### **PERSPECTIVE OF THE COURSE:**

This course equips students with practical skills in statistical analysis, essential for interpreting and applying data in real-life business scenarios. Through modules covering data visualization, statistical measures, time series, hypothesis testing, and decision-making, students develop the competence to analyze data and make informed business decisions. Hands-on practice with software tools like Excel, JASP, and SPSS further enhances their readiness for data-driven environments.

### **COURSE OBJECTIVES AND OUTCOMES**

#### **OBJECTIVES:**

- To elevate students' awareness of data in everyday life and prepare them for a career in today 's age of information.
- To impart to students, an assured level of competence, or understanding, of the basic ideas, terms, and language of statistics.
- To develop statistical literacy skills in students in order to comprehend and practice statistical ideas at many different levels.
- To promote the practice of the scientific methods in our students: the ability to identify questions, collect evidence (data), discover and apply tools to interpret the data, and communicate and exchange results.
- To learn the applications of statistics in business decision making.

#### **OUTCOMES:**

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

- Achieve statistical literacy and find ways to move beyond the-what of statistics to the how and why of statistics.
- Facilitate objective solutions in business decision making.
- Understand and solve business problems
- Apply statistical techniques to data sets, and correctly interpret the results.
- Develop skill-set that is in demand in both the research and business environments
- Enable the students to apply the statistical techniques in a work setting.

### **COURSE CONTENT AND STRUCTURE**

#### **MODULE 01: MEASURES OF CENTRAL TENDENCY AND VARIATION      14 HOURS**

Role of Statistics, Applications of statistics in managerial decision-making; Phases of a statistical

study, Presentation of data to convey meaning - Tables, Graphs and Frequency Distribution Measures of central tendency: Mean, Median and Mode and their implications, Measures of Dispersion: Range, Mean deviation, Standard deviation, Coefficient of Variation, Skewness, Kurtosis.

**Practical Exercise/Software Practice:**

Demonstration on the creation of various types of charts/graphs, including line, bar, column, pie, and scatter diagrams. Calculation of mean, median, mode, range, mean deviation, standard deviation, and coefficient of variation using suitable data sets.

**MODULE 02: TIME SERIES, CORRELATION & REGRESSION**

**08 HOURS**

Time series analysis: Concept, Additive and Multiplicative models, Components of time series.

Trend analysis: Least Square method, Linear and Non- Linear equations, Exponential smoothing method, Applications in business decision-making.

Correlation: Meaning and types of correlation, Karl Pearson and Spearman rank correlation.

Regression: Meaning, Regression equations and their application.

**Practical Exercise/Software Practice:** Moving averages, weighted averages, exponential smoothing, correlation and regression problems

**MODULE 03: SAMPLING AND SAMPLING DISTRIBUTIONS**

**10 HOURS**

Concept of Normal Probability distribution – Sampling – Probability and Non-Probability Sampling – Sampling and non-sampling errors- Introduction to sampling distributions, sampling distribution of mean and proportion, Point and Interval estimates for population parameters of large sample and small samples, determining the sample size.

**Practical Exercise/Software Practice:** Calculating sampling distributions of the mean and proportion, creating point and interval estimates for population parameters with both large and small samples, and determining appropriate sample sizes

**MODULE 04: TESTING OF HYPOTHESIS AND PARAMETRIC TESTS**

**12 HOURS**

Introduction to Hypothesis Testing - Formulation of Hypotheses; Procedure for Hypothesis Testing, Type I and Type II Errors, Parametric and Non – Parametric Tests, Testing for Single Population and Two Populations, Application of Z-test, t-test, F-test and Testing ANOVA (one and two way)

**Practical Exercise/Software Practice:** JAMOVI, JASP, or SPSS to conduct Z-tests, T-tests, F-tests, and ANOVA.

**MODULE 05: NON-PARAMETRIC TESTS AND DECISION THEORY**

**12 HOURS**

Chi-square test for single sample standard deviation, Chi-square tests for independence of attributes and goodness of fit, Sign test for paired data, Rank sum test, Kolmogorov-Smirnov, Wilcoxon Signed Rank Test, Mann-Whitney U Test, Spearman's Rank Correlation, Kruskal Wallis Test, Decision Theory – Decision under certainty, Decision making under risk (EMV criteria) and Decision making under uncertainty.

**Practical Exercise/Software Practice:** JAMOVI, JASP, or SPSS to conduct Chi-Square tests, Kruskal-Wallis tests, and Mann-Whitney tests.

## **PEDAGOGY**

Regardless of an individual's role in the statistical information chain, it is essential to have a fundamental understanding of the concepts and terminology, along with the ability to reason, question, compare, and explain. A level of statistical thinking is also necessary to apply these ideas to new problems and identify emerging questions. To support this, case studies from newspapers and magazines reflecting real-life scenarios can be explored. Additionally, use of Excel and open-source statistical packages like JASP and JAMOVI, or SPSS etc will be taught through case studies, and data sets, supplementing the formal teaching hours dedicated to statistical methods..

**Note:** For every module at least one hour of practical session using Microsoft Excel/JAMOVI/JASP/SPSS is suggested.

## **Suggested Learning Resources:**

### **Essential Readings:**

- J. K. Sharma, Fundamentals of Business Statistics, 2nd Edition, Vikas Publication, 2014
- S. P. Gupta, Statistical Methods, Sultan Chand & Sons, 2021
- T N Srivastava, Shailaja Rego, Statistics for Management, McGraw Hill Education, 3rd edition.
- Naval Bajpai, Business Statistics, Pearson Education India, 2nd Edition.
- Glynn Davis and Branko Pecar, Business Statistics using Excel. Oxford University Press, 2010

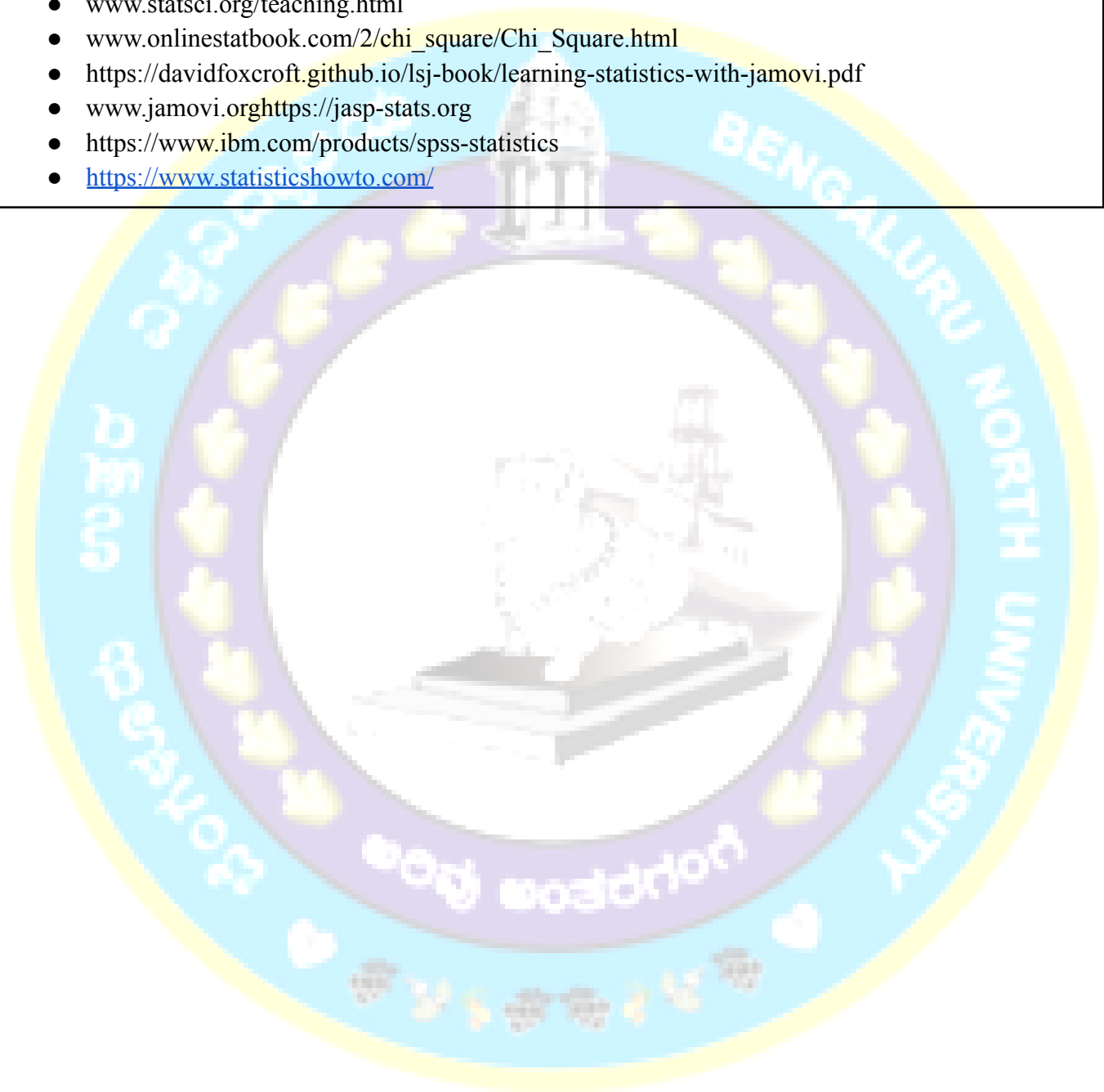
### **Reference Books**

- SC Gupta, Fundamentals of Statistics, Himalaya Publications.2013.
- N.D. Vohra, Business Statistics, McGraw Hill Education, 2018
- Amir Aczel, Jayavel Sounderpandian and P. Saravanan; Complete Business Statistics (with CD), 7th Edition, McGraw Hill
- Richard I. Levin and David S. Rubin, Statistics for Management, Pearson Education, 7th Edition
- MacDougall, J. (2024). A User's Guide for JASP. August 2024. (Free PDF)
- Goss-Sampson, M. A. (2024). Statistical Analysis in JASP 0.18.3: A Guide for Students. March 2024. (Free PDF).
- David M. Levine, David F. Stephan, Kathryn A. Szabat. Statistics for Managers Using Microsoft Excel, 9th Edition.
- Complete Business Statistics (with CD) by Amir Aczel, Jayavel Sounderpandian, and P. Saravanan, McGraw Hill, 7th Edition

- Fundamentals of Statistics by S.C. Gupta, Himalaya Publications, 2013

**Web Resources:**

- [www.socstatistics.com](http://www.socstatistics.com)
- [www.statista.com](http://www.statista.com)
- [www.statsci.org/teaching.html](http://www.statsci.org/teaching.html)
- [www.onlinestatbook.com/2/chi\\_square/Chi\\_Square.html](http://www.onlinestatbook.com/2/chi_square/Chi_Square.html)
- <https://davidfoxcroft.github.io/ljsj-book/learning-statistics-with-jamovi.pdf>
- [www.jamovi.orghttps://jasp-stats.org](http://www.jamovi.orghttps://jasp-stats.org)
- <https://www.ibm.com/products/spss-statistics>
- <https://www.statisticshowto.com/>



<b>MARKETING MANAGEMENT</b>			
<b>Course Code</b>	MBA1.4	<b>Credits</b>	4
<b>Contact Hours per Week</b>	4	<b>Duration of Exam</b>	3
<b>Summative Assessment Marks</b>	70	<b>Formative Assessment Marks</b>	30
<b>PERSPECTIVE OF THE COURSE:</b>			
<p>This course will provide the students an understanding of various Marketing principles, concepts, tools, and their application in concrete business situations. It will create an appreciation for the value of Marketing in the competitive marketplace and provide students a framework for marketing decision making and strategy development</p>			
<b><u>COURSE OBJECTIVES AND OUTCOMES</u></b>			
<b>OBJECTIVES:</b>			
<ul style="list-style-type: none"> <li>● Understanding the fundamentals of Marketing.</li> <li>● Gain knowledge of STP Analysis and Branding.</li> <li>● To develop understanding of Product and Pricing Strategies</li> <li>● Explore the functions of Logistics and Supply Chain Management:</li> <li>● To familiarize the students with concept of Advertising and Promotion Strategies</li> <li>● Know about the new trends in Marketing.</li> </ul>			
<b>OUTCOMES:</b>			
<p>Upon successful completion of the course, students will be able to:</p> <ul style="list-style-type: none"> <li>● Analyze the basic concepts of marketing, the marketing environment and competitive dynamics for better decision making.</li> <li>● Apply target marketing through market segmentation and market positioning and be able develop marketing strategies based on the target market.</li> <li>● Devise suitable strategies for marketing of goods and services and pricing decisions in the marketing context</li> <li>● Analyze marketing channel plans and collaborate with channel partners</li> <li>● Providing an insight on integrated marketing communications</li> <li>● Examine the recent trends in marketing.</li> </ul>			
<b>COURSE CONTENT AND STRUCTURE</b>			
<b>MODULE 01: FUNDAMENTALS OF MARKETING</b>			<b>12 HOURS</b>
<p>Introduction to Marketing, Importance of marketing &amp; Marketing Mix, Core marketing concepts, Marketing orientation- Production, Selling, Product, Marketing &amp; Societal Concept, Functions of Marketing Management, Marketing strategies and plans, SWOT analysis, Market Environment Analysis - PESTEL factors, Competitive dynamics- Market Leader, Market Challenger &amp; Market Followers, Marketing Control-Types &amp; Process. Service Marketing &amp; 7P's of Service Marketing, Service vs Product marketing.</p>			
<b>MODULE 02: THE ESSENCE OF STP ANALYSIS AND BRANDING</b>			<b>10 HOURS</b>

Market Segmentation, Targeting & Positioning: Concept of Market Segmentation, Importance and Criteria for Effective Segmentation, Bases for Segmenting Consumer Markets and Business Markets, Market Segmentation Strategies. Target Marketing, Positioning - Meaning, Product Differentiation Strategies, Tasks involved in Positioning, Branding - Concept of Branding, Branding strategies, Brand Equity.

**MODULE 03: PRODUCT AND PRICING STRATEGY**

**10 HOURS**

Product Concept, Characteristics and classifications of products, Product mix & hierarchy, product line, new product development strategy, Steps in new product development, Adopter Categories for New Products, Product Life Cycle Strategies, Nature and characteristics of services, creating competitive advantage through differentiation - product and services, Significance of pricing, pricing strategies: Pricing environment, Steps in price setting, Methods of pricing, Pricing decision – raising and lowering prices.

**MODULE 04: ADVERTISING AND PROMOTION STRATEGIES**

**12 HOURS**

Role of Integrated marketing communications, Steps in designing effective communications, Communication mix, managing mass communications like advertising, sales promotion, events and experiences, public relations etc.; Managing personal communications like direct marketing, interactive marketing, Email, SMS, Social media, sales force etc.

**MODULE 05: LOGISTICS AND SUPPLY CHAIN MANAGEMENT, KEY TRENDS DRIVING THE FUTURE OF MARKETING**

**12 HOURS**

Marketing Channels-Channel Design and Management, Concepts of Logistics – Evolution – Nature and Importance – Components of Logistics Management- Supply chain management – Nature and Concepts – Value chain- Functions – Supply chain effectiveness – Outsourcing – 3PLs and 4PLs –Artificial Intelligence in Marketing, Digital Marketing, Upcoming Trends -Social Media Marketing, Mobile Marketing, Influencer marketing and Generational Marketing - Targeting Millennials, Cause related, Ethically and socially responsible marketing, Green Marketing, the Importance of Green Marketing, Neuromarketing, Pros and Cons of Neuromarketing.

**PEDAGOGY**

Combination of lectures, class discussions, case studies, and multimedia resources to provide a comprehensive learning experience. Students will engage in practical exercises like market research, product development, and role-playing to apply marketing concepts in real-world situations. Group work, debates, and presentations will encourage collaboration and critical thinking, while guest lectures and industry interactions will offer insights from marketing professionals. Digital tools and online resources can also be used to familiarize students with current marketing trends and technologies, ensuring they are well-prepared for the dynamic marketing field.

**SKILL DEVELOPMENT ACTIVITIES SUGGESTED**

Case Study Analysis – Assign case studies focused on companies with different marketing orientations (Production, Selling, Product, Marketing, and Societal concepts). Students can analyze and discuss how these orientations impact market success.

Marketing Plan Simulation – Use a simulation tool or role-playing activity to have students create and implement basic marketing strategies, including setting marketing objectives and target audience identification.

Marketing Mix Challenge – Have students design a product/service and develop its 4P's (Product, Price, Place, Promotion), analyzing each element's importance.

Brand Audit Activity – Have students conduct brand audits of well-known brands to evaluate their positioning and how they differentiate themselves in the market.

Brand Building Exercise – Ask students to conceptualize a new brand, including brand name, logo, and positioning statement. They can then present their brand concepts and rationale.

Advertising Campaign Simulation – Set up a role-playing activity where students design an advertising campaign, developing advertisements, identifying media channels, and crafting a cohesive message.

Sales Promotion Design – Have students create a promotional campaign for a product launch, incorporating techniques like discounts, coupons, contests, or loyalty programs.

Digital Marketing Project – Assign a project where students create a digital marketing plan incorporating AI tool, social media, influencer marketing, and mobile marketing strategies.

Supply Chain Mapping Activity – Have students map out a product's supply chain, from raw materials to final delivery, analyzing each component's importance and the potential for improvements.

Field Visit or Virtual Company Tour – Arrange visits or virtual tours to companies with established marketing departments, allowing students to observe marketing practices.

#### **Suggested Learning Resources:**

- Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha, Marketing Management, Pearson Education, Latest Edition.
- Etzel, Walker, Stanton & Pandit, Marketing, Tata McGrawhill, Latest Edition.
- Saxena, Marketing Management, 5th Ed., McGraw Hill.
- Peter, Marketing Management, 9th Ed., McGraw Hill.
- Ramaswamy and Namakumari, Marketing Management: Global Perspective, Indian Context, McGraw Hill, 5th Edition, 2013.

- Paul Baines, Chris Hill, Kelly Page, Marketing Management, Adapted by Piyush Sinha, Asian Edition, Oxford University Press.
- Lambhair Sharma, McDaniel, Marketing Management, Cengage Learning Pvt. Ltd., 2012.
- William D. Perreault and Jerome McCarthy, Basic Marketing: A Global Managerial Approach, Tata McGraw Hill, 2006.
- Adrian Palmer, Introduction to Marketing, Oxford.
- Philip Kotler, Gary Armstrong, Principles of Marketing, Pearson.
- Al Ries, Jack Trout, Positioning: The Battle for Your Mind, McGraw-Hill Education.
- C. Merle Crawford, Anthony Di Benedetto, New Products Management, McGraw-Hill Education.
- Sunil Chopra, Peter Meindl, Supply Chain Management: Strategy, Planning, and Operation, Pearson.
- Kenneth E. Clow, Donald Baack, Integrated Advertising, Promotion, and Marketing Communications, Pearson.
- Philip Kotler, Hermawan Kartajaya, Iwan Setiawan, Marketing 4.0: Moving from Traditional to Digital, Wiley.
- D.K. Agrawal, Logistics and Supply Chain Management.
- Suresh K. Sood, Green Marketing and Corporate Social Responsibility in India.

#### **Websites:**

- [www.mplans.com](http://www.mplans.com)
- [www.marketingtoday.com](http://www.marketingtoday.com)
- [www.indianjournalofmarketing.com](http://www.indianjournalofmarketing.com)
- [www.indianjournalofmanagement.com](http://www.indianjournalofmanagement.com)
- <https://www.ama.org>
- <https://www.ama.org/journal-of-marketing/>
- <https://academy.hubspot.com>
- <https://www.palgrave.com/gp/journal/41262>
- <https://www.productmanagementinsider.com>
- <https://www.pricingsociety.com>
- <https://cscmp.org>
- <https://www.emeraldgrouppublishing.com/journal/ijpdlm>
- <https://adage.com>
- <https://www.journalofadvertisingresearch.com>
- <https://www.marketingprofs.com>
- <https://www.marketing-trends-congress.com>

#### **Journals:**

- Journal of Marketing
- Marketing Education Review
- Journal of Consumer Marketing
- Journal of Marketing Education
- Journal of the Academy of Marketing Science

## **ECONOMICS FOR MANAGERS**

<b>Course Code</b>	MBA1.5	<b>Credits</b>	4
<b>Contact Hours per Week</b>	4	<b>Duration of Exam</b>	3
<b>Summative Assessment Marks</b>	70	<b>Formative Assessment Marks</b>	30

### **PERSPECTIVE OF THE COURSE:**

This course offers an in-depth exploration of economic concepts that influence managerial decisions, with a focus on both microeconomic and macroeconomic perspectives. It covers essential topics including demand analysis, consumer behaviour, production and cost analysis, market structures, pricing, and macroeconomic policies. The course is structured to provide students with the analytical tools necessary to interpret economic data, forecast demand, assess cost structures, and understand the broader economic environment. By integrating theory with real-world applications, this course prepares students to make informed decisions in diverse market scenarios, fostering a strategic approach to business management.

### **COURSE OBJECTIVES AND OUTCOMES**

#### **OBJECTIVES:**

- To introduce students to the core principles of managerial economics and their application in business decisions.
- To equip students with quantitative tools and techniques for demand forecasting, cost analysis, and pricing strategies.
- To provide an understanding of market structures and the implications of economic competition on business.
- To analyze the role of macroeconomic policies, including national income, inflation, and monetary policy, in influencing business environments.
- To enhance students' skills in evaluating production efficiency, pricing methods, and consumer behaviour for strategic decision-making.

#### **OUTCOMES:**

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

- Explain the relevance of economic principles in managerial decision-making and analyze economic problems faced by firms
- Conduct demand forecasting, assess elasticity, and understand consumer behavior using various economic models.
- Evaluate production costs, cost control methods, and the factors influencing the scalability of production.
- Identify and analyze different market structures, pricing mechanisms, and the impact of market equilibrium on firm profitability.
- Interpret macroeconomic indicators, including national income, inflation, and business cycles, to anticipate economic trends and inform business strategies

<b>COURSE CONTENT AND STRUCTURE</b>	
<b>MODULE 01: INTRODUCTION TO MANAGERIAL ECONOMICS</b>	<b>10 HOURS</b>
<p>General foundation to Managerial Economics, Kinds of Economic Decisions, applicability of Managerial Economics in decision making, Nature of the firm-objectives of the Firm, Role and responsibilities of a manager of a firm, Economic principles relevant to managerial decision making, Opportunity cost, Production possibility curve.</p>	
<b>MODULE 02: DEMAND ANALYSIS AND CONSUMER BEHAVIOR</b>	<b>12 HOURS</b>
<p>Concept of Demand, Law of Demand, Elasticity of Demand and its types-Relevance in Business decision making, Demand forecasting, Techniques of Demand forecasting, (including practical problems - least square method). Concept of Consumer, Consumers Equilibrium theory -Cardinal utility approach, and ordinal utility approach Indifference curve analysis Consumer surplus and its application in business (including simple problems).</p>	
<b>MODULE 03: PRODUCTION AND COST ANALYSIS</b>	<b>12 HOURS</b>
<p>Concept of production and its factors, Law of variable proportions, laws of Return to scale, Isoquants and Isocost curves, Optimum combination of inputs, Elasticity of substitutions; Cost concepts: Types of costs, Short run and long run cost functions, Interrelationship of cost, Cost reduction and cost control.(problems on cost analysis),Break even Analysis-Meaning, Determinants of BEP, Usefulness and limitations of BEA.</p>	
<b>MODULE 04: MARKET STRUCTURE AND PRICING</b>	<b>14 HOURS</b>
<p>Concepts of Revenue curves of firm and relationship among TR, AR and MR Curves. profit and profit functions. Concept of Market and Market equilibrium, different market structure- characteristics, advantages and disadvantages of perfect competition, monopoly, duopoly, monopolistic, and oligopoly. Concept of Pricing, descriptive pricing approaches, Price discrimination and dumping. Concept of factor pricing, theories of factors pricing.</p>	
<b>MODULE 05: MACROECONOMIC ANALYSIS</b>	<b>08 HOURS</b>
<p>National Income: Concept and measurement, Circular flow of economic activities, Keynesian theory of employment, consumption function, investment function, multiplier, relevance of Keynesian economics in underdeveloped countries, Business cycle, Inflation, Deflation and Monetary policy.</p>	
<b>PEDAGOGY</b>	
<p>Combination of interactive lectures, case studies, data analysis exercises, group discussions, and practical simulations to enhance students' understanding and application of economic theories. Each module will be supported by real-world examples and case studies, helping students connect theoretical concepts with business realities. Activities will focus on enhancing critical thinking, problem-solving, and decision-making skills, with an emphasis on applying economic models to analyse and solve managerial issues.</p>	

### **Skill Development Activities Suggested**

- Use time series analysis to predict future demand.
- Analyse firms production processes and cost structure
- Design strategies for firm in different market structures
- Calculate GDP,GNP...using real world data

### **SUGGESTED LEARNING RESOURCES:**

#### **REFERENCE BOOKS:**

1. Managerial Economics by D.N. Dwivedi, Vikas Publication
2. Managerial Economics by D.M. Mithani, HPH Publications, 2016
3. Micro Economics by Pindyck, Rubinfeld & Mehta, Pearson
4. Managerial Economics by Ritika Sinha, SBPD Publishing House
5. Managerial Economics by Suma Damodaran, Oxford University Press
6. Managerial Economics by Petersen Lewis & Jain, Pearson
7. Economics by Paul A. Samuelson and William D. Nordhaus, McGraw Hill
8. Managerial Economics by Geethika, Ghosh & Choudhary, McGraw Hill
9. Managerial Economics by Dr. A.B. Kalkundrikar and Dr. Rajendra M. Inamdar, 2022
10. Managerial Economics by Dominick Salvatore, Oxford University Press, 2nd Edition, 2016
11. Managerial Economics by Samuelson & Marks, Wiley, 5th Edition, 2015

#### **WEBSITES:**

1. [www.bibilomania.com/nonfiction/smith/wealth/index.html](http://www.bibilomania.com/nonfiction/smith/wealth/index.html)
2. [www.planningcommission.gov.in](http://www.planningcommission.gov.in)
3. [www.wsj.com](http://www.wsj.com)
4. [www.netec.wustl.edu/WebEc/WebEc.html](http://www.netec.wustl.edu/WebEc/WebEc.html)
5. [www.nber.org](http://www.nber.org)
6. [www.economist.com](http://www.economist.com)
7. [www.slate.com](http://www.slate.com)

#### **Journals:**

Economic and Political Weekly, Mumbai  
Economic & Political Weekly Research Foundation  
Indian Economic Review, Delhi School of Economics  
Indian Economic Journal, Indian Economic Association

## INNOVATION AND ENTREPRENEURSHIP

<b>Course Code</b>	MBA1.6	<b>Credits</b>	4
<b>Contact Hours per Week</b>	4	<b>Duration of Exam</b>	3
<b>Summative Assessment Marks</b>	70	<b>Formative Assessment Marks</b>	30

### PERSPECTIVE OF THE COURSE:

This course helps students understand innovation and entrepreneurship in business. By learning key principles, methods, and practical approaches, students gain the skills to create new business ideas and encourage creativity within existing companies. The focus is on building essential entrepreneurial skills, using real-world examples, and solving practical problems.

### COURSE OBJECTIVES AND OUTCOMES

#### OBJECTIVES:

- Students to gain foundational knowledge, skills and understand concept of Innovation and Entrepreneurship
- To generate and evaluate business ideas and entrepreneurial opportunities
- To explore different business models and strategies for building and evolving successful ventures.
- To understand government initiatives, schemes, and incentives that promote entrepreneurship, with a focus on women entrepreneurs and inclusive growth.
- To emphasize ethical decision-making, CSR, and environmental responsibility while developing leadership skills to drive sustainable and ethical businesses

#### OUTCOMES:

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

- Understand innovation, entrepreneurship and start up ecosystem
- Discover new ideas and validating those idea for feasibility analysis
- Exploring various business models and strategy for start ups
- Understand various government schemes, programs and policies to promote start ups
- Make responsible decisions, follow ethical practices, and care for the environment and society.

### COURSE CONTENT AND STRUCTURE

#### **MODULE 01: INTRODUCTION TO INNOVATION AND ENTREPRENEURSHIP 10 HOURS**

Definition of Innovation – Importance – Innovative Characteristics– Process – Innovation Models – Stages of innovation -Types of Innovation - Identifying opportunities for innovation.

Definition of Entrepreneurship – Importance –Characteristics of Successful Entrepreneur – Process –Stages of entrepreneurship- Types of entrepreneurs- Overview of the Start-up Ecosystem-Global and Local Innovation Trends-Examples of Successful Entrepreneurs and Start-ups.

#### **MODULE 02: IDEA GENERATION AND OPPORTUNITY EVALUATION 12 HOURS**

Overview of Idea Generation - Techniques for Idea Generation-Brainstorming, Mind Mapping, SCAMPER - Digital tools for collaborative idea generation -Understanding Market Needs and Customer Pain Points-Assessing Market Opportunities-Feasibility Analysis-Technical, Financial, Organisational Feasibility, Legal and Regulatory feasibility, Risk Feasibility and Market Feasibility-steps in conducting Feasibility analysis - Validating Business Ideas-Risk Assessment in New Ventures-Identifying Successful Opportunities and Ideas.

**MODULE 03: BUSINESS MODELS AND STRATEGY FOR STARTUPS 12 HOURS**

Understanding Business Models-Types of Business Model - Traditional Models- Modern and Digital Models -Innovative Business Models, Framework and Tools of Business Models – Business Model Canvas, Value Proposition canvas – Blue Ocean Strategy – Lean Startup Methodology- Evaluating and Evolving the Business Models – Business Model Innovation – Matrix – Key Performance Indicators (KPI) – Digital Transformation and ecosystem – Current & Future Trends in business models – Green Business Models – Globalization and Localization.

**MODULE 04: ENTREPRENEURSHIP DEVELOPMENT AND GOVERNMENT 12 HOURS**

Role of Central Government and State Government in promoting Entrepreneurship -Startup India Scheme - Make in India programme - MUDRA Scheme - Atal Innovation Mission (AIM) - Digital India - Support to training and employment programme for women (STEP) - Biotechnology Industry Research Assistance Council (BIRAC) - Trade-Related Entrepreneurship Assistance And Development(TREAD) – Pradhan Mantri Kaushal Vikas Yojana (PMKVY) - SETU (Self Employment and Talent Utilization) - NITI Aayog - - Introduction to various incentives, subsidies and grants - Export Oriented Units - Fiscal and Tax concessions available. Women Entrepreneurs Reasons for low / no women Entrepreneurs their Role, Problems and Prospects.

**MODULE 05: ETHICS AND ENTREPRENEURSHIP 10 HOURS**

Meaning and Need for Entrepreneurship –for and entrepreneurship ethics-Ethics and Laws-establishing strategy for ethical responsibility – Approaches to Entrepreneurship ethics – Framework for ethical decision making – CSR – Environmental awareness – Ethical leadership by entrepreneurs – Corporate citizenship.

**PEDAGOGY**

- Experiential Learning: Integrates real-world projects where students create business models and analyze case studies.
- Lean Startup Methodology: Teaches iterative product development based on validated learning, popular in tech entrepreneurship.
- Case-Based Learning: Students analyze real business cases, fostering critical thinking and decision-making.

**Skill Development Activities Suggested**

- Hackathons and Pitch Competitions: Encourage rapid prototyping and real-time pitching, promoting innovation.
- Incubator and Accelerator Programs: Provide early-stage startups with resources and mentorship.
- Workshops on Business Model Canvas: Focus on defining core business components like value propositions and customer segments.
- Role-Playing in Negotiation and Leadership: Enhances leadership and conflict resolution skills for entrepreneurial contexts.
- Funding Simulations: Activities that simulate venture capital funding, teaching fundraising and investment skills.

### Suggested Learning Resources:

#### Reference Books:

- Adam J. Bock, Gerard George, “The Business Model Book”, Pearson Education Limited, 2017.
- Barringer, B. R. (2021). *Entrepreneurship: Successfully Launching New Ventures* (6th ed.). Pearson.
- Byers, T., Dorf, R., & Nelson, A. (2020). *Technology Ventures: From Idea to Enterprise* (5th ed.). McGraw-Hill Education.
- Hisrich, R. D., Peters, M. P., & Shepherd, D. A. (2020). *Entrepreneurship* (11th ed.). McGraw-Hill Education.
- Kuratko, D. F. (2016). *Entrepreneurship: Theory, Process, and Practice* (10th ed.). Cengage Learning.
- Lacy, P., Long, J., & Spindler, W. (2020). *The Circular Economy Handbook: Realizing the Circular Advantage*. Palgrave Macmillan.
- Mullins, J. (2017). *The New Business Road Test: What Entrepreneurs and Executives Should Do Before Launching a Lean Start-Up* (5th ed.). Pearson
- Osterwalder, A., & Pigneur, Y. (2010). *Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers*. John Wiley & Sons
- Peter Drucker Innovation and Entrepreneurship for classic insights on entrepreneurial practices and innovation.
- Ries, E. (2017). *The Lean Startup: How Today’s Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses*. Currency.
- Satish Taneja: Entrepreneur Development, HPH.
- Vasant Desai: The Dynamics of Entrepreneurship Development and Management, HPH

#### Websites:

- [MIT Innovation - https://innovation.mit.edu/](https://innovation.mit.edu/)
- [Stanford GSB- https://www.gsb.stanford.edu/](https://www.gsb.stanford.edu/)
- [Kauffman Foundation- https://www.kauffman.org/](https://www.kauffman.org/)

- [Harvard i-lab- https://innovationlabs.harvard.edu/](https://innovationlabs.harvard.edu/)
- [Babson.- https://www.babson.edu/](https://www.babson.edu/)
- <https://entrepreneurship.mit.edu/>
- <https://hbr.org/>

**Journals:**

- [Journals.sagepub.com](https://journals.sagepub.com)
- [Journal of Business Venture](https://journals.sagepub.com/journals/entrepreneurship)
- [Emeraldgrouppublishing.com](https://emeraldgroupublishing.com)
- [Journal of innovation-entrepreneurship\(springeropen.com\)](https://journals.sagepub.com/journals/entrepreneurship)



## CORPORATE COMMUNICATION

<b>Course Code</b>	MBA1.7	<b>Credits</b>	2
<b>Contact Hours per Week</b>	3	<b>Duration of Exam</b>	3
<b>Summative Assessment Marks</b>	70	<b>Formative Assessment Marks</b>	30

### **PERSPECTIVE OF THE COURSE:**

The Corporate Communication course is designed to equip students with the essential communication skills required to succeed in today's fast-paced and digital workplace. The course focuses on the key aspects of business communication, including writing, reporting, interpersonal communication, and professionalism, all through the lens of the digital age. Students will gain practical insights into effective communication strategies, digital media usage, and professional etiquette, preparing them to meet the demands of modern employers. By mastering digital tools, business writing techniques, and essential professional skills, students will be ready to excel in their careers and contribute effectively to organizational success.

### **COURSE OBJECTIVES AND OUTCOMES**

#### **OBJECTIVES:**

- To enhance students' ability to communicate effectively in the digital age workplace.
- To develop skills in business writing, including crafting purposeful messages and selecting appropriate channels.
- To equip students with the skills required to generate reports that align with organizational strategies.
- To build professionalism, business etiquette, and ethical behavior necessary for succeeding in the digital workplace.
- To prepare students to explore and optimize career opportunities using digital tools and create tailored resumes for job applications.

#### **OUTCOMES:**

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

- Communicate effectively in the digital workplace to enhance career prospects.
- Craft clear, purposeful business messages and choose appropriate communication channels.
- Create reports that address business issues by organizing and presenting data effectively.
- Develop professionalism, business etiquette, and ethical behavior for success in the digital workplace.
- Use digital tools to explore career opportunities and create customized resumes aligned with industry expectations

### **COURSE CONTENT AND STRUCTURE**

**MODULE 01: BUSINESS COMMUNICATION IN THE DIGITAL AGE**

**08 HOURS**

Overview of Communication - Communicating in the Digital - Age Workplace - Overcoming barriers to Effective Communication – Listening - Building Listening skills - Non-verbal communication - Understanding cultural dimensions of communication - Intercultural communication - social media and communication technology

**Activity:** Perfecting the Art of the Elevator Pitch/ Use the Web to research the meanings of selected ten gestures that have different meanings in different countries/ Remembering a Time When Someone Didn't Listen to You

**MODULE 02: WORKPLACE COMMUNICATION AND DIGITAL MEDIA 08 HOURS**

Oral and Written Communication- Digital-Age E-Mail Messages and Memos - Workplace Messaging and Texting - Making Podcasts – Blogging for Business - Social Networking - Positive Message - Negative Messages- Persuasive Messages - Neutral Messages-Interpersonal Communication-Public Speaking

**Activity:** Analyze the message and enlist at least five features

**MODULE 03: BUSINESS REPORTS 08 HOURS**

Reporting in the Digital Age - Understanding Report Components- Informal Reports - Purpose and Gathering Data - Informational Reports- Analytical Reports - Formal Business Reports - Business Proposals - Citing Formats and Sources in Business Reports - Incorporating Meaningful Visual Aids and Graphics

**Activity:** Creating a Business Report on a relevant topic

**MODULE 04: PROFESSIONALISM, TEAMWORK, MEETINGS, AND SPEAKING SKILLS**

**08 HOURS**

Business Etiquette at the Office and Online - Ethics, Teamwork, and Meetings- Telephone and Voice Mail Etiquette- Business Presentations- Organizing Content for Impact and Audience Rapport - Contemporary Visual Aids - Engaging Multimedia Presentations - Polishing Your Delivery

**Activity:** Oral Presentation using Multimedia/ Observing and Outlining a TED Talk.

**MODULE 05: EMPLOYMENT COMMUNICATION 08 HOURS**

Job Search Platforms - Using AI to create ATS friendly Resumes- Networking - Customized Résumé and Covering Letters - Purpose and Types of Employment Interviews - Follow up communication – Communication and Negotiation - Preparing Additional Employment Documents

**Activity:** Preparing customized Resume and Covering Letter/ Mock Interviews

**PEDAGOGY**

The course will use classroom lectures, language lab sessions, and activity-based learning to enhance

both written and verbal communication skills. Students will practice real-world tasks like report writing, resume building, and multimedia presentations. Peer reviews, group activities, and guest lectures will add practical insights, helping students master corporate communication in the digital age.

### **Suggested Learning Resources:**

- Lesikar, R/ Flatley M, *Basic Business Communication: Skills For Empowering The Internet Generation*. 10th ed, TMH.
- Bedi, R/ Aruna, K. *Business Communication*, 1st ed, Vrinda.
- Bovee, C/ Thill, J/ Schatzman, *Business Communication Today*, 7th ed, Pearson Edu.
- Sharma, R. C/ Mohan, K, *Business Correspondence & Report Writing*, 3rd ed, TMH.
- Ludlow, R. & Panton, F. *The Essence of Effective Communications* (1998), Prentice Hall of India Pvt. Ltd.
- Thill, J. V. & Bovee, G. L. *Excellence in Business Communication* (1993), McGraw Hill, New York.
- Bowman, J.P. & Branchaw, P.P. *Business Communications: From Process to Product* (1987), Dryden Press, Chicago.
- Adair, J. *Effective Communication* (2003), Pan Mcmillan.
- Hall, Edward, T. *Beyond Culture*. Garden City, N.Y.: Doubleday, 1976.
- Rutherford, Andrea J. *Basic Communication Skills for Technology: Second Edition*. Delhi: Pearson Education, 2007.
- Raman, Meenakshi & Sangeeta Sharma. *Technical Communication: Principles and Practice*. Second Edition. New Delhi: Oxford University Press, 2011.
- Prasad, H. M. *How to Prepare for Group Discussion and Interview*. New Delhi: Tata McGraw-Hill Publishing Company Limited, 2001.
- Pease, Allan. *Body Language*. Delhi: Sudha Publications, 1998.
- Monippally, Matthukutty, M. *Business Communication Strategies*. New Delhi: Tata McGraw-Hill Publishing Company Ltd., 2001.
- Moore, Ninja-Jo, et al. *Nonverbal Communication: Studies and Applications*. New York: Oxford University Press, 2010.
- Guffey, Ellen Mary & IoEwy Dana. *Essentials of Business Communication*, Cengage Learning, 10e.

## **SECOND SEMESTER**

### **IT AND ANALYTICS FOR BUSINESS LEADERS**

<b>Course Code</b>	<b>MBA 2.1</b>	<b>Credits</b>	<b>4</b>
<b>Contact Hours per Week</b>	<b>4</b>	<b>Duration of Exam</b>	<b>3</b>
<b>Summative Assessment Marks</b>	<b>70</b>	<b>Formative Assessment Marks</b>	<b>30</b>

#### **PERSPECTIVE OF THE COURSE:**

The course aims to provide a comprehensive understanding of the pivotal role Information Technology (IT) plays in business management. It is designed to equip students with essential IT skills required to make data-driven decisions and manage business processes effectively in a rapidly changing digital landscape. The focus is on developing proficiency in various software tools, such as Excel, MS Access, Python, and BI platforms like Power BI and Tableau. Students will also gain hands-on experience with ERP and CRM systems, which are integral to modern businesses. Additionally, the course will address emerging trends like Artificial Intelligence, Big Data Analytics, and FinTech, empowering students to leverage technological advancements to solve complex business challenges. The curriculum is structured to combine theoretical knowledge with practical application through case studies, mini-projects, and live industry examples. By the end of the course, students will be able to analyze business data, make informed decisions, and understand the strategic implications of digital transformation on organizational success.

#### **COURSE OBJECTIVES AND OUTCOMES**

##### **OBJECTIVES:**

- To understand the strategic role of Information Systems in modern business operations.
- To develop analytical thinking and problem-solving skills using data analytics concepts, tools, and visualization techniques.
- To explore the practical applications and ethical dimensions of Artificial Intelligence (AI), Machine Learning (ML), and the Internet of Things (IoT) in business.
- To examine the role of digital innovations across functional domains including Finance, HR, Marketing, and Logistics.
- To build hands-on proficiency in using advanced Excel, MS Access, and Python for data-driven decision-making.

##### **OUTCOMES:**

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

- Demonstrate a conceptual understanding of information systems and their role in strategic business management.
- Apply data analytics tools and visualization techniques to solve real-world business problems.
- Evaluate the strategic applications and ethical implications of AI, ML, and IoT in various

business functions.

- Evaluate the role and impact of digital innovations on core business functions such as Finance, Human Resources, Marketing, and Logistics.
- Demonstrate the ability to work with digital tools like Excel, MS Access, and Python for business data analysis and reporting.

### **COURSE CONTENT AND STRUCTURE**

#### **MODULE 01: INTRODUCTION TO INFORMATION SYSTEMS IN BUSINESS 10 HOURS**

Information Systems in Business - Definition and types of Information Systems (TPS, MIS, DSS, EIS), Enterprise Resource Planning (ERP), Customer Relationship Management (CRM)- Functions and benefits, Emerging Trends in Computing – Artificial Intelligence (AI), Internet of Things (IoT), Quantum Computing, Cybersecurity, Edge Computing, Augmented Reality (AR) and Virtual Reality (VR), Blockchain, Cloud Computing, Strategic IT Management, IT Governance.

#### **MODULE 02: DATA ANALYTICS IN BUSINESS 10 HOURS**

Data Analytics in Business: Overview of data analytics and its value for strategic decision-making, Types of Data: Structured vs. Unstructured Data: Quantitative vs. Qualitative Data: Types of Data Analytics: Descriptive Analytics, Diagnostic Analytics Predictive Analytics. Prescriptive Analytics. Data Collection, Data Warehousing, Data Mining & Big Data Concepts, Cleansing, Transformation. Basic Data Modelling Concepts, Business Intelligence (BI) Tools and Data Visualization Techniques, Applications of Business Analytics

#### **MODULE 03: AI, ML & IoT IN BUSINESS 12 HOURS**

**Artificial Intelligence (AI):** Basics of Artificial Intelligence (AI)- Definition of AI, Types of AI, Narrow AI vs. General AI. Applications of AI in Business, Benefits of AI in Management, Ethical Implications and Regulatory Challenges in AI, Robotics and Process Automation in Business Operations.

**Machine Learning:** Basics of Machine Learning (ML)- Definition of Machine Learning, How ML differs from traditional programming. Key Concepts - Supervised, unsupervised, and reinforcement learning, Applications of ML in Business,

**Internet of Things (IoT)-** Definition and Concept of IoT, Components of an IoT System, Applications of IoT in Business, Impact on Business Operations.

#### **MODULE 4: DIGITAL INNOVATIONS IN FINANCE, HR, MARKETING, AND LOGISTICS 12 HOURS**

Introduction to Digital Innovations, Definition and Overview: Understanding digital innovations and their impact on various sectors,

**Fintech-** Introduction, Definition and evolution of FinTech, Overview of the global Fin-Tech ecosystem, Impact on Traditional Financial Services, Key drivers of FinTech growth. Key Fintech

Technologies: Blockchain, Cryptocurrency - Understanding Initial Coin Offerings (ICOs) and Central Bank Digital Currencies (CBDCs) and Smart Contracts, EFT - Mobile Payments, Digital Wallets, and Banking-as-a-Service (BaaS), Regulatory challenges and future trends in FinTech.

**Human Resources (HR):** AI in Recruitment, HR Platforms, Data-Driven Decisions in HR, Virtual Reality and Augmented Reality in Employee Experience.

**Marketing:** Digital Marketing, AI & Big Data, Mobile, Social Media Marketing tools, Future Digital Marketing Trends.

**Logistics, IoT & AI in Logistics, Blockchain for Supply Chain, Smart Logistics, Future Logistics Trends.**

#### **MODULE 05: INTRODUCTION TO ADVANCED EXCEL & MS ACCESS**

**12 HOURS**

Getting started with Excel, working with Formulas (SUM, SUMIF, IF, LOOKUP, etc) & Functions and creating Charts & Graphs. Statistical tools – use statistical functions such as average, Standard Deviation, ANOVA, IF function etc. Data analysis by using What IF, PIVOT table, Scenarios, Goal seek. Excel Tools for Data Cleaning- Remove Duplicates, Filters, and Text-to-Columns.

**MS-ACCESS:** Creating a database and tables by different methods- Entering and Editing data Sorting, Filtering and Displaying data, Creating & querying using forms. Creating & printing reports and labels. Building a Simple Regression Model Using Python on Google Colab.

#### **PEDAGOGY**

Begin each topic with interactive classroom lectures to build a solid theoretical foundation for students. Follow up these sessions with hands-on lab activities, where students will use tools such as Excel, MS Access, and Python through Google Colab to solve business-related problems. Integrate practical demonstrations of Business Intelligence (BI) platforms, Enterprise Resource Planning (ERP), and Customer Relationship Management (CRM) tools to provide students with real-time functional exposure. Include detailed case analysis discussions focused on digital transformation and the ethical use of IT in management, helping students connect academic concepts with real-world scenarios. Design and implement activity-based learning modules that are domain-specific—such as Finance, HR, Marketing, and Logistics—using analytics-driven case studies. Assign mini-projects that encourage students to simulate strategic business decisions by applying their IT and analytical skills. Enrich the learning experience by inviting industry experts for guest lectures and webinars on current developments in Information Technology, Business Analytics, and FinTech. Promote communication, collaboration, and critical thinking by organizing group presentations and team-based activities. Continuously assess student progress through quizzes, tool-based assignments, and project evaluations to ensure learning outcomes are achieved effectively.

**Note : For every module at least one hour of practical session using IT tools**

#### **SUGGESTED LEARNING RESOURCES:**

1. Management Information Systems: Managing the Digital Firm by Kenneth C. Laudon, Jane P. Laudon, and Rajanish Dass, 15th Edition, Pearson Education, 2021

2. Business Analytics by U Dinesh Kumar, 2nd Edition, Wiley India, 2021.
3. Artificial Intelligence and Machine Learning by Chandra S.S., M. Sasikumar, and Shalini Anand, PHI Learning, 2021
4. Fintech: The Technology Driving Disruption in the Financial Services Industry by Parag Y Arjunwadkar, Wiley India, 2018
5. Information Technology for Management by Ramesh Behl, 2nd Edition, McGraw Hill Education India, 2018
6. Mastering Microsoft Excel: A Step-by-Step Guide for Beginners by N. K. Gupta, Dreamtech Press, 2019
7. Tapscott, D. & Tapscott, A. (2016). Blockchain revolution: How the technology behind bitcoin is changing money, business and the world. Portfolio.
8. Aggarwal, R. (2020). FinTech and digital finance: Revolutionizing financial services. Cengage Learning India.
9. Sen, S. (2020). Digital HR strategy: Achieving sustainable transformation in the digital era. Kogan
10. Kotler, P., Kartajaya, H. & Setiawan, I.(2021). Marketing 5.0: Technology for humanity. Wiley.
11. Chaffey, D. & Ellis-Chadwick, F. (2019). Digital marketing: Strategy, implementation, and practice (7th ed.). Pearson Education.
12. Christopher, M. (2016). Logistics and supply chain management (5th ed.). Pearson Education.
13. Chopra, S. & Meindl, P. (2019). Supply chain management: Strategy, planning and operation (7th ed.). Pearson India.

