



# RBU

**RAMDEOBABA UNIVERSITY, NAGPUR**  
Formerly Shri Ramdeobaba College of Engineering & Management (RCOEM) Est. 1984

## **PROGRAMME SCHEME & SYLLABI**

### **SCHOOL OF MANAGEMENT**

### **MASTER OF BUSINESS ADMINISTRATION 2025-27**

**RAMDEOBABA UNIVERSITY  
NAGPUR-440013**

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                  |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|
| <b>MBA</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                  |
| <b>Duration: 2 years</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <b>Program Pattern: Semester</b> |
| <p>The two-year full-time MBA program offers a transformative journey for aspiring business leaders, providing a comprehensive education in management theory, strategic thinking, and practical skills application. Designed to cultivate a diverse cohort of talented individuals, the program emphasizes collaborative learning environments where students engage in lively discussions, case analyses, and real-world projects. With a focus on leadership development, entrepreneurship, and global perspectives, the curriculum equips graduates with the critical thinking abilities and decision-making prowess necessary to excel in today's dynamic business landscape. Through immersive internships, networking opportunities, and access to industry leaders, students gain valuable insights and hands-on experience to propel their careers forward. SOM seeks candidates with a passion for innovation, a track record of academic excellence, and a drive to make a positive impact in the world of business.</p> |                                  |
| <p><b>Unique Selling Proposition</b><br/> Integrated Innovation: Unique focus on integrating innovation and entrepreneurship into every aspect of the curriculum, fostering creativity and problem-solving skills.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                  |
| <p><b>Key Features:</b></p> <ul style="list-style-type: none"> <li>• Interdisciplinary Approach: Blending business education with technology, design thinking, and entrepreneurship to prepare students for the modern business landscape.</li> <li>• Experiential Learning: Hands-on projects, internships, and industry collaborations providing real-world experience and networking opportunities.</li> <li>• Global Perspective: Exposure to international business practices and cultural diversity through study abroad programs, global consulting projects, and international internships.</li> <li>• Mentorship and Coaching: Access to experienced mentors, industry experts, and alumni networks for guidance, support, and career advancement.</li> </ul>                                                                                                                                                                                                                                                              |                                  |
| <p><b>Learning Opportunities</b></p> <ul style="list-style-type: none"> <li>• Startup Incubators: Access to startup incubators and accelerators, fostering an entrepreneurial ecosystem and providing resources for startup ventures.</li> <li>• Corporate Partnerships: Collaboration with industry partners, allowing students to work on real-world projects, internships, and research initiatives.</li> <li>• Networking Events: Regular networking events, guest lectures, and industry conferences facilitating connections with professionals and potential employers.</li> <li>• Career Advancement: Career services offering personalized coaching, resume building, interview preparation, and job placement assistance to accelerate career growth.</li> </ul>                                                                                                                                                                                                                                                          |                                  |
| <p><b>Career Opportunities:</b></p> <ul style="list-style-type: none"> <li>• Management Roles: Leadership positions in corporations, including CEO, CFO, CMO, COO, and other executive roles.</li> <li>• Consulting: Management consulting roles in top consulting firms, advising businesses on strategy, operations, and organizational transformation.</li> <li>• Finance: Careers in investment banking, corporate finance, asset management, and financial analysis.</li> <li>• Entrepreneurship: Opportunities to start and lead successful ventures in various industries, leveraging acquired business acumen and leadership skills.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                             |                                  |
| <p><b>Eligibility:</b><br/> Passed Bachelor Degree of minimum 3 years duration.<br/> Obtained at least 50% marks (45% marks in case of candidates belonging to reserved category) in the qualifying examination.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                  |
| <p><b>Award of Degree</b><br/> The degree nomenclature adheres to the UGC Specification of Degrees and the AICTE Approval</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                  |

Process Handbook, applicable for the academic year in which admission is taken.

**Specialization Offered:**

- Marketing Management
- Human Resource Management & Organizational Behavior
- Operations Management
- Financial management
- Logistics & Supply Chain Management
- Business & Data Analytics
- Innovation, Entrepreneurship and Venture Development
- Banking and Financial Management

**Programme Education Objectives**

- PEO 1 Our management graduates will progress in their career and shall have leadership and managerial skills needed for achieving their organizational objective thereby managing change.
- PEO 2 Our management graduates shall have functional management proficiency, diagnostic and problem-solving competency enabling them to act with creativity, innovativeness and entrepreneurial spirit.
- PEO 3 Our management graduates will demonstrate value & professional ethics and become socially responsible & committed professionals.

**Program Outcomes**

- PO1. Business Knowledge: Demonstrate an understanding of various business disciplines such as finance, marketing, operations, strategy, and organizational behavior.
- PO2. Critical Thinking and Problem-Solving Skills: Be adept at analysing complex business situations, identifying problems, and developing innovative solutions.
- PO3. Leadership and Management Skills: Demonstrate the skills necessary to lead teams, manage projects, present complex ideas clearly and persuasively and navigate organizational dynamics effectively.
- PO4. Quantitative and Analytical Skills: Demonstrate ability to use data analysis tools and quantitative methods to inform decision-making and solve business problems.
- PO5. Entrepreneurial Mindset: Foster an entrepreneurial mindset, identify opportunities, take calculated risks, and innovate within existing organizations or start their own ventures.
- PO6. Ethical and Social Responsibility: Develop an awareness of ethical issues in business and be able to make principled decisions that consider the interests of various stakeholders.

**RAMDEOBABA UNIVERSITY**  
**MASTER OF BUSINESS ADMINISTRATION**

**Subjects Offered common to all the MBA Students**

| <b>1st Semester Master of Business Administration</b> |                                                |           |          |                |                            |            |              |                      |
|-------------------------------------------------------|------------------------------------------------|-----------|----------|----------------|----------------------------|------------|--------------|----------------------|
| <b>Course Code</b>                                    | <b>Name of the Course</b>                      | <b>L</b>  | <b>P</b> | <b>Credits</b> | <b>Examination Details</b> |            |              | <b>Exam Duration</b> |
|                                                       |                                                |           |          |                | <b>CE</b>                  | <b>ESE</b> | <b>Total</b> |                      |
| <b>25SM50TH1175</b>                                   | Applied Statistics & Quantitative Techniques   | 3         | -        | 3              | 50                         | 50         | 100          | 3 Hrs.               |
| <b>25SM50TH1176</b>                                   | Organizational Behaviour                       | 3         | -        | 3              | 50                         | 50         | 100          | 3 Hrs.               |
| <b>25SM50TH1177</b>                                   | Financial Accounting                           | 3         | -        | 3              | 50                         | 50         | 100          | 3 Hrs.               |
| <b>25SM50TH1178</b>                                   | Marketing Management                           | 3         | -        | 3              | 50                         | 50         | 100          | 3 Hrs.               |
| <b>25SM50TH1179</b>                                   | Managerial Economics                           | 3         | -        | 3              | 50                         | 50         | 100          | 3 Hrs.               |
| <b>25SM50TH1180</b>                                   | Business Law                                   | 3         | -        | 3              | 50                         | 50         | 100          | 3 Hrs.               |
| <b>25SM50TH1182</b>                                   | Principles of Management (Self-Paced Learning) | 1         | -        | 1              | 25                         | 25         | 50           | -                    |
| <b>25SM50PR1175</b>                                   | Career Management I                            | -         | 2        | 1              | 25                         | 25         | 50           | -                    |
| <b>25SM50PR1176</b>                                   | Spreadsheet Lab                                | -         | 2        | 1              | 25                         | 25         | 50           | -                    |
| <b>25SM50TH1183</b>                                   | Environment Management (Audit)                 | 1         | -        | -              | -                          | -          | -            | -                    |
| <b>TOTAL</b>                                          |                                                | <b>20</b> | <b>4</b> | <b>21</b>      |                            |            |              |                      |

**Additional Subject Offered only to general MBA Students**

| <b>Course Code</b>  | <b>Name of the Course</b> | <b>L</b>  | <b>P</b> | <b>Credits</b> | <b>Examination Details</b> |            |              | <b>Exam Duration</b> |
|---------------------|---------------------------|-----------|----------|----------------|----------------------------|------------|--------------|----------------------|
|                     |                           |           |          |                | <b>CE</b>                  | <b>ESE</b> | <b>Total</b> |                      |
| <b>25SM50TH1181</b> | Project Management        | 2         | -        | 2              | 50                         | 50         | 100          | 2 Hrs.               |
| <b>TOTAL</b>        |                           | <b>22</b> | <b>4</b> | <b>23</b>      |                            |            |              |                      |

**Additional Subject Offered only to MBA SAP-Finance Students**

| <b>Course Code</b>  | <b>Name of the Course</b>                          | <b>L</b>  | <b>P</b> | <b>Credits</b> | <b>Examination Details</b> |            |              | <b>Exam Duration</b> |
|---------------------|----------------------------------------------------|-----------|----------|----------------|----------------------------|------------|--------------|----------------------|
|                     |                                                    |           |          |                | <b>CE</b>                  | <b>ESE</b> | <b>Total</b> |                      |
| <b>25SM50TH1184</b> | Financial Accounting in SAP S/4HANA Academy Part I | 4         | -        | 4              | 50                         | 50         | 100          | 3 Hrs.               |
| <b>TOTAL</b>        |                                                    | <b>24</b> | <b>4</b> | <b>25</b>      |                            |            |              |                      |

**Additional Subject Offered only to MBA SAP-HR Students**

| <b>Course Code</b> | <b>Name of the Course</b> | <b>L</b> | <b>P</b> | <b>Credits</b> | <b>Examination Details</b> |            |              | <b>Exam Duration</b> |
|--------------------|---------------------------|----------|----------|----------------|----------------------------|------------|--------------|----------------------|
|                    |                           |          |          |                | <b>CE</b>                  | <b>ESE</b> | <b>Total</b> |                      |

|                          |                                  |           |          |           |    |    |     |        |
|--------------------------|----------------------------------|-----------|----------|-----------|----|----|-----|--------|
| <b>25SM50TH118<br/>5</b> | SAP Success Factors Introduction | 4         | -        | 4         | 50 | 50 | 100 | 3 Hrs. |
|                          | <b>TOTAL</b>                     | <b>24</b> | <b>4</b> | <b>25</b> |    |    |     |        |

### Subjects Offered common to all the MBA Students

| 2nd Semester Master of Business Administration |                                            |           |          |           |                     |     |       |               |
|------------------------------------------------|--------------------------------------------|-----------|----------|-----------|---------------------|-----|-------|---------------|
| Course Code                                    | Name of the Course                         | L         | P        | Credits   | Examination Details |     |       | Exam Duration |
|                                                |                                            |           |          |           | CE                  | ESE | Total |               |
| <b>25SM50TH1275</b>                            | Operations Management                      | 3         | -        | 3         | 50                  | 50  | 100   | 3 Hrs.        |
| <b>25SM50TH1276</b>                            | Research Methodology                       | 3         | -        | 3         | 50                  | 50  | 100   | 3 Hrs.        |
| <b>25SM50TH1277</b>                            | Strategic Management                       | 3         | -        | 3         | 50                  | 50  | 100   | 3 Hrs.        |
| <b>25SM50TH1278</b>                            | Financial Management                       | 3         | -        | 3         | 50                  | 50  | 100   | 3 Hrs.        |
| <b>25SM50TH1279</b>                            | Positive Psychology                        | 1         | -        | 1         | 25                  | 25  | 50    | --            |
| <b>25SM50PR1275</b>                            | Career Management II                       | -         | 2        | 1         | 25                  | 25  | 50    | --            |
| <b>25SM50PR1276</b>                            | MLC Elective                               | -         | 2        | 1         | 25                  | 25  | 50    | --            |
| <b>25SM50PR1277</b>                            | Comprehensive Viva                         | -         | 2        | 1         | 25                  | 25  | 50    | --            |
| <b>25SM50PR1278</b>                            | Community Engagement                       | -         | 2        | 1         | 25                  | 25  | 50    | --            |
| <b>25SM50TH1280</b>                            | Ethics and Corporate Social Responsibility | 1         | -        | -         | -                   | -   | -     | -             |
|                                                | <b>TOTAL</b>                               | <b>14</b> | <b>6</b> | <b>17</b> |                     |     |       |               |

### Additional Subject Offered only to general MBA Students

| Course Code         | Name of the Course                                   | L        | P | Credits   | Examination Details |     |       | Exam Duration |
|---------------------|------------------------------------------------------|----------|---|-----------|---------------------|-----|-------|---------------|
|                     |                                                      |          |   |           | CE                  | ESE | Total |               |
| <b>25SM50TH1281</b> | Innovation, Entrepreneurship and Venture Development | 2        | - | 2         | 50                  | 50  | 100   | --            |
| <b>25SM50TH1282</b> | Cost and Management Accounting                       | 3        | - | 3         | 50                  | 50  | 100   | 3 Hrs.        |
| <b>25SM50TH1283</b> | Human Resource Management                            | 3        | - | 3         | 50                  | 50  | 100   | 3 Hrs.        |
|                     | <b>TOTAL</b>                                         | <b>6</b> |   | <b>25</b> |                     |     |       |               |

### Additional Subject Offered only to MBA SAP-Finance Students

| Course Code         | Name of the Course                                  | L        | P | Credits   | Examination Details |     |       | Exam Duration |
|---------------------|-----------------------------------------------------|----------|---|-----------|---------------------|-----|-------|---------------|
|                     |                                                     |          |   |           | CE                  | ESE | Total |               |
| <b>25SM50TH1283</b> | Human Resource Management                           | 3        | - | 3         | 50                  | 50  | 100   | 3 Hrs.        |
| <b>25SM50TH1284</b> | Financial Accounting in SAP S/4HANA Academy Part II | 4        | - | 4         | 50                  | 50  | 100   | 3 Hrs.        |
|                     | <b>TOTAL</b>                                        | <b>7</b> |   | <b>24</b> |                     |     |       |               |

### Additional Subject Offered only to MBA SAP- HRM Students

| Course Code        | Name of the Course  | L | P | Credits | Examination Details |     |       | Exam Duration |
|--------------------|---------------------|---|---|---------|---------------------|-----|-------|---------------|
|                    |                     |   |   |         | CE                  | ESE | Total |               |
| <b>25SM50TH128</b> | Cost and Management | 3 | - | 3       | 50                  | 50  | 100   | 3 Hrs.        |

|                                |                                  |           |   |           |    |    |     |        |
|--------------------------------|----------------------------------|-----------|---|-----------|----|----|-----|--------|
| <b>2</b>                       | Accounting                       |           |   |           |    |    |     |        |
| <b>25SM50TH128</b><br><b>5</b> | Cloud HR Employee Administration | 4         | - | 4         | 50 | 50 | 100 | 3 Hrs. |
| <b>25SM50TH128</b><br><b>6</b> | Cloud HR Organization Management | 3         | - | 3         | 50 | 50 | 100 | 3 Hrs. |
|                                | <b>TOTAL</b>                     | <b>10</b> |   | <b>27</b> |    |    |     |        |

| <b>Lab Courses (MLC) Elective</b> |                         |
|-----------------------------------|-------------------------|
| <b>25SM50PR1276-1</b>             | Marketing Lab           |
| <b>25SM50PR1276-2</b>             | Financial Modelling Lab |
| <b>25SM50PR1276-3</b>             | Quality Control Lab     |
| <b>25SM50PR1276-4</b>             | Behavioural Skills Lab  |

| Semester- III for General Management with Single/Dual Specialization |                                                                                             |                               |                    |         |
|----------------------------------------------------------------------|---------------------------------------------------------------------------------------------|-------------------------------|--------------------|---------|
| Course Code                                                          | Specialization                                                                              | Course Type                   | Name of the Course | Credits |
|                                                                      | Specialization 1 ( 4 Papers)                                                                |                               |                    |         |
|                                                                      | Four Electives from the Specialization groups offered (Please refer list of electives)      | Program Elective              | Elective 1         | 2       |
|                                                                      |                                                                                             |                               | Elective 2         | 2       |
|                                                                      |                                                                                             |                               | Elective 3         | 2       |
|                                                                      |                                                                                             |                               | Elective 4         | 2       |
|                                                                      | Specialization 1 or 2 ( 4 Papers)                                                           |                               |                    |         |
|                                                                      | Four Electives from the Specialization groups offered (Please refer list of electives)      | Program Elective              | Elective 1         | 2       |
|                                                                      |                                                                                             |                               | Elective 2         | 2       |
|                                                                      |                                                                                             |                               | Elective 3         | 2       |
|                                                                      |                                                                                             |                               | Elective 4         | 2       |
| 25SM50PR1375                                                         | Field Immersion Programme-1 (8 to 12 weeks) (to be undertaken between 2nd and 3rd semester) | Ability and Skill Enhancement |                    | 6       |
|                                                                      |                                                                                             |                               | TOTAL              | 22      |

| Semester- III for MBA SAP - Finance Specialization |                                                                                             |                               |                    |         |
|----------------------------------------------------|---------------------------------------------------------------------------------------------|-------------------------------|--------------------|---------|
| Course Code                                        | Specialization                                                                              | Course Type                   | Name of the Course | Credits |
|                                                    | Specialization 1 (4 Papers) - Finance                                                       |                               |                    |         |
|                                                    | Four Electives from the Specialization groups offered (Please refer list of electives)      | Program Elective              | Elective 1         | 2       |
|                                                    |                                                                                             |                               | Elective 2         | 2       |
|                                                    |                                                                                             |                               | Elective 3         | 2       |
|                                                    |                                                                                             |                               | Elective 4         | 2       |
|                                                    | Specialization 2 - SAP                                                                      |                               |                    |         |
| 25SM51TH1377-13                                    | Integrated Business Processes in SAP S/4 HANA                                               | Program Elective              | Elective 1         | 5       |
| 25SM50PR1375                                       | Field Immersion Programme-1 (8 to 12 weeks) (to be undertaken between 2nd and 3rd semester) | Ability and Skill Enhancement |                    | 7       |
|                                                    |                                                                                             |                               | TOTAL              | 20      |

| Semester- III for MBA SAP - HR Specialization |                                                                                        |                  |                    |         |
|-----------------------------------------------|----------------------------------------------------------------------------------------|------------------|--------------------|---------|
| Course Code                                   | Specialization                                                                         | Course Type      | Name of the Course | Credits |
|                                               | Specialization 1 (4 Papers) - HR                                                       |                  |                    |         |
|                                               | Four Electives from the Specialization groups offered (Please refer list of electives) | Program Elective | Elective 1         | 2       |
|                                               |                                                                                        |                  | Elective 2         | 2       |
|                                               |                                                                                        |                  | Elective 3         | 2       |
|                                               |                                                                                        |                  | Elective 4         | 2       |
|                                               | Specialization 2 - SAP                                                                 |                  |                    |         |
| 25SM52TH1378-13                               | Integrated Business Processes in SAP S/4HANA                                           | Program Elective | Elective 1         | 5       |
| 25SM50PR1375                                  | Field Immersion Programme-1 (8 to 12                                                   | Ability and      |                    | 7       |

|  |                                                        |                   |              |           |
|--|--------------------------------------------------------|-------------------|--------------|-----------|
|  | weeks) (to be undertaken between 2nd and 3rd semester) | Skill Enhancement |              |           |
|  |                                                        |                   | <b>TOTAL</b> | <b>20</b> |

| Semester- IV for General Management with Single/Dual Specialization |                                                                                                                              |                               |                    |         |
|---------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|-------------------------------|--------------------|---------|
| Course Code                                                         | Specialization                                                                                                               | Course Type                   | Name of the Course | Credits |
|                                                                     | Specialization 1 (2 paper)                                                                                                   |                               |                    |         |
|                                                                     | Two Elective Course from the Specialization selected in Semester III or General Management. (Please refer list of electives) | Program Elective              | Elective 5         | 2       |
|                                                                     |                                                                                                                              |                               | Elective 6         | 2       |
|                                                                     | Specialization 1 or 2 (2 paper)                                                                                              |                               |                    |         |
|                                                                     | Two Elective Course from the Specialization selected in Semester III or General Management. (Please refer list of electives) | Program Elective              | Elective 5         | 2       |
|                                                                     |                                                                                                                              |                               | Elective 6         | 2       |
| 25SM50PR1475                                                        | Project                                                                                                                      | Ability and Skill Enhancement |                    | 10      |
|                                                                     | TOTAL                                                                                                                        |                               |                    | 18      |
|                                                                     | OR                                                                                                                           |                               |                    |         |
| Course Code                                                         | Course Name                                                                                                                  | Type of Course                |                    | Credits |
| 25SM50PR1476                                                        | Internship                                                                                                                   | On Job Training               |                    | 18      |

| Semester- IV for MBA SAP – Finance & HR Specialization |                           |                 |           |
|--------------------------------------------------------|---------------------------|-----------------|-----------|
| Course Code                                            | Course Name               | Type of Course  | Credits   |
| <b>25SM50PR1476</b>                                    | Internship / Project Work | On Job Training | <b>20</b> |

**Total Credits MBA - 23+25+22+18 = 88 Credits**

**Total Credits MBA with SAP Finance – 25+24+20+20= 89 Credits**

**Total Credits MBA with SAP HR – 25+27+20+20 = 92 Credits**

### III & IV ELECTIVE SPECIALIZATION OFFERED

| Course Code           | Elective        |                                                     |
|-----------------------|-----------------|-----------------------------------------------------|
| Operations Management |                 |                                                     |
| III Semester          | IV Semester     | Course                                              |
| 25SM50TH1375-1        | 25SM50TH1475-1  | Operations Planning and Control                     |
| 25SM50TH1375-2        | 25SM50TH1475-2  | Supply Chain Management                             |
| 25SM50TH1375-3        | 25SM50TH1475-3  | Services Operation                                  |
| 25SM50TH1375-4        | 25SM50TH1475-4  | Quality Management                                  |
| 25SM50TH1375-5        | 25SM50TH1475-5  | Design and Analysis of Lean Production Systems.     |
| 25SM50TH1375-6        | 25SM50TH1475-6  | Contract Management Practice                        |
| 25SM50TH1375-7        | 25SM50TH1475-7  | Advanced Operation Research                         |
| 25SM50TH1375-8        | 25SM50TH1475-8  | Ergonomics in industrial Health & Safety Management |
| 25SM50TH1375-9        | 25SM50TH1475-9  | Enterprise Resource Planning                        |
| 25SM50TH1375-10       | 25SM50TH1475-10 | Sourcing Management                                 |
| 25SM50TH1375-11       | 25SM50TH1475-11 | Productivity through Design and Measurement of Work |
| 25SM50TH1375-12       | 25SM50TH1475-12 | World Class Manufacturing                           |

| <b>Marketing Management</b> |                 |                                          |
|-----------------------------|-----------------|------------------------------------------|
| 25SM50TH1376-1              | 25SM50TH1476-1  | Integrated Marketing Communication       |
| 25SM50TH1376-2              | 25SM50TH1476-2  | Brand Management                         |
| 25SM50TH1376-3              | 25SM50TH1476-3  | Retail Management                        |
| 25SM50TH1376-4              | 25SM50TH1476-4  | Sales and Distribution Management        |
| 25SM50TH1376-5              | 25SM50TH1476-5  | Services Marketing                       |
| 25SM50TH1376-6              | 25SM50TH1476-6  | Rural Marketing                          |
| 25SM50TH1376-7              | 25SM50TH1476-7  | Customer Relationship Management         |
| 25SM50TH1376-8              | 25SM50TH1476-8  | B2B & Industrial Marketing               |
| 25SM50TH1376-9              | 25SM50TH1476-9  | International & Cross-Cultural Marketing |
| 25SM50TH1376-10             | 25SM50TH1476-10 | Marketing Analytics                      |
| 25SM50TH1376-11             | 25SM50TH1476-11 | Sustainable & Green Marketing            |
| 25SM50TH1376-12             | 25SM50TH1476-12 | Digital Marketing                        |
| 25SM50TH1376-13             | 25SM50TH1476-13 | Product Management                       |

| Finance         |                 |                                                    |
|-----------------|-----------------|----------------------------------------------------|
| 25SM50TH1377-1  | 25SM50TH1477-1  | Security Analysis & Portfolio Management           |
| 25SM50TH1377-2  | 25SM50TH1477-2  | Derivatives & Risk Management                      |
| 25SM50TH1377-3  | 25SM50TH1477-3  | Mergers & Acquisitions and Corporate Restructuring |
| 25SM50TH1377-4  | 25SM50TH1477-4  | Project Planning & Financing                       |
| 25SM50TH1377-5  | 25SM50TH1477-5  | Behavioural Finance                                |
| 25SM50TH1377-6  | 25SM50TH1477-6  | Commercial Banking in India                        |
| 25SM50TH1377-7  | 25SM50TH1477-7  | Corporate Taxation                                 |
| 25SM50TH1377-8  | 25SM50TH1477-8  | Wealth Management                                  |
| 25SM50TH1377-9  | 25SM50TH1477-9  | International Finance and Trade                    |
| 25SM50TH1377-10 | 25SM50TH1477-10 | Financial Services & Merchant Banking              |
| 25SM50TH1377-11 | 25SM50TH1477-11 | Management Control System                          |
| 25SM50TH1377-12 | 25SM50TH1477-12 | Insurance Management                               |

| Human Resource Management |                 |                                              |
|---------------------------|-----------------|----------------------------------------------|
| 25SM50TH1378-1            | 25SM50TH1478-1  | Talent Acquisition and Management            |
| 25SM50TH1378-2            | 25SM50TH1478-2  | Industrial Relations and Labour Laws         |
| 25SM50TH1378-3            | 25SM50TH1478-3  | Learning and Development                     |
| 25SM50TH1378-4            | 25SM50TH1478-4  | Performance Management and Appraisal         |
| 25SM50TH1378-5            | 25SM50TH1478-5  | Compensation and Benefits Management         |
| 25SM50TH1378-6            | 25SM50TH1478-6  | International Human Resource Management      |
| 25SM50TH1378-7            | 25SM50TH1478-7  | People Analytics                             |
| 25SM50TH1378-8            | 25SM50TH1478-8  | Managerial Competencies for HR Professionals |
| 25SM50TH1378-9            | 25SM50TH1478-9  | Diversity, Equity and Inclusion              |
| 25SM50TH1378-10           | 25SM50TH1478-10 | Organizational Development                   |
| 25SM50TH1378-11           | 25SM50TH1478-11 | Employer Branding                            |
| 25SM50TH1378-12           | 25SM50TH1478-12 | HR as a Business Partner                     |

| Business & Data Analytics |                 |                                     |
|---------------------------|-----------------|-------------------------------------|
| 25SM50TH1379-1            | 25SM50TH1479-1  | Business Analytics                  |
| 25SM50TH1379-2            | 25SM50TH1479-2  | Business Data Mining                |
| 25SM50TH1379-3            | 25SM50TH1479-3  | Applied Econometrics                |
| 25SM50TH1379-4            | 25SM50TH1479-4  | Customer Analytics                  |
| 25SM50TH1379-5            | 25SM50TH1479-5  | Statistics Using R                  |
| 25SM50TH1379-6            | 25SM50TH1479-6  | Data Mining Using Orange            |
| 25SM50TH1379-7            | 25SM50TH1479-7  | Web Analytics                       |
| 25SM50TH1379-8            | 25SM50TH1479-8  | Data Visualization through Power BI |
| 25SM50TH1379-9            | 25SM50TH1479-9  | Decision Analytics using Python     |
| 25SM50TH1379-10           | 25SM50TH1479-10 | Text Mining and Modelling           |

|                 |                 |                                          |
|-----------------|-----------------|------------------------------------------|
| 25SM50TH1379-11 | 25SM50TH1479-11 | SQL for Business Management              |
| 25SM50TH1379-12 | 25SM50TH1479-12 | Visual Data Storytelling                 |
| 25SM50TH1379-13 | 25SM50TH1479-13 | Decision Support system with Spreadsheet |
| 25SM50TH1379-14 | 25SM50TH1479-14 | Supply Chain Analytics                   |
| 25SM50TH1379-15 | 25SM50TH1479-15 | Social Media Analytics                   |

| Banking and Finance Management |                 |                                                |
|--------------------------------|-----------------|------------------------------------------------|
| 25SM50TH1380-1                 | 25SM50TH1480-1  | Commercial Banking in India                    |
| 25SM50TH1380-2                 | 25SM50TH1480-2  | Risk Management in Banking & Insurance         |
| 25SM50TH1380-3                 | 25SM50TH1480-3  | Digital Banking                                |
| 25SM50TH1380-4                 | 25SM50TH1480-4  | Foreign Exchange Management                    |
| 25SM50TH1380-5                 | 25SM50TH1480-5  | Credit Management                              |
| 25SM50TH1380-6                 | 25SM50TH1480-6  | Forex Derivatives                              |
| 25SM50TH1380-7                 | 25SM50TH1480-7  | International Banking and Finance              |
| 25SM50TH1380-8                 | 25SM50TH1480-8  | Non-Banking Financial Services & Micro Finance |
| 25SM50TH1380-9                 | 25SM50TH1480-9  | Rural and Cooperative Banking                  |
| 25SM50TH1380-10                | 25SM50TH1480-10 | Marketing of Banking & Financial Services      |
| 25SM50TH1380-11                | 25SM50TH1480-11 | Investment Management                          |
| 25SM50TH1380-12                | 25SM50TH1480-12 | Econometrics Using Gretl                       |

| EFB             |                 |                                      |
|-----------------|-----------------|--------------------------------------|
| 25SM50TH1381-1  | 25SM50TH1481-1  | Managing Human Capital               |
| 25SM50TH1381-2  | 25SM50TH1481-2  | Purchase and Materials Management    |
| 25SM50TH1381-3  | 25SM50TH1481-3  | Advanced Management Accounting       |
| 25SM50TH1381-4  | 25SM50TH1481-4  | International Business               |
| 25SM50TH1381-5  | 25SM50TH1481-5  | Launching and Managing an Enterprise |
| 25SM50TH1381-6  | 25SM50TH1481-6  | Buying an Existing Business          |
| 25SM50TH1381-7  | 25SM50TH1481-7  | Family Business Management           |
| 25SM50TH1381-8  | 25SM50TH1481-8  | Business Tax Planning                |
| 25SM50TH1381-9  | 25SM50TH1481-9  | Entrepreneurial Finance              |
| 25SM50TH1381-10 | 25SM50TH1481-10 | Logistics Management                 |
| 25SM50TH1381-11 | 25SM50TH1481-11 | Social Entrepreneurship              |
| 25SM50TH1381-12 | 25SM50TH1481-12 | Entrepreneurial Marketing            |

## **Syllabus for Semester I (MBA) Master of Business Administration**

**Course Code : 25SM50TH1175**

**Course: Applied Statistics & Quantitative Techniques**

**L: 3 Hrs. P: 0 Hrs. Per week**

**Total Credits : 3**

### **Course Objective**

To equip students with the essential concepts, tools and techniques necessary for robust managerial decision making.

### **Course Outcomes**

1. To train and develop in depth understanding of the measures of central tendency and dispersion.
2. Students will develop an understanding of bivariate correlation and regression, including the interpretation of correlation coefficients, regression equations.
3. Students will demonstrate proficiency in understanding various probability distributions and various tools of Parametric tests for statistical inferences.
5. Students will develop proficiency in using tools for testing multiple means using ANOVA and Chi Square for testing for association of attributes and goodness of fit of the models.
6. Students will develop proficiency in using Monte Carlo Simulation Technique, understanding stochastic simulation and random numbers, and identifying different types of simulation problems.

### **Course Contents**

**Unit - I: Measures of Central Tendency** – Mean, Median, Mode. **Measures of Central Tendency** - Range, Quartile Deviation, Mean Deviation, Standard Deviation. Coefficient of Determination

**Unit – II: Bivariate analysis:** Bivariate correlation and regression, Coefficient of determination, assumptions in the regression model, Fitting linear and second degree trends, tests of significance for the correlation and regression coefficients.

**Unit – III: Probability Distributions:** Binomial, Poisson and Normal Distributions. **Testing of Hypotheses:** Basic Concepts, Type I and Type II Errors, One Tailed and Two Tailed Tests, One Sample Tests, Hypothesis Testing of Means when Population Standard Derivation is Known and when Unknown, Two Sample Tests for Equality of Means for Large and Small Samples, Equality of Means for Dependant Samples,

**Unit – IV: Analysis of Variance (One Way Anova):** Test for Equality of Means. Inference about a population variance and about two population variances.

**Chi-Square:** Chi Square Test of Independence and Goodness of fit.

**Unit – V: Simulation:** Monte Carlo Simulation Technique, Stochastic Simulation and Random Numbers, Types of Simulation Problems, Advantages and Disadvantages.

### **Text Book**

1. Statistics for Management, Richard I. Levin, David S. Rubin, Pearson Education, 2009,978-81-7758-584-1

### **Reference Books**

1. Quantitative Methods For Business, David R. Anderson, Thomson South - Western 81-315 - 0308-9
2. Quantitative Techniques, P.C. Tulsian, Pearson Education Asia, 81-7808-588-7
3. Quantitative Analysis For Management, John L. Harpell, Allyn And Bacon, Inc. 0-205-08337-4
4. Quantitative Analysis For Management, Barry Render, Prentice Hall Of India Pvt. Ltd. 81-203-28299
5. Quantitative Techniques In Management, N.D. Vohra, Tata Mcgraw Hill Pub. House 0-07-047340-6.
6. Quantitative Techniques, C. Satyadevi, S.Chand And Co. Ltd., 81-219-2621-1

### **Syllabus for Semester I (MBA) Master of Business Administration**

**Course Code: 25SM50TH1176**

**Course: Organization Behaviour**

**L: 3 Hrs. P: 0 Hrs. Per week**

**Total Credits: 3**

#### **Course Objective:**

This course provides the foundation for students to understand the various aspects of sector to perform and grow.

#### **Course Outcomes:**

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

**CO1:** Infer how OB impacts individual and group behaviour in organizations and examine the various factors that shape individual behaviour

**CO2:** Detect the influence of personality and perception on the workplace behaviour of an individual.

**CO3:** Ascertain workplace attitudes, investigate how motivation theories apply to individual and group behaviour in organization, and expand upon the role of values in organizational contexts.

**CO4:** Understand the process of group formation and assess strategies for effective conflict resolution and management.

**CO5:** Apply strategies for creating, sustaining, and managing organizational culture and demonstrate strategies for implementing change in organizations

**Unit I: Introduction to Organization Behaviour:** Importance, Fundamental Concepts of OB, Developing an OB Model, Challenges and Opportunities, Foundations of Individual Behaviour

#### **Unit II: Personality and Perception:**

Personality – Meaning, Personality Frameworks, Personality and Situations

Perceptions – Meaning, Factors Influencing Perception, Perception Process, Perceptual Errors

#### **Unit III: Attitudes, Motivation, and Values:**

Attitude – Components of Attitudes, Workplace Attitudes: Organizational Commitment, Job Satisfaction

Motivation – Definition, Early Theories of Motivation, Contemporary Theories of Motivation,

Values – Sources and Types of Values (Values will be for self-study)

#### **Unit IV: Work Teams and Conflict Management:**

Concept of Group & Team, Stages of Group Formation, Group Properties, Creating Effective Teams, Turning individuals into team players

Conflict Management: Types and Loci of Conflict, The Conflict Process

#### **Unit V: Organization Culture and Organizational Change:**

Organizational Culture: Purpose of Culture, How Employees Learn Culture, Creating and Sustaining Culture, Influencing Culture

Organizational Change: Forces for Change, Planned Change, Resistance to Change, Approaches to Change, Facilitating Change

#### **Textbook:**

1. Organizational Behaviour: Robbins, 18<sup>th</sup> Edition, Pearson Education Asia

#### **References Books:**

1. Organizational Behaviour: K. Aswathappa, Himalaya Publishing House
2. Organization Behaviour: Luthans 8th Tata McGraw Hill
3. ORGB: Nelson, Quick, Khandelwal, 2nd, Cengage Learning

## **Syllabus for Semester I (MBA) Master of Business Administration**

**Course Code: 25SM50TH1177**

**Course: Financial Accounting**

**L: 3 Hrs. P: 0 Hrs. Per week**

**Total Credits: 3**

### **Course Objective**

The course aims to provide a foundational understanding of financial accounting principles and processes. It enables students to record transactions, prepare financial statements, and understand key accounting concepts. Learners will analyze financial data using tools like ratio analysis, trend analysis, and cash flow statements. The course also emphasizes compliance with the Companies Act, 2013 and the practical application of accounting concepts.

### **Course Outcomes:**

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

**CO1:** Understand and apply basic accounting principles, journal entries, and valuation methods.

**CO2:** Prepare and interpret a Bank Reconciliation Statement.

**CO3:** Prepare basic financial statements including Profit and Loss Statement and Balance Sheet as per the Companies Act, 2013.

**CO4:** Prepare Cash Flow Statement using the indirect method.

**CO5:** Analyse financial statements using tools such as ratio analysis, trend analysis, common-size statements.

### **Unit I: Introduction to Financial Accounting**

Financial Accounting: Meaning, definition, objectives, scope and importance. Users of Accounting Information: Internal and external users. Basic Accounting Concepts and Conventions: As per Generally Accepted Accounting Principles (GAAP). Accounting Process: Accounting equation, rules of debit and credit, double-entry system. Books of Original Entry: Journal entries, Ledger posting, Trial Balance. Depreciation Accounting: Meaning, need, methods – Straight Line Method (SLM) and Written Down Value Method (WDV). Inventory Valuation: Meaning and methods – FIFO and Weighted Average Method.

### **Unit II: Bank Reconciliation Statement**

Meaning, need and importance of Bank Reconciliation Statement (BRS). Causes of differences between Cash Book and Bank Statement. Preparation of Bank Reconciliation Statement (with and without overdraft).

### **Unit III: Preparation of Financial Statements**

Understanding Final Accounts: Profit & Loss Statement and Balance Sheet. As per Companies Act 2013: Format and classification of assets, liabilities, incomes, and expenses (Schedule III). Treatment of adjustments: Outstanding expenses, accrued incomes, depreciation, prepaid expenses, etc.

### **Unit IV: Cash Flow Statement**

Introduction, objectives, and significance of Cash Flow Statement. Classification of cash flows: Operating, Investing, and Financing activities. Preparation of Cash Flow Statement as per Accounting Standard 3 (AS-3 Revised). Indirect method for Operating Activities.

### **Unit V: Financial Statement Analysis**

Meaning, objectives, and importance of Financial Statement Analysis. **Techniques:** Common Size Statements, Trend Analysis. **Ratio Analysis:** Profitability Ratios, Solvency Ratios, Liquidity Ratios, Efficiency/Activity Ratios, Interpretation of financial performance using ratios.

#### **Text Book:**

1. Advance Accounting, Dr. Ashok Sehgal, Dr. Deepak Sehgal, Vol -I, Taxmann's.

#### **Reference Books:**

1. Financial, Cost and Management Accounting, Dr. P. Periasamy, 2nd Edition, Himalaya Publishing House.
2. Advance Accounts Volume I by M.C. Shukla, T.S. Grewal, S.C. Gupta by S. Chand and company, New Delhi.
3. Advanc Accounts Volume II by M.C. Shukla, T.S. Grewal, S.C. Gupta by S. Chand and company, New
4. Financial Accounting & analysis by Narender Ahuja & Varun Dawar, Taxmann Publication (2015) 1<sup>st</sup> Edition

## **Syllabus for Semester I (MBA) Master of Business Administration**

**Course Code: 25SM50TH1178**

**Course : Marketing Management**

**L: 3 Hrs. P: Hrs. Per week**

**Total Credits: 3**

### **Course Objective**

The objective of this course is to enable students to develop, establish, and understand the basics of marketing of goods and services. The course aims that learners understand the market and its intricacies.

### **Course Outcomes**

Students shall be able to-

1. Understand the fundamental concepts and scope of marketing.
2. Analyze market segments and consumer behavior to develop effective marketing strategies.
3. Develop product, pricing, distribution, and promotion strategies. digital marketing Strategies, social media, and sustainability.
4. Formulate marketing objectives and strategies, and develop comprehensive marketing plans.
5. Apply marketing metrics and analytics to measure performance and make data-driven decisions.

**Unit I- Introduction to Marketing Management:** Understanding the concept and scope of marketing. Evolution of marketing and its importance in business. Role of marketing in organizational success. Understanding the global market environment.

**Unit II- Market Analysis and Consumer Behavior:** Market segmentation, targeting, and positioning. Understanding consumer behaviour and the decision-making process. Conducting market research and analysis.

**Unit III- Marketing Mix:** Product strategy and development. Pricing strategies and tactics. Distribution channels and logistics management. Promotion strategies including advertising, sales promotion, public relations, Digital marketing trends and strategies. Social media marketing. Influencer marketing and viral campaigns. Sustainable marketing practices.

**Unit IV-Marketing Planning and Strategy:** Formulating marketing objectives and strategies. Developing marketing plans and budgets. Implementation and control of marketing plans.

**Unit V-Marketing Metrics and Performance Measurement:** Key performance indicators (KPIs) in marketing. Marketing analytics and data-driven decision-making. Evaluating the effectiveness of marketing campaigns and initiatives.

**Books:**

1. Principles of Marketing by Philip Kotler and Gary Armstrong.
2. Consumer Behavior: Building Marketing Strategy by Del I. Hawkins, David L. Mothersbaugh, and Roger J. Best
3. Marketing Management by Philip Kotler and Kevin Lane Keller.
4. Strategic Marketing Management: Theory and Practice by Alexander Chernev.
5. Marketing Metrics: The Definitive Guide to Measuring Marketing Performance by Paul W. Farris, Neil T. Bendle, Phillip E. Pfeifer, and David J. Reibstein.
6. Digital Marketing: Strategy, Implementation, and Practice by Dave Chaffey and Fiona Ellis-Chadwick.

**Syllabus for Semester I (MBA) Master of Business Administration**

**Course Code : 25SM50TH1179**

**Course : Managerial Economics**

**L:3 Hrs., T:0 Hrs., P:0 Hrs., Per week**

**Total Credits : 3**

**Course Objective**

To understand the how to apply economics theory and concept for managerial decision making. To enhance the analytical skills of the students to understand the dynamics of business and apply the concepts of micro and macroeconomics for analysis of the business and economy and forward planning.

**Course Outcomes**

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

1. Analyse the dynamics of demand and supply, elasticity concepts and its role in price decisions and demand forecasting.
2. Formulate the production function and cost functions and apply it production analysis and cost analysis to understand cost output relationship.
3. Differentiate between various market structure and price output determination in various market structures.
4. Apply the National Income Accounting concepts and its measurement approaches, understand the management of business cycle fluctuations.
5. Analyse the various phases of business cycle, inflation concepts, causes, effects and remedies in terms of instruments of Monetary & Fiscal Policy.

**Course Contents:**

**Unit – I: Demand and Supply Functions** – Theory of Demand: Demand Analysis, Elasticity of demand, types and significance of Elasticity of Demand. Demand estimation – Marketing research approaches to demand estimation. Need for forecasting, forecasting

techniques. Supply Analysis – Supply function, the Law of Supply, Elasticity of Supply. Practical Problems on Demand curve and Demand Function

**Unit – II: Production & Cost Analysis** - Production & Production Function: Concept, Forms of production function, Law of variable Proportions, Returns to scale. Cost concepts - Average cost curves, cost output relationship, Cost curves, Economies & Diseconomies of scale. Practical Problems on estimation of production function – Cobb-Douglas production function.

**Unit – III: Market Structure and Pricing practices:** Features and Types of different competitive situations - Price-Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly both the long run and short run. Pricing philosophy – Pricing methods in practice: Price discrimination, Practical Problems on pricing.

**Unit – IV: National Income Accounting:** Basic concept-measurement of national income concept of GDP & GNP –Methods of measuring national income. Practical Problems on computation of national income.

**Unit - V: Business Cycles – Phases – Management of Cyclical Fluctuations - Fiscal and Monetary Policies.** Concept of multiplier, accelerator. Inflation & deflation- types, causes, effects remedial measures.

NB: Numerical shall be based on Unit I, Unit II, Unit IV only.

### **Text Book**

1. Managerial Economics, Suma Damodaran, Oxford University Press, New Delhi

### **Reference Books**

1. Managerial Economics, Dominick Salvatore, Oxford University Press, New Delhi
2. Managerial Economics, D.N.Dwidevi, Vikas Publishing House Pvt. Ltd.
3. Managerial Economics, Peterson & Levis, Prentice Hall of India.
4. Managerial Economics, P. L. Mehta, Sultan Chand & Sons, New Delhi
5. Indian Economy, Mishra & Puri, 2007, Himalaya Publishing House

## **Syllabus for Semester I (MBA) Master of Business Administration**

**Course Code: 25SM50TH1180**  
**Law**

**Course: Business**

**L:3 Hrs. P: 0 Hrs. Per week**

**Total Credits: 3**

This course aims to provide students with a foundational understanding of key business legislations relevant to commercial and corporate operations in India. Students will explore the nature, formation, and dissolution of partnerships and companies, key elements of valid contracts, and mechanisms for consumer dispute resolution.

### **Course Outcomes**

1. Enlighten the key provisions of the Companies Act, 2013 and its 2020 amendment, and differentiate various types of companies and their structures.
2. Comprehend the key provisions of the Limited Liability Partnership (LLP) Act, 2008 and distinguish LLP from traditional partnership firms..
3. Understand the essential elements of a valid contract, classify various types of contracts, and apply the legal consequences of breach of contract in practical situations.
4. Clarify the rights and duties of consumers under the Consumer Protection Act, 2019, and evaluate the structure and function of consumer dispute redressal mechanisms.
5. Summarize the key provisions of the Right to Information (Amendment) Act, 2019 and the Intellectual Property Rights Act, and reflect on their significance in contemporary business practices.

### **Unit - I: Companies Act**

Provisions of Companies Act, Companies Act, 2013 and Companies Amendment Act, 2020

### **Unit - II: Partnership Act**

Nature of partnership firm, Different types of partner, Difference between Partnership & Company, Reconstitution of partnership firm, Dissolution of partnership firm. Limited Liability Partnership (LLP) Act, 2008

### **Unit - III: Indian Contract Act**

Definition, Different types of Contract, Essential elements of Valid Contract, Consequences of

breach of contract.

#### **Unit - IV: Consumer Protection Act**

Consumer Protection Act, 2019: Scope, Provisions & overview, rights and duties of consumer, Consumer Dispute Redressal machinery.

#### **Unit - V: General Legislations**

The Right to Information (Amendment) Act, 2019: Scope, Provisions & overview (for self-study)

Intellectual Property Rights Act: Scope, Provisions & overview. (for self-study)

#### **Text Book**

1. A Manual of Business Laws by Dr. S. N. Maheshwari, Dr. S. K. Maheshwari, Himalaya Publishing House.

#### **References Books**

1. Bare Acts: Govt. or Private publication
2. Mercantile Law 30th Ed: M.C. Shukla, S. Chand & Co.
3. Company Law 11th Ed.: Singh Avtar, Eastern Book Co., Lucknow

## **Syllabus for Semester I (MBA) Master of Business Administration**

**Course Code: 25SM50TH1182**

**Course: Principles of Management (Self-paced learning)**

**L: 1 Hrs. T: 0 Hrs. P: 0 Hrs. Per week**

**Total Credits: 01**

#### **Course Objective**

To analyse and understand the environment of the organization and to help the students to develop cognizance of the importance of management principles.

#### **Course Outcomes**

1. It will provide understanding of various management theories and Planning
2. Students will understand the role of organizing and learn about different organization structures
3. To make student understand staffing and organizational change.
4. To provide understanding about leading and controlling.

**Unit - I : Management :** Definition, nature, purpose and scope of management, Skills and roles of a Manager, functions, principles; Evolution of Management Thought, Scientific Management. Planning: Types of plans, planning process, Characteristics of planning, Traditional objective setting, Strategic Management, premising and forecasting Decision-Making: Process, Simon's model of decision making, creative problem solving, group decision making.

**Unit - II : Management by Objectives :** Management by exception; Styles of management: (American, Japanese and Indian), McKinsey's 7-S Approach, Self-Management Organizing: Organizational design and structure, Coordination, differentiation and integration. Span of management: centralization and de-centralization Delegation, Authority & power - concept & distinction, Line and staff organizations

**Unit - III : Staffing :** Human Resource Management and Selection, Performance appraisal and

Career strategy, Coordination- Concepts, issues and techniques Organizational Change: Introduction, Resistance to Change, Behavioral Reactions to Change, Approaches Or Models to Managing Organizational Change.

**Unit - IV : Leading :** Human Factors and Motivation, Leadership, Communication, Teams and Team Work Controlling: Concept, planning-control relationship, process of control, Types of Control, Control Techniques Characteristics of team

**Text Book**

1. Principles and Practice of Management: L M Prasad, Sultan Chand & Sons educational, New Delhi

**Reference Books**

1. Management Theory and Practice: P Subba Rao, Himalaya Publishing House.
2. Principles of Management: Dr. Neeru Vasishth, Taxmann's Publication.
3. Management Principles, Processes and Practices: Anil Bhat & Arya Kumar, Oxford Publications.

## **Syllabus for Semester I (MBA) Master of Business Administration**

**Course Code: 25SM50PR1175**

**Course: Career Management I**

**L: 0 Hrs. P: 2 Hrs. Per week**

**Total Credits: 01**

**Course Objective:**

This course provides the foundation for the students to improve their placeability by focusing on oral and written communication skills.

**Course Outcomes:**

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

1. Understand and demonstrate the ability to partake in interpersonal communication.
2. Apply principles of effective written communication to compose clear, concise, and coherent written documents tailored to business purposes.

**Unit I: Oral Communication:** Barriers to communication, Listening Skills, Interpersonal communication, Extempore, Elocution, Group Discussions, Interviews

**Unit II: Business Writing:** Effective Written Communication: essentials, styles, tones, Emails, Letters, Minutes of Meeting, Resume Writing

## **Syllabus for Semester I (MBA) Master of Business Administration**

**Course Code : 25SM50PR1176**

**Course : Spreadsheet Lab**

**L: 0 Hrs. P: 2 Hrs. Per week**

**Total Credits: 1**

### **Course Objective**

After completing the course student will be able to develop better computation skills. Problem solving skills, Improved critical thinking and decision-making will also improve using the spreadsheet as a tool.

### **Course Outcomes**

After completion of the course the student will be able to:

1. Understand and perform basic excel functions and apply these to routine activities at the work place.
2. Perform advance and complex excel functions and apply these to solve workplace problems.

### **Unit-I: Basic Excel Function**

Basic time saving tips and tricks (Shortcut keys), Count Function, Basic Chart types, Creating charts, Hyperlinks, Sort & filter, Text to Columns, Logical functions, Conditional Formatting, Cell Referencing.

### **Unit-II: Advance Excel Function**

Lookup Functions, What if Analysis, Remove Duplicates, Data validation, PIVOT functions, Macro Recording.

### **TextBook**

1. MicrosoftExcel2019DataAnalysisandBusinessModelingbyWinstonWayneL,PHI.

## Reference Books

1. Financial Analysis with Microsoft Excel by Timothy R Mayes, Cengage India.
2. Financial Analysis and Modeling using Excel and VBA by Chandan Gupta, Wiley.

## Syllabus for Semester I (MBA) Master of Business Administration

Course Code : 25SM50TH1183

Course : Environment Management

L: 1 Hrs., P:0 Hrs., Per week

Total Credits : 0

### Course Outcomes:

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

1. Understand basic of the concepts of Environment.
2. Learn effective ways of waste management and awareness about the relationship between environment and human health.
3. Analyze the peculiarities of Environment clearance and environmental laws in India
4. Analyze the social Issues of Environment.
5. Apply Public rights and access to justice, analyze real life Environmental concerns & Sustainability

**Unit 1:** Introduction to Ecosystem, Biodiversity and its conservation, Types of environmental pollution. Conservation of resources.

**Unit 2: Waste Management in India;** Ways of managing waste; usage of landfills ;Electronic waste; effective management of electronic waste; role of extended producer responsibility.

**Unit 3: Industrial pollution and its impact on the environment;** Environment Impact assessment; Environmental clearance in India; procedure & importance; difference between environment impact assessment and environmental audit; National Green Tribunal and its powers; Issues involved in enforcement of environmental legislation; (Posco steel plant case).

**Unit 4: Social Issues:** Construction of dams & Industrial projects and displacement of people and its issues; Narmada dam case study. Environment and human health, Bhopal Gas Tragedy case study, Climate change, global warming.

**Unit 5: Public Rights:** Right to information: Concept, Procedure, Rights & Cases; Public

Interest Litigation: Concept, Procedure, Rights & Cases, Role of NGOs in Environmental Protection; (Cases), Consumerism and waste products, Public awareness (Plastic beads in Shampoos). Natural calamities and diseases. (Cases). Sustainable development. Triple Bottom Line

Text Book:

R. Rajagopalan , Environmental Studies.

Reference Books:

1. Environmental Law and Policy in India, Cases, materials and statutes,- By Divan, Shyam and Rosen Ceranz; Armin second edition, Oxford University Press, 2001.
2. Environmental Management -By Uberoi, N.K., Excel Books, New Delhi, 2000.
3. Environment management - By GN Pandey, Vikas Publishing House.
4. Gupta N.C. -By Social Auditing of Environmental Law in India, edited book, New Century Publications, Delhi- 2003.

## **Syllabus for Semester I (MBA) Master of Business Administration**

**Course Code: 25SM50TH1181**

**Course: Project Management**

**L: 2 Hrs, P: 0 Hrs, per Week**

**Total Credits: 2**

### **Course Objective:**

This course aims to equip students with foundational concepts of project management, project planning, scheduling & networking and able to understand & assess the risk associated in addition to analyse the performance of project.

### **Course Outcomes:**

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

1. Outline the basic concepts of Project Management through the understanding of Project Life Cycle & WBS
2. Prepare a Project plan using tools like CPM/PERT
3. Identify & Analyse risks in project and their mitigation.
4. Identify & measure the cost factors related to quality estimate of project
5. Measure the project performance in terms of Time & Cost

**Unit I: Introduction to Project Management:** Project Management Concepts, Need for project management, Roles of Project Manager, Project Life Cycle, Developing a project Plan, Project Charter & Work Break down Structure

**Unit II: Scheduling & Network Analysis:** Develop a project Network Activities: Sequencing, Duration and Scheduling, CPM/PERT and various floats associated with it.

**Unit III: Risk Management:** Project Risk Management, Risk management Process, Risk Identification, Risk Assessment, Risk Response & Control

**Unit IV: Project Cost:** Cost Factors Influencing quality of Estimate, Top down & Bottom

up methods of Estimation, Project Cost duration graphs

**Unit V: Project Performance & Closure:** Project Performance, Evaluation & closure structure of Project Monitoring Information System, Project Control Process Monitoring Time performance through Gantt Chart, Types of Project Closure & Wrap-up closure Activities, Sustainable Project Management

**Text Book:**

1. Project Management- The Managerial Process – Clifford Gray, Erik Larson and Gautam Desai – 6<sup>th</sup> Edition, McGraw Hill Publications
2. Operations Research – D. S. Hira, Prem Kumar Gupta, Fifth Edition, S Chand Publication

**References Books:**

1. Project Management: A Managerial Approach, Meredith and Mantel, Seventh Edition, John Wiley and Sons
2. The New Project Management: J. Davidson Frame, Jossey-Bass
3. Project Management: Planning & Control Techniques, Rory Burke, Fourth Edition, John Wiley and Sons

**Syllabus for Semester I (MBA) Master of Business Administration**  
**Course Code: 25SM51TH1184                      Course: Financial Accounting in SAP S/4HANA Academy Part I**

**L: 3 Hrs. P: 0 Hrs. Per week Total Credits: 3**

**Course Objective**

The course aims to provide a foundational understanding of financial accounting principles and processes in SAP S/4 HANA. This course is designed to prepare you to configure and effectively use the core functions of Financial Accounting. It covers key areas such as General Ledger Accounting, Accounts Receivable, and Accounts Payable, providing you with the essential knowledge and skills needed to manage financial processes efficiently within an organization. The Financial Accounting in SAP S/4HANA academy is for new consultants who want to obtain a broad and deep knowledge of Financial Accounting in SAP S/4HANA pass the certification exam. This academy consists of two parts – you are now looking at part 1 (TS4F01).

**Course Outcomes:**

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

CO1: Understand S/4HANA Overview and apply basic accounting principles and journal entries. This course will prepare you to configure and use core functions of Financial Accounting.

CO2: Prepare and interpret General Ledger, Variant Principle, Fiscal year, Exchange rate and Currency types

CO3: Prepare Master Data of General Ledger and Creating Profit centre and Segment. Business partner Managing

CO4: Configuring the Header and Line Items, posting period and Simple Documents.

CO5: Analysing Document Splitting, Payment difference and Exchange rate

## **Unit I: SAP S/4HANA Overview**

Lesson: Getting an Overview of SAP S/4HANA

Lesson: Introducing SAP Fiori

## **Unit II: Core Financial Accounting (FI) Configuration**

Lesson: Managing Organizational Units in Financial Accounting (FI) Lesson: Checking the Basic Settings in General Ledger (G/L) Accounting Lesson: Outlining the Variant Principle Lesson: Managing Fiscal Year Variants Lesson: Identifying the Basic Functionality of Currency Keys and Exchange Rate Types Lesson: Managing Currency Types Lesson: Common Practices for Implementing SAP S/4HANA

## **Unit III: Master Data**

Lesson: Maintaining General Ledger (G/L) Accounts Lesson: Creating Profit Centers and Segments Lesson: Managing Business Partners.  
Financial Accounting in SAP S/4HANA Academy Part I

Lesson: Configuring the Header and Line Items of Financial Accounting (FI) Documents Lesson: Managing Posting Periods Lesson: Managing Posting Authorizations Lesson: Creating Simple Documents in FI.

## **Unit V: Posting Control**

Lesson: Analyzing Document Splitting Lesson: Maintaining Default Values Lesson: Configuring Change Control Lesson: Configuring Document Reversal Lesson: Configuring Payment Terms and Cash Discounts Lesson: Maintaining Taxes and Tax Codes Lesson: Posting Cross-Company Code Transactions

## **Unit VI: Financial Document Clearing**

Lesson: Performing Open Item Clearing Lesson: Managing Payment Differences Lesson: Managing Exchange Rate Differences

## **Part 2**

## **Unit I: Automatic Payments**

Lesson: Executing an Automatic Payment Run Lesson: Using Bank Accounts Lesson: Modifying Master Records and Financial Accounting Documents Lesson: SEPA Direct Debit Lesson: Configuring the Payment Program Lesson: Configuring the Bank Selection Lesson: Running the Payment Program Lesson: Executing a Payment Run Lesson: Explaining Digital Payments

## **Unit II: Dunning Program**

Lesson: Executing the Dunning Program Lesson: Updating Master Records and Financial Accounting Documents Lesson: Configuring the Dunning Program Lesson: Running the Dunning Program

## **Unit III: Correspondence**

Lesson: Explaining Correspondence Lesson: Modifying Master Records Lesson: Configuring Options for Correspondence Types Lesson: Creating a Correspondence

## **Unit IV: Special General Ledger Transactions**

Lesson: Managing the Application View for Special General Ledger Transactions Lesson: Maintaining Special General Ledger Transactions Lesson: Understanding Purchasing (MM Integration) Lesson: Understanding Sales and Distribution Integration

## **Unit V: Parking Documents**

Lesson: Managing Document Parking Basics and Document Holding Lesson: Processing Parked Documents Lesson: Managing Document Parking and Workflow

## **Unit VI: Validations and Substitutions**

Lesson: Understanding the Basics of Validation and Substitution Lesson: Maintaining and Executing Validations Lesson: Maintaining and Executing Substitutions Lesson: Using Additional Techniques for Substitutions and Validations

## **Unit VII: Data Archiving in FI**

Lesson: Outlining the Basics and Classifications of Data Archiving Lesson: Maintaining Data Archiving Lesson: Executing Data Archiving for Specific FI Objects

Textbook:

TS4F01 Financial Accounting in SAP S/4HANA Academy Part I and Part II

Reference Books:

1. Course: Financial Accounting in SAP S/4HANA Academy Part I and Part II
2. (TS4F01)
3. Course: Outlining the Record-to-Report Process in SAP S/4HANA (F1120)
4. Course: Describing the Payables Management Process in SAP S/4HANA (F1130)
5. Course: Describing the Receivables Management Process in SAP S/4HANA (F1140)
6. Course: Outline of asset accounting processes in SAP

**Syllabus for Semester I (MBA) Master of Business Administration**  
**Course Code: 25SM50TH1185      Course: SAP SuccessFactors Platform & Employee Central – Core Concepts**

**Course Objective**

This course provides a comprehensive understanding of the SAP SuccessFactors Platform and Employee Central modules. It focuses on system provisioning, role-based permissions, data management, workflows, and system monitoring. Learners will gain hands-on knowledge to configure, manage, and optimize SAP SuccessFactors environments for efficient HR operations and business transformation.

**Course Outcomes**

By the end of this course, learners will be able to:

- CO1: Understand SAP SuccessFactors architecture, modules, and provisioning setup.
- CO2: Configure Role-Based Permissions and manage administrator access securely.
- CO3: Maintain organizational structure, foundation objects, and employee data.
- CO4: Apply Business Rules, Workflows, and automation for HR processes.
- CO5: Perform administrative and data management tasks efficiently using Admin Center tools.
- CO6: Manage system upgrades, reporting, and continuous learning through SAP resources.

**Unit I: Introduction to SAP SuccessFactors and Employee Central**

Overview of SAP SuccessFactors architecture, its modules, and key features. Understanding the Employee Central module as the core HR database. Exploring provisioning setup, instance configuration, and module integration (Recruiting, Payroll, and Onboarding).

Example: Setting up provisioning to enable Employee Central module access and enabling features for a new customer instance. (Related COs: CO1, CO2)

## **Unit II: Provisioning and Role-Based Permissions (RBP)**

Accessing provisioning to manage company settings, enabling modules, and configuring Single Sign-On (SSO). Creating and managing administrator accounts. Setting up Role-Based Permissions (RBP), permission roles, groups, and proxy management to ensure secure user access. Example: Assigning HR Manager access to manage employee transfers using RBP configuration. (Related COs: CO1, CO2)

## **Unit III: Organizational Structure and Employee Data Management**

Defining and maintaining Foundation Objects such as Legal Entity, Business Unit, Division, Department, Location, and Pay Components. Managing People Profile, Data Models (Corporate, Succession, and Country-Specific), and HRIS elements. Maintaining employee data such as job, compensation, and employment details. Example: Configuring a new department structure and updating employee records during a merger. (Related COs: CO3)

## **Unit IV: Business Rules, Workflows, and Process Automation**

Creating and managing Business Rules using the SAP SuccessFactors Rule Engine. Applying rules for data validation, field defaulting, and event derivation. Designing Workflows for HR processes like hire, promotion, and termination. Configuring Workflow participants, approvers, and routing logic for automation. Example: Automating the approval workflow for new employee hires using event-based Business Rules. (Related COs: CO4)

## **Unit V: Administrative Tools and Data Management**

Using Admin Center tools such as Check Tool, Job Scheduler, and Execution Manager for daily system maintenance. Performing employee data imports using templates and Data Import Tools. Managing Background Jobs and Job Monitor for system activities. Using the Instance Synchronization tool for cross-instance data updates. Example: Running a scheduled background job to sync employee profiles after a data import. (Related COs: CO5)

## **Unit VI: System Monitoring, Upgrades, and Reporting**

Using Upgrade Center to manage new releases, perform instance validation, and enable new features. Monitoring system processes using Execution Manager and Job Monitor.

Generating HR and organizational reports through Canvas Reports, Story Reports, and Integration Center. Applying continuous learning through SAP Learning Hub and community forums.

## **Text Book**

SAP SuccessFactors Platform & Employee Central – Core Concepts, SAP Learning Hub

## **Reference Books**

1. Mastering SAP SuccessFactors Employee Central – Luke Marson, Jyoti Sharma, Brandon Toombs
2. SAP SuccessFactors Configuration Handbook – Kameswara Sarma Uppuluri
3. SAP SuccessFactors Platform Administration Guide – SAP Learning Hub

## **Syllabus for Semester I (MBA) Master of Business Administration**

**Course Code : 25SM50TH1275**

**Course : Operations Management**

**L:3 Hrs, P: 0 Hrs, per Week**

**Total Credits : 3**

### **Course Outcomes:**

1. Understand the role of operation strategy in achieving organizational goals and explain decision analysis and its application in operations management.
2. Define characteristics of services and their implications for service design and describe the service design process, apply waiting line analysis techniques to improve service efficiency.
3. Identify types of layouts and factors influencing location decisions and understand location analysis techniques and their relevance in decision-making.
4. Understand various quality tools and their applications, apply Six Sigma methodologies to improve quality and reduce defects, evaluate the impact of quality costs on organizational performance.
5. Implement EOQ models and their applications, calculate Material Requirements Planning (MRP) and Master Production Schedule (MPS).

**Unit I:** Introduction: Introduction to Operations Management and Productivity, Operations and Competitiveness, Operation Strategy, Decision Analysis.

**Unit II:** Designing Services: Characteristics of Services, Service Design Process, Waiting Line Analysis for Service Improvements.

**Unit III:** Capacity Planning & Layout: Capacity & Facility Planning: Types of Layout, Factors of Location, Location Analysis Technique.

**Unit IV:** Quality Management: Introduction to Quality Management, Quality Management

Systems, Quality Tools, TQM & QMS, QM-Customer Focus, Role of Employee, Quality in Services, Six Sigma, Quality Costs, ISO-9000.

**Unit V:** Inventory Management: Elements of Inventory Management, Inventory Control Systems, EOQ Models, Quantity Discounts, MPS, MRP, Lean Production.

**Text Book:**

1. Operations Management along the Supply Chain: Russell & Taylor, Wiley India

**References Books:**

1. Production and Operations Management: Concepts, Models, and Behavior, Ronald J. Ebert  
Everett E. Adam,  
SAGE PUBLICATIONS
2. Operations Management: SLACK & LEWIS, Michael Lewis, Nigel Slack
3. Industrial Engineering & Production Management, Martand Telsang, S, Chand
4. Operations Management Process & Supply Chains, Krajewski, Ritzman, Mailhotra, Shrivastav,  
Pearson

## **Syllabus for Semester II (MBA) Master of Business Administration**

**Course Code: 25SM50TH1276**

**Course: Research Methodology**

**L: 3 Hrs. Per week**

**Total Credits: 3**

**Course Objective:**

The course aims to equip students with a comprehensive understanding of research methodology in business contexts. By the end of the course, students will be able to define and articulate the nature and scope of business research, comprehend the research process. Additionally, students will develop proficiency in data collection methods, sampling techniques, scaling, questionnaire design, and hypothesis testing, enabling them to critically evaluate and conduct research in real-world business scenarios.

**Course Outcomes:**

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

1. Define business research, its nature, scope, and identify appropriate research processes and designs.
2. Use probability and non-probability sampling methods and design valid and reliable questionnaires.
3. Formulate null and alternative hypotheses and test them using appropriate methods and error management.
4. Understand factor extraction, rotation techniques, and interpret factor loadings to reduce data dimensionality.
5. Classify data using hierarchical and non-hierarchical clustering techniques like K-Means for segmentation and classification.

## **Unit I: Introduction to Business Research**

Definition; Nature and Scope of Business Research; The Research Process; Types of research, Types of Research Design, Basic principles of experimental Design. Primary and secondary data, Data collection methods – observation, interview, schedules, focus group, personal interview method, projective techniques – sentence completion, word association, story completion, verbal projection tests, Pictorial techniques, Socio-metric analysis, Content analysis.

## **Unit II: Sampling Techniques and Questionnaire design**

Sample Design & Sampling Defining the Universe and Sampling Unit; Sampling Frame; Probability and Non-probability Sampling Methods; Sample Size Determination, Sources of Errors.

## **Unit III: Measurement & Scaling Techniques**

Types of measurement scales, classification of scales, Scaling and scale construction technique. Measurement error criteria for good measurement Criteria for questionnaire design, types of questionnaires, design procedure, types of questions, structure of questionnaire, reliability and validity of questionnaire. Formulation of The Null and Alternative Hypotheses, Components of Hypothesis, Procedure, Limitations of Hypothesis testing, Decision-Making Risks Type: I Error, Type II Error, The p-Value Approach to Hypothesis Testing

## **Unit IV: Factor Analysis**

Principles and methods of factor analysis, factor rotation, exploratory and confirmatory factor analysis, factor extraction methods (such as Principal Component Analysis and Common Factor Analysis), factor rotation techniques (like Varimax and oblique rotations), and methods for interpreting factor loadings and determining the number of factors to retain.

## **Unit V: Cluster Analysis**

Cluster analysis, classification based on similarity, hierarchical and non-hierarchical clustering methods, K-Means clustering algorithm, Applications in market segmentation, biological classification, and anomaly detection.

### **Text Book:**

1. Research Methodology By C. R. Kothari New Age International Publishers)

### **Reference Books:**

1. Research Methodology By Dr. Deepak Chawla & Neena Sodhi (Vikas Publications)
2. Research Methodology By R. Paneerselvam (Prentice Hall of India Pvt. Ltd)
3. Business Research Methods By Zikmund (Thomson Learning Books)
4. Research Methods for Business By Uma Sekaran & Roger Bougie (Wiley India Edition)
5. Marketing Research By Malhotra & Dash (Pearson Publication)
6. Marketing Research, G C Beri third edition (McGraw Hill)
7. Business Research Methods, Naval Bajpai, Pearson Publication

## **Syllabus for Semester II (MBA) Master of Business Administration**

**Course Code: 25SM50TH1277**

**Course: Strategic Management**

**L: 3 Hrs. P: 0 Hrs. Per week**

**Total Credits: 3**

### **Course Objective**

This course provides the foundation for the students to develop understanding of Strategic Management and its role in creating competitive advantage.

### **Course Outcomes**

1. Students will understand the integrative nature of strategic management, its role in creating competitive advantage.
2. Students will be able to assess the internal environment and external environment of the firm.
3. Students will be able to understand formulation and implementation of business level strategies for creating and sustaining competitive advantage.
4. Students will be able to understand formulation and implementation of corporate level strategies for creating value in domestic and global markets.
5. Students will be able to understand strategy implementation and control and will understand the change management, organizational structure and role of leadership in strategy-implementation.

### **Unit 1 : Strategic Management: Creating Competitive Advantages**

What is strategic management? The strategic management process. The strategic management perspective: an imperative throughout the organization. Ensuring coherence in strategic direction. The role of corporate governance and stakeholder management.

### **Unit 2 : Assessing the Internal Environment of the Firm**

Value-chain analysis, resource-based view of the firm, evaluating firm performance. Recognizing a Firm's Intellectual Assets: Moving beyond a Firm's Tangible Resources. Enhancing awareness of the external environment, the general environment, the competitive environment.

### **Unit 3 : Business-Level Strategy: Creating and Sustaining Competitive Advantages**

Types of competitive advantage and sustainability, industry life-cycle stages: strategic implications

### **Digital Business Strategy: Leveraging Capabilities in a Disruptive Environment**

Competitive Disruption, strategic management, and the digital economy, how internet and digital technologies are affecting five competitive forces, competitive strategies and adding value.

### **Unit 4 : Corporate-Level Strategy: Creating Value**

Making diversification work: an overview, related diversification: economies of scope and revenue enhancement, related diversification: market power, unrelated diversification: financial synergies and parenting, the means to achieve diversification.

### **International Strategy: Creating Value in Global Markets**

International expansion: a company's motivations and risks, achieving competitive advantage in global markets, entry modes of international expansion

### **Unit 5 : Strategic Control**

Ensuring informational control: responding effectively to environmental change, attaining behavioural control: balancing culture, rewards, and boundaries, the role of corporate governance.

### **Creating Effective Organizational Designs**

Traditional forms of organizational structure, linking strategies rewards and evaluation system to business level and corporate level strategies, boundaryless organizational designs, creating ambidextrous organizations.

Strategic Leadership: Creating a Learning Organization and an Ethical Organization, Managing Innovation and Fostering Corporate Entrepreneurship

**\*Note: underlined topics are for self-study**

### **Text Book**

1. Strategic Management: Text and Cases, 10th Edition, By Gregory Dess and Gerry McNamara and Alan Eisner and Seung-Hyun Lee, McGrawHill Publications

### **Reference Books**

1. Strategic Management: Adrian Haberberg and Alison Rieple, Oxford University Press
2. Strategic Planning & Formulation of Corporate Strategy: V. S. Ramaswami, S. Namaumari, Publication - Macmillan, India.
3. Strategic Management: Anthony Henry, Oxford University Press

## **Syllabus for Semester I (MBA) Master of Business Administration**

**Course Code : 25SM50TH1278**

**Course : Financial Management**

**L:3 Hrs., P:0 Hrs., Per week**

**Total Credits : 3**

### **Course Objective**

After doing the course the students should be able to understand the practical problems of business, the application of TVM, relevance of Cost of capital and leverages in deciding the funding requirements and application and appraisal of projects.

**Course Outcomes:** Upon Successful completion of this course, the student will be able to

1. Describe and explain foundational concepts of financial management, including finance roles, sources of financing, and capital markets. Apply the principles of time value of money for evaluating cash flows in different time periods.
2. Analyse the cost of capital and its significance in financial decision-making.
3. Identify optimal capital structure dynamics, leverage effects, and dividend policies.
4. Assess working capital management strategies, operating cycle, working capital estimation including financing approaches.
5. Develop proficiency in investment decision-making through capital budgeting techniques.

### **Unit - I: Introduction to Financial Management and Time Value of Money**

Introduce the concept of business finance, finance function, scope, organization, Responsibilities of finance executive, Goals & objectives of financial management. Sources of financing – Long – Term and Short- term. Introduction to capital markets (Equity + Debt + money markets + MFs + F&O) (Sources of Finance is for Self-Study). **Time Value of Money:** Application of Time Value of Money and calculation of Future and Present value of a single cash flow, multiple cash flows and Annuity.

## **Unit - II: Cost of Capital**

Understand the Concept, meaning & importance of cost of capital. Computation of cost of different sources of finance, weighted average cost of capital & factors affecting cost of capital.

## **Unit - III: Capital Structure**

Understanding the meaning and concept of optimal capital structure, Leverages and EBIT-EPS analysis. Concept of Dividend policies and valuation models- Gordon, Walter and MM (Self Study- Concept of Dividend, policies and Models).

## **Unit - IV: Working Capital Management**

Concept of working Capital, significance, Adequacy of working capital, Factors affecting working capital needs, operating cycle, financing approaches for working capital and estimation of working capital requirements. (Self-Study-Financing approaches for working capital)

## **Unit - V : Investment Decision**

Capital budgeting-Nature and significance, techniques of capital budgeting - Pay back Method, Accounting rate of return, Internal Rate of Return, DCF', Net Present Value and profitability index.

### **Text Book**

1. Financial Management by R P Rustagi, Taxmann's Publication

### **Reference Books**

1. Financial Management by Khan & Jain, Tata Mcgraw Hill
2. Financial Management by Dr. P C Tulsian ,S Chand
3. Financial Management Principles and Practice by G. Sudarsana Reddy, Himalaya Publishing House
4. Financial Management by Ravi Kishore, Taxmann

## **Syllabus of Semester I, Master of Business Administration (MBA)**

**Course Code: 25SM50TH1279**  
**L: 1 Hrs. P: 0 Hrs. Per week**

**Course: Positive Psychology**  
**Total Credits: 1**

### **Course Objective:**

Positive psychology is the scientific study of the strengths that enable individuals and communities to thrive. This course will provide an introduction to positive psychology. Students will explore the concepts, the research behind the concepts, cognitions, and practices that enhance well-being.

### **Course Outcomes:**

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

1. Utilize the principles and concepts of positive psychology to analyse real-life scenarios and demonstrate how adopting this perspective contributes to long-term well-being and life satisfaction.
2. Implement strategies for cultivating positive emotions and traits to enhance personal well-being, and foster positive relationships in various life situations.
3. Employ resilience-building techniques and motivational concepts to set and pursue meaningful personal goals, showcasing adaptability and perseverance in the face of challenges.
4. Apply self-regulation strategies to overcome obstacles and achieve personal goals, leveraging identified strengths of character and virtues to promote self-improvement and positive behaviour change.

**Unit 1: Introduction to Positive Psychology:** Definition, Assumptions, Goals, and Terminologies, Psychology of Well-Being, Hedonic Happiness and Eudaimonic Happiness

**Unit 2: Positive Emotions, Positive Traits and Wellbeing:** Defining Positive Emotions, Well Being, Cultivating Positive Emotions, Positive Traits and Beliefs

**Unit 3: Resilience:** Definition, Sources; Personal Goals and related motivational concepts: measurement, organization, contribution to well-being, Universal Human Motives

**Unit 4: Self-Regulation and Strengths of Character:** Self-Regulation: plans and challenges, Goal disengagement, Classification of Human Virtues.

**Textbook:**

Positive Psychology by Steve Baumgardner & Marie Crothers; Pearson India

**Reference Book:**

Positive Psychology: The Scientific and Practical Explorations of Human Strengths by Shane J. Lopez , Jennifer Teramoto Pedrotti , et al.; Sage Publication

## **Syllabus of Semester I, Master of Business Administration (MBA)**

**Course Code: 25SM50PR1275**

**Course: Career Management II**

**L: 0 Hrs. P: 2 Hrs. Per week**

**Total Credits: 01**

**Course Objective:**

This course provides the foundation for the students to improve their placeability by focusing on oral and written communication skills.

**Course Outcomes:**

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

1. Understand and demonstrate the ability to partake in interpersonal communication.
2. Apply principles of effective written communication to compose clear, concise, and coherent written documents tailored to business purposes.

**Unit I: Oral Communication:** Barriers to communication, Listening Skills, Interpersonal communication, Extempore, Elocution, Group Discussions, Interviews

**Unit II: Business Writing:** Effective Written Communication: essentials, styles, tones, Emails, Letters, Minutes of Meeting, Resume Writing

## **Syllabus of Semester I, Master of Business Administration (MBA)**

**Course Code : 25SM50PR1276-1**

**Course : Marketing Lab**

**L: 0 Hrs. P: 2 Hrs. Per week**

**Total Credits : 1**

### **Course Objective**

This course provides the foundation for the students to impart hands on knowledge about on field activities under marketing specialization.

### **Course Outcomes**

1. To analyse consumer market & business market, designing STP, creating brand equity and to prepare product & pricing strategies and managing services.
2. To assess retail scenario and managing wholesale & logistics, to create integrated marketing communication plan, new market offerings and annual marketing control plan.

### **Unit I:**

**Experiments based on:** Segmentation, targeting & positioning, brand management, brand equity, product strategies, pricing strategies & programs, packaging-based experiment.

Exercises related to Cluster analysis, using classification trees for segmentation, forecasting new product sales. Estimating demand curves, price bundling, nonlinear pricing, price skimming and sales, revenue management, forecasting using simple linear regression and correlation, using multiple regression to forecast sales, special event forecasting, forecasting methods.

### **Unit II:**

**Experiments based on:** Catchment analysis, marketing channel, integrated marketing communication, analysing sales trend, new product development, marketing campaign experiment.

Exercises related to Measuring the Effectiveness of advertising, media selection models, online advertising, marketing research tools, internet and social media marketing.

### **Text Book**

1. Marketing Management-A South Asian Perspective: by Philip Kotler, Kevin Lane Keller, Prentice Hall

### **References Books**

1. Marketing Management-Planning, Implementation and Control: by V. S. Ramaswamy & S. Namakumari, McMillan
2. Marketing Management: by Rajan Saxena, Tata McGraw – Hill
3. Introduction to Marketing Management: by Adrian Palmer, Oxford University Press.
4. Basic Marketing 15th edition: by William D. Perreault, R. Tata McGraw-Hill

## **Syllabus for Semester II (MBA) Master of Business Administration**

Course Code: **25SM50PR1276-2**

Course: **Financial Modelling Lab**

L: 0 Hrs. P: 2 Hrs. Per week

Total Credits: **1**

### **Course Objective:**

To equip students with the skills to conduct corporate valuation using Discounted Cash Flow techniques and to assess the financial feasibility of projects through capital budgeting methods.

### **Course Outcomes:**

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

1. Implement corporate valuation by employing forecasting methods and utilizing Discