

Syllabus-2023-2024

(SOM)(MBA-Dual_Specialization)

Title of the Course	Management Concept and Organization Behavior
Course Code	MBA101[T]

Part A

Year	1st	Semester	1st	Credits	L	T	P	C
					3	0	0	3
Course Type	Theory only							
Course Category	Disciplinary Major							
Pre-Requisite/s	A foundational knowledge of basic business principles and introductory psychology is essential for understanding Management Concept & Organizational Behavior. Strong communication and analytical skills are also necessary for effectively engaging with course material and discussions.				Co-Requisite/s			
Course Outcomes & Bloom's Level	<p>CO1- Student will be able to Define key management concepts and organizational behavior theories. (BL1-Remember)</p> <p>CO2- Student will be able to Explain the role of management in organizations and the impact of individual and group behavior on organizational performance. (BL2-Understand)</p> <p>CO3- Student will be able to Apply management theories and principles to real-world organizational scenarios to solve basic management problems. (BL3-Apply)</p> <p>CO4- Student will be able to Analyze organizational case studies to identify issues related to management practices and employee behavior. (BL4-Analyze)</p> <p>CO5- Student will be able to Evaluate different management approaches and organizational behavior strategies to determine their effectiveness in various contexts. (BL5-Evaluate)</p> <p>CO6- Student will be able to Design a comprehensive management plan that incorporates organizational behavior principles to enhance productivity and employee satisfaction. (BL6-Create)</p>							
Courses Elements	Skill Development ✓ Entrepreneurship ✓ Employability ✗ Professional Ethics ✗ Gender ✓ Human Values ✗ Environment ✗		SDG (Goals)		SDG4(Quality education) SDG5(Gender equality) SDG8(Decent work and economic growth)			

Part B

Modules	Contents	Pedagogy	Hours
1	Fundamentals of Management: Management practices from past to present, Different levels of management, Managerial skills and Managerial Functions, Case Studies Planning- Objective of planning, Planning process, Types of planning, Types of plans, Management by Objective, Decision-making- types, process & techniques, Case Studies	Interactive Lecture, Experiential Learning, Case Studies	9
2	Organising& Staffing- Types of organization, Organization structure and decentralization of authority, Meaning of staffing, Recruitment, selection & placement, Training & development. Directing & Controlling- Principle of directing, Essence of coordination, Different control techniques, Management by exception. Case Studies	Interactive Lecture, Experiential Learning, Case Studies	9
3	Fundamentals of individual behavior, Personality, types of personality, Personal effectiveness, meaning of Attitudes, Types, Components, attitude formation and attitude change. Meaning & Type of Group Behavior, Interpersonal skills, Transactional Analysis, Johari Window.	Interactive Lecture, Experiential Learning, Case Studies	9
4	Motivation: Theory of Motivation: Maslow's, Herzberg's, McClelland, Contemporary theories of Motivation: Self Determination Theory, Self-Efficacy Theory, Vroom's Expectancy Theory, Equity Theory, Reinforcement Theory, Meaning of Perception, process, behavioral applications of perception. Case Studies	Interactive Lecture, Experiential Learning, Case Studies	9
5	Leadership Styles and Effectiveness Among Indian Women, Work-Life Balance and Flexibility for Indian Women, Mentorship and Sponsorship Programs for Women in Indian Organizations Career Development and Advancement Opportunities for Indian Women, Sexual Harassment Prevention and Response.	Interactive Lecture, Experiential Learning, Case Studies	9

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
5	Design a leadership development program tailored to an organization's needs.	PBL	BL6-Create	15

Part D(Marks Distribution)

Theory					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
100	40	60	18	40	
Practical					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation

Part E

Books	1.Robbins, S. P., & Judge, T. A. (2023). Organizational Behavior (18th ed.). Pearson. 2. Bateman, T. S., & Konopaske, R. (2023). Management: Leading & Collaborating in a Competitive World (14th ed.). McGraw-Hill Education.
Articles	1.Edmondson, A. C., & Lei, Z. (2014). Psychological safety: The history, renaissance, and future of an interpersonal construct. Annual Review of Organizational Psychology and Organizational Behavior, 1(1), 23-43. https://doi.org/10.1146/annurev-orgpsych-031413-091305 2.Grant, A. M., & Parker, S. K. (2009). Redesigning work design theories: The rise of relational and proactive perspectives. Academy of Management Annals, 3(1), 317-375. https://doi.org/10.5465/19416520903047327
References Books	1.Luthans, F., Luthans, B. C., & Luthans, K. W. (2015). Organizational Behavior: An Evidence-Based Approach (13th ed.). Information Age Publishing. 2.Daft, R. L. (2021). Organization Theory and Design (13th ed.). Cengage Learning.
MOOC Courses	
Videos	

Course Articulation Matrix

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	2	1	1	3	1	2	1	-	-	-	-	1	1	-
CO2	1	-	2	1	1	1	-	1	-	-	-	-	-	2	1
CO3	2	1	1	-	2	1	1	-	-	-	-	-	1	2	2
CO4	-	2	2	2	-	1	2	1	-	-	-	-	1	3	1
CO5	1	-	-	2	3	1	1	1	-	-	-	-	1	-	1
CO6	1	-	1	1	-	-	1	-	-	-	-	-	1	1	-

Syllabus-2023-2024

(SOM)(MBA-Dual_Specialization)

Title of the Course	Managerial Economics
Course Code	MBA102[T]

Part A

Year	1st	Semester	1st	Credits	L	T	P	C
					3	0	0	3
Course Type	Theory only							
Course Category	Discipline Core							
Pre-Requisite/s	Student should have basic knowledge of basic economics.			Co-Requisite/s				
Course Outcomes & Bloom's Level	<p>CO1- Students will be able to Define and explain core economic concepts relevant to managerial decision-making. (BL1-Remember)</p> <p>CO2- Students will be able to explain the different market structures and their impact on firm decision-making. (BL2-Understand)</p> <p>CO3- Students will be able to apply economic principles to analyze business scenarios. (BL3-Apply)</p> <p>CO4- Students will be able to analyze the competitive landscape of an industry using economic frameworks to identify strategic opportunities and threats. (BL4-Analyze)</p> <p>CO5- Students will be able to critically evaluate the economic feasibility and potential outcomes of alternative management strategies considering both internal and external economic factors. (BL5-Evaluate)</p> <p>CO6- Students will be able to develop and propose economically sound recommendations for resource allocation, investment decisions, and product development based on market research and analysis. (BL6-Create)</p>							
Coures Elements	Skill Development ✓ Entrepreneurship ✗ Employability ✗ Professional Ethics ✗ Gender ✗ Human Values ✗ Environment ✗		SDG (Goals)		SDG4(Quality education) SDG8(Decent work and economic growth)			

Part B

Modules	Contents	Pedagogy	Hours
1	Concepts and Techniques- Managerial Economics as a discipline, Five fundamental concepts of Economics (Incremental Concept, Opportunity Cost concept, Discounting Concept, Equi Marginal Concept, Time Perceptive Concept). Difference between Role and Responsibility of Managerial Economist, Theory of Firm.	Interactive lectures, case studies, problem based learning	9
2	Utility Analysis- Concept, Types of Utility, Features of utility, Law of Diminishing Marginal Utility, assumptions & exceptions of Law of Diminishing Marginal Utility, Theory of Demand- Meaning & Definition, characteristics, Types of Demand, Law of Demand, Exceptions of Law of Demand. Elasticity of Demand- Concept, Definition, Importance, Types, and Measurement of Elasticity of Demand. Supply Analysis: Concept, Elasticity of Supply & Exception of Law of Supply.	Interactive lectures, case studies, problem-based learning	9
3	Factor of Production – Land, Labor, Capital, Enterprise, Meaning of Production, Production function, Types of Production Functions, Law of Variable Proportion, ISOQUANT, Return to Scale	Interactive lectures, case studies, problem-based learning	9
4	Market Structure – Concept, Definition, Characteristics, Classification, Price determination under Perfect Competition, Imperfect Competition – Monopoly, Monopolistic Competition, Oligopoly (Kinked Demand Curve)	Interactive lectures, case studies, problem-based learning	9
5	New Economic Policy-1991; Liberalization, Privatization, Globalization, Impact of LPG on Present Economics Condition, Business Cycle, Inflation – Meaning, Types, Measurement and Remedies of Inflation.	Interactive lectures, case studies, Guest lectures	9

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
5	Evaluating the impact of monetary policy tools on controlling inflation.	PBL	BL5-Evaluate	15

Part D(Marks Distribution)

Theory					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
100	40	40	12	60	
Practical					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation

Syllabus-2023-2024

(SOM)(MBA-Dual_Specialization)

Title of the Course	Business Communication and Drafting
Course Code	MBA103[T]

Part A

Year	1st	Semester	1st	Credits	L	T	P	C
					3	0	0	3
Course Type	Theory only							
Course Category	Discipline Core							
Pre-Requisite/s	Language Proficiency: Strong proficiency in the language of instruction (e.g., English) is essential. This includes grammar, vocabulary, spelling, and punctuation.				Co-Requisite/s			
Course Outcomes & Bloom's Level	<p>CO1- Apply business communication strategies and principles to prepare effective communication for domestic and international business situations (BL1-Remember)</p> <p>CO2- Analyse ethical, legal, cultural, and global business Communication issues.(BL2-Understand)</p> <p>CO3- Develop an understanding of appropriate organizational formats and channels used in business communications.(BL3-Apply)</p> <p>CO4- Gaining and understanding of emerging electronic modes of communication.(BL4-Analyze)</p> <p>CO5- Developing effective verbal and nonverbal communication skills.(BL5-Evaluate)</p>							
Courses Elements	Skill Development ✓ Entrepreneurship ✗ Employability ✗ Professional Ethics ✗ Gender ✗ Human Values ✗ Environment ✗		SDG (Goals)		SDG4(Quality education)			

Part B

Modules	Contents	Pedagogy	Hours
1	Introduction: Role of communication—defining and classifying communication—purpose of communication – process of communication –characteristics of successful communication – importance of communication in management – communication structure in organization – communication in crisis barriers to communication.	Theory	6
2	Oral Communication, Reading and voice modulation, Need, Objectives, Advantages, Limitations, Conversation Control Managerial speeches/Presentation skills- stage fear, Extempore, Imprompt. Written communication: Purpose of writing—clarity in writing– principles of effective writing – approaching the writing process systematically: The 3X3 writing process for business communication: Pre writing – Writing – Revising – Specific writing features –coherence—electronic writing process.	PPT, Audio Video Mode	10
3	Business letters and reports: Introduction to business letters – writing routine and persuasive letters – positive and negative messages-writing memos—what is port purpose, kinds and objectives of report writing. Presentation skills: What is a presentation – elements of presentation – designing a presentation. Advanced visual support for business presentation types of visual aid.	Mind Maps	6

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
4	Employment communication: Introduction – writing CVs – Group discussions – interview skills Impact of Technological Advancement on Business Communication networks – Intranet – Internet – e mails – SMS – teleconferencing – video conferencing.	PBL	BL6-Create	8
5	Group communication: Meetings – Planning meetings – objectives – participants – timing – venue of meetings—leading meetings. Media management—the press release, press conference—media interviews, Seminars – workshops – conferences. Business etiquette's.	PBL	BL6-Create	6

Part D(Marks Distribution)

Theory					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
Practical					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
0	0	0	0	0	0

Syllabus-2023-2024

(SOM)(MBA-Dual_Specialization)

Title of the Course	Quantitative Technique
Course Code	MBA104[T]

Part A

Year	1st	Semester	1st	Credits	L	T	P	C
					3	0	0	3
Course Type	Theory only							
Course Category	Discipline Core							
Pre-Requisite/s	Basic understanding of mathematical functions and data.				Co-Requisite/s			
Course Outcomes & Bloom's Level	<p>CO1- Students will be able to define and differentiate between common statistical measures used in business. (BL1-Remember)</p> <p>CO2- Students will be able to interpret statistical results presented in business reports, financial statements, and market research data. (BL2-Understand)</p> <p>CO3- Students will be able to Select and apply appropriate statistical tests to analyze business data and draw data-driven conclusions for decision-making. (BL3-Apply)</p> <p>CO4- Students will be able to Evaluate the strengths and limitations of different statistical methods used in business contexts. (BL4-Analyze)</p> <p>CO5- Students will be able to critically appraise the validity and reliability of statistical inferences drawn from business research studies. (BL5-Evaluate)</p> <p>CO6- Students will be able to develop a statistical model to forecast future trends or assess business risks based on historical data. (BL6-Create)</p>							
Coures Elements	Skill Development ✓ Entrepreneurship ✗ Employability ✓ Professional Ethics ✗ Gender ✗ Human Values ✗ Environment ✗		SDG (Goals)		SDG4(Quality education)			

Part B

Modules	Contents	Pedagogy	Hours
1	Role of Statistics: Applications of inferential statistics in managerial decision-making; Measures of central tendency: Mean, Median and Mode and their implications. Measures of Dispersion: Range, Mean deviation, standard deviation, coefficient of variation (C.V.), Skewness, Kurtosis.	Interactive Lectures, Case Studies, Experiential Learning	9
2	Probability Theory: Basic Terminology, Discrete and Continuous probability distributions, basic concepts and applications of Binomial, Poisson and Normal distributions.	Interactive Lectures, Case Studies, Experiential Learning	9
3	Time Series Analysis: Components of time series, Trend analysis: Least Square method - Linear and Non- Linear equations, Applications in business decision-making	Interactive Lectures, Case Studies, Experiential Learning	9
4	Correlation and Regression: Correlation: Meaning, and types of correlation, Karl Pearson and Spearman rank correlation. Regression: Meaning, Regression equations and their applications.	Interactive lectures, Case studies, problem based learning, interactive workshops	9
5	Estimation Theory and Hypothesis Testing: Sampling theory; Formulation of Hypotheses; Application of z test, t-test, F-test and Chi-Square test.	Interactive lectures, Case studies, problem based learning, interactive workshops	9

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
5	Conducting a Statistical Analysis of Consumer Behavior Patterns	PBL	BL4-Analyze	15

Part D(Marks Distribution)

Theory					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
100	40	40	12	60	
Practical					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation

Part E

Books	Gupta, S. P. (2014) Statistics (43rded.). S. Chand & Sons. Berl, G.C. (2009). Business Statistics (3rded.). Tata McGraw Hill.
Articles	McClave, J. T., Benson, P. G., & Sincich, T. (2008). Statistics for business and economics. Pearson Education. Zanakis, S. H., & Valenzi, E. R. (1997). Student anxiety and attitudes in business statistics. Journal of Education for Business, 73(1), 10-16.
References Books	Sharma, J.K. (2006). Business statistics (2nded.). Pearson Education, ISBN: 8131798666, 9788131798669
MOOC Courses	
Videos	https://youtu.be/NF0lrkqXIkQ https://youtu.be/ROpbdO-gRUo

Course Articulation Matrix

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	2	-	1	-	1	-	1	1	-	-	-	-	1	-	1
CO2	2	-	1	1	-	3	3	-	-	-	-	-	-	1	1
CO3	2	1	-	1	-	-	-	1	-	-	-	-	1	1	-
CO4	-	1	3	1	-	1	-	1	-	-	-	-	2	1	2
CO5	2	1	1	-	-	1	-	1	-	-	-	-	-	1	1
CO6	1	-	-	1	-	-	-	1	-	-	-	-	1	-	-

Syllabus-2023-2024

(SOM)(MBA-Dual_Specialization)

Title of the Course	Accounting for Managers
Course Code	MBA105[T]

Part A

Year	1st	Semester	1st	Credits	L	T	P	C
					3	0	0	3
Course Type	Theory only							
Course Category	Discipline Core							
Pre-Requisite/s	Students should have a basic understanding of accounting concepts and the jargon of the subject.				Co-Requisite/s			
Course Outcomes & Bloom's Level	<p>CO1- Students will be able to identify and define key financial statements and their components. (BL1-Remember)</p> <p>CO2- Students will be able to explain the fundamental accounting principles and concepts underlying financial reporting. (BL2-Understand)</p> <p>CO3- Students will be able to apply accounting principles to interpret financial data and assess the financial health of an organization. (BL3-Apply)</p> <p>CO4- Students will be able to analyze the impact of different accounting methods on financial statements. (BL4-Analyze)</p> <p>CO5- Students will be able to critically assess the ethical implications of accounting practices and propose strategies for ensuring financial reporting transparency. (BL5-Evaluate)</p> <p>CO6- Students will be able to develop financial forecasts and budgets to support business planning and decision-making. (BL6-Create)</p>							
Coures Elements	Skill Development ✓ Entrepreneurship ✗ Employability ✓ Professional Ethics ✗ Gender ✗ Human Values ✗ Environment ✗		SDG (Goals)		SDG4(Quality education)			

Part B

Modules	Contents	Pedagogy	Hours
1	Introduction of Accounting: Meaning of bookkeeping, accounting and accountancy (comparative study in terms of objectives, scope & application), Objectives, scope, and limitations of accounting. Accounting information systems, Users of accounting information, accounting concepts, conventions and principles of accounting (GAAP), Introduction to accounting standards, Need, Benefits and limitations.	Interactive Lectures, Case Studies, Experiential Learning	9
2	Accounting Cycle: Double entry system of accounting, Classification of accounting: traditional and modern and rules of journal entry, classification, journalizing of transactions, Sub division of journal, Posting to ledger, Preparation of trial balance, Practical problems on all aspects of journal, ledger and trial balance.	Interactive Lectures, Case Studies, Experiential Learning	9
3	Final Accounts: Preparation of final accounts, Advance practical problems on all aspects.	Interactive Lectures, Case Studies, Experiential Learning	9
4	Depreciation Accounts: Depreciation Methods and Handling of Depreciation Accounts	Interactive Lectures, Case Studies, Experiential Learning	9
5	Accounts for non-profit making organizations: Commercial Organization Accounts V/S NPO Accounts; Types of NPO accounts and there handling.	Interactive Lectures, Case Studies, Experiential Learning	9

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
5	Designing a Financial Reporting System for Non-Profit Organizations	PBL	BL6-Create	15

Part D(Marks Distribution)

Theory					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
100	40	40	12	60	
Practical					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation

Part E

Books	Khan, M. Y., & Jain, P. K. (2012). Cost & Management Accounting. New Delhi: Tata McGraw-Hill Publishing House.
Articles	Glynn, J. J., Murphy, M., & Abraham, A. (2003). Accounting for managers. Noreen, E. W. (2011). Managerial accounting for managers. New York.
References Books	Sharma, R. K., & Gupta, Shashi K. (2014). Management Accounting. New Delhi: Kalyani Publishers
MOOC Courses	https://onlinecourses.nptel.ac.in/noc22_mg65/preview
Videos	https://youtu.be/3lwlnzB0BPU https://youtu.be/ZJ3tG42laxk

Course Articulation Matrix

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	2	-	1	-	1	-	1	1	-	-	-	-	-	2	1
CO2	2	-	1	1	-	3	2	-	-	-	-	-	2	-	1
CO3	2	1	-	1	-	1	-	1	-	-	-	-	1	2	-
CO4	1	1	3	1	-	-	1	-	-	-	-	-	1	2	-
CO5	-	-	3	-	-	1	1	1	-	-	-	-	-	1	2
CO6	1	-	-	1	-	-	2	-	-	-	-	-	2	-	1

Syllabus-2023-2024

(SOM)(MBA-Dual_Specialization)

Title of the Course	Business Environment
Course Code	MBA106[T]

Part A

Year	1st	Semester	1st	Credits	L	T	P	C
					3	0	0	3
Course Type	Theory only							
Course Category	Discipline Core							
Pre-Requisite/s	Basic understanding of business fundamentals.			Co-Requisite/s				
Course Outcomes & Bloom's Level	<p>CO1- Student will be able to define the key components of the business environment. (BL1-Remember)</p> <p>CO2- Students will be able to explain the impact of government regulations on different industries and business practices. (BL2-Understand)</p> <p>CO3- Students will be able to apply frameworks to assess the external environment of a specific industry. (BL3-Apply)</p> <p>CO4- Students will be able to analyze the interrelationships between different environmental factors and their influence on business strategy. (BL4-Analyze)</p> <p>CO5- Students will be able to evaluate the potential risks and opportunities arising from emerging trends in the business environment (BL5-Evaluate)</p> <p>CO6- Students will be able to develop a plan to mitigate environmental threats and capitalize on environmental opportunities for a chosen organization (BL6-Create)</p>							
Courses Elements	Skill Development ✗ Entrepreneurship ✗ Employability ✗ Professional Ethics ✗ Gender ✗ Human Values ✓ Environment ✗		SDG (Goals)	SDG4(Quality education) SDG8(Decent work and economic growth) SDG12(Responsible consumption and production) SDG13(Climate action)				

Part B

Modules	Contents	Pedagogy	Hours
1	Business Environment -Concept and Types of environments; environment analysis; forecasting techniques; competitor analysis	Interactive Lectures, Case Studies, Experiential Learning	9
2	Economic reforms and competitive environment, Business environment, and current issues	Interactive Lectures, Case Studies, Experiential Learning	9
3	Social responsibilities of business, Social Interest and Values, Consumerism, Consumer Protection Act -Important Provisions, Ethics of business, Corporate Governance	Interactive Lectures, Case Studies, Experiential Learning	9
4	Culture and business, Socio-cultural environment and dynamics of business with reference to India and other economies. Legal Environment of Business	Interactive Lectures, Case Studies, Experiential Learning	9
5	Competition Act 2005, Indian economic environment: Structure of Indian economy, Globalization & Role of Multinationals in Indian Economy, FDI & FEMA.	Interactive Lectures, Case Studies, Experiential Learning	9

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
1	Analyzing the Impact of Regulatory Changes on the Pharmaceutical Industry	PBL	BL5-Evaluate	15

Part D(Marks Distribution)

Theory					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
100	40	40	12	60	
Practical					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation

Part E

Books	David W. Worthington. (2018). Business Environment: Concepts and Cases. Sage Publications. Ian Worthington & Chris Britton. (2019). The Business Environment. Pearson Education Limited.
Articles	Schmidt, P. (2000). as Business Environment. Demirguc-Kunt, A., Love, I., & Maksimovic, V. (2006). Business environment and the incorporation decision. Journal of Banking & Finance, 30(11), 2967-2993.
References Books	Paul Wetherly & Dorrn Otter. (2014). The Business Environment: Themes and Issues. Oxford University Press.
MOOC Courses	https://ugcmoocs.inflibnet.ac.in/index.php/courses/view_pg/389
Videos	https://study.com/academy/lesson/video/how-the-global-business-environment-affects-business.html?wvideo=3hvb dang4i https://youtu.be/vfNGr5gCbdw

Syllabus-2023-2024

(SOM)(MBA-Dual_Specialization)

Title of the Course	Legal Aspect of Business
Course Code	MBA107[T]

Part A

Year	1st	Semester	1st	Credits	L	T	P	C
					3	0	0	3
Course Type	Theory only							
Course Category	Foundation core							
Pre-Requisite/s	A strong foundation in business fundamentals is a prerequisite for understanding the legal aspects of business.			Co-Requisite/s				
Course Outcomes & Bloom's Level	<p>CO1- Students will be able to define and recall key legal terms and concepts relevant to business law. (BL1-Remember)</p> <p>CO2- Students will demonstrate comprehension of legal terminology, theories, and precedents, and apply this understanding to analyze business scenarios. (BL2-Understand)</p> <p>CO3- Students will apply legal principles and concepts to solve business problems, draft basic legal documents, and make informed business decisions within legal frameworks. (BL3-Apply)</p> <p>CO4- Students will critically analyze legal cases, statutes, and regulations to identify relevant issues, evaluate arguments, and assess the impact on business operations. (BL4-Analyze)</p> <p>CO5- Students will assess the effectiveness of legal strategies, policies, and practices in mitigating risks and promoting compliance within business organizations. (BL5-Evaluate)</p> <p>CO6- Students will be able to synthesize a comprehensive legal compliance strategy for a business, considering potential risks and ethical implications within the regulatory framework. (BL6-Create)</p>							
Coures Elements	Skill Development ✓ Entrepreneurship ✗ Employability ✗ Professional Ethics ✗ Gender ✗ Human Values ✗ Environment ✗			SDG (Goals)	SDG4(Quality education) SDG8(Decent work and economic growth) SDG10(Reduced inequalities)			

Part B

Modules	Contents	Pedagogy	Hours
1	Indian Contract Act 1872	INTERACTIVE LECTURES , CASE STUDY DISCUSSION AND ROLE PLAYS	9
2	The Sale of Goods Act, 1930. Partnership Act 1932	INTERACTIVE LECTURES , CASE STUDY DISCUSSION AND ROLE PLAYS	9
3	Companies Act, 2013	INTERACTIVE LECTURES , CASE STUDY DISCUSSION AND ROLE PLAYS	9
4	The Negotiable Instruments Act, 1881	INTERACTIVE LECTURES , CASE STUDY DISCUSSION AND ROLE PLAYS	9
5	Intellectual Property Rights Act	INTERACTIVE LECTURES , CASE STUDY DISCUSSION AND ROLE PLAYS INDIAN	9

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
2	Understanding the Sale of Goods Act 1930 through Moot Court	PBL	BL5-Evaluate	15

Part D(Marks Distribution)

Theory					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
100	40	60	18	40	
Practical					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation

Part E

Books	Kapoor, N. D. (2020). Elements of Mercantile Law (38th ed.). Sultan Chand & Sons.
Articles	
References Books	Kumar, R. (2019). Legal Aspects of Business (4th ed.). Cengage Learning India.
MOOC Courses	
Videos	

Syllabus-2023-2024

(SOM)(MBA-Dual_Specialization)

Title of the Course	Computer Concept and Managerial Application
Course Code	MBA108[T]

Part A

Year	1st	Semester	1st	Credits	L	T	P	C
					3	0	0	3
Course Type	Theory only							
Course Category	Discipline Core							
Pre-Requisite/s	Students should have basic computer literacy, understanding of business processes, familiarity with productivity software (e.g., spreadsheets, databases), and awareness of information systems concepts and applications.				Co-Requisite/s			
Course Outcomes & Bloom's Level	CO1- Student will be able to identify common types of business software used in management tasks(BL1-Remember) CO2- Student will be able to explain the basic functionalities of a specific business software application (BL2-Understand) CO3- Student will be able to apply appropriate software tools to analyze data for management decisions(BL3-Apply) CO4- Student will be able to analyze the strengths and weaknesses of different software solutions for a specific management need(BL4-Analyze) CO5- Student will be able to evaluate the impact of technology adoption on organizational efficiency and decision-making processes(BL5-Evaluate) CO6- Student will be able to develop a plan to implement a new software application in a department, considering training needs and potential challenges(BL6-Create)							
Coures Elements	Skill Development ✓ Entrepreneurship ✗ Employability ✓ Professional Ethics ✗ Gender ✗ Human Values ✗ Environment ✗		SDG (Goals)		SDG4(Quality education) SDG8(Decent work and economic growth) SDG12(Responsible consuption and production)			

Part B

Modules	Contents	Pedagogy	Hours
1	Computer hardware and software, Framework of computer, input and output devices, computer memories, central processing unit, types of computers; types of software: system software and application software, some basic terms related to operating system.	Interactive Lecture	9
2	MS Word: Some basic terms: toolbar, format bar, and status bar; insert tables, charts, and smart arts; add graphics; pages options; insert citations; create, edit, and save Word documents; use auto text; spelling and grammar tool; create a cover letter; mail merge. MS Powerpoint: Preparation of powerpoint presentation, what to include and what not to include in slides, inserting new slides and deleting any slide, use of master slides, insertion of figures, graphics, and charts in presentation.	Interactive Lecture, Interactive workshops	9
3	MS Excel: Understanding Basic working with Excel, Quick review on MS Excel Options, ribbon, sheets, Saving Excel File as PDF, CSV and older versions, Copy, Cut, Paste, Hide, Unhide and link the data in Rows, Columns and Sheet; Using paste special options, Formatting cells, Rows, Columns and sheets, Protecting and Unprotecting cells, rows, columns and sheets with or without password, Page Layout and Printer properties, Consolidation, Consolidating With Identical Layouts , Consolidating With Different Layouts.	Interactive Lecture, Interactive workshops	9
4	Data Processing File Management System, Database Management System, Database Models, Main Components of a DBMS, Creating and Using a Database, Introduction to MS Access: Introduction to DBMS, Databases. Basic Working of MS-Access, Tools, and Menus in MS-Access, creating tables in MS-Access.	Interactive Lecture, Interactive workshops	9
5	Basic Elements Of A Communication System Data Transmission Modes, Transmission Basics; Types of Data Transmission Media; Modulation Techniques, Modems, Analog versus Digital Transmission, Multiplexing Techniques, Need for Computer Communication Networks, Types of Network, Network Topologies, Network Protocol, OSI and TCP/IP model, The Future of Internet Technology, Internet Protocol, World Wide Web, E-mail, Search Engines.	Interactive Lecture, Interactive workshops	9

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
3	Developing a Comprehensive Financial Model Using Spreadsheets for Business Planning	PBL	BL6-Create	15

Part D(Marks Distribution)

Theory

Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
100	40	40	12	60	

Practical

Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation

Part E

Books	Sinha, P. K., & Sinha, P. (2017). Computer fundamentals, BPB publication (6th ed.) Lambert, J., & Cox, J. (2007). MS-Office word step by step. Microsoft Press, ISBN: 9780735637887
Articles	Fitzmaurice, J. M., Adams, K., & Eisenberg, J. M. (2002). Three decades of research on computer applications in health care: medical informatics support at the Agency for Healthcare Research and Quality. Journal of the American Medical Informatics Association, 9(2), 144-160 Kandasamy, N., Abdelwahed, S., & Hayes, J. P. (2004, May). Self-optimization in computer systems via on-line control: Application to power management. In International Conference on Autonomic Computing, 2004. Proceedings. (pp. 54-61). IEEE.
References Books	2. Morley and parker(2010). Understanding Computers: Today and Tomorrow, Cengage Learning
MOOC Courses	
Videos	https://youtu.be/kOuNec3yF_Q https://youtu.be/zc2_N1WZhU0

Course Articulation Matrix

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	-	1	1	-	2	1	1	-	-	-	-	-	1	1
CO2	2	1	-	1	-	3	3	-	-	-	-	-	1	-	2
CO3	1	2	-	1	2	-	1	1	-	-	-	-	1	-	1
CO4	-	2	3	1	1	-	1	2	-	-	-	-	2	1	-
CO5	-	1	3	-	1	2	-	-	-	-	-	-	-	2	1
CO6	1	-	-	2	-	-	2	1	-	-	-	-	2	-	1

Syllabus-2023-2024

(SOM)(MBA-Dual_Specialization)

Title of the Course	Business Simulation Workshop
Course Code	MBA109[P]

Part A

Year	1st	Semester	1st	Credits	L	T	P	C	
					0	0	1	1	
Course Type	Lab only								
Course Category	Discipline Core								
Pre-Requisite/s	Students should have the basic understanding of business principles and management concepts			Co-Requisite/s					
Course Outcomes & Bloom's Level	<p>CO1- Student will be able to apply theoretical business concepts to simulated business scenarios for decision-making. (BL3-Apply)</p> <p>CO2- Student will be able to analyze and interpret simulated business data to assess performance and formulate strategies. (BL4-Analyze)</p> <p>CO3- Student will be able to collaborate effectively in teams to simulate real-world business operations and challenges. (BL3-Apply)</p> <p>CO4- Student will be able to evaluate the impact of different strategies on business outcomes in a risk-free environment. (BL5-Evaluate)</p> <p>CO5- Student will be able to communicate effectively, both orally and in writing, to present and justify simulated business decisions. (BL3-Apply)</p> <p>CO6- Student will be able to demonstrate ethical and responsible decision-making in the context of business simulations. (BL6-Create)</p>								
Coures Elements	Skill Development ✓ Entrepreneurship ✗ Employability ✓ Professional Ethics ✗ Gender ✗ Human Values ✗ Environment ✗		SDG (Goals)	SDG4(Quality education) SDG5(Gender equality) SDG12(Responsible consumption and production) SDG17(Partnerships for the goals)					

Part B

Modules	Contents	Pedagogy	Hours
1	Introduction to Business Simulation: Overview of Business Simulation Importance and Benefits Simulation Methodology	Interactive Lectures, Case Studies, Experiential Learning	6
2	Simulation Software Familiarization: Introduction to Simulation Tools Navigation and Interface Understanding Basic Functions and Features	Interactive Lectures, Case Studies, Experiential Learning	6
3	Scenario Analysis and Decision-making: Understanding Business Scenarios Analysis of Simulated Data Strategic Decision-making Process	Interactive Lectures, Case Studies, Experiential Learning	6
4	Performance Evaluation and Strategy Adjustment: Metrics for Performance Evaluation Assessing Business Outcomes Iterative Strategy Refinement	Interactive Lectures, Case Studies, Experiential Learning	6
5	Team Collaboration and Leadership: Importance of Teamwork in Simulation Effective Communication Strategies Leadership Roles and Responsibilities	Interactive Lectures, Case Studies, Experiential Learning	6

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
5	Simulating Market Entry Strategies for a New Product in a Competitive Industry	PBL	BL6-Create	15

Part D(Marks Distribution)

Theory					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
Practical					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
100	40	0	0	100	

Part E

Books	
Articles	Jenkins, J. R. (1998). The role of simulations in international management education. Journal of Teaching in International Business, 9(3), 43-58.
References Books	
MOOC Courses	
Videos	

Course Articulation Matrix

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	-	1	-	1	-	1	-	-	-	-	-	1	2	1
CO2	1	2	-	1	-	3	-	1	-	-	-	-	-	1	-
CO3	2	-	1	-	1	2	1	-	-	-	-	-	1	-	1
CO4	1	2	1	1	-	1	-	-	-	-	-	-	-	1	-
CO5	1	2	1	-	-	1	-	1	-	-	-	-	1	1	-
CO6	1	-	1	-	1	-	-	1	-	-	-	-	-	-	1

Syllabus-2023-2024

(SOM)(MBA-Dual_Specialization)

Title of the Course	Marketing Management
Course Code	MBA-201[T]

Part A

Year	1st	Semester	2nd	Credits	L	T	P	C
					3	0	0	3
Course Type	Theory only							
Course Category	Discipline Core							
Pre-Requisite/s	Students should have a basic understanding of marketing principles, consumer behavior, market research techniques, communication skills, analytical thinking, and awareness of digital marketing trends and strategies.				Co-Requisite/s			
Course Outcomes & Bloom's Level	CO1- . Student will be able to define the four Ps of the marketing mix(BL1-Remember) CO2- Student will be able to explain the concept of market segmentation and its benefits for marketing strategies.(BL2-Understand) CO3- Student will be able apply the marketing mix framework to develop a marketing plan for a specific product or service.(BL3-Apply) CO4- Student will be able Analyze the strengths and weaknesses of different marketing channels(BL4-Analyze) CO5- Student will be able evaluate the effectiveness of a marketing campaign based on key performance indicators (KPIs)(BL5-Evaluate) CO6- Student will be able to Develop a new product concept considering market needs, competition, and branding strategies.(BL6-Create)							
Coures Elements	Skill Development ✓ Entrepreneurship ✗ Employability ✓ Professional Ethics ✗ Gender ✗ Human Values ✗ Environment ✗		SDG (Goals)		SDG4(Quality education)			

Part B

Modules	Contents	Pedagogy	Hours
1	Introduction to Marketing and Market Research: Importance and scope of Marketing, Core Marketing Concepts, Marketing orientations, Marketing Environment, Marketing Research process, Marketing Research & Ethics	Interactive lectures, case studies, problem-based learning	9
2	Designing a Customer Driven Strategy: Market segmentation - STP Process - bases of segmentation, market targeting – evaluating market segmentation, selecting target market segmentation, positioning –product positioning strategies	Interactive lectures, case studies, problem-based learning	9
3	Product and Price Mix Decisions: Developing products & brands – product levels; classifying products, product line & product mix, Product Life Cycles, New Product Development Process, Pricing Decisions -Pricing methods and pricing strategies	Interactive lectures, case studies, problem-based learning	9
4	Place and Promotion Decisions: Place- Types of distribution, Levels of distribution (Consumer and industrial), Promotional mix decisions- advertising, public relations, sales promotion, personal selling.	Interactive lectures, case studies, problem-based learning	9
5	Rural marketing, Relationship Marketing, Digital marketing, Social Media Marketing, Postmodern marketing, Green Marketing	Interactive lectures, case studies, problem-based learning	9

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
1	Developing a Marketing Strategy to Enhance Customer Value for a Retail Brand	PBL	BL6-Create	15

Part D(Marks Distribution)

Theory					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
100	40	40	12	60	
Practical					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation

Part E

Books	Lamb, C. W., Hair, J. F., & McDaniel, C. D. (2016). Principles of Marketing: A South Asian Perspective Cengage Learning. Grewal, D. and Levy, M. (2016) Marketing Management, 5th edition, McGraw Hill, New York.
Articles	Leonidou, C. N., & Leonidou, L. C. (2011). Research into environmental marketing/management: a bibliographic analysis. European Journal of Marketing, 45(1/2), 68-103 Webster Jr, F. E. (2005). A perspective on the evolution of marketing management. Journal of Public Policy & Marketing, 24(1), 121-126
References Books	Ramaswamy, V. S., & Namakumari, S. (2009). Marketing management: Global perspective, Indian context. Macmillan.
MOOC Courses	https://onlinecourses.nptel.ac.in/noc22_mg57/preview
Videos	https://youtu.be/TL0K0Ah17kE https://youtu.be/iGOW39GWDal https://youtu.be/PDIXCQaaxJM

Course Articulation Matrix

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	2	1	-	1	2	-	1	1	-	-	-	-	-	2	1
CO2	2	-	1	1	-	3	3	1	-	-	-	-	1	3	-
CO3	1	1	-	1	-	2	-	1	-	-	-	-	1	1	1
CO4	2	1	3	1	1	-	1	2	-	-	-	-	1	1	2
CO5	1	-	3	2	-	2	2	1	-	-	-	-	-	1	2
CO6	2	-	1	-	1	-	2	-	-	-	-	-	2	1	-

Syllabus-2023-2024

(SOM)(MBA-Dual_Specialization)

Title of the Course	Strategic Human Resource Management
Course Code	MBA-202[T]

Part A

Year	1st	Semester	2nd	Credits	L	T	P	C
					3	0	0	3
Course Type	Theory only							
Course Category	Discipline Electives							
Pre-Requisite/s	The students will have basic understanding of human resource management principles and organizational behavior.				Co-Requisite/s			
Course Outcomes & Bloom's Level	<p>CO1- Students will be able to recall key concepts and terminologies related to strategic human resource management. (BL1-Remember)</p> <p>CO2- Students will be able to explain the role of SHRM in achieving organizational goals. (BL2-Understand)</p> <p>CO3- Students will be able to apply strategic HR practices to enhance organizational performance. (BL3-Apply)</p> <p>CO4- Students will be able to analyze HR issues and align them with organizational strategy. (BL4-Analyze)</p> <p>CO5- Students will be able to evaluate the effectiveness of different HR strategies. (BL5-Evaluate)</p> <p>CO6- Students will be able to design innovative HR strategies that contribute to long-term organizational success. (BL6-Create)</p>							
Coures Elements	Skill Development ✗ Entrepreneurship ✗ Employability ✗ Professional Ethics ✗ Gender ✓ Human Values ✓ Environment ✗		SDG (Goals)		SDG4(Quality education) SDG5(Gender equality) SDG8(Decent work and economic growth) SDG10(Reduced inequalities)			

Part B

Modules	Contents	Pedagogy	Hours
1	Introduction to Strategic Human Resource Management: Definition and importance of SHRM Differences between traditional HRM and SHRM Evolution of SHRM practices	interactive lectures, case studies, experiential learning	9
2	Strategic HR Planning and Implementation: Aligning HR strategy with business strategy Workforce planning and forecasting Implementing HR strategies and overcoming challenges	interactive lectures, case studies, experiential learning	9
3	Talent Management and Development: Strategic recruitment and selection Training and development aligned with organizational goals Succession planning and leadership development	interactive lectures, case studies, experiential learning	9
4	Performance Management and Reward Systems: Designing performance management systems Linking rewards with performance Strategic compensation and benefits	interactive lectures, case studies, experiential learning	9
5	Gender Diversity in the Indian Workplace, Gender Pay Gap in India, Career Development and Advancement Opportunities for Indian Women, Mentorship and Sponsorship Programs for Women in Indian Organizations.	interactive lectures, case studies, experiential learning	9

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
5	Designing a Strategic HR Plan for a Growing Company	PBL	BL5-Evaluate	15

Part D(Marks Distribution)

Theory					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
100	40	60	18	40	
Practical					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation

Part E

Books	Beer, M., & Ruf, B. (2011). Strategic HRM: Choices for people and organizations (2nd ed.). Routledge.
Articles	Barney, J. B. (1995). Looking inside: How market power creates sustainable competitive advantage. Strategic Management Journal, 16(8), 99-122.
References Books	Boselie, P., & Boxall, P. (2018). Managing human resources and the firm (7th ed.). Sage Publications.
MOOC Courses	
Videos	https://www.youtube.com/watch?v=2A_YrAVJukI

Course Articulation Matrix

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	-	1	-	1	-	1	1	-	-	-	-	1	-	-
CO2	1	2	-	-	1	-	-	-	-	-	-	-	-	2	1
CO3	-	1	-	2	-	1	-	1	-	-	-	-	1	-	-
CO4	1	-	1	-	2	-	1	-	-	-	-	-	-	-	3
CO5	-	2	-	-	1	-	-	1	-	-	-	-	-	1	-
CO6	2	-	-	1	-	2	-	-	-	-	-	-	1	2	-

Syllabus-2023-2024

(SOM)(MBA-Dual_Specialization)

Title of the Course	Financial Management
Course Code	MBA-203[T]

Part A

Year	1st	Semester	2nd	Credits	L	T	P	C	
					4	0	0	4	
Course Type	Theory only								
Course Category	Discipline Electives								
Pre-Requisite/s	Familiarity with basic accounting and a logical mind-set to grasp the nuances of finance.			Co-Requisite/s					
Course Outcomes & Bloom's Level	<p>CO1- Students will be able to develop comprehension of fundamental concepts in financial management. (BL1-Remember)</p> <p>CO2- Students will be able to relate the financial theories with the decision making process. (BL2-Understand)</p> <p>CO3- Students will be able to apply financial management tools and techniques to evaluate investment projects. (BL3-Apply)</p> <p>CO4- Students will be able to analyze information relating to sources and uses of capital from financial manager's perspective. (BL4-Analyze)</p> <p>CO5- Students will be able to develop a financial forecast for a company, considering various factors. (BL5-Evaluate)</p> <p>CO6- Students will be able develop a comprehensive financial model to evaluate the feasibility and financial implications of a complex business decision (BL6-Create)</p>								
Coures Elements	Skill Development ✓ Entrepreneurship ✗ Employability ✓ Professional Ethics ✗ Gender ✗ Human Values ✗ Environment ✗		SDG (Goals)	SDG4(Quality education) SDG12(Responsible consuption and production)					

Part B

Modules	Contents	Pedagogy	Hours
1	Introduction to Financial management – Concept, finance functions, finance decisions, importance, financial Management v/s financial accounting. Financial Goals – Profit maximization versus wealth Maximization Capitalization – Concept, theories – cost theory and earning theory, classification – over Capitalization and under capitalization, problems and solutions.	Interactive lectures, case studies, problem-based learning	12
2	Time value of money – Concept, time preference for money, required rate of return. Present value – Determination of present value of single cash flow, annuity, uneven cash flows, problems and solutions. Future value – determination of future value of single cash flows, annuity, Rule of 72 and 69, Measurement of perpetuity, problems and solutions.	Interactive lectures, case studies, problem-based learning	12
3	Capital Structure – Introduction, components, the utility of the optimum capital structure. Theories of optimum Capital structure – net income approach, traditional approach, net operating income approach and Modigliani and miller approach, problems and solutions. Capital structure planning and policy.	Interactive lectures, case studies, problem-based learning	12
4	Cost of capital - Introduction, significance, concept of the opportunity cost of capital. Valuation of cost of debt – debt issued at par, premium and discount; cost of term loan; problems and Solutions. Valuation of cost of Share capital – cost of preference capital; cost of equity capital – Dividend growth model, CAPM model, earning price ratio approach; cost of reserve funds; WACC; Problems and solutions.	Interactive lectures, case studies, problem-based learning	12
5	Capital budgeting – Introduction, Investment decisions, Types of investment decisions. Investment Evaluation criteria – payback period, discounted payback period, post payback profitability, NPV Approach, profitability index, IRR approach; problems and solutions.	Interactive lectures, case studies, problem-based learning	12

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
1	Developing a Comprehensive Financial Strategy for a Start-Up	PBL	BL6-Create	15

Part D(Marks Distribution)

Theory					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
100	40	40	12	60	
Practical					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation

Syllabus-2023-2024

(SOM)(MBA-Dual_Specialization)

Title of the Course	Innovation and Entrepreneurship
Course Code	MBA-204[T]

Part A

Year	1st	Semester	2nd	Credits	L	T	P	C
					3	0	0	3
Course Type	Theory only							
Course Category	Discipline Core							
Pre-Requisite/s	Students should have a thorough understanding of entrepreneurship concepts, stages, business plans, funding options, entrepreneurial strategies, and business growth.				Co-Requisite/s			
Course Outcomes & Bloom's Level	<p>CO1- Students will be able to identify and define key entrepreneurial terms.(BL1-Remember)</p> <p>CO2- Students will be able to explain the different types of entrepreneurial ventures and their characteristics.(BL2-Understand)</p> <p>CO3- Students will be able to apply opportunity evaluation frameworks to assess the viability of a potential business idea.(BL3-Apply)</p> <p>CO4- Students will be able to analyze the internal and external factors influencing a new venture's success using different analytical tools .(BL4-Analyze)</p> <p>CO5- Students will be able to evaluate the feasibility of a business plan by assessing financial projections and marketing strategies.(BL5-Evaluate)</p> <p>CO6- Students will be able to develop a comprehensive business plan for a new venture.(BL6-Create)</p>							
Coures Elements	Skill Development ✓ Entrepreneurship ✓ Employability ✓ Professional Ethics ✗ Gender ✗ Human Values ✗ Environment ✗		SDG (Goals)		SDG4(Quality education) SDG8(Decent work and economic growth) SDG12(Responsible consuption and production)			

Part B

Modules	Contents	Pedagogy	Hours
1	Entrepreneur & Entrepreneurship – Concept, characteristics, attitude and approach, Entrepreneur v/s Intrapreneur. Entrepreneur V/S Manager; Importance of entrepreneurship for growth and development of an economy	Interactive Lectures, Case Studies, Experiential Learning	9
2	Starting a new business – Creating a Business Plan, Making a Product Choice, Setting up Infrastructure, Naming and Registering a Business, Choosing a form of Business Organization, Choosing the Location of the Industry, Pricing your Product, Regulatory Requirements, Financing a startup Business, Sourcing Process, R M, Mach. & Equip., Hiring Human Resource.	Interactive Lectures, Case Studies, Experiential Learning	9
3	Financial Analysis – Leverage considerations, Capital budgeting techniques by considering risk (Risk adjusted discount rate, Sensitivity analysis, Probabilistic approach & Certainty equivalent), cost benefit analysis. Case Study – United Utilities.	Interactive Lectures, Case Studies, Experiential Learning	9
4	Organizational support for Entrepreneurship development - Micro, Small & Medium Enterprise – Concept, MSME act, departments, Schemes and grants; Role of State financial corporation and District financial corporation for promoting entrepreneurship.	Interactive Lectures, Case Studies, Experiential Learning	9
5	Entrepreneurial Opportunity in Madhya Pradesh – Departments, Grants, Scheme & various policies and programmes. Biographies and traits of great entrepreneurs – Steve jobs, Michael Dell, Mohd. Younis.	Interactive Lectures, Case Studies, Experiential Learning	9

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
2	Developing a Business Plan for a Tech Startup	PBL	BL6-Create	15

Part D(Marks Distribution)

Theory					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
100	40	40	12	60	
Practical					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation

Syllabus-2023-2024

(SOM)(MBA-Dual_Specialization)

Title of the Course	Production and Operations Management
Course Code	MBA-205[T]

Part A

Year	1st	Semester	2nd	Credits	L	T	P	C
					3	0	0	3
Course Type	Theory only							
Course Category	Discipline Core							
Pre-Requisite/s	Students should have a basic understanding of supply chain basics, quantitative analysis skills, familiarity with manufacturing processes, knowledge of quality management principles, and awareness of technology's role in operations.				Co-Requisite/s			
Course Outcomes & Bloom's Level	CO1- Students will be able to define key concepts in production and operations management.(BL1-Remember) CO2- Students will be able to explain the difference between various production systems.(BL2-Understand) CO3- Students will be able to apply forecasting techniques to predict future demand for a product or service.(BL3-Apply) CO4- Students will be able to analyze the impact of different inventory management strategies on cost and customer service.(BL4-Analyze) CO5- Students will be able to evaluate the effectiveness of a production line layout based on efficiency and safety considerations(BL5-Evaluate) CO6- Students will be able to design a production schedule that optimizes resource allocation and meets customer delivery deadlines.(BL6-Create)							
Coures Elements	Skill Development ✓ Entrepreneurship ✗ Employability ✓ Professional Ethics ✗ Gender ✗ Human Values ✗ Environment ✗		SDG (Goals)		SDG4(Quality education) SDG12(Responsible consupction and production)			

Part B

Modules	Contents	Pedagogy	Hours
1	Introduction - An overview of production and operations management, Production Cycle, Process Selection and Design, Responsibilities of Operations Manager, Product Design, Plant Location models, Layout Planning.	Interactive Lectures, Case Studies, Problem-Based Learning, Interactive Workshops	9
2	Forecasting as a planning tool; Forecasting types and methods (Qualitative and Quantitative); Measurement of errors.	Interactive Lectures, Case Studies, Problem-Based Learning, Interactive Workshops	9
3	Production planning techniques, Capacity Management, Lean Production, Line of balance, Aggregate Planning- Techniques, Disaggregating the aggregate plan, Master Scheduling Process.	Interactive Lectures, Case Studies, Problem-Based Learning, Interactive Workshops	9
4	Inventory management –Objectives, Inventory ordering Policies, Inventory control techniques- ABC, VED, SED, FSN, Numerical on EOQ and EBQ, Just in Time Production.	Interactive Lectures, Case Studies, Problem-Based Learning, Interactive Workshops	9
5	Project Management –Introduction, Principles, Project Process Flows. Project Implementation- Introduction, Project Management Life Cycle, Project Monitoring and Control (CPM and PERT), Risk Management, Project Closure	Interactive Lectures, Case Studies, Problem-Based Learning, Interactive Workshops	9

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
3	Optimizing Supply Chain Processes for a Logistics Company	PBL	BL6-Create	15

Part D(Marks Distribution)

Theory					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
100	40	40	12	60	
Practical					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation

Syllabus-2023-2024

(SOM)(MBA-Dual_Specialization)

Title of the Course	Research Methodology Using SPSS
Course Code	MBA-206[T]

Part A

Year	1st	Semester	2nd	Credits	L	T	P	C
					3	0	0	3
Course Type	Theory only							
Course Category	Discipline Core							
Pre-Requisite/s	Students should have an elementary level understanding of Research Methodology.				Co-Requisite/s			
Course Outcomes & Bloom's Level	<p>CO1- Students will be able to identify and differentiate between quantitative and qualitative research methods relevant to business problems. (BL1-Remember)</p> <p>CO2- Students will be able to explain the key characteristics of different research designs and their appropriate applications. (BL2-Understand)</p> <p>CO3- Students will be able to formulate a research question and develop a research plan aligned with a specific business decision-making scenario. (BL3-Apply)</p> <p>CO4- Students will be able to critically evaluate the strengths and weaknesses of various data collection methods considering different factors. (BL4-Analyze)</p> <p>CO5- Students will be able to analyze and interpret research findings, drawing meaningful conclusions and identifying their business implications. (BL5-Evaluate)</p> <p>CO6- Students will be able to develop and present a research proposal for a business research project, outlining a clear methodology, data analysis plan, and expected outcomes. (BL6-Create)</p>							
Coures Elements	Skill Development ✓ Entrepreneurship ✗ Employability ✓ Professional Ethics ✗ Gender ✗ Human Values ✗ Environment ✗		SDG (Goals)		SDG4(Quality education)			

Part B

Modules	Contents	Pedagogy	Hours
1	Introduction to Research Methodology Definition, Nature, and Significance of Research in Business Types of Research (Exploratory, Descriptive, Causal) The Research Process: Steps and Ethical Considerations Formulating Research Questions and Research Objectives	Interactive Lectures, Case Studies, Experiential Learning	9
2	Research Design and Methods Designing Effective Research Studies: Quantitative, Qualitative, and Mixed Methods Sampling Techniques and Sample Size Determination Data Collection Methods: Surveys, Interviews, Observations, and Experiments	Interactive Lectures, Case Studies, Experiential Learning	9
3	Measurement and Scaling Levels of Measurement (Nominal, Ordinal, Interval, Ratio) Designing Questionnaires and Measurement Scales Reliability and Validity Testing of Measures	Interactive Lectures, Case Studies, Experiential Learning	9
4	Data Analysis Techniques Introduction to Statistical Analysis Software (e.g., SPSS) Descriptive Statistics: Summarizing Data Patterns Hypothesis Testing and Statistical Inference Basic Data Analysis Techniques (e.g., Chi-Square Test, t-Test, ANOVA)Parameters, Other Probability Sampling Techniques, Adjusting the Statistically Determined Sample Size.	Interactive Lectures, Case Studies, Experiential Learning	9
5	Research Report Writing and Communication Structure and Components of a Research Report Effective Research Report Writing Techniques Communicating Research Findings through Presentations Research Ethics and Avoiding Plagiarism	Interactive Lectures, Case Studies, Experiential Learning	9

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
5	Designing and Conducting a Market Research Study to Assess Consumer Preferences	PBL	BL6-Create	15

Part D(Marks Distribution)

Theory					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
100	40	40	12	60	
Practical					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation

Part E

Books	Malhotra, N. K. (2016). Marketing Research: An Applied Orientation (7th ed.). Pearson.
Articles	Snyder, H. (2019). Literature review as a research methodology: An overview and guidelines. Journal of business research, 104, 333-339 Ørngreen, R., & Levinsen, K. T. (2017). Workshops as a research methodology. Electronic Journal of E-learning, 15(1), 70-81.
References Books	Schindler, P. S., & Cooper, D. R. (2019). Business Research Methods (13th ed.). McGraw-Hill Education.
MOOC Courses	https://ugcmoocs.inflibnet.ac.in/index.php/courses/view_ug/330
Videos	https://youtu.be/JEZjwIDNEHY https://youtu.be/9x-iZDIBYEc

Course Articulation Matrix

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	2	2	1	1	1	-	1	1	-	-	-	-	2	1	1
CO2	1	-	2	-	1	-	1	1	-	-	-	-	-	1	1
CO3	2	1	2	-	-	1	1	-	-	-	-	-	1	1	1
CO4	2	-	1	2	2	1	1	1	-	-	-	-	1	2	1
CO5	2	-	3	-	2	1	2	1	-	-	-	-	-	1	1
CO6	2	1	-	2	1	2	-	1	-	-	-	-	1	1	-

Syllabus-2023-2024

(SOM)(MBA-Dual_Specialization)

Title of the Course	International Business
Course Code	MBA-207[T]

Part A

Year	1st	Semester	2nd	Credits	L	T	P	C
					3	0	0	3
Course Type	Theory only							
Course Category	Disciplinary Major							
Pre-Requisite/s	Basic understanding of basic business concepts, including marketing, finance, and management, is essential for the subject "International Business." Additionally, knowledge of global economic principles and cultural awareness is crucial for effectively navigating and analyzing international markets.				Co-Requisite/s			
Course Outcomes & Bloom's Level	<p>CO1- Student will be able to Identify key concepts, terminologies, and frameworks related to international business operations. (BL1-Remember)</p> <p>CO2- Student will be able to Explain the impact of cultural, economic, and political factors on international business activities. (BL2-Understand)</p> <p>CO3- Student will be able to Apply international business theories and strategies to real-world business scenarios. (BL3-Apply)</p> <p>CO4- Student will be able to Analyze the risks and opportunities associated with international trade and investment. (BL4-Analyze)</p> <p>CO5- Student will be able to Assess the effectiveness of different international business strategies and policies. (BL5-Evaluate)</p> <p>CO6- Student will be able to Design a comprehensive international business plan that addresses key strategic, operational, and regulatory considerations. (BL6-Create)</p>							
Courses Elements	Skill Development ✕ Entrepreneurship ✕ Employability ✕ Professional Ethics ✕ Gender ✕ Human Values ✕ Environment ✕		SDG (Goals)		SDG8(Decent work and economic growth) SDG10(Reduced inequalities) SDG12(Responsible consumption and production) SDG17(Partnerships for the goals)			

Part B

Modules	Contents	Pedagogy	Hours
1	Conceptual Framework of International Business: History, Nature & Scope of International Business, Comparison of Domestic Business and International Business, Reasons for Growth of International Business, Stages of Internationalization, EPRG Framework, Globalization, Multinational Corporations, India and International Business. Cross Cultural Communication, Effect of Environment on International Business	Interactive Lecture, Experiential Learning, Case studies	9
2	Foreign Direct Investment (FDI) Theories: Market Imperfection Approach, International Product Life Cycle Theory, Transaction Cost Approach, The Eclectic Paradigm.	Interactive Lecture, Experiential Learning, Case studies	9
3	Entry Decisions for International Business- Timing & Scale of Entry, Mode of entry in Foreign Market- Exporting, Turnkey Projects, Licensing, Franchising, Joint Venture, Wholly Owned Subsidiary by Green-Field Venture or Acquisition. International Business Risk: Country Risk Analysis, Classification of Risk Involved- Political Risk, Socio-cultural Risk, Economic Risk, Importance of Risk Analysis for International Business.	Interactive Lecture, Experiential Learning, Case studies	9
4	International Marketing: Nature & significance, International Marketing Orientations, International Segmentation, International Product Life Cycle International HRM: International Staffing Approaches, Expatriate Management, International Labor Relations.	Interactive Lecture, Experiential Learning, Case studies	9
5	International Institutions: Objectives and Functions of WTO, IMF, IBRD, UNCTAD, Regional Economic Integration: Introduction, Levels of Economic Integration, Objectives and Functions of EU, NAFTA, ASEAN, SAARC, BRICS	Interactive Lecture, Experiential Learning, Case studies	9

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
3	Analyze the market entry strategies of a multinational corporation (MNC) into a foreign market.	PBL	BL4-Analyze	15

Part D(Marks Distribution)

Theory					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
100	40	60	18	40	
Practical					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation

Part E

Books	Daniels, J. D., Radebaugh, L. H., & Sullivan, D. P. (2018). International Business: Environments and Operations (16th ed.). Pearson.
Articles	Meyer, K. E., Mudambi, R., & Narula, R. (2011). Multinational Enterprises and Local Contexts: The Opportunities and Challenges of Multiple Embeddedness. Journal of Management Studies, 48(2), 235–252. https://doi.org/10.1111/j.1467-6486.2010.00987.x
References Books	Hill, C. W. L., Hult, G. T. M., & McKaig, T. (2022). Global Business Today (12th ed.). McGraw-Hill Education.
MOOC Courses	
Videos	

Course Articulation Matrix

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	1	2	-	-	2	1	1	-	-	-	-	1	-	1
CO2	2	1	1	3	1	-	2	1	-	-	-	-	3	2	1
CO3	1	-	-	2	1	-	1	2	-	-	-	-	1	1	1
CO4	1	3	2	-	1	-	1	1	-	-	-	-	1	3	1
CO5	2	3	1	2	-	1	1	1	-	-	-	-	1	-	-
CO6	1	-	1	1	-	-	-	1	-	-	-	-	-	1	-

Syllabus-2023-2024

(SOM)(MBA-Dual_Specialization)

Title of the Course	E-Commerce
Course Code	MBA-208[T]

Part A

Year	1st	Semester	2nd	Credits	L	T	P	C
					3	0	0	3
Course Type	Theory only							
Course Category	Disciplinary Major							
Pre-Requisite/s	Basic understanding of business concepts and digital technologies is essential and familiarity with online consumer behavior and market dynamics is crucial for navigating the digital marketplace effectively.				Co-Requisite/s			
Course Outcomes & Bloom's Level	CO1- Student will be able to Recall key terms, concepts, and technologies relevant to e-commerce. (BL1-Remember) CO2- Student will be able to Explain the principles and models of e-commerce and their applications. (BL2-Understand) CO3- Student will be able to Apply e-commerce tools and platforms to create and manage online businesses. (BL3-Apply) CO4- Student will be able to Analyze the impact of e-commerce on businesses, consumers, and society. (BL4-Analyze) CO5- Student will be able to Assess the effectiveness of e-commerce strategies and techniques in achieving business objectives. (BL5-Evaluate) CO6- Student will be able to Design innovative e-commerce solutions and strategies to address emerging challenges and opportunities. (BL6-Create)							
Coures Elements	Skill Development ✓ Entrepreneurship ✓ Employability ✓ Professional Ethics ✗ Gender ✗ Human Values ✗ Environment ✗		SDG (Goals)		SDG8(Decent work and economic growth) SDG12(Responsible consumption and production)			

Part B

Modules	Contents	Pedagogy	Hours
1	Introduction to E-Commerce: o History of E-Commerce o Types of E-Commerce Businesses o Legal and Ethical Aspects of E-Commerce	Interactive Lecture, Experiential Learning, Case Studies	9
2	E-Commerce Marketing: o Online Marketing Strategies o E-Commerce Advertising o E-Commerce Customer Relationship Management	Interactive Lecture, Experiential Learning, Case Studies	9
3	E-Commerce Management: o E-Commerce Business Models o E-Commerce Operations o E-Commerce Security	Interactive Lecture, Experiential Learning, Case Studies	9
4	E-Commerce Technologies: o Web Development o E-Commerce Software o E-Commerce Payment Systems	Interactive Lecture, Experiential Learning, Case Studies	9
5	E Commerce Analysis: o Analysis of E-Commerce Businesses o Developing E-Commerce Strategies	Interactive Lecture, Experiential Learning, Case Studies	9

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
4	Develop an e-commerce website for a chosen product or service.	PBL	BL6-Create	15

Part D(Marks Distribution)

Theory					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
100	40	60	18	40	
Practical					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation

Part E

Books	Laudon, K. C., & Traver, C. G. (2020). E-commerce: Business, Technology, Society (15th ed.). Pearson.
Articles	Chaffey, D. (2019). Digital Business and E-Commerce Management: The Opportunities and Challenges. Journal of Management, 1(1), 8–25. https://doi.org/10.1177/0149206319843197
References Books	Turban, E., King, D., Lee, J., Liang, T., & Turban, D. (2021). Electronic Commerce 2020: A Managerial and Social Networks Perspective (8th ed.). Springer.
MOOC Courses	
Videos	

Course Articulation Matrix

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	1	-	2	1	-	2	1	-	-	-	-	1	1	-
CO2	-	1	2	3	1	1	1	1	-	-	-	-	2	-	1
CO3	1	1	1	2	2	-	-	2	-	-	-	-	3	1	1
CO4	2	1	3	1	3	1	-	1	-	-	-	-	1	2	1
CO5	1	-	-	1	2	2	1	2	-	-	-	-	1	3	-
CO6	1	-	-	-	1	1	-	1	-	-	-	-	1	2	1

Syllabus-2023-2024

(SOM)(MBA-Dual_Specialization)

Title of the Course	Workshop on SPSS
Course Code	MBA-209[P]

Part A

Year	1st	Semester	2nd	Credits	L	T	P	C
					0	0	1	1
Course Type	Lab only							
Course Category	Discipline Core							
Pre-Requisite/s	This SPSS workshop requires the students to have a basic understanding of statistics and proficiency in Microsoft Excel.				Co-Requisite/s			
Course Outcomes & Bloom's Level	<p>CO1- Students will be able to recall key statistical concepts and terminology used in data analysis. (BL1-Remember)</p> <p>CO2- Students will be able to explain the functionalities and uses of SPSS software in business analytics. (BL2-Understand)</p> <p>CO3- Students will be able to apply SPSS tools to perform descriptive and inferential statistical analyses. (BL3-Apply)</p> <p>CO4- Students will be able to analyze and interpret data outputs generated by SPSS for business decision-making. (BL4-Analyze)</p> <p>CO5- Students will be able to evaluate statistical results and report findings effectively using SPSS. (BL5-Evaluate)</p> <p>CO6- Students will be able to create comprehensive data analysis reports and visualizations using SPSS tools. (BL6-Create)</p>							
Courses Elements	Skill Development ✓ Entrepreneurship ✗ Employability ✓ Professional Ethics ✗ Gender ✗ Human Values ✗ Environment ✗		SDG (Goals)		SDG4(Quality education)			

Part B

Modules	Contents	Pedagogy	Hours
1	Introduction to SPSS and Data Entry: Overview of SPSS interface and features. Data types and data entry in SPSS. Importing and exporting data.	Interactive Lectures, Case Studies, Experiential Learning	6
2	Descriptive Statistics: Measures of central tendency and dispersion. Frequency distributions and graphical representations. Cross-tabulations and data summarization techniques.	Interactive Lectures, Case Studies, Experiential Learning	6
3	Inferential Statistics: Hypothesis testing and significance levels. Parametric and non-parametric tests. Correlation and regression analysis.	Interactive Lectures, Case Studies, Experiential Learning	6
4	Advanced Data Analysis: Factor analysis and principal component analysis. ANOVA and MANOVA. Time series analysis and forecasting.	Interactive Lectures, Case Studies, Experiential Learning	6
5	Reporting and Visualizations: Generating and customizing reports. Creating charts and graphs. Exporting results and integrating with other software.	Interactive Lectures, Case Studies, Experiential Learning	6

Part D(Marks Distribution)

Theory					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
Practical					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
100	40	0	0	100	

Part E

Books	Hinton, P. R., McMurray, I., & Brownlow, C. (2014). SPSS explained. Routledge.
Articles	
References Books	Kulas, J. T., Roji, R. G. P. P., & Smith, A. M. (2021). IBM SPSS essentials: managing and analyzing social sciences data. John Wiley & Sons.
MOOC Courses	
Videos	

Course Articulation Matrix

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	1	-	-	-	-	-	-	-	-	-	3	-	-
CO2	2	1	1	-	-	-	-	-	-	-	-	-	2	1	-
CO3	3	2	1	-	1	-	1	-	-	-	-	-	-	1	-
CO4	1	1	-	1	-	2	-	1	-	-	-	-	2	-	1
CO5	3	2	1	-	1	-	2	-	-	-	-	-	1	1	-
CO6	1	3	2	1	1	-	2	1	-	-	-	-	-	2	1

Syllabus-2023-2024

(SOM)(MBA-Dual_Specialization)

Title of the Course	Service Marketing
Course Code	MBA -304 MM [T]

Part A

Year	2nd	Semester	3rd	Credits	L	T	P	C
					4	0	0	4
Course Type	Theory only							
Course Category	Discipline Electives							
Pre-Requisite/s	An essential exposure to the concepts prevailing in the service industry is desirable.			Co-Requisite/s				
Course Outcomes & Bloom's Level	<p>CO1- Students will be able to define key concepts in service marketing. (BL1-Remember)</p> <p>CO2- Students will be able to explain the principles and theories of services marketing. (BL2-Understand)</p> <p>CO3- Students will be able to analyze the unique challenges faced in marketing intangible services compared to physical products. (BL3-Apply)</p> <p>CO4- Students will be able to evaluate the service blueprint of a chosen organization and identify potential areas for improvement. (BL4-Analyze)</p> <p>CO5- Students will be able to critically assess the effectiveness of different service marketing strategies, considering factors like target audience and service type. (BL5-Evaluate)</p> <p>CO6- Students will be able to develop a comprehensive service marketing plan for a new service concept. (BL6-Create)</p>							
Courses Elements	Skill Development ✓ Entrepreneurship ✗ Employability ✓ Professional Ethics ✗ Gender ✗ Human Values ✗ Environment ✗		SDG (Goals)	SDG4(Quality education) SDG12(Responsible consumption and production)				

Part B

Modules	Contents	Pedagogy	Hours
1	Foundation of Services Marketing: Introduction to Services, the Gaps Model of Service Quality, Focus on the Customer, Consumer Behaviour in Service.	Interactive Lectures, Case Studies, Experiential Learning	12
2	Customer Expectations of Service, Customer Perception of Service, Understanding Customer Requirements.	Interactive Lectures, Case Studies, Experiential Learning	12
3	Listening to Customers through Research, Building Customer Relationship, Service Recovery and Various Recovery Strategies.	Interactive Lectures, Case Studies, Experiential Learning	12
4	Aligning Service Design and Standards, Service Development and Design, Customer-Defined Service Standards, Physical Evidence and the Servicescape, Delivering and Performing Service.	Interactive Lectures, Case Studies, Experiential Learning	12
5	The roles of Employees and Customers in Service Delivery, Service Delivery through Intermediaries and Electronic Channels, Demand and Capacity management, Service Promise management, and IMC are discussed.	Interactive Lectures, Case Studies, Experiential Learning	12

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
5	Developing a Customer-Centric Marketing Strategy for a Service-Based Business	PBL	BL6-Create	15

Part D(Marks Distribution)

Theory					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
100	40	40	12	60	
Practical					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation

Part E

Books	Zeithaml, V. A., Bitner, M. J., & Gremler, D. D. (2018). Services Marketing: Integrating Customer Focus Across the Firm (7th ed.). Tata McGraw-Hill Education.
Articles	Angulo-Ruiz, F., Donthu, N., Prior, D., & Rialp, J. (2014). The financial contribution of customer-oriented marketing capability. Journal of the Academy of Marketing Science, 42, 380-399. Kühl, N., Mühlthaler, M., & Goutier, M. (2020). Supporting customer-oriented marketing with artificial intelligence: automatically quantifying customer needs from social media. Electronic Markets, 30(2), 351-367.
References Books	Lovelock, C. H., Wirtz, J., & Chew, P. (2019). Essentials of Services Marketing (3rd ed.). Pearson.
MOOC Courses	
Videos	https://study.com/academy/lesson/video/market-orientation-and-sales-orientation-definition-and-differences.html?wvideo=si7jhr10ls https://youtu.be/ThXUREwvZFc

Course Articulation Matrix

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	2	1	-	1	-	1	1	-	-	-	-	-	1	2	-
CO2	1	-	2	1	2	1	1	-	-	-	-	-	1	-	1
CO3	2	1	1	2	1	2	-	2	-	-	-	-	-	1	1
CO4	2	1	-	3	-	1	-	1	-	-	-	-	1	-	1
CO5	1	2	1	2	1	2	1	-	-	-	-	-	2	1	-
CO6	1	-	1	-	-	-	-	1	-	-	-	-	1	-	2

Syllabus-2023-2024

(SOM)(MBA-Dual_Specialization)

Title of the Course	Managerial Decision Modeling Using Spreadsheet
Course Code	MBA-301[T]

Part A

Year	2nd	Semester	3rd	Credits	L	T	P	C
					3	0	0	3
Course Type	Theory only							
Course Category	Disciplinary Major							
Pre-Requisite/s	A basic understanding of spreadsheet software (such as Microsoft Excel) and foundational knowledge in management and business decision-making.				Co-Requisite/s			
Course Outcomes & Bloom's Level	<p>CO1- Student will be able to Identify key functions and tools available in spreadsheet software for decision modeling. (BL1-Remember)</p> <p>CO2- Student will be able to Explain the basic concepts of decision modeling and how they apply to managerial decision-making. (BL2-Understand)</p> <p>CO3- Student will be able to Utilize spreadsheet software to construct models for solving business problems. (BL3-Apply)</p> <p>CO4- Student will be able to Interpret the results of spreadsheet-based models to make informed business decisions. (BL4-Analyze)</p> <p>CO5- Student will be able to Assess the effectiveness and limitations of different decision models in various business scenarios. (BL5-Evaluate)</p> <p>CO6- Student will be able to Design complex decision models using advanced spreadsheet features to address real-world business challenges. (BL6-Create)</p>							
Coures Elements	Skill Development ✓ Entrepreneurship ✗ Employability ✓ Professional Ethics ✗ Gender ✗ Human Values ✗ Environment ✗		SDG (Goals)		SDG8(Decent work and economic growth) SDG11(Sustainable cities and economies) SDG12(Responsible consumption and production) SDG17(Partnerships for the goals)			

Part B

Modules	Contents	Pedagogy	Hours
1	Introduction: Introduction to managerial decision making: types of decision models, steps involved in decision modelling, possible problems in developing decision models. Linear programming models: development of a linear programming model, formulating a linear programming problem, Graphical solution of a LPP, Lenier programming modelling application with computer analysis in excel, Linear Programming Sensitivity analysis.	Interactive lectures, problem based learning, experiential learning	9
2	Transportation, Assignment and network models: Transportation model, Assignment Model, Transshipment model, shortest path model, maximal flow method.	Interactive lectures, problem based learning, experiential learning	9
3	Project management: Phases in project management, project network, Project managment techniques PERT & CPM, Managing Situational Analysis using SWOT approach Business Strategies: Competitive Strategy: - Cost Leadership, Differentiation & Focus, Cooperative Strategy: - Collusion & Strategic Alliances Corporate Strategies: Directional Strategy: Growth strategies, Stability Strategies & Retrenchment Strategies. Corporate Parenting Functional Strategies: Marketing, Financial, R&D, Operations, Purchasing, Logistics, HRM & IT. The sourcing decision: Outsourcing & offshoring.	Interactive lectures, problem based learning, experiential learning	9
4	Strategy Choice and Analysis: Scenario Analysis Process, Tools & Techniques of strategic Analysis: BCG Matrix, Ansoff Grid, GE Nine Cell Planning Grid, McKinsey's 7'S framework. Case Studies and Latest Updates. Strategy implementation: Developing Programs, Budget and Procedures, Stages of Corporate Development, Organizational Life cycle, Organizational Structures: Matrix, Network & Modular/Cellular; Reengineering and Strategy implementation, Leadership and corporate culture, Case Studies and Latest Updates.	Interactive lectures, problem based learning, experiential learning	9
5	Strategy Evaluation & Control: Evaluation & Control process, Measuring performance: types of controls, activity based costing, enterprise risk management, primary measures of corporate performance, balance scorecard approach to measure key Performance, responsibility centers, Benchmarking, Problems in measuring Performance & Guidelines for proper control. Strategic Audit of a Corporation. Case Studies and Latest Updates.	Interactive lectures, problem based learning, experiential learning	9

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
3	Create a financial model to support budgeting and financial planning for a company.	PBL	BL6-Create	15

Part D(Marks Distribution)

Theory

Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
100	40	60	18	40	

Practical

Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation

Part E

Books	Ragsdale, C. T. (2018). Spreadsheet Modeling and Decision Analysis: A Practical Introduction to Business Analytics (8th ed.). Cengage Learning.
Articles	Albright, S. C., & Winston, W. L. (2019). Practical Management Science: Spreadsheet Modeling, Applications, and Analysis. INFORMS Transactions on Education, 20(2), 191-202. https://doi.org/10.1287/ited.2019.0203
References Books	Winston, W. L. (2016). Microsoft Excel Data Analysis and Business Modeling (5th ed.). Microsoft Press.
MOOC Courses	
Videos	

Course Articulation Matrix

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	-	-	1	1	-	1	1	-	-	-	-	1	-	-
CO2	1	2	-	1	2	-	2	1	-	-	-	-	1	-	1
CO3	1	1	-	-	1	1	-	1	-	-	-	-	-	2	1
CO4	1	1	-	1	-	-	-	1	-	-	-	-	2	1	-
CO5	1	-	2	1	1	2	-	1	-	-	-	-	-	-	1
CO6	1	-	-	-	1	-	-	1	-	-	-	-	1	-	-

Syllabus-2023-2024

(SOM)(MBA-Dual_Specialization)

Title of the Course	Strategic Management
Course Code	MBA-302[T]

Part A

Year	2nd	Semester	3rd	Credits	L	T	P	C
					3	0	0	3
Course Type	Theory only							
Course Category	Discipline Core							
Pre-Requisite/s	Students should be familiar with business fundamentals, have strategic thinking skills, understand industry dynamics, have knowledge of competitive analysis, and be aware of organizational goals and objectives.				Co-Requisite/s			
Course Outcomes & Bloom's Level	<p>CO1- Students will be able to identify and define key strategic management frameworks . (BL1-Remember)</p> <p>CO2- Students will be able to explain the relationships between a company's internal and external environments and their impact on strategic decision-making. (BL2-Understand)</p> <p>CO3- Students will be able to conduct an industry analysis, identifying key competitors, threats, and opportunities. (BL3-Apply)</p> <p>CO4- Students will be able to evaluate the strategic fit between a company's chosen competitive advantage and its overall business model. (BL4-Analyze)</p> <p>CO5- Students will be able to develop and recommend a strategic plan for a specific business situation, considering various influencing factors . (BL5-Evaluate)</p> <p>CO6- Students will be able to critically assess the ethical implications of various strategic decisions and propose solutions for responsible business practices. (BL6-Create)</p>							
Courses Elements	Skill Development ✕ Entrepreneurship ✕ Employability ✕ Professional Ethics ✕ Gender ✕ Human Values ✕ Environment ✕		SDG (Goals)		SDG1(No poverty) SDG4(Quality education) SDG8(Decent work and economic growth) SDG17(Partnerships for the goals)			

Part B

Modules	Contents	Pedagogy	Hours
1	Introduction-Strategic Management Concepts and Benefits of Strategic Management Strategic Decision Making Mintzberg's Strategic Decision Making/ Competitive Advantage modes.	Interactive Lectures, Case Studies, Experiential Learning	9
2	Industry Analysis: An overview of the External Environment. ETOP preparation and different matrices	Interactive Lectures, Case Studies, Experiential Learning	9
3	Industry Analysis: Analyzing and scanning functional resources and performing value chain analysis.	Interactive Lectures, Case Studies, Experiential Learning	9
4	Competitive Advantage, Cost Leadership, Differentiation, Cost focus and Differentiation focus, Core competencies, BPO & KPO Blue Ocean Strategy, Types of strategy- Corporate & Directional strategy.	Interactive Lectures, Case Studies, Experiential Learning	9
5	Growth, Stability and Retrenchment strategies Strategic Alliances and Choice-Mention of Diversification, Tests of Diversification, Global strategies	Interactive Lectures, Case Studies, Experiential Learning	9

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
1	Formulating a Strategic Plan for Market Expansion of a Medium-Sized Enterprise	PBL	BL6-Create	15

Part D(Marks Distribution)

Theory					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
100	40	40	12	60	
Practical					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation

Part E

Books	Pearce, J. A., & Robinson, R. B. (2020). Strategic Management: Planning for Domestic & Global Competition (15th ed.). McGraw-Hill Education. David, F. R., & David, F. R. (2020). Strategic Management: A Competitive Advantage Approach, Concepts and Cases (17th ed.). Pearson.
Articles	Rumelt, R. P., Schendel, D., & Teece, D. J. (1991). Strategic management and economics. Strategic management journal, 12(S2), 5-29. Grunig, J. E., & Repper, F. C. (2013). Strategic management, publics, and issues. Excellence in public relations and communication management, 117-157.
References Books	Dess, G. G., Lumpkin, G. T., Eisner, A. B., & McNamara, G. (2020). Strategic Management: Text and Cases (9th ed.). McGraw-Hill Education.
MOOC Courses	https://ugcmoocs.inflibnet.ac.in/index.php/courses/view_pg/396
Videos	https://youtu.be/_BajRnOCSKk https://youtu.be/Bwbk54OIYbl

Course Articulation Matrix

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	3	2	-	1	-	1	-	1	-	-	-	-	1	1	1
CO2	2	1	-	1	-	1	1	-	-	-	-	-	-	-	1
CO3	1	-	1	2	1	-	1	1	-	-	-	-	2	1	1
CO4	2	1	1	1	3	1	-	1	-	-	-	-	1	2	1
CO5	1	-	-	1	-	1	1	-	-	-	-	-	1	1	1
CO6	3	2	1	-	-	1	-	1	-	-	-	-	1	-	1

Syllabus-2023-2024

(SOM)(MBA-Dual_Specialization)

Title of the Course	Digital Banking System
Course Code	MBA-303 FM[T]

Part A

Year	2nd	Semester	3rd	Credits	L	T	P	C
					3	0	0	3
Course Type	Theory only							
Course Category	Discipline Electives							
Pre-Requisite/s	The students will have Basic understanding of traditional banking concepts and familiarity with information technology.				Co-Requisite/s			
Course Outcomes & Bloom's Level	CO1- Students will be able to recall key concepts and terminologies related to digital banking. (BL1-Remember) CO2- Students will be able to explain the evolution and components of digital banking systems. (BL2-Understand) CO3- Students will be able to apply digital banking tools and techniques to financial operations. (BL3-Apply) CO4- Students will be able to analyze the impact of digital banking on financial services and customer experience. (BL4-Analyze) CO5- Students will be able to evaluate the security and regulatory implications of digital banking systems. (BL5-Evaluate) CO6- Students will be able to design innovative digital banking solutions for enhanced financial services. (BL6-Create)							
Coures Elements	Skill Development ✓ Entrepreneurship ✗ Employability ✓ Professional Ethics ✗ Gender ✗ Human Values ✗ Environment ✗		SDG (Goals)					

Part B

Modules	Contents	Pedagogy	Hours
1	Introduction to Digital Banking: Overview of Digital Banking - Evolution of digital banking - Traditional banking vs. digital banking - Benefits and challenges of digital banking. Key Digital Banking Services:- Online banking - Mobile banking - Digital payment systems - Electronic funds transfer (EFT)-Regulatory Framework and Compliance - Key regulations and compliance requirements - Security and privacy issues in digital banking	interactive lectures, case studies, experiential learning	9
2	Digital Banking Technologies: Core Banking Systems - Overview and components of core banking systems - Role of core banking systems in digital banking- Payment Gateways and Platforms - Functioning of payment gateways - Role of payment platforms in digital transactions. Blockchain and Cryptocurrencies - Basics of blockchain technology - Impact of blockchain on digital banking - Overview of cryptocurrencies and their role in banking- Mobile and Web Technologies - Mobile banking applications - Responsive web design for banking.	interactive lectures, case studies, experiential learning	9
3	Digital Banking Strategies and Customer Experience:- Digital Transformation Strategies - Key components of a digital transformation strategy - Implementation challenges and solutions - Customer Experience in Digital Banking - Importance of customer experience - Tools and techniques for enhancing customer experience-Digital Marketing in Banking - Digital marketing strategies for banks - Role of social media and content marketing-Data Analytics and Personalization - Use of data analytics in banking - Personalization strategies in digital banking	interactive lectures, case studies, experiential learning	9
4	Risk Management and Cybersecurity in Digital Banking:- Types of Risks in Digital Banking - Operational risks - Financial risks - Regulatory risks-Cybersecurity in Digital Banking - Common cybersecurity threats - Cybersecurity frameworks and best practices.- Fraud Detection and Prevention - Techniques for fraud detection - Tools for fraud prevention in digital banking-Disaster Recovery and Business Continuity - Importance of disaster recovery plans - Components of a business continuity plan.	interactive lectures, case studies, experiential learning	9
5	Artificial Intelligence in Digital Banking:- Introduction to AI in Banking - Overview of artificial intelligence and its relevance to banking - Key AI technologies used in banking-AI Applications in Digital Banking - Chatbots and virtual assistants - Predictive analytics for credit scoring - Fraud detection using AI-AI-Driven Customer Experience - Personalized banking services using AI - AI in customer support and engagement.	interactive lectures, case studies, experiential learning	9

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
4	Designing a Secure and User-Friendly Digital Banking Platform	PBL	BL4-Analyze	15

Part D(Marks Distribution)

Theory

Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
100	40	60	18	40	

Practical

Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation

Part E

Books	Lee, I., & Lee, J. (2020). FinTech disruption: Innovation and policy in financial services (2nd ed.). Routledge. (Analyzes the impact of financial technologies on banking systems, including digital banking)
Articles	Chen, Y., Xu, J., Luo, Z., & Zhou, L. (2020). The impact of digital banking on financial performance: Evidence from China. International Journal of Finance & Economics, 25(1), 187-204. (Investigates the relationship between digital banking adoption and financial performance)
References Books	Campoverde, M., & Värzaru, I. (2019). Digital banking and financial inclusion: A global view. World Bank Publications. (Examines the role of digital banking in promoting financial inclusion)
MOOC Courses	
Videos	https://www.youtube.com/watch?v=fu5Lt8VLQjQ

Course Articulation Matrix

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	-	1	-	2	-	1	1	-	-	-	-	1	-	-
CO2	-	1	2	-	-	1	-	-	-	-	-	-	-	1	-
CO3	2	3	-	1	-	-	2	-	-	-	-	-	1	-	3
CO4	-	-	1	-	2	-	-	3	-	-	-	-	-	2	-
CO5	1	1	-	2	-	3	-	-	-	-	-	-	2	-	1
CO6	-	-	1	-	1	-	-	1	-	-	-	-	-	1	-

Syllabus-2023-2024

(SOM)(MBA-Dual_Specialization)

Title of the Course	Human Resource Analytics
Course Code	MBA-303 HR [T]

Part A

Year	2nd	Semester	3rd	Credits	L	T	P	C
					4	0	0	4
Course Type	Theory only							
Course Category	Discipline Electives							
Pre-Requisite/s	Students need to have a basic understanding of human resource management concepts, familiarity with data analysis tools, and proficiency in interpreting organizational metrics.				Co-Requisite/s			
Course Outcomes & Bloom's Level	<p>CO1- Students will be able to recall the various metrics used to measure HR effectiveness within an organization. (BL1-Remember)</p> <p>CO2- Students will be able to explain the relationship between HR practices and key business outcomes (BL2-Understand)</p> <p>CO3- Students will be able to analyze a case study and recommend appropriate HR metrics to evaluate the effectiveness of a specific HR program. (BL3-Apply)</p> <p>CO4- Students will be able to compare and contrast different approaches to measuring HRM across various industries. (BL4-Analyze)</p> <p>CO5- Students will be able to critically assess the strengths and weaknesses of a proposed HR measurement system considering its purpose and context. (BL5-Evaluate)</p> <p>CO6- Students will be able to design a balanced HR scorecard that incorporates both financial and HR-specific metrics to track the effectiveness of the HR department. (BL6-Create)</p>							
Coures Elements	Skill Development ✓ Entrepreneurship ✗ Employability ✓ Professional Ethics ✗ Gender ✗ Human Values ✗ Environment ✗		SDG (Goals)		SDG4(Quality education)			

Part B

Modules	Contents	Pedagogy	Hours
1	Why Measure Human Resource: The Changing Nature of Human Resources: HR as a strategic partner, HR as an administrative expert, HR as an employee champion, HR as a change agent, and HR as a Business Partner.	Interactive Lectures, Case Studies, Experiential Learning	12
2	Approaches to Measuring HR: Balance Scorecard and HR Scorecard, HR Accounting, HR Auditing.	Interactive Lectures, Case Studies, Experiential Learning	12
3	The ROI Methodology: The Essential Measurement Mix, Why ROI? Types of Data for ROI Methodology, the ROI Methodology.	Interactive Lectures, Case Studies, Experiential Learning	12
4	Measuring Intangibles: Key concepts about Intangibles, Intangible Measures.	Interactive Lectures, Case Studies, Experiential Learning	12
5	Communicating and Using Evaluation Data: Principles of Communicating Results, Developing the Information: The Impact Study, Selecting Communication Media, Communicate, Analyze and Evaluate the Data to Drive Improvement.	Interactive Lectures, Case Studies, Experiential Learning	12

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
4	Designing an HR Metrics Dashboard to Measure HRM Effectiveness	PBL	BL4-Analyze	15

Part D(Marks Distribution)

Theory					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
100	40	40	12	60	
Practical					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation

Part E

Books	Cascio, W. F., & Boudreau, J. W. (2016). Investing in People: Financial Impact of Human Resource Initiatives (2nd ed.). Pearson.
Articles	Singh, S., Darwish, T. K., Costa, A. C., & Anderson, N. (2012). Measuring HRM and organisational performance: concepts, issues, and framework. Management decision, 50(4), 651-667. Colakoglu, S., Lepak, D. P., & Hong, Y. (2006). Measuring HRM effectiveness: Considering multiple stakeholders in a global context. Human resource management review, 16(2), 209-218.
References Books	Fisher, C. D., Schoenfeldt, L. F., & Shaw, J. B. (2020). Human Resource Management (10th ed.). Tata McGraw-Hill Education.
MOOC Courses	
Videos	https://youtu.be/vnomHHIOIFM https://youtu.be/MhjIY3MLjTw

Course Articulation Matrix

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	-	2	1	-	1	-	-	1	-	-	-	-	1	1	1
CO2	2	-	1	3	-	-	1	-	-	-	-	-	1	2	1
CO3	1	2	3	2	1	1	-	1	-	-	-	-	-	1	-
CO4	3	2	-	1	2	1	-	1	-	-	-	-	2	1	1
CO5	-	1	1	2	1	2	1	1	-	-	-	-	-	-	1
CO6	1	-	-	1	-	1	-	1	-	-	-	-	1	1	-

Syllabus-2023-2024

(SOM)(MBA-Dual_Specialization)

Title of the Course	Consumer Behavior
Course Code	MBA-303 MM[T]

Part A

Year	2nd	Semester	3rd	Credits	L	T	P	C
					3	0	0	3
Course Type	Theory only							
Course Category	Discipline Electives							
Pre-Requisite/s	A basic understanding of consumer-economics and marketing is desirable.			Co-Requisite/s				
Course Outcomes & Bloom's Level	<p>CO1- students will be able to define key concepts in consumer behaviour, such as perception, motivation, and decision-making processes. (BL1-Remember)</p> <p>CO2- Students will be able to explain the factors influencing consumer behaviour (BL2-Understand)</p> <p>CO3- Students will be able to apply consumer behaviour principles to analyze real-world marketing scenarios and develop effective marketing strategies. (BL3-Apply)</p> <p>CO4- Students will be able to critically evaluate the effectiveness of different marketing messages and strategies targeted towards specific consumer segments. (BL4-Analyze)</p> <p>CO5- Students will be able to propose and justify marketing recommendations based on an integrated understanding of consumer needs, wants, and decision-making processes. (BL5-Evaluate)</p> <p>CO6- Students will be able to design a research plan to investigate a specific consumer behaviour issue and develop data-driven insights to inform marketing strategies. (BL6-Create)</p>							
Courses Elements	Skill Development ✗ Entrepreneurship ✗ Employability ✗ Professional Ethics ✗ Gender ✓ Human Values ✗ Environment ✗		SDG (Goals)	SDG4(Quality education) SDG5(Gender equality) SDG12(Responsible consumption and production)				

Part B

Modules	Contents	Pedagogy	Hours
1	Introduction to Consumer Behaviour- Defining Consumer Behaviour, Scope and Application of Consumer Behaviour, Consumers" Impact on Marketing Strategy, Modelling Behaviour.	Interactive lectures, case studies,	9
2	Consumer Behaviour Research Methods – Survey, focus groups, interviews, experiments, purchase panels, database marketing.	Interactive lectures, case studies,	9
3	Individual Determinants of Consumer Behaviour Consumer"s Needs & Motivation, Emotions and Mood, Consumer Involvement; Consumer Learning; Personality, Self-concept and Self-image; Consumer Perception, Risk and Imagery;	Interactive lectures, case studies,	9
4	Group Determinants of CB: - Consumer Attitude, Consumer Communication, Environmental Influences on Consumer Behaviour – Group Dynamics and Reference Groups, Family, Social Class, Culture Interpersonal Communication and influence, Opinion Leadership	Interactive lectures, case studies,	9
5	Consumer Decision Making Process and Post purchase behaviour Diffusion of Innovation; Problem recognition; Search and Evaluation; Purchasing Process, Post Purchasing Process. Cognitive dissonance, Consumer delight, consumer complaint behaviour.	Interactive lectures, case studies, Guest lectures	9

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
2	Analyzing Consumer Behavior Trends to Develop a Targeted Marketing Campaign	PBL	BL5-Evaluate	15

Part D(Marks Distribution)

Theory					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
100	40	40	12	60	
Practical					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation

Part E

Books	Solomon, M. R., White, K., Dahl, D. W., & Zaichkowsky, J. L. (2019). Consumer Behavior: Buying, Having, and Being (13th ed.). Tata McGraw-Hill.
Articles	Pachauri, M. (2001). Consumer behaviour: a literature review. The Marketing Review, 2(3), 319-355. Gretzel, U., Fesenmaier, D. R., & O'Leary, J. T. (2006). The transformation of consumer behaviour. In Tourism business frontiers (pp. 9-18). Routledge.
References Books	Schiffman, L. G., & Kanuk, L. L. (2019). Consumer Behavior (12th Global ed.). Pearson.
MOOC Courses	https://www.coursera.org/learn/market-research#modules
Videos	https://youtu.be/uiwamYwz8BM https://youtu.be/2gKppyM1m-o

Course Articulation Matrix

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	2	-	-	-	-	-	1	-	-	-	-	-	1	-	1
CO2	2	-	-	1	-	3	3	-	-	-	-	-	-	1	-
CO3	2	-	-	1	-	-	-	1	-	-	-	-	2	-	1
CO4	-	1	3	1	-	1	-	-	-	-	-	-	1	1	-
CO5	-	-	3	-	-	-	-	-	-	-	-	-	-	-	1
CO6	-	-	-	-	1	-	-	1	-	-	-	-	1	-	-

Syllabus-2023-2024

(SOM)(MBA-Dual_Specialization)

Title of the Course	Security Analysis and Portfolio Management
Course Code	MBA-304 FM [T]

Part A

Year	2nd	Semester	3rd	Credits	L	T	P	C
					3	0	0	3
Course Type	Theory only							
Course Category	Discipline Electives							
Pre-Requisite/s	A basic understanding of taxation as a concept is desirable.			Co-Requisite/s				
Course Outcomes & Bloom's Level	<p>CO1- Students will be able to define the core concepts of investment management, including asset classes, risk-return tradeoff, and investment vehicles. (BL1-Remember)</p> <p>CO2- Students will be able to explain the different investment philosophies (value investing, growth investing, etc.) and their underlying principles. (BL2-Understand)</p> <p>CO3- Students will be able to apply portfolio theory concepts such as Modern Portfolio Theory (MPT) to construct diversified investment portfolios. (BL3-Apply)</p> <p>CO4- Students will be able to analyze financial statements and other data to evaluate the investment potential of companies and securities. (BL4-Analyze)</p> <p>CO5- Students will be able to evaluate the performance of investment portfolios using various metrics and recommend adjustments based on market conditions and risk tolerance. (BL5-Evaluate)</p> <p>CO6- Students will be able to develop an investment strategy aligned with an individual or institutional investor's financial goals and risk profile. (BL6-Create)</p>							
Courses Elements	Skill Development ✓ Entrepreneurship ✗ Employability ✓ Professional Ethics ✗ Gender ✗ Human Values ✗ Environment ✗		SDG (Goals)	SDG4(Quality education) SDG8(Decent work and economic growth) SDG10(Reduced inequalities) SDG12(Responsible consumption and production) SDG17(Partnerships for the goals)				

Part B

Modules	Contents	Pedagogy	Hours
1	Investment - meaning nature and scope of investment analysis – elements of investment - types of investments, analysing various investment opportunities.	Interactive Classes, Case studies	9
2	Fundamental Analysis Macroeconomic analysis, industry analysis Internal Value and Market Value of Various Securities; Internal Value and Market Value of Firm.	Interactive Classes, Case studies Problem based learning	9
3	Bond Market Bonds - Fundamentals of bond valuation; Interest rates, spot rate, forward rate and yield curve Bonds - Term structure of interest rates Bond.	Interactive Classes, Case studies Problem based learning	9
4	Derivative Structure of Derivative Markets, Forwards, Futures, Options, Swap. Market Characteristics Futures and Options Contract Specifications, Underlying Asset, Contract size and Delivery Specifications.	Interactive Classes, Case studies Problem based learning	9
5	Portfolio Management Portfolio Management, Portfolio Theory, Portfolio Criteria, Efficient Set Portfolio Selection.	Interactive Classes, Case studies Problem based learning	9

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
5	Designing an Optimal Investment Portfolio for High Net Worth Individuals	PBL	BL6-Create	15

Part D(Marks Distribution)

Theory					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
100	40	40	12	60	
Practical					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
	0				

Part E

Books	Sharpe, W. F., & Alexander, G. J. (2009). Investments (6th ed.). Tata McGraw-Hill.
Articles	.Stoughton, N. M., Wu, Y., &Zechner, J. (2011). Intermediated investment management. The Journal of Finance, 66(3), 947-980. 2.Mayfield, C., Perdue, G., & Wooten, K. (2008). Investment management and personality type. Financial services review, 17(3), 219-236.
References Books	Berk, J., DeMarzo, P., & Harford, J. (2017). Fundamentals of Corporate Finance (4th Global ed.). Pearson.
MOOC Courses	https://ugcmoocs.inflibnet.ac.in/index.php/courses/view_pg/398
Videos	https://youtu.be/h2YVStgnhSc https://youtu.be/ILj5hT_N3TU

Course Articulation Matrix

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	-	-	2	-	-	1	-	-	-	-	-	1	2	-
CO2	2	1	2	1	-	3	3	1	-	-	-	-	1	1	1
CO3	2	-	2	1	-	2	-	1	-	-	-	-	-	1	2
CO4	-	1	3	1	2	-	2	1	-	-	-	-	1	-	1
CO5	2	-	2	1	-	1	-	1	-	-	-	-	1	1	2
CO6	1	-	-	1	1	-	-	1	-	-	-	-	-	2	1

Syllabus-2023-2024

(SOM)(MBA-Dual_Specialization)

Title of the Course	Talent Management
Course Code	MBA-304 HR [T]

Part A

Year	2nd	Semester	3rd	Credits	L	T	P	C
					3	0	0	3
Course Type	Theory only							
Course Category	Discipline Electives							
Pre-Requisite/s	The students will have Basic understanding of human resource management concepts and organizational behavior.				Co-Requisite/s			
Course Outcomes & Bloom's Level	CO1- Students will be able to recall key concepts and terminologies related to talent management. (BL1-Remember) CO2- Students will be able to explain the importance and processes of talent management in organizations. (BL2-Understand) CO3- Students will be able to apply talent management strategies to attract and retain top talent. (BL3-Apply) CO4- Students will be able to analyze talent management practices to identify strengths and areas for improvement. (BL4-Analyze) CO5- Students will be able to evaluate the effectiveness of various talent management practices. (BL5-Evaluate) CO6- Students will be able to design comprehensive talent management plans that align with organizational goals. (BL6-Create)							
Courses Elements	Skill Development ✗ Entrepreneurship ✓ Employability ✓ Professional Ethics ✗ Gender ✗ Human Values ✗ Environment ✗		SDG (Goals)	SDG4(Quality education) SDG8(Decent work and economic growth) SDG10(Reduced inequalities)				

Part B

Modules	Contents	Pedagogy	Hours
1	Introduction to Talent Management: Definition and scope of talent management The evolution of talent management practices Key components of talent management: acquisition, development, retention	interactive lectures, case studies, experiential learning	9
2	Talent Acquisition Strategies: Workforce planning and job analysis Recruitment strategies: traditional vs. modern methods Selection process and tools	interactive lectures, case studies, experiential learning	9
3	Talent Development and Training: Identifying training needs Designing effective training and development programs Leadership development and succession planning	interactive lectures, case studies, experiential learning	9
4	Employee Engagement and Retention: Strategies for employee engagement Managing performance and career development Retention strategies and turnover management	interactive lectures, case studies, experiential learning	9
5	Future Trends in Talent Management: Impact of technology on talent management (AI, data analytics) Diversity and inclusion in talent management Future challenges and opportunities in managing talent	interactive lectures, case studies, experiential learning	9

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
5	Developing a Talent Acquisition Strategy for a High-Growth Startup	PBL	BL5-Evaluate	15

Part D(Marks Distribution)

Theory					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
100	40	60	18	40	
Practical					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation

Part E

Books	Collings, D. G., Melcher, C. L., & Holt, J. R. (2016). Talent management: Building a competitive advantage through strategic workforce planning (2nd ed.). Kogan Page Publishers.
Articles	Dyer, J. H., Hanges, P. J., & Teng, C. M. (2008). DHRM: HRM in a cross-cultural context. Society for Human Resource Management Research Quarterly, 1(1), 69-92. (Explores talent management practices within a global context)
References Books	Ulrich, D., Brockbank, W., Brockbank, A., & Moi, M. (2015). The talent code: Deciphering the secrets of high-performance teams (Updated and expanded ed.). Harvard Business Review Press. (Focuses on building high-performing teams through talent management practices)
MOOC Courses	
Videos	https://www.youtube.com/watch?v=NwufHwariTI

Course Articulation Matrix

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	-	2	-	1	-	1	-	-	-	-	-	1	-	-
CO2	-	1	-	-	1	-	-	1	-	-	-	-	-	2	-
CO3	2	-	1	1	-	1	-	-	-	-	-	-	-	-	3
CO4	1	1	-	-	2	-	1	-	-	-	-	-	1	-	-
CO5	-	1	-	2	-	-	2	-	-	-	-	-	-	1	-
CO6	1	-	1	-	2	-	-	1	-	-	-	-	-	-	1

Syllabus-2023-2024

(SOM)(MBA-Dual_Specialization)

Title of the Course	Financial Analytics
Course Code	MBA-305 FM[T]

Part A

Year	2nd	Semester	3rd	Credits	L	T	P	C
					4	0	0	4
Course Type	Theory only							
Course Category	Specialization Elective Courses							
Pre-Requisite/s	Proficiency in statistics, understanding of financial markets, familiarity with financial software/tools, knowledge of programming languages like Python/R, and critical thinking skills for data interpretation are desirable				Co-Requisite/s			
Course Outcomes & Bloom's Level	<p>CO1- Students will recall key financial concepts, theories, and principles relevant to analytics, including financial statements, ratios, and valuation methods. (BL1-Remember)</p> <p>CO2- Students will comprehend the role and significance of financial analytics in decision-making processes within organizations, including risk management, performance evaluation, and strategic planning. (BL2-Understand)</p> <p>CO3- Students will demonstrate the ability to apply financial analytics techniques and tools to analyze financial data, interpret trends, and generate insights to support managerial decisions. (BL3-Apply)</p> <p>CO4- Students will evaluate the financial performance and health of organizations using advanced analytics techniques, such as regression analysis, time series forecasting, and scenario analysis. (BL4-Analyze)</p> <p>CO5- Students will assess the effectiveness and limitations of financial analytics models and methodologies in predicting financial outcomes, identifying potential biases, and recommending data-driven strategies. (BL5-Evaluate)</p> <p>CO6- Students will design and develop comprehensive financial analytics solutions tailored to organizational needs, integrating data from various sources, performing advanced analyses, and presenting actionable insights to stakeholders for informed decision-making. (BL6-Create)</p>							
Courses Elements	Skill Development ✓ Entrepreneurship ✗ Employability ✓ Professional Ethics ✗ Gender ✗ Human Values ✗ Environment ✗		SDG (Goals)		SDG4(Quality education)			

Part B

Modules	Contents	Pedagogy	Hours
1	Introduction to Financial Analytics: Definition, relevance and scope financial Analytics, recent trends in financial analytics; Financial Time Series and their Characteristics: Asset Returns, Distributional Properties of Returns, Review of Statistical Distributions and properties of financial time series.	interactive lectures and case studies	12
2	Asset Portfolio Models: Basics of portfolio construction, Markowitz Theorem, Capital Asset Pricing Model, Diversification and Portfolio Optimization; Modeling Volatility and Risk: Characteristics of volatility. Modeling volatility using ARCH/GARCH models. Measuring and modeling risk. Application of Value at Risk (VaR)	interactive lectures and case studies	12
3	High-Frequency Data Analysis: Non synchronous Trading, Bid–Ask Spread of trading Prices, Empirical Characteristics of TradingData, Models for Price Changes, Duration Models	interactive lectures and case studies	12
4	Modeling Credit Risk: Corporate Liabilities as contingent claims, Endogenous default boundaries and optional Capital Structure, Intensity Modeling, Rating based term-structure models, Credit risk and interest-rate Swaps, Modeling dependent defaults	interactive lectures and case studies	12
5	Derivative Pricing: Issues regarding derivative markets. Brownian motion, Black - Scholes model. Modeling derivative prices.	interactive lectures and case studies	12

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
4	Applying Financial Analytics for Investment Decision Making and Risk Management	PBL	BL5-Evaluate	15

Part D(Marks Distribution)

Theory					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
100	40	40	12	60	
Practical					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation

Part E

Books	Ruey S. Tsay (2012), "An Introduction to Analysis of Financial Data with R", Wiley, ISBN: 978-0-470-89081-3
Articles	Kumar, S., Sharma, D., Rao, S., Lim, W. M., & Mangla, S. K. (2022). Past, present, and future of sustainable finance: insights from big data analytics through machine learning of scholarly research. <i>Annals of Operations Research</i> , 1-44. Artzi, I. (2022). Predictive Analytics Techniques: Theory and Applications in Finance. In <i>Financial Data Analytics: Theory and Application</i> (pp. 59-126). Cham: Springer International Publishing.
References Books	Argimiro Arratia (2014), "Computational Finance An Introductory Course with R", Atlantis Press, ISBN 978-94-6239-069-0 • Bernhard Pfaff (2013), "Financial risk modelling and portfolio optimization with R", Wiley, ISBN 978-0-470-97870-2
MOOC Courses	https://www.coursera.org/learn/applying-data-analytics-business-in-finance
Videos	https://www.youtube.com/watch?v=_LkcKZ9FphQ

Course Articulation Matrix

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	2	1	1	-	1	1	1	-	-	-	-	-	1	1	-
CO2	1	-	2	1	-	-	1	-	-	-	-	-	1	-	1
CO3	-	1	-	1	-	2	2	1	-	-	-	-	1	1	-
CO4	2	-	3	1	2	-	1	2	-	-	-	-	-	-	1
CO5	2	3	1	-	3	-	1	-	-	-	-	-	2	1	-
CO6	3	1	2	1	-	1	2	-	-	-	-	-	1	-	2

Syllabus-2023-2024

(SOM)(MBA-Dual_Specialization)

Title of the Course	Industrial Relation and Employment Laws
Course Code	MBA-305 HR[T]

Part A

Year	2nd	Semester	3rd	Credits	L	T	P	C
					3	0	0	3
Course Type	Theory only							
Course Category	Discipline Electives							
Pre-Requisite/s	Students need to have basic understanding of human resource management and organizational behavior.				Co-Requisite/s			
Course Outcomes & Bloom's Level	<p>CO1- Students will be able to recall key concepts and terminologies related to industrial relations and employment laws. (BL1-Remember)</p> <p>CO2- Students will be able to explain the role and importance of industrial relations and employment laws in organizations. (BL2-Understand)</p> <p>CO3- Students will be able to apply relevant laws and practices to manage industrial relations effectively. (BL3-Apply)</p> <p>CO4- Students will be able to analyze industrial disputes and legal issues to identify solutions. (BL4-Analyze)</p> <p>CO5- Students will be able to evaluate the effectiveness of industrial relations strategies and compliance with employment laws. (BL5-Evaluate)</p> <p>CO6- Students will be able to design policies and strategies for managing industrial relations and ensuring legal compliance. (BL6-Create)</p>							
Courses Elements	Skill Development ✓ Entrepreneurship ✗ Employability ✓ Professional Ethics ✗ Gender ✓ Human Values ✓ Environment ✗		SDG (Goals)		SDG5(Gender equality) SDG8(Decent work and economic growth) SDG10(Reduced inequalities)			

Part B

Modules	Contents	Pedagogy	Hours
1	Introduction to Industrial Relations: Definition and scope of industrial relations The evolution of industrial relations Key stakeholders: employees, employers, trade unions, and government	Interactive Lectures, Case Studies, Experiential Learning	9
2	Industrial Disputes and Conflict Resolution: Types and causes of industrial disputes Dispute resolution mechanisms: negotiation, mediation, arbitration Case studies on industrial disputes and their resolution	Interactive Lectures, Case Studies, Experiential Learning	9
3	Employment Laws and Regulations: Overview of labor laws in India Key legislation: Industrial Disputes Act, Trade Unions Act, Factories Act Recent changes and trends in employment laws	Interactive Lectures, Case Studies, Experiential Learning	9
4	Employee Rights and Responsibilities: Rights and duties of employers and employees Wage laws, working conditions, and benefits Protection against discrimination and harassment	Interactive Lectures, Case Studies, Experiential Learning	9
5	Strategic Management of Industrial Relations: Role of HR in managing industrial relations Strategies for maintaining harmonious industrial relations Future trends and challenges in industrial relations	Interactive Lectures, Case Studies, Experiential Learning	9

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
5	Developing a Talent Acquisition Strategy for a High-Growth Startup	PBL	BL6-Create	15

Part D(Marks Distribution)

Theory					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
100	40	60	18	40	
Practical					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation

Syllabus-2023-2024

(SOM)(MBA-Dual_Specialization)

Title of the Course	Brand Management
Course Code	MBA-305 MM[T]

Part A

Year	2nd	Semester	3rd	Credits	L	T	P	C
					3	0	0	3
Course Type	Theory only							
Course Category	Discipline Core							
Pre-Requisite/s	A basic understanding of strategy and marketing is desirable.			Co-Requisite/s				
Course Outcomes & Bloom's Level	<p>CO1- Designing an Integrated Management Information System for a Healthcare Facility(BL1-Remember)</p> <p>CO2- Students will be able to explain the differences between brand strategy and brand tactics, and how they work together to achieve brand objectives.(BL2-Understand)</p> <p>CO3- Students will be able to develop a brand positioning statement for a specific product or service, considering target audience and competitor analysis.(BL3-Apply)</p> <p>CO4- Students will be able to evaluate the effectiveness of existing branding elements for a given brand, identifying strengths and weaknesses.brand equity and assess the financial and non-financial value of a brand.(BL4-Analyze)</p> <p>CO5- Students will be able to design a brand extension strategy for an existing brand, considering potential risks and opportunities for brand dilution.(BL5-Evaluate)</p> <p>CO6- Students will be able to develop a comprehensive brand management plan for a new product launch, including brand messaging, communication channels, and budget allocation.(BL6-Create)</p>							
Coures Elements	Skill Development ✗ Entrepreneurship ✗ Employability ✓ Professional Ethics ✗ Gender ✗ Human Values ✗ Environment ✗		SDG (Goals)	SDG4(Quality education) SDG8(Decent work and economic growth) SDG12(Responsible consuption and production)				

Part B

Modules	Contents	Pedagogy	Hours
1	Introduction to brands and Brand Management Brands: Key Definitions and Concepts, challenges and opportunities	Interactive Lecture	9
2	Identifying and Establishing Brand Positioning Customer Based Brand Equity: Brand Knowledge, Sources of Brand Equity, The Four Steps of Brand Building; Brand Positioning: Identifying and implementing brand positioning, Points of Parity, Points of Difference, Brand Audits.	Interactive Lectures Case Studies	9
3	Planning and implementing Brand Marketing Programs Choosing brand elements to build brand equity; Designing Marketing Programs to build Brand Equity; Leveraging Secondary Brand Associations to Build Brand Equity.	Interactive Lectures Case Studies	9
4	: Measuring & Interpreting Brand performance Brand Equity Management System, Brand Equity Measurement Systems; Tracking Customer-Based Brand Equity.	Interactive Lectures Case Studies	9
5	Growing and Sustaining Brand Equity Designing and Implementing Brand Strategies: The Young and Rubicam (Y&R) Power Grid, Brand Architecture, Brand Stature/ Brand Strength, Managing Brand Portfolios, Brand Hierarchy Decisions; Brand Extensions; Managing Brands Over Time: Life Stages of a Brand, Brand Extensions, Brand Reinforcement Strategies; Managing Brands over Geography: Global Branding, Global Brand Strategy.	Interactive Lectures Case Studies	9

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
5	Creating a Brand Revitalization Strategy for a Legacy Product	PBL	BL6-Create	15

Part D(Marks Distribution)

Theory					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
100	40	40	12	60	
Practical					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation

Part E

Books	Kotler, P., & Keller, K. L. (2016). Marketing Management (15th Global ed.). Pearson.
Articles	Shocker, A. D., Srivastava, R. K., & Ruekert, R. W. (1994). Challenges and opportunities facing brand management: An introduction to the special issue. Journal of Marketing Research, 31(2), 149–158. 2. Bernard, P., Hulbert, J. M., & Pitt, L. F. (1999). Brand management prognostications. MIT Sloan Management Review, 40(2), 53.
References Books	Elliott, R. H., Rosenbaum-Elliott, R., Percy, L., & Pervan, S. (2015). Strategic brand management. Oxford University Press, USA.
MOOC Courses	https://www.coursera.org/learn/brand-management
Videos	https://youtu.be/9OZ_Y-pNim8 https://www.youtube.com/watch?v=HKk6YAj_59U

Course Articulation Matrix

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	-	-	1	-	2	1	-	-	-	-	-	1	1	-
CO2	-	2	1	1	-	3	3	2	-	-	-	-	-	1	1
CO3	1	-	2	1	2	-	2	1	-	-	-	-	2	1	-
CO4	-	1	3	1	-	1	-	1	-	-	-	-	1	1	-
CO5	-	1	3	-	2	-	1	-	-	-	-	-	-	3	1
CO6	1	2	-	1	-	-	1	1	-	-	-	-	1	2	1

Syllabus-2023-2024

(SOM)(MBA-Dual_Specialization)

Title of the Course	Viva-Voce on Summer Internship
Course Code	MBA-306[P]

Part A

Year	2nd	Semester	3rd	Credits	L	T	P	C
					0	0	3	3
Course Type	Project							
Course Category	Projects and Internship							
Pre-Requisite/s	Successful completion of the summer internship program and familiarity with the tasks, projects, challenges, and solutions encountered during the internship period.				Co-Requisite/s			
Course Outcomes & Bloom's Level	<p>CO1- Students will be able to reflect on their summer training experience and articulate the knowledge and skills gained.(BL3-Apply)</p> <p>CO2- Students will be able to demonstrate critical thinking and problem-solving abilities in discussing real-world business scenarios encountered during the internship.(BL4-Analyze)</p> <p>CO3- Students will be able to communicate effectively about their internship projects, tasks, and responsibilities.(BL3-Apply)</p> <p>CO4- Students will be able to apply theoretical concepts learned in the MBA program to practical situations encountered during the internship.(BL3-Apply)</p> <p>CO5- Students will be able to receive constructive feedback on their performance and areas for improvement from faculty evaluators.(BL3-Apply)</p> <p>CO6- Students will be able to gain insights into professional conduct, ethical behavior, and workplace dynamics through reflective discussions.(BL6-Create)</p>							
Coures Elements	Skill Development ✓ Entrepreneurship ✗ Employability ✗ Professional Ethics ✗ Gender ✗ Human Values ✗ Environment ✗		SDG (Goals)		SDG4(Quality education) SDG8(Decent work and economic growth) SDG17(Partnerships for the goals)			

Part B

Modules	Contents	Pedagogy	Hours
1	Review of Internship Experience: Reflecting on overall experience Highlighting key learnings Identifying significant achievements	Experiential Learning	45
2	Analysis of Learned Skills and Knowledge: Evaluating skills acquired during the internship Assessing knowledge gained in various areas Relating internship experiences to academic learning	Experiential Learning	45
3	Discussion of Challenges Faced and Solutions Implemented: Identifying obstacles encountered during the internship Describing strategies employed to overcome challenges Reflecting on lessons learned from overcoming difficulties	Experiential Learning	45
4	Presentation of Internship Projects: Showcasing projects completed during the internship Discussing the objectives, methods, and outcomes of projects Sharing insights gained from project experiences	Experiential Learning	45

Part D(Marks Distribution)

Theory					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
Practical					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
100	40	0	0	100	

Part E

Books	
Articles	
References Books	
MOOC Courses	
Videos	

Course Articulation Matrix

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	-	-	1	1	-	1	-	-	-	-	-	1	-	2
CO2	2	-	3	-	1	1	2	-	-	-	-	-	1	1	-
CO3	1	-	2	-	1	-	-	1	-	-	-	-	-	-	1
CO4	1	2	-	1	-	1	2	1	-	-	-	-	1	1	-
CO5	-	1	2	1	2	1	1	-	-	-	-	-	-	1	-
CO6	1	-	1	2	1	1	-	1	-	-	-	-	-	-	1

Syllabus-2023-2024

(SOM)(MBA-Dual_Specialization)

Title of the Course	Workshop on Entrepreneurship Skill Development
Course Code	MBA-307 [P]

Part A

Year	2nd	Semester	3rd	Credits	L	T	P	C
					0	0	1	1
Course Type	Lab only							
Course Category	Discipline Core							
Pre-Requisite/s	Students need to have a basic understanding of business management principles and entrepreneurial concepts.				Co-Requisite/s			
Course Outcomes & Bloom's Level	CO1- Students will be able to recall key entrepreneurial concepts, theories, and terminologies. (BL1-Remember) CO2- Students will be able to explain the characteristics and traits of successful entrepreneurs. (BL2-Understand) CO3- Students will be able to apply entrepreneurial tools and techniques to identify business opportunities. (BL3-Apply) CO4- Students will be able to analyze market trends and customer needs to develop viable business models. (BL4-Analyze) CO5- Students will be able to evaluate the feasibility and scalability of entrepreneurial ventures. (BL5-Evaluate) CO6- Students will be able to create comprehensive business plans and pitches for potential investors. (BL6-Create)							
Coures Elements	Skill Development ✓ Entrepreneurship ✓ Employability ✗ Professional Ethics ✗ Gender ✗ Human Values ✓ Environment ✗		SDG (Goals)		SDG1(No poverty) SDG4(Quality education) SDG8(Decent work and economic growth) SDG9(Industry Innovation and Infrastructure)			

Part B

Modules	Contents	Pedagogy	Hours
1	Introduction to Entrepreneurship: Definition and importance of entrepreneurship Evolution of entrepreneurship theories Entrepreneurial mindset and characteristics	Interactive Lectures, Case Studies, Experiential Learning	9
2	Identifying Business Opportunities: Methods for identifying market gaps and customer needs Opportunity recognition and feasibility analysis Innovation and creativity in entrepreneurship	Interactive Lectures, Case Studies, Experiential Learning	9
3	Developing Business Models: Types of business models (e.g., lean startup, social entrepreneurship) Value proposition and competitive advantage Lean canvas and business model canvas	Interactive Lectures, Case Studies, Experiential Learning	9
4	Entrepreneurial Finance and Funding: Sources of funding for startups (e.g., bootstrapping, angel investors, venture capital) Financial planning and budgeting Pitching to investors and preparing business proposals	Interactive Lectures, Case Studies, Experiential Learning	9
5	Managing Risks and Challenges: Risk assessment and management strategies Legal and regulatory considerations for startups Scaling and growth strategies	Interactive Lectures, Case Studies, Experiential Learning	9

Part D(Marks Distribution)

Theory					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
Practical					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
100	40	0	0	100	

Part E

Books	Hisrich, R. D., Peters, M. P., & Shepherd, D. (2018). Entrepreneurship (10th ed.). McGraw-Hill Education.
Articles	Gartner, W. E. (1985). Those entrepreneurial myths: A realistic look at the causes of corporate entrepreneurship. Strategic Management Journal, 6(3), 379-390.
References Books	
MOOC Courses	
Videos	

Course Articulation Matrix

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	1	1	-	-	-	1	-	-	-	-	-	1	1	-
CO2	1	1	-	1	2	1	-	1	-	-	-	-	1	-	1
CO3	2	1	1	-	1	-	1	1	-	-	-	-	1	1	2
CO4	2	2	1	2	-	1	1	-	-	-	-	-	1	1	-
CO5	2	1	1	1	1	2	1	1	-	-	-	-	-	1	2
CO6	2	1	1	2	1	-	2	1	-	-	-	-	2	1	-

Syllabus-2023-2024

(SOM)(MBA-Dual_Specialization)

Title of the Course	Supply Chain Analytics
Course Code	MBA-401 [T]

Part A

Year	2nd	Semester	4th	Credits	L	T	P	C
					3	0	0	3
Course Type	Theory only							
Course Category	Disciplinary Major							
Pre-Requisite/s	A foundational understanding of supply chain management principles and basic proficiency in data analysis tools, such as Excel and familiarity with statistical methods and business operations is beneficial for effectively applying analytical techniques to supply chain challenges.				Co-Requisite/s			
Course Outcomes & Bloom's Level	CO1- Student will be able to Identify key concepts and terminologies in supply chain analytics. (BL1-Remember) CO2- Student will be able to Explain the role of analytics in optimizing supply chain operations. (BL2-Understand) CO3- Student will be able to Utilize analytical tools and techniques to solve supply chain problems. (BL3-Apply) CO4- Student will be able to Interpret supply chain data to diagnose issues and assess performance. (BL4-Analyze) CO5- Student will be able to Assess the effectiveness of different supply chain strategies using analytical methods. (BL5-Evaluate) CO6- Student will be able to Design data-driven solutions to enhance supply chain efficiency and resilience. (BL6-Create)							
Coures Elements	Skill Development ✓ Entrepreneurship ✗ Employability ✓ Professional Ethics ✗ Gender ✗ Human Values ✗ Environment ✗		SDG (Goals)		SDG3(Good health and well-being) SDG8(Decent work and economic growth) SDG12(Responsible consumption and production) SDG13(Climate action) SDG17(Partnerships for the goals)			

Part B

Modules	Contents	Pedagogy	Hours
1	Introduction: Importance of Analytics in SCM Context of today's Supply Chains (SC) analytics, Understanding the Supply Chain Analytics (SCA), Revisions of Basic of Supply Chain Management, Important of Analytics in Supply Chain, relating operations Management with Supply Chain Concepts with SC Analytics, The Importance of Supply Chain Analytics in the Flows Involving Material, Money, Information and Ownership. Case Studies and Latest Updates	Interactive lectures, problem based learning, experiential learning, case studies	9
2	Framework of Supply Chain Analytics Supply Chain Analytics Tools, Key Issues in Supply Chain Analytics, What Involves in Supply Chain Analytics, Concept of Descriptive Analytics in a Supply Chain, Bullwhip Effect in SCM, Decision Domains in Supply Chain Analytics, Overview of SAP Supply Chain Analytics modules and its Functionalities. Uses of Spreadsheet / Tableau in Supply chain Analytics	Interactive lectures, problem based learning, experiential learning, case studies	9
3	Modelling and Simulations for Supply Chain Analytics Introduction to Modelling, Approaches for Optimization and Simulation, Modelling Software, Supply Chain Decisions that Requires Mathematical or Interpretative Modelling. Understanding of Data and its Role in Analytics of a Transportation Problem in a Supply Chain. Managerial Implications of the Results of Analytics. Spreadsheet Modelling for Supply Chain	Interactive lectures, problem based learning, experiential learning, case studies	9
4	Predictive Modelling in Supply Chain: Forecasting for Supply Chain Planning and Management, Review of Multiple Regression and Stepwise Selection of Predictive Variables, Identification of Variables in a Forecasting Model, Exponential Smoothing Forecasting Models, Introduction to ARIMA Modelling, Data Driven Inventory Optimization. Uses of Spreadsheet for Statistical Analysis (Lab Work)	Interactive lectures, problem based learning, experiential learning, case studies	9
5	Foundation of Prescriptive Analytics in SCM: Network Planning in a Supply Chain, Importance of Network Planning, Design of Logistics Network using Heuristics/optimization, Concept of 3PL/4PL in a Supply Chain. Performance Optimization in SCM, Information Technology in SCM. Case Study with Latest Updates	Interactive lectures, problem based learning, experiential learning, case studies	9

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
4	Optimize the logistics and transportation network to reduce costs and improve efficiency.	PBL	BL5-Evaluate	15

Part D(Marks Distribution)

Theory

Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
100	40	60	18	40	

Practical

Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation

Part E

Books	Chopra, S., & Meindl, P. (2021). Supply Chain Management: Strategy, Planning, and Operation (8th ed.). Pearson.
Articles	Chopra, S., & Meindl, P. (2003). Supply Chain Coordination in the Presence of Revenue Sharing Contracts. Management Science, 49(10), 1287–1309. https://doi.org/10.1287/mnsc.49.10.1287.17308
References Books	Simchi-Levi, D., Schmidt, W., & Wei, Y. (2021). Data-Driven Science and Engineering: Machine Learning, Dynamical Systems, and Control (1st ed.). Cambridge University Press.
MOOC Courses	
Videos	

Course Articulation Matrix

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	-	-	2	1	-	1	1	-	-	-	-	1	-	1
CO2	1	2	1	-	1	-	1	1	-	-	-	-	-	2	-
CO3	1	-	-	2	-	1	-	1	-	-	-	-	1	-	2
CO4	-	1	-	1	-	1	-	-	-	-	-	-	1	-	-
CO5	1	1	-	-	1	1	-	1	-	-	-	-	-	1	1
CO6	1	1	-	1	-	-	1	1	-	-	-	-	-	-	1

Syllabus-2023-2024

(SOM)(MBA-Dual_Specialization)

Title of the Course	Business Ethics and Corporate Governance
Course Code	MBA-402[T]

Part A

Year	2nd	Semester	4th	Credits	L	T	P	C
					3	0	0	3
Course Type	Theory only							
Course Category	Discipline Core							
Pre-Requisite/s	A solid foundation in global business concepts and an understanding of technological trends and innovations and familiarity with digital transformation strategies and their implications for international business operations is beneficial.				Co-Requisite/s			
Course Outcomes & Bloom's Level	<p>CO1- Student will be able to Recall key emerging technologies and their applications in the global business context. (BL1-Remember)</p> <p>CO2- Student will be able to Explain the principles and underlying concepts of emerging technologies and their relevance to the global business environment. (BL2-Understand)</p> <p>CO3- Student will be able to Apply emerging technologies to solve real-world business problems in the global context. (BL3-Apply)</p> <p>CO4- Student will be able to Analyze the implications of emerging technologies on global business strategies and competitive dynamics. (BL4-Analyze)</p> <p>CO5- Student will be able to Assess the risks and opportunities associated with adopting emerging technologies in the global business environment. (BL5-Evaluate)</p> <p>CO6- Student will be able to Design innovative strategies leveraging emerging technologies to gain a competitive advantage in the global marketplace. (BL6-Create)</p>							
Courses Elements	Skill Development ✗ Entrepreneurship ✗ Employability ✗ Professional Ethics ✓ Gender ✗ Human Values ✓ Environment ✓		SDG (Goals)		SDG3(Good health and well-being) SDG8(Decent work and economic growth) SDG12(Responsible consumption and production)			

Part B

Modules	Contents	Pedagogy	Hours
1	Business ethics: Introduction: Meaning of ethics, Types of business ethic issues, why ethical problems occur in business, Ethical dilemmas in business Ethical principles in business: Utilitarianism: weighing social cost and benefits, Rights and duties Justice and fairness. Computer ethics and business: Computer crime, Computers and corporate responsibility Property: information and software, Computer and privacy Professional ethics: Ethics in international business.	Interactive Lecture, Experiential Learning, case studies	9
2	Corporate governance: concept, Different Approaches to Corporate Governance, Leadership and Corporate Governance, Different models of Corporate Governance, Landmarks of Corporate Governance, Rights and Privileges of shareholders, Investor's Problem and protection, Corporate Governance and Other Stakeholders, Board of Directors; Role, Duties and Responsibilities of Auditors, Bank and Corporate Governance, Business Ethics and Corporate Governance.	Interactive Lecture, Experiential Learning, case studies	9
3	Moral issues in business: Importance of moral issues and reasoning, Principles of moral reasoning, Quality of work life, implications of moral issues in different functional areas of business like finance, HR and marketing. Whistleblowing: Kinds of whistleblowing, Blowing as morally prohibited, Whistleblowing as morally permitted, Whistleblowing as morally required, precluding the need for whistleblowing.	Interactive Lecture, Experiential Learning, case studies	9
4	Corporate social responsibility: Meaning, Evolution of corporate social responsibility, Limits of corporate social responsibility, Voluntary responsibility Vs. Legal requirements, Profit maximization vs. social responsibility.	Interactive Lecture, Experiential Learning, case studies	9
5	Socially Responsive Management: Strategies of response, formulating socially responsive strategies, Implementing social responsiveness, making a social strategy work, Conceptual framework of social responsibilities of business, SWOT analysis for evaluating organizational framework for discharging social responsibility, Financial incentives for social responsibility, Role of self-regulation in discharge of social responsibility.	Interactive Lecture, Experiential Learning, case studies	9

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
2	Ethical Dilemma and Corporate Governance Response	PBL	BL3-Apply	15

Part D(Marks Distribution)

Theory

Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
100	40	60	18	40	

Practical

Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation

Part E

Books	Velasquez, M. G. (2018). Business ethics: Concepts and cases. Pearson.
Articles	Ghosh, S. (2015). Is corporate social responsibility in India still in a confused state?—A study of the participation of the private sector companies of India in corporate social responsibility activities. <i>Global Business Review</i> , 16(1), Kavadis, N., & Thomsen, S. (2023). Sustainable corporate governance: A review of research on long-term corporate ownership and sustainability. <i>Corporate Governance: An International Review</i> , 31(1), 198-226.
References Books	Sharma J P (2017). Corporate Governance, Business Ethics & CSR, Ane Books.
MOOC Courses	
Videos	

Course Articulation Matrix

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	2	1	1	2	1	1	2	-	-	-	-	1	2	-
CO2	1	-	1	-	1	2	2	1	-	-	-	-	-	1	1
CO3	1	2	2	1	3	-	1	2	-	-	-	-	2	1	-
CO4	1	-	3	-	2	-	2	3	-	-	-	-	1	2	1
CO5	1	2	1	1	-	3	1	2	-	-	-	-	2	1	1
CO6	1	1	-	-	1	-	1	1	-	-	-	-	-	1	1

Syllabus-2023-2024

(SOM)(MBA-Dual_Specialization)

Title of the Course	Foreign Exchange Management
Course Code	MBA-403 FM [T]

Part A

Year	2nd	Semester	4th	Credits	L	T	P	C
					3	0	0	3
Course Type	Theory only							
Course Category	Discipline Specific Elective							
Pre-Requisite/s	A fundamental understanding of international finance and basic economic principles and familiarity with financial instruments and currency markets is beneficial for effectively managing foreign exchange risk.				Co-Requisite/s			
Course Outcomes & Bloom's Level	<p>CO1- Student will be able to Remember key terms and concepts related to foreign exchange markets (e.g., Inter-Bank Forex Markets, OTC markets). (BL1-Remember)</p> <p>CO2- Student will be able to Understand the exchange rate mechanism and its components. (BL2-Understand)</p> <p>CO3- Student will be able to Apply how to calculate spot, cross, and forward rates. (BL3-Apply)</p> <p>CO4- Student will be able to Analyze the portfolio management strategies involving global securities. (BL4-Analyze)</p> <p>CO5- Student will be able to Evaluate the effectiveness of current regulations in managing external commercial borrowings. (BL5-Evaluate)</p> <p>CO6- Student will be able to Create a comprehensive plan for dealing room operations, including the management of Nostro/Vostro/Loro. (BL6-Create)</p>							
Coures Elements	Skill Development ✓ Entrepreneurship ✓ Employability ✓ Professional Ethics ✗ Gender ✗ Human Values ✗ Environment ✗			SDG (Goals)		SDG8(Decent work and economic growth) SDG10(Reduced inequalities) SDG12(Responsible consumption and production) SDG17(Partnerships for the goals)		

Part B

Modules	Contents	Pedagogy	Hours
1	Fundamentals of Foreign Exchange Markets-Foreign Exchange Markets- Inter-Bank Forex Markets- Highly Traded Markets: Cash/OTC-- Nature of Transactions-- Cross Border Currency Flows.- Liberalization of Exchange Control- Role of Banks in Forex Market- Factors Impacting Forex Market.Convertibility and Balance of Payments (BOP).	Interactive Lectures, Case Studies, Experiential Learning	9
2	Forex Concepts- Exchange Rate Quotes- Factors Affecting Exchange Rates- Exchange Rate Mechanism. Exchange Rate Dynamics and Instruments- Forex Concepts- Spot, Cross, and Forward Rates. Premium and Discount- Forward Contracts: Booking, Extension, Cancellation.	Interactive Lectures, Case Studies, Experiential Learning	9
3	Advanced Forex and International Treasury Management-International Treasury- Market Participants- Various Forex Treasury Products- Volatility of Major Currencies- Currency Trading. Global Securities: Portfolio Management.	Interactive Lectures, Case Studies, Experiential Learning	9
4	Regulatory and Compliance Framework- External Commercial Borrowings (ECBs)-- FEMA Regulations for Import/Export Transactions- Current Account Rules- Capital Account Transactions	Interactive Lectures, Case Studies, Experiential Learning	9
5	Treasury Operations and Management- Liquidity and Cash Flow Management- Objectives, Sources, and Deployment- Internal Control, Netting, Gap Management-Treasury Management Processes - Domestic Remittances- International Remittances- Payment & Settlement Systems: CCIL, CLS, RTGS, NEFT, SWIFT- Dealing Room Operations: Nostro/Vostro/Loro& Mirror Accounts, Open Currency Position, Cash Position by Dealers.	Interactive Lectures, Case Studies, Experiential Learning	9

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
3	Create a comprehensive currency hedging policy for an import/export business to manage foreign exchange risk.	PBL	BL6-Create	15

Part D(Marks Distribution)

Theory					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
100	40	60	18	40	
Practical					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation

Part E

Books	Steiner, B. (2012). *Foreign Exchange and Money Markets: Theory, Practice, and Risk Management* (2nd ed.). Elsevier.
Articles	https://rbidocs.rbi.org.in/rdocs/speeches/pdfs/60912.pdf
References Books	Jeevanandam, C. (2020). *Foreign Exchange: Concepts, Practices, and Control* (6th ed.). Sultan Chand & Sons. Avadhani, V. A. (2018). *Foreign Exchange Management* (7th ed.). Himalaya Publishing House. Batten, G. S. (2016). *Foreign Exchange Risk Management*. Jaico Publishing House. Eiteman, D. K., Stonehill, A. I., & Moffett, M. H. (2021). *Multinational Business Finance* (15th ed.). Pearson. Madura, J. (2020). *International Financial Management* (13th ed.). Cengage Learning.
MOOC Courses	Economics of Banking and Financial Markets(https://nptel.ac.in/courses/110/104/110104132/) Foreign Exchange Markets: Concepts, Instruments, Risks, and Derivatives (https://iimbx.iimb.ac.in/courses/course-v1:IIMBx+RM01x+2023_T1/about)
Videos	

Course Articulation Matrix

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	1	1	1	-	-	1	1	-	-	-	-	1	1	1
CO2	1	2	-	1	-	1	-	1	-	-	-	-	-	1	2
CO3	1	-	2	2	1	3	-	1	-	-	-	-	1	3	-
CO4	-	1	3	-	1	-	2	1	-	-	-	-	-	1	1
CO5	2	1	1	-	1	1	1	1	-	-	-	-	1	2	-
CO6	1	-	1	-	1	-	-	1	-	-	-	-	1	1	1

Syllabus-2023-2024

(SOM)(MBA-Dual_Specialization)

Title of the Course	International Human Resource Management
Course Code	MBA-403 HR[T]

Part A

Year	2nd	Semester	4th	Credits	L	T	P	C
					4	0	0	4
Course Type	Theory only							
Course Category	Discipline Specific Elective							
Pre-Requisite/s	Student should have a basic understanding of the Human Resource Management.				Co-Requisite/s			
Course Outcomes & Bloom's Level	<p>CO1- Students will be able to remember key concepts and terminology related to International Human Resource Management (IHRM)(BL1-Remember)</p> <p>CO2- Students will be able to understand the cultural contexts of IHRM using Hofstede's approach and cross-cultural theory(BL2-Understand)</p> <p>CO3- Students will be able to apply the processes involved in recruiting and selecting international managers(BL3-Apply)</p> <p>CO4- Students will be able to analyze standardized versus customized performance appraisal systems(BL4-Analyze)</p> <p>CO5- Students will be able to evaluate the effectiveness of HR process in different international contexts(BL5-Evaluate)</p> <p>CO6- Students will be able to create comprehensive international training programs(BL6-Create)</p>							
Courses Elements	Skill Development ✓ Entrepreneurship ✗ Employability ✓ Professional Ethics ✓ Gender ✗ Human Values ✗ Environment ✗		SDG (Goals)		SDG4(Quality education) SDG8(Decent work and economic growth)			

Part B

Modules	Contents	Pedagogy	Hours
1	Introduction IHRM: Managing people in an international context: Expatriates, Inpatriates Cultural Context of IHRM: Hofstede's Approach, Cross-cultural theory, Standardization and Localization of HRM practices. Linking HR to international expansion strategies: HRM in Cross Border Mergers and Acquisitions, International Alliances and SMEs.	Interactive Lectures, Case Studies, Experiential Learning	12
2	Recruitment and Selection: Approaches to staffing, Roles of an Expatriate, Non-Expatriates, Inpatriates, recruitment and selection of international managers, Expatriate Failure and Success, Expatriate Selection criteria, processes	Interactive Lectures, Case Studies, Experiential Learning	12
3	International Performance Management: performance criteria, standardized or customized performance appraisal, High-performance work system, International Training and Management Development: Expatriate training, Cross-cultural training, pre-departure training. Repatriation: Process, challenges, designing a repatriation program.	Interactive Lectures, Case Studies, Experiential Learning	12
4	International Compensation: Objectives, components of international compensation program and approaches: Going rate approach, Balance Sheet Approach	Interactive Lectures Case Studies Experiential Learning	12
5	International Industrial Relations; Trade Unions & International Labour Relations; Key Issues in International Industrial Relations Codes of Conduct – Monitoring HRM Practices around the world; IHRM trends and Future challenges.	Interactive Lectures, Case Studies, Experiential Learning	12

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
2	Evaluating a International HR Plan for a Startup	PBL		15

Part D(Marks Distribution)

Theory

Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
100	40	60	18	40	

Practical

Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation

Part E

Books	Peter J. Dowling , Marion Festing Sr. Allen D. Engle ,5ed, Cengage Learning India Pvt Ltd. • K. Aswathapa , International Human Resource Management, Tata Mc Graw Hill Publishing Co
Articles	Boon, C., Eckardt, R., Lepak, D. P., & Boselie, P. (2018). Integrating strategic human capital and strategic human resource management. The International Journal of Human Resource Management, 29(1), 34-67.
References Books	Peter J. Dowling Denise E Wetch, Randall S. Schuler, International Human Resource Management ,Thomson South-Western Publishers • Tony Edwards and Chris Rees , International Human Resource Management ,Pearson Education Ltd. • Anne-Wil Harzing and Joris Van Ruysseveldt, International Human Resource Management ,2nd ed, SAGE Publications Ltd. • Dennis R. Briscoe and Randall S. Schuler, International Human Resource Management, Policy and practice for the global enterprise, Second Edition, Routledge. • P. Subba Rao, International Human Resource Management, Himalaya Publishing House.
MOOC Courses	
Videos	https://www.youtube.com/watch?v=9YY4UYrflqg

Course Articulation Matrix

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	-	2	-	2	1	2	1	-	-	-	-	1	-	1
CO2	1	2	1	1	-	2	3	1	-	-	-	-	2	1	-
CO3	1	1	-	2	1	2	1	-	-	-	-	-	1	1	1
CO4	2	1	-	2	-	1	3	1	-	-	-	-	1	-	2
CO5	1	-	1	-	3	2	-	2	-	-	-	-	2	-	1
CO6	1	-	3	1	1	-	2	1	-	-	-	-	1	-	2

Syllabus-2023-2024

(SOM)(MBA-Dual_Specialization)

Title of the Course	Social Media Marketing
Course Code	MBA-403 MM[T]

Part A

Year	2nd	Semester	4th	Credits	L	T	P	C
					4	0	0	4
Course Type	Theory only							
Course Category	Discipline Specific Elective							
Pre-Requisite/s	The student should have knowledge of Social Media .				Co-Requisite/s			
Course Outcomes & Bloom's Level	CO1- Defining the appropriate format for each content pillar, such as carousels, text posts, reels, images, short videos, long videos, etc.(BL1-Remember) CO2- Employ the important concepts of social media marketing(BL2-Understand) CO3- Practice the various theoretical aspects in Facebook marketing(BL3-Apply) CO4- Discuss the different ways of marketing using Twitter and LinkedIn(BL4-Analyze) CO5- Illustrate YouTube marketing and optimization(BL5-Evaluate) CO6- Create Instagram business profile and promote business(BL6-Create)							
Courses Elements	Skill Development ✓ Entrepreneurship ✓ Employability ✓ Professional Ethics ✗ Gender ✗ Human Values ✗ Environment ✗		SDG (Goals)	SDG4(Quality education) SDG17(Partnerships for the goals)				

Part B

Modules	Contents	Pedagogy	Hours
1	Why is social media marketing important- Introduction to social media advertising Developing Social Media strategy- Social Media Management Tools: How to Cut Posting Time in Half-Different types of Social Media Platforms	Interactive Lectures, Case Studies, Experiential Learning	12
2	Facebook Marketing-Introduction to Facebook Marketing- Create Facebook Page and Cover Pages-Page Settings, Description and About Page- Post Formulas Guaranteed to Drive Engagement-Facebook Ads and Campaign-Types of Facebook Ads – In Depth Analysis□Facebook Engagement, Reporting and Insights- Facebook Analytics- How to Start a Facebook Ads Business/Agency	Interactive Lectures, Case Studies, Experiential Learning	12
3	X(formerly Twitter) and LinkedIn –Introduction to X Marketing- How X Works-What Not to Do on X - Ways to Get More Re Xeet- Steps to Optimize Your Profile- Hashtags to Increase Discoverability- X Advertisement- Introduction to LinkedIn Marketing- Optimize Your LinkedIn Profile-LinkedIn for Advertisement-Reach Your Target Audience with LinkedIn-How to Get 500+ Connections and Why you Should- How to Make Sales on LinkedIn□Advanced LinkedIn Strategies for B2B Marketing.	Interactive Lectures, Case Studies, Experiential Learning	12
4	YouTube- Introduction to YouTube Marketing- YouTube Marketing Strategy-The Subscriber Advantage- Account Set Up, Optimization, Keyword Research and Video Structure- YouTube SEO, Thumbnails, Annotations and Cards- YouTube Promotion and Analytics- YouTube Monetarization	Interactive Lectures Case Studies Experiential Learning	12
5	Instagram- How to Create an Instagram Business Profile- Optimize your Instagram Bio & Profile Image- Instagram Captions &Hashtags -Reposting Instagram Content- How to Increase your Instagram Followers & Exposure-Ways to Convert Instagram Followers to Sales & Leads□Sponsored Posts - Instagram Ads via Facebook -Instagram Analytics -Instagram Profile + Instagram Post Captions- Instagram Ads-Engagement + Instagram Algorithm- Instagram Stories + Instagram Reels + IGTV-Shopping on Instagram	Interactive Lectures, Case Studies, Experiential Learning	12

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
2	Evaluating a social media marketing plan for a Startup	PBL		15

Part D(Marks Distribution)

Theory

Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
100	40	60	18	40	

Practical

Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation

Part E

Books	Crittenden, V., & Crittenden, W. (2015). Digital and social media marketing in business education: Implications for the marketing curriculum. □ Evans, L. (2010). Social media marketing: strategies for engaging in Facebook, Twitter & other social media. Pearson Education.
Articles	Alves, H., Fernandes, C., & Raposo, M. (2016). Social media marketing: a literature review and implications. Psychology & Marketing, 33(12), 1029-1038.
References Books	Geho, P. R., & Dangelo, J. (2012). The evolution of social media as a marketing tool for entrepreneurs. The Entrepreneurial Executive, 17, 61. □ Heinze, A., Fletcher, G., Rashid, T., & Cruz, A. (Eds.). (2020). Digital and social media marketing: a results-driven approach. Routledge. □ Shen, C. W., Luong, T. H., Ho, J. T., & Djailani, I. (2019). Social media marketing of IT service companies: Analysis using a concept-linking mining approach. Industrial Marketing Management. □ Tuten, T. L., & Solomon, M. R. (2017). Social media marketing. Sage.
MOOC Courses	
Videos	https://www.youtube.com/watch?v=I2pwcAVonKI

Course Articulation Matrix

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	-	2	-	3	2	2	1	-	-	-	-	1	2	1
CO2	1	2	1	1	1	3	1	2	-	-	-	-	2	1	-
CO3	1	1	-	2	3	2	1	3	-	-	-	-	1	3	1
CO4	2	1	2	1	3	1	-	1	-	-	-	-	1	2	-
CO5	1	-	1	2	1	-	1	2	-	-	-	-	2	1	1
CO6	1	-	2	1	1	3	2	1	-	-	-	-	1	2	-

Syllabus-2023-2024

(SOM)(MBA-Dual_Specialization)

Title of the Course	Goods and Service Tax
Course Code	MBA-404 FM [T]

Part A

Year	2nd	Semester	4th	Credits	L	T	P	C
					3	0	0	3
Course Type	Theory only							
Course Category	Discipline Specific Elective							
Pre-Requisite/s	A foundational understanding of basic taxation principles and financial accounting and familiarity with the Indian tax system and its regulatory framework will be beneficial for comprehending GST concepts and applications.				Co-Requisite/s			
Course Outcomes & Bloom's Level	<p>CO1- Student will be able to : Remember the basic concepts and principles of GST, define key terms and vocabulary related to GST and Identify the components of the GST framework. (BL1-Remember)</p> <p>CO2- Student will be able to Understand the taxable event and the scope of GST and key provisions of GST laws and regulations. (BL2-Understand)</p> <p>CO3- Student will be able to : Apply the ability to calculate GST liabilities for different scenarios and the rules of input tax credit to calculate the net GST liability. (BL3-Apply)</p> <p>CO4- Student will be able to Analyze the impact of GST on various sectors of the economy and compare and contrast GST provisions with the previous tax regime. (BL4-Analyze)</p> <p>CO5- Student will be able to Evaluate the implications of timing and value rules on tax planning and compliance. (BL5-Evaluate)</p> <p>CO6- Student will be able to Develop strategies for maximizing ITC utilization within the regulatory framework. (BL6-Create)</p>							
Courses Elements	Skill Development ✓ Entrepreneurship ✓ Employability ✓ Professional Ethics ✗ Gender ✗ Human Values ✗ Environment ✗		SDG (Goals)		SDG8(Decent work and economic growth) SDG10(Reduced inequalities) SDG12(Responsible consumption and production) SDG17(Partnerships for the goals)			

Part B

Modules	Contents	Pedagogy	Hours
1	Basic concept of Indirect taxes and Introduction of GST Constitutional background (pre GST regime), Constitution (101st Amendment Act,2016), Need for GST, Taxes Subsumed in GST and Taxes Not Subsumed in GST,Benefits of GST,Salient features of GST.	Interactive lectures, case studies, experiential learning	9
2	Supply, Levy& Collection Meaning and scope of supply – of CGST/SGST Act,Types of Supply, Activities which shall be treated neither supply of goods nor a supply of services, Power of Government to specify the nature of certain transactions of supply, Intra-state and Inter-state supply, Zero rated Supply, Exemption from GST. Levy and Collection under CGST/IGST and UTGST Act,Tax payable on reverse charge basis of CGST/IGST and UTGST Act,Taxability of Composite and Mixed Supply.	Interactive lectures, case studies, experiential learning	9
3	Location of the Supplier and Place of Supply of Goods and Services Location of supplier of Goods and services, Place of Supply of goods and services, Compositionlevy (Composition Scheme), Restriction on the registered person, Benefits of Composition Schemes.	Interactive lectures, case studies, experiential learning	9
4	Time of Supply and Value of Supply Time of supply of goods, Time of supply of services, Time of supply of goodsor services with respect to rate of tax. Value of Supply, Value of Supply when consideration is not wholly in money, value of supply in case of lottery, betting, gambling and horse racing.	Interactive lectures, case studies, experiential learning	9
5	Input Tax Credit and its Utilisation Concept of ITC,Principles on Input Tax Credit,Conditions for Availment of ITC by a Registered Taxable Person,ITC in case of Capital Goods,ITC on the Basis of use of Inputs,Restrictions on ITC.	Interactive lectures, case studies, experiential learning	9

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
5	Analyze the effect of GST implementation on SMEs in a specific industry.	PBL	BL4-Analyze	15

Part D(Marks Distribution)

Theory					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
100	40	60	18	40	
Practical					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation

Part E

Books	Ahuja, C. G., & Gupta, R. (2022). Systematic Approach to Taxation Containing Income Tax & GST (Set of 2 Vol.) - 47th Edition, 2023 [Paperback].
Articles	
References Books	Acharjee, M. (2017). Goods and Service Tax. Chatterjee, T. B., & Sony, V. (2018). Goods and Service Tax. Book Corporation. Subramanian, P. L. (2017). Guide to GST: Snow white Publications, India: 3rd Edition - April 2017. Datey, V. S. (2017). GST Ready Reckoner: Taxmann Publications, New Delhi, India: Ed. 1. April 2017. Garg, K. R. (2017). GST Ready Reckoner: Bharat Publisher, New Delhi, India: Ed. 3. Gupta, S. S. (2017). GST Law & Practice: Taxmann Publications, New Delhi, India: 2017 Edition.
MOOC Courses	Introduction to GST by Professor Anirban Ghosh, Netaji Subhas Open University: (https://onlinecourses.swayam2.ac.in/nou21_cm05/preview)
Videos	

Course Articulation Matrix

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	-	1	1	-	2	1	1	-	-	-	-	1	1	-
CO2	1	2	2	1	-	1	2	1	-	-	-	-	-	2	1
CO3	1	2	3	-	1	1	1	1	-	-	-	-	1	2	-
CO4	1	1	2	-	-	1	1	1	-	-	-	-	1	3	1
CO5	1	1	1	3	2	1	1	1	-	-	-	-	1	1	-
CO6	1	-	-	1	-	1	1	1	-	-	-	-	1	1	-

Syllabus-2023-2024

(SOM)(MBA-Dual_Specialization)

Title of the Course	Organizational Development and Change Management
Course Code	MBA-404 HR [T]

Part A

Year	2nd	Semester	4th	Credits	L	T	P	C
					3	0	0	3
Course Type	Theory only							
Course Category	Discipline Specific Elective							
Pre-Requisite/s	A foundational understanding of management principles and organizational behavior and familiarity with basic psychological concepts and human resource practices will enhance comprehension and application of change management strategies.				Co-Requisite/s			
Course Outcomes & Bloom's Level	CO1- Students will be able to define the concepts of organizational development (OD) and change management. (BL1-Remember) CO2- Students will be able to compare different change models and their applicability in specific situations (BL2-Understand) CO3- Students will be able to apply various OD assessment tools. (BL3-Apply) CO4- Students will be able to analyze organizational situations to identify areas for improvement and change. (BL4-Analyze) CO5- Students will be able to evaluate the effectiveness of OD/ change management plans (BL5-Evaluate) CO6- Students will be able to create an intervention plan that incorporates change management principles. (BL6-Create)							
Coures Elements	Skill Development ✓ Entrepreneurship ✗ Employability ✓ Professional Ethics ✗ Gender ✗ Human Values ✗ Environment ✗		SDG (Goals)	SDG3(Good health and well-being) SDG4(Quality education) SDG5(Gender equality) SDG8(Decent work and economic growth) SDG10(Reduced inequalities)				

Part B

Modules	Contents	Pedagogy	Hours
1	Introduction to Organizational Development and Change Management Definition and importance of Organizational Development (OD) and Change Management. Evolution, Participation & Empowerment, Teams & Team Work, Parallel learning structures.	Interactive lectures, case studies, experiential learning	9
2	OD Process and Planned Change Concept of Planned change, Need for change, Models of change: Lewin's Change Model, Kotter's 8-Step Model, etc. OD Process: Components of OD Process, The Six-Box organizational Model, Third Waves Consulting, Phases of OD program.	Interactive lectures, case studies, experiential learning	9
3	Assessment and Implementation SWOT Analysis and its relevance in change management, Data collection methods: Surveys, interviews, focus groups, etc., Analyzing and interpreting assessment results. Crafting a change strategy and action plan. The Program Management Components: OD Interventions, Definition, Factors to be considered, choosing & sequencing intervention activities, classification of OD interventions.	Interactive lectures, case studies, experiential learning	9
4	Managing Change Sustainable change practices, Managing change in diverse and global organizations, Managing Crisis and Uncertainty, Crisis management and its relationship with change management, Dealing with unexpected disruptions and challenges, Strategies for managing uncertainty during change.	Interactive lectures, case studies, experiential learning	9
5	Specific OD/Change Interventions Individual Based: Coaching, Counselling, T-groups, behavioural modelling, leading, morale boosting, mentoring, Motivation Group Based: Conflict management, group facilitation, work Team & Team Building Intergroup Based: Third-party peace-making interventions, Techno structural (Reorganization, restructuring, technologies, Positions etc. HR interventions: Performance management, training, Workforce Diversity and Wellnessetc Strategic Interventions: Balance scorecard, Business process reengineering, downsizing & outsourcing, Mergers, acquisitions, and diversification the future of OD.	Interactive lectures, case studies, experiential learning	9

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
5	Analyze and develop strategies for managing organizational change during a merger or acquisition.	PBL	BL4-Analyze	15

Part D(Marks Distribution)

Theory

Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
100	40	60	18	40	

Practical

Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation

Part E

Books	1. Organization Development and Transformation: Managing Effective Change by Wendell L. French, Cecil Bell, Robert A. Zawacki, Irwin/McGraw-Hill, 2000 2. Organization Development Strategies & Models; Richard Beckhard; Tata MC Graw Hill.
Articles	
References Books	1. Organization Development & Change, Tenth Edition, Thomas G. Cummings and Christopher G. Worley, Cengage Learning 2. Organization Development; Wendeel.L.French and Cecil H.Bell; Pearson Publication. 3. Organizational design & Development- Concepts and applications – Dr. Bhupen Srivastava, Biztantra. 4. Organizational Design for Excellence, Pradip N. Khandwalla, TMH, 2005.
MOOC Courses	
Videos	

Course Articulation Matrix

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	1	2	2	-	2	1	1	-	-	-	-	1	2	1
CO2	1	1	3	2	-	1	-	1	-	-	-	-	2	1	-
CO3	1	3	2	1	1	-	1	1	-	-	-	-	1	3	1
CO4	1	-	1	2	2	-	1	2	-	-	-	-	3	2	1
CO5	2	2	1	-	2	1	-	1	-	-	-	-	1	1	1
CO6	2	1	-	2	-	1	1	1	-	-	-	-	-	1	1

Syllabus-2023-2024

(SOM)(MBA-Dual_Specialization)

Title of the Course	Customer Relationship Management
Course Code	MBA-404 MM [T]

Part A

Year	2nd	Semester	4th	Credits	L	T	P	C
					3	0	0	3
Course Type	Theory only							
Course Category	Discipline Electives							
Pre-Requisite/s	Students should have knowledge of customer relations and marketiing.			Co-Requisite/s				
Course Outcomes & Bloom's Level	CO1- Cultivate the effective and efficient customer relationship ability.(BL1-Remember) CO2- Able to manage CRM marketing in order to leverage CRM technology.(BL2-Understand) CO3- Understand the needs in adoption of CRM in the tourism industry(BL3-Apply) CO4- Students are able to analyse how to develop customer relationship based on the customer expectations.(BL4-Analyze) CO5- Students are trained in of communication in the successful handling of customers.(BL5-Evaluate) CO6- Get to know about the various types of customers and their preferences and accordingly able to plan for the quality services.(BL6-Create)							
Coures Elements	Skill Development ✓ Entrepreneurship ✗ Employability ✓ Professional Ethics ✓ Gender ✗ Human Values ✓ Environment ✗		SDG (Goals)	SDG4(Quality education) SDG8(Decent work and economic growth)				

Part B

Modules	Contents	Pedagogy	Hours
1	Customer Relationship Management in Tourism - Meaning and definitions of CRM. Need for CRM in hospitality sector. Salient features of CRM. Advantages of CRM system. Types of customers. Customer acquisition and retention - Customer Loyalty - Customer Profitability and value Modeling - Customer Satisfaction Measurement - Customer Feedback and Service Recovery.	Interactive Lectures, Case Studies, Experiential Learning	9
2	Analytics of CRM - Customer Information Databases - Ethics and Legalities of data use - Data Warehousing and Data Mining - Data Analysis - Market Basket Analysis (MBA) * Stream Analysis - Personalization and Collaborative Filtering.	Interactive Lectures, Case Studies, Experiential Learning	9
3	CRM in Marketing - Tourism as a Service industry - Characteristics of Services - Classification of Services - Building Service Aspirations - Consumer Behaviour in Service Encounters, Service Design and Development - Technology as an enabler of Service. Technology based customer relationship management.	Interactive Lectures, Case Studies, Experiential Learning	9
4	CRM Implementation - Managing Customer relationships: resetting the CRM strategy: Selling CRM internally: CRM development team, scoping and prioritizing; Development and delivery, Measurement; Types and Causes of Service Quality Gaps - Measuring and Improving service Quality - Strategies to resolve the gaps.	Interactive Lectures Case Studies Experiential Learning	9
5	Relationship Marketing in Tourism Business; Model of buyer - seller relationship; The customer relationship audit; Relationship Marketing and distribution channels; Benefit evaluation and relationship pricing; Relationship building and brand management; Role of communication in building relationship.	Interactive Lectures, Case Studies, Experiential Learning	9

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
4	Creating a customer relationship management plan for a Startup	PBL	BL6-Create	15

Part D(Marks Distribution)

Theory

Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
100	40	60	18	40	

Practical

Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation

Part E

Books	Christopher Lovelock & Jochen Wirtz (2004), Services Marketing, Pearson Education, Delhi. 2. Gilmore (2004), Services Marketing and Management, Response Books, New Delhi. 3. Yal, Parasuraman & Berry - Delivering quality service, The Free press, New 4. Andry Silmore (2001), Services Marketing & Management, Response Books, Sage Publications, Delhi.
Articles	Winer, R. S. (2001). A framework for customer relationship management. California management review, 43(4), 89-105.
References Books	5. Jagdish Seethi, Etal (2000), Customer Relationship Management. Stancies A.Brown. Customer Relationship Management, John Wiley & Sons. 6. Lovelock (2003). Services Marketing - People, Technology & Strategy, Pearson Edn. Singapore. 7. Iqbal S. Sachdeva (2009), Public Relations Principles and Practices, Oxford University Press, New Delhi.
MOOC Courses	
Videos	https://www.youtube.com/watch?v=SIhESAKF1Tk

Course Articulation Matrix

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	-	1	-	2	1	-	2	-	-	-	-	1	-	1
CO2	1	2	1	1	-	3	2	1	-	-	-	-	2	1	-
CO3	1	1	-	2	1	1	-	-	-	-	-	-	1	-	1
CO4	2	1	2	-	3	-	3	1	-	-	-	-	1	2	-
CO5	1	-	1	3	2	-	1	1	-	-	-	-	-	-	1
CO6	1	2	1	-	1	2	1	2	-	-	-	-	-	1	2

Syllabus-2023-2024

(SOM)(MBA-Dual_Specialization)

Title of the Course	Dissertation
Course Code	MBA-405 [P]

Part A

Year	2nd	Semester	4th	Credits	L	T	P	C	
					0	0	10	10	
Course Type	Project								
Course Category	Projects and Internship								
Pre-Requisite/s	Completion of core MBA courses			Co-Requisite/s					
Course Outcomes & Bloom's Level	<p>CO1- Student will be able to apply research methodologies to investigate a specific business problem or phenomenon in depth. (BL3-Apply)</p> <p>CO2- Student will be able to synthesize and analyze relevant literature to inform the research topic and support findings. (BL4-Analyze)</p> <p>CO3- Student will be able to design and execute a structured research plan, including data collection and analysis. (BL4-Analyze)</p> <p>CO4- Student will be able to interpret research findings and draw meaningful conclusions based on empirical evidence. (BL4-Analyze)</p> <p>CO5- Student will be able to communicate research findings effectively through a written dissertation and oral defense. (BL5-Evaluate)</p> <p>CO6- Student will be able to demonstrate ethical conduct in all aspects of the research process. (BL5-Evaluate)</p>								
Courses Elements	Skill Development ✓ Entrepreneurship ✓ Employability ✓ Professional Ethics ✗ Gender ✗ Human Values ✗ Environment ✗		SDG (Goals)	SDG1(No poverty) SDG4(Quality education) SDG8(Decent work and economic growth) SDG17(Partnerships for the goals)					

Part B

Modules	Contents	Pedagogy	Hours
1	Research Proposal Development	Workshops, Case Studies, Mentorship	60
2	Review of Literature	Workshops, Case Studies, Mentorship	60
3	Research Methodology	Workshops, Case Studies, Mentorship	60
4	Data Collection and Analysis	Workshops, Case Studies, Mentorship	60
5	Discussion, Conclusion, Presentation and Defense	Workshops, Case Studies, Mentorship	60

Part C

Modules	Title	Indicative-ABCA/PBL/ Experiments/Field work/ Internships	Bloom's Level	Hours
5	Students will work on real-world business problems related to their research topic, applying theoretical knowledge to practical scenarios.	Field work	BL5-Evaluate	45

Part D(Marks Distribution)

Theory					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
Practical					
Total Marks	Minimum Passing Marks	External Evaluation	Min. External Evaluation	Internal Evaluation	Min. Internal Evaluation
100	40	0	0	100	

Part E

Books	Creswell, J. W. (2018). Qualitative inquiry and research design: Choosing among five approaches. Sage Publications.
Articles	Ridley, D. (2008). The role of literature review in the research process. Journal of Business & Management, 14(1), 45-52.
References Books	Kumar, R. (2020). Research methodology: A step-by-step guide for beginners. Sage Publications.
MOOC Courses	
Videos	Scribbr. (2019, October 3). How to write a thesis: Step by step guide [Video]. YouTube. https://www.youtube.com/watch?v=-qFi5h9OaGw

Course Articulation Matrix

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
CO1	1	-	1	-	1	1	2	1	-	-	-	-	1	2	1
CO2	2	1	3	-	1	-	-	1	-	-	-	-	-	1	-
CO3	2	-	-	1	-	2	-	-	-	-	-	-	1	2	1
CO4	2	1	-	3	3	-	1	-	-	-	-	-	-	1	1
CO5	2	1	3	1	-	2	1	1	-	-	-	-	1	-	1
CO6	2	-	1	-	1	-	1	-	-	-	-	-	1	1	-