**REFERENCE BOOKS:**

1. Data Science and Analytics by V.K. Jain, Khanna Publishing House, 2020
2. Artificial Intelligence: Building Intelligent Systems by Prateek Joshi, Packt Publishing, 2018
3. Blockchain for Business: The Ultimate Enterprise Guide to Blockchain Technology by Kumar Ramasubramanian et al., Wiley India, 2019
4. Digital Transformation in Financial Services by Nitin Seth, Sage India, 2020
5. Internet of Things (IoT) for Beginners by Rajesh Singh, Anita Gehlot, and Bhupendra Singh, BPB Publications, 2020.

## QUANTITATIVE TECHNIQUES & OPERATIONS MANAGEMENT

<b>Course Code</b>	MBA 2.2	<b>Credits</b>	4
<b>Contact Hours per Week</b>	4	<b>Duration of Exam</b>	3
<b>Summative Assessment Marks</b>	70	<b>Formative Assessment Marks</b>	30

### **PERSPECTIVE OF THE COURSE:**

Resources are critical to the success of any organization, and they are often constrained. **Quantitative Techniques** provide valuable support in such situations by enabling managers to make informed decisions and optimize the use of limited resources. Effective resource management ensures that neither production nor other key business activities are disrupted. **Project Management** employs a range of quantitative tools to plan, monitor, and control projects, thereby enhancing the likelihood of achieving desired outcomes. The true value of quantitative techniques lies in their practical application to real-world problems. This course emphasizes topics such as **project management, materials management, inventory control, and quality control**, all of which have a strong operational focus. These areas significantly impact the successful management of operations, making this course essential for aspiring managers.

### **COURSE OBJECTIVES AND OUTCOMES**

#### **OBJECTIVES:**

- To introduce fundamental concepts and models of operations research and linear programming for managerial decision-making.
- To equip students with quantitative tools such as transportation, assignment, sequencing, and network analysis to solve real-world business problems.
- To develop competencies in project management techniques including resource scheduling, network planning (PERT/CPM), and risk analysis.
- To impart operational knowledge related to materials, inventory, purchasing systems, and production processes with emphasis on productivity and ethics.
- To familiarize students with quality management tools and frameworks like TQM, Lean Six Sigma, and statistical control methods to improve operational excellence.

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

- Apply operations research and linear programming models to solve business optimization problems using techniques like simplex and duality.
- Solve transportation, assignment, and sequencing problems using quantitative methods to optimize costs and resource allocation.
- Plan and manage projects using tools like PERT, CPM, and project crashing to analyze timelines, risks, and resource constraints.
- Implement operations and inventory management practices, including EOQ models, JIT, ABC analysis, and ethical procurement procedures.
- Utilize quality management tools and frameworks such as control charts, Lean Six Sigma, PDCA, and ISO systems to enhance process quality and efficiency.

## COURSE CONTENT AND STRUCTURE

<b>MODULE 01: INTRODUCTION TO OPERATIONS RESEARCH AND LINEAR PROGRAMMING TECHNIQUES</b>	<b>10 HOURS</b>
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Operation Research: Origin and development: Importance, scope, techniques and characteristics, Optimization concept, Different types of models, linear programming problem, Formulation, Product allocation, Blending and diet problems, Graphical solution, Simplex method (standard maximization) problems, Formulation of duality.

<b>MODULE 02: TRANSPORTATION, ASSIGNMENT AND SEQUENCING MODELS</b>	<b>16 HOURS</b>
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Transportation: Importance, terminologies used, different methods for finding Initial basic feasible solution; NWCM, LCM and VAM, unbalanced problems, degeneracy in transportation, test for optimality (MODI method only), maximization problems.  
Assignment: Importance and characteristics of assignment problem, methods-minimization, maximization, balanced, unbalanced,  
Sequencing: terminologies and notations, types of sequencing problems; processing 'n' jobs through 2 machines, processing 'n' jobs through 'm' machines.

<b>MODULE 03: PROJECT MANAGEMENT AND NETWORK ANALYSIS</b>	<b>10 HOURS</b>
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Introduction to Project Life Cycle, Resource Levelling, Scheduling with limited Resources, Work Breakdown Structure (WBS),  
Network Analysis: Phases, objectives, basic rules, PERT and CPM techniques, critical path and float analysis, probabilities in PERT analysis, Project crashing problems, Health, Safety and environmental risk management in Projects

<b>MODULE 04: OPERATIONS MANAGEMENT</b>	<b>10 HOURS</b>
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Meaning & Types of productivity – Materials Management, Purchase functions, purchasing cycles, procurement procedures including bid systems, vendor selection, development and rating – Ethics in purchasing - Concepts of lead time, amendments, forms used and records maintained.  
Inventory Management: Concepts of inventory, types, Classification, Inventory control techniques - ABC, VED and FSN analysis, JIT, Inventory costs, Inventory models – EOQ, Safety stocks, Reorder point, Quantity discounts – Use of AI in Inventory Control

<b>MODULE 05: QUALITY MANAGEMENT</b>	<b>10 HOURS</b>
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Introduction; Quality characteristics of goods and services; Tools and techniques for quality improvement: check sheets, histogram, scatter diagram, cause and effect diagram, Pareto chart, process diagram, statistical process control charts;

Quality assurance; Basics of Toyota Production System - Total Quality Management (TQM) model; Service quality, Lean Six Sigma and its application. Juran's quality trilogy, Deming's 14 principles, PDCA cycle, Quality circles, 7 new QC tools, ISO 9000, 7 wastes, Concept of Maintenance and different methods – Use of AI in Quality Management

### **PEDAGOGY**

Emphasis has to be given on classroom teaching; practices like problem solving should be the part of explanation and compulsory assignments and case studies are to be given to enhance the students' understanding of the subject. Quantitative Techniques in Management is a discipline that deals with the application of advanced analytical methods to help make better decisions and it encompasses Operations research. OR helps to arrive at optimal or near-optimal solutions to complex decision-making problems. Due its focus on practical applications, real time applications of quantitative techniques in operations management and industrial engineering are to be discussed

### **SKILL DEVELOPMENT ACTIVITIES**

- Plant Visits
- Visit to Warehouses/Shipment Centres of E-Commerce Companies
- Case Studies of Public Infrastructure Projects like Delhi Metro, Bangalore Metro etc.
- Practice on POM Software
  1. POM-QM V05 FOR WINDOWS (WEISS, HOWARD J.)
  2. MICROSOFT PROJECT
  3. GANTT EXCEL

### **ESSENTIAL READINGS**

1. Sharma K.R., Quantitative Techniques and Operations Research, Kalyani Publications, 5<sup>th</sup> Edition.
2. K. K. Chawla, Vijay Gupta, Bhushan K. Sharma, Operations Research (Quantitative Analysis for Management), Kalyani Publications, 7th edition, 2014
3. N.D. Vohra (2012), —Quantitative Techniques in Management, Tata McGraw-Hill Publications, 4th Edition.
4. P.C Tulsian and Vishal Pandey (2012), Quantitative Techniques. Pearson Education.
5. J.K.Sharma, Quantitative Methods and Operation Research, Excel Publication, 2012
6. M.P. Gupta, and R.B. Khanna. Quantitative Techniques for Decision Making, Prentice Hall of India, 2004
7. Mahadevan B., — Production and Operations Management, Pearson Education India, 2010
8. J.P Saxena, — Production and Operations Management, Tata Mc Graw-Hill Education Pvt Ltd
9. Norman Gaither and Greg Frazier —Operations Management, South – Western College Pub., 1999
10. Clifford Gray and Larson, —Project Management, McGraw-Hill/Irwin,2008

### **REFERENCES**

1. David M. Levine (2013), Quantitative Techniques for Management. Pearson Education.

2. Fredric S Hiller and Gerald J Lieberman (2012), Introduction to Operation Research. 8th edition.
3. Anand Sharma (2014), Quantitative Techniques for Decision Making. Himalaya Publishing House.
4. Stevenson, Operations Management, McGraw Hill
5. Howard J. Weiss, POM for Windows – Manual, Pearson Prentice Hall
6. Jeffrey K. Liker, The Toyota Way – 14 Principles from the World’s Greatest Manufacturer, McGraw Hill Education

**WEB RESOURCES:**

1. [www.asq.org](http://www.asq.org)
2. [www.qcfi.in](http://www.qcfi.in)
3. [www.theorsociety.com](http://www.theorsociety.com)
4. [www.pmi.org](http://www.pmi.org)
5. International Journal of Operations Research - <https://www.inderscienceonline.com/journal/ijor>
6. International Journal of Industrial and Operations Research - <https://vibgyorpublishers.org/journals/International-Journal-of-Industrial-and-Operations-Research.php>
7. European Journal of Operations Research - <https://www.sciencedirect.com/journal/european-journal-of-operational-research>

<b>HUMAN CAPITAL MANAGEMENT</b>			
<b>Course Code</b>	<b>MBA 2.3</b>	<b>Credits</b>	<b>4</b>
<b>Contact Hours per Week</b>	<b>4</b>	<b>Duration of Exam</b>	<b>3</b>
<b>Summative Assessment Marks</b>	<b>70</b>	<b>Formative Assessment Marks</b>	<b>30</b>
<b>PERSPECTIVE OF THE COURSE:</b>			
<p>Human Capital Management is a strategic approach to acquiring, developing, managing and retaining an organization's most valuable asset, its people. The course aims to provide a comprehensive understanding of how organizations can optimize their workforce to achieve business goals in a rapidly evolving global environment. It explores how structured performance systems and continuous learning drive employee growth and organizational effectiveness. The course also highlights the role of digital tools, data-driven decisions in aligning human capital with business goals.</p>			
<b>COURSE OBJECTIVES AND OUTCOMES:</b>			
<b>OBJECTIVES:</b>			
<ul style="list-style-type: none"> <li>● To provide a foundational understanding of the evolution, scope and strategic relevance of Human Capital Management in modern organizations.</li> <li>● To enhance the knowledge of contemporary Human Resource Planning (HRP) processes, including design thinking, skill analysis and strategic alignment using HRIS tools.</li> <li>● To develop an understanding of HR metrics and auditing tools that assess human capital investments, organizational capability and workforce effectiveness.</li> <li>● To provide a comprehensive understanding of employee onboarding, training design, delivery methods and the strategic alignment of learning initiatives with organizational goals.</li> <li>● To develop the knowledge of necessary tools to design, implement, and manage effective performance appraisal systems that align individual performance with organizational goals.</li> </ul>			
<b>OUTCOMES:</b>			
<p>Upon successful completion of the course, students will be able to:</p> <ul style="list-style-type: none"> <li>● Understand the evolving role of HR managers as strategic change agents, and explore the impact of technology.</li> <li>● Apply HR forecasting techniques, conduct competency - based job analysis and utilize HR software to support data-driven HR planning and strategic decision-making</li> <li>● Calculate ROI on human resources, interpret workforce analytics and apply HR audit frameworks to evaluate the strategic contribution of HR practices</li> <li>● Design and implement effective training programs, evaluate training impact and to apply technology-enabled solutions to enhance workforce development</li> <li>● Evaluate various appraisal methods, apply key performance indicators (KPIs) and feedback mechanisms and utilize digital tools to enhance performance management and decision-making processes.</li> </ul>			
<b>COURSE CONTENT AND STRUCTURE</b>			
<b>MODULE 1 : INTRODUCTION TO HCM</b>			<b>08 HOURS</b>

INTRODUCTION: - Perspectives in HCM and HRM: Relevance, Importance and need for HR intervention; Evolution of Human Resource Management – The importance of the human factor – Challenges – Inclusive growth and affirmative action -Role of human resource manager – Human resource policies – IT applications in human resource management – Human resource accounting and audit; Human Resource Management: An Overview; HR department, HR and HR Managers; HR as a strategic change leader; HCM- Role, Functions, Competency, Job and Responsibility; Strategic Role of HCM in Organizational Success, HCM in the Gig and Platform Economy; Sustainable Human Capital Practices: HCM and ESG (Environmental, Social, Governance); The future of HCM: Artificial intelligence & big data. HCM and Globalization The future of HRM: Artificial intelligence & big data.

**MODULE 2 : HR PLANNING AND EMPLOYEE HIRING.**

**12 HOURS**

Human Resource Management as Strategic Process; Defining Human Resource Planning, Traditional Approach and Contemporary Approach; Key aspects of Human Capital planning: Job Analysis, Job Design, Job Evaluation, Job Description. Human resource planning and Demand and supply forecasting;  
 Employee Hiring- Nature of Recruitment and Selection Process, Induction, Training, Promotion, Transfer, Demotion and separation;  
 Career and Succession Planning- Nature and Models; Aligning HR with Strategy; Competency based approaches; Skills Analysis/Skill Inventor: HR Essential Skills and Skill Matrix - Business Communication and Interpersonal skills; HR and Design Thinking – Role of design thinking in bringing competitive advantage.

**MODULE 3 : HR MATRIX**

**14 HOURS**

Maximizing Your Return on People: ROI calculation; HR Metrics- Six key indicators- Stages in Designing Human Capital Metrics;  
 Organizational Design: Organizational Design and Structure, Capability Management, Knowledge Management; Human Resource Costs: The Monetary Value Approach, Non-Monetary Value Based Approach;  
 Human Resource Accounting Models: The Lev and Schwartz Model, Eric Flamholtz Model, Morse Model, Likert and Bowers Model, Hermanson’s goodwill model, Ogan’s Model;  
 HRP and HRIS; Role of HR Tech: HRIS, HCM Software (SAP SuccessFactors, Workday)  
 Human Resource Audit: HR Audit Objectives, Concepts, Components, Need, Benefits, Importance; Methodology and instruments of HR Audit ; The audit process and Issues in HR Audit.

**MODULE 4 : TRAINING and DEVELOPMENT**

**12 HOURS**

Employee Orientation and Onboarding: The Orientation Process; Overview of Training Process: Aligning Strategy and Training; ADDIE Five-Step Training Process; Conducting the Training Needs Analysis; Designing the Training Program: Developing the Program; Implementing Training Program-

On-the-Job Training: Job Instruction Training (JIT), Apprenticeship Training; Informal Learning; Mentoring, Coaching, Job rotation; Off the Job Training: Lectures; Programmed Learning; Audio visual-Based Training; Vestibule Training; Work Force Development and Engagement: Human resource development; Career Management; Leadership development, Employee Engagement; Technology Based Training: Electronic Performance Support Systems (EPSS); Video conferencing; Simulated and Virtual reality, Interactive Learning; Internet-Based Training; The Virtual Classroom;

**Assessing the Impact of Training:** Methods to Evaluate Training Effectiveness, ROI of Training Programs

## **MODULE 5 : PERFORMANCE MANAGEMENT SYSTEM**

**12 HOURS**

Introduction to Performance Management : Definition, Purpose, and Importance, Performance Management vs. Performance Appraisal, Strategic relevance of performance management; The Performance Appraisal Process: Setting Performance Goals, Defining Employee Goals and Performance Standards, Importance of Continual Feedback, Key Result Areas (KRA) and Key Performance Indicators (KPI), Appraisal Process – Rationale and Challenges; Methods of Performance Appraisal: Traditional Methods: Rating Scale Method, Ranking Method, Paired Comparison Method, Forced Distribution Method, Critical Incident Method; Modern Methods: 360-Degree Feedback, 720-Degree Feedback, Behaviorally Anchored Rating Scales (BARS), Management by Objectives (MBO); Practical Aspects of Performance Appraisal: Appraisal Challenges, Guidelines for Effective Appraisals, Appraisal Interview and Discussion, Legal and Ethical Considerations in Appraisals

### **PEDAGOGY**

In this Human Capital Management course, you are expected to incorporate a mix of interactive lectures, case studies, and group activities to engage students and deepen their understanding of key concepts. Encourage active participation through role plays that simulate real HR scenarios like performance appraisals and training programs. Facilitate expert talks and industry interactions to provide students with real-world insights. Assign projects such as HR audits or designing training programs to allow students to apply their learning practically. Regularly assess their progress through quizzes, assignments, and reflective journals to ensure they can effectively apply HR management principles in real-world contexts.

### **SKILL DEVELOPMENT ACTIVITIES SUGGESTED**

- HR Software Simulation (HRIS/LMS): Hands-on practice with HRIS and LMS to manage employee data and training modules.
- Job Analysis & Skill Matrix Workshop: Conduct job analysis and create a skill matrix to align roles with required competencies.
- HR Analytics Case Study: Analyze HR data to calculate ROI and productivity improvements using tools like Excel or Power BI.

- Performance Appraisal Role Play: Simulate an appraisal discussion using various methods like 360-degree feedback and KPIs

### **SUGGESTED LEARNING RESOURCES:**

1. Gary Dessler & Biju Varkkey (2018). Human Resource Management, Pearson Education India, Fifteen Edition.
2. Robbins & DeCenzo (2017). Personnel/Human Resource Management, Prentice Hall. Latest Edition, Third Edition
3. V.S.P. Rao and C.B. Mamoria (2012), “Personal Management (Text and Cases)”, Himalaya Publications, Thirtieth Edition.

### **REFERENCES**

1. Snell and Bohlander, Human Resource Management, South-Western Cengage Learning. ,Indian Edition, (2019) Latest edition.
2. Uday Kumar Haldar and Juthika Sankar, Human Resource Management. Oxford HigherEducation, 2013, Single Edition
3. K. Aswathappa, Human Resource Management, McGraw Hill Education Seventh Edition.
4. K. R. Bulchandani, Business Laws for management, Latest Edition, Himalaya PublishingHouse, Bombay, (2020), Eight Edition.
5. Human Capital Management in the Contemporary Workplace Enhancing Organisation Sustainability. Edited By Agata Sudolska, Kamil Zawadzki. 1st Edition. 2024. Routledge - Taylor and Francis group
6. Society for Human Resource Management (SHRM) – <https://www.shrm.org>
7. *Harvard Business Review* (HBR)  
<https://hbr.org> – Search topics like talent management, employee experience, or HR technology.

## FINANCIAL MANAGEMENT

<b>Course Code</b>	MBA 2.4	<b>Credits</b>	4
<b>Contact Hours per Week</b>	4	<b>Duration of Exam</b>	3
<b>Summative Assessment Marks</b>	70	<b>Formative Assessment Marks</b>	30

### **PERSPECTIVE OF THE COURSE:**

In the dynamic world of business, success in product development, marketing, and human resource management is incomplete without sound financial management. Even profitable business ideas can fail due to mismanagement of finances. This course offers a structured understanding of how financial decisions—ranging from raising capital to budgeting, investing, and managing working capital—contribute to the ultimate goal of wealth maximization. Through this course, students will gain critical financial acumen essential for any managerial role in both Indian and global enterprises.

### **COURSE OBJECTIVES AND OUTCOMES**

#### **OBJECTIVES:**

- To provide a comprehensive understanding of the fundamental concepts, principles, and scope of financial management in a business environment.
- To provide analytical tools and quantitative techniques for effective financial planning, control, and decision-making.
- To provide an understanding on assessing investment opportunities and capital budgeting decisions.
- To provide an understanding of the factors influencing capital structure decisions and evaluate the impact of different financing options on a firm's cost of capital and value.
- Provide an in-depth insight into the dynamics of working capital management and effectively apply strategies for the optimal management of cash, inventory, and receivables.

#### **OUTCOMES:**

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

- Demonstrate a clear understanding of the core concepts and principles of financial management.
- Apply analytical tools and quantitative techniques to evaluate financial data, develop sound financial plans, exercise control over financial resources, and make informed decisions.
- Assess investment opportunities using capital budgeting techniques and make informed investment decisions and financial viability.
- Analyse and determine an optimal capital structure that balances risk and return and supports the strategic financial goals of an organisation.
- Analyse and evaluate the impact of working capital on business operations, ensuring optimal liquidity and operational efficiency.

## COURSE CONTENT AND STRUCTURE

### **MODULE 1 : INTRODUCTION TO FINANCIAL MANAGEMENT**

**10 HOURS**

Concept of Financial Management - Meaning and definitions, Scope of Financial Management, Finance Functions, Financial Goals of a firm, Agency problem, Emerging role of Finance Manager in Indian Business Scenario. Financial Decisions-Types of Financial Decisions, Financial Planning – Principles of Sound Financial Planning, Steps in Financial Planning, Factors influencing a Sound Financial Plan.

### **MODULE 2 : TIME VALUE OF MONEY**

**08 HOURS**

Compounding, Continuous Compounding, Effective Rate of Interest, Discounting – Single Cash Flows & Series of Cash Flows, Annuity – Future Value and Present Value, Present Value of Growing Annuity, Perpetuity, Rule of 69, Rule of 72, Doubling Period, Equated Annual Instalments.

#### **Practical Exercise/Software Practice:**

Spreadsheet Calculations: PV, FV, Rate, Rule of 69, Rule of 72, Doubling period and EMI etc. using excel.

### **MODULE 3 : CAPITAL STRUCTURE DECISIONS**

**12 HOURS**

Sources of Funds: Short term sources, long term sources, Factors influencing capital structure, Benefit to Owners – EBIT – EPS Analysis, Point of Indifference, Financial Break-even Point, Cost of Capital- Methods of computing cost of capital: Cost of Equity Capital, Cost of Preferred Capital, Cost of Debt Capital, Cost of internally generated funds, Weighted Average Cost of Capital (Theory and Problems) Leverages-Types and Problems.

#### **Practical Exercise/Software Practice:**

Spreadsheet Calculations: Calculation of EBIT-EPS Analysis, BEP, Leverages, Calculating cost of equity, preferred stock, debt using excel.

### **MODULE 4 : INVESTMENT DECISIONS AND DIVIDEND DECISIONS**

**18 HOURS**

Meaning of Capital Budgeting, Significance, Principles, Capital budgeting proposals, Methods of appraising proposals; Payback period, ARR, IRR, NPV, Profitability Index, Utility Method, EVA Method, APV Method, and Capital Rationing.

**DIVIDEND:** Meaning, Theory of relevance and Theory of Irrelevance, Walter's Model, Gordon's Model (Theory and Problems) Types of dividends, Bonus Shares, Stock Splits.

#### **Practical Exercise/Software Practice:**

Spreadsheet Calculations: Calculation of PB, ARR, NPV, IRR using excel.

### **MODULE 5 : WORKING CAPITAL MANAGEMENT**

**08 HOURS**

Concept of Working Capital, factors determining working capital, Sources of working capital, estimating working capital needs, Managing cash, marketable securities, debtors and inventory (Problems on WCM)

**Practical Exercise/Software Practice:** Preparation of Statement of Working Capital using excel

### **SUGGESTED LEARNING RESOURCES**

1. Chandra, Prasanna, —Financial Management – Theory and Practicell, Tata McGraw-Hill
2. Khan, M.Y., and Jain, P.K., —Financial Management – Text, Problems and Casesl, Mc Graw Hill
3. Van Horne, James, —Financial Management and Policysl, Prentice Hall.
4. Brealy, Richards; and Myers, Stewart, —Principles of Corporate Financel, Tata McGraw-Hill
5. Ross, Stephen; Westerfeild, Randolph, Jaffe, Jeffrey and Kakani, Ram Kumar, —Corporate Financel, Eighth Edition, McGraw Hill.
6. Gitman, J. Lawrence, —Principles of Managerial Financel, Pearson Education.
7. Damodaran, Aswath, —Corporate Financel, John Wiley & Sons Inc.
8. DamodaranAswath, —Applied Corporate Financel, John Wiley & Sons Inc.
9. Chandra, Prasanna, —Financial Management – Theory and Practicell, Tata McGraw-Hill Publishing Company Limited.
10. Pandey, IM,—Financial Managementll, Vikas Publications.
11. Khan, M.Y., and Jain, P.K., —Financial Management – Text, Problems and Casesl, Tata McGraw-Hill Publishing Company Limited.

### **REFERENCES**

1. Kishore, M. Ravi, —Financial Management – with Problems and Solutionsl, Taxmann Allied Services (P) Ltd.
2. Rajiv Srivastava, Anil Misra- Financial Management, Oxford Higher Education 2013.
3. Shashi K Gupta, R K Sharma Financial Management- Theory and practice, Kalyani publishers 8th edition.
4. Bodhanwala, J. Ruzbeh, —Financial Management using Excel Spreadsheetll, Taxmann Allied Services (P) Ltd.
5. Bahal, Mohit, —Practical Aspects of Financial Managementll, SuchitaPrakashan (P) Ltd.
6. Sharma, Dhiraj, —Working Capital Management – A conceptual Approachll, Himalaya Publishing House.
7. Bhalla, V.K., —Financial Markets and Institutionsll, S.Chand and Co.
8. Hampton, John, —Financial Decision Making – Concepts, Problems and Casesl, Prentice Hall of India.
9. Hawawini, Gabriel and Viallet, Claude; —Finance for Non-finance Managersl, SouthWestern CENGAGE Learning.
10. Khan, M.Y; —Indian Financial Systemll, TheMcGraw Hill Companies.

11. Sharma, Meera; —Management of Financial Institutions, Eastern Economy Edition.
12. Bhole and Mahakud, —Financial Institutions and Markets – Structure, Growth and Innovations, TheMcGraw Hill Companies.
13. Guruswamy, S., —Financial Services and System, McGraw Hill Companies.



## INTERNATIONAL BUSINESS DYNAMICS

<b>Course Code</b>	<b>MBA 2.5</b>	<b>Credits</b>	<b>4</b>
<b>Contact Hours per Week</b>	<b>4</b>	<b>Duration of Exam</b>	<b>3</b>
<b>Summative Assessment Marks</b>	<b>70</b>	<b>Formative Assessment Marks</b>	<b>30</b>

### **PERSPECTIVE OF THE COURSE:**

International Business concerns those firms that do not restrict their processes to a single state or populace. International business dissects the reasons for the existence of firms engaged in International business, how they flourish in the intricate and unpredictable international environment, and what their undertakings mean for the countries in which they do business. Culture, language, political systems, geography, and socio-economic factors all influence a company's business practices. Therefore, expanses of study comprise of the challenges of managing international companies, whether enormous or diminutive; the rudiments of strategic management; cross-cultural management; globalization; and the regulation and politics of international business. Students who aspire to intensify their understanding of global markets need to study international business, since it delivers insights into the global economic and business climates.

### **COURSE OBJECTIVES AND OUTCOMES:**

#### **OBJECTIVES:**

- To introduce students to the concept and evolution of international business and highlight its key differences from domestic business.
- To help students understand the external environments that influence international business decisions, including political, legal, technological, and cultural factors.
- To explain globalization processes and various organizational structures and strategies adopted in international business.
- To provide knowledge about international trade regulations, WTO policies, and the role of trade blocks and strategic alliances.
- To develop a strategic understanding of international operations, marketing, human resource management, and ethical issues in a global context.

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

- Differentiate international business from domestic business by evaluating the scope, complexity, and key influencing factors.
- **Analyze** the impact of global external environments political, legal, cultural, technological, and economic on international business strategies.
- **Evaluate** globalization processes, modes of international entry, and organizational structures to support international expansion
- **Interpret** the role of international institutions such as the WTO, and regional trade blocks in shaping international trade policies and strategic alliances.

- **Apply** classical and modern trade and investment theories to assess global trade flows, FDI patterns, and India's position in global trade.

### **COURSE CONTENT AND STRUCTURE**

#### **MODULE 1 : INTRODUCTION TO INTERNATIONAL BUSINESS**

**12 HOURS**

Evolution, Drivers and Challenges of IB as compared to Domestic Business, National and organizational competitive advantage over the world, Active players in multinational business. The International environment of IB - Political, Legal, Technological, Cultural, Demographic and Economic environment. Cross-Cultural Management, levels of culture, models to aid international managers.

#### **MODULE 2 : GLOBALIZATION**

**10 HOURS**

Routes of Globalization, Modes of International Business, Organizing International Business – International designs, Factors influencing choice of a design, Issues in organization design. Conflict Management - Reconciliation, Adjudication and Arbitration issues. Supporting Institutions, Negotiations.

#### **MODULE 3 : WTO AND TRADING BLOCKS**

**10 HOURS**

WTO and LPG policies, Its Implications on India— Regional Trade Blocks, Integration between countries, levels of integration and impact of integration. International strategic alliances - nature, benefits, pitfalls, scope, how to make alliances work.

#### **MODULE 4 : GLOBAL TRADE AND INVESTMENT**

**14 HOURS**

Theories of global trade and investment, Mercantilism, theory of absolute advantage, theory of comparative advantage, factor endowment theory, product life cycle theory, Porter's national competitive advantage. FDI- in World Economy, horizontal and vertical FDI, benefits of FDI to home and Host Country. FDI- Indian Scenario. EXIM TRADE- Export and Import financing, Export marketing, EXIM policy, Balance of payments. Roles of Institutions connected with EXIM trade.

#### **MODULE 5: GLOBAL OPERATIONS MANAGEMENT AND ETHICS**

**10 HOURS**

Global Operations Management - Strategic issues in Operations Management (Manufacturing Management, Logistics Management and Procuring), Technology Transfers – Issues arising out of technology transfers. Marketing Management - Benefits of International Markets, Major activities in International Marketing, International Human Resource Management - Approaches, Expatriation and Repatriation Process, Cross cultural Training, Compensation, Ethical issues in International Business.

### **PEDAGOGY**

The course will be delivered through a combination of interactive classroom lectures aimed at building a strong conceptual foundation in international business. Real-world case studies involving multinational corporations, cross-cultural issues, and global trade scenarios will be used to provide practical insights and bridge the gap between theory and application. Group discussions and classroom debates will encourage critical thinking and engagement with current international business challenges. Simulation exercises, role-plays, and negotiation activities will provide experiential learning opportunities. Live projects focusing on EXIM trade, FDI analysis, or international market entry strategies will be integrated into the curriculum as compulsory components to strengthen practical exposure. In addition, guest lectures by industry experts and professionals from international business domains will be organized to offer real-time industry perspectives. Digital tools, international news analyses, and multimedia presentations will be utilized to enrich the learning experience and promote global awareness among students

#### **SKILL DEVELOPMENT ACTIVITIES SUGGESTED:**

- Prepare a country profile analyzing its trade policies, cultural practices, legal frameworks, and ease of doing business.
- Create a mock international business strategy (entry mode, organization design, marketing, and HRM plan) for a selected Indian SME expanding abroad.
- Conduct a SWOC analysis of India's position in a regional trade bloc (e.g., ASEAN, SAARC).
- Draft an export-import proposal including documentation, INCOTERMS, and financing aspects.
- Comparative analysis of ethical challenges and CSR practices followed by MNCs in different countries.
- Role-play negotiation exercises simulating international trade disputes and conflict resolution methods.

#### **SUGGESTED LEARNING RESOURCES:**

1. Francis Cherunilam; International Business, Prentice Hall Of India, 5th Edition, 2011
2. Charles Hill, International Business, McGraw-Hill-Irwin, 9th Edition, 2012.
3. John Daniels, Lee Radebaugh and Daniel Sullivan, — International Business, Prentice Hall, 13th Edition, 2010.
4. Dr. K Aswathappa, International Business.

#### **REFERENCES**

1. Shyam Shukla – *International Business*, Excel Books.
2. Andrew Harrison et al. – *International Business*, Oxford University Press, 2006.
3. Richard M. Hodgetts & Fred Luthans – *International Management*, McGraw-Hill, 5th Edition, 2003.
4. Anant K. Sundaram & J. Stewart Black – *The International Business Environment*, Prentice Hall of India, 1998.
5. Francis Cherunilam – *International Business Environment*, Himalaya Publishing House.
6. Michael R. Czinkota, Ilkka A. Ronkainen – *International Business and Globalization*, Cengage Learning.

7. International Business:*Francis Cherunilam*, 2011, 5th Edition, Prentice Hall of India.
8. International Business:*Dr. K. Aswathappa*, 2018, 6th Edition, McGraw Hill Education.
9. International Business: Competing in the Global Marketplace;*Charles W. L. Hill*, 2012, 9th Edition, McGraw-Hill Education.
10. International Business:*P. Subba Rao*, 2014, 2nd Edition, Himalaya Publishing House.



## FAMILY BUSINESS MANAGEMENT & LEGAL FRAMEWORK

<b>Course Code</b>	<b>MBA 2.6</b>	<b>Credits</b>	<b>4</b>
<b>Contact Hours per Week</b>	<b>4</b>	<b>Duration of Exam</b>	<b>3</b>
<b>Summative Assessment Marks</b>	<b>70</b>	<b>Formative Assessment Marks</b>	<b>30</b>

### **PERSPECTIVE OF THE COURSE:**

The course on *Family Business Management and Legal Framework* offers an in-depth understanding of the unique characteristics and challenges faced by family-owned enterprises. It emphasizes the strategic, structural, and governance aspects of running a family business across generations. Students will explore various family business models, succession planning techniques, and approaches to professionalizing family-led organizations. Special focus is placed on developing responsible leadership, managing ownership transitions, and resolving intergenerational conflicts. The legal framework component familiarizes students with appropriate business structures and relevant laws such as the Companies Act, Partnership Act, LLP Act, and compliance issues specific to family enterprises. Governance mechanisms such as family constitutions, councils, and charters are explored to help ensure legacy preservation and effective decision-making. The course also highlights inclusive leadership, particularly the evolving role of women in ownership, leadership, and legal empowerment within family firms. Through case-based learning and practical exposure, students will gain the strategic and legal insights necessary to sustain and grow family businesses in a dynamic environment.

### **COURSE OBJECTIVES AND OUTCOMES**

#### **OBJECTIVES:**

- To understand the unique dynamics, structures, and models of family businesses across generations.
- To develop strategic and governance competencies for managing family-owned enterprises.
- To equip students with frameworks for succession planning, leadership transition, and conflict resolution in family firms.
- To familiarize students with legal structures, business laws, and regulatory frameworks applicable to family enterprises.
- To promote inclusive leadership by exploring the evolving role and empowerment of women in family businesses

#### **OUTCOMES:**

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

- Demonstrate an understanding of the various family business models, structures, their complexities and the way forward.
- Manage the challenges and explore opportunities for the growth and governance of family business.
- Develop strategies for Succession planning, Professional and Conflict Management in family Business.

- Demonstrate their understanding of regulatory frameworks in managing family business.
- Recognize and advocate for gender-inclusive leadership, addressing challenges and legal aspects related to women's roles in family businesses.

## **COURSE CONTENT AND STRUCTURE**

### **MODULE 1 : UNDERSTANDING FAMILY BUSINESS AND ITS DYNAMICS**

**12 HOURS**

Defining family business – Importance, Uniqueness & Dynamics, Family Business Structure and Challenges – Trans-generational value creation-Life Cycles - Culture and Value Systems – Competitive Edge and Competitive Advantage of Family Business – Strength and Weaknesses of Family business – Models of Family Business -Three circle-Agency-Systems -Stewardship-Corporation- FIG – Comparative Analysis of Models- Role of Genograms - ECI-U Model

### **MODULE 2 : STRATEGIC MANAGEMENT AND GOVERNANCE IN FAMILY BUSINESS**

**12 HOURS**

Managers vs Owners- Shareholder Priorities and Responsibilities-Family Business Strategy and Strategic challenges - Strategic Business - The Business Rejuvenation Matrix and Intrapreneurship - Socio-emotional wealth of Family Business - Governance challenges - Different spheres of governance in family firms - Corporate governance - Family governance - Family stakeholder governance - Wealth governance - Identifying optimal and effective governance mechanisms

### **MODULES 3: SUCCESSION PLANNING, CONFLICT MANAGEMENT & FUTURE OF FAMILY BUSINESSES**

**12 HOURS**

Introduction and Importance of Succession planning – Characteristics and Attributes of Next Generation Leaders - Professional management of Family business - Conceptualizing and implementing a succession plan - Responsible Leadership - CEO as an Architect of Succession and Continuity, Types of CEOs, Spouse and the Transfer of Power – Elements of Family Business Sustainability- Family Conflict, Resolution and Future of Family Businesses.

### **MODULE 4: LEGAL STRUCTURE AND BUSINESS LAWS APPLICABLE TO FAMILY ENTERPRISES**

**15 HOURS**

Choosing the right legal structure - Sole proprietorship, Partnership, LLP, Private Ltd, HUF  
Comparison of structures: Ownership, Liability, Tax Implications.

Business Laws Applicable to Family Enterprises - Companies Act, 2013, Partnership Act, 1932, LLP Act, 2008, Hindu Undivided Family (HUF) under the Income Tax Act, and FEMA & RBI Compliance (For family businesses with cross-border operations or NRIs)

Intellectual Property (IP) Compliance - Trademark, copyright, and patent registration (especially for family-owned brands). Other Industry-Specific or State-Specific Licenses: FSSAI (for food businesses) and RERA (for real estate).

## **MODULE 5: GOVERNANCE LEADERSHIP, & WOMEN EMPOWERMENT 10 HOURS**

Introduction to Family Governance, Components of Family Governance, Importance of governance in preserving legacy and unity.

Family Constitution/Charter: purpose and process, Family Council: Composition, Roles, Meeting Protocols, Family Assembly and Retreats.

Transition of leadership, challenges in Shared ownership and Legal compliance.

Role of Women in Family Businesses: ownership, leadership and legal empowerment. Legal challenges faced by women in family-owned enterprises and measures to overcome the challenges.

### **PEDAGOGY**

The pedagogy for the course Family Business Management and Legal Framework for MBA students is designed to provide a balanced mix of theoretical understanding and practical exposure. It includes real-life case studies of Indian and global family businesses, allowing students to critically analyze issues related to succession, governance, and legal challenges. Role plays and simulations of family council meetings and conflict resolution scenarios help students develop interpersonal and decision-making skills relevant to family enterprises. Practical exposure is further enhanced through project-based learning, where students engage with actual family businesses—either their own or others—to assess governance structures, succession planning, and legal documentation. Guest lectures by business owners, legal experts, and alumni provide firsthand industry insights, while analysis of legal documents like partnership deeds and wills builds familiarity with real-world legal frameworks. This hands-on approach ensures that students are well-prepared to manage or consult for family businesses with strategic and legal competence.

### **SUGGESTED LEARNING RESOURCES:**

1. Rajiv G. Agarwal, Family Business Management, Sage Publications, 1e, 2022.
2. Shukla Hitesh, Family Business Roots to Routes, Himalaya Publishing, 2018
3. Mayanka Sharma and Prof. M. R. Mundada, Family Business Management
4. Ernesto J. Poza, Mary S. Daughterty, Family Business, Cengage Learning, 4e, 2020
5. Carole Howorth, Nick Robinson, Family Business, Routledge, 1e, 2020.
6. Frank Hoy, Pramodita Sharma, Entrepreneurial Family Firms, Prentice Hall, 1e, 2010.
7. Laura Hougaz, Entrepreneurs in Family Business Dynasties: Stories of Italian Australian Family Business over 100 years, Springer, 2015.
8. M. Nordqvist, T. Zellweger, Transgenerational Entrepreneurship: Exploring Growth and Performance in Family Firms across Generations, Edward and Elgar Publishing Limited, 2010.
9. Bhatia Mukesh, Family Business Management, Regal Publications
10. Santanu Bhadra & Sougata Ray & Sankaran Manikutty & Kavil Ramachandran, 2023. "[Family Business Groups in India: Perspectives on Their Roles, Strategies, and Innovations](#)," [Springer Books](#), in: Marita Rautiainen & Maria José Parada & Timo Pihkala & Naveed Akhter & Allan Discua Cruz & Kajari Mu (ed.), [The Palgrave Handbook of Managing Family Business Groups](#)
11. Zellweger Thomas Managing the Family Business – Theory & Practices Year of Publication Edward Elgar Publishing Ltd
12. Peter Leach Family Businesses – The Essentials, Profile Books Ltd.

13. "Family Business" by Ernesto J. Poza- Cengage Learning
14. "Business Law" by P.C. Tulsian / S.S. Gulshan- McGraw Hill / New Age International
15. "Entrepreneurship and Family Business" -BY S. R.Bhowmika & M.B Khandwalla
16. "Entrepreneurship and Small Business Management" by C.B. Gupta and S.S. Khanka- Sultan Chand & Sons.
17. NITI Aayog strategy paper on Family businesses (2023)
18. Family Business Governance Handbook by IFC (World Bank Group)
19. Alberto Gimeno, Gemma Baulenas & Joan Coma-Cros, Palgrave Macmillan
20. Mark Fischetti The Family Business Succession Handbook Family Business Publishing Co

#### **List of Journals**

1. Family Business Review
2. Journal of Family Business Management
3. Journal of Family Business Strategy
4. Indian Management 5. Journal of Consumer Behaviour

#### **Websites :**

1. Ministry of Corporate Affairs (MCA). (n.d.). *Acts and Rules*. Retrieved from <https://www.mca.gov.in>
2. Securities and Exchange Board of India (SEBI). (n.d.). *Regulations and Guidelines*. Retrieved from <https://www.sebi.gov.in>
3. Reserve Bank of India (RBI). (n.d.). *FEMA Regulations*. Retrieved from <https://www.rbi.org.in>
4. Intellectual Property India. (n.d.). *IPR services*. Retrieved from <https://ipindia.gov.in>
5. Food Safety and Standards Authority of India (FSSAI). (n.d.). Retrieved from <https://www.fssai.gov.in>
6. Real Estate Regulatory Authority (RERA). (n.d.). Retrieved from <https://rera.gov.in>
7. Harvard Business Review. (n.d.). *Articles on family business governance*. Retrieved from <https://hbr.org/search?term=family+business+governance>
8. International Finance Corporation (IFC). (n.d.). *Family Business Governance Handbook*. Retrieved from <https://www.ifc.org>
9. Confederation of Indian Industry (CII). (n.d.). *Family Business Network India*. Retrieved from <https://www.cii.in>

<b>STRATEGIC SOFT SKILLS FOR MANAGERS</b>			
<b>Course Code</b>	<b>MBA 2.7</b>	<b>Credits</b>	<b>2</b>
<b>Contact Hours per Week</b>	<b>3</b>	<b>Duration of Exam</b>	<b>3</b>
<b>Summative Assessment Marks</b>	<b>70</b>	<b>Formative Assessment Marks</b>	<b>30</b>
<b>PERSPECTIVE OF THE COURSE:</b>			
<p>This course is designed to provide students with a structured learning experience that enhances their professional presence and corporate readiness. It focuses on cultivating personal effectiveness, refining executive and group interaction skills, and developing corporate-level competencies such as leadership, teamwork, decision-making, and adaptability. Emphasis is placed on grooming, corporate etiquette, capacity building, and strategic thinking, enabling students to seamlessly integrate into dynamic work environments with confidence and capability.</p>			
<b><u>COURSE OBJECTIVES AND OUTCOMES</u></b>			
<b>OBJECTIVES:</b>			
<ul style="list-style-type: none"> <li>● To help learners develop their soft skills and develop their personality together with their technical skills.</li> <li>● To help learners develop professional, social and academic skills to harness hidden strengths, capabilities and knowledge.</li> <li>● To equip them to excel in real work environment and corporate life.</li> <li>● To help them understand various issues in personal and professional communication and learn to overcome them</li> </ul>			
<b>OUTCOMES:</b> Upon successful completion of the course, students will be able to:			
<ul style="list-style-type: none"> <li>● Communicate effectively at an advanced level in the corporate and professional world.</li> <li>● Demonstrate business etiquette and corporate dressing in a variety of professional environments.</li> <li>● Apply executive and leadership skills in real-world situations.</li> <li>● Navigate advanced communication challenges, negotiate, and manage conflicts effectively.</li> <li>● Foster and lead high-performing teams and demonstrate critical thinking and decision-making capabilities.</li> </ul>			
<b>COURSE CONTENT AND STRUCTURE</b>			
<b>MODULE 1: ADVANCE SOFT SKILLS AND PERSONAL EFFECTIVENESS</b>			<b>8 HOURS</b>
<p>Introduction to Soft Skills – Definition and Importance in the Contemporary Business World. Understanding Personality – Personality Types, Attitude – Positive Thinking, Self-Esteem, Self-Confidence, and Assertiveness. Goal Setting – SMART Goals. Time Management and</p>			

Self-Discipline. Self-Awareness and Self-Reflection. Values, Character Building, Creativity, Diplomacy, and Accountability.

**MODULE 2: EFFECTIVE COMMUNICATION**

**8 HOURS**

Business Communication - English Conversation, Applied Grammar, Pronunciation, Voice Modulation, Intonation: Stressing and Stretching, Accent Improvisation, Facial Expression, Body Language and Business Jargons, Verbal and Non-verbal Communication, Listening Skills, Public Speaking, Impromptu Speaking, Presentation Skills, Interview Skills, Managing Emotions, Empathy, Handling Criticism, Tackling Complaints, Developing Sense of Humour, Overcoming Resistance, Being Persistent.

**MODULE 3: BUSINESS ETIQUETTE AND CORPORATE LOOK**

**8 HOURS**

Business Etiquettes, Meeting Etiquettes, Office Etiquettes, Phone Etiquettes, Dining Etiquettes, Party Etiquettes, Technology Etiquette, Mannerisms, Mental Agility, Dressing Right- Office Wear, Personal Grooming, Professional Dress Code, First Impressions, Personal Branding.

**MODULE 4: EXECUTIVE SKILLS**

**8 HOURS**

Personal and Company Profiles - Writing a Profile (Personal/Company), Capacity Building: Elements and Strategies of Capacity Building, Upskilling, Learn-Unlearn-Relearn, Zones and Ideas for Learning, Group Discussion, Business Presentation Skills, Public Speaking.

**MODULE 5: CORPORATE SKILLS**

**8 HOURS**

Interpersonal Skills- Need and importance, Transactional Analysis (Basics), Building and Maintaining Positive Relationships. Developing Leadership Qualities, Managing Teams, Time Management, Critical Thinking, Stress Management, Work-Life Balance, Managing Workplace Diversity, Providing Effective Feedback, Work Ethics.

**SUGGESTED LEARNING RESOURCES:**

**Module 1:**

- The students need to write down three different short-term goals, two midterm goals and one final/ultimate goal of a life. Then they need to analyse the deadline, plan and benefit from each goal. A discussion in the class can follow.
- The students shall be told to evaluate three different situations that they have experienced earlier. They need to write down their reactions to those situations earlier and how they would approach them now. This would lead to a nice reflective discussion in the classroom with each student focusing on his perspective towards real life situations

**Module 2:**

- Create an effective cover letter
- Workbook Exercises on Grammar, Pronunciation, Accent,
- Extempore sessions to observe response of students to audience reactions.

### **Module 3:**

- In the class, each student would go through a mock session (presentations, speeches etc.) where he/ she would be participating in a group or individually. Each student would be checked for correct body language, so that his or her communication and body language communicate the same “positive “message.
- After all the students have gone through a detailed explanation of what to wear and how to wear, all would be asked to dress up formally, so that specific to their built, complexion and overall personality, suggestions for improvisation may be given. This would be done taking care of every aspect from head to toe.

### **Module 4:**

- Students are required to write their personal profile following the format just taught.
- Various topics would be given to groups of 5- 6 students. Topics that could be considered would vary from current affairs, to management perspectives, societal perspectives or even any controversial issue. After the discussion is over, the remaining students (observers) in the class would be asked to speak about their observations with regard to the body language, content & attitude. Individual cases would be discussed and improvisations would be recommended

### **Module 5:**

- Students must prepare a list of the tasks they do every day and parallel to it, note the time they spend on these activities. Also note the time they spend doing nothing productive, or when they are just sitting around or just about thinking what to do. · Assess the negative points, or areas of improvement and then see how much time is spend on their improvement. · See whether the time spent on the tasks is equivalent to the priority assigned to the tasks.
- Through discussion identify the factors that build trust and some of the consequences of poor relationships and the lack of trust.

#### **1. Suggested Reading:**

2. Enhancing Employability: Connecting Campus with Corporate: M.S. Rao - I K International Publishing House Pvt. Ltd
3. Corporate Soft skills: Sarvesh Gulati - Rupa Publications India
4. The ACE of Soft Skills: Attitude, Communication and Etiquette for Success: Gopaldaswamy Ramesh, Mahadevan Ramesh- Pearson Publications
5. How to win friends and influence people. Carnegie, D. (1998). Simon & Schuster;
6. Soft Skills: an Integrated Approach to Maximise Personality, Gajendra S. Chauhan, Sangeeta Sharma, Wiley India
7. Personality Development and Soft Skills, Barun K. Mitra, Oxford Press
8. Business Communication, Shalini Kalia, Shailja Agrawal, Wiley India
9. Cornerstone: Developing Soft Skills, Sherfield, Pearson India

## **THIRD & FOURTH SEMESTER**

### **BUSINESS RESEARCH METHODS**

<b>Course Code</b>	MBA 3.1	<b>Credits</b>	4
<b>Contact Hours per Week</b>	4	<b>Duration of Exam</b>	3
<b>Summative Assessment Marks</b>	70	<b>Formative Assessment Marks</b>	30

#### **PERSPECTIVE OF THE COURSE:**

In today's research-driven academic and professional environment, the ability to conduct systematic and meaningful research has become essential. This course provides a comprehensive foundation in business research methodology, enabling learners to approach research in a logical, scientific, and ethical manner. It focuses on developing critical thinking, analytical reasoning, and data interpretation skills, which are vital for high-quality academic research, dissertations, and professional problem-solving.

The course integrates theoretical knowledge with practical application, guiding students through the stages of research design, data collection, and analysis. Emphasis is placed on academic integrity, the responsible use of information, and adherence to ethical research practices. Learners are also introduced to modern analytical tools, intellectual property rights, and plagiarism prevention techniques, fostering a culture of originality and innovation. Overall, this course equips students with essential competencies to conduct independent research and contribute effectively to the world of business knowledge.

#### **COURSE OBJECTIVES AND OUTCOMES**

##### **OBJECTIVES:**

- To provide foundational knowledge on the concepts, scope, and significance of research methodology.
- To equip students with skills for identifying and formulating research problems and hypotheses.
- To familiarize students with various sampling methods, data collection techniques, and measurement scales.
- To introduce statistical tools and techniques for analyzing and interpreting research data effectively.
- To develop students with abilities in structuring and presenting research findings in a coherent, ethical, and academically sound manner.

##### **OUTCOMES:**

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

- Design and implement comprehensive research studies with theoretical and empirical rigor.
- Demonstrate ethical awareness and integrity in research.
- Review literature to identify research gaps and formulate hypotheses.
- Apply appropriate sampling, data collection, and statistical techniques in research.
- Communicate research findings effectively through structured academic writing and proper referencing.

## **COURSE CONTENT AND STRUCTURE**

### **MODULE 01: INTRODUCTION TO RESEARCH METHODOLOGY**

**10 HOURS**

Definition, Nature, and Scope of Research, Objectives and Significance of Research, Types of Research (Basic, Applied, Exploratory, Descriptive, Causal), Research Process, Criteria for Good Research, Ethical Considerations in Research (Informed Consent, Confidentiality, Integrity), Scientific vs. Non-Scientific Research, Management Research: Nature and Importance, Philosophy of Management Research (Positivism, Interpretivism, Pragmatism), Intellectual Property Rights (IPR), such as copyrights, patents, types of intellectual property, the Intellectual Property System in India, and the importance and protection of patents, copyrights, trademarks, industrial designs, integrated circuits, and geographical indications.

### **MODULE 02: RESEARCH PROBLEM AND RESEARCH DESIGN**

**12 HOURS**

Meaning and Importance of Research Problem, Statement and Criteria for Identifying Research Problem, Steps in Formulating Research Problem, Review of Literature and Identification of Research Gap, Strategies to Frame Research Objectives.

Hypothesis: Nature, Definition, Characteristics, and Types Formulating Hypothesis, Research Plan Development, Research Design: Conceptual Framework, Types (Exploratory, Descriptive, Causal, Experimental, etc.), Concept of Variables and Types (Independent, Dependent, Moderating, Mediating, etc.).

### **MODULE 03: SAMPLING AND DATA COLLECTION**

**12 HOURS**

Concept of Population and Sample, Characteristics of a Good Sample, Sampling Design Process, Probability vs. Non-Probability Sampling Methods, Sampling and Non-Sampling Errors, Determining Sample Size: Approaches and Considerations, Levels of Measurement: Nominal, Ordinal, Interval, Ratio, Measurement Scales: Development, Validation, and Application, Scaling Techniques: Likert Scale, Semantic Differential, Guttman Scale, Questionnaire Design: Structure, Types, and Pilot Testing, Validity and Reliability of Questionnaire, Data Collection Methods: Primary (Surveys, Interviews, Focus Groups, etc.) vs. Secondary (Published Data, Reports, etc.)

### **MODULE 04: DATA ANALYSIS AND INTERPRETATION**

**14 HOURS**

Data Preparation: Editing, Classification, Coding, Tabulation, Handling Errors in Data Preparation, Statistical Testing - Descriptive Statistics; Inferential Statistics, Hypothesis Testing: Concepts, Types of Errors (Type I & II), and Significance Levels, Use of Statistical Tools (SPSS, Excel, R, etc.) in Data Analysis, Interpretation of Results: Practical Implications and Insights.

### **MODULE 05: RESEARCH WRITING AND REPORTING**

**8 HOURS**

Structure and Components of a Research Report, Types of Research Reports, Guidelines for Writing a Research Report, Citation Styles: APA, MLA, Harvard, Chicago, etc., Writing Guidelines for Clarity,

Coherence, and Academic Integrity, Avoiding Plagiarism: Tools for Plagiarism Detection, Research Proposal Writing: Structure, Purpose, and Best Practices.

## **PEDAGOGY**

Begin each topic with interactive classroom lectures to build a solid theoretical foundation for students. The course adopts a learner-centered approach that combines academic rigor with practical relevance. Interactive lectures, case studies, and discussions help students develop conceptual clarity and apply research principles to real-world contexts. Workshops and practical sessions provide hands-on training in questionnaire design, hypothesis testing, and data analysis using tools such as SPSS and Excel. The flipped classroom model encourages active participation, while group projects and peer reviews enhance teamwork and communication. Experiential methods like simulations and research clinics enable students to engage with ethical dilemmas and research challenges effectively. Technology integration through platforms such as Google Forms, Zotero, and plagiarism detection tools reinforces modern research practices. Continuous assessment through quizzes, assignments, and a final research proposal ensures students gain both theoretical understanding and practical competence.

## **SKILL DEVELOPMENT ACTIVITIES SUGGESTED**

- Identify a business problem and frame suitable research objectives or hypotheses.
- Prepare a brief literature review using credible academic and industry sources.
- Design and administer a simple questionnaire using Google Forms or MS Word.
- Analyze collected data using basic statistical tools and visualizations in Excel or SPSS.
- Draft a short research proposal outlining objectives, methodology, and key findings.
- Practice proper citation and plagiarism-checking to ensure academic integrity.

## **SUGGESTED LEARNING RESOURCES:**

### **Reference Books**

- Kothari, C. R., & Garg, G. (2019). *Research methodology: Methods and techniques* (4th ed.). New Age International.
- Saunders, M., Lewis, P., & Thornhill, A. (2019). *Research methods for business students* (8th ed.). Pearson Education.
- Creswell, J. W., & Creswell, J. D. (2018). *Research design: Qualitative, quantitative, and mixed methods approaches* (5th ed.). Sage Publications.
- Cooper, D. R., Schindler, P. S. (2014). *Business research methods* (12th ed.). McGraw-Hill Education.
- Sekaran, U., & Bougie, R. (2020). *Research methods for business: A skill-building approach* (8th ed.). Wiley.
- Kumar, R. (2019). *Research methodology: A step-by-step guide for beginners* (5th ed.). Sage.
- Neuman, W. L. (2014). *Social research methods: Qualitative and quantitative approaches* (7th ed.). Pearson.

**Web Resources:**

- <https://scholar.google.com/>
- <https://www.zotero.org/>
- <https://www.ibm.com/docs/en/spss-statistics>
- <https://www.turnitin.com/> | <https://www.grammarly.com/>
- <https://shodhganga.inflibnet.ac.in/>
- <https://www.wipo.int/>



## **STRATEGIC MANAGEMENT & CORPORATE GOVERNANCE**

<b>Course Code</b>	<b>MBA 3.2</b>	<b>Credits</b>	4
<b>Contact Hours per Week</b>	4	<b>Duration of Exam</b>	3
<b>Summative Assessment Marks</b>	70	<b>Formative Assessment Marks</b>	30

### **PERSPECTIVE OF THE COURSE:**

In the dynamic and competitive world of business, strategic thinking has become essential for organizational success and long-term sustainability. Strategic Management enables future managers to understand how organizations formulate, implement, and evaluate strategies in response to changing business environments. This course provides a comprehensive understanding of strategic decision-making, competitive analysis, and corporate direction. It equips students with the ability to assess internal capabilities, respond to market challenges, and make informed strategic choices.

In addition, the course integrates the principles of Corporate Governance, emphasizing responsible leadership, transparency, and ethical business practices. It prepares students not only to think strategically but also to act with integrity and accountability in managerial roles. By combining real-world case studies with strategic frameworks, this course develops practical skills that help management students become effective strategists and responsible corporate leaders.

### **COURSE OBJECTIVES AND OUTCOMES:**

#### **OBJECTIVES:**

- To provide a clear understanding of the concepts, processes, and significance of strategic management in dynamic business environments.
- To enable students to analyze internal and external business environments using strategic tools and frameworks.
- To develop the ability to formulate, evaluate, and implement effective business strategies at corporate, business, and functional levels.
- To promote ethical decision-making and understanding of corporate governance principles for responsible and sustainable leadership.

#### **OUTCOMES:**

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

- Understand and apply the fundamental concepts and frameworks of strategic management in real business contexts.
- Analyze complex business environments and evaluate strategic options using appropriate analytical tools.
- Formulate and select suitable strategic alternatives for achieving competitive advantage and business growth.
- Execute strategic plans effectively by aligning resources, organizational structure, and control mechanisms.
- Demonstrate awareness of corporate governance principles and apply ethical decision-making in managerial roles.

**COURSE CONTENT AND STRUCTURE**

**MODULE 1: STRATEGY AND PROCESS** **6 HOURS**

Historical perspective of Strategic management, Conceptual framework for strategic management, The Concept of Strategy, Strategic Management Process and Model – Stakeholders in business – Vision, Mission and Purpose – Business definition, Objectives and Goals.

**MODULE 2: COMPETITIVE ADVANTAGE** **10 HOURS**

PESTEL Analysis, SWOC Analysis, Porter’s Five Forces Model ,The Competitive Profile Matrix (CPM), Value Chain Analysis, Globalization and Industry Structure- Resources, Capabilities and Competencies – Core Competencies, Generic building blocks of Competitive Advantage - Distinctive Competencies – Avoiding failures and sustaining competitive advantage

**MODULE 3: THE STRATEGIC ALTERNATIVES** **12 HOURS**

Corporate Level Strategies : Stability, Expansion, Retrenchment and Combination strategies, Vertical and horizontal Integration, Diversification and Strategic Alliances - Building and Restructuring the corporation.  
Business Level Strategy: Cost, Differentiation, and Focus Strategies - Strategy in the Global Environment.  
Strategic Analysis and Choice: Environmental Threat and Opportunity Profile (ETOP) – Organizational Capability Profile - Strategic Advantage Profile - Corporate Portfolio Analysis – GAP Analysis - Mc Kinsey's 7s Framework - GE 9 Cell Model – BCG Matrix - Balance Score Card, Internal Factor Evaluation (IFV) Matrix.

**MODULE 4: CURRENT STRATEGIC ISSUES - STRATEGY IMPLEMENTATION & CONTROL.** **18 HOURS**

Managing new technology and innovation – Managing during economic crises and business disruptions – Emerging directions in strategic thinking – Strategic issues for Non-Profit Organizations (NPOs) and Micro, Small & Medium Enterprises (MSMEs) – New business models and strategies for the digital and internet-driven economy.  
Strategy Implementation Process – Resource allocation and capability building – Designing organizational structure for strategy implementation – Strategic control systems: types and approaches – Matching structure and control to strategy – Managing strategic change: leadership, communication, culture – Politics, power and conflict in strategy implementation – Techniques of strategic evaluation and control.

**MODULE 5 : CORPORATE GOVERNANCE** **10 HOURS**

Concept and Meaning of Corporate Governance – Importance of governance in modern business – Evolution and development of Corporate Governance in India - Relationship between corporate governance and internal/external stakeholders, Board of Directors: structure, composition, roles and responsibilities accountability towards shareholders – Committees under corporate governance (Audit

Committee, Nomination and Remuneration Committee, CSR Committee) – Ethical conduct, integrity, transparency and disclosure practices.

Regulatory framework for Corporate Governance: SEBI guidelines, Companies Act provisions – Corporate governance challenges and best practices.

### **PEDAGOGY**

The course can be delivered through a balanced combination of conceptual learning and practical application to develop strategic thinking and decision-making skills. Classroom sessions will focus on interactive lectures, discussions, and real-time analysis of business scenarios. Case studies from leading national and global organizations to be used to connect theory with practice and enhance problem-solving abilities. Students will be encouraged to participate in group projects, strategy simulations, and presentations that foster teamwork and analytical reasoning. In addition, live organizational studies and industry interactions will be integrated to provide practical exposure to strategic issues and corporate governance practices. This approach ensures experiential learning and prepares students for real-world managerial challenges.

### **SKILL DEVELOPMENT ACTIVITIES (SUGGESTED)**

- Preparation and presentation of strategic analysis reports such as SWOT, PESTEL, and Porter's Five Forces for selected industries or organizations.
- Case study evaluation on strategy formulation and implementation, focusing on real corporate situations and decision-making challenges.
- Group strategy simulation or role-play exercises based on boardroom decision-making, ethical issues, and strategic conflict resolution.
- Corporate governance assessment of listed companies through analysis of annual reports and board structures.

### **SUGGESTED LEARNING RESOURCES:**

- Arthur A. Thompson, Margaret Peteraf, John E. Gamble, A. J. Strickland: Crafting and Executing Strategy. McGraw Hill
- Charles W. L. Hill, Melissa A. Schilling, Gareth R. Jones: Strategic Management: Theory & Cases: An Integrated Approach
- Gregory Dess and G.T. Lumpkin: Strategic Management Creating Competitive Advantage, TMH,
- UpendraHachru, Strategic Management concepts & cases , Excel Books
- AdriaHaberberg and Alison Rieple, Strategic Management Theory & Application, Oxford University Press.
- Anthony E Henry : Strategic Management, Oxford Publication
- Harvard Business Review, Business Policy – part I & II, Harvard Business School.
- NitishSen Gupta and JS Chandan : Strategic Management ,Vikas Publication
- Mason A Carpenter, WM Gerard Sanders and PrashanthSalwan : Strategic Management ,Pearson
- Gupta, Gollakota and Srinivasan, Business Policy and Strategic Management – Concepts and Application, Prentice Hall of India, 2nd edition, 2007

### Online Resources

- <http://ocw.mit.edu/courses/sloan-school-of-management/15-902-strategicmanagementi-fall-2006/lecture-notes/>
- <http://catalog.flatworldknowledge.com/bookhub>
- <http://2012books.lardbucket.org/books/strategic-management-evaluation-andexecution/index.html>
- <http://www.strategicmanagementinsight.com>



## FINANCE ELECTIVE COURSES

FINANCIAL MARKETS AND SERVICES			
<b>Course Code</b>	<b>FM 3.1</b>	<b>Credits</b>	<b>4</b>
<b>Contact Hours per Week</b>	<b>4</b>	<b>Duration of Exam</b>	<b>3</b>
<b>Summative Assessment Marks</b>	<b>70</b>	<b>Formative Assessment Marks</b>	<b>30</b>
<p><b>PERSPECTIVE OF THE COURSE:</b></p> <p>Financial markets facilitate the interaction between those who need capital and have capital to invest. These markets encompass key concepts related to financial products, pricing, risks, and the various market participants. Understanding these concepts provides practical support for interpreting financial information and working within financial markets. Financial services play a crucial role in the financial system and are the foundation of a modern economy. Students will learn how to make investment decisions by applying theory in real-world scenarios, considering the needs and characteristics of different products, services, and markets. Additionally, students will explore new financial innovations, their usage, and the opportunities these new products and services present.</p>			
<p><b><u>COURSE OBJECTIVES AND OUTCOMES</u></b></p> <p><b>OBJECTIVES:</b></p> <ul style="list-style-type: none"> <li>● To introduce students to the different aspects and components of financial Institutions and financial services</li> <li>● To understand the role and function of the financial system in reference to the macro economy.</li> <li>● To make students understand the regulatory provisions in financial markets.</li> <li>● To create the awareness of the financial innovations and new products and services in the Indian financial sector.</li> </ul> <p><b>OUTCOMES:</b></p> <p>Upon successful completion of the course, students will be able to:</p> <ul style="list-style-type: none"> <li>● Comprehend the basic structure of the Financial System in India.</li> <li>● Get the basic understanding of different financial institutions and instruments in the Indian Financial System and familiarize about the regulatory framework.</li> <li>● Understand various financial services offered in the market and their relevancy in business and economy.</li> <li>● Explore new financial innovations, their applications, and the opportunities in the present financial markets.</li> <li>● Evaluate the cost in leasing &amp; hire purchasing options and making informed decisions.</li> </ul>			
<b>COURSE CONTENT AND STRUCTURE</b>			
<b>MODULE 1 : STRUCTURE OF FINANCIAL SYSTEM</b>			<b>8 HOURS</b>

**Financial System:** Meaning, Characteristics, Role of Financial System in economic development/significance, evolution, Components & Structure of Indian Financial System; Financial Markets, Financial Instruments and Financial Intermediaries, functions of these constituents and respective roles. Financial Markets: Functions and Significance of Primary Market, Secondary Market, Capital Market, & Money Market (Overview only).

**MODULE 2: FINANCIAL INSTITUTIONS, INSTRUMENTS & REGULATIONS**

**14 HOURS**

**Financial Institutions and Funds:** Types of Financial Institutions, banking and non-banking financial institutions: Central Bank, Commercial Banks, Investment Banks, Finance Companies, Mutual Funds and concept of NAV, Housing Finance, Hedge Funds, Insurance products, Provident Fund, Pension Fund (Simple problems on calculations of NAV)

**Instruments:** Debt & equity instruments, derivatives, and foreign exchange instruments. Money market Instruments: T-Bills, CPs, CDs, Repos. Issue of financial Instruments: Primary Issue, Book Building Process, Private Placement, offer for Sale, Buyback of shares, Role of foreign capital in Indian Financial System.

**Financial Regulations** and regulatory institutions in India – RBI, SEBI (Simple problems on interest calculation on money market instruments)

**MODULE 3 : FINANCIAL SERVICES**

**12 HOURS**

**Merchant Banking:** Meaning & types, Responsibilities of merchant bankers, Role of Merchant Bankers in Issue Management.

**Venture Capital:** Growth of Venture Capital in India, Financing Pattern under Venture Capital. Factoring, forfeiting and bill discounting, Types of Factoring Arrangements

**Microfinance** overview, Indian rural financial system, securitization, role of microfinance in development of Indian Economy.

**Debt Securitisation:** Structure for securitisation, Securitisable Assets, Securitisation and banks, conditions for successful securitisation, Causes for unpopularity of securitisation in India. (Simple problems in factoring)

**MODULE 4: INNOVATIVE FINANCIAL SOLUTIONS- GREEN FINANCE, CROWDFUNDING, CARBON TRADING & CRYPTO CURRENCY**

**10 HOURS**

**Green financing** concepts, green finance instruments: green bonds, green loans, green insurance, green grants, green venture capital. **Crowdfunding:** Introduction, types of crowdfunding platforms, crowd funding in India. **Carbon trading:** Introduction, carbon credits, carbon offsets.

**Crypto currency:** Types, evolution, block chain, crypto currency as an investment product and crypto currency trading. Central Bank Digital Currency (CBDC) Introduced by RBI, Characteristics Pro's and Con's.

**MODULE 5 : LEASING AND HIRE PURCHASE**

**12 HOURS**

**Leasing**, Types of Leasing, Instalment Buying, Hire Purchase and Leasing, Factors Influencing Buy/Borrow or Lease Decision.

**Hire Purchase**, Purchase with own fund or borrowed fund. Risks in leasing and hire purchase, Cost analysis of leasing and Hire Purchase (Simple Problems in both Leasing & Hire Purchase)

Building a Simple Regression Model Using Python on Google Colab.

**(Question Paper Pattern: Theory: 80% and Problems: 20%)**

### **Practical**

To prepare a report on the digital financial services (online banking, virtual wallets and crowd funding)

- Understanding of various technologies in financial Markets
- Any real-life case related to Indian Financial System

### **Pedagogy**

The course will be delivered through a combination of **ICT-enabled classroom teaching**, interactive lectures, and practical demonstrations. Concepts will be explained using real-time financial data, charts, and market updates. **Excel-based demonstrations** will be used for solving numerical problems related to NAV calculation, interest computation, factoring, leasing, and hire purchase. **Practical exercises and live assignments** will enable students to connect theory with current financial practices. Case studies on financial institutions, innovative financial products, and recent financial regulations will be used to enhance analytical thinking. Students will also be introduced to **Python-based simple regression analysis using Google Colab** to develop basic financial modeling skills. Continuous assessments, class discussions, and problem-solving sessions will encourage active learning and application-oriented understanding.

### **SUGGESTED LEARNING RESOURCES:**

#### **Recommended Books**

1. Guruswamy, S —Indian Financial System, McGraw Hill Companies
2. L.M. Bhole —Financial Institutions & Markets, Tata McGraw Hill, New Delhi.
3. Sharma, Meera —Management of Financial Institutions, Eastern Economy Edition.
4. Bhole & Mahakud — Financial Institutions and Markets-Structure, Growth and Innovations, McGraw Hill Companies.
5. Karkal G. C - Unorganised money markets in India, Lalwani, Bombay.
6. Khan. M.Y - Indian Financial System, Vikas
7. H.R Machiraju - Indian Financial System, Vikas Pub. House.
8. E. Gorden & K - Nataraj Financial Markets and Services, Himalaya Publishing house
9. NISM – National Institute of Securities Markets (Certification) study Material.

#### **Reference Books**

1. Jeff Madura, Financial Markets and Institutions, Cengage Learning Publications, 11<sup>th</sup>

Edition.

2. ICWA, Financial Services, ICAI Publication.
3. G.S. Patel, Capital Market, Functioning and Trends, ICAI Publication.
4. Vindo Kothari, Leasing, Hire purchase and Consumer Credit, Wadhwa and Company.
5. SEBI Guidelines issued from time to time.
6. K. Sriram, Hand book of Leasing, Hire Purchasing and Factor, ICAI Publications.
7. Gledstone, Venture Capital Investing, NY, Prentice Hall.



## SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

<b>Course Code</b>	<b>FM 3.2</b>	<b>Credits</b>	4
<b>Contact Hours per Week</b>	4	<b>Duration of Exam</b>	3
<b>Summative Assessment Marks</b>	70	<b>Formative Assessment Marks</b>	30

### PERSPECTIVE OF THE COURSE:

This course aims at developing an understanding of the changing domestic and global investment scenario in general and Indian capital market with reference to availability of various financial products and operations of stock exchanges. It aims at providing an in-depth knowledge of the theory and practice of portfolio management. It discusses the risk return trade-off of an individual investor, it also persists how investment in the securities market is evaluated based on Fundamental and Technical analysis, application of Modern Portfolio Theory, analysis of active and passive investment strategies, and measurement of portfolio performance. This course emphasizes on forces that affect the security market.

### COURSE OBJECTIVES AND OUTCOMES

#### OBJECTIVES:

- To **understand** the investment environment, different types of financial investment instruments and financial institutions.
- To **provide** insight about the relationship of the risk and return, theories of portfolio management and the tools and techniques for efficient portfolio management.
- To **analyze** and evaluate the fair value of stocks and bonds, explain the main factors affecting the values.
- **Familiarize** the students with the Fundamental, Technical and Behavioral aspects of diverse investment avenues
- To **distinguish** between active and passive investment strategies; **assess** the efficiency of portfolio management

#### OUTCOMES:

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

- **Describe** and to **analyze** the investment environment, different types of investment vehicles.
- **Use** the quantitative methods to calculate risk and expected return of various investment tools and the investment portfolio.
- **Analyze** and to **evaluate** returns of stocks & bonds for the investments using various models & theorems.
- **Understand** the stock using fundamental & technical and behavioral analysis in investment decision making.
- **Distinguish** concepts of portfolio theories and apply their principals in the process of optimal portfolio formation.

### COURSE CONTENT AND STRUCTURE

**MODULE 1: INTRODUCTION TO INVESTMENTS, VALUATION OF RISK & RETURN****12 HOURS**

Concept of Investment, Investment Objectives and Constraints, Overview of Financial Markets & Instruments, Stock exchanges, SEBI, Market Indices and creation of index.

Risk and Return: Revenue Return and Capital appreciation, holding period return, Calculation of expected return, Risk factors, risk classification, valuation of systematic risk, unsystematic risk, standard deviation, variance, & Beta (Theory & Problems)

**MODULE 2: VALUATION OF BONDS & SHARES****10 HOURS**

Equity shares: Concept, Valuation, Dividend Valuation models. 2 phase, 3 phase & H models. Bonds: Bond features, Types of Bonds, Determinants of interest rates, Bond Valuation, YTM & Holding Period Yields, Bond Duration. Preference Shares- Concept, Features, Yields. (Theory & Problems)

**MODULE 3: FUNDAMENTAL & TECHNICAL ANALYSIS OF STOCKS****16 HOURS**

Fundamental Analysis for determination of inputs to equity valuation, EIC Framework, Economic Forecasting Methods, Industry Analysis, Industry Life Cycle, Structural Analysis. Company Analysis (financials & non-financials).

Technical Analysis: Dow Theory, Types of Charts, Price Patterns, Trends, Support and Resistance Levels, Indicators, RSI, Moving Averages, MACD, Breadth of the Market, Volume, Momentum. (Theory & Problems)

**MODULE 4: MODERN PORTFOLIO THEORY & PORTFOLIO PERFORMANCE****EVALUATION****12 HOURS**

Introduction to Portfolio Management – Measurement of Expected Risk and Returns of Portfolio, Markowitz Portfolio Theory, Efficient frontier, Sharpe's Single Index Model, Optimal Portfolio Selection, Capital Assets Pricing Model, SML and CML, Arbitrage Pricing Theory, Introduction to Mutual Funds, Evaluation of Portfolio Performance – Treynor, Sharpe, Jensen ratios, Active & Passive Portfolio Management. (Theory & Problems)

**MODULE 5: EMH AND BEHAVIORAL FINANCE****6 HOURS**

Introduction to Efficient Market Hypothesis, Random Walk Model, Forms of EMH.

Behavioural Finance: Introduction, Definition and Scope, Traditional Finance vs. behavioural Finance, Importance of behavioural Finance in Modern Economics, Overview of Cognitive Biases and Emotional Influences in Decision-Making. Applications of Behavioural Finance: Personal Finance-Implications for individual saving, investing, and budgeting, Financial Market Regulation-How behavioural insights can inform policy, Behavioral Asset Pricing-Understanding market prices based on behavioral factors (Theory only)

**(Question Paper Pattern: Theory 40% and Problems 60%)**

## **PEDAGOGY**

The course will be taught using a combination of **concept-based lectures** and **practical problem-solving sessions** to build strong analytical skills in investments and portfolio management. **ICT-enabled teaching tools** and financial market platforms will be used to demonstrate real market data, stock trends, and portfolio movements. **Hands-on exercises using Excel** will enable students to compute risk, return, bond valuation, beta, portfolio metrics, and performance ratios. **Case studies and live market analysis** from NSE/BSE will help students understand real investment decisions. **Assignments and mini-projects** on stock analysis and portfolio construction will develop application-oriented learning. **Interactive discussions, tutorial sessions for numerical practice, and presentations on investment strategies** will further enhance learning and employability skills in finance.

## **SUGGESTED LEARNING RESOURCES:**

### **Recommended Books:**

1. Investment Analysis and portfolio Management, Chandra, Tata McGraw Hill.
2. Prasanna Chandra: Investment Analysis and Portfolio Management” 4th Edition, TMH.
3. Punithavathy Pandian, Security Analysis & Portfolio Management, Vikas,2014
4. William. F. Sharpe, Gordon J Alexander & Jeffery V Bailey: Fundamentals of Investments, Prentice Hall,2012.
5. Security Analysis and Portfolio Management, Sudhindra Bhat, Excel.
6. Security analysis and Portfolio Management, Avadhani, Himalaya publishers.

### **Reference Books:**

1. Investment Analysis and Portfolio Management, Reilly & Brown, Cengage Learning.
2. I. M. Pandey, Financial Management, Vikas Publishing House Pvt. Ltd.
3. V. K. Bhalla, Portfolio Analysis and Management, Sultan Chand & Sons.
4. Elton, E.J., Gruber M.J., Brown S.J. and Goetzman W, “Modern Portfolio Theory and Investment Analysis”, 6th Ed., Wiley.
5. John Murphy, Technical Analysis of Financial Markets.

### **Online Learning Resources:**

- [https://www.bcci.bg/projects/latvia/pdf/8\\_IAPM\\_final.pdf](https://www.bcci.bg/projects/latvia/pdf/8_IAPM_final.pdf)<https://backup.pondiuni.edu.in/sites/default/files/investment%26portfolio-60214.pdf>
- <https://www.youtube.com/c/iit/search?query=securities%20and%20portfolio%20management>

## FINANCIAL ANALYSIS AND FINTECH

<b>Course Code</b>	<b>FM 3.3</b>	<b>Credits</b>	<b>4</b>
<b>Contact Hours per Week</b>	<b>4</b>	<b>Duration of Exam</b>	<b>3</b>
<b>Summative Assessment Marks</b>	<b>70</b>	<b>Formative Assessment Marks</b>	<b>30</b>

### **PERSPECTIVE OF THE COURSE:**

Financial related innovation is an eminent field that is quickly improving, fuelled by different expectations which enable us to build understanding as to how innovative technologies such as Blockchain, Artificial Intelligence, Internet of Things, Cloud Computing, Data Analytics will enable firms to provide new solutions to consumers and investors. Students will develop an in-depth understanding about concepts, and this will equip students with the foundations to prepare for a quality dialogue, develop requisite skill sets and attitude for exploring opportunities in the FinTech sector and to shape their own FinTech ventures.

### **COURSE OBJECTIVES AND OUTCOMES:**

#### **OBJECTIVES:**

- The students will be able to learn the major areas in Financial Technologies
- The students will be able to understand the major technological trends, including digital payments, cryptocurrencies, Blockchain, AI and Big Data etc.
- The students can understand the FinTech Regulation and Regulatory-Technology.
- The students analyse the role of Data and Security in data-driven finance.

#### **OUTCOMES:**

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

- Understand the fundamental role played by the Fintech in the new age business
- Demonstrate the technology concept and implementation of important gateways in make digitized business world.
- Identify and appraise the various ways and models available in creating robust and workable business structure.
- Critically analyze the process in technology implemented in the business so that all the regulatory requirements are met.
- Evaluate the recent trends in National & International security, business regulation realigning the risk parameters to build better support to sustain for a long run.

### **COURSE CONTENT**

#### **MODULE 1 : FINTECH AND OPPORTUNITIES**

**8 HOURS**

**FinTech:** Transformation of the financial ecosystem – Digital infrastructure enabling FinTech – Role of banks, start-ups and emerging markets – Collaboration models between financial institutions and FinTech start-ups – Classification and typology of FinTech innovations – Emerging financial technologies.

Economics of FinTech – Opportunities and challenges – Shift from “*too small to care*” to “*too big to fail*” in digital finance – Regulatory framework and compliance in the FinTech industry – Future of Regulatory Technology (Reg-Tech) and other emerging technologies influencing financial regulation.

**MODULE 2 : DIGITAL PAYMENTS AND FINANCIAL TECHNOLOGIES 14 HOURS**

Individual payment systems and digital financial services – Mobile money and its regulatory framework – SFMS (Structured Financial Messaging System), RTGS (Real Time Gross Settlement), NEFT (National Electronic Funds Transfer), NDS (Negotiated Dealing System) and their functioning – Benefits of modern digital payment infrastructure and payment stacks (UPI, IMPS, BBPS, AEPS etc.). Fraud detection mechanisms using Artificial Intelligence and Machine Learning – Analysis of transaction patterns and customer behaviour for risk mitigation – Payment cards: Debit cards, Credit cards, Corporate cards, Forex cards and Prepaid cards (features and applications).

**MODULE 3: FINANCIAL INNOVATION AND DIGITAL FINANCE MODELS 10 HOURS**

Evolution and brief history of financial innovation - Digitization of financial services and emergence of FinTech - Innovative funding mechanisms: Crowdfunding, charity-based, reward-based, and equity-based models - Peer-to-Peer (P2P) and marketplace lending platforms - New financial models and innovative product developments - Initial Coin Offerings (ICOs): concept and significance Robo-advisors and automated investment strategies

**MODULE 4: FINTECH REGULATION AND REGULATION TECHNOLOGY 9 HOURS**

FinTech Regulations Evolution of Reg Tech – Reg Tech Ecosystem: Financial Institutions – Reg-Tech Ecosystem Ensuring Compliance from the Start: Suitability and Funds – Reg-Tech Start-ups: Challenges –Reg-Tech Ecosystem: Regulators Industry – Use Case of AI in Smart Regulation and Fraud Detection – Regulatory Sandboxes – Smart Regulation – Redesigning Better Financial Infrastructure. Cyber Security- Meaning, Risk Assessment & Management.

**MODULE 5 : DATA, TECHNOLOGY & KPI 15 HOURS**

History of Data Regulation – Data in Financial Services – Application of Data Analytics in Finance - Methods of Data Protection: GDPR Compliance and Personal Privacy – Role of AI in transforming the Future of FinTech – Digital Identity – Change in mindset: Regulation 1.0 to 2.0 (KYC to KYD) - AI & Governance – New Challenges of AI and Machine Learning - Challenges of Data Regulation - Data is the New Oil: Risk of Breach – The Future of Data-Driven Finance - Case Studies. Key Performance Indicators (KPI) for Fintech Companies – Customer Acquisition Costs (CAC) and lifetime value (LTV) – Financial Health and burn rate analysis.

**PEDAGOGY**

The course will be delivered through ICT-enabled interactive lectures supported by real-time demonstrations of financial technologies and platforms. Case studies from the FinTech industry will be used to illustrate applications of blockchain, digital payments, Reg-Tech, and AI in finance. Hands-on learning will be encouraged through practical exercises using tools such as Excel, Google Colab, and basic Python for data-driven financial analysis. Students will engage in live assignments

involving digital payment systems, FinTech business models, and innovation mapping. Guest lectures from FinTech professionals and industry experts will provide practical exposure and insights into current trends. Continuous assessments will include quizzes, mini-projects, and FinTech case reviews to enhance application-oriented learning

#### **SUGGESTED LEARNING RESOURCES:**

##### **Recommended Books:**

1. Agustin Rubini, "Fintech in a Flash: Financial Technology Made Easy", Zaccheus, 3rd Edition, 2018
2. "FinTech: The Impact and Influence of Financial Technology on Banking and the Finance Industry" – *Richard Hayen*
3. The Future of Finance: The Impact of FinTech, AI, and Crypto on Financial Services – *Henri Arslanian & Fabrice Fischer*
4. The FINTECH Book: The Financial Technology Handbook for Investors, Entrepreneurs, and Visionaries – *Susanne Chishti & Janos Barberis*
5. Financial Services Revolution: How Blockchain, FinTech, and AI are Transforming Financial Services– *Alex Tapscott*

##### **Web Resources :**

**Reserve Bank of India (RBI)** – FinTech regulations, digital banking, and payment systems  
<https://www.rbi.org.in>,

**National Payments Corporation of India (NPCI)** – UPI, IMPS, AEPS, RuPay and digital payment ecosystem <https://www.npci.org.in>,

**Securities and Exchange Board of India (SEBI)** – Capital markets and regulatory updates  
<https://www.sebi.gov.in>,

**International Monetary Fund (IMF)** – **FinTech Reports** – Global fintech impact and policy reports  
<https://www.imf.org/en/Publications/fintech-notes>

**Finextra** – Financial technology news and industry developments <https://www.finextra.com>

**CoinDesk** – Blockchain and cryptocurrency insights <https://www.coindesk.com>

**Analytics Vidhya** – Data analytics and AI applications in finance <https://www.analyticsvidhya.com>

<b>BUSINESS VALUATION AND FINANCIAL MODELING</b>			
<b>Course Code</b>	<b>FM 3.4</b>	<b>Credits</b>	<b>4</b>
<b>Contact Hours per Week</b>	<b>4</b>	<b>Duration of Exam</b>	<b>3</b>
<b>Summative Assessment Marks</b>	<b>70</b>	<b>Formative Assessment Marks</b>	<b>30</b>
<b>PERSPECTIVE OF THE COURSE:</b>			
<p>In this informative age, financial analysis is to value the businesses using both intrinsic and relative methods. The specific methods of analysis include discounted cash flow, comparable market multiples, comparable transaction multiples, and terminal value. This course includes financial statement analysis, industry competitive analysis, discount rate, and capital asset pricing. The course explores the strengths and weaknesses of each method of valuation, as well as when to apply each. The objective of the course is to cover methods for utilizing financial data and applying valuation techniques to make strategic and capital budgeting decisions.</p>			
<b>COURSE OBJECTIVES AND OUTCOMES:</b>			
<b>OBJECTIVES:</b>			
<ul style="list-style-type: none"> <li>• To understand key principles, techniques, and applications of corporate valuation.</li> <li>• To introduce and apply valuation models such as DCF and relative valuation in various corporate contexts.</li> <li>• To build proficiency in enterprise and intellectual capital valuation using practical tools like MS Excel.</li> <li>• To develop skills in financial analysis, forecasting, and advanced valuation techniques including sensitivity and free cash flow analysis.</li> </ul>			
<b>OUTCOMES:</b>			
Upon successful completion of the course, students will be able to:			
<ul style="list-style-type: none"> <li>• <b>Distinguish</b> between different concepts of value and <b>understand</b> their application incorporate finance scenarios.</li> <li>• <b>Analyse</b> and interpret financial statements and ratios, <b>Develop and Apply</b> financial models using MS Excel, making revenue and expense forecasts.</li> <li>• <b>Apply</b> Enterprise and Equity DCF valuation models to estimate firm value through financial forecasting and cash flow analysis.</li> <li>• <b>Gain</b> experience in applying various valuation methods (e.g., DCF, P/E ratio, and market-based approaches) and will be able to <b>calculate &amp; interpret</b> the results</li> <li>• <b>Understand</b> the evaluation of intellectual capital and usage of performance metrics</li> </ul>			
<b>COURSE CONTENT AND STRUCTURE</b>			
<b>MODULE 1 : INTRODUCTION TO CORPORATE VALUATION</b>			<b>6 HOURS</b>
Introduction, Purpose of valuation, distinction between price and value, Principles and Techniques of Valuation, Role of Valuation, key areas of valuation, Concepts of value: Market Value, Fair value, Book Value, Intrinsic value, Investment value, Liquidation value, Replacement value. Role of valuation in Business acquisition and Corporate finance, Valuation process (Theory only).			
<b>MODULE 2 : FINANCIAL STATEMENT ANALYSIS &amp; FORECASTING</b>			<b>14 HOURS</b>

Financial Statement Understanding: Income Statement, Balance Sheet, Cash Flow Statement, Key financial ratios: Ratio Tree-Liquidity, Profitability, Efficiency ratios; Building Financial Models: Linking financial statements (Income Statement, Balance Sheet, Cash Flow), Projecting financial statements based on historical data; Revenue and Expense Forecasting: Time-series forecasting (linear, exponential smoothing), Identifying key drivers for revenue and expenses.(Hands-on using Excel).

### **MODULE 3 : VALUATION MODELS: ASSETS, MARKET AND INCOME BASED**

#### **METHODS**

**12 HOURS**

**Asset Based Valuation Methods:** Net Asset Value (NAV) method, Adjusted Book Value method, Liquidation value, Replacement cost approach – treatment of intangible assets and non-operating assets.

**Market Based (Relative) Valuation Methods:** Price-Earnings (P/E) ratio, Price-to-Book Value (P/BV) ratio, Price-to-Sales (P/S) ratio, Enterprise Value Multiples (EV/EBITDA, EV/Sales), Comparable Company Analysis.

**Income Based Valuation Methods:** Earnings Capitalisation Method, Earnings Power Value (EPV), Residual Income Model (basic introduction), and concept of normalization of earnings.

*(Theory and practical problems.)*

### **MODULE 4 : DCF VALUATION APPROACH**

**16 HOURS**

Enterprise DCF Model: Analysing historical performance, Estimating the cost of Capital, Forecasting performance, Estimating the continuing value, Calculating and interpreting the results. DCF Approach of Two and Three Stage Model, Equity DCF Model: Dividend Discount Model, Free Cash Flow to Equity (FCFE) Model, Adjusted Present Value (APV) Model. (Theory and problems).

#### **Financial Modeling**

Estimate Cost of Equity, Debt and Capital, Stock Valuation Using Discounting of Dividends (Dividend Discount Model - DDM), Free Cash Flow to Firm (FCFF) and Free Cash Flow to Equity (FCFE). (Hands-on using Excel).

### **MODULE 5 : INTELLECTUAL CAPITAL VALUATION AND METRICS**

**8 HOURS**

Components and Valuation of Intellectual Capital: Market to book ratio, Tobin's Q. Analytical Approaches: Economic Value Added (EVA), Balanced Score Card and Human resource accounting (Theory and problems in EVA model)

(Question paper pattern: Problems:60% and theory:40%)

**Note: Evaluations do not include Modeling topics. Modeling topics should be evaluated as assignments in the college labs**

**Practical**

- Develop a 3-statement financial model (Income Statement, Balance Sheet, and Cash Flow) for a company.
- Build a DCF model to value a company using projected free cash flows and WACC.
- Perform valuation and sensitivity analysis using industry peer comparisons based on EV/EBITDA, P/E, and P/B ratios.

### **Pedagogy**

The course will be delivered through **ICT-enabled classroom teaching** combined with a strong practical orientation. Concepts will be explained using real company data and valuation scenarios. **Hands-on demonstrations in Excel** will be conducted to build financial models, forecast statements, and apply valuation techniques such as DCF, FCFF, and relative valuation. Students will work on **live assignments and practical exercises** related to corporate valuation and financial modeling. A **case study approach** will be used to help students understand real-world applications in mergers, acquisitions, and business valuation practices. Regular problem-solving sessions and interactive discussions will enhance analytical thinking and decision-making skills required in corporate finance.

### **SUGGESTED LEARNING RESOURCES:**

#### **Recommended Books**

1. Business Analysis and Valuation: Using Financial Statements, Krishna G. Palepu and Paul M. Healy, Cengage India Private Limited
2. Corporate Valuation: Text and Cases, Prasanna Chandra, 2nd Edition, McGraw Hill;
3. Strategic Financial Management, Ravi M Kishore, Taxman Publication
4. Damodaran on Valuation, Ashwath Damodaran, John Wiley
5. Corporate Valuation and Value Creation, Prasanna Chandra, Tata McGraw Hill.

#### **Reference Books:**

1. Jakhotia G P, 'Strategic Financial Management', Vikas Publishing House Private Limited
2. Pennman H Stephen, 'Financial Statement Analysis and Security Valuation', Tata-McGraw-Hill Publishing Company Limited
3. Prasanna Chandra, Financial Management, Tata McGraw Hill Publishing Limited
4. John Hampton, 'Financial Decision Making-Concepts, Problems and Cases', Prentice Hall of India.

<b>COMMERCIAL BANK MANAGEMENT</b>			
<b>Course Code</b>	<b>FM 4.1</b>	<b>Credits</b>	<b>4</b>
<b>Contact Hours per Week</b>	<b>4</b>	<b>Duration of Exam</b>	<b>3</b>
<b>Summative Assessment Marks</b>	<b>70</b>	<b>Formative Assessment Marks</b>	<b>30</b>
<b>PERSPECTIVE OF THE COURSE:</b>			
<p>This course encompasses key concepts related to Bank deposits, Loans, other financial products, risks, and the various parties involved. Understanding these concepts provides practical support for interpreting financial information and working within financial statements. This course will discuss the challenges faced by Banks and rapid changes in Banking. Additionally, students will explore new financial innovations, rapid changes and digital banking.</p>			
<b>COURSE OBJECTIVES AND OUTCOMES:</b>			
<b>OBJECTIVES:</b>			
<ul style="list-style-type: none"> <li>● Understand the structure and functions of commercial banks and the impact of technology on banking operations.</li> <li>● Identify and explain various banking products and digital banking services.</li> <li>● Analyze and interpret financial statements of banks to assess risks and evaluate credit ratings related to debt instruments.</li> <li>● Examine the role and functions of regulatory authorities governing banking services.</li> </ul>			
<b>OUTCOMES:</b>			
<p>Upon successful completion of the course, students will be able to:</p> <ul style="list-style-type: none"> <li>● Comprehend the aspects of commercial banking and Credit Rating Institutions</li> <li>● Get the understanding of commercial banking products and familiarize about the regulatory framework.</li> <li>● Understand Impact of Technology on Banking and emergence of Digital Banking</li> <li>● Critically assess and analyse the credit and other risks involved in Bank Lending</li> <li>● Grasp new financial innovations, their applications, and the opportunities they present in the Banking system overall.</li> </ul>			
<b>COURSE CONTENT AND STRUCTURE</b>			
<b>MODULE 1 : COMMERCIAL BANKS AND BANKING OPERATIONS</b>			<b>12 HOURS</b>
<p>Functions and significance of commercial banks - Banking operations: deposits, advances, and loan products such as credit cards and mortgages - Digital transformation in banking: digital banking, digital payments, UPI, ATMs, and the role of technology - Recent developments and innovations in the banking sector - Overview of monetary policy and the role and functions of the Reserve Bank of India (RBI) - Non-Banking Financial Companies (NBFCs): functions and importance - Non-Performing Assets (NPAs): concept, classification, Gross and Net NPAs - Operating performance, asset quality management, risk management, and provisioning practices - Practical illustrations and basic calculations related to NPAs and provisioning.</p>			
<b>MODULE 2 : RISK MANAGEMENT IN BANKS</b>			<b>12 HOURS</b>

Concepts, Types of Risks like credit risk, interest rate risk, exchange rate risk, liquidity risk, differences among Risks and importance of Credit Risk from Banking point of view- Risks Evaluation, Mitigation and Monitoring & Control of Risks.

**MODULE 3 : CREDIT RATING**

**12 HOURS**

Meaning, Functions of Indian credit Rating institutions like CRISIL, ICRA and CARE; International institutions like S&P Global, Moody's, ICRA, interpreting the credit analysis and different levels of grading by Rating institutions, Operations of EXIM Bank

**MODULE 4 : LEGAL ASPECTS OF BANKING**

**8 HOURS**

Overview of the Banking Regulation Act, 1949 and RBI Act, 1934 - Banking laws governing licensing, management, and business operations - Negotiable Instruments Act: cheques, bills of exchange, and letters of credit - Legal frameworks for payment systems and electronic fund transfers - Laws related to enforcement of financial claims and recovery procedures.

**MODULE 5 : RURAL BANKING**

**12 HOURS**

Role of Banks in Rural Credit - Present structure of Rural Banking- co-operatives, RRB's and other institutional agencies, Evolution of Co-operatives, Short term and long term credit structure, Role of RBI and NABARD in monitoring rural credit, Refinance and other supports, Setting up of RRB's- salient features of RRB's, organisational structure, Performance of RRB's, Mergers of RRB's, Present status, New initiatives in rural banking, financial inclusion, Mobile banking etc.,

**(Question Paper Pattern: Theory :80% and Problems:20%. )**

**PEDAGOGY**

The course will be delivered through a combination of interactive lectures and ICT-enabled teaching to build both conceptual clarity and practical understanding of banking operations. Case discussions on commercial banks, NPAs, risk management, and digital banking will be used to relate theory to real-time banking practices. Practical exercises will include analysis of bank financial statements, credit risk assessment, and NPA calculations. Live demonstrations of digital banking platforms and payment systems (UPI, NEFT, RTGS, IMPS) will enhance application-oriented learning. Students will engage in group assignments, presentations, and mini-projects related to regulatory framework, credit rating analysis, and rural banking initiatives. Guest lectures from banking professionals and regulatory experts will provide industry insights and current developments in the banking sector.

**SUGGESTED LEARNING RESOURCES:**

**Recommended Books**

1. Money, Banking and finance in India. RK Uppal
2. Agriculture, rural Banking and Micro finance in India by Rais Ahmad.
3. Seventy Years of Banking system in India(1947 to 2017) By Niti Bhasin.

## REFERENCE BOOKS

1. BAD money inside the NPA mess and How it threatens the Indian Banking System by Vivek Kaul
2. Banking system in India -Reforms and Performance evaluation By SM Jawed Akhtar & Md. Shabbir Alam.
3. Rural Banking in India by Manas Chakrabarti.
4. Bank Credit Management by S.Murali& KR Subbakrishna (Himalayan Publishing House)
5. Risk management by Indian institute of Banking and Finance (MacmillanEducation)



## **BUSINESS RISK AND INSURANCE PRACTICES**

<b>Course Code</b>	<b>FM 4.2</b>	<b>Credits</b>	<b>4</b>
<b>Contact Hours per Week</b>	<b>4</b>	<b>Duration of Exam</b>	<b>3</b>
<b>Summative Assessment Marks</b>	<b>70</b>	<b>Formative Assessment Marks</b>	<b>30</b>

### **PERSPECTIVE OF THE COURSE:**

This course aims in providing a comprehensive understanding of risk management and insurance, covering fundamental concepts, risk identification, measurement techniques, and the role of insurance in mitigating financial uncertainty. It explores business and individual risk exposures, risk control, and financing methods, along with decision-making tools. The curriculum delves into life and general insurance, including annuities, health, fire, marine, and motor insurance, as well as regulatory frameworks like the Insurance Act of 1938 and IRDA guidelines. Additionally, the course examines the management of insurance companies, underwriting, claims settlement, and marketing strategies. Emerging trends such as AI, blockchain, big data, climate change risks, and cyber insurance are also discussed to equip learners with insights into the evolving landscape of risk management and insurance.

### **COURSE OBJECTIVES AND OUTCOMES:**

#### **OBJECTIVES:**

- Understand the fundamentals of insurance, its operations, and role in financial markets.
- Explain economic principles of insurance by identifying and assessing risk factors.
- Analyze the regulatory framework, ownership structures, and marketing channels in the insurance sector.
- Apply knowledge of life and general insurance concepts, including annuities, to real-world financial contexts.

#### **OUTCOMES:**

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

- Gain knowledge of risk exposures, the management of pure risk, and the insurance mechanism.
- Evaluate risks in terms of frequency and severity using various statistical and financial tools
- Follow appropriate legal and regulatory aspects of insurance.
- Determine the factors and underwrite various life insurance policies and annuities.
- Explore the concept and underwriting of health, fire, marine & motor insurances
- Summarize the basic operations of an insurance company and its role in the economy.

### **COURSE CONTENT AND STRUCTURE**

#### **MODULE 1 : INTRODUCTION TO RISK MANAGEMENT AND RISK IDENTIFICATION**

**12 HOURS**

Introduction: Risk and uncertainty, types of risk, burden, sources of risk, methods of handling risk, degree of risk, management of risk - objectives & process, risk management by individuals and corporations, understanding the cost of risk, risk management and societal welfare.

Risk Identification & Exposures: Business, individual, physical and financial assets, human assets, legal liability, work-related injury.

**MODULE 2 : RISK MEASUREMENT**

**12 HOURS**

Risk Measurement: Evaluating the frequency and severity of losses, loss forecasting, risk control, risk financing techniques, risk management decision methods, pooling arrangements, and diversification of risk.

Advanced Issues in Risk Management: Emerging issues, insurance market dynamics, financial analysis, decision making, and other risk management tools, basic concepts of probability and statistics (problems).

**MODULE 3 : LIFE INSURANCE & ANNUITIES**

**10 HOURS**

Life Insurance: Growth of Actuarial Science, Features, Documents. Classification of life insurance, Money Back Policies, Unit Linked Plans. Annuities: Need of Annuity Contracts, Annuity V/s Life Insurance, Classification of Annuities.

**MODULE 4 : GENERAL INSURANCE**

**12 HOURS**

General Insurance Contract, Performance of Private & Public General Insurance Companies.

Health Insurance: Individual Medical Expense Insurance. Medi-claim Policy, Child Welfare Policy, Employee Group Insurance, Features of Group Health Insurance.

Fire Insurance: Essentials of Fire Insurance Contracts, Types of Fire Insurance Policies, Fire Insurance Coverage.

Marine Insurance: Types of Marine Insurance, Marine Insurance principles, Marine Insurance Policies, Marine Risks-Clauses in Marine Policy.

Motor Vehicles Insurance: Need for Motor Insurance, Types of Motor Insurance.

Investment Insurance : Types of risk covered, Policies, Factors to be considered for Premium Fixing.

Agro Insurance : Importance, Benefits, Types & Schemes

**MODULE 5 : MANAGEMENT OF INSURANCE COMPANIES & EMERGING TRENDS**

**10 HOURS**

Management of Insurance Companies: Functions and Organization of Insurers, Types of Insurance Organization.

Underwriting: Principles of Underwriting, Underwriting in Life and non-life Insurance.

Claims Management: Claim Settlement in General Insurance & Life Insurance.

Insurance Marketing: Marketing of Insurance Products, Critical Success Factors for Insurance Players, Marketing Strategies in India.

Risk Management in the Digital Age, Role of Technology in Insurance (AI, Block chain, Big Data), Climate Change and Environmental Risks, Cyber Risk and Digital Insurance, Future of the Insurance Industry and Risk Management.

**PEADOGOGY**

The course will be delivered through interactive lectures and ICT-enabled teaching to develop a strong conceptual understanding of risk management and insurance. Case studies from insurance companies and real-life risk scenarios will be used to illustrate practical applications. Problem-solving sessions will be conducted to practice risk measurement techniques using probability and statistics, along with basic actuarial calculations. Students will engage in group discussions and role-play activities related to claim settlement, underwriting, and risk assessment. Industry reports, IRDAI guidelines, and policy documents will be referred to connect theory with current practices in the insurance sector. Guest lectures from insurance professionals will provide industry insights, while assignments and mini-projects on insurance products and risk analysis will enhance practical learning.

### **SUGGESTED LEARNING RESOURCES:**

#### **Recommended Textbooks**

1. Rejda, George E 'Principles of risk management and insurance' 10<sup>th</sup> Edition, Pearson Education.
2. Dr. P. K. Gupta, 'Essentials of Insurance and Risk Management', Himalaya Publishing house,2016
3. Harrington E Scott and Neihaus R Gregory, 'Risk Management & Insurance', 2<sup>nd</sup> Edition, Tata McGraw Hill
4. Dorfman M S, 'Introduction to risk management and insurance', Prentice Hall.

#### **Reference Books**

1. **Insurance and Risk Management** – P.K. Gupta
2. **Principles of Insurance** – M.N. Mishra & S.B. Mishra
3. **Risk Management and Insurance** – NaliniPravaTripathy&Prabir Pal.
4. **Risk Management: Theory & Practice** – Gopal Krishnan
5. **Principles of Risk Management and Insurance** – George E. Rejda& Michael McNamara.
6. **Risk Management and Insurance** – Scott E. Harrington & Gregory R. Niehaus.
7. **Fundamentals of Risk and Insurance** – Emmett J. Vaughan & Therese Vaughan.
8. **Enterprise Risk Management: From Incentives to Controls** – James Lam
9. **Insurance Theory and Practice** – Rob Thoyts

## DIRECT AND INDIRECT TAXATION

<b>Course Code</b>	<b>FM 4.3</b>	<b>Credits</b>	<b>4</b>
<b>Contact Hours per Week</b>	<b>4</b>	<b>Duration of Exam</b>	<b>3</b>
<b>Summative Assessment Marks</b>	<b>70</b>	<b>Formative Assessment Marks</b>	<b>30</b>

### **PERSPECTIVE OF THE COURSE:**

This course provides a comprehensive understanding of corporate taxation, GST, and customs regulations in India, blending theoretical concepts with practical applications. The course covers fundamental taxation concepts, tax liability computation, and corporate tax assessment. It focuses on tax planning strategies and managerial decision-making, including transfer pricing and dividend distribution tax. Learners are introduced to GST, covering tax slabs, supply classifications, and compliance procedures. The course delves into GST liability, input tax credit, return filing, and audit procedures. The course explores customs law, including duties, exemptions, and import/export procedures. By the end of the course, students will be equipped with essential tax knowledge to aid in corporate tax planning and compliance.

### **COURSE OBJECTIVES AND OUTCOMES:**

#### **OBJECTIVES:**

- To provide a comprehensive understanding of the taxation system in India.
- To equip students with the skills to analyze and apply tax provisions in corporate tax planning and decision-making.
- To develop the ability to evaluate and implement effective tax-saving strategies for businesses.
- To introduce the fundamental concepts of GST.
- To familiarize students with the practical aspects of import and export taxation, ensuring compliance with relevant regulations.

#### **OUTCOMES:**

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

- Understand the taxation framework in India, including income tax liability, corporate entities, and tax planning strategies.
- Apply tax provisions in corporate decision-making and tax planning.
- Analyze a company's tax-saving measures and their effectiveness.
- Understand and implement fundamental GST concepts, procedures, and practical aspects of import/export taxation.

### **COURSE CONTENT AND STRUCTURE**

#### **MODULE 1 : BASIC CONCEPTS, INCIDENCE OF TAX & ASSESSMENT OF COMPANIES**

**16 HOURS**

Introduction - Meaning of tax, types of taxes, canons of taxation, types of companies, incidence of tax for companies, computation of taxable and tax liability according to income tax provisions (normal provision). Minimum alternate Tax u/s 115 JB(MAT), Tax credit under MAT, Set off and

carry forward losses. Deductions under section 80G/80IA-80IB-80IC. Treatment of Depreciation under Tax Provision. Self-Assessment Tax and Final Tax Payment[SAT], Computation of SAT before filing ITR, Difference between Advance Tax & Self-Assessment Tax (Theory & Problems).

**MODULE 2 : TAX ADMINISTRATION AND MANAGEMENT**

**12 HOURS**

Basics of income tax and categories of taxpayers (Individuals, HUFs, Businesses, Companies) - Tax compliance, penalties, and filing of Income Tax Returns (ITR-1 to ITR-7) - Tax Deducted at Source (TDS) procedures and e-filing of returns - Old vs. New tax regimes: deductions, exemptions, slabs, and selection criteria - Practical exercises on income tax computation and regime comparison.(Theory & Problems).

**MODULE 3 : GOODS AND SERVICES TAX**

**10 HOURS**

Overview of GST – Concept, features and need for GST – Types of GST (CGST, SGST/UTGST, IGST). GST Council, Concept of Supply under GST – Meaning and scope of supply; Inward and Outward supply; Continuous supply; Composite and Mixed supply; Taxable and Exempt supplies. Time of Supply and Place of Supply – Determination of time and place of supply for goods and services. Valuation of Taxable Supply – Transaction value, inclusions and exclusions as per GST Act.

Procedural Compliance – GST registration, tax invoice, bill of supply, debit and credit notes, Electronic Way Bill (E-Way Bill), payment of tax and refund procedure. *(Theory and practical problems.)*

**MODULE 4 : LEVY AND VALUATION OF GST LIABILITY**

**10 HOURS**

Levy and collection of GST – Scope of levy, charge of tax. Computation of GST Liability – Tax liability on supply of goods and services. Input Tax Credit (ITC) – Concept, eligibility, conditions, set-off rules, and cross-utilization of ITC. Reverse Charge Mechanism (RCM) – Applicability and compliance. Composition Scheme – Eligibility, conditions, and restrictions.

GST Returns – Types of returns (GSTR-1, GSTR-3B, GSTR-9, etc.), due dates and filing procedures.

*(Theory and practical problems.)*

**MODULE 5 : VALUATION UNDER CUSTOMS LAW**

**8 HOURS**

Custom; Meaning, Definition, Types of Duties, Export/Import procedure under customs, Exemptions from customs duty, chargeability of customs duty, Exceptions for levy of customs duty, Valuation of imported and exported goods for levy of custom duty. (Theory & Problems).

**PEDAGOGY:**

The course will be delivered through **ICT-enabled classroom teaching** with a strong focus on practical learning and application of tax laws. Each topic will be explained using **real-world tax scenarios, computation exercises, and examples** from current tax provisions. **Problem-solving sessions** will be conducted regularly to help students practice tax calculations for companies, GST, and customs. **Hands-on demonstrations** will be given on online platforms for **ITR e-filing, TDS**

**filing, and GST portal usage** to build professional competence. **Live assignments** on tax computation, MAT calculation, and GST liability assessment will enhance practical understanding. **Case studies and recent tax rulings** will be discussed to connect theory with contemporary tax practices. Students will also engage in **group discussions, presentations, and quizzes** to reinforce learning and improve analytical skills in taxation.

#### **SUGGESTED LEARNING RESOURCES:**

##### **Recommended Books:**

1. Vinod K. Singhanian and Monica Singhanian, Corporate Tax Planning. Taxmann Publications Pvt. Ltd., New Delhi.
2. Dr. Vinod K Singhanian and Kapil Singhanian, Direct taxes law and practice. 36th edition
3. Girish Ahuja and Ravi Gupta. Corporate Tax Planning and Management. Bharat Law House, Delhi.
4. Shuklendra Acharya and M.G. Gurha. Tax Planning under Direct Taxes. Modern Law Publication, Allahabad.

##### **Reference Books:**

1. D.P. Mittal, Law of Transfer Pricing. Taxman Publications Pvt. Ltd., New Delhi.
2. V. S Datey, indirect Tax laws, Taxman.
3. Simplified Approach to Corporate Tax Planning & Management", Dr. Girish Ahuja and Dr. Ravi Gupta, Commercial Law Publishers (India) Pvt. Ltd.
4. GST Law & Practice with Customs & FTP V.S. Datey, Taxmann Publications Pvt. Ltd.
5. Customs Law Practice and Procedures R.K. Jain.
6. Indirect Taxes, V.S. Balachandran.

## DERIVATIVES & RISK HEDGING STRATEGIES

<b>Course Code</b>	<b>FM 4.4</b>	<b>Credits</b>	<b>4</b>
<b>Contact Hours per Week</b>	<b>4</b>	<b>Duration of Exam</b>	<b>3</b>
<b>Summative Assessment Marks</b>	<b>70</b>	<b>Formative Assessment Marks</b>	<b>30</b>

### **PERSPECTIVE OF THE COURSE:**

Every Business Enterprise is exposed to various risks, both from Internal Operations and External Environmental Forces. Unless these risks are understood, measured, analysed, and managed, the entity's prospects cannot be fully ensured. The **Derivatives Valuation & Risk Strategies** course is designed to provide foundational knowledge about Risk Management and the Derivatives used to manage these risks. This course offers an understanding of Financial Derivatives, Instruments, and Trading Strategies for both Generating Returns and Risk Management. Course covers Forwards, Futures, Options, and Swaps, along with the mechanics of trading and pricing of these instruments. Students will understand Commodity Derivatives and Exotic Instruments, and Overview of Trading, Clearing, and Settlement Mechanisms in Derivatives Markets.

### **COURSE OBJECTIVES AND OUTCOMES:**

#### **OBJECTIVES:**

- To familiarize the students with the characteristics of Financial Derivatives and their relationships with the underlying assets.
- To understand the mechanics of the Futures & Options Markets and evaluate the various Hedging Strategies using Forwards, Futures & Options.
- To enable the students to understand issues pertaining to price fluctuations, use of Commodity Derivatives, Exotic Derivatives.
- To know the Trading, Clearing and Settlement Mechanism of Derivatives in Indian Derivatives Markets.

#### **OUTCOMES:**

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

- Demonstrate an understanding of basic concepts of derivative markets and the roles they play in the economy.
- Understand the risk management and discuss hedging, speculative and arbitrage strategies using forwards & futures.
- Critically evaluate the techniques used to value options and the strategies that determine Payoff, Analyse the sensitivity of factors
- Comprehend various steps involved in management of a hedge using swaps,
- commodity derivatives and other exotic derivatives
- Know and Learn the settlement process of derivative products in Indian Exchanges.

### **COURSE CONTENT AND STRUCTURE**

<b>MODULE 1 : INTRODUCTION TO FINANCIAL DERIVATIVES</b>	<b>8 HOURS</b>
<b>Financial Derivatives</b> - Introduction, Economic benefits, Types, Participants and functions, Features of derivatives market, Factors contributing to the growth of derivatives, Exchange traded versus OTC	

derivatives, Global derivatives markets, Derivatives market in India. Introduction to Equity Markets, Equity Indices, Currency Markets, Fixed-income Securities & Interest Rate concepts. (THEORY ONLY)

## **MODULE 2 : FUTURES AND FORWARDS**

**12 HOURS**

**Futures and forwards** – Differences, Specification of futures, Valuation of futures and forwards, Mechanism of buying & selling futures, Margins, Hedging with futures. Index futures, arbitrage opportunities through futures. (THEORY AND PROBLEM)

## **MODULE 3 : OPTIONS, PRINCIPLES OF TRADING & HEDGING WITH OPTIONS**

**14 HOURS**

Options: Types of options, option pricing, factors affecting option pricing, mechanism of options, stock options, index options. Hedging , Trading & Arbitrage strategies with options. Valuation of options: Call and put options on dividend and non-dividend paying stocks, put-call parity, valuation using binomial model, Black and Scholes Model, Sensitivity of option premia (Delta, Gamma, Lambda, Theta, Rho).(THEORY AND PROBLEM)

## **MODULE 4 : INTEREST RATE,CURRENCY DERIVATIVES AND COMMODITY**

### **DERIVATIVES**

**12 HOURS**

Interest rate risk and risk management strategies; Forward Rate Agreements (FRA), Covered Interest Rate Arbitrage (CIA). Financial Swaps - features and uses of swaps, mechanism of interest rate swaps, valuation of interest rate swaps,currency swaps, valuation of currency swaps and other Currency Derivatives.Introduction to Commodity Derivatives, types (agricultural, metal, oil & gas), Regulatory framework in India.(THEORY AND PROBLEM)

## **MODULE 5: TRADING, CLEARING, SETTLEMENT PROCESSES & EXOTIC DERIVATIVES**

**10 HOURS**

Introduction to Trading Systems, Clearing Mechanism and Settlement Mechanism for futures and options contracts. Introduction to Exotic Options (Barrier, Asian, Look back); Weather & Energy Derivatives, & Carbon Credit Derivatives, Renewable Energy Certificates (RECs), ESG (Environmental, Social, and Governance) Index Derivatives. (THEORY ONLY).

(Question Paper: 50% Theory and 50% Problems)

### **PEDAGOGY**

The course will be taught using a **blend of conceptual teaching and practical application** to ensure strong understanding of derivatives and risk hedging strategies. **ICT-enabled lectures** will be used to introduce derivative instruments with real market examples from NSE and BSE derivative segments. **Problem-solving sessions** will be conducted regularly to practice pricing of forwards, futures, options, and swaps. **Excel-based demonstrations** will be used for valuation techniques such as binomial model, Black–Scholes model, and hedge ratio calculations. Students will work on **live market data** to analyse derivative contracts, margin requirements, and payoff diagrams.

### **SUGGESTED LEARNING RESOURCES:**

***Recommended Books:***

1. John Hull, Options, Futures and other Derivatives, Pearson Education
2. Vohra, and Bagri, “Futures and Options”, Tata Mc Graw Hill.
3. Gupta S.L., “Financial Derivatives – Theory, Concepts and Problems”, PHI.

***Reference Books:***

1. Dubosky and Miller, “Derivatives – Valuation and Risk Management”, Oxford University Press
2. Parameswaran, Financial Derivatives, McGraw Hill.
3. Stultz, Rene, “Risk Management and Derivatives”, Thomson
4. Sridhar, A.N., “Futures and Options – Equities – Trading Strategies and Skills”,
5. Hull, J. C. (2018). Options, Futures, and Other Derivatives (10th ed.). Pearson.
6. Hull J. C. (2018). Fundamentals of Futures and Options Markets. Pearson.
7. McDonald, R. L. (2013). Derivatives Markets (3rd ed.). Pearson.
8. Chance, D. M., & Brooks, R. (2021). An Introduction to Derivatives and Risk Management. South-Western, Cengage Learning.
9. Bacha, O. I. (2022). Financial Derivatives: Markets and Applications. Fifth ed. World Scientific.
10. Das, S. (2006). The Swaps & Financial Derivatives Library: Products, Pricing, Applications and Risk Management. John Wiley & Sons.
11. Gupta S.L (2017). Financial Derivatives: Theory, Concepts And Problems. PHI Learning Pvt Ltd.
12. Hudson, A. (2017). The law on financial derivatives. Sweet and Maxwell Ltd.
13. Kwok, Y. K. (2008). Mathematical models of financial derivatives. Springer.
14. Prakash Yaragol (2018). Financial Derivatives: Text and Cases. Vikas Publishing House.
15. Quail, R., & Overdahl, J. A. (Eds.). (2009). Financial derivatives: Pricing and risk management (Vol. 5). John Wiley & Sons.

**Online References:**

1. MOOC Material: Derivatives - Options & Futures, Created by: Interative Brokers, Delivered by:Lagunita Stanford Online, Taught by: Jeff Praissman, Andrew Wilkinson, Lucas Deaver and Steven Levine.
2. MOOC Material: Derivatives, futures and swaps, Created by: Neyork Institute of Finance, Delivered by:Lagunita Stanford Online, Taught by: Jack Farmer, Chris Thomas.
3. MOOC Material: Financial Derivatives & Risk Management, Created by: IIT Roorkee, Delivered by: Swayam, Taught by: Jatinder Pal Singh.
4. MOOC Material: Commodity Derivatives & Risk Management, Created by: IIT Kharagpur, Delivered by: Swayam, Taught by: PrabinaRajib.

## MARKETING ELECTIVE COURSES

<b>CONSUMER BEHAVIOUR IN DIGITAL WORLD</b>			
<b>Course Code</b>	<b>MM 3.1</b>	<b>Credits</b>	<b>4</b>
<b>Contact Hours per Week</b>	<b>4</b>	<b>Duration of Exam</b>	<b>3</b>
<b>Summative Assessment Marks</b>	<b>70</b>	<b>Formative Assessment Marks</b>	<b>30</b>
<b>PERSPECTIVE OF THE COURSE:</b>			
<p>Consumer behavior has changed dramatically due to digital technologies, altering how people make purchasing decisions. This course offers a thorough understanding of consumer psychology, motivation, and decision-making processes, with a focus on consumers in a digital marketplace. It examines key factors such as social dynamics, cultural influences, and the spread of innovations that shape consumer choices. As digital transformation disrupts traditional consumer journeys, it becomes essential to understand digital touchpoints, the influence of social media, AI-driven personalization, and ethical considerations. The course investigates how technology affects consumer behavior, covering important topics like data privacy laws (DPDP Act, 2023, IT Act, 2008), digital persuasion techniques, and emerging trends like AR/VR and blockchain. By combining theoretical frameworks with practical applications, the course prepares students with strategic insights to analyze and influence consumer behavior in both traditional and digital environments. Through case studies, discussions, and hands-on projects, learners will gain the skills to develop data-driven marketing strategies, ensuring ethical engagement with consumers in a constantly evolving digital landscape.</p>			
<b><u>COURSE OBJECTIVES AND OUTCOMES</u></b>			
<b>OBJECTIVES:</b>			
<ul style="list-style-type: none"> <li>● To understand the essential concepts and importance of consumer behavior in both traditional and digital age.</li> <li>● To investigate the psychological and social factors that influence consumers in make decision making.</li> <li>● To analyze the impact of digital transformation on consumer journeys, preferences, and purchasing patterns.</li> <li>● To review ethical issues, data privacy regulations, and new technologies in digital consumer interactions.</li> <li>● To utilize insights from consumer behavior to create effective marketing strategies in a digital environment.</li> </ul>			
<b>OUTCOMES:</b>			
<ul style="list-style-type: none"> <li>● Demonstrate an understanding of theories related to consumer behavior and how they apply to marketing strategies.</li> <li>● Analyze the impact of psychological, social, and cultural factors on consumer decision-making processes.</li> <li>● Evaluate the digital consumer journey, focusing on the effects of AI, social media, and personalized experiences.</li> <li>● Assess the ethical issues, privacy concerns, and regulatory frameworks that influence digital consumers.</li> </ul>			

- Develop strategic marketing solutions that are informed by consumer insights in a digital marketplace.

### **COURSE CONTENT AND STRUCTURE**

**MODULE 01: INTRODUCTION TO CONSUMER BEHAVIOR 8 HOURS**

Introduction: Consumer Behavior in the Digital Age, The Scope and importance of consumer behavior, Concept, diversity of consumer behavior, Characteristics of Indian Consumers. Individual determinants of Consumer Behavior, Motivation, Personality and Self Concept, Consumer Perception, Consumer Learning, Consumer Attitude Formation and Change.

**MODULES 02: KEY INFLUENCES ON CONSUMER BEHAVIOR: NEEDS, MOTIVES, AND SOCIAL DYNAMICS 12 HOURS**

Influences on the Consumer: Consumer needs, motives - positive and negative motivation - rational versus emotional motives. Consumer relevant reference groups - opinion leaders - family decision making and consumption related roles - family life cycle - social class and consumer behavior - influence of culture on consumer behavior- cross cultural context. Diffusion of innovations: the diffusion and adoption process - consumer innovativeness and personality traits.

**MODULES 03: POST-PURCHASE BEHAVIOR AND ORGANIZATIONAL INFLUENCES ON BUYING DECISIONS 13 HOURS**

Post purchase behavior: Consumer satisfaction concept & Models – Expectancy Disconfirmation, Desires Congruency Model, Equity Theory, Attribution Theory, Cognitive dissonance, Consumer delight, consumer complaint behavior.

Organizational Influences on Buying Behavior: Buying Roles; Market Response: The Buy Grid Model; the Organizational Buying Decision Process; Buying Tasks; Interpersonal Influencing in Organizational Buying.

**MODULES 04: FOUNDATIONS AND INFLUENCES ON DIGITAL CONSUMER BEHAVIOR 13 HOURS**

Evolution of Consumer Behavior in the Digital Age: Impact of technology on consumer decision-making. Traditional vs. Digital Consumer Journeys: Key differences and transformation in touchpoints. Psychological and Cognitive Factors – Motivation, perception, decision-making, and cognitive biases affecting online choices. Social Influence in the Digital Space: Online reviews, user-generated content, social proof, and influencer marketing. AI & Personalization: Role of predictive analytics in shaping consumer preferences.

**MODULES 05: DIGITAL CONSUMER STRATEGY, ETHICS, AND FUTURE TRENDS 10 HOURS**

Digital Branding & Omni channel Marketing: Role of influencers, impact measurement, and mobile commerce strategies. Consumer Trust & Ethical Considerations: Data privacy laws (DPDP Act, 2023, IT Act, 2008), ethical dilemmas, and digital persuasion. Emerging Technologies: AR/VR, block chain, and their impact on consumer behavior.

## PEDAGOGY

The course Consumer Behavior in the Digital World uses a blended learning approach that combines theoretical instruction with practical application to boost student engagement and understanding. Teaching methods include interactive lectures, case study analyses, and hands-on projects. Students will delve into key concepts of consumer behavior, digital transformation, and psychological influences through real-world examples. Group work and discussions will encourage critical thinking and strategic problem-solving skills. Students will gain exposure to industry practices through guest lectures and live projects, which provide insights into current digital marketing trends. The use of technology, including AI-driven tools and data analytics platforms, allows for practical experience in analyzing consumer behavior patterns. Assessment methods include quizzes, presentations, research assignments, and final project reports, ensuring a thorough evaluation of learning outcomes. This teaching approach aims to equip students with the analytical skills, ethical awareness, and strategic insight needed to navigate and influence consumer behavior in the ever-changing digital landscape.

### Suggested learning resources:

- Kotler, Philip, Kartajaya, Hermawan & Setiawan, Iwan, "Marketing 4.0: Moving from Traditional to Digital," Wiley, 2017.
- Hawkins, Del I., "Consumer Behavior: Building Marketing Strategy," McGraw Hill, 2013.
- Schiffman, Leon G., Wisenblit, Joseph & Kumar, S. Ramesh, "Consumer Behavior," Pearson Education, 2015.
- Solomon, Michael R., "Consumer Behavior: Buying, Having, and Being," Pearson Education, 2016.
- Kumar, S. Ramesh, "Consumer Behaviour: The Indian Context (Concepts and Cases)," Pearson Education, 2017.
- Lindstrom, Martin, "Buyology: Truth and Lies About Why We Buy," Random House, 2008.
- Dichter, Ernest, "Handbook of Consumer Motivations: The Psychology of the World of Objects," Routledge, 2017 (Reprint).
- Kotler, Philip & Keller, Kevin Lane, "Marketing Management," Pearson Education, 2016
- Kumar, Ramesh S. Digital Consumer Behavior in India: An Emerging Market Perspective. Pearson Education (2021)
- Ryan, Damian. *Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation*. Kogan Page (2016).
- Singh, Seema G. *Digital Marketing and Consumer Behavior: Emerging Trends and Strategies*. Sage Publications (2022).

### Web Resources:

- <https://www.indianjournalofmarketing.com>
- <https://www.iimb.ac.in/research>
- <https://www.rbi.org.in>
- <https://hbr.org/topic/consumer-behavior>
- <https://academic.oup.com/jcr>

<b>INTEGRATED MARKETING COMMUNICATION</b>			
<b>Course Code</b>	<b>MM 3.2</b>	<b>Credits</b>	<b>4</b>
<b>Contact Hours per Week</b>	<b>4</b>	<b>Duration of Exam</b>	<b>3</b>
<b>Summative Assessment Marks</b>	<b>70</b>	<b>Formative Assessment Marks</b>	<b>30</b>
<b>PERSPECTIVE OF THE COURSE:</b>			
<p>This course aims to give students a comprehensive understanding of various aspects of Integrated Marketing Communication (IMC), including advertising strategies, media planning, brand communication, public relations, and digital marketing. Students will delve into IMC processes, the development of creative campaigns, and techniques for engaging consumers to boost brand visibility. The course will also emphasize on market analysis, audience segmentation, and the effectiveness of various marketing channels. By combining theoretical concepts with practical applications, students will acquire the skills needed to design, implement, and assess IMC strategies, empowering them to create effective marketing campaigns in a fast-paced business environment.</p>			
<b><u>COURSE OBJECTIVES AND OUTCOMES</u></b>			
<b>OBJECTIVES:</b>			
<ul style="list-style-type: none"> <li>● To build a comprehensive framework for integrated marketing communication.</li> <li>● To examine the key elements of IMC, including advertising, publicity, personal selling, direct marketing, and sales promotion.</li> <li>● To enhance knowledge of emerging trends in integrated marketing communications.</li> </ul> <p>To familiarize students with contemporary internet and e-marketing strategies and emphasize the ethical dimensions of digital business practices.</p>			
<b>OUTCOMES:</b>			
<ul style="list-style-type: none"> <li>● Understand the importance of Integrated Marketing Communications (IMC) in driving brand success.</li> <li>● Create advertising strategies and budget plans based on established industry frameworks. Design and execute effective media planning and strategies. Utilize direct marketing, public relations, and publicity methods.</li> <li>● Perform brand audits and assess the effectiveness of advertising campaigns.</li> <li>● Examine trends, ethics, and regulations in digital and international advertising.</li> </ul>			
<b>COURSE CONTENT AND STRUCTURE</b>			
<b>MODULE 01: INTEGRATED MARKETING COMMUNICATION</b>			<b>10 HOURS</b>
<p>IMC: Role of IMC in marketing process, IMC planning model, Marketing and promotion Process model. Communication Process, steps involved in developing IMC programme, Effectiveness of marketing communications, Advertising: Purpose, Role, Functions, Types, Advertising Vs Marketing mix, Advertising appeal in various stages of PLC.</p>			

**MODULES 02: INTRODUCTION TO ADVERTISING AGENCY & BUDGETING** **10 HOURS**

Advertising Agency: Type of agencies, Services offered by various agencies, Criteria For selecting the agencies and evaluation. Advertising objectives and Budgeting: Goal setting – DAGMAR approach, various budgeting methods used.

**MODULES 03: MEDIA PLANNING AND STRATEGY** **12 HOURS**

Media planning: Factors considered in Media Planning, Developing Media plan, Importance, Problems encountered, Advertising Media, Media Evaluation-Print, Broadcast media, Support media in advertising. Monitoring, Evaluation and control: Measurement in advertising, various methods used for evaluation, Pre-testing, Post testing, Media strategy: Creativity, Elements of creative strategies and its implementation, Importance of Headline and body copy.

**MODULES 04: DIRECT MARKETING AND PUBLICITY** **12 HOURS**

Direct Marketing: Features, Functions, Growth, Advantages/Disadvantages, And Direct Marketing Strategies. Promotion: Meaning, Importance, tools used, Conventional/unconventional, drawbacks, push pull strategies, Co-operative advertising, Integration with advertising and publicity ,Public relation/ Publicity:-Meaning, Objectives, tools of public relations, Public Relation strategies, Goals of publicity Corporate Advertising – Role, Types, Limitations, PR Vs Publicity.

**MODULES 05: INTERNET AND INTERNATIONAL ADVERTISING** **12 HOURS**

Internet Advertising: Meaning, Components, Advantages and Limitations, Types of Internet Advertising.

International Advertising: Global environment in advertising, Decision areas in international advertising.

Digital Advertising Strategies: Role of SEO, SEM, Social Media Ads, Display Ads, and Influencer Marketing in international markets. Cross-Cultural Advertising: Challenges, Localization vs. Standardization, Cultural Sensitivities in International Campaigns. Advertising Laws & Ethics: Advertising & Law, Advertising & Ethics, Pester Power, Intellectual Property Rights, ASCI Guidelines.

## **PEDAGOGY**

The teaching pedagogy for the Integrated Marketing Communication (IMC) aims to combine theoretical knowledge with practical experience, ensuring a thorough understanding of advertising, media, and planning. The course will feature interactive lectures, case study analyses, and group discussions to give students insights into real-world applications. Additionally, industry visits and guest lectures from advertising professionals will provide exposure to agency operations and media planning strategies. Engaging activities such as role-playing, creative workshops, and live projects will further develop students' skills in creating IMC campaigns and advertising strategies. This structured approach creates a comprehensive learning environment that connects classroom knowledge with practical marketing experiences, equipping students for careers in advertising and brand management.

## **Suggested Learning Resources**

- Jaishri Jethwani & Shruti Jain – Advertising Management, Oxford University Press, 2012.
- Rajan Saxena – Marketing Management, McGraw Hill Education, 5th Edition, 2019.
- Kirti Dutta – Integrated Marketing Communications, Oxford University Press, 1st Edition, 2019.
- Chunawala, S. A. & Sethia, K. C. – Foundations of Advertising: Theory and Practice, Himalaya Publishing House, 2008.
- Aakar, David & Joachimsthaler, Erich – Brand Leadership: The Next Level of the Brand Revolution, Tata McGraw-Hill, 2009.
- Ramanuj Majumdar – Advertising & Marketing in Rural India, PHI Learning, 2012.
- Belch, George E. & Belch, Michael A. – Advertising and Promotion: An Integrated Marketing Communications Perspective, McGraw Hill Education, 11th Edition, 2021.
- Shimp, Terence A. & Andrews, J. Craig – Advertising, Promotion, and Other Aspects of Integrated Marketing Communications, Cengage Learning, 9th Edition, 2018.
- Kotler, Philip & Keller, Kevin Lane – Marketing Management, Pearson Education, 15th Edition, 2016.
- Percy, Larry – Strategic Integrated Marketing Communications, Routledge, 2nd Edition, 2018.
- Clow, Kenneth E. & Baack, Donald E. – Integrated Advertising, Promotion, and Marketing Communications, Pearson, 7th Edition, 2015.
- Duncan, Tom – Principles of Advertising & IMC, McGraw Hill Education, 2nd Edition, 2005.

- Gupta, S. L. & Ratna, V. *Internet & Digital Marketing*. Himalaya Publishing House (2019).
- Armstrong, Gary & Kotler, Philip. *Marketing: An Introduction*. Pearson Education, 14th Edition (2022).

**Web Resources:**

- [www.marketingprofs.com](http://www.marketingprofs.com)
- [www.campaignlive.com](http://www.campaignlive.com)
- [www.ama.org](http://www.ama.org)
- [www.smartinsights.com](http://www.smartinsights.com)
- [www.thedrum.com](http://www.thedrum.com)
- [www.brandchannel.com](http://www.brandchannel.com)
- [www.marketingweek.com](http://www.marketingweek.com)
- [www.contentmarketinginstitute.com](http://www.contentmarketinginstitute.com)
- [www.nielsen.com](http://www.nielsen.com)



<b>RETAILING STRATEGIES AND CUSTOMER RELATIONSHIP MANAGEMENT</b>			
<b>Course Code</b>	<b>MM 3.3</b>	<b>Credits</b>	<b>4</b>
<b>Contact Hours per Week</b>	<b>4</b>	<b>Duration of Exam</b>	<b>3</b>
<b>Summative Assessment Marks</b>	<b>70</b>	<b>Formative Assessment Marks</b>	<b>30</b>
<p><b>PERSPECTIVE OF THE COURSE:</b></p> <p>This course deals with the fundamental concept of Retailing strategies and help the students in decision-making of retail business. Customer Relationship Management (CRM) has emerged as a pivotal strategy for organizations to thrive and sustain success. Recognizing the critical role that CRM plays in fostering customer satisfaction, loyalty, and overall business growth, it is imperative to introduce CRM as a dedicated course in the curriculum.</p>			
<p><b>COURSE OBJECTIVES AND OUTCOMES</b></p> <p><b>OBJECTIVES:</b></p> <ul style="list-style-type: none"> <li>● To understand the concept of retailing and the evolution of the retail sector in India.</li> <li>● To explore various retail formats and analyze the retail strategy process.</li> <li>● To recognize the significance of retail mix components and their role in shaping retail experiences.</li> <li>● To familiarize students with the landscape of e-tailing and its growing impact.</li> <li>● To introduce key concepts of Customer Relationship Management (CRM) and its applications in retail.</li> </ul> <p><b>OUTCOMES:</b></p> <ul style="list-style-type: none"> <li>● Analyze the current scenario of the Indian retail sector and its key drivers.</li> <li>● Identify and evaluate factors influencing consumer expectations and retail functions.</li> <li>● Develop comprehensive retail strategies that align with target market preferences, covering aspects like location, layout, merchandising, pricing, and promotions.</li> <li>● Differentiate between various retail formats and their strategic approaches.</li> <li>● Apply e-tailing strategies to enhance online retail performance.</li> </ul>			
<b>COURSE CONTENT AND STRUCTURE</b>			
<b>MODULE 01: INTRODUCTION AND PERSPECTIVES ON RETAILING</b>			<b>8 HOURS</b>

The World of Retailing : Introduction and Historical Perspective, Retail management: Meaning, Characteristics, and Functions, Emergence and Organization of Retailing- Types of Retailers (Retail Formats) - Multichannel Retailing and Customer Buying Behaviour, Role of retailing and Trends in retailing, Foreign Direct Investment (FDI) in Retail- Challenges in Indian Retailing and the Current Scenario.

**MODULE 02: RETAILING STRATEGIES**

**10 HOURS**

Retail Market Strategy and Financial Planning- Site Selection and Location Strategy (Size and Space Allocation, Factors Affecting Retail Location, Retail Location Research and Techniques Objectives of Good Store Design.) – Human Resource Management in Retail, Information Systems, Supply Chain Management, and Logistics.

**MODULE 03: RETAIL PRICING AND E-TAILING**

**10 HOURS**

Retail Pricing: Factors Influencing Pricing & Pricing Strategies, Retail Promotion Strategies, E-Tailing Strategies: Business-to-Consumer (B2C) & Business-to-Business (B2B) Retailing, Characteristics, Advantages, and Limitations of E-Tailing, Growth of E-Tailing: Reasons and Trends, Social Shopping: Concept, Benefits, and Shopping Aids (Recommendations, Reviews, Ratings, Marketplaces) Real-Time Online Shopping, Product and Service Customization.

**MODULE 04: RELATIONSHIP MARKETING & INTERNATIONAL RETAILING**

**10 HOURS**

Retail Relationship Management: Managing & Evaluating Customer Relationships, Retail Research: Importance, Trends, and Key Areas, Brand Management in Retailing, International Retailing: Motives and Evolution of International Retailing International Retail Environment: Socio-Cultural, Economic, Political, Legal, and Technological Factors, Challenges and Issues in International Retailing, Retail Audit & Ethics: Conducting a Retail Audit: Process & Challenges, Ethics in Retailing: Social Responsibility & Consumerism.

**MODULE 05: UNDERSTANDING CUSTOMER RELATIONSHIP MANAGEMENT**

**18 HOURS**

Introduction to CRM , Definition of CRM, Scope of CRM, Relationship Quality, Customer Life Cycle (CLC) and Customer Lifetime Value (CLV), Core Modules of CRM, Levels of CRM,

Strategic CRM, Operational CRM, Analytical CRM, Collaborative CRM, Myths about CRM, Understanding the Key Aspects of CRM, Developing and Building a CRM Strategy, Analyzing and Segmenting Customers, Creating a CRM Culture, Creating Realistic Expectations, Building an Operational Infrastructure.

Case Studies: Asian Paints Business Transformation by Implementing CRM & Aviva Uses eCRM to Ensure Success

### **PEDAGOGY AND CASE STUDIES:**

The teaching pedagogy is crafted around lectures, class discussions, use of audio-visual aids, case study analysis, industry visits, workshops from experts, debates and experiential learning exercises.

### **Suggested Learning Resources**

- Pradhan, Swapna. (2021). *Retail Management: Text & Cases*. McGraw Hill Education, 5th Edition.
- Levy, Michael, Weitz, Barton & Grewal, Dhruv. (2018). *Retailing Management*. McGraw Hill Education, 10th Edition.
- Sinha, Piyush Kumar & Uniyal, Dwarika Prasad. (2019). *Managing Retailing*. Oxford University Press, 2nd Edition.
- Berman, Barry & Evans, Joel R. (2017). *Retail Management: A Strategic Approach*. Pearson Education, 13th Edition.
- Dhotre, Madhukant J. (2017). *Retail Management*. McGraw Hill Education.
- Kotler, Philip, Armstrong, Gary, & Parment, Anders. (2021). *Principles of Marketing: Global Edition*. Pearson Education, 18th Edition.
- Vasanti, Venugopal & Raghu, N. (2020). *Services Marketing and Retail Management*. Pearson Education.
- Grewal, Dhruv & Levy, Michael. (2021). *Retailing Management*. McGraw Hill Education, 11th Edition.
- Shanmugasundaram, S. (2018). *Customer Relationship Management: Modern Trends and Perspectives*. Prentice Hall India.
- Peppers, Don & Rogers, Martha. (2017). *Managing Customer Relationships: A Strategic Framework*. Wiley, 3rd Edition.
- Kaushik, Mukesh & Bhardwaj, Ritu. (2019). *Customer Relationship Management: Concept & Cases*. Himalaya Publishing House.
- Buttle, Francis & Maklan, Stan. (2019). *Customer Relationship Management: Concepts and Technologies*. Routledge, 4th Edition.
- Francis Buttle- Customer Relationship Management-concepts and technologies, Butterworth-Heinemann, Elsevier, 2<sup>nd</sup> edition 2009.

- Judith W. Kincaid- Customer Relationship Management Getting It Right!, Prentice Hall, 1<sup>st</sup> edition, 2003.

**Web Resources:**

- <https://nrf.com/>
- <https://www.retaildive.com/>
- <https://www.indiaretailing.com/>
- <https://www.destinationcrm.com/>
- <https://blog.hubspot.com/>
- <https://www.salesforce.com/blog/>
- <https://www.forrester.com/research/>



<b>RURAL AND AGRICULTURAL MARKETING</b>			
<b>Course Code</b>	<b>MM 3.4</b>	<b>Credits</b>	<b>4</b>
<b>Contact Hours per Week</b>	<b>4</b>	<b>Duration of Exam</b>	<b>3</b>
<b>Summative Assessment Marks</b>	<b>70</b>	<b>Formative Assessment Marks</b>	<b>30</b>
<b>PERSPECTIVE OF THE COURSE:</b>			
<p>In the Indian context, understanding rural and agricultural marketing is essential for every marketing student. 850 million people living in 6.5 lakh villages (as per 2011 Census of India) provide a significant market that provides different opportunities and challenges as compared to urban India. Rural and Agricultural marketing have emerged as distinct areas and provide a general understanding of the rural economy in India and its unique opportunities and challenges as a market.</p>			
<b><u>COURSE OBJECTIVES AND OUTCOMES</u></b>			
<b>OBJECTIVES:</b>			
<ul style="list-style-type: none"> <li>● To Understand the issues in rural markets</li> <li>● To provide an overview of the marketing environment, consumer behavior, distribution channels, marketing strategies, etc. in the context of rural markets in India.</li> <li>● To develop a clear understanding of the roles and functions of the agricultural marketing system.</li> <li>● Create awareness on current issues and trends in the agricultural market.</li> <li>● To help students identify basic market problems and assess the effect of market imperfections on the performance of the marketing.</li> </ul>			
<b>OUTCOMES:</b>			
<ul style="list-style-type: none"> <li>● Categorize issues in rural markets and Analyze marketing environment, consumer behavior, distribution channels, marketing strategies, etc. in the context of rural markets in India</li> <li>● Understand the functions performed by the agricultural marketing system.</li> <li>● Make students aware of current issues and trends in agricultural markets</li> <li>● Identify basic market problems and assess the effect of market imperfections on the performance of the marketing.</li> </ul>			
<b>COURSE CONTENT AND STRUCTURE</b>			
<b>MODULE 01: INTRODUCTION TO RURAL MARKETING</b>			<b>10 HOURS</b>
<p>Definition and Scope of Rural Marketing, Growth Drivers of Rural Markets, Components &amp; Classification of Rural Markets, Rural vs. Urban Markets: Potential, Size &amp; Differences, Rural Consumer Profile: Expenditure Pattern, Literacy Levels, Development Programs, Infrastructure &amp; Credit Institutions, Rural Retail Outlets, Print Media, Rural Demand &amp; Market Index, Key Challenges in Rural Marketing.</p>			

**MODULE 02: RURAL MARKETING MIX & CONSUMER BEHAVIOR** **12 HOURS**

Segmenting Rural Markets & Positioning Strategies, Rural Product Strategies: Branding, Packaging, Innovations, Rural Pricing Strategies: Affordable Pricing, Microfinancing, Govt. Interventions, Rural Distribution Strategies: ITC E-Choupal, HUL Shakti, Godrej Aadhar, Mahindra Samriddhi, Rural Consumer Behavior: Buying Models, Influencing Factors, Rural Promotional Strategies: Mass Media & Rural Media Innovation, Non-Conventional Media (Melas, Haats, Wall Paintings, Mobile Vans) Challenges in Rural Communication.

**MODULES 03: RURAL MARKETING STRATEGIES & GOVERNMENT INITIATIVES** **12 HOURS**

Opportunities in Rural Markets: Food Processing, Agri-Tech, Social Entrepreneurship, Market Research in Rural India: Thomson Rural Market Index, Census Reports, Rural Consumer Finance & Public-Private Partnerships, E-Rural Marketing & Digital Interventions, Government Initiatives: NREGA, Jan Dhan Yojana, Ayushman Bharat, Skill Development, Sanitation & Education Programs, Corporate Initiatives in Rural Markets (CSR in Rural Areas).

**MODULES 04: AGRI-MARKETING & EXPORT POTENTIAL** **12 HOURS**

Agricultural Marketing: Scope, Product Classification, Distribution Networks, Managing Rural Distribution & Supply Chains, Government-Led Agri-Marketing Incentives: Krishimara Vahini, Online Trading, Agri Markets, Rural Credit & Finance: NBFCs, Banking, Cooperative Farming, Export Potential of Agri-Products: Role of APEDA, Global GAP, International Marketing & Export Processes, Commodity Markets, Post-Harvest Management, Cold Chains & Future Trading.

**MODULES 05: FUTURE OF RURAL MARKETING & TECHNOLOGY TRENDS** **10 HOURS**

Future Trends in Rural Marketing: Contract Farming, Horticulture, Poultry Farming, Role of Information Technology in Rural & Agri-Marketing, E-Choupal, Project Shakti, Webcasting & Online Training for Farmers, Online Marketplaces & Digital Marketing in Rural India, Emerging Challenges & Growth Opportunities in Rural Markets.

**PEDAGOGY**

Class teaching augmented with relevant case studies. Field trips and live projects are compulsory in the light of understanding the practicality of the subject.

**Suggested Learning Resources**

- Krishnamacharyulu, C.S.G. & Ramakrishnan, Lalitha – "Rural Marketing: Text and Cases," Pearson Education, 2nd Edition, 2011.
- Dogra, Balram & Ghuman, Karminder – "Rural Marketing: Concepts & Practices," Tata McGraw-Hill, 2nd Edition, 2015.

- Kotler, Philip, Keller, Kevin Lane, Koshy, Abraham & Jha, Mithileshwar – "Marketing Management: A South Asian Perspective," Pearson Education, 15th Edition, 2016.
- Singh, Sukhpal – "Rural Marketing: Focus on Agricultural Inputs," Vikas Publishing, 2016.
- Havaldar, Krishna K. – "Rural Marketing: Text and Cases," McGraw Hill Education, 3rd Edition, 2019.
- Sontakki, C. N. – "Marketing Management," Kalyani Publishers, 2009.
- Acharya, S. S. & Agarwal, N. L. – "Agricultural Marketing in India," Oxford & IBH Publishing, 6th Edition, 2017.
- Vasudeva, P. K. – "International Marketing," Excel Books, 2006.
- Ramaswamy, V. S. & Namakumari, S. – "Marketing Management: Global Perspective, Indian Context," McGraw Hill, 6th Edition, 2018.
- Ray, Sougata – "Entrepreneurship in the Developing World," Oxford University Press, 2012.

**Web Resources:**

- <https://rural.nic.in/>
- <https://www.nabard.org/>
- <https://www.apeda.gov.in/>
- <https://www.agmarknet.gov.in/>
- <https://www.fssai.gov.in/>
- <https://www.msme.gov.in/>
- <https://ficci.in/sector.asp?secid=43>
- <https://www.cii.in/sectors.aspx?enc=nsQL5a0cG3F4sA9dLFi0F57DL1w/mB04Db7Kj6Gr4Pw=>
- <https://www.digitalindia.gov.in/>
- <https://agricoop.nic.in/>

<b>INTERNATIONAL MARKETING AND SUSTAINABLE STRATEGIES</b>			
<b>Course Code</b>	<b>MM 4.1</b>	<b>Credits</b>	<b>4</b>
<b>Contact Hours per Week</b>	<b>4</b>	<b>Duration of Exam</b>	<b>3</b>
<b>Summative Assessment Marks</b>	<b>70</b>	<b>Formative Assessment Marks</b>	<b>30</b>
<b>PERSPECTIVE OF THE COURSE:</b>			
<p>The course will equip students with information about sustainable marketing strategies and global marketing, enabling them to use them in real-world business scenarios. Students will get an understanding of the importance of sustainable marketing strategies in a cutthroat industry and be equipped with a framework for developing marketing strategies and making decisions.</p>			
<b>COURSE OBJECTIVES AND OUTCOMES</b>			
<b>OBJECTIVES:</b>			
<ul style="list-style-type: none"> <li>● To equip students with the knowledge and skills required to develop and implement international marketing strategies.</li> <li>● To enable students to analyze global market opportunities and select appropriate entry strategies.</li> <li>● To introduce sustainable marketing concepts, emphasizing ethical business practices and CSR.</li> <li>● To explore the role of digital transformation in sustainable marketing, especially in emerging markets.</li> </ul>			
<b>OUTCOMES:</b>			
<ul style="list-style-type: none"> <li>● Understand and apply global marketing principles in diverse international contexts.</li> <li>● Develop strategic international market entry and branding plans.</li> <li>● Implement sustainable marketing strategies with a focus on ethics and CSR.</li> <li>● Utilize digital tools for sustainable marketing in global and emerging markets.</li> </ul>			
<b>COURSE CONTENT AND STRUCTURE</b>			
<b>MODULE 01: GLOBAL MARKETING – OVERVIEW</b>			<b>12 HOURS</b>
<p>Definition &amp; Scope of International, Multinational, and Global Marketing, Objectives, Challenges, and Opportunities, Quality Considerations and Forces Driving Global Marketing, Cultural, Social, Political, and Legal Factors Influencing International Marketing, Negotiating with International Customers and Regulators, Global Marketing Environment: Economic, Socio-cultural, and Legal Frameworks.</p>			
<b>MODULE 02: GLOBAL MARKET RESEARCH &amp; ENTRY STRATEGIES</b>			<b>12 HOURS</b>
<p>Global Marketing Information System &amp; Research Process, Screening International Marketing Opportunities &amp; Market Segmentation, Criteria for Selecting Target Countries &amp; Grouping International Markets, Understanding International Buyers: Business &amp; Government Markets, Global Market Entry &amp; Exit Strategies: Exporting, Licensing, Joint Ventures, Mergers &amp;</p>			

Acquisitions, Strategic Alliances	
<b>MODULES 03: GLOBAL MARKETING MIX &amp; BRANDING</b>	<b>12 HOURS</b>
International Product Strategy – Adapting product quality to meet global standards and consumer expectations. Global Branding and Brand Name Selection – Procedures, strategies, and challenges in developing strong international brands. Product Life Cycle Management in Global Markets – Strategic management of products across various international market stages. New Product Development – Innovation and adaptation for diverse global markets. Global Advertising – Media planning, creative strategy, cross-cultural communication, and market-specific adaptations.	
<b>MODULES 04: SUSTAINABLE MARKETING STRATEGIES</b>	<b>12 HOURS</b>
Defining Sustainable Marketing: Importance & Historical Perspective, The Triple Bottom Line: People, Planet, and Profit, Sustainable Product Development: Eco-friendly Design, Life-cycle Assessment, Green Labeling, Ethical Marketing & Corporate Social Responsibility (CSR) in a Global Context, Regulations and Compliance in Sustainable Marketing.	
<b>MODULE 05: SUSTAINABLE MARKETING IN GLOBAL SCENARIO AND EMERGING MARKETS</b>	<b>8 HOURS</b>
Understanding Global Sustainability Trends: Global Sustainability Challenges and Opportunities, International Sustainability Standards and Frameworks. Sustainable Marketing in Emerging Markets: Role of Sustainability in Developing Economies, Adapting Sustainable Practices to Local Contexts, Cross-cultural Perspectives on Sustainable Consumer Behavior: Understanding Diverse Consumer Attitudes towards Sustainability, Communicating Sustainability across Cultures	
<b>PEDAGOGY</b>	
The "International Marketing and Sustainable Strategies" course employs a holistic and experiential teaching approach, integrating theory with real-world applications.	
Lectures & Discussions – Concept-based sessions with industry examples and brainstorming.	
Case Studies – Analysis of global brands, sustainable strategies, and market entry challenges.	
Experiential Learning & Simulations – Role-playing, market entry exercises, and sustainability challenges.	
Industry Exposure & Guest Lectures – Insights from experts, panel discussions, and webinars.	
<b>Suggested Learning Resources</b>	
<ul style="list-style-type: none"> <li>● Rajan Saxena – Marketing Management (McGraw Hill, 5th Edition, 2019)</li> <li>● Ramanuj Majumdar – Product Management in India (PHI Learning, 3rd Edition, 2019)</li> <li>● Kirti Dutta – Integrated Marketing Communications (Oxford University Press, 1st Edition, 2019)</li> <li>● C. S. G. Krishnamacharyulu &amp; Lalitha Ramakrishnan – Rural and Agricultural Marketing (Pearson, 2nd Edition, 2011)</li> </ul>	

- Subhash C. Jain – International Marketing Management (Thomson Learning, 6th Edition, 2005)
- Philip R. Cateora, Mary C. Gilly, John L. Graham – International Marketing (McGraw Hill, 18th Edition, 2020)
- Warren J. Keegan – Global Marketing Management (Pearson, 9th Edition, 2016)
- Hollensen, Svend – Global Marketing: A Decision-Oriented Approach (Pearson, 7th Edition, 2020)
- Jacquelyn Ottman – The New Rules of Green Marketing: Strategies, Tools, and Inspiration for Sustainable Branding (Berrett-Koehler Publishers, 2011)
- Jean-Pierre Jeannet, H. David Hennessey – Global Marketing Strategies (Cengage Learning, 7th Edition, 2012)

**Web Resources:**

- <https://www.fieo.org>
- <https://www.ibef.org>
- <https://www.eximbankindia.in>
- <https://commerce.gov.in>
- <https://www.wto.org>
- <https://www.intracen.org>
- <https://unctad.org>
- <https://hbr.org>
- <https://sustainablebrands.com>

## **B2B (BUSINESS-TO-BUSINESS) MARKETING**

<b>Course Code</b>	<b>MM 4.2</b>	<b>Credits</b>	<b>4</b>
<b>Contact Hours per Week</b>	<b>4</b>	<b>Duration of Exam</b>	<b>3</b>
<b>Summative Assessment Marks</b>	<b>70</b>	<b>Formative Assessment Marks</b>	<b>30</b>

### **PERSPECTIVE OF THE COURSE:**

The B2B Marketing course offers an in-depth look at the strategies, processes, and decision-making frameworks that are essential in business-to-business markets. It covers topics such as organizational buying behavior, segmentation methods, relationship management, and pricing strategies, providing students with valuable insights for effectively managing business markets. The course highlights the importance of communication, customer relationships, and strategic marketing in building sustainable B2B partnerships. With a strong emphasis on market research, competitive analysis, and ethical decision-making, this course equips students to tackle the challenges of B2B marketing and create effective business strategies in the corporate landscape.

### **COURSE OBJECTIVES AND OUTCOMES**

#### **OBJECTIVES:**

- To provide students with an understanding of the basics, importance, and features of B2B marketing.
- To investigate how organizations make purchasing decisions and the dynamics of inter-firm relationships in B2B markets.
- To gain insights into B2B market segmentation, positioning strategies, and ethical strategic approaches.
- To delve into B2B market communication, sales roles, and techniques for building relationships.
- To analyze key account management, product offerings, and pricing strategies within B2B markets.

#### **OUTCOMES:**

- Demonstrate a comprehensive understanding of B2B marketing principles, business markets, and the different categories of products.
- Analyze how organizations make purchasing decisions, the uncertainties present in the market, and the influence of information technology on these choices.
- Utilize segmentation, positioning, and strategic planning methods tailored to B2B market situations.
- Create impactful B2B communication strategies, effective sales techniques, and practices that foster strong relationships.
- Apply key account management strategies, innovate product offerings, and adopt ethical pricing practices.

### **COURSE CONTENT AND STRUCTURE**

**MODULE 01: B2B MARKETING****8 HOURS**

B2B Marketing: Introduction, Meaning and Importance of B2B Marketing, Differences Between B2B and B2C Marketing, Growth and Evolution of B2B Markets, Business Markets and Characteristics: Key Features of Business Markets, Types of Business Customers (Manufacturers, Resellers, Government, Institutions), Buying Situations in B2B (New Task, Modified Rebuy, Straight Rebuy). Classification of Business Products and Markets: Types of Business Products (Raw Materials, Components, Capital Equipment, MRO Supplies), Demand Characteristics in B2B Markets (Derived Demand, Inelastic Demand), Role of Relationships in B2B Marketing: Importance of Relationship Building in B2B Transactions, Customer Value & Key Account Management (KAM)

**MODULES 02: ORGANIZATIONAL BUYING BEHAVIOR****12 HOURS**

Organizational Buying Behavior: Factors affecting purchasing decisions, purchasing orientation, Segmenting purchase categories. Purchase Process-variations. Buying situations and marketer actions. Online buying. Traditional marketing approach-uncertainties of buyer and supplier/marketer. Supplier uncertainties. Relationship variables. Impact of IT. Inter-firm Relationships and Networks. Research on B2B markets: Marketing Information System; Research facilities; Analysis of competition - Benchmarking.

**MODULES 03: B2B STRATEGY AND MARKET SEGMENTATION****12 HOURS**

B2B strategy and Market Segmentation: Process, approach. Responsible strategy-CSR and sustainability, Customer value and strategy. Researching B2B markets. Standard industrial classification. B2B Market Segmentation- Significance of segmentation. Basis of segmentation. Challenges of segmentation in B2B markets and positioning.

**MODULES 04: MARKET COMMUNICATION****12 HOURS**

Market Communication: Brand expression, Communication mix and customer acquisition process. Relationship Communication, sales responsibilities.relationship communication process, call preparation, selling to low-priority and high priority customers. Value selling and consequences-order fulfillment-relationship building. Vertical specialization: Choosing industry; specialization; Expanding to other verticals in the industry.

**MODULES 05: RELATIONSHIP PORTFOLIO, KEY ACCOUNT MANAGEMENT  
PRODUCT OFFERINGS AND PRICE SETTING****12 HOURS**

Relationship Portfolio & Key Account Management: Principles of Portfolio management, identifying key accounts, Classification criteria. Relationship life-cycle, declassification, managing loyalty. Case Study. Assignment: Implementing Key Account Management.  
B2B product Offerings and Price Setting: Elements of B2B offering, strategic tools for managing product offerings, managing innovation in the B2B context. Price setting in B2B markets- 3 C's of

pricing-cost, customer and competition-Pricing- strategy, price positioning, role of sales force in pricing, bid pricing, internet auctions, ethical aspects of B2B pricing. Product Policy of established.

## **PEDAGOGY**

The B2B Marketing course offers a lively and engaging learning experience that combines theoretical insights with hands-on applications to boost student involvement and readiness for the industry. It features lectures, discussions of key concepts, and analyses of case studies, allowing students to grasp real-world business issues. Interactions with industry professionals and guest speakers provide valuable perspectives, connecting academic knowledge with corporate realities. Activities like role-playing, simulations, and live projects equip students with vital skills in negotiation, sales, and managing customer relationships. Furthermore, presentations, debates, and assignments foster critical thinking and effective communication. The course also incorporates technology and data analytics tools, enabling students to assess markets and make well-informed strategic choices. This practical and experience-driven teaching approach guarantees a comprehensive learning journey, preparing students for the challenges of B2B marketing.

## **Suggested Learning Resources**

- Havaldar, K. K., & Cavale, V. M. (2017). Industrial marketing. McGraw Hill Education.
- Verma, H. V. (2008). Business-to-business marketing: Concepts and cases. Pearson Education India.
- Sharma, A., & Kohli, A. K. (2020). B2B marketing: A South-Asian perspective. Cengage Learning.
- Pandey, M. (2013). Industrial marketing: Text and cases. Galgotia Publishing.
- Kotler, P., Keller, K. L., Koshy, A., & Jha, M. (2012). Marketing management: A South Asian perspective (14th ed.). Pearson.
- Sarin, S. (2013). Business marketing: Concepts and cases. McGraw Hill Education.
- Anderson, J. C., Narus, J. A., & Narayandas, D. (2008). Business market management: Understanding, creating, and delivering value (3rd ed.). Pearson Education.
- Hutt, M. D., & Speh, T. W. (2020). Business marketing management: B2B (12th ed.). Cengage Learning.
- Reeder, R. R., Brierty, E. G., & Reeder, B. H. (1991). Industrial marketing management: Analysis, planning, and control (2nd ed.). Prentice Hall.
- Seebacher, U. G. (2021). B2B marketing: A guidebook for the classroom to the boardroom. Springer.
- Bodnar, K., & Cohen, J. L. (2012). The B2B social media book: Become a marketing superstar by generating leads with blogging, LinkedIn, Twitter, Facebook, email, and more. Wiley.
- Buttle, F. (2003). Managing business marketing & sales: An international perspective. Routledge.

## **Web Resources:**

- <https://hbr.org>
- <https://www.mckinsey.com>
- <https://go.forrester.com>
- <https://blog.hubspot.com>
- <https://www.marketingprofs.com>
- <https://www.iima.ac.in>
- <https://economictimes.indiatimes.com/industry/services/advertising>
- <https://www.nasscom.in>
- <https://yourstory.com>
- <https://www.isb.edu>



<b>STRATEGIC BRAND MANAGEMENT</b>			
<b>Course Code</b>	<b>MM 4.3</b>	<b>Credits</b>	<b>4</b>
<b>Contact Hours per Week</b>	<b>4</b>	<b>Duration of Exam</b>	<b>3</b>
<b>Summative Assessment Marks</b>	<b>70</b>	<b>Formative Assessment Marks</b>	<b>30</b>

**PERSPECTIVE OF THE COURSE:**

The Strategic Brand Management course provides a comprehensive understanding of how brands are created, positioned, and managed to build long-term customer loyalty and market differentiation. The course focuses on both theoretical frameworks and practical applications in branding strategies, equipping students with skills to make data-driven branding decisions in a competitive global market.

**COURSE OBJECTIVES AND OUTCOMES**

**OBJECTIVES**

- To provide a comprehensive understanding of product and brand management concepts, including product lifecycle, portfolio analysis, and market attractiveness.
- To enable students to differentiate between brands and products, understand brand components, and apply branding strategies effectively in competitive markets.
- To develop strategic skills in brand positioning, brand equity management, and portfolio strategy, using frameworks such as Aaker’s Model and CBBE.
- To equip students with knowledge of brand audit, valuation techniques, and performance measurement to assess and enhance brand strength.
- To explore digital branding, social media strategies, and emerging trends, including AI and e-commerce, for managing brands in the modern digital landscape.

**OUTCOMES**

- Demonstrate an understanding of product management principles, including new product development, adoption strategies, and competitive analysis.
- Apply brand management techniques to create, position, and extend brands while addressing branding challenges.
- Utilize strategic brand management models to design and implement effective brand positioning and portfolio strategies.
- Conduct brand audits, evaluate brand value, and analyze brand performance using key metrics and methodologies.
- Develop digital branding strategies and apply technological innovations like AI and social media marketing to build brand equity.

**COURSE CONTENT AND STRUCTURE**

**MODULE 01: INTRODUCTION TO PRODUCT MANAGEMENT 10 HOURS**

Product Management Overview: New Product Planning & Development, Product Portfolio Analysis, Market Attractiveness & Components, Product Market Strategies  
 New Product Forecasting & Adoption, Product Strategy Over Life Cycle, Competitor & Customer Analysis.

**MODULES 02: FUNDAMENTALS OF BRAND MANAGEMENT** **12 HOURS**

Difference Between Brands & Products, Anatomy of a Brand & Types of Brands, Brand Components & Attributes, Branding Significance for Consumers & Firms, Selecting Brand Names & Identity, Kapferer's Brand Identity Prism Model, Branding Challenges & Opportunities.

**MODULES 03: STRATEGIC BRAND MANAGEMENT & POSITIONING** **12 HOURS**

Brand Equity: Aaker's Model & Customer-Based Brand Equity (CBBE), Brand Architecture & Portfolio Strategy, Brand Extension, Stretching & Hierarchy, Brand Building Process & Leveraging, Brand Loyalty & Designing a Branding Strategy, Brand Positioning: Over, Under & Repositioning, Differentiation & Identifying Gaps Using Perceptual Maps Co-Branding, Licensing & Celebrity Endorsement, Positioning Guidelines.

**MODULES 04: BRAND AUDIT, VALUATION & PERFORMANCE MEASUREMENT**  
**10 HOURS**

Introduction to Brand Audit: Internal & External Branding Audits, Brand Testing Methods  
Brand Valuation: Components & Types, Measuring & Managing Brand Performance, Assessing Brand Strength & Market Position.

**MODULES 05: DIGITAL BRANDING & FUTURE TRENDS** **12 HOURS**

Integrated Marketing Communication (IMC) & New Media Environment, Building & Managing Online Brands, Marketing Communication in the Digital Age, Social Media Branding Strategies, E-Commerce & Brand Management, The Role of AI, Chatbots & Digital Innovations in Branding, Future Trends in Brand Management.

**PEDAGOGY**

The teaching pedagogy is crafted around conceptual explanation with regards to brand creation, brand management and brand sustenance is required in the class room sessions and relevant case study analysis will give students a better perspective. Field trips and live projects in industry should be the part of curriculum.

**Suggested Learning Resources**

- Aaker, D. A. (2012). Building Strong Brands. Free Press.
- Keller, K. L. (2013). Strategic Brand Management: Building, Measuring, and Managing Brand Equity (4th ed.). Pearson.
- Kapferer, J. N. (2012). The New Strategic Brand Management (5th ed.). Kogan Page.
- Chattopadhyay, T. (2020). Brand Management: A Theoretical and Practical Approach. Oxford University Press.

- Riezebos, H. (2003). Brand Management: A Theoretical and Practical Approach. Financial Times Prentice Hall.
- Kotler, P., Keller, K. L., Koshy, A., & Jha, M. (2019). Marketing Management: A South Asian Perspective (15th ed.). Pearson India.
- Sengupta, S. (2005). Brand Positioning: Strategies for Competitive Advantage. Tata McGraw-Hill.
- Ramesh, K. (2017). Strategic Brand Management: Concepts and Cases. Cengage Learning India.
- Gupta, N. (2019). Digital Branding: A Complete Step-by-Step Guide to Brand Building. SAGE Publications India.
- Temporal, P. (2010). Advanced Brand Management: Managing Brands in a Changing World. Wiley.
- Verma, H. V. (2006). Brand Management: Text and Cases. Excel Books India.
- Pike, S. (2008). Destination Marketing: An Integrated Marketing Communication Approach. Butterworth-Heinemann.

**Web Resources:**

- [www.bplans.com](http://www.bplans.com)
- [www.investopedia.com](http://www.investopedia.com)
- [www.marketingtoday.com](http://www.marketingtoday.com)
- <https://cscmp.org/>
- <https://www.productmanagementinsider.com/>
- <https://www.pricingsociety.com/>
- <https://www.journalofadvertisingresearch.com/>
- <https://www.marketing-trends-congress.com/>
- <https://www.ama.org/journal-of-marketing/>

<b>DIGITAL MARKETING</b>			
<b>Course Code</b>	<b>MM 4.4</b>	<b>Credits</b>	<b>4</b>
<b>Contact Hours per Week</b>	<b>4</b>	<b>Duration of Exam</b>	<b>3</b>
<b>Summative Assessment Marks</b>	<b>70</b>	<b>Formative Assessment Marks</b>	<b>30</b>
<b><u>PERSPECTIVE OF THE COURSE:</u></b>			
<p>Marketing has changed from traditional advertising media to online platforms. The course shall introduce the student to social media platforms. Market research forms the backbone of digital marketing. Reputation of entities can be altered within minutes which are of high risk. Use of social media effectively produces engaged customers and their posts are brand advertisements which spread through word of mouth. Digital marketing can be successful only if an organized plan has been drawn. Social relation building helps in increasing Customer Loyalty. Hence, it is not just online presence but also its maximum utilization that is important. There is a huge inflow of new digital marketing technology and tools. Choosing the right tool is essential for customer delight and deriving results. Most of the business have digital presence but lack a strategy to tackle the digital competition.</p>			
<b><u>COURSE OBJECTIVES AND OUTCOMES</u></b>			
<b>OBJECTIVES:</b>			
<ul style="list-style-type: none"> <li>● To understand the basics of digital marketing.</li> <li>● To develop the ability to effectively utilize new media platforms, including search engines and social networks for marketing and communication purposes.</li> <li>● To apply Social Media &amp; Content Marketing Strategies</li> <li>● To Implement Website &amp; Online Reputation Management.</li> <li>● To know about the legal and ethical considerations in Digital Marketing.</li> </ul>			
<b>OUTCOMES:</b>			
<ul style="list-style-type: none"> <li>● Demonstrate a strong understanding of digital marketing concepts, strategies, and tools.</li> <li>● Develop data-driven marketing strategies using analytics, behavioral tracking, and segmentation techniques.</li> <li>● Execute targeted social media and content marketing campaigns to enhance brand visibility.</li> <li>● Manage website optimization, online reputation, and digital crisis effectively.</li> <li>● Apply ethical marketing principles, understand regulatory frameworks, and explore future digital marketing innovations</li> </ul>			
<b><u>COURSE CONTENT AND STRUCTURE</u></b>			
<b>MODULE 01: FOUNDATIONS OF DIGITAL MARKETING</b>			<b>10 HOURS</b>
<p>Introduction to Digital Marketing: Meaning, Evolution &amp; Key Differences from Traditional Marketing, Digital Marketing Tools &amp; Strategies, Digital Marketing Ecosystem: Web3 &amp; Blockchain in Digital Marketing, Common E-commerce Business Models (Pure Play, Hybrid, Multi-Channel), Digital Payment Systems: Introduction to Payment Gateways &amp; PayPal, Role of Artificial Intelligence (automation, chatbots, analytics) &amp; Machine Learning in Digital Marketing.</p>			

<p><b>MODULE 02: DIGITAL MARKETING RESEARCH &amp; DATA-DRIVEN MARKETING</b> <span style="float: right;"><b>12 HOURS</b></span></p> <p>Audience Profiling and Segmentation, Internet Usage Patterns &amp; Online Buyer Behavior, Online Research &amp; Behavior Tracking Methods, Behavioral Targeting, Online Surveys, Blog &amp; Data Mining, Building Customer Profiles using Navigation &amp; Sales Data, Competitor Analysis Online, Introduction to Data-Driven Marketing, Importance, Advantages &amp; Challenges, Ethical Data Collection &amp; Usage, Data Integration &amp; Storage, Future Trends in Data-Driven Marketing.</p>
<p><b>MODULE 03: SOCIAL MEDIA &amp; CONTENT MARKETING</b> <span style="float: right;"><b>12 HOURS</b></span></p> <p>Social Media Marketing (SMM): Meaning, Tools &amp; Techniques, Influencer Marketing, Major Platforms: Facebook, LinkedIn, Twitter, YouTube (Creating &amp; Managing a YouTube Channel), Content Guidelines for Online Communication, AI-powered Content Creation, Advantages and its Technologies, Social Media Advertising &amp; Targeting Demographics, Search Engine Marketing (SEM), Pay-Per-Click (PPC), Cost Per Impression (CPM), Introduction on Keywords &amp; Types, Keyword Research tools, Search Engine Optimization (SEO) vs Social Media Optimization (SMO) &amp; Voice Search Optimization (VSO) Introduction and Advantages, Viral Marketing &amp; Common Social Media Mistakes, Social Media Monitoring &amp; Reporting Tools.</p>
<p><b>MODULE 04: WEB DESIGN, ONLINE REPUTATION &amp; CRISIS MANAGEMENT</b> <span style="float: right;"><b>10 HOURS</b></span></p> <p>Role of Websites in Digital Marketing, Web Design Tools &amp; Best Practices for a User-Friendly Website, UX/UI (User Experience/User Interface), Conversion Rate Optimization (CRO), Introduction, Importance, Process &amp; Key Elements of CRO. Website Best Practices, Online Reputation Management (ORM): Importance &amp; Strategies, Managing Negative Feedback &amp; Reviews, Handling Consumer Complaint Websites &amp; Crisis Management, Eliminating Negative Websites &amp; Protecting Brand Reputation, Introduction and Benefits of Dark Social Monitoring.</p>
<p><b>MODULE 05: LEGAL, ETHICAL &amp; FUTURE TRENDS IN DIGITAL MARKETING</b> <span style="float: right;"><b>12 HOURS</b></span></p> <p>Consumer Protection Laws: IT Act, 2000, DPDP Act, 2023, Advertising Regulations: Advertising Standards Council of India (ASCI) Guidelines, Ethical Guidelines, Intellectual Property &amp; Copyright Compliance, Ethical Challenges in Digital Marketing: Data Privacy: Ethical Content Handling, Data Breaches &amp; Privacy Scandals, AI Ethics: Transparency, Bias, &amp; Responsible AI Usage, Dark Social: Challenges &amp; Ethical Concerns in Private Sharing, Reputation Protection &amp; Crisis Management : Online Reputation Management (ORM): Strategies &amp; Best Practices, Crisis Management: Brand Safety &amp; Misinformation, Handling Negative PR &amp; Brand Attacks, Emerging Trends &amp; Technologies: AI in Digital Marketing: Automation, Chatbots, &amp; Analytics Sustainable &amp; Green Digital Marketing Strategies, Future of Search: Voice Search Optimization</p>

(VSO) & AI-powered SEO, Metaverse in Marketing: Opportunities & Challenges for Brands in Virtual Spaces.

## **PEDAGOGY**

The pedagogy for this Digital Marketing course follows a practical, interactive, and industry-focused approach to enhance student learning. It integrates live case studies, hands-on practice with tools like Google Analytics 4 (GA4), and real-time campaign simulations to provide experiential learning. Flipped classrooms, guest lectures, and data-driven projects ensure engagement with the latest industry trends, including AI-powered marketing, Web3, and dark social monitoring. Collaborative learning through group projects, competitions, and branding exercises helps students apply concepts in real-world scenarios. Additionally, internships, industry certifications, and live projects equip students with practical skills, making them industry-ready.

## **Suggested Learning Resources**

- Chaffey, D., & Ellis-Chadwick, F. (2022). Digital marketing: Strategy, implementation, and practice (8th ed.). Pearson.
- Kotler, P., Kartajaya, H., & Setiawan, I. (2021). Marketing 5.0: Technology for humanity. Wiley.
- Ryan, D. (2023). Digital marketing for dummies (4th ed.). Wiley.
- Hanlon, A. (2019). Digital marketing: Strategic planning & integration. Sage.
- Kingsnorth, S. (2022). Digital marketing strategy: An integrated approach to online marketing (3rd ed.). Kogan Page.
- Solis, B. (2019). Lifescale: How to live a more creative, productive, and happy life. Wiley.
- Gupta, S. (2020). Digital marketing. McGraw Hill.
- Sahni, S. (2021). The fundamentals of digital marketing. BPB Publications.
- Jain, V., & Kapoor, A. (2022). E-marketing in digital age: Text and cases. McGraw Hill.
- Sharma, P. (2021). Social media and digital marketing. Himalaya Publishing.
- Deshpande, R. (2021). Introduction to digital marketing: Principles and practices. Dreamtech Press.
- Kaur, R. (2023). AI and digital marketing: The new era of consumer engagement. Sage India.

## **Web Resources**

- <https://learndigital.withgoogle.com/digitalgarage/>
- <https://academy.hubspot.com/>
- <https://www.semrush.com/academy/>
- <https://contentmarketinginstitute.com/>
- <https://www.socialmediaexaminer.com/>
- <https://www.thinkwithgoogle.com/>
- <https://www.searchenginejournal.com/>
- <https://www.emarketer.com/>

## HUMAN RESOURCE ELECTIVE COURSES

### TALENT ACQUISITION AND COMPETENCY MANAGEMENT

<b>Course Code</b>	<b>HR 3.1</b>	<b>Credits</b>	<b>4</b>
<b>Contact Hours per Week</b>	<b>4</b>	<b>Duration of Exam</b>	<b>3</b>
<b>Summative Assessment Marks</b>	<b>70</b>	<b>Formative Assessment Marks</b>	<b>30</b>
<b>PERSPECTIVE OF THE COURSE:</b>			
<p>Talent Acquisition and Competency Management has become a strategic function in modern organizations. With increasing competition for skilled professionals and the growing role of technology in hiring, HR professionals are expected to understand not only recruitment processes but also competency mapping, talent analytics, and leadership development. This course provides learners with practical insights into building a strong workforce through effective hiring strategies and competency-based HR practices. It emphasizes current trends such as AI in recruitment, digital talent management, and workforce agility, helping students connect theoretical knowledge with industry requirements.</p>			
<b><u>COURSE OBJECTIVES AND OUTCOMES:</u></b>			
<b>OBJECTIVES:</b>			
<ul style="list-style-type: none"> <li>● To provide a clear understanding of talent acquisition concepts and workforce planning.</li> <li>● To equip students with knowledge of modern recruitment and selection techniques.</li> <li>● To develop skills in competency mapping and HR analytics for talent development.</li> <li>● To build awareness of leadership development and succession planning.</li> <li>● To introduce recent trends and challenges in talent management in the digital era.</li> </ul>			
<b>OUTCOMES:</b>			
<p>Upon successful completion of the course, students will be able to:</p> <ul style="list-style-type: none"> <li>● Understand the role of talent acquisition in achieving organizational goals.</li> <li>● Design and apply effective recruitment and selection processes.</li> <li>● Develop competency models and use HR metrics for talent assessment.</li> <li>● Understand and implement leadership development and talent retention strategies.</li> <li>● Analyze emerging trends in talent acquisition and adopt HR practices accordingly.</li> </ul>			
<b>COURSE CONTENT AND STRUCTURE</b>			
<b>MODULE 1 : TALENT ACQUISITION AND WORKFORCE PLANNING</b>			<b>12 HOURS</b>
<p>Introduction to Talent, Importance of Talent Management in Organisations, Ethical Challenges in Talent Management, Workforce Planning - Meaning, Importance, Process &amp; Talent Demand Forecasting, Introduction to Recruitment - Sources of Recruitment: Benefits and Challenges, Digital Recruitment Trends: Social Media, AI in Resume Screening and Candidate Shortlisting.</p>			
<b>MODULE 2 : SELECTION</b>			<b>10 HOURS</b>

<p>Job Fit Analysis and Selection Criteria, Selection process, Types of Interviews: Structured, Behavioral, and Panel Interviews, Psychometric Testing and Skill-Based Assessments, Legal &amp; Ethical Considerations in Selection wrt Diversity, Bias Reduction, Compliance.</p>	
<p><b>MODULE 3 : COMPETENCY MAPPING AND HR ANALYTICS</b></p>	<p><b>12 HOURS</b></p>
<p>Competency Mapping: Concept &amp; Importance, Designing Competency Models - Core, Functional, Leadership, Skill Gap Analysis and Career Path, HR Metrics for Competency Assessment, Potential Talent Development - Virtual Learning and AI-Based Upskilling Programs, Competency - Based Performance Management.</p> <p>Data-Driven Decision-Making in HRM, Role of Analytics in Decision-Making, Global Talent Management &amp; DEI Strategies.</p>	
<p><b>MODULE 4 : LEADERSHIP DEVELOPMENT</b></p>	<p><b>12 HOURS</b></p>
<p>Meaning, Leader v/s Manager, Roles, Characteristics of Leaders, Leadership Styles &amp; Theories, Emotional Intelligence &amp; Leadership, Leadership Development - Developing Second Line Leaders, Ethics &amp; Social Responsibility.</p>	
<p><b>MODULE 5 : TRENDS IN TALENT ACQUISITION</b></p>	<p><b>10 HOURS</b></p>
<p>Digital Transformation in Talent Management, Hybrid Work Models, Gig Work force, Moon Lighting, Social Recruiting, AI in hiring, HR's Role in Business Strategy and Workforce Agility.</p>	
<p><b>PEDAGOGY</b></p> <p>The course will be delivered through a blend of theoretical and practical learning methods to ensure both conceptual understanding and application. Classroom lectures will be used to introduce and explain key concepts, while case studies and industry examples will help students relate theory to current practices in talent acquisition and competency management. Group discussions, role plays, and mock interview sessions will encourage active participation and develop problem-solving and decision-making skills. Assignments and student presentations will enhance analytical and communication abilities, while hands-on activities such as resume screening, competency mapping exercises, and job analysis practice will provide practical exposure. In addition, guest lectures by industry professionals will offer insights into emerging HR trends and real-world challenges, helping students build industry readiness.</p>	
<p><b>SKILL DEVELOPMENT ACTIVITIES SUGGESTED</b></p> <ul style="list-style-type: none"> <li>● Design a Recruitment and Selection Plan for a chosen job role, including job description, job specification, sourcing strategy, and interview process.</li> <li>● Develop a Competency Mapping Framework for a managerial role by identifying core, functional, and leadership competencies.</li> </ul>	

- Analyze HR Metrics and Talent Data using a basic HR analytics worksheet to support talent acquisition decisions.
- Conduct a Mock Interview Session using structured and behavioral interview techniques, followed by feedback and evaluation.

## **SUGGESTED LEARNING RESOURCES:**

### **Reference Books:**

1. Human Resource Management. Upper Saddle River, NJ: Pearson Education - Dessler, G. (2019).
2. Human Resource Management: Text and Cases. New Delhi, India: Excel Books - Rao, V. S. P. (2020).
3. *The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations* – Seema Sanghi
4. Talent Management: A Contemporary Perspective: Mamta Mohapatra & Swati Dhir, Shree Publishers & Distributors.
5. Competency-Based Human Resource Management: Srinivas R. Kandula, PHI Learning
6. Talent Acquisition Management: Dr. Pavan P. Aparanji, BPB Publications
7. Talent and Competency Management: Swati Padoshi, Himalaya Publishing House

### **Web References:**

1. SHRM India. (2024, January 10). Best Practices in Talent Acquisition. Society for Human Resource Management. <https://www.shrm.org>
2. McKinsey India. (2023, December 5). AI in Hiring: The Future of Recruitment. McKinsey & Company. <https://www.mckinsey.com>
3. Harvard Business Review. (2024, January 5). Talent Management in the Age of AI. Harvard Business Review. <https://hbr.org>
4. NASSCOM. (2023, December 12). Competency-Based HRM for the Digital Workforce. NASSCOM. <https://www.nasscom.in>

<b>PERFORMANCE MANAGEMENT SYSTEMS AND OD</b>			
<b>Course Code</b>	<b>HR 3.2</b>	<b>Credits</b>	<b>4</b>
<b>Contact Hours per Week</b>	<b>4</b>	<b>Duration of Exam</b>	<b>3</b>
<b>Summative Assessment Marks</b>	<b>70</b>	<b>Formative Assessment Marks</b>	<b>30</b>
<b>PERSPECTIVE OF THE COURSE:</b>			
<p>Performance Management Systems and Organisational Development (OD) play a key role in building productive, motivated and future-ready organizations. This course helps students understand how employee performance is measured, developed, and aligned with business goals through structured systems and strategic interventions. It also explores how organizations manage change, improve effectiveness, and build a high-performance culture through OD practices. The course combines conceptual understanding with practical insights to prepare students for HR roles in a dynamic business environment.</p>			
<b><u>COURSE OBJECTIVES AND OUTCOMES:</u></b>			
<b>OBJECTIVES:</b>			
The course aims to:			
<ul style="list-style-type: none"> <li>● Explain the concepts, need and components of performance management systems in organizations.</li> <li>● Familiarize students with goal setting, performance appraisal methods and feedback mechanisms.</li> <li>● Develop understanding of high-performance organizations and employee engagement strategies.</li> <li>● Introduce the concept, process and interventions of organisational development.</li> <li>● Equip students with practical exposure to performance-based HR practices and OD applications.</li> </ul>			
<b>OUTCOMES:</b>			
Upon successful completion of the course, students will be able to:			
<ul style="list-style-type: none"> <li>● Understand and apply performance management concepts and tools in business settings.</li> <li>● Design performance planning and goal alignment strategies using methods like KPIs and OKRs.</li> <li>● Evaluate performance appraisal methods and administer constructive feedback techniques.</li> <li>● Analyse characteristics of high-performance organizations and workforce productivity drivers.</li> <li>● Explain OD processes and suggest suitable OD interventions for organisational change and development.</li> <li>● Apply performance management and OD strategies to improve organisational effectiveness</li> </ul>			
<b>COURSE CONTENT AND STRUCTURE</b>			
<b>MODULE 1 : PERFORMANCE MANAGEMENT SYSTEM</b>			<b>10 HOURS</b>

Performance Management System : Definition, Objectives, Significance, Evolution and Components, Performance Management Cycle: Planning, monitoring, reviewing, and rewarding. Performance appraisal - Difference between Performance Appraisal & Performance Management, Role of Performance Appraisal in Performance Management, Ethical considerations in Performance Management.

**MODULE 2 : PERFORMANCE MANAGEMENT AND GOAL ALIGNMENT 12 HOURS**

Performance planning and goal setting (SMART Goals, OKRs), Aligning individual goals with organizational objectives, Performance measurement techniques (KPIs, Appraisal Methods, Balanced Scorecard), Constructive feedback, Coaching, and Performance review strategies, Addressing biases and ensuring fairness in performance evaluation, Linking performance to Compensation, Incentives, and Career Growth.

**MODULE 3 : HIGH-PERFORMANCE ORGANIZATIONS (HPOS) 10 HOURS**

High-Performance Organizations (HPOs): Definition, Characteristics and Frameworks, Performance Management and High Performing Organisations. Leadership, Culture, and Agility in HPOs, Employee Engagement and high-performance work systems (HPWS), Innovation, Collaboration, and Continuous Learning in HPOs.

**MODULE 4 : ORGANISATIONAL DEVELOPMENT 12 HOURS**

Introduction to Organisational Development - Nature & Scope, Significance, Historical Perspective. Assessment & Impact of OD, Issues in OD. Operational Components of OD - Diagnostic, action and process - maintenance - components. OD Interventions - Team interventions, Inter group interventions (personal, inter personal & group process), Comprehensive interventions, structural interventions.

**MODULE 5 : HIGH-PERFORMANCE ORGANIZATIONS THROUGH OD INTERVENTIONS 12 HOURS**

Changing Workforce Demographics, Changing Nature of Work, The Consulting Relationship and Types of Consulting, Consulting Model, OD Practitioners, OD Intervention-Team Interventions, Quality, Performance Management, Communication in OD process, Coaching, Mentoring, 360 Feedback, Career Planning and Development. Merger and Acquisition. Contribution of OD interventions to High Performance Organisations.

**PEDAGOGY:**

The course will be taught through a blend of lectures, case discussions, concept demonstrations and practical assignments. Real-world business examples will be used to connect theory with practice. Students will take part in role plays, group discussions and problem-solving exercises related to performance appraisal, goal setting and OD interventions. Industry guest sessions and practical exposure through mini-projects will strengthen application-oriented learning. Assignments and presentations will encourage analytical thinking and professional communication.

### SKILL DEVELOPMENT ACTIVITIES SUGGESTED

- Designing a performance appraisal form and evaluation criteria for a job role.
- Preparing SMART goals and KPIs for a department or business unit.
- Conducting a mock performance review and feedback session.
- Developing a simple OD intervention plan for solving an organizational issue.

### SUGGESTED LEARNING RESOURCES:

#### Reference Books

1. Performance management system: A holistic approach. Excel Books India -Singh, B. D. (2010).
2. Performance Management - Aguinis, H. (2019), Sage Pubns.
3. Performance Management: A New Approach - Pulakos, E.D. (2009), John Wiley & Sons.
4. Managing Performance: Performance Management in Action - Armstrong, M. & Baron, A. (2018), Kogan Page.
5. What Makes a High-Performance Organization - De Waal, A.A. (2012), Global Professional Publishing Ltd.

## CONTEMPORARY PEOPLE MANAGEMENT

<b>Course Code</b>	HR 3.3	<b>Credits</b>	4
<b>Contact Hours per Week</b>	4	<b>Duration of Exam</b>	3
<b>Summative Assessment Marks</b>	70	<b>Formative Assessment Marks</b>	30

### PERSPECTIVE OF THE COURSE:

In the current business environment, organizations are experiencing rapid transformation due to globalization, digitalization, workforce diversity, and changing employee expectations. Contemporary People Management focuses on modern HR practices that go beyond traditional personnel administration. This course provides a practical understanding of emerging HR strategies, employee engagement methods, HR technology, analytics, labour laws, and the future of work. It aims to equip students with the ability to manage people effectively and ethically in a dynamic and competitive business setting.

### COURSE OBJECTIVES AND OUTCOMES

#### OBJECTIVES:

- Provide an understanding of modern trends, practices, and challenges in people management.
- Develop knowledge of employee engagement, talent management, and workforce well-being.
- Familiarize students with HR analytics and the use of technology in HR functions.
- Enhance understanding of Indian labour laws and industrial relations.
- Explore contemporary themes such as the gig economy, DEI, remote work, and sustainable HR practices.

#### OUTCOMES:

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

- Explain the shift from traditional HRM to strategic people management.
- Apply contemporary approaches in talent management and employee engagement.
- Use HR analytics for decision-making and understand the role of technology in HR.
- Demonstrate an understanding of Indian labour laws and grievance handling mechanisms.
- Evaluate future trends in HRM such as green HR, gig workforce, and hybrid work models.
- Apply ethical HR practices and promote diversity, equity, and inclusion at the workplace.

### COURSE CONTENT AND STRUCTURE

<p><b>MODULE 1: FUNDAMENTALS OF PEOPLE MANAGEMENT</b></p> <p>Introduction to People Management- Definition, Scope, Importance and Key Functions, Difference between People Management and Human Resource Management- People Management challenges in 21st Century - Key Skills Required for Effective People Management. Phases of HRM Evolution.</p>	<p><b>8 HOURS</b></p>
<p><b>MODULE 2: EMPLOYER BRANDING AND EMPLOYEE ENGAGEMENT</b></p> <p>Employer Branding and Employee Value Proposition (EVP) in recruitment and retention - Drivers of employee engagement, including work-life balance, flexibility, and overall well-being - Mental health and emotional well-being at work; burnout prevention and stress management strategies - Employee benefits, wellness programs, and flexible work policies impacting productivity - E-learning, gamification, and AI-based learning platforms for employee development - Leadership development programs and initiatives.</p>	<p><b>12 HOURS</b></p>
<p><b>MODULE 3: HR ANALYTICS AND TECHNOLOGY IN HR</b></p> <p>HR Analytics and Business Decision-Making-Types of HR Analytics - Key HR Metrics -Predictive Analytics for Employee Retention. AI Applications in Recruitment and Training- Chatbots for Employee Assistance - Digital Employee Experience Platforms - HR's Role in Remote and Hybrid Work Models - Data Security, and Employee Privacy Ethical Concerns in HR Technology Usage.</p>	<p><b>12 HOURS</b></p>
<p><b>MODULE 4: INDUSTRIAL RELATIONS AND LABOR LAWS</b></p> <p>Definition, Scope and Importance of Industrial Relations, Evolution of Industrial Relations in India, The Role of the Government, Employers, Employees in Industrial Relations, Contemporary challenges in Industrial Relations - Industrial Disputes Act – Key Provisions, Prevention and Settlement machinery - Grievance Handling Mechanisms.</p> <p>Major provisions of each Act to be covered - Factories Act, 1948 - Maternity Benefit Act, 1961 - Equal Remuneration Act, 1972 - Gratuity Act, 1976 - Payment of Bonus Act. Recent Amendments in the Acts.</p>	<p><b>12 HOURS</b></p>
<p><b>MODULE 5: FUTURE OF WORK AND SUSTAINABILITY IN HRM</b></p> <p>Importance of Globalization on Workforce Management - Gig Economy &amp; Flexible Work Models-AI, Robotics, and Automation in HR. Strategies for Effective Workforce Integration-Addressing Generational Expectations. Green HRM &amp; Sustainable Work Culture-HR's Role in CSR Initiatives. Preventing Workplace Harassment and Discrimination Diversity, Equity and Inclusion (DEI) Gender Diversity, Inclusion, and Generational Diversity-Addressing Unconscious Bias in Hiring and Promotions-Building an Inclusive Workplace Culture - HR's Role</p>	<p><b>12 HOURS</b></p>

in Corporate Culture and Employee Productivity. HR Strategies During Economic Downturns & Pandemics-Building a Resilient Workforce.

### **PEDAGOGY**

The course will be delivered through interactive lectures, case study analysis, and industry-based discussions. Role plays, group assignments, and class presentations will be used to develop problem-solving and communication skills. Practical exposure will be provided through field-based tasks, HR case reviews, policy analysis, and simulation exercises. Guest lectures and industry interaction sessions will help students connect classroom learning with corporate practices.

### **SKILL DEVELOPMENT ACTIVITIES SUGGESTED**

- Preparation of an Employee Engagement Survey and analysis of results.
- Designing an Employer Branding strategy for a company.
- Case analysis on HR analytics applications in decision-making.
- Presentation on recent amendments in Indian labour laws or current HR trends.

### **SUGGESTED LEARNING RESOURCES:**

#### **Reference Books:**

1. Human Resource Management: Text and Cases (9th ed.). McGraw Hill Education - Aswathappa, K. (2022).
2. Essentials of Human Resource Management and Industrial Relations (6th ed.). Himalaya Publishing House - Rao, P. S. (2021).
3. HR Analytics: Concepts and Cases (1st ed.). McGraw Hill Education - Bansal, S., & Singh, P. K. (2021).
4. HR Metrics and Analytics: Use of Data for HR Effectiveness (1st ed.). Excel Books - Sahu, R. K. (2019).
5. Mercantile Law (8th ed.). Vikas Publishing House - Kuchhal, M. C., & Kuchhal, V. (2013).
6. Elements of Mercantile Law (38th ed.). Sultan Chand & Sons - Kapoor, N. D. (2019).
7. Human Resource Management: Perspectives for the New Era (1st ed.). Sage Publications India Pvt Ltd - Saini, D. S., & Khan, S. A. (2020).
8. Contemporary Issues in People Management – Ashok, Bharti Publications.

## SUSTAINABLE HUMAN RESOURCE MANAGEMENT

<b>Course Code</b>	HR 3.4	<b>Credits</b>	4
<b>Contact Hours per Week</b>	4	<b>Duration of Exam</b>	3
<b>Summative Assessment Marks</b>	70	<b>Formative Assessment Marks</b>	30

### **PERSPECTIVE OF THE COURSE:**

Sustainable Human Resource Management (S-HRM) is an emerging approach that integrates ethical employment practices, environmental responsibility, and long-term business sustainability with human resource policies. Organizations across the world are focusing on sustainability not only for compliance but as a strategic tool for business success. This course helps students understand how HR can contribute to sustainable business growth through green HR practices, employee well-being, ethical leadership, and responsible talent management. It prepares future managers to build people-centric, socially responsible, and environmentally conscious organizations.

### **COURSE OBJECTIVES AND OUTCOMES**

#### **OBJECTIVES:**

The course aims to:

- Explain the concepts and relevance of Sustainable and Strategic HRM in modern organizations.
- Familiarize students with international HRM practices and global HR strategies.
- Introduce Green HRM and its application in promoting environmental sustainability.
- Develop an understanding of sustainable talent management and employee engagement.
- Explore the role of HR technology, AI, and digital transformation in sustainable HR practices.

#### **OUTCOMES:**

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

- Understand the relationship between HRM, sustainability, and long-term business success.
- Analyse HR strategies from a global and strategic perspective.
- Apply Green HRM practices in areas like recruitment, training, performance, and compensation.
- Design sustainable employee engagement and well-being initiatives.
- Evaluate the future role of HR in digital transformation, ethics, and social responsibility.

### **COURSE CONTENT AND STRUCTURE**

**MODULE 1: INTRODUCTION TO SUSTAINABLE AND STRATEGIC HUMAN RESOURCE MANAGEMENT (SHRM):** **12 HOURS**

SUSTAINABLE HRM - Introduction, Significance, Principles, Concepts, Benefits, The Role of Sustainable HRM in Business.

STRATEGIC HRM - Definition, Importance of SHRM, Traditional HRM vs. Strategic HRM, Sustainable HRM & Strategic HRM, The Role of SHRM in Business Strategy and Competitive Advantage.

**MODULE 2: INTERNATIONAL STRATEGIC HUMAN RESOURCE MANAGEMENT** **10 HOURS**

Managing Global Human Resources, Evaluating HR functions in International Context, Multinational, Global and Transnational Strategies, Strategic Alliances, Sustainable Global Competitive Advantage, Globally Competent Managers, Location of Production Facilities, Expatriation and repatriation management in global HRM.

**MODULE 3: GREEN HUMAN RESOURCE MANAGEMENT (GHRM):** **12 HOURS**

GHRM & Sustainability - Definition, Evolution, and Importance of Green HRM & Sustainability, The Role of HRM in Environmental Sustainability, Green Recruitment, Selection, and Training Practices, Green Workplace Initiatives: Paperless Offices, Remote Work, and Green IT, Developing a Green Organizational Culture and Employee Well-Being.

**MODULE 4: SUSTAINABLE TALENT MANAGEMENT AND ENGAGEMENT** **12 HOURS**

Sustainable Talent Management - Long term employability, Employee well-being, Ethical alignment, Social responsibility, work-life balance.

Sustainable Employee Engagement and Well-being Programs, Green Compensation, Incentives and Benefits for Employees.

**MODULE 5: THE FUTURE OF HRM – AI, TECHNOLOGY, AND SUSTAINABILITY** **10 HOURS**

i) Information age (ii) Virtual corporation (iii) Diversity and (iv) Social responsibility, The Role of AI, HR Analytics, Digital HR Transformation and Its Impact on Talent Management, HR's Contribution to Achieving Sustainable Development Goals (SDGs), Ethical Considerations.

**PEDAGOGY**

The course will follow a combination of teaching methods including lectures, classroom discussions, and case analysis to provide conceptual clarity. Students will participate in group tasks, article reviews, and role plays to apply concepts practically. Short projects and industry examples will be used to understand sustainable HR practices. Presentations and assignments will help

students develop analytical and communication skills. Guest sessions by HR professionals will provide exposure to current trends in sustainability and HR.

### **SKILL DEVELOPMENT ACTIVITIES SUGGESTED**

- Prepare a Green HR policy for a selected company.
- Develop a sustainable talent management plan focusing on employee well-being.
- Analyse a case study on international HR practices or global HR challenges.
- Presentation on the role of HR in achieving Sustainable Development Goals (SDGs).

### **SUGGESTED LEARNING RESOURCES:**

#### **Recommended Books:**

1. Storey, J. (2021). *New Perspectives on Human Resource Management*. New York, NY: Routledge.
2. Rao, V. S. P. (2020). *Human Resource Management: Text and Cases*. New Delhi, India: Excel Books.
3. Sharma, R. C. (2022). *Green HRM: Practices and Future Directions*. New Delhi, India: Sage Publications.
4. Strategic Human Resource Management, Catherine Bailey, David Mankin, Clare Kelliher, Thomas Garavan, Oxford Publishers.
5. Strategic Human Resource Management: An International Perspective , Rees, Paul, Smith, Sage Publications,
6. Strategic Human Resource Management, R. Greer, Pearson Education
7. Managing Human Resources, Gomez-Mejia, David B. Balkin, Robert L. Card.
8. Armstrong, M. (2020). *Strategic Human Resource Management: A Guide to Action*. London, UK: Kogan Page.
9. Dessler, G. (2019). *Human Resource Management*. Upper Saddle River, NJ: Pearson Education.
10. Renwick, D. W. S., Redman, T., & Maguire, S. (2013). *Green Human Resource Management: A Review and Research Agenda*. London, UK: Wiley-Blackwell.
11. Boxall, P., Purcell, J., & Wright, P. (2018). *The Oxford Handbook of Human Resource Management*. Oxford, UK: Oxford University Press.

<b>COMPENSATION AND BENEFITS MANAGEMENT</b>			
<b>Course Code</b>	<b>HR 4.1</b>	<b>Credits</b>	<b>4</b>
<b>Contact Hours per Week</b>	<b>4</b>	<b>Duration of Exam</b>	<b>3</b>
<b>Summative Assessment Marks</b>	<b>70</b>	<b>Formative Assessment Marks</b>	<b>30</b>
<b>PERSPECTIVE OF THE COURSE:</b>			
<p>Compensation and Benefits Management is a vital function of Human Resource Management, as it directly influences employee motivation, performance, and retention. Organizations today require fair, competitive, and performance-linked compensation systems to attract and retain talent. This course provides students with a comprehensive understanding of compensation structures, wage policies, reward strategies, legal frameworks, and employee benefits. It blends conceptual knowledge with practical applications to help learners understand how compensation decisions support business strategy and employee satisfaction.</p>			
<b>COURSE OBJECTIVES AND OUTCOMES:</b>			
<b>OBJECTIVES:</b>			
The course aims to:			
<ul style="list-style-type: none"> <li>● Provide a clear understanding of compensation concepts, structures, and strategies.</li> <li>● Explain wage determination theories, compensation policies, and legal frameworks.</li> <li>● Familiarize students with various forms of financial and non-financial rewards.</li> <li>● Develop the ability to design fair and competitive compensation packages.</li> <li>● Create awareness of tax implications, equity, and ethical issues in compensation management.</li> </ul>			
<b>OUTCOMES:</b>			
Upon successful completion of the course, students will be able to:			
<ul style="list-style-type: none"> <li>● Understand the role and significance of compensation management in HR strategy.</li> <li>● Analyze different wage systems, salary structures, and incentive plans.</li> <li>● Design compensation packages that align with organizational goals and employee expectations.</li> <li>● Evaluate statutory wage requirements and legal provisions related to employee compensation.</li> <li>● Distinguish between financial and non-financial rewards and apply them effectively for employee motivation.</li> <li>● Apply compensation management concepts in real business situations and policy design.</li> </ul>			
<b>COURSE CONTENT AND STRUCTURE</b>			
<b>MODULE 1 : COMPENSATION</b>			<b>8 HOURS</b>
<p>Compensation – Meaning and objectives; Components of Total Compensation/Cost to Company (CTC); Types and importance of compensation; Wages and salaries – concepts and differences; Theories of wage determination; Compensation philosophy, strategy and policy; Foundations of</p>			

<p>compensation management; Psychological contract and its impact on compensation; Legal framework related to compensation in India.</p>	
<p><b>MODULE 2 : COMPENSATION MANAGEMENT</b></p>	<p><b>12 HOURS</b></p>
<p>Meaning of Compensation Management, Methods of Wage Payment, Essentials of a Satisfactory Wage System, Functions of Compensation Management/Wage and Salary Administration, Equity in compensation – establishing internal alignment/ pay equity, External pay equity - factors that affect compensation decisions, National Wage Policy in India, Wage Policy at the Organisational Level, Wage Problems in India, Divergent Systems and Institutions for Wage Fixation in India.</p>	
<p><b>MODULE 3 : EMPLOYEE CONTRIBUTIONS: DETERMINING INDIVIDUAL PAY</b></p>	<p><b>14 HOURS</b></p>
<p>Basics of compensation – Basic Wage, Dearness Allowance, Cost of Living and Consumer Price Index Number (CPIN), Overtime payment, Bonus, General allowances including House Rent Allowance, Shift Allowance, Clothing Allowances, Leave Travel Assistance.</p> <p>Fringe benefits and Current Practices - Profit Sharing, Performance Pay; Stock Options; Broad-Based Option Plans (BBOPs). Insurance - Health &amp; General, Retirement, Incentive Pay; Deferred Pay Recreational facilities.</p> <p>Tax implications of compensation - Tax Planning, Tax implications of employee compensation package to the employer, Tax efficient compensation package.</p>	
<p><b>MODULE 4 : GOVERNMENT AND LEGAL ISSUES IN COMPENSATION</b></p>	<p><b>12 HOURS</b></p>
<p>Indian Context - Laws governing wage administration in India - Workmen Compensation Act 1923, Payment of Bonus Act 1956, Maternity Benefit Act 1961, Employee Gratuity Act 1972, Proposed Code of Wages Bill 2017.</p>	
<p><b>MODULE 5: OPERATING, NON-FINANCIAL BENEFITS(INTRINSIC AND RELATIONAL REWARDS</b></p>	<p><b>10 HOURS</b></p>
<p>Concept and significance of non-financial rewards in compensation management; Role of intrinsic and relational rewards in employee motivation; Types of Non-Financial Rewards – Recognition, Job Enrichment, Empowerment, Career Development, Work-Life Balance, Flexible Working Arrangements; Learning and Development as a Reward; Psychological rewards and employee well-being; Intellectual capital and human capital metrics; Case insights – Heineken’s approach to total rewards; Designing effective non-financial reward systems for talent retention and engagement.</p>	
<p><b>PEDAGOGY:</b></p>	

The course will be taught using a mix of lectures, case discussions, and practical examples from industry. Classroom teaching will be supported by problem-solving exercises, analysis of compensation policies, and group presentations. Role plays and compensation benchmarking activities will enhance practical understanding. Students will also be encouraged to review company HR policies and study real-world compensation issues through mini projects and assignments.

#### **SKILL DEVELOPMENT ACTIVITIES SUGGESTED**

- Design a compensation structure for an entry-level and mid-level job role in a chosen organization.
- Prepare a comparison of compensation and benefits policies of two companies.
- Develop a salary slip and explain its components along with statutory deductions.
- Case study analysis on wage and salary administration or incentive plans.

#### **SUGGESTED LEARNING RESOURCES:**

##### **Reference Books:**

- Compensation Management - R. C. Sharma, Sulabh Sharma Sage Publication India Pvt. Ltd Edition 2019.
- Compensation and Benefit - Biswas, Bashker, D Pearson, edition 2013.
- Managing Employees Performance and Rewards - Shields Cambridge Press, edition 2007.
- Compensation Management in a Knowledge-Based World: Richard I.Henderson. (2007) (10e): Pearson
- Strategic Compensation - A human resource Management Approach, Joseph J.Mantocchio, (1e), Prentice Hall, 1998
- Compensation and Reward Management - B. D. Singh (2008), New Delhi: Excel Books
- Compensation Management - Mousumi S. Bhattacharya & Nilanjan Sengupta (2009), New Delhi: Excel Books
- Compensation Management, Dipak Kumar Bhattacharyya, Compensation Management. (2009) India: Oxford University Press.
- Competency-Based Human Resource Management - AnindyaBasu Roy, SumatiRaym, Sage Publication India Pvt. Ltd, 2019.

**INTERNATIONAL HUMAN RESOURCE MANAGEMENT AND DIVERSITY  
MANAGEMENT**

<b>Course Code</b>	<b>HR 4.2</b>	<b>Credits</b>	<b>4</b>
<b>Contact Hours per Week</b>	<b>4</b>	<b>Duration of Exam</b>	<b>3</b>
<b>Summative Assessment Marks</b>	<b>70</b>	<b>Formative Assessment Marks</b>	<b>30</b>

**PERSPECTIVE OF THE COURSE:**

In today’s globalized business environment, organizations operate across borders and manage a culturally diverse workforce. International Human Resource Management (IHRM) plays a strategic role in managing people in multinational companies and international assignments. Diversity and Equity have also become essential elements of responsible and ethical workforce management. This course helps students understand international HR operations, expatriate management, global employment laws, and workplace diversity strategies. It prepares students to handle HR challenges in a multicultural, dynamic, and globally competitive work environment.

**COURSE OBJECTIVES AND OUTCOMES**

**OBJECTIVES:**

The course aims to:

- Provide an understanding of concepts, scope, and challenges in International Human Resource Management.
- Explain staffing approaches, expatriate management, and global talent strategies.
- Familiarize students with international compensation and performance management systems.
- Develop awareness about global employment laws and cross-border workforce mobility.
- Provide insights into diversity, equity, and inclusion (DEI) and their business importance

**OUTCOMES:**

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

- Understand the differences between domestic HRM and IHRM.
- Analyse global staffing policies and effectively manage expatriate assignments.
- Compare and evaluate international compensation practices.
- Interpret global labour regulations and apply compliance strategies.
- Develop HR policies that promote diversity, equity, and inclusion in multinational organizations.
- Examine cultural differences and address challenges in managing a global workforce.

**COURSE CONTENT AND STRUCTURE**

**MODULE 1 : OVERVIEW OF INTERNATIONAL HUMAN RESOURCE  
MANAGEMENT (IHRM):**

**10 HOURS**

Nature and Drivers of Globalization, Differentiating between PCNs, TCNs and HCNs, Meaning, Definition, Nature and Dimensions in IHRM, Difference between IHRM and Domestic HRM,

Theoretical Perspectives in IHRM: Perlmutter's EPRG Model (Ethnocentric, Polycentric, Regiocentric, Geocentric), Bartlett & Ghoshal's Typology of MNCs, Understand the impact of the culture in IHRM, Hofstede's Four Cultural Dimensions, IHRM in cross border mergers and acquisitions, Global Workforce Trends & Emerging Challenges.

**MODULE 2 : STAFFING AND TRAINING & DEVELOPMENT IN INTERNATIONAL OPERATIONS** **12 HOURS**

Definition and Role of Expatriates in Global Organizations, Methods of International Recruitment (Internal vs. External Sourcing), Selection Criteria for International Assignments, Selection and Competencies of Successful Expatriates, Expat failure, Training and development for expatriates- pre-departure training, onsite training, Challenges in Repatriation and Reintegration - Reverse Culture Shock and Its Impact on Returning Employees, Trends in International training and development

Career Planning and Retention Strategies (Post-Assignment).

**MODULE 3 : INTERNATIONAL COMPENSATION AND PERFORMANCE MANAGEMENT** **10 HOURS**

Components of international compensation, Factors Affecting Global Compensation, Approaches to international compensation, Compensation practices across the countries - USA, UK, Japan, India & China, Emerging trends in international compensation management- Global Recognition & Reward Systems, Factors influencing Performance Management of International Assignees, Issues and challenges in international performance management, Approaches to Performance Evaluation in MNCs, Country specific performance management.

**MODULE 4: INTERNATIONAL EMPLOYMENT LAWS AND GLOBAL MOBILITY**

**12 HOURS**

Key Challenges in Managing Global Employment Compliance, The global legal and regulatory context of MNE, International Labour Standards & Organizations: Brief overview on ILO, United Nations (UN) & Human Rights in Employment, Employment Laws Across Key Economies: USA, UK, China, India & Japan, Legal Aspects of Employee Contracts & Terminations Internationally: Workplace Harassment & Ethical Standards in Global HR, Immigration Laws related to Work Permits & Visa, Expatriate Work Agreements & Cross-Border Employment Challenges, Managing Compliance in Global Remote Work & Digital Nomad Visa.

**MODULE 5 : DIVERSITY AND EQUITY**

**10 HOURS**

Differences Between Diversity, Equity and Inclusion (DEI), Types of Workplace Diversity and Diversity Management, Dimensions of Equity in Organizations, Anti-Discrimination Laws - USA, UK, China, India, Japan, Overcoming Bias in HR Practices, DEI Metrics & Analytics: Key Performance Indicators (KPIs) for Diversity & Equity, Diversity Scorecards & HR Dashboards.

## **PEDAGOGY**

The course will be taught using lectures, real-world case studies, and group discussions. Students will engage in assignments focused on global HR strategies, expatriate case analysis, and comparative HR practices across countries. Role play and problem-solving exercises will be used to enhance decision-making and cross-cultural communication skills. Industry interactions, research-based presentations, and practical analysis of global HR policies will support applied learning.

## **SKILL DEVELOPMENT ACTIVITIES SUGGESTED**

- Prepare a comparative report on HR practices in two multinational companies.
- Design an expatriate selection and training plan for an international assignment.
- Develop a diversity and inclusion policy for a global organization.
- Analyse and present a case study on cross-cultural challenges in international HRM.

## **SUGGESTED LEARNING RESOURCES:**

### **Reference Books**

1. International Human Resource Management (6e) - Peter J. Dowling, Denice E. Welch, Cengage Learning.
2. International Human Resource Management, P. Subbarao, HPH latest edition
3. International Human Resource Management, Pearson, latest edition - Tony Edwards, Chris Rees.
4. Managing Human Resources in the Global Context, New age international publishers, latest edition - Indrani Mutsuddi.
5. Organization, Purpose, and Values: Integrating Diversity, Equity, and Inclusion, Jyothi Sengupta, Charumathi Kalagnanam, Routledge.

<b>LEARNING AND DEVELOPMENT</b>			
<b>Course Code</b>	<b>HR 4.3</b>	<b>Credits</b>	<b>4</b>
<b>Contact Hours per Week</b>	<b>4</b>	<b>Duration of Exam</b>	<b>3</b>
<b>Summative Assessment Marks</b>	<b>70</b>	<b>Formative Assessment Marks</b>	<b>30</b>
<b>PERSPECTIVE OF THE COURSE:</b>			
<p>Learning and Development (L&amp;D) is an essential function of Human Resource Management that focuses on enhancing employee skills, knowledge, and capabilities to improve individual and organizational performance. In today's competitive business environment, organizations must invest in continuous learning and talent development to achieve strategic growth and sustain innovation. This course provides students with an understanding of learning theories, training methods, skill development processes, and evaluation techniques, preparing them to manage learning initiatives effectively in corporate settings.</p>			
<b>COURSE OBJECTIVES AND OUTCOMES:</b>			
<b>OBJECTIVES:</b>			
The course aims to:			
<ul style="list-style-type: none"> <li>● Explain the concepts of learning and development and their relevance in organizations.</li> <li>● Familiarize students with training needs analysis and learning design.</li> <li>● Introduce different instructional methods and training techniques used in organizations.</li> <li>● Develop understanding of training evaluation models and measurement of learning outcomes.</li> <li>● Discuss contemporary trends and challenges in learning and development.</li> </ul>			
<b>OUTCOMES:</b>			
Upon successful completion of the course, students will be able to:			
<ul style="list-style-type: none"> <li>● Understand the role of learning and development in enhancing organizational performance.</li> <li>● Conduct training needs analysis at individual, task, and organizational levels.</li> <li>● Design appropriate training programs using on-the-job and off-the-job methods.</li> <li>● Apply training evaluation models to measure effectiveness and return on investment.</li> <li>● Analyse current issues in learning and development, including technology-enabled learning, career development, and learning organizations.</li> </ul>			
<b>COURSE CONTENT AND STRUCTURE</b>			
<b>MODULE 1 : CONCEPT OF LEARNING AND DEVELOPMENT IN ORGANIZATIONS</b>			
			<b>10 HOURS</b>
<p>Introduction to employee learning and development; Meaning and significance of learning; Difference between learning and development; Classification of learning capabilities; Learning theories – Reinforcement Theory, Social Learning Theory, Goal Theory, Expectancy Theory, and Adult Learning Theory; Pedagogy and andragogy; Basic principles of learning; Learning process;</p>			

Mental and physical processes in learning; Learning cycle; Instructional emphasis for learning outcomes.	
<b>MODULE 2 : TRAINING NEEDS ANALYSIS (TNA)</b>	<b>8 HOURS</b>
Introduction, meaning, Designing Effective Training; Training Need Assessment and Analysis - Organizational Support for training need assessment, Organizational analysis, Requirements analysis, Task and Knowledge, Skill and Ability Analysis, Person Analysis, Trainee Readiness – Trainee motivation to learn, Training aids, Transfer of training.	
<b>MODULE 3 : INSTRUCTIONAL APPROACHES</b>	<b>14 HOURS</b>
On the Job Training Methods - Apprenticeship, Internship, Embedded Training, Team Training, Cross Training, Action learning, Mentoring, challenging job assignments, diversity training.	
Off the Job Training Methods - Case studies, lectures, simulation, business games and role plays.	
Technology based training- online/virtual learning, blended learning & audiovisual.	
Outward bound methods: Meaning and significance, process, risk, safety and ethical issues.	
<b>MODULE 4 : TRAINING EVALUATION AND MEASUREMENT</b>	<b>12 HOURS</b>
Training Evaluation-Meaning, Reasons and significance, Models of training Evaluation including Kirkpatrick model, Philips ROI model, Kaufman's Five Levels of Evaluation,	
Types of Evaluation Designs, Considerations in Choosing an Evaluation Design, Data collection for Training Evaluation, Threats to Validity, Determining Costs, Evaluation Practices in different organizations, Measuring Human Capital and Training Activity.	
<b>MODULE 5 : CONTEMPORARY ISSUES IN LEARNING &amp; DEVELOPMENT</b>	<b>12 HOURS</b>
Management Development Programmes-Need, influencing factors, methods, process and administration, Concept Of Learning Organizations And Challenges In Transforming Into Learning Organizations; Emerging Trends In Learning And Development – Increased Use Of New Technologies For Learning, Learning In Virtual Work Environments, And Training Partnerships	
Career And Career Management – Meaning, Importance, Career Development Stages And Career Management Systems; Challenges In Career Planning And Development; Future of learning and	
development, Sustainability of training, Intellectual capital, Outsourcing of Future Of Learning And Development; Sustainability Of Training; Intellectual Capital And Outsourcing Of Training And Development Activities.	
<b>PEDAGOGY</b>	

The course will be delivered through lectures, group discussions, and case-based learning to develop conceptual clarity. Practical exposure will be provided through training design exercises, role plays, and simulation activities. Students will participate in workshops, assignments, and presentations to enhance application skills. Industry examples and guest lectures will offer insights into real-time learning and development practices. Continuous assessment will be based on classroom participation, project work, and quizzes.

### **SKILL DEVELOPMENT ACTIVITIES SUGGESTED**

- Design a training plan for a specific job role in an organization.
- Conduct a simple Training Need Analysis (TNA) using a sample group.
- Prepare a training evaluation report using Kirkpatrick's model.
- Develop an e-learning module outline for employee development.

### **SUGGESTED LEARNING RESOURCES:**

#### ***Reference Books:***

1. Effective Training - P Nick and Blanchard, 2nd Edition, Pearson Education/PHI, 2005
2. Employee Training & Development - Noe A Raymond, 2nd edition, McGraw Hill Publication.
3. Management Training and Development - Gupta B.L, 1st Edition, Vrinda Publications, 2011.
4. Training and Development Methods - Dr. Rishipal, 1st Edition, S. Chand, 2011.
5. Personal Growth and Training & Development - Ruchi Srivastava, 1st Edition, Vrinda Publications, 2011.
6. Training for development– Rolf Lynton & Udai Pareek, Sage Publications, 2011.
7. Effective HR Training Development Strategy – Ratan Reddy, HPH, 2005.
8. Training in organizations - Goldstein Irwin L, J. Kevin Ford., 4th Edition, Cengage learning.
9. Robert L. Craig, —ASTD Training and Developmentl, McGraw Hill Publication.

<b>LABOUR CODE AND WORKPLACE RELATIONS</b>			
<b>Course Code</b>	<b>HR 4.4</b>	<b>Credits</b>	<b>4</b>
<b>Contact Hours per Week</b>	<b>4</b>	<b>Duration of Exam</b>	<b>3</b>
<b>Summative Assessment Marks</b>	<b>70</b>	<b>Formative Assessment Marks</b>	<b>30</b>
<b>PERSPECTIVE OF THE COURSE:</b>			
<p>This course provides a practical and legal understanding of India's evolving labour laws and workplace relations. With the introduction of the new Labour Codes, it equips MBA students to manage compliance, employee rights, and industrial harmony. The course blends legal frameworks with HR strategies, focusing on dispute resolution, social security, and ethical workplace practices. It prepares future managers to navigate complex employment environments with legal awareness and strategic insight.</p>			
<b>COURSE OBJECTIVES AND OUTCOMES:</b>			
<b>OBJECTIVES:</b>			
<ul style="list-style-type: none"> <li>● To understand the evolution and significance of labour laws in India.</li> <li>● To gain knowledge of the new Labour Codes and their implications for employers and employees.</li> <li>● To analyze the dynamics of workplace relations in the context of modern HR practices.</li> <li>● To equip students with legal compliance tools and negotiation skills.</li> <li>● To understand dispute resolution mechanisms in labour and employment matters.</li> </ul>			
<b>OUTCOMES:</b>			
<p>Upon successful completion of the course, students will be able to:</p> <ul style="list-style-type: none"> <li>● <b>Understand</b> the evolution, objectives, and significance of labour laws and industrial relations in India.</li> <li>● <b>Interpret and apply</b> the key provisions of the four new Labour Codes in organizational contexts.</li> <li>● <b>Analyze and manage</b> workplace disputes, trade union issues, and compliance with legal frameworks.</li> <li>● <b>Evaluate</b> contemporary challenges like gig work, workplace safety, and ethical practices from a legal and HR perspective.</li> </ul>			
<b>COURSE CONTENT AND STRUCTURE</b>			
<b>MODULE 1 : HISTORICAL EVOLUTION OF LABOUR LAWS IN INDIA</b>		<b>10 HOURS</b>	
<p>Objectives and Principles of Labour Legislation, Concept and Importance of Industrial Relations, Role of ILO (International Labour Organization), Stakeholders: Employers, Employees, Trade Unions, Government - Theories of Industrial Relations, Changing paradigm in the Indian labour market</p>			
<b>MODULE 2 : CODE ON WAGES AND SOCIAL SECURITY</b>		<b>14 HOURS</b>	
<p>Code on Wages 2019 (the Payment of Wages Act, 1936; the Minimum Wages Act, 1948; and the Equal Remuneration Act, 1976)</p>			

Industrial Relations Code 2020 (The Trade Unions Act, 1926, The Industrial Employment (Standing Orders) Act, 1946, The Industrial Disputes Act, 1947)

Occupational Safety, Health and Working Conditions Code 2020 (The Factories Act, 1948, The Contract Labour Act, 1970)

Social Security Code 2020 (Compensation Act, 1923; Employees' State Insurance Act, 1948; Employees' Provident Funds & Miscellaneous Provisions Act, 1952; Maternity Benefit Act, 1961; Payment of Gratuity Act, 1972; and the Unorganized Workers' Social Security Act, 2008.)

**MODULE 3 : INDUSTRIAL RELATIONS CODE AND WORKPLACE DISPUTE MANAGEMENT 12 HOURS**

Trade Union Act 1926 - Provisions related to trade unions, standing orders, strikes, lockouts ; Industrial Dispute Act 1947 - Dispute prevention & resolution mechanisms: Works committee, Conciliation, Arbitration, Adjudication ; Role of Labour Courts and Tribunals in maintaining industrial relations ;

Case studies on industrial disputes and their resolution

**MODULE 4 : COLLECTIVE BARGAINING AND NEGOTIATION 10 HOURS**

Collective Bargaining – Concept, Functions, Importance; Principles and Forms of Collective Bargaining; Process of Collective Bargaining; Negotiation – Concept and Types; Workers' Discipline Management – Causes of Indiscipline and Disciplinary Action; Service Rules and Misconduct; Investigation of Allegations; Show-Cause Notice and Charge Sheet; Domestic Enquiry and Report of Findings; Punishments and Disciplinary Measures; Workers' Participation in Management.

**MODULE 5 : CONTEMPORARY ISSUES IN WORKPLACE RELATIONS 10 HOURS**

Contract Labour and Gig Economy Challenges, Ethical Issues and Employee Rights, Workplace Harassment Laws and POSH Act overview, Role of HR in Managing Compliance and fostering Good Industrial Relations, Global Practices and comparative Labour Policies (brief overview), Future of Work: Automation, Remote Work, and Labour Regulations.

**PEDAGOGY**

The course will be delivered through lectures, legal case discussions, and practical problem-solving exercises. Students will analyze labour law cases, judgments, and industrial dispute scenarios. Group discussions, debates, and role plays will be used to simulate collective bargaining and negotiation processes. Industry-based assignments, learning from government documents, and interaction with HR/legal professionals will enhance practical understanding. Continuous evaluation will be based on class participation, assignments, case analysis, and presentations.

**SKILL DEVELOPMENT ACTIVITIES SUGGESTED**

- Draft a show-cause notice or charge sheet based on a workplace misconduct case.
- Prepare a comparative summary of key provisions under the four Labour Codes.
- Conduct a mock collective bargaining or negotiation session.
- Analyse a real industrial dispute case and present the resolution process.

## SUGGESTED LEARNING RESOURCES:

### Reference Books

1. Industrial Relations and Labour Laws by S.C. Srivastava
2. Industrial Relations and Labour Laws by Dr. A.M. Sarma
3. Labour and Industrial Laws by S.N. Mishra
4. Labour Laws One Should Know by Ajay Garg
5. Contemporary Issues of Industrial Relations: An Indian Perspective by Pradhyuman Singh Lakhawat and Poonam Singh
6. Industrial Relations and Labour Laws - Srivastava, S. C.
7. Handbook of Labour and Industrial Law - P.L. Malik.
8. Labour Laws & Practice (Latest Edition) - Taxmann
9. Bare Acts of the 4 Labour Codes
10. Journals like Indian Journal of Industrial Relations
11. Government websites: Ministry of Labour and Employment (India)

### RESOURCES

1. **Ministry of Labour & Employment – Labour Codes**  
The Government of India publishes official texts, rules, and notifications for the four labour codes on its portal. [Ministry of Labour & Employment](#)
2. **Labour Documents & Reference Centre (LDRC)**  
A digital library by the Ministry that houses reports, gazettes, journals, and reference material related to labour & industrial relations. [Ministry of Labour & Employment](#)
3. **e-Book repository**  
The Ministry also provides downloadable e-books (PDF) on labour legislation and policy via its site.

## LOGISTICS & SUPPLY CHAIN MANAGEMENT - ELECTIVE COURSES

<b>PRINCIPLES OF LOGISTICS MANAGEMENT</b>			
<b>Course Code</b>	<b>LS 3.1</b>	<b>Credits</b>	<b>4</b>
<b>Contact Hours per Week</b>	<b>4</b>	<b>Duration of Exam</b>	<b>3</b>
<b>Summative Assessment Marks</b>	<b>70</b>	<b>Formative Assessment Marks</b>	<b>30</b>
<b>PERSPECTIVE OF THE COURSE:</b>			
<p>This course introduces the fundamental principles of logistics and supply chain management, highlighting its role in modern business operations. It covers key areas such as transportation, warehousing, inventory management, and procurement. Students will learn how logistics networks are designed to enhance efficiency and reduce costs while ensuring timely delivery. The course also explores the impact of globalization, digital transformation, and sustainability in logistics. Emerging trends such as automation, blockchain, and artificial intelligence (AI) in logistics will be discussed to prepare students for future challenges.</p>			
<b><u>COURSE OBJECTIVES AND OUTCOMES</u></b>			
<b>OBJECTIVES:</b>			
<ul style="list-style-type: none"> <li>● To understand the basic concepts and importance of logistics in business operations.</li> <li>● To learn how transportation, warehousing, and inventory management support supply chain efficiency.</li> <li>● To study logistics network planning and the role of procurement and suppliers.</li> <li>● To explore the use of technology and digital tools in modern logistics.</li> <li>● To develop problem-solving skills for managing logistics challenges related to cost, risk, and sustainability.</li> </ul>			
<b>OUTCOMES:</b>			
<p>Upon successful completion of the course, students will be able to:</p> <ul style="list-style-type: none"> <li>● Understand the role and functions of logistics in supply chain management.</li> <li>● Plan and manage transportation, warehousing, and inventory effectively.</li> <li>● Apply logistics strategies to improve efficiency and reduce operational costs.</li> <li>● Use technology-based tools and systems to support logistics operations.</li> <li>● Address logistics challenges related to global trade, sustainability, and risk management.</li> </ul>			
<b>COURSE CONTENT AND STRUCTURE</b>			
<b>MODULE 1: INTRODUCTION TO LOGISTICS MANAGEMENT</b>			<b>08 HOURS</b>
<p>Definition and Importance of Logistics-Evolution of Logistics and Supply Chain Management-Key Components of Logistics Systems-Logistics and Business Performance-Logistics and Customer Service-Emerging Trends in Logistics.</p>			

**MODULE 2 : LOGISTICS NETWORK DESIGN AND TRANSPORTATION 14 HOURS**

Logistics Network Planning and Distribution Strategies – Modes of Transportation: Road, Rail, Air, Water, and Pipeline – Freight Transportation Management – Route Optimization and Fleet Management – Role of Third-Party Logistics (3PL) and Fourth-Party Logistics (4PL) – Transportation Costing and Pricing Strategies – Multi-Modal and Intermodal Transportation – Last-Mile Delivery and Urban Logistics – Sustainable and Green Transportation Practices – Digitalization and IoT in Transportation Management – Risk Management in Logistics and Transportation – Legal and Regulatory Framework in Transportation.

**MODULE 3: WAREHOUSING AND INVENTORY MANAGEMENT 14 HOURS**

Functions and Types of Warehouses – Warehouse Layout and Design Principles – Inventory Control Techniques (EOQ, JIT, ABC Analysis) – Demand Forecasting in Logistics – Packaging and Material Handling Systems – Role of Automation and IoT in Warehousing – Warehouse Management Systems (WMS) and Enterprise Resource Planning (ERP) – Cross-Docking and Order Fulfillment Strategies – Cold Storage and Specialized Warehousing – Reverse Logistics and Returns Management – Safety and Compliance in Warehouse Operations – Cost Optimization in Warehousing.

**MODULE 4 : PROCUREMENT, SUPPLY CHAIN COORDINATION AND RISK MANAGEMENT 10 HOURS**

Procurement Process and Strategies-Vendor Selection and Supplier Relationship Management-Role of Technology in Procurement (E-Procurement)-Supply Chain Risk Management-Compliance with Trade and Logistics Regulations-Performance Measurement in Logistics- Performance Metrics and Key Performance Indicators (KPIs) in Logistics.

**MODULE 5: TRENDS AND CHALLENGES IN LOGISTICS MANAGEMENT 10 HOURS**

Digital Transformation in Logistics (AI, Blockchain, Big Data)-Sustainable and Green Logistics-Impact of E-Commerce on Logistics Operations-Role of Drones and Autonomous Vehicles in Logistics-Globalization and International Logistics-Crisis Management in Logistics (Natural Disasters, Pandemics, and Trade Disruptions).

**PEDAGOGY**

The course will be delivered through a mix of **interactive classroom teaching** and **practical learning methods**. Concepts will be explained using **industry-based examples and case studies** from logistics and supply chain operations. **Group discussions and problem-solving activities** will help students understand real-world logistics challenges. **ICT-enabled teaching tools**, videos, and logistics simulation exercises will be used to demonstrate network design and warehouse operations. **Guest lectures from industry professionals** and **field visits to warehouses or logistics hubs** may be organized to provide practical exposure. Continuous learning will be

reinforced through **assignments, presentations, and mini-projects** based on current logistics practices.

**Field Visits:** Visits to warehouses, logistics hubs, and manufacturing facilities to observe logistics operations firsthand.

#### **SUGGESTED LEARNING RESOURCES:**

##### **Essential Readings**

1. Ballou, Ronald H. "Business Logistics/Supply Chain Management." Pearson, 2016.
2. Christopher, Martin. "Logistics & Supply Chain Management." Pearson, 2016.
3. Coyle, John J., Langley, C. John. "Supply Chain Management: A Logistics Perspective." Cengage Learning, 2017.

##### **Suggested Articles and Journals**

1. Langley, C.J. "The Role of Logistics in Business Competitiveness." Journal of Business Logistics, 2019.
2. Johnson, Mark. "The Impact of Digital Technologies on Logistics." International Journal of Logistics Research and Applications, 2021.

##### **Online Resources & Links**

1. Council of Supply Chain Management Professionals (CSCMP): [www.cscmp.org](http://www.cscmp.org)
2. World Bank Logistics Performance Index (LPI): [www.worldbank.org/logistics](http://www.worldbank.org/logistics)
3. MIT Supply Chain Research: [www.mit.edu/scm](http://www.mit.edu/scm)

<b>SUPPLY CHAIN STRATEGY AND DESIGN</b>			
<b>Course Code</b>	<b>LS 3.2</b>	<b>Credits</b>	<b>4</b>
<b>Contact Hours per Week</b>	<b>4</b>	<b>Duration of Exam</b>	<b>3</b>
<b>Summative Assessment Marks</b>	<b>70</b>	<b>Formative Assessment Marks</b>	<b>30</b>
<b>PERSPECTIVE OF THE COURSE:</b>			
<p>Supply chain strategy plays a crucial role in ensuring business competitiveness, efficiency, and resilience. This course provides an in-depth understanding of how supply chains are strategically designed and managed to achieve business objectives. It covers various supply chain models, network design, demand forecasting, procurement strategies, and risk management. The course also explores the impact of globalization, digitalization, sustainability, and emerging technologies on supply chains. By the end, students will develop skills to design agile, cost-effective, and resilient supply chain networks aligned with business goals.</p>			
<b><u>COURSE OBJECTIVES AND OUTCOMES</u></b>			
<b>OBJECTIVES:</b>			
<ul style="list-style-type: none"> <li>● To provide a clear understanding of supply chain strategy and its role in achieving business competitiveness.</li> <li>● To explain the principles of supply chain network design and optimization.</li> <li>● To develop skills in demand forecasting, procurement strategies, and supply chain risk management.</li> <li>● To explore the role of technology and digital tools in enhancing supply chain efficiency.</li> <li>● To create awareness of sustainability and ethical practices in supply chain operations.</li> </ul>			
<b>OUTCOMES:</b>			
Upon successful completion of the course, students will be able to:			
<ul style="list-style-type: none"> <li>● Understand and explain the strategic role of supply chain design in business.</li> <li>● Analyze and optimize supply chain networks for cost efficiency and service effectiveness.</li> <li>● Apply risk management techniques to build resilient supply chain systems.</li> <li>● Use digital tools and technologies to improve supply chain planning and visibility.</li> <li>● Integrate sustainability and ethical considerations into supply chain strategy and execution.</li> </ul>			
<b>COURSE CONTENT AND STRUCTURE</b>			
<b>MODULE 1: INTRODUCTION TO SUPPLY CHAIN STRATEGY</b>			<b>10 HOURS</b>
<p>Overview of Supply Chain Management (SCM) and its strategic importance-Components of a Supply Chain: Suppliers, Manufacturers, Distributors, Retailers, and Customers-Supply Chain Network Design: Objectives and Key Considerations-Strategic Alignment: Matching Supply Chain Strategy with Business Goals-Supply Chain Configurations: Push vs. Pull Strategies, Agile vs. Lean Supply Chains.</p>			
<b>MODULE 2 : SUPPLY CHAIN NETWORK DESIGN AND OPTIMIZATION</b>			<b>14 HOURS</b>

Supply Chain Planning Process: Demand Forecasting and Capacity Planning-Facility Location and Network Design: Site Selection and Distribution Strategies-Transportation Strategy and Logistics Planning-Inventory Management: Optimization Techniques and Cost-Benefit Analysis-Warehouse Design and Automation-Procurement and Sourcing Strategies-Supply Chain Risk Management and Resilience Supplier Relationship Management and Vendor Selection –Sustainability and Green Supply Chain Strategies – Blockchain Applications in Supply Chain Transparency.

**MODULE 3: SUPPLY CHAIN RISK MANAGEMENT AND RESILIENCE 10 HOURS**

Identifying and Assessing Supply Chain Risks-Disruptions and Crisis Management in Supply Chains-Strategies for Building a Resilient Supply Chain-Role of Data Analytics in Risk Management-Case Studies: Supply Chain Failures and Lessons Learned.

**MODULE 4 : DIGITAL SUPPLY CHAIN AND TECHNOLOGY INTEGRATION 14 HOURS**

Role of Technology in Supply Chain Optimization-Digital Transformation in SCM: AI, Blockchain, IoT, and Big Data-E-commerce and Omnichannel Supply Chains-Cloud Computing and ERP Systems for Supply Chain Visibility-Automation and Robotics in Warehousing and Distribution-Digital Twin Technology for Supply Chain Simulation – Cybersecurity and Risk Management in Digital Supply Chains – Smart Contracts and Blockchain for Transparent Transactions – Predictive Analytics and Demand Sensing in Supply Chain Management – Sustainable Digital Supply Chains and Green Technologies.

**MODULE 5: SUSTAINABLE AND ETHICAL SUPPLY CHAINS 8 HOURS**

Green Supply Chain Management and Circular Economy-Ethical Sourcing and Corporate Social Responsibility (CSR)-Carbon Footprint Reduction Strategies-Sustainable Packaging and Reverse Logistics-Regulations and Compliance in Global Supply Chains

**PEDAGOGY**

The course will be delivered through interactive lectures and ICT-enabled teaching to build both conceptual and practical understanding. Case studies from global and Indian industries will be used to analyze supply chain strategies. Group discussions and problem-solving exercises will help students handle real-world supply chain challenges. Simulation tools and supply chain design software may be used to demonstrate network planning and risk management. Industry expert talks will offer current perspectives on supply chain digitization, resilience, and sustainability. Assignments, presentations, and mini-projects will ensure application-based learning.

**SUGGESTED LEARNING RESOURCES:**

**Essential Readings**

1. Chopra, Sunil, and Meindl, Peter. *Supply Chain Management: Strategy, Planning, and Operation*. Pearson, 2021.
2. Simchi-Levi, David, Kaminsky, Philip, and Simchi-Levi, Edith. *Designing and Managing the Supply Chain*. McGraw-Hill, 2020.
3. Christopher, Martin. *Logistics & Supply Chain Management*. Pearson, 2016.
4. Jeffrey K. Liker, *The Toyota Way*, Second Edition (2021)

#### **Suggested Articles and Journals**

1. **Lee, Hau L.** “The Triple-A Supply Chain.” *Harvard Business Review*, 2004.
2. **Chopra, Sunil.** “Supply Chain Resilience: Lessons from the Pandemic.” *Journal of Business Logistics*, 2021.
3. **Fernie, John, and Sparks, Leigh.** “Retail Logistics and Supply Chain Management.” *International Journal of Retail & Distribution Management*, 2018.

#### **Online Resources & Links**

1. **Council of Supply Chain Management Professionals (CSCMP).** *CSCMP Reports & Insights*. [www.cscmp.org](http://www.cscmp.org)
2. **MIT Supply Chain Management Program.** *MIT Research Papers & Webinars*. <https://ctl.mit.edu/>
3. **Harvard Business Review (HBR).** *Supply Chain Strategy Articles*. [www.hbr.org](http://www.hbr.org)

## INVENTORY AND WAREHOUSE MANAGEMENT

<b>Course Code</b>	<b>LS 4.1</b>	<b>Credits</b>	<b>4</b>
<b>Contact Hours per Week</b>	<b>4</b>	<b>Duration of Exam</b>	<b>3</b>
<b>Summative Assessment Marks</b>	<b>70</b>	<b>Formative Assessment Marks</b>	<b>30</b>

### **PERSPECTIVE OF THE COURSE:**

Inventory and warehouse management play a vital role in the smooth functioning of supply chains and business operations. Effective management of inventory ensures product availability at the right time and cost, while efficient warehouse systems support timely order fulfillment and customer satisfaction. This course provides a practical understanding of key inventory concepts, control techniques, warehouse planning, and storage systems. It also highlights the role of technology, automation, and sustainable practices in modern warehouse operations.

### **COURSE OBJECTIVES AND OUTCOMES**

**OBJECTIVES:** The course aims to:

- Introduce the fundamental concepts and importance of inventory and warehouse management.
- Explain inventory control techniques and demand planning methods.
- Develop understanding of warehouse layout, storage systems, and material handling.
- Familiarize students with technology and automation in warehouse operations.
- Discuss challenges and strategies related to cost optimization and sustainability in inventory and warehouse management.

### **OUTCOMES:**

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

- Understand various types of inventory and their role in supply chain operations.
- Apply inventory control techniques to manage stock efficiently.
- Design warehouse layouts and implement effective storage and handling systems.
- Use technology and automation tools for warehouse and inventory optimization.
- Solve practical inventory and warehouse management issues with a strategic approach.

### **COURSE CONTENT AND STRUCTURE**

#### **MODULE 1: FUNDAMENTALS OF INVENTORY MANAGEMENT 14 HOURS**

Definition, Role, and Importance of Inventory in Supply Chains-Types of Inventory: Raw Materials, Work-in-Progress (WIP), Finished Goods, MRO (Maintenance, Repair, and Operations)-Inventory Control Techniques: ABC Analysis, EOQ (Economic Order Quantity), JIT (Just-in-Time), VMI (Vendor Managed Inventory)-Demand Forecasting and Inventory Planning-Inventory Costs and Financial Implications-Stock Replenishment and Order Management Strategies

<p><b>MODULE 2 : WAREHOUSE OPERATIONS AND DESIGN</b></p> <p>Role of Warehouses in Supply Chains-Types of Warehouses: Private, Public, Bonded, Smart Warehouses-Warehouse Layout Planning and Design Principles-Storage Systems: Pallet Racking, Automated Storage &amp; Retrieval Systems (AS/RS), Cross-Docking-Material Handling Equipment: Forklifts, Conveyors, Robotics-Order Picking Strategies and Accuracy Optimization.</p>	<p><b>12 HOURS</b></p>
<p><b>MODULE 3: INVENTORY OPTIMIZATION AND PERFORMANCE MEASUREMENT</b></p> <p>Inventory Turnover Ratios and Key Performance Indicators (KPIs)-Safety Stock and Buffer Stock Strategies-Cycle Counting and Physical Inventory Audits-Lean Warehousing: Waste Reduction and Process Improvement-Inventory Shrinkage: Causes, Prevention, and Control-Supplier Collaboration and Demand Planning.</p>	<p><b>10 HOURS</b></p>
<p><b>MODULE 4 : TECHNOLOGY AND AUTOMATION IN WAREHOUSING</b></p> <p>Digitalization in Warehouse and Inventory Management-Warehouse Management Systems (WMS) and Enterprise Resource Planning (ERP)-Internet of Things (IoT) and Real-Time Inventory Tracking-Artificial Intelligence and Machine Learning for Demand Forecasting-Blockchain in Inventory Management for Transparency and Security-Robotics and Automation in Modern Warehouses-Automation Storage in Retrieval Service.</p>	<p><b>10 HOURS</b></p>
<p><b>MODULE 5: SUSTAINABLE AND GLOBAL INVENTORY &amp; WAREHOUSE STRATEGIES</b></p> <p>Green Warehousing and Sustainable Practices-Reverse Logistics and Inventory Disposal Strategies-Inventory Management in E-commerce and Omnichannel Retail Cold Storage and Perishable Goods Management-Challenges in Global Inventory and Warehouse Management-Future Trends in Warehouse and Inventory Optimization.</p>	<p><b>10 HOURS</b></p>
<p><b>PEDAGOGY</b></p> <p>The course will be delivered through interactive lectures, classroom discussions, and ICT-enabled teaching methods. Case studies and role plays will be used to demonstrate practical learning and training situations. Students will participate in group presentations, exercises, and mini-projects to apply concepts. Workshops and guest lectures from industry trainers and HR professionals will provide practical exposure. Assignments, quizzes, and continuous assessment will be used to reinforce learning and application.</p>	
<p><b>RECOMMENDED READINGS</b></p>	

### Essential Readings

1. Richards, Gwynne. *Warehouse Management: A Complete Guide to Improving Efficiency and Minimizing Costs in the Modern Warehouse*. Kogan Page, 2017.
2. Frazelle, Edward. *World-Class Warehousing and Material Handling*. McGraw-Hill, 2016.
3. Silver, Edward A., Pyke, David F., and Thomas, Douglas J. *Inventory and Production Management in Supply Chains*. CRC Press, 2017.

### Suggested Articles and Journals

1. Johnson, Mark. "Optimizing Warehouse Operations for Maximum Efficiency." *Journal of Business Logistics*, 2021.
2. Chopra, Sunil. "Balancing Inventory Costs and Service Levels." *Supply Chain Review*, 2019.
3. Fernie, John, and Sparks, Leigh. "Retail Logistics and Inventory Management." *International Journal of Retail & Distribution Management*, 2018.

### Online Resources & Links

1. Association for Supply Chain Management (ASCM). *ASCM Reports & Insights*. [www.ascm.org](http://www.ascm.org)
2. Council of Supply Chain Management Professionals (CSCMP). *Warehouse and Inventory Research Papers*. [www.cscmp.org](http://www.cscmp.org)
3. Harvard Business Review (HBR). *Inventory and Warehouse Strategy Articles*. [www.hbr.org](http://www.hbr.org)

<b>OPERATIONS MANAGEMENT</b>			
<b>Course Code</b>	<b>LS 4.2</b>	<b>Credits</b>	<b>4</b>
<b>Contact Hours per Week</b>	<b>4</b>	<b>Duration of Exam</b>	<b>3</b>
<b>Summative Assessment Marks</b>	<b>70</b>	<b>Formative Assessment Marks</b>	<b>30</b>
<b>PERSPECTIVE OF THE COURSE:</b>			
<p>Operations Management is essential for organizations to enhance productivity, improve efficiency, and optimize resources. This course provides a deep understanding of how businesses design, implement, and manage operational strategies. It explores key topics such as process analysis, supply chain management, quality control, and lean operations. Additionally, students will gain insights into modern trends like automation, Industry 4.0, sustainability, and global operations strategy.</p>			
<b><u>COURSE OBJECTIVES AND OUTCOMES</u></b>			
<b>OBJECTIVES</b>			
<ul style="list-style-type: none"> <li>● To provide a clear understanding of the principles and functions of operations management in both manufacturing and service sectors.</li> <li>● To equip students with the knowledge and tools to plan, organize, and control operational activities effectively.</li> <li>● To develop analytical skills for solving problems related to production, quality, and supply chain management.</li> <li>● To expose students to modern concepts such as lean systems, Industry 4.0, and sustainable operations.</li> <li>● To enable students to apply operational strategies that contribute to organizational competitiveness and growth.</li> </ul>			
<b>OUTCOMES:</b>			
Upon successful completion of the course, students will be able to:			
<ul style="list-style-type: none"> <li>● Understand the fundamental principles and significance of operations management.</li> <li>● Analyze and improve business processes for greater efficiency and effectiveness.</li> <li>● Apply forecasting, production planning, and scheduling techniques in various industries.</li> <li>● Evaluate quality management principles and implement lean manufacturing concepts.</li> <li>● Develop strategic decision-making skills in operations and supply chain management.</li> <li>● Integrate modern technology trends, such as automation and Industry 4.0, into operations.</li> </ul>			
<b>COURSE CONTENT AND STRUCTURE</b>			
<b>MODULE 1: INTRODUCTION TO OPERATIONS MANAGEMENT</b>			<b>10 HOURS</b>
<p>Role of Operations Management in Business – Evolution of Operations Strategy – Types of Production Systems (Job, Batch, Mass, Continuous) – Differences Between Manufacturing and Service Operations – Process Design and Analysis – Work Study and Methods Engineering –</p>			

<p>Process Mapping and Value Stream Analysis – Capacity Planning and Facility Location – Facility Layout Planning and Optimization – Line Balancing and Bottleneck Management – Productivity and Performance Metrics – Measurement and Benchmarking of Operational Efficiency – Key Performance Indicators (KPIs) in Operations.</p>	
<p><b>MODULE 2 : PRODUCTION AND SUPPLY CHAIN PLANNING</b></p>	<p><b>12 HOURS</b></p>
<p>Demand Forecasting Techniques – Qualitative and Quantitative Forecasting Methods – Big Data and AI in Demand Forecasting – Aggregate Planning and Scheduling – Master Production Scheduling (MPS) – Capacity Requirements Planning (CRP) – Inventory Management and Control Techniques – Economic Order Quantity (EOQ) and Just-in-Time (JIT) Inventory – Warehouse and Distribution Management – Material Requirement Planning (MRP) and ERP Systems – Supplier Relationship Management and Vendor Managed Inventory (VMI) – Supply Chain Management Fundamentals – Reverse Logistics and Closed-loop Supply Chains.</p>	
<p><b>MODULE 3: QUALITY AND LEAN MANAGEMENT</b></p>	<p><b>12 HOURS</b></p>
<p>Total Quality Management (TQM) and Six Sigma – ISO Standards and Quality Certifications (ISO 9001, ISO 14001, etc.) – Statistical Process Control (SPC) – Failure Modes and Effects Analysis (FMEA) – Lean Manufacturing and Just-in-Time (JIT) Systems – Theory of Constraints (TOC) and Bottleneck Analysis – Kaizen, 5S, and Continuous Improvement Strategies – Design for Six Sigma (DFSS) and Quality Function Deployment (QFD) – Cost of Quality (COQ) and Defect Prevention Techniques – Risk Management in Operations – Reliability Engineering and Failure Analysis – Business Process Reengineering (BPR).</p>	
<p><b>MODULE 4 : TECHNOLOGY AND INNOVATION IN OPERATIONS</b></p>	<p><b>12 HOURS</b></p>
<p>Industry 4.0 and Smart Manufacturing – Digital Twin Technology in Operations – Automation and Robotics in Operations – 3D Printing and Additive Manufacturing – Internet of Things (IoT) and Digital Transformation – Cybersecurity in Smart Operations – Sustainable and Green Operations – Circular Economy and Waste Reduction Strategies – Decision Support Systems and Data Analytics in Operations – Blockchain Applications in Supply Chain and Operations – Augmented Reality (AR) and Virtual Reality (VR) in Manufacturing.</p>	
<p><b>MODULE 5: STRATEGIC OPERATIONS AND GLOBAL CHALLENGES</b></p>	<p><b>10 HOURS</b></p>
<p>Operations Strategy for Competitive Advantage – Global Supply Chain Management and Offshoring Strategies – Outsourcing vs. Insourcing Decision-Making – Build-to-Order vs. Build-to-Stock Strategies – Resilient and Agile Operations in Uncertain Environments – Crisis Management and Business Continuity Planning – Ethical and Legal Aspects in Operations Management – Corporate Social Responsibility (CSR) in Operations – Future Trends in Global Operations – Impact of Geopolitical Factors on Operations Management – Emerging Business Models in Operations – Digital Transformation in Global Operations.</p>	

## PEDAGOGY

- **Lectures and Case Studies:** Provides a strong theoretical foundation supported by real-world business examples.
- **Group Discussions:** Engages students in analyzing key operational challenges and problem-solving.
- **Industry Expert Talks:** Invites professionals to share insights into modern operational practices.
- **Simulation-Based Learning:** Hands-on experience using digital tools to manage business operations.
- **Field Visits:** Industrial visits to manufacturing plants or logistics centers to understand practical applications.

## RECOMMENDED READINGS

### Essential Readings:

1. Chase, Richard B., Jacobs, F. Robert, & Aquilano, Nicholas J. *Operations Management for Competitive Advantage*. McGraw-Hill, 2020.
2. Slack, Nigel, Brandon-Jones, Alistair, & Johnston, Robert. *Operations Management*. Pearson, 2019.
3. Krajewski, Lee J., Malhotra, Manoj K., & Ritzman, Larry P. *Operations Management: Processes and Supply Chains*. Pearson, 2021.
4. Panneerselvam's "Production and Operations Management" is the Third Edition, published in 2012- PHI Learning Pvt. Ltd.

### Suggested Articles and Journals:

1. **Porter, Michael E.** "What is Strategy?" *Harvard Business Review*, 1996.
2. **Frohlich, Mark T., & Westbrook, Roy.** "Demand Chain Management in Manufacturing." *Journal of Operations Management*, Vol. 20, No. 6, 2002.
3. **Simchi-Levi, David.** "Designing and Managing the Supply Chain." *McGraw-Hill Education*, 2020.

### Online Resources & Links:

1. **APICS (www.apics.org):** Professional insights into supply chain and operations management.
2. **MIT Sloan Management Review (<https://sloanreview.mit.edu>):** Research articles on operations strategy.
3. **Institute for Operations Research and the Management Sciences (INFORMS):** Academic research on analytics-driven operations.

## BUSINESS ANALYTICS - ELECTIVE COURSES

<b>BUSINESS INTELLIGENCE, DATAWAREHOUSING AND DATAMINING</b>			
<b>Course Code</b>	<b>BA 3.1</b>	<b>Credits</b>	<b>4</b>
<b>Contact Hours per Week</b>	<b>4</b>	<b>Duration of Exam</b>	<b>3</b>
<b>Summative Assessment Marks</b>	<b>70</b>	<b>Formative Assessment Marks</b>	<b>30</b>
<b>PERSPECTIVE OF THE COURSE:</b>			
<p>In today's data-driven business environment, organizations rely on accurate insights to make informed and strategic decisions. Business Intelligence (BI), Data Warehousing (DW), and Data Mining (DM) form the backbone of modern business analytics by transforming raw data into meaningful information. This course provides a comprehensive understanding of how data is collected, stored, processed, and analyzed to support decision-making. It introduces students to the architecture of data warehouses, data integration techniques, and the practical application of data mining methods for discovering trends and patterns. With growing adoption of analytics and automation across industries, this course equips students with essential technical and analytical competencies required in the fields of business analytics, data science, and strategic management.</p>			
<b><u>COURSE OBJECTIVES AND OUTCOMES</u></b>			
<b>OBJECTIVES:</b>			
<ul style="list-style-type: none"> <li>● To understand the concepts, tools, and applications of Business Intelligence (BI), Data Warehousing (DW), and Data Mining (DM) for effective decision-making.</li> <li>● To develop skills in designing and implementing data warehouses and performing ETL (Extract, Transform, Load) processes for efficient data management.</li> <li>● To apply data mining techniques such as classification, clustering, and association rule mining to uncover hidden patterns and insights.</li> <li>● To utilize BI tools and visualization techniques for creating dashboards and reports that support business analytics and strategic planning</li> </ul>			
<b>OUTCOMES:</b>			
Upon successful completion of the course, students will be able to:			
<ul style="list-style-type: none"> <li>● Understand and describe the fundamentals of business intelligence</li> <li>● Understand and learn to build data warehouses, apply data mining techniques,</li> <li>● Create BI dashboards, and make data-driven business decisions.</li> <li>● Integrate BI, DW, and DM, organizations gain actionable insights for strategic growth.</li> </ul>			
<b>COURSE CONTENT AND STRUCTURE</b>			
<b>MODULE 1: BUSINESS INTELLIGENCE AND PREDICTION</b>			<b>10 HOURS</b>
<p>Introduction and overview of BI-Effective and timely decisions, Data Information and knowledge, BI Architecture, Ethics and BI. BI Applications- Balanced score card, Fraud detection, Telecommunication Industry, Banking and finance, Market segmentation Data preparation,</p>			

Prediction methods Mathematical method, Distance methods, Logic method, heuristic method-local optimization technique, stochastic hill climber, evaluation of models.

**MODULE 2 : BUSINESS INTELLIGENCE USING DATAWAREHOUSING 12 HOURS**

Introduction to Data Warehousing (DW); DW architecture; ETL (Extract, Transform, Load) process; Top-down and bottom-up approaches; Data marts – characteristics and benefits; Difference between OLAP and OLTP. Dimensional analysis: data cubes, drill-down and roll-up operations, slice and dice (rotation); OLAP models – ROLAP, MOLAP, and HOLAP. Schema design: Star schema, Snowflake schema, and Fact constellation schema.

**MODULE 3: DATA MINING 10 HOURS**

Data mining- definition and functionalities, KDD Process, Data Cleaning: - Missing values, Noisy data, data integration and transformations. Data Reduction: - Data cube aggregation, dimensionality reduction- data compression, Numerosity reduction- discretization and concept hierarchy Association rule mining, support and confidence and frequent item sets, market basket analysis. Difference between business analytics and datamining

**MODULE 4 : CLASSIFICATION AND PREDICTION 12 HOURS**

Introduction, classification and prediction, developing and applying classifier, document and image classification, data classification lifecycle, comparison of classification and prediction Classification Methods-Decision Tree- ID3, CART, Bayesian classification Bayes’ theorem, Linear and nonlinear Regression, Difference between outliers and noise, global, collective, and contextual outliers Introduction, categorization of Major, Clustering Methods K-Means.

**MODULE 5 : IMPLEMENTING BUSINESS INTELLIGENCE 12 HOURS**

Business Intelligence Platform, Business Intelligence Platform Capability Matrix, BI Target Databases, Data Marts, BI Products and Vendors, The Big Four Business Intelligence vendors, BI Components and Architecture, Functional areas of BI Tools, Artificial intelligence, Automation, Storytelling, Data governance, Data privacy, Cyber security, Natural Language Processing.

**PEDAGOGY**

The course will be delivered through lectures and ICT-enabled teaching to explain core concepts of Business Intelligence, Data Warehousing, and Data Mining. Case studies and real-world business analytics scenarios will be used to demonstrate the practical application of BI and data mining techniques. Students will engage in hands-on exercises and lab sessions using tools such as Excel, SQL, Power BI, Tableau, or Python for data processing and visualization. Group activities and mini projects will help students build data warehouses, perform ETL operations, and create BI dashboards. Industry expert sessions will provide practical insights into BI implementation and

analytics careers. Continuous learning will be reinforced through assignments, presentations, and practical assessments focused on data-driven decision-making.

## **SUGGESTED LEARNING RESOURCES:**

### **ESSENTIAL READINGS**

1. Business Intelligence and Analytics by Efraim Turban, Ramesh Sharda and DursunDelen by Pearson Publications
2. Ralph Kimball and Margy Ross, —The Data Warehouse Toolkit: The Definitive Guide to Dimensional Modeling, (Third Edition). John Wiley and Sons.

### **REFERENCES**

1. J. Han and M. Kamber, "Data Mining: Concepts and Techniques", Morgan Kaufman, 3/E, 2011.
2. Vaisman, Alejandro; Zimanyi, Esteban, —Data Warehouse Systems, Springer, 2014.
3. Golfarelli, Matteo; Rizzi, Stefano, —Data Warehouse Design : modern principles and methodologies, McGraw Hill, 2009.
4. Jensen, Christian S; Pedersen, Torben Bach; Thomsen, Christian W, Morgan & Claypool, —Multidimensional Databases and Data warehousing, cop. 2010.
5. Kimball, Ralph, —The Data warehouse lifecycle toolkit: expert methods for designing, developing, and deploying data warehouses, John Wiley & Sons, 1998.
6. Alex Berson, StephenJ. Smith, "Data Warehousing, Data Mining, and OLAP", MGH,1998

<b>DATA ANALYTICS</b>			
<b>Course Code</b>	<b>BA 3.2</b>	<b>Credits</b>	<b>4</b>
<b>Contact Hours per Week</b>	<b>4</b>	<b>Duration of Exam</b>	<b>3</b>
<b>Summative Assessment Marks</b>	<b>70</b>	<b>Formative Assessment Marks</b>	<b>30</b>
<b>PERSPECTIVE OF THE COURSE:</b>			
<p>Data analytics enables organizations to make data-driven decisions by extracting insights from raw data. This course provides a comprehensive introduction to the fundamentals of data analytics, covering key concepts, methodologies, and tools used in various industries. Students will learn about data collection, cleaning, processing, visualization, and interpretation to derive meaningful insights. The course will introduce descriptive, predictive, and prescriptive analytics, focusing on real-world applications in Marketing, HR, and Finance.</p>			
<b><u>COURSE OBJECTIVES AND OUTCOMES</u></b>			
<b>OBJECTIVES:</b>			
<ul style="list-style-type: none"> <li>● To develop a strong foundation in data analytics, including descriptive, predictive, and prescriptive analytics.</li> <li>● To provide knowledge on how to gather data from multiple sources, clean it, and prepare it for analysis.</li> <li>● To familiarize the use and application of HR analytics, to maximize return on human capital</li> <li>● To analyze financial data for better forecasting, investment decisions, risk management, and overall business profitability.</li> <li>● To leverage data-driven insights for customer segmentation, campaign optimization, trend forecasting, and improved ROI.</li> </ul>			
<b>OUTCOMES:</b>			
Upon successful completion of the course, students will be able to:			
<ul style="list-style-type: none"> <li>● Understand and describe the data analytics concepts</li> <li>● Understand application of HR Analytics.</li> <li>● Gain the ability to analyze financial data for risk assessment, fraud detection, investment strategies, and data-driven decision-making.</li> <li>● Analyse customer behaviour and market trends to optimize marketing strategies.</li> <li>● Gain expertise in measuring campaign performance and improving ROI using data-driven insights.</li> </ul>			
<b>COURSE CONTENT AND STRUCTURE</b>			
<b>MODULE 1: INTRODUCTION TO HUMAN RESOURCE (HR) ANALYTICS 10 HOURS</b>			
<p>Meaning of HR Analytics; Pitfalls of HR Analytics; What is not HR Analytics; Evolution of HR Analytics, Levels of Analysis, Conducting HR Analytics, Who Are Applying HR Analytics, Future</p>			

of HR Analytics, The Scope of Big Data in HR Analytics, Scope of Text Analytics in HR Analytics.

**MODULE 2 : APPLICATIONS OF HR METRICS AND CREATING HR DASHBOARDS**

**10 HOURS**

HR Metrics, Types of HR Metrics, Staffing Metrics, Training and Development Metrics, Application-oriented Exercises: Dashboards: Few Key Excel Add-ins/Functions to Help Create Dashboards, Name Range, The Developer Tab, Form Controls, Important Excel Formulas Useful for Creating Dashboards, VLOOKUP, INDEX, SUMIF, AVERAGEIF and COUNTIF, Application of Excel Functions in Creating HR Dashboards, storyboarding: Connecting the Dots and Integrating the Findings.

**MODULE 3: INTRODUCTION TO FINANCIAL ANALYTICS**

**12 HOURS**

Basic corporate financial predictive modeling- Project analysis- cash flow analysis- cost of capital using sensitivity analysis, Indifference point and Financial Break even modeling, Bankruptcy Modeling Beaver t test and Alt Man Z score. Estimation and prediction of risk and return ( bond investment and stock investment) – adjusting for stock splits, adjusting for mergers, plotting multiple series, data importing from web portal and data cleansing. Time series-examining nature of data, EWMOA, Value at risk, ARMA, ARCH and GARCH.

**MODULE 4 : INTRODUCTION TO MARKETING ANALYTICS**

**12 HOURS**

Definition, Need and Scope of Marketing Analytics, Marketing Analytics Vs Marketing Research, Levels in Marketing Analytics, Adoption and Application of Marketing Analytics, MS Excel as a Tool for conduction of Marketing Analytics. Summarizing Revenue Data: Month-wise and Product-wise. Slicing & Dicing of Data: Pareto Principle, Report Filters and Slicers. Demographic Analysis: Analyzing Sales Data by Age, Gender, Income and Location, Construction of Crosstabs of Two Demographic Variables.

**MODULE 5 : PRICING ANALYTICS & PROMOTION ANALYTICS**

**12 HOURS**

Pricing, Goals of Pricing, Price Elasticity, Estimating Linear and Power Demand Curves, Using Excel Solver to Optimize Price, Incorporating Complementary Products, Using Solver Table to Price Multiple Products and Finding Demand Curve for All Products. Price Bundling, Bundling Prices to Extract Consumer Surplus, Mixed Bundling-: Segmentation Analytics: Cluster Analysis and its Applications, Location-wise Clustering, Using Solver to find Optimal Clusters. Promotion Analytics: Promotions and Types of Promotions, Discounting & Types of Discounting. Measuring the Effectiveness of Advertising: The Adstock Model. Media Selection Models: Linear Media Allocation Model, Quantity Discounts, Monte Carlo Media Allocation Simulation.

**PEDAGOGY**

- Lectures
- Demonstrations using Excel/R programming/JASP/JAMOV
- Demonstration of Human Resource Analytics
- Demonstration of Financial Analytics
- Demonstration of Marketing Analytics

**Examples of Data sets:** Purchase of office supplies, Bank Customers, Health and Hospitals Corporation (HHC) facilities, US Cities Population, Finance entities, online purchase, Airline revenue, Election result, PC, iPhone sales, Data for a Superstore, Financial data, Supply chain data, Human Resource data, Production and Operations data for any business firm.

**Note :**

- For all the above Exercises Students can use their own datasets and Use Cases
- For all Exercises taking the final print of the output and Writing Interpretation is compulsory and Lab Record has to be maintained.
- 10 marks for internals will be given based on Lab Records

**TEACHING AND LEARNING RESOURCES**

**ESSENTIAL READINGS**

1. Moore, McCabe, Duckworth, and Alwan. The Practice of Business Statistics: Using Data for Decisions, Second Edition, New York: W.H.Freeman, 2008.
2. Predictive analytics for Human Resources, Jac Fitz- enz, John R. Mattox, II, Wiley, 2014.
3. Stephen Sorger (2013), Marketing Analytics: Strategic Models and Metrics, Atlantic Publishers and Distributors.
4. Financial Analytics with R: Building a Laptop Laboratory for Data Science" – by Mark J. Bennett and Dirk L. Hugen

**REFERENCES**

1. The HR Scorecard: Linking People, Strategy, and Performance, by Brian E. Becker, Mark A. Huselid, Mark A Huselid, David Ulrich, 2001.
2. HR Analytics: The What, Why and How, by Tracey Smith
3. Haskell Financial Data Modeling and Predictive Analytics Paperback – Import, 25 Oct 2013 by Pavel Ryzhov.
4. Hair, Andersen, Black and Tatham, Multivariate Data Analysis, Pearson India Ltd, New Delhi,2008 (7th edition)
5. Paul W.Farris et al (2010), Marketing Metrics, Pearson Education.
6. Wickham H., Grolemond G. (2016). R for Data Science: Import, Tidy, Transform, Visualize, and Model Data. O'Reilly Media.
7. 11. Cotton, R. (2013). Learning R: A Step-by-Step Function Guide to Data Analysis 1st Edition [Kindle Version]. Retrieved from <http://www.amazon.in>.

## PYTHON PROGRAMMING & MACHINE LEARNING

<b>Course Code</b>	<b>BA 4.1</b>	<b>Credits</b>	<b>4</b>
<b>Contact Hours per Week</b>	<b>4</b>	<b>Duration of Exam</b>	<b>3</b>
<b>Summative Assessment Marks</b>	<b>70</b>	<b>Formative Assessment Marks</b>	<b>30</b>

### **PERSPECTIVE OF THE COURSE:**

A course on Python and Machine Learning introduces students to Python programming and its application in building intelligent systems. It covers Python fundamentals, data structures, and libraries like NumPy, Pandas, and Matplotlib for data handling and visualization. Machine learning concepts include supervised and unsupervised learning, model training, evaluation, and optimization using libraries such as Scikit-learn and TensorFlow. Topics like regression, classification, clustering, and neural networks are explored through hands-on projects. The course emphasizes problem-solving, real-world applications, and ethical AI practices. By the end, learners gain the skills to develop and deploy machine learning models effectively.

### **COURSE OBJECTIVES AND OUTCOMES**

#### **OBJECTIVES:**

- To learn Python syntax, data structures, and essential libraries for data science and machine learning.
- To provide knowledge on libraries like Pandas, NumPy, and Matplotlib to manipulate and visualize data.
- To understand supervised and unsupervised learning, model evaluation, and optimization techniques.
- To implement ML Algorithms – Apply regression, classification, clustering, and neural networks using Scikit-learn and TensorFlow.
- To develop Problem-Solving Skills – Build real-world projects and deploy machine learning models

#### **OUTCOMES:**

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

- Write Python programs and use libraries for data science and ML.
- Develop Data Processing Skills – Capability to clean, manipulate, and visualize data effectively.
- Understand ML Algorithms – Knowledge of regression, classification, clustering, and deep learning techniques.
- Build, train, test, and optimize machine learning models.
- Solve real-world problems using ML.

### **COURSE CONTENT AND STRUCTURE**

<p><b>MODULE 1: FOUNDATION OF BIG DATA</b></p> <p>Introduction, Evolution, Concept and Scopes, Data, Big Data, Metrics and Data classification, Data Reliability &amp; Validity, Problem Solving with Analytics, Different phases of Analytics in the business and Data science domain, Descriptive Analytics, Predictive Analytics and Prescriptive Analytics, Different Applications of Analytics in Business, Text Analytics and Web Analytics, Skills for Business Analytics</p>	<p><b>10 HOURS</b></p>
<p><b>MODULE 2 : PYTHON PROGRAMMING</b></p> <p>Introduction to Python Editors &amp; IDE's (Jupyter, Spyder, pycharm, etc...), custom environment settings, basic data types -numeric, string, float, tuples, list, dictionary, sets and their operations, control flow (if-elif-else), loops (for, while), inbuilt functions for data conversion, writing user defined functions. Concepts of packages/libraries – important packages like NumPy, SciPy, scikit-learn, Pandas, Matplotlib, seaborn, etc., installing and loading packages, reading and writing data from/to different formats, simple plotting, functions, list comprehensions, database connectivity, Playing with Date Format.</p>	<p><b>10 HOURS</b></p>
<p><b>MODULE 3: DATA MUNGING WITH PYTHON</b></p> <p>Relevance in industry, Statistical learning vs machine learning, types and phases of analytics. Data pre-processing and cleaning: data manipulation steps (sorting, filtering, duplicates, merging, appending, subsetting, derived variables, data type conversions, renaming, formatting, etc.), normalizing data, sampling, missing value treatment, outliers. Exploratory data analysis: Data visualization using matplotlib, seaborn libraries, creating graphs (bar/line/pie/boxplot/histogram, etc.), summarizing data, descriptive statistics, univariate analysis (distribution of data), bivariate analysis (cross tabs, distributions and relationships, graphical analysis).</p>	<p><b>12 HOURS</b></p>
<p><b>MODULE 4 : MACHINE LEARNING –I</b></p> <p>Introduction, Applications of Machine Learning, Key elements of Machine Learning, Supervised vs. Unsupervised Learning. Supervised Machine Learning: Application to multi-class classification. The problem of Overfitting, Application of Regularization in Linear and Logistic Regression. Regularization and Bias/Variance. Classification using K-NN, Naive Bayes classifier, Decision Trees (CHAID Analytics), Random Forest, Support Vector Machines. Model Evaluation: Cross validation types (train &amp; test, bootstrapping, k-fold validation), parameter tuning, confusion matrices, basic evaluation metrics.</p>	<p><b>12 HOURS</b></p>
<p><b>MODULE 5 : MACHINE LEARNING –II</b></p> <p>Neural Networks: Introduction, Model Representation, Gradient Descent vs. Perceptron Training, Stochastic Gradient Descent, Multiclass Representation, Multilayer Perceptrons, Backpropagation</p>	<p><b>12 HOURS</b></p>

Algorithm for Learning, Introduction to Deep Learning. Unsupervised Machine Learning: Introduction, Clustering, K-Means algorithm, Affinity Propagation, Agglomerative Hierarchical, DBSCAN, Dimensionality Reduction using Principal Component Analysis.

## **PEDAGOGY**

- Lectures
- Case studies
- Practical Exercises - Individual & Group
- Demonstrations using Python & Machine learning
- Talk by the industry experts

**Sources of Data sets:** [www.kaggle.com](http://www.kaggle.com) and [www.365datascience.com](http://www.365datascience.com)

### **Note :**

- For all the above Exercises Students can use their own datasets and Use Cases
- For all Exercises taking the final print of the output and Writing Interpretation is compulsory and Lab Record has to be maintained.
- 10 marks for internals will be given based on Lab Records

## **TEACHING AND LEARNING RESOURCES**

### **ESSENTIAL READINGS**

1. Kumar, U.D.: Business Analytics – The Science of Data – Driven Decision Making, Wiley.
2. Gert, H.N., Thorlund, L. and Thorlund, J. :Business Analytics for Managers – Taking Business
3. Intelligence Beyond Reporting, Wiley.
4. Johnson, R.A., Miller, I. and Freund, J. :Probability and Statistics for Engineers, Pearson.
5. Jose, J. and Lal, S.P. :Introduction to Computing & problem solving with Python, Khanna Publishers.

### **REFERENCES:**

1. Bowles, M. :Machine Learning in Python – Essential Techniques for Predictive Analysis, Wiley.
2. Larose, D.T. and Larose, C.T.: Data Mining and Predictive Analytics, Wiley.
3. Bishop, C.M. :Pattern recognition & Machine Learning, Springer New York.
4. Falch, P. :Machine Learning, Wiley.
5. Deepa, S.N. and Sivanandam, S.N. :Principles of Soft Computing, Wiley.
6. Taha, A.H. :Operations Research – An Introduction, Prentice Hall.
7. Raschka, S. :Python Machine Learning

<b>WEB ANALYTICS AND INTELLIGENCE</b>			
<b>Course Code</b>	<b>BA 4.2</b>	<b>Credits</b>	<b>4</b>
<b>Contact Hours per Week</b>	<b>4</b>	<b>Duration of Exam</b>	<b>3</b>
<b>Summative Assessment Marks</b>	<b>70</b>	<b>Formative Assessment Marks</b>	<b>30</b>
<b>PERSPECTIVE OF THE COURSE:</b>			
<p>A course on Web Analytics and Intelligence explores data-driven decision-making by analyzing user behavior, website performance, and digital marketing effectiveness. It covers fundamental concepts of web analytics, key performance indicators (KPIs), data collection methods, and tools like Google Analytics. Students learn to interpret user engagement metrics, conversion rates, and traffic sources to optimize websites and marketing campaigns. The course also introduces AI-powered analytics, predictive modeling, and data visualization techniques. Emphasizing ethical data use and privacy concerns, it equips learners with skills to drive business growth through actionable insights. Practical case studies and hands-on projects enhance real-world application.</p>			
<b><u>COURSE OBJECTIVES AND OUTCOMES</u></b>			
<b>OBJECTIVES:</b>			
<ul style="list-style-type: none"> <li>● To learn core concepts, tools, and methodologies used in web analytics.</li> <li>● To analyze traffic sources, user behavior, engagement, and conversion rates.</li> <li>● To gain hands-on experience with Google Analytics, Adobe Analytics, and other platforms.</li> <li>● Explore AI-driven insights, forecasting, and data intelligence techniques.</li> <li>● Apply insights to improve website performance and marketing campaigns.</li> </ul>			
<b>OUTCOMES:</b>			
Upon successful completion of the course, students will be able to:			
<ul style="list-style-type: none"> <li>● Ability to use platforms like Google Analytics, Adobe Analytics, and other data-driven tools.</li> <li>● Capability to analyze user behavior, traffic sources, and conversion rates to make informed decisions.</li> <li>● Understand Key Metrics – Knowledge of KPIs, customer journey mapping, and digital marketing performance indicators.</li> <li>● Ability to leverage AI and machine learning for data forecasting and optimization.</li> </ul>			
<b>COURSE CONTENT AND STRUCTURE</b>			
<b>MODULE 1: INTRODUCTION</b>			<b>12 HOURS</b>
<p>Definition, Process, Key terms: Site references, Keywords and Key phrases; building block terms: Visit characterization terms, Content characterization terms, Conversion metrics; Categories: Offsite web, On site web; Web analytics platform, Web analytics evolution, Need for web analytics, Advantages, Limitations. Data Collection: Clickstream Data: Web logs, Web Beacons, JavaScript tags, Packet Sniffing; Outcomes Data: E-commerce, Lead generation, Brand/Advocacy and</p>			

Support; Research data: Mindset, Organizational structure, Timing; Competitive Data: Panel-Based measurement, ISP-based measurement, Search Engine data.

## **MODULE 2 : ANALYSIS AND SURVEYS**

**10 HOURS**

Qualitative Analysis: Heuristic evaluations: Conducting a heuristic evaluation, Benefits of heuristic evaluations; Site Visits: Conducting a site visit, Benefits of site visits; Surveys: Website surveys, Post-visit surveys, Creating and running a survey, Benefits of surveys.

## **MODULE 3: WEB ANALYTIC FUNDAMENTALS**

**10 HOURS**

Web analytics Capturing data: Web logs or JavaScripts tags, Separate data serving and data capture, Type and size of data, Innovation, Integration, selecting optimal web analytic tool, understanding clickstream data quality, identifying unique page definition, Using cookies, Link coding issues.

## **MODULE 4 : WEB METRICS**

**12 HOURS**

Common metrics: Hits, Page views, Visits, Unique visitors, Unique page views, Bounce, Bounce rate, Page/visit, Average time on site, New visits; Optimization (e-commerce, non e-commerce sites): Improving bounce rates, optimizing adwords campaigns; Real time report, Audience report, Traffic source report, Custom campaigns, Content report, Google analytics, Introduction to KPI, characteristics, need for KPI, Perspective of KPI, Uses of KPI.

## **MODULE 5 : WEB ANALYTICS 2.0 & GOOGLE ANALYTICS**

**12 HOURS**

Web analytics 1.0, Limitations of web analytics 1.0, Introduction to analytics 2.0, Competitive intelligence analysis: CI data sources, Toolbar data, Panel data, ISP data, Search engine data, Hybrid data, Website traffic analysis: Comparing long term traffic trends, Analyzing competitive site overlap and opportunities.

Brief introduction and working, Adwords, Benchmarking, Categories of traffic: Organic traffic, Paid traffic; Google website optimizer, Implementation technology, Limitations, Performance concerns, Privacy issues. Relevant technologies: Internet & TCP/IP, Client / Server Computing, HTTP (HyperText Transfer Protocol), Server Log Files & Cookies, Web Bugs.

## **PEDAGOGY**

- Lectures
- Case studies
- Practical Exercises - Individual & Group
- Real Life Case Study
- Talk by the industry experts

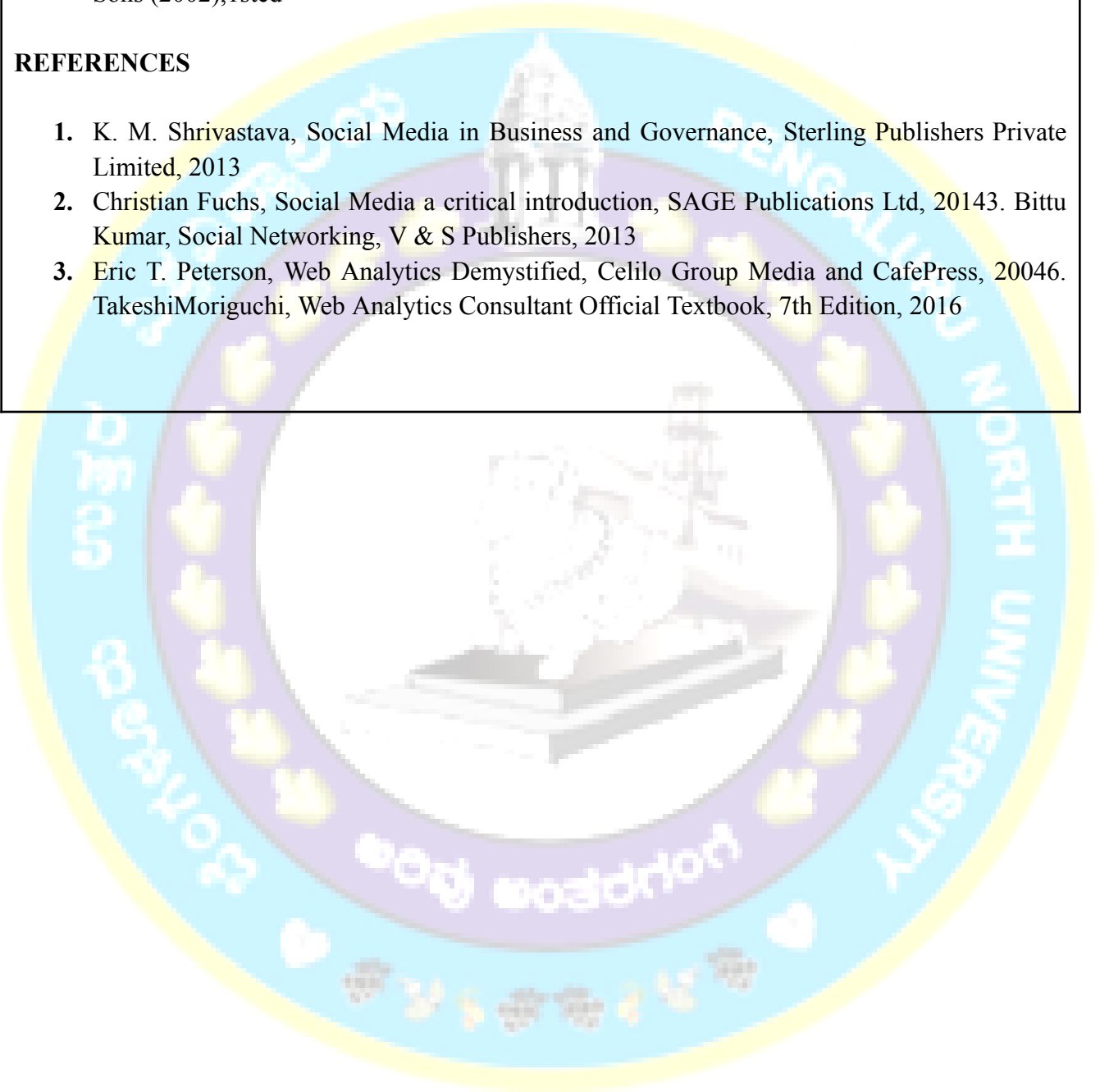
## **TEACHING AND LEARNING RESOURCES**

### **ESSENTIAL READINGS**

1. Clifton B., Advanced Web Metrics with Google Analytics, Wiley Publishing, Inc. (2010), 2nd ed.
2. Kaushik A., Web Analytics 2.0 The Art of Online Accountability and Science of Customer Centricity, Wiley Publishing, Inc. (2010),1st ed.
3. Sterne J., Web Metrics: Proven methods for measuring web site success, John Wiley and Sons (2002),1sted

## REFERENCES

1. K. M. Shrivastava, Social Media in Business and Governance, Sterling Publishers Private Limited, 2013
2. Christian Fuchs, Social Media a critical introduction, SAGE Publications Ltd, 20143. Bittu Kumar, Social Networking, V & S Publishers, 2013
3. Eric T. Peterson, Web Analytics Demystified, Celilo Group Media and CafePress, 20046. TakeshiMoriguchi, Web Analytics Consultant Official Textbook, 7th Edition, 2016



## HEALTHCARE MANAGEMENT - ELECTIVE COURSES

<b>INTRODUCTION TO PUBLIC HEALTH -A GLOBAL PERSPECTIVE</b>			
<b>Course Code</b>	<b>HC 3.1</b>	<b>Credits</b>	<b>4</b>
<b>Contact Hours per Week</b>	<b>4</b>	<b>Duration of Exam</b>	<b>3</b>
<b>Summative Assessment Marks</b>	<b>70</b>	<b>Formative Assessment Marks</b>	<b>30</b>
<b>PERSPECTIVE OF THE COURSE:</b>			
<p>Public Health plays a crucial role in improving the quality of life and ensuring sustainable social development. This course provides a global perspective on health systems, disease prevention, and health management. It helps students understand key health indicators, major health challenges in India and across the world, and evolving patterns of communicable and non-communicable diseases. The course also emphasizes preventive healthcare, disaster preparedness, and the role of public health policies in achieving Sustainable Development Goals (SDGs). Through practical insights and case studies, students will develop the knowledge and managerial skills needed to address contemporary public health challenges effectively.</p>			
<b><u>COURSE OBJECTIVES AND OUTCOMES</u></b>			
<b>OBJECTIVES:</b>			
<ul style="list-style-type: none"> <li>● To introduce students to the fundamentals of public health, including health indicators, disease patterns, and preventive strategies.</li> <li>● To develop managerial and decision-making skills relevant to public health systems and policy implementation.</li> <li>● To provide insights into the structure and functioning of healthcare systems in India and other countries.</li> <li>● To familiarize students with disaster preparedness, emergency management, and the importance of coordinated response mechanisms.</li> <li>● To enhance understanding of health communication, education, and the application of ICT in promoting public health awareness.</li> </ul>			
<b>OUTCOMES:</b>			
Upon successful completion of the course, students will be able to:			
<ul style="list-style-type: none"> <li>● Demonstrate an understanding of public health concepts, key health indicators, and global health priorities linked to SDGs.</li> <li>● Apply management principles and decision-making frameworks in planning and implementing public health programs.</li> <li>● Analyze the structure and functioning of India's healthcare system and assess various government health initiatives.</li> <li>● Evaluate disaster management strategies and develop action plans for health emergencies.</li> <li>● Communicate effectively using appropriate health education methods and ICT tools to promote community well-being.</li> </ul>			

## **COURSE CONTENT AND STRUCTURE**

### **MODULE 1: INTRODUCTION TO PUBLIC HEALTH 10 HOURS**

Public Health-Health Indicators, Measurement of Health Status, Major Health Problems in India, Communicable and Non-Communicable Diseases, Changing Pattern of Infectious/Communicable Diseases in India, Prevention and Control of Non-communicable Diseases, Strategies for Prevention and Control of Non-communicable Diseases (NPCDCS), Sustainable Development Goals (UNs Sept 2015) for Control of Communicable and Non-communicable Diseases, Emerging Infectious Diseases.

### **MODULE 2 : MANAGEMENT SCIENCES FOR PUBLIC HEALTH 12 HOURS**

Public Health in Management- Principles of Health Management, Decision-Making—Four Pillars of Management Function, Health Systems-Systems Framework Approach to Public Health, Health Services - Organization/Structure, Key Delivery Modes, Vertical and Horizontal Approaches. The Future of Public Health - Emergency Preparedness, Post 9/11, Public health in 21<sup>st</sup> Century, Measures and Preventions from COVID-19 pandemic, Growing challenges and impending crisis enduring Public Health problem.

### **MODULE 3: HEALTHCARE SYSTEMS IN INDIA 12 HOURS**

Health Care Systems: Government Health Services, Primary Health Care (PHC), Selective Primary Health Care, PMJAY, Health and Wellness Centres, Comprehensive PHC, Universal Health Coverage, Primary Health Care System in Rural Areas, Urban Primary Health Care Services, National Urban Health Mission (NUHM), Urban Primary Health Centre (UPHC) Model, Primary Health Care in Tribal Areas, Free Diagnostics Service Initiative, Health Insurance, ESI Scheme, Central Government Health Services (CGHS) Scheme, Railways and Armed Forces Health Services, Other Sectors (Non-Governmental Organizations—NGOs), Minimum Needs Programme and 20-Point Programme, Millennium Development Goals (MDGs), Sustainable Development Goals by 2030.

### **MODULE 4 : DISASTER PREPAREDNESS AND MANAGEMENT 10 HOURS**

Disaster Management- Disaster Management Cycle, Global Phenomenon, Disaster Preparedness, National Disaster Preparedness (Prevention and Planning), Response to Disaster, Natural Disasters in India, Nodal Agency and Organization, National Disaster Management Authority, Precursors to Manmade Disaster-biological warfare, Recent Disaster Management act/action taken by Disaster Management Authority of India, Case studies.

### **MODULE 5: HEALTH EDUCATION AND COMMUNICATION 10 HOURS**

Health Education- Principles and objectives, levels, Educational Methods, Evaluation practices of health education in India, Channels of Health education, Barriers in Health Education, Sources of Health Education, ICT (Information Communication and Technology) in Health Education, Recent developments of ICT in Health Education, Health Communication-types and challenges, Role of

Mass media in Health Communication, Mental Health Assistant, Advance health research, Clinical and administrative task handling.

## **PEDAGOGY**

The course will be delivered through a combination of lectures, ICT-enabled teaching, and interactive classroom discussions to build a clear understanding of public health systems and global health challenges. Case studies on communicable and non-communicable diseases, national health programs, and disaster management will be used to connect theoretical concepts with real-world public health scenarios. Group discussions and problem-solving exercises will enhance analytical and decision-making skills. Role plays and simulation-based learning will be incorporated to practice health communication and emergency response planning. Documentaries, public health reports, and government policy reviews can be used to provide practical exposure. Continuous assessment will include assignments, quizzes, field-based mini projects, and presentations to ensure applied learning.

## **RECOMMENDED READINGS**

### **ESSENTIAL READINGS**

1. Beaglehole, R., & Bonita, R. (2020). Public health at the crossroads: Achievements and prospects. Cambridge University Press.
2. Merson, M. H., Black, R. E., & Mills, A. J. (2019). Global health: Diseases, programs, systems, and policies. Jones & Bartlett Learning.
3. Schneider, M. J. (2021). Introduction to public health (6th ed.). Jones & Bartlett Learning.
4. Koplan, J. P., Bond, T. C., Merson, M. H., Reddy, K. S., Rodriguez, M. H., Sewankambo, N. K., & Wasserheit, J. N. (2009). Towards a common definition of global health. *The Lancet*, 373(9679), 1993-1995.
5. Park, K. (2021). Textbook of preventive and social medicine (26th ed.). Banarsidas Bhanot Publishers.

### **BOOK REFERENCES**

1. Gostin, L. O., Wiley, L. F., & McGraw, D. (2021). Public health law and ethics: A reader (4th ed.). University of California Press.
2. Turnock, B. J. (2020). Public health: What it is and how it works (7th ed.). Jones & Bartlett Learning.
3. Fidler, D. P. (2020). International law and infectious diseases. Oxford University Press.
4. Scutchfield, F. D., & Keck, C. W. (2022). Principles of public health practice (4th ed.). Cengage Learning.
5. Thakur, J. S. (2021). Public health approaches to non-communicable diseases. Springer Nature.

## EPIDEMIOLOGY AND CHANGING HEALTHCARE SECTOR

<b>Course Code</b>	<b>HC 3.2</b>	<b>Credits</b>	<b>4</b>
<b>Contact Hours per Week</b>	<b>4</b>	<b>Duration of Exam</b>	<b>3</b>
<b>Summative Assessment Marks</b>	<b>70</b>	<b>Formative Assessment Marks</b>	<b>30</b>

### **PERSPECTIVE OF THE COURSE:**

Epidemiology is the foundation of public health and plays a vital role in understanding disease patterns, causes, and prevention strategies. This course provides a comprehensive understanding of how diseases spread, how they can be controlled, and how healthcare systems respond to changing health challenges. It also highlights the growing burden of non-communicable diseases, environmental health risks, and the importance of patient safety in modern healthcare. By integrating theory with practical insights, the course prepares students to apply epidemiological principles in analyzing health trends, managing disease outbreaks, and ensuring safety and quality within healthcare organizations.

### **COURSE OBJECTIVES AND OUTCOMES**

#### **OBJECTIVES:**

- To introduce the fundamental principles, concepts, and methods of epidemiology and their application in public health practice.
- To enable students to analyze patterns of communicable and non-communicable diseases and apply appropriate prevention and control strategies.
- To provide knowledge of environmental health risks and their impact on community well-being.
- To develop understanding of patient safety frameworks and healthcare error management in improving health outcomes.
- To strengthen analytical and managerial skills for decision-making in health planning, disease surveillance, and policy development.

#### **OUTCOMES:**

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

- Explain the core concepts, tools, and measures used in epidemiology and disease surveillance.
- Assess the epidemiological characteristics, transmission, and control of major communicable and non-communicable diseases.
- Evaluate environmental health hazards and formulate strategies for prevention and mitigation.
- Apply patient safety frameworks to minimize healthcare errors and enhance quality of care.
- Interpret epidemiological data to support health planning, policy-making, and crisis

management in healthcare settings.

### **COURSE CONTENT AND STRUCTURE**

<p><b>MODULE 1: INTRODUCTION TO EPIDEMIOLOGY</b></p> <p>Introduction, Aims of Epidemiology, Epidemiological approach, Rates and Ratios. Mortality and Morbidity-Measurement of Mortality, Measurement of Morbidity, Epidemiologic Methods, Descriptive Epidemiology, Disease Transmission, Immunity, Immunizing agents, Disease prevention and control, Disinfection, Investigation of an epidemic. Infections</p> <p>Introduction to infection, Causes, Major infections, Respiratory Infection: Whooping Cough, Meningococcal Meningitis, Acute respiratory infections, SARS, Tuberculosis, COVID-19. Intestinal Infections: Viral hepatitis, Acute Diarrhoeal diseases, Cholera, Typhoid fever, Food poisoning. Arthropod-borne Infections: Dengue syndrome, Malaria. Zoonoses: NIPAH, Rabies. Prevention</p>	<p><b>14 HOURS</b></p>
<p><b>MODULE 2 : EMERGING COMMUNICABLE DISEASE</b></p> <p>Introduction, Tests and Diagnosis, different types of infectious diseases, of Hepatitis A, Hepatitis B, Hepatitis C, AIDS, Influenza A &amp; B, Infectious disease Concept: Infectious Agent, Reservoir of infectious agent, STDs, Leprosy, HIV, AIDS, Hepatitis A &amp; C. Transmission of infectious diseases, Surveillance vaccines, Control of infectious diseases, Managerial responsibilities in the control of IDs- Administrative Controls and Protocols, PREP, PPEs, Managing diseases outbreaks, Healthcare manager's responsibility in infectious diseases prevention</p>	<p><b>10 HOURS</b></p>
<p><b>MODULE 3: NON-COMMUNICABLE DISEASE</b></p> <p>Introductions- Non-communicable Diseases, Non-communicable disease concepts- Epidemiological descriptions of non-communicable diseases, Cardiovascular Disease, Oncological Disease, Hypertension, Lifestyle Disorders, Diabetes, Rheumatoid Arthritis, Obesity, Stroke, Accidents and Injuries, Outbreaks and Hazards, Non-communicable Disease rate communication, Risk Assessment and prevention.</p>	<p><b>8 HOURS</b></p>
<p><b>MODULE 4 : HEALTH RISKS FROM THE ENVIRONMENT</b></p> <p>Introduction, Environmental Hazards, Natural Environmental Factors: Earthquakes, Cyclones, Hurricanes, Typhoons; Tornados: Tsunami, Excessive Heat, Excessive Cold; Man-made Environmental Factors: Air Pollution, Industrial/Occupational Exposures, Bioterrorism, War, Armed Conflicts and Civil Disputes; Risk Assessment; Interventions for addressing Risk Factors from the Environment; Primary Prevention, Secondary Prevention, Tertiary Prevention.</p>	<p><b>12 HOURS</b></p>
<p><b>MODULE 5: ADVANCING PATIENT SAFETY</b></p> <p>Patient safety-Conceptual Framework for Patient Safety, Patient Safety Indicators, Promoting Patient Safety, Organisations Supporting Patient Safety Initiatives, Prevention of Health care Error to promote Patient Safety: The Institutional/Organisational Context, Technical Context, Human Context. A conceptual Framework of Health Care Error, Classifying Healthcare Error, Measuring Healthcare Error, Potential Barriers to Error, Measurement and Interventions to improve Error Measurement, Reporting of Medical Error, Surveillance of Health care Error, Rapid Response to Healthcare Error.</p>	<p><b>12 HOURS</b></p>

## **PEDAGOGY**

The course will be delivered through a combination of lectures, classroom discussions, and ICT-enabled teaching methods to develop a strong understanding of epidemiological concepts. Case studies and outbreak investigation exercises can be used to connect theory with real-world public health challenges. Problem-solving sessions will help students interpret epidemiological data and analyze disease trends. Group discussions and role plays will be incorporated to enhance decision-making in public health emergencies. Videos and documentaries related to infectious and non-communicable diseases will support experiential learning. Guest lectures from public health professionals may be organized to provide industry and field-level insights. Continuous learning will be reinforced through assignments, presentations, and quizzes based on current health issues and disease control strategies.

## **RECOMMENDED READINGS**

### **Essential Readings:**

1. Bonita, R., Beaglehole, R., & Kjellström, T. (2006). *Basic Epidemiology* (2nd ed.). World Health Organization.
2. Heymann, D. L. (2020). *Control of Communicable Diseases Manual* (20th ed.). American Public Health Association.
3. Detels, R., Gulliford, M., Karim, Q. A., & Tan, C. C. (Eds.). (2015). *Oxford Textbook of Global Public Health* (6th ed.). Oxford University Press.
4. Skolnik, R. (2020). *Global Health 101* (4th ed.). Jones & Bartlett Learning.
5. Stanhope, M., & Lancaster, J. (2022). *Public Health Nursing: Population-Centered Health Care in the Community* (11th ed.). Elsevier.

### **Book References:**

1. Gordis, L. (2020). *Epidemiology* (6th ed.). Elsevier.
2. Murray, C. J., & Lopez, A. D. (Eds.). (2013). *Measuring the Global Burden of Disease: A Critical Analysis*. Harvard School of Public Health.
3. Park, K. (2021). *Preventive and Social Medicine* (26th ed.). Banarsidas Bhanot Publishers.
4. McPhee, S. J., & Papadakis, M. A. (2023). *Current Medical Diagnosis & Treatment* (62nd ed.). McGraw-Hill.
5. Friis, R. H., & Sellers, T. A. (2021). *Epidemiology for Public Health Practice* (6th ed.). Jones & Bartlett Learning.

<b>HOSPITAL OPERATIONS MANAGEMENT</b>			
<b>Course Code</b>	<b>HC 4.1</b>	<b>Credits</b>	<b>4</b>
<b>Contact Hours per Week</b>	<b>4</b>	<b>Duration of Exam</b>	<b>3</b>
<b>Summative Assessment Marks</b>	<b>70</b>	<b>Formative Assessment Marks</b>	<b>30</b>
<b>PERSPECTIVE OF THE COURSE:</b>			
<p>Hospital Operations Management focuses on the effective functioning of healthcare institutions through strategic planning, coordination, and control of hospital services. This course introduces students to the structure and management of various hospital departments, emphasizing operational efficiency, patient care, and safety. It covers key aspects such as front office management, outpatient and inpatient services, emergency and critical care operations, and facility planning. The course also highlights quality assurance, accreditation processes, and grievance management, preparing students to manage hospitals in a professional, ethical, and patient-centered manner.</p>			
<b><u>COURSE OBJECTIVES AND OUTCOMES</u></b>			
<b>OBJECTIVES:</b>			
<ul style="list-style-type: none"> <li>● To provide a comprehensive understanding of hospital organization, departmental roles, and operational planning principles.</li> <li>● To develop the ability to manage and coordinate the functioning of core hospital services, including outpatient, inpatient, and emergency care.</li> <li>● To familiarize students with facility management, support services, and grievance-handling mechanisms to ensure smooth hospital operations.</li> <li>● To create awareness about hospital documentation, standard operating procedures, and quality accreditation systems such as NABH, NABL, and JCI.</li> <li>● To equip students with managerial and decision-making skills required for ensuring efficiency, compliance, and patient satisfaction in hospital operations.</li> </ul>			
<b>OUTCOMES:</b>			
<p>Upon successful completion of the course, students will be able to:</p> <ul style="list-style-type: none"> <li>● Explain the structure, functions, and interrelationships of various departments within a hospital.</li> <li>● Apply principles of hospital planning and operations management to improve efficiency and service quality.</li> <li>● Manage hospital operations across key service areas such as outpatient, inpatient, emergency, and specialty departments.</li> <li>● Implement effective facility management and grievance redressal systems to enhance patient experience and safety.</li> <li>● Understand and apply documentation standards, accreditation processes, and quality assurance systems for hospital excellence and compliance.</li> </ul>			
<b>COURSE CONTENT AND STRUCTURE</b>			
<b>MODULE 1: INTRODUCTION TO HOSPITAL OPERATIONS MANAGEMENT</b>			

**12 HOURS**

Introduction to departments, Major functions, roles, structures, Front office management, Hospital formation and planning (Principles of planning – regionalization - hospital planning team – planning process – size of the hospital – site selection – hospital architect – architect report – equipping a hospital – interiors & graphics – construction & commissioning – planning for preventing injuries – electrical safety-necessary NOCs- SOPs, various roles of stakeholders)

**MODULE 2 : UNDERSTANDING THE HEALTH CARE SYSTEMS**

**08 HOURS**

Evolution, Institutional Setting, Out Patient services, Medical Services, Surgical Services, Operating department, Paediatric services, Dental services, Psychiatric services, Casualty & Emergency services, Hospital Laboratory services, Anaesthesia services, Obstetrics and Gynaecology services, Neuro – Surgery service, Neurology services, ID services, Infection Prevention Control in the Departments.

**MODULE 3: MANAGING OPERATIONS IN A HOSPITAL**

**12 HOURS**

OPD (operations, structure, roles, functions, challenges), IPD (operations, structure, roles, functions, challenges), EMERGENCY (operations, structure, roles, functions, challenges), ICU/CCU/HDU/NICU/PICU (operations, structure, roles, functions, challenges), Ward and Bed Management, OT (operations, structure, roles, functions, challenges, operating checklists), Lab, Radiology, Blood Bank, Equipment management, Report Delivery and Dispatch, Disaster Management and Triage, Jobs and responsibilities of an Operations Manager, Qualities required in a hospital operations team – Personal and Managerial.

**MODULE 4 : FACILITIES PLANNING AND GRIEVANCE MANAGEMENT**

**14 HOURS**

Transport, Communication, Food services, Mortuary, Information system, MRD, TPA desk, Security, Laundry, CSSD, Patient education and counselling, Quality Assurance, Materials Management, Marketing, Branding & HR Minor facilities – others. What is grievance, general grievances of patients, handling patient grievances, Ensuring patient safety, feedback mechanism, Handling VIP patients, Medico-legal aspects, Usage of Customer Relationship Management strategies.

**MODULE 5 : DOCUMENTATIONS AND ACCREDITATIONS**

**10 HOURS**

Hospital documentation – types and importance; Medical Records Management (MRD); Legal aspects of medical records; Standard Operating Procedures (SOPs); Hospital policies and manuals; Quality assurance standards in hospitals. Accreditation systems – Overview of NABH (National Accreditation Board for Hospitals), NABL (National Accreditation Board for Testing and Calibration Laboratories), and JCI (Joint Commission International); Accreditation requirements and process; Benefits and challenges of accreditation; Continuous quality improvement in hospital operations.

**PEDAGOGY**

The course will be delivered through a combination of lectures, ICT-enabled teaching, and classroom discussions to explain key concepts in hospital operations. Case studies related to hospital departments, patient flow, and emergency coordination will be used to enhance practical understanding. Students will engage in group activities, role plays, and problem-solving exercises to simulate real hospital scenarios. Guest lectures from hospital administrators and healthcare professionals will provide industry exposure. Wherever possible, field visits or virtual hospital tours may be organized to observe hospital operations in real time. Continuous assessment will be carried out through assignments, presentations, and internal tests.

### **SUGGESTED LEARNING RESOURCES:**

#### **ESSENTIAL READINGS:**

1. McKee, M., Healy, J., & European Observatory on Health Care Systems. (2002). *Hospitals in a changing Europe*. Open University Press.
2. Griffith, J. R., & White, K. R. (2016). *The Well-Managed Healthcare Organization* (8th ed.). Health Administration Press.
3. Sherman, H. D. (2016). *Managing Hospitals: Lessons from the Field*. Springer.
4. Kovner, A. R., McAlearney, A. S., & Neuhauser, D. (2021). *Health Services Management: A Case Study Approach* (12th ed.). Health Administration Press.
5. Kunders, G. D. (2004). *Hospitals: Planning, Design, and Management*. Tata McGraw-Hill.

#### **ADDITIONAL REFERENCES:**

1. Goel, S. L. (2014). *Healthcare Management and Administration*. Deep & Deep Publications.
2. Mosadeghrad, A. M. (2013). *Healthcare Service Quality: A Conceptual Model*. International Journal of Health Care Quality Assurance, 26(6), 559-574.
3. Ross, T. K. (2019). *Health Care Operations Management: A Systems Perspective* (3rd ed.). Jones & Bartlett Learning.
4. World Health Organization. (2011). *Safe Management of Wastes from Health-Care Activities*. WHO Press.
5. National Accreditation Board for Hospitals & Healthcare Providers (NABH). (2023). *Hospital Accreditation Standards* (6th ed.). Quality Council of India.
6. Detels, R., Gulliford, M., Karim, Q. A., & Tan, C. C. (Eds.). (2015). *Oxford Textbook of Global Public Health* (6th ed.). Oxford University Press.
7. Skolnik, R. (2020). *Global Health 101* (4th ed.). Jones & Bartlett Learning.
8. Stanhope, M., & Lancaster, J. (2022). *Public Health Nursing: Population-Centered Health Care in the Community* (11th ed.). Elsevier.

#### **Book References:**

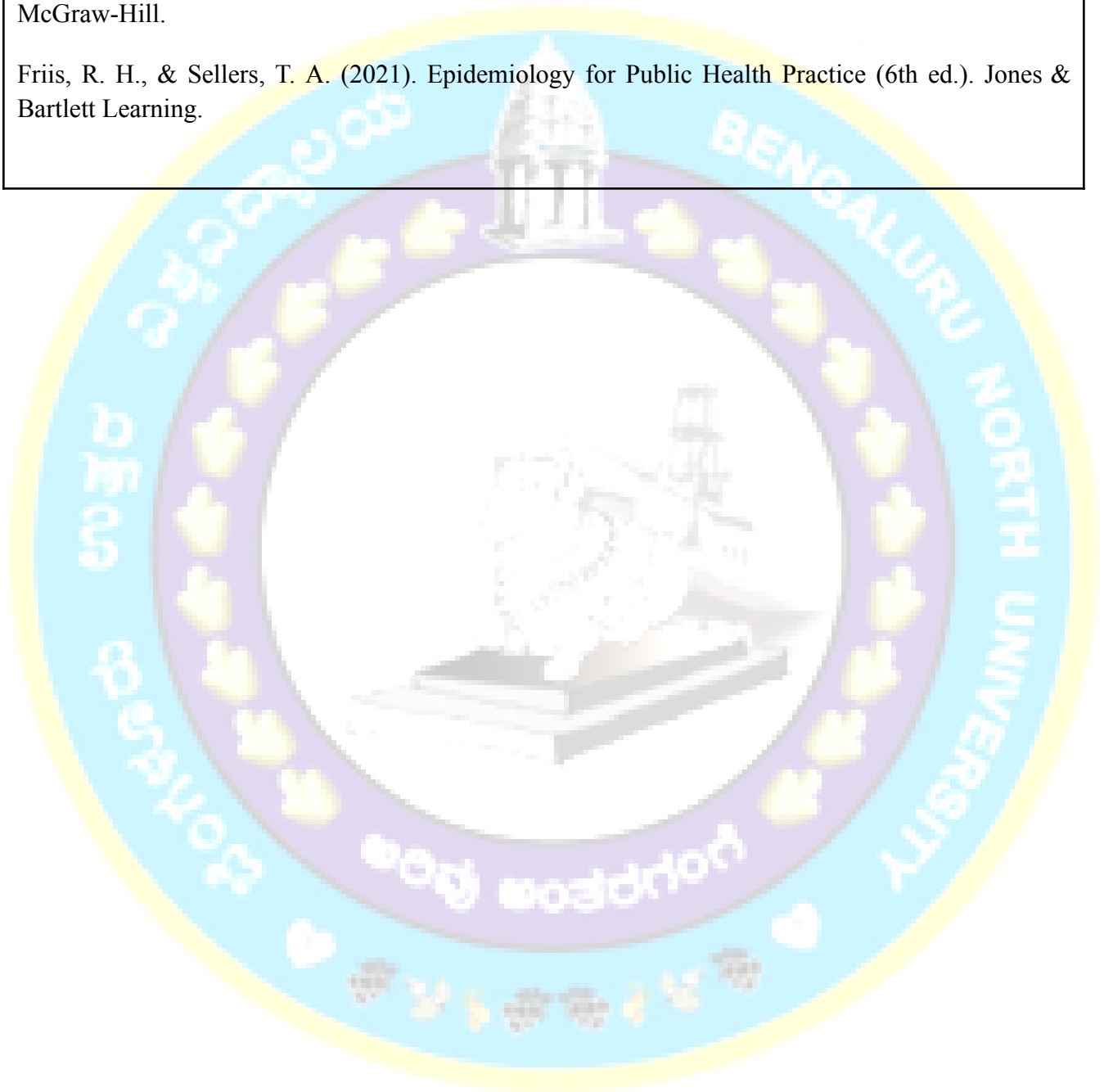
Gordis, L. (2020). *Epidemiology* (6th ed.). Elsevier.

Murray, C. J., & Lopez, A. D. (Eds.). (2013). Measuring the Global Burden of Disease: A Critical Analysis. Harvard School of Public Health.

Park, K. (2021). Preventive and Social Medicine (26th ed.). Banarsidas Bhanot Publishers.

McPhee, S. J., & Papadakis, M. A. (2023). Current Medical Diagnosis & Treatment (62nd ed.). McGraw-Hill.

Friis, R. H., & Sellers, T. A. (2021). Epidemiology for Public Health Practice (6th ed.). Jones & Bartlett Learning.



## MEDICO-LEGALFRAMEWORK IN HEALTHCARE

<b>Course Code</b>	<b>HC 4.2</b>	<b>Credits</b>	<b>4</b>
<b>Contact Hours per Week</b>	<b>4</b>	<b>Duration of Exam</b>	<b>3</b>
<b>Summative Assessment Marks</b>	<b>70</b>	<b>Formative Assessment Marks</b>	<b>30</b>

### **PERSPECTIVE OF THE COURSE:**

The Medico-Legal Framework in Healthcare provides a foundational understanding of the legal, ethical, and regulatory aspects governing medical practice in India. The course familiarizes students with the structure of the Indian judicial system, legal provisions relevant to healthcare, and the principles underlying medical negligence and consumer protection. It emphasizes the importance of patient consent, liability, and professional accountability in medical decision-making. By integrating theory with real case studies, this course prepares future healthcare managers and professionals to handle medico-legal issues with responsibility, transparency, and adherence to ethical and legal standards.

### **COURSE OBJECTIVES AND OUTCOMES**

#### **OBJECTIVES:**

- To introduce students to the Indian judicial framework and legal acts applicable to healthcare institutions and professionals.
- To explain the principles and elements of medical negligence, liability, and compensation within the context of healthcare services.
- To familiarize students with the Consumer Protection Act and its application in safeguarding patient rights and healthcare accountability.
- To highlight the importance of obtaining consent, its legal validity, and the implications of improper consent in medical practice.
- To develop awareness about professional ethics, patient safety, and risk management through analysis of legal cases and precedents.

#### **OUTCOMES:**

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

- Describe the structure and functioning of judicial and consumer redressal systems and their impact on healthcare administration.
- Analyze medico-legal cases related to negligence, compensation, and liability, and apply preventive measures to reduce legal risks.
- Interpret key legal provisions such as the Medical Termination of Pregnancy Act, Transplantation of Human Organs Act, and relevant sections of the IPC.
- Evaluate the legal and ethical dimensions of consent in healthcare, including its types, processes, and implications for clinical practice.
- Apply medico-legal knowledge to improve compliance, documentation, and ethical standards in healthcare institutions.

## COURSE CONTENT AND STRUCTURE

### MODULE 1: STRUCTURE OF INDIAN JUDICIAL SYSTEM

10 HOURS

Subordinate courts- Various Tribunals- Consumer Court, High court and Supreme court- their working relationships and effect of orders. IPC- Medical Termination of Pregnancy Act 1971, Transplantation of Human Organs Act, DISHA, DHD, Usage and Security. Law of Contract, Patient and Healthcare provider, Patient as a consumer- Law of Tort- Composition of D.C.D.R./S.C.D.R.C and N.C.D.R.C. – Powers, terms of jurisdiction, enforcement of orders, common types Contracts and its Management.

### MODULE 2 : MEDICAL NEGLIGENCE

12 HOURS

What is Negligence? - Medical Negligence, Medical Negligence Act- Contributory Negligence- Gross Negligence- Criminal Negligence- Onus of Proof- Prevention of Negligence, 4 Elements of negligence and damages caused by Medical Negligence, Compensation for Medical Negligence, IMC Act 1956, IPC Section 304, IPC Section 338, IPC Section 337, IPC Section 52, IPC Section 80, IPC Section 81, IPC Section 83, IPC Section 88, IPC Section 90 and IPC Section 91.

### MODULE 3: CONSUMER PROTECTION ACT 1986

12 HOURS

Who is Consumer? What is Consumer Protection Act 1986? Elements of Consumer Protection Act 1986, Various Provisions- Structure, Powers and Jurisdictions of various forms of constituted in Consumer Protection Act 1986- Consumer Rights, Consumer Grievances Mechanism, International Organisations of Consumer Unions, Consumer in medical provision, 3-tier system, District Forums educations, Provision of Appeal.

### MODULE 4 : LIABILITY AND COMPENSATION

12 HOURS

Various liability- Liability of Medical Professionals and Para- Medical staff- Quantum of compensation-Trends in liability insurance for Indian Healthcare Providers- Applicability of provisions of Consumer Protection Act for various institutions, Liability Insurance, Malpractice Claims, Defensive effect of civil liability claims, HIPA, Criminal and Civil liabilities.

### MODULE 5: CONSENT

10 HOURS

What is Consent? – Importance of Consent- Process of obtaining Consent- Medical Consent- Various types of Consent- Consent Forms- Informed Consent in clinical trials- Consent as a process- full proof method for proper consent- various defects in obtaining Consent. Important Case Studies: District Forums, State Consumer Disputes Redressal Commission- National Consumer Disputes Redressal Commission case study as how cases were decided.

### PEDAGOGY

The course can be delivered through **interactive lectures** supported by **ICT-enabled teaching** to build conceptual clarity on medico-legal issues in healthcare. **Case-based learning** will be a key component, using real judgments from consumer courts and medico-legal cases to connect theory with practice. **Group discussions and debates** will be conducted to encourage critical thinking on

ethical and legal dilemmas in healthcare. **Role plays and scenario analysis** will help students understand legal responsibilities and communication in sensitive situations like consent and negligence. **Guest lectures** from legal experts, medico-legal consultants, and healthcare administrators will provide practical insights. Continuous assessment will include **assignments, case analysis, and presentations** to strengthen application-oriented learning.

#### **SUGGESTED LEARNING RESOURCES:**

##### **ESSENTIAL READINGS:**

Indian Penal Code (IPC), Bare Act with Short Notes. (Latest Edition). Government of India.

Medical Termination of Pregnancy Act, 1971. (Latest Amendment). Government of India.

Transplantation of Human Organs and Tissues Act, 1994. (Updated Version). Government of India.

Consumer Protection Act, 1986 (Repealed) & Consumer Protection Act, 2019. (Latest Edition). Government of India.

Indian Medical Council Act, 1956. (Updated Edition). Medical Council of India.

Patient Safety and Risk Management in Healthcare. (2020). World Health Organization.

##### **REFERENCES**

1. Bhat, S. (2019). Law & Medicine. Eastern Book Company.
2. Pandit, M. S., & Pandit, S. (2016). Medical Negligence and the Law in India: Duties, Responsibilities, Rights. Springer.
3. Rao, K. N. (2020). Medical Law and Ethics in India. Oxford University Press.
4. Ramesh, B. (2018). Consumer Protection and Medical Profession in India. LexisNexis.
5. Singh, P. (2021). Legal Aspects of Healthcare and Hospital Administration. Jaypee Brothers Medical Publishers.
6. Sharma, R. (2019). Consent and Medical Ethics: A Legal Perspective. Wolters Kluwer.

## AVIATION MANAGEMENT- ELECTIVE COURSES

<b>AIRPORT PLANNING &amp; MANAGEMENT</b>			
<b>Course Code</b>	<b>AV 3.1</b>	<b>Credits</b>	<b>4</b>
<b>Contact Hours per Week</b>	<b>4</b>	<b>Duration of Exam</b>	<b>3</b>
<b>Summative Assessment Marks</b>	<b>70</b>	<b>Formative Assessment Marks</b>	<b>30</b>
<b>PERSPECTIVE OF THE COURSE:</b>			
<p>This course teaches how airports play a key role in global travel, business, and tourism, making them very important today. It explains how airports operate, including managing terminals, air traffic, safety, and ground services. The course also shows how new technologies, like automatic systems and better baggage handling, are making airport operations more efficient. It covers the rules and environmental issues airports face, such as noise and land use, and how these problems can be solved in a sustainable way. Lastly, the course looks at the future of airport management, focusing on trends like more passengers, automation, and new technologies like drones.</p>			
<b><u>COURSE OBJECTIVES AND OUTCOMES</u></b>			
<b>OBJECTIVES:</b>			
<ul style="list-style-type: none"> <li>● To Study about passenger handling, cargo, and daily airport operations.</li> <li>● To Study how airports are planned, including location, design, and expansion.</li> <li>● To Understand important aviation laws, rules, and safety guidelines.</li> <li>● To Learn how airports generate revenue and manage expenses.</li> <li>● To Explore new airport technologies and eco-friendly practices.</li> </ul>			
<b>OUTCOMES:</b>			
<p>Upon successful completion of the course, students will be able to:</p> <ul style="list-style-type: none"> <li>● Learners will be able to explain the main parts of airport systems, such as infrastructure and services.</li> <li>● They will gain the ability to create airport plans that manage capacity, growth, and adhere to regulations.</li> <li>● Graduates will acquire skills to enhance airport operations, safety, and customer service.</li> <li>● An understanding of the rules and safety standards governing airports will ensure compliance with local and international laws.</li> <li>● Problem-solving skills will be developed to address future airport challenges, including sustainability and the integration of new technologies.</li> </ul>			
<b>COURSE CONTENT AND STRUCTURE</b>			
<b>MODULE 1: INTRODUCTION TO AIRPORT PLANNING</b>			<b>10 HOURS</b>
<p>Overview of Airports: Definition and role of airports in the global transportation system-Evolution of airport design and management. Types of Airports-Airport Systems and Components- Air</p>			

Traffic Forecasting- Airport Planning Process-Regulatory Framework-ICAO,FAA and other regulatory bodies- Environmental Impact and Sustainability.

**MODULE 2 : AIRPORT DESIGN AND INFRASTRUCTURE DEVELOPMENT 8 HOURS**

Airport Layout and Design Principles-Runway Design-Taxiway and Apron Design-Terminal Building Design-Cargo Facilities-Airport Access and Ground Transportation-Emergency Services and Safety Infrastructure.

**MODULE 3: AIRPORT OPERATIONS AND MANAGEMENT 14 HOURS**

Airport Operational Management: Daily airport operations management (airside and landside),Coordination between airlines, ground handling, and control towers-Air Traffic Control (ATC) Systems-procedures-Ground control, approach control, and en-route control. Passenger Services Management-Ground Handling and Aircraft Services-Security Management-Airport Information Systems-Financial Management of Airports-Revenue generation (aeronautical and non-aeronautical),Budgeting, cost control, and performance metrics.

**MODULE 4 : AIRPORT BUSINESS AND ECONOMICS 14 HOURS**

Airport Ownership and Governance Models: Airport authorities, management structures, and partnerships, Airport Revenue Streams: Aeronautical revenue (landing fees, passenger charges)Non-aeronautical revenue (retail, parking, real estate),Airport Economic Impact-Airport Privatization and Public-Private Partnerships (PPP),Airport Marketing and Route Development, Airport Benchmarking and Performance Evaluation, Airport Concessions and Commercial Opportunities.

**MODULE 5 : FUTURE TRENDS AND CHALLENGES IN AIRPORT MANAGEMENT**

**10 HOURS**

Emerging Technologies in Airport Operations-Sustainability and Green Airports-Airport Expansion and Capacity Planning-Passenger Experience and Innovation-Airport Resilience and Crisis Management-Regulatory and Policy Challenges-Future Airport Models.

**PEDAGOGY**

- **Lectures and Case Studies:** Provide a strong theoretical foundation using lectures combined with real-world case studies to illustrate airport planning strategies and challenges.
- **Group Discussions:** Foster critical thinking by engaging students in group discussions about current airport planning issues and emerging trends in the aviation industry.
- **Guest Speakers/Industry Experts:** Invite professionals from the field to offer insights into airport management practices, including planning, design, and operational challenges.
- **Simulation-based Learning:** Use airport simulation tools to provide hands-on experience in planning and managing airport operations.

- **Field Visits:** Organize site visits to airports or planning agencies to allow students to see how theoretical principles are applied in real-world settings.

### **Skill Development Activities:**

- **Airport Design Simulation:** Students work in teams to design a model airport layout considering factors like traffic, security, and efficiency.
- **Budgeting and Cost Estimation:** Create cost estimation exercises for airport development projects, helping students understand the financial implications of airport management.
- **Regulatory Compliance Exercises:** Review and apply various aviation regulations (e.g., ICAO, FAA) in airport planning scenarios to enhance regulatory awareness.
- **Crisis Management Simulation:** Simulate emergency situations at airports (e.g., weather disruptions, security breaches) and have students manage responses.
- **Stakeholder Analysis:** Have students conduct stakeholder analysis and design management strategies that balance the needs of various airport stakeholders, including airlines, passengers, and regulatory authorities.

### **SUGGESTED LEARNING RESOURCES:**

#### **I. Case Studies and Real-World Examples**

1. **Heathrow Airport Expansion:** A detailed case study of the challenges and strategies involved in expanding one of the busiest airports in the world, covering topics like capacity planning, environmental impact, and stakeholder coordination.
2. **Denver International Airport:** An example of how large-scale airport projects are planned and managed, focusing on its unique design, construction challenges, and the lessons learned from its development.
3. **Changi Airport's Customer Service Excellence:** A case study highlighting Changi Airport's innovative customer service practices and how they contribute to its recognition as one of the world's best airports.

#### **II. Online Resources and Platforms**

1. **Airport Cooperative Research Program (ACRP):** Provides access to research papers, reports, and case studies related to airport management, planning, and development.
2. **Aviation Week Network:** Offers a wide range of online resources, including news, articles, webinars, and industry insights related to airport operations and management.
3. **International Civil Aviation Organization (ICAO):** The ICAO website offers guidelines, reports, and regulations related to international airport standards, security, and safety, which are essential for effective airport management.
4. **Youtube :** Contents

### III. Simulation Tools and Digital Resources (Simplified)

1. **Airport Design Simulation Software (SimAir):** A tool that helps users plan and test airport designs, manage traffic, and test different scenarios to improve decision-making.
2. **Aviation Management Simulations:** Online platforms that let students practice managing an airport through virtual exercises, covering areas like operations, logistics, and customer service.
3. **Airside Simulation Software (A-SIM):** A software that simulates airport operations, like aircraft movements, runway management, and air traffic control, helping students understand and improve airport performance.

#### ESSENTIAL READINGS:

1. Wells, Alexander T., and Young, Seth. "Airport Planning and Management." McGraw-Hill Education, 2016.
2. Rodrigue, Jean-Paul. "The Geography of Transport Systems." Routledge, 2020.
3. Kazda, Antonin, and Caves, Robert E. "Airport Design and Operation." Routledge, 2015.

#### Suggested Articles and Journals

1. Forsyth, Peter. "The Role of Airports in Global Economic Development." *Journal of Air Transport Management*, Vol. 14, No. 1, 2008.
2. Wright, Christopher, and Kitching, John. "Sustainability in Airport Operations." *International Journal of Environmental Research and Public Health*, Vol. 16, No. 3, 2019.

#### Online Resources & Links

1. International Civil Aviation Organization (ICAO). "ICAO Resources." [www.icao.int](http://www.icao.int), 2020.
2. Transportation Research Board (TRB) – Airport Cooperative Research Program (ACRP). "ACRP Reports." [www.trb.org/ACRP](http://www.trb.org/ACRP), 2020.
3. Aviation Week Network. "Aviation and Aerospace News." [www.aviationweek.com](http://www.aviationweek.com), 2020.

<b>AIR TRAFFIC MANAGEMENT</b>			
<b>Course Code</b>	<b>AV 3.2</b>	<b>Credits</b>	<b>4</b>
<b>Contact Hours per Week</b>	<b>4</b>	<b>Duration of Exam</b>	<b>3</b>
<b>Summative Assessment Marks</b>	<b>70</b>	<b>Formative Assessment Marks</b>	<b>30</b>
<b>PERSPECTIVE OF THE COURSE:</b>			
<p>This course is designed to provide a comprehensive understanding of essential concepts while focusing on practical skills and professional growth. It encourages critical thinking and problem-solving, preparing students for real-world challenges. The course integrates theory with application, aiming to equip students with both technical and soft skills. Emphasis is placed on teamwork, communication, and ethical behavior, essential for future career success. Students will also develop a mindset for lifelong learning, adapting to the ever-changing demands of the professional world.</p>			
<b><u>COURSE OBJECTIVES AND OUTCOMES</u></b>			
<b>OBJECTIVES:</b>			
<ul style="list-style-type: none"> <li>● To develop a deep understanding of core concepts and theories.</li> <li>● To enhance practical skills through real-world applications.</li> <li>● To encourage analytical thinking and problem-solving.</li> <li>● To promote effective communication and collaboration.</li> <li>● To install professional and ethical competencies in students.</li> </ul>			
<b>OUTCOMES:</b>			
Upon successful completion of the course, students will be able to:			
<ul style="list-style-type: none"> <li>● Understand key concepts and theories in the subject.</li> <li>● Apply knowledge to solve real-world problems.</li> <li>● Communicate effectively in written and oral formats.</li> <li>● Collaborate well with teams to achieve common goals.</li> <li>● Demonstrate ethical decision-making and responsibility in professional settings.</li> </ul>			
<b>COURSE CONTENT AND STRUCTURE</b>			
<b>MODULE 1: INTRODUCTION TO AIR TRAFFIC MANAGEMENT</b>			<b>14 HOURS</b>
<p>Overview of Air Traffic Management (ATM)-Definition and objectives of ATM-Components of the global ATM system-Historical development of air traffic control (ATC)-Key Stakeholders in ATM-Role of ICAO, FAA, EASA, and other international bodies-Air navigation service providers (ANSPs)-Airports, airlines, and regulatory authorities-Airspace Structure and Classification-Flight Information Regions (FIRs)-Air Traffic Control (ATC) Systems-The Phases of Flight-Current Challenges in ATM.</p>			
<b>MODULE 2 : AIR TRAFFIC CONTROL (ATC) PROCEDURES AND OPERATIONS</b>			

**12 HOURS**

Air Traffic Control Services-En-Route Air Traffic Control-Terminal Area Operations-Aerodrome (Tower) Control-Air Traffic Flow Management (ATFM)-Navigational Aids (NAVAIDs)-Communication, Navigation, Surveillance (CNS) Systems.

**MODULE 3: SAFETY, SECURITY, AND HUMAN FACTORS IN AIR TRAFFIC MANAGEMENT** **12 HOURS**

Safety Management Systems (SMS) in ATM-Human Factors in Air Traffic Control-Security in Air Traffic Management-Conflict Detection and Resolution-Runway Incursion Prevention-Fatigue Risk Management for Controllers-Accident Case Studies and Lessons Learned.

**MODULE 4 : AIR TRAFFIC MANAGEMENT TECHNOLOGIES AND SYSTEM** **10 HOURS**

Radar Systems in ATM-Automatic Dependent Surveillance (ADS)-Satellite-Based Navigation and Surveillance-NextGen and SESAR Programs-Automation in Air Traffic Control-Data Link Communication Systems-Remote and Digital Towers.

**MODULE 5 : FUTURE TRENDS AND CHALLENGES IN AIR TRAFFIC MANAGEMENT** **10 HOURS**

Air Traffic Growth and Capacity Management-Environmental Sustainability in ATM-Unmanned Aircraft Systems (UAS) and Urban Air Mobility (UAM)-Cybersecurity in Air Traffic Management-Global Harmonization of ATM Systems-Artificial Intelligence and Big Data in ATM-Future Concepts: Space-Based ATM and Hypersonic Aircraft.

**PEDAGOGY**

- **Lectures and Demonstrations:** Use interactive lectures on air traffic control procedures, including live demonstrations or videos of control towers in action.
- **Simulation-based Learning:** Use air traffic control simulators to create practical scenarios for students to handle, such as managing air traffic during peak hours.
- **Role-play Exercises:** Assign students different roles within the air traffic management system (e.g., controllers, pilots, airport operators) and have them collaborate to solve airspace congestion problems.
- **Problem-Based Learning (PBL):** Pose real-world air traffic management problems and let students find solutions, which they present to the class.
- **Industry Expert Sessions:** Host guest speakers from air traffic management organizations to discuss industry best practices and challenges.

**Skill Development Activities:**

- **Airspace Design:** Students design a piece of airspace for a specific region and analyze its capacity and efficiency.

- **Conflict Resolution:** Engage students in resolving air traffic conflicts through simulated scenarios, enhancing decision-making and communication skills.
- **Real-Time Traffic Management:** Using air traffic control software, students handle real-time simulated traffic and apply operational strategies for managing delays and route changes.
- **Incident Management:** Simulate air traffic incidents (e.g., runway incursions) and have students develop and implement corrective measures.
- **Regulatory Compliance Exercise:** Students analyze air traffic management regulations (such as those set by ICAO and FAA) and apply them to real-world air traffic scenarios.

## SUGGESTED LEARNING RESOURCES:

### ESSENTIAL READINGS

#### Books:

1. **Hansman, R. J., & Kuchar, J. K. (2002).** *Air traffic management: Proceedings of the 21st digital avionics systems conference.* IEEE.
2. **Bhunja, P., & Chakrabarti, S. (2013).** *Air traffic management: Challenges and future perspectives.* Springer.
3. **K. R. Rao, P. R. M. Rao, & R. S. K. Kavi (2014).** *Introduction to air traffic control systems.* CRC Press.
4. **Stoll, H. (2007).** *Air Traffic Control and Management Systems.* McGraw-Hill Education.
5. **Cohen, A., & Preston, R. (2006).** *The air traffic management handbook.* Pearson Education.

#### Articles:

1. **Riddell, R. (2017).** *Challenges in air traffic management: A global perspective.* *Journal of Air Traffic Control*, 21(3), 45-58.
2. **Zhao, C., & Zhang, X. (2019).** *Optimization of air traffic management: A review of methodologies and trends.* *Transportation Research Part C: Emerging Technologies*, 99, 169-189.
3. **Kirk, D. P., & Smith, P. J. (2018).** *Impact of automation on air traffic management: The future of air traffic control systems.* *Aviation Management Journal*, 30(2), 203-215.

#### Online Resources:

- **International Civil Aviation Organization (ICAO).** (n.d.). *Air traffic management.* Retrieved from <https://www.icao.int>
- **Eurocontrol.** (n.d.). *Air traffic management and system evolution.* Retrieved from <https://www.eurocontrol.int>
- **Federal Aviation Administration (FAA).** (n.d.). *Air traffic control and management.* Retrieved from <https://www.faa.gov>

## AVIATION FORECASTING TECHNIQUES

<b>Course Code</b>	<b>AV4.1</b>	<b>Credits</b>	<b>4</b>
<b>Contact Hours per Week</b>	<b>4</b>	<b>Duration of Exam</b>	<b>3</b>
<b>Summative Assessment Marks</b>	<b>70</b>	<b>Formative Assessment Marks</b>	<b>30</b>

### **PERSPECTIVE OF THE COURSE:**

This course provides an in-depth exploration of forecasting methods used in the aviation industry to predict air traffic demand, weather patterns, and other key factors affecting flight operations. Students will gain the necessary skills and techniques to generate accurate and reliable forecasts that can optimize decision-making and operational efficiency in aviation. The course blends theoretical understanding with practical applications, focusing on data analysis, statistical models, and forecasting tools commonly used in aviation. Students will develop the ability to assess future trends, helping stakeholders in aviation to prepare and respond effectively to changes in demand and environmental conditions.

### **COURSE OBJECTIVES AND OUTCOMES**

#### **OBJECTIVES:**

- To understand the fundamental concepts and techniques used in aviation forecasting.
- To develop skills in data collection, analysis, and interpretation for accurate forecasting.
- To apply various forecasting models, such as time-series analysis, regression models, and machine learning algorithms.
- To evaluate the impact of weather, air traffic, and economic factors on aviation operations.
- To enhance decision-making abilities in aviation planning, resource allocation, and risk management through reliable forecasting.

#### **OUTCOMES:**

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

- Understand and apply different aviation forecasting models.
- Analyze historical data to predict future trends in aviation demand and operations.
- Develop and interpret forecasts related to air traffic, weather conditions, and operational capacities.
- Use software tools and techniques for data analysis and forecasting.
- Make informed decisions based on forecast data to improve efficiency and minimize risks in aviation operations.

### **COURSE CONTENT AND STRUCTURE**

<b>MODULE 1: INTRODUCTION TO AVIATION FORECASTING</b>	<b>12 HOURS</b>
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Overview of Aviation Forecasting-Definition, objectives, and importance of forecasting in aviation-Role of forecasting in strategic planning, operations, and policy-making-Types of aviation forecasts (short-term, medium-term, long-term)-Key Stakeholders in Aviation Forecasting-Historical Development of Aviation Forecasting-Basic Principles of Forecasting-Data Requirements for Aviation Forecasting-Forecasting in Different Aviation Sectors-Current Challenges and Opportunities

**MODULE 2 : QUANTITATIVE FORECASTING METHODS**

**12 HOURS**

Introduction to Quantitative Forecasting-Time Series Analysis-Regression Analysis for Aviation Forecasting-Exponential Smoothing Methods-ARIMA (Auto Regressive Integrated Moving Average) Models-Forecasting Air Passenger Demand Using Econometric Models-Scenario-Based Forecasting.

**MODULE 3: QUALITATIVE FORECASTING TECHNIQUES**

**12 HOURS**

Safety Management Systems (SMS) in ATM-Human Factors in Air Traffic Control-Security in Air Traffic Management-Conflict Detection and Resolution-Runway Incursion Prevention-Fatigue Risk Management for Controllers-Accident Case Studies and Lessons Learned.

**MODULE 4: FORECASTING IN AIRPORT AND AIRLINE PLANNING**

**10 HOURS**

Passenger Demand Forecasting for Airports-Aircraft Movements Forecasting-Airline Fleet Planning and Route Forecasting-Air Cargo Forecasting-Economic and Policy Factors Affecting Aviation Forecasts-Capacity Planning and Slot Management-Case Studies in Airport and Airline Forecasting.

**MODULE 5 : ADVANCED FORECASTING TECHNIQUES AND FUTURE TRENDS**

**10 HOURS**

Advanced Econometric Models-Artificial Intelligence and Machine Learning in Forecasting-Big Data Analytics in Aviation Forecasting-Disruptive Technologies and Their Impact on Forecasting-Forecasting for Sustainability and Environmental Impact-Forecasting and Risk Management-Future Trends in Aviation Forecasting.

**PEDAGOGY**

- **Lectures and Data Analysis:** Teach the principles of aviation forecasting using statistical and machine learning techniques, supported by hands-on data analysis sessions.
- **Interactive Workshops:** Conduct workshops where students use real-world aviation data (e.g., passenger demand, weather patterns) to build forecasting models.
- **Guest Speakers/Industry Experts:** Invite professionals who specialize in forecasting within the aviation industry to share their experiences and discuss forecasting techniques.

- **Simulation and Software Tools:** Introduce forecasting software and allow students to practice developing forecasts for traffic, weather, and delays.
- **Collaborative Group Projects:** Assign students to work in groups to forecast air traffic or passenger demand for a specific region and compare different methodologies.

#### Skill Development Activities:

- **Time-Series Analysis:** Students learn to analyze historical aviation data and create time-series models to predict future demand patterns.
- **Predictive Modeling Exercises:** Students develop predictive models using tools like Excel, R, or Python to forecast air traffic, delays, or fuel consumption.
- **Scenario-Based Forecasting:** Provide students with different scenarios (e.g., weather disruptions, economic downturns) and have them forecast the potential impact on aviation.
- **Data Collection and Interpretation:** Teach students how to collect and interpret raw data for forecasting purposes, including identifying key variables affecting air travel.
- **Impact Analysis:** Have students assess the accuracy of their forecasts by comparing their predictions to actual outcomes and refining their models based on the results.

#### SUGGESTED LEARNING RESOURCES:

##### ESSENTIAL READINGS

##### Books:

- **Higgins, J. R., & Newell, R. T. (2012).** *Aviation Forecasting: Techniques and Applications*. McGraw-Hill Education.
- **Bertsch, J., & Tatum, R. (2014).** *Introduction to Aviation Weather: Forecasting and Impacts*. Wiley.
- **Simpson, M. R., & Schneider, G. M. (2011).** *Air Traffic Control and Forecasting Techniques: Theory and Practice*. Pearson Education.
- **Schaefer, R. S., & Moore, S. P. (2017).** *Advanced Air Traffic Forecasting Models: Principles and Applications*. Routledge.
- **Barnes, L. J. (2018).** *Forecasting in Aviation: A Guide to Predictive Techniques and Best Practices*. Springer.

##### Articles:

- **Green, W. L., & Jackson, P. H. (2016).** *Advances in aviation demand forecasting: A comparative analysis of methods*. *Journal of Air Transport Management*, 56, 13-25.
- **Kass, R., & Hall, T. (2019).** *Using statistical models for forecasting in air traffic management: A practical approach*. *Transportation Research Part C: Emerging Technologies*, 101, 145-162.
- **Davies, A., & Lewis, C. (2017).** *The role of machine learning in improving aviation forecasting accuracy*. *Journal of Aviation Technology*, 25(3), 94-105.

- **Williams, P. K., & Madsen, P. J. (2015).** *Forecasting air traffic: The role of data-driven models in improving operational efficiency.* *Aviation Management Journal*, 32(4), 209-220.
- **Zhao, X., & Sun, Y. (2018).** *Forecasting aviation delays based on weather and traffic data: A hybrid model approach.* *Journal of Air Traffic Control*, 23(1), 55-69.

#### Online Resources:

- **International Civil Aviation Organization (ICAO).** (n.d.). *Aviation forecasting resources and guidelines.* Retrieved from <https://www.icao.int>
- **Federal Aviation Administration (FAA).** (n.d.). *Air traffic forecasting methods and tools.* Retrieved from <https://www.faa.gov>
- **Eurocontrol.** (n.d.). *Forecasting air traffic in Europe: Current techniques and challenges.* Retrieved from <https://www.eurocontrol.int>
- **The National Weather Service (NWS).** (n.d.). *Aviation weather forecasting.* Retrieved from <https://www.weather.gov/aviation>

<b>REGULATORY MANAGEMENT</b>			
<b>Course Code</b>	<b>AV4.2</b>	<b>Credits</b>	<b>4</b>
<b>Contact Hours per Week</b>	<b>4</b>	<b>Duration of Exam</b>	<b>3</b>
<b>Summative Assessment Marks</b>	<b>70</b>	<b>Formative Assessment Marks</b>	<b>30</b>
<b>PERSPECTIVE OF THE COURSE:</b>			
<p>This course offers an in-depth look at the regulatory frameworks governing the aviation industry, focusing on the role of regulatory bodies, standards, and compliance mechanisms. Students will explore the regulatory processes that ensure safety, efficiency, and fairness in aviation operations worldwide. The course covers key international regulations such as those from the International Civil Aviation Organization (ICAO) and regional aviation authorities. It also addresses the challenges of maintaining effective regulation in a rapidly evolving industry. Emphasis is placed on the practical application of regulations in daily aviation operations and decision-making.</p>			
<b><u>COURSE OBJECTIVES AND OUTCOMES</u></b>			
<b>OBJECTIVES:</b>			
<ul style="list-style-type: none"> <li>● To provide a thorough understanding of the regulatory environment in the aviation industry.</li> <li>● To familiarize students with the role and functions of major aviation regulatory bodies.</li> <li>● To explore the processes and procedures for regulatory compliance in aviation.</li> <li>● To analyze the impact of regulatory changes on aviation operations and safety.</li> <li>● To equip students with the skills to navigate the regulatory landscape in the aviation industry.</li> </ul>			
<b>OUTCOMES:</b>			
Upon successful completion of the course, students will be able to:			
<ul style="list-style-type: none"> <li>● Understand and interpret key regulations governing aviation operations.</li> <li>● Demonstrate knowledge of the roles of regulatory bodies like ICAO, FAA, and EASA.</li> <li>● Evaluate the impact of regulatory compliance on aviation safety and efficiency.</li> <li>● Apply regulatory frameworks to real-world aviation operational scenarios.</li> <li>● Address and resolve regulatory challenges in aviation management.</li> </ul>			
<b>COURSE CONTENT AND STRUCTURE</b>			
<b>MODULE 1: INTRODUCTION TO REGULATORY MANAGEMENT</b>			<b>10 HOURS</b>
<p>Overview of Regulatory Management-Definition and scope of regulatory management-Importance of regulation in different industries (aviation, financial, healthcare, etc.)-Objectives of regulatory frameworks: safety, efficiency, consumer protection, competition-Evolution of Regulatory Practices-Types of Regulatory Regimes-Key Stakeholders</p>			

in Regulatory Management-Legal Foundations of Regulation-Regulatory Theories and Approaches-Challenges in Regulatory Management.

**MODULE 2 : REGULATORY BODIES AND GOVERNANCE** **12 HOURS**

Structure and Functioning of Regulatory Agencies-International Regulatory Organizations-Regulatory Frameworks in Aviation (or any industry focus)-Corporate Governance and Regulation-Regulatory Impact Assessment (RIA)-Meaning-Techniques for assessing the economic, social, and environmental impact of regulations-Case studies of RIAs in different sectors (aviation, environmental, finance)-Role of Judiciary in Regulatory Management-Public and Industry Participation in Regulation.

**MODULE 3: REGULATORY COMPLIANCE AND ENFORCEMENT** **12 HOURS**

Introduction to Regulatory Compliance-Definition and importance of regulatory compliance-Key principles of compliance management systems-Compliance vs. ethics in regulatory management-Compliance Strategies and Best Practices-Enforcement of Regulatory Frameworks-Risk Management in Regulatory Compliance-Technology and Regulatory Compliance-Role of RegTech (Regulatory Technology) in managing compliance-Automation of regulatory reporting and risk management processes-Big data, AI, and blockchain in regulatory compliance-Global and Cross-Border Compliance Challenges-Case Studies in Regulatory Compliance.

**MODULE 4 : REGULATORY ECONOMICS AND POLICY MAKING** **12 HOURS**

The Economics of Regulation-Regulatory Policy Development-Pricing and Tariff Regulation-Deregulation and Liberalization-Case studies of deregulation: airline, telecom, and financial services industries-Regulatory Innovation and Disruption-Future regulatory challenges with AI, blockchain, and digital platforms-Impact of Regulation on Industry Competitiveness-Case studies of overly stringent regulation and its market impacts-Global Trends in Regulatory Policy.

**MODULE 5 : FUTURE TRENDS AND CHALLENGES IN REGULATORY MANAGEMENT** **10 HOURS**

Regulation in the Digital Age-Regulation of digital platforms, online marketplaces, and the sharing economy-Sustainable Regulation and Environmental Policies-Case studies of sustainable regulatory frameworks-Ethical and Social Dimensions of Regulation-International Regulatory Harmonization -Regulatory Responses to Global Crises-Future of Regulatory Management-Case Studies and Emerging Trends.

**PEDAGOGY**

- **Lectures and Policy Analysis:** Provide lectures on aviation regulations, focusing on compliance, policy frameworks, and the role of regulatory bodies like ICAO and FAA.

- **Case Study Analysis:** Analyze real-world case studies where regulatory issues influenced aviation operations, such as safety violations or industry reforms.
- **Role Play and Simulation:** Students take on the roles of aviation regulators, operators, or policymakers to navigate regulatory challenges and propose solutions.
- **Research Projects:** Assign students research projects on specific regulatory aspects of aviation, encouraging them to explore current trends and challenges.
- **Panel Discussions:** Facilitate debates and panel discussions on the impact of regulatory changes on the aviation industry, allowing students to engage in critical thinking.

#### **Skill Development Activities:**

- **Regulatory Compliance Audit:** Students conduct audits of aviation operations, assessing compliance with ICAO, FAA, or EASA regulations.
- **Policy Brief Writing:** Students draft policy briefs that recommend changes to existing regulations or outline solutions to current regulatory issues.
- **Legal Case Analysis:** Have students analyze past legal cases involving aviation regulations and discuss the implications of regulatory decisions.
- **Impact Assessment of Regulations:** Students evaluate the impact of specific regulations (such as safety or environmental regulations) on airport and airline operations.
- **Stakeholder Negotiation:** Simulate regulatory negotiations between stakeholders (e.g., airlines, government, environmental groups) to teach students the negotiation process within regulatory management.

#### **SUGGESTED LEARNING RESOURCES:**

##### **ESSENTIAL READINGS**

##### **Books:**

- **Higgins, J. R., & Newell, R. T. (2012).** *Aviation Forecasting: Techniques and Applications*. McGraw-Hill Education.
- **Bertsch, J., & Tatum, R. (2014).** *Introduction to Aviation Weather: Forecasting and Impacts*. Wiley.
- **Simpson, M. R., & Schneider, G. M. (2011).** *Air Traffic Control and Forecasting Techniques: Theory and Practice*. Pearson Education.
- **Schaefer, R. S., & Moore, S. P. (2017).** *Advanced Air Traffic Forecasting Models: Principles and Applications*. Routledge.
- **Barnes, L. J. (2018).** *Forecasting in Aviation: A Guide to Predictive Techniques and Best Practices*. Springer.

##### **Articles:**

- **Green, W. L., & Jackson, P. H. (2016).** *Advances in aviation demand forecasting: A comparative analysis of methods*. *Journal of Air Transport Management*, 56, 13-25.

- **Kass, R., & Hall, T. (2019).** *Using statistical models for forecasting in air traffic management: A practical approach.* *Transportation Research Part C: Emerging Technologies*, 101, 145-162.
- **Davies, A., & Lewis, C. (2017).** *The role of machine learning in improving aviation forecasting accuracy.* *Journal of Aviation Technology*, 25(3), 94-105.
- **Williams, P. K., & Madsen, P. J. (2015).** *Forecasting air traffic: The role of data-driven models in improving operational efficiency.* *Aviation Management Journal*, 32(4), 209-220.
- **Zhao, X., & Sun, Y. (2018).** *Forecasting aviation delays based on weather and traffic data: A hybrid model approach.* *Journal of Air Traffic Control*, 23(1), 55-69.

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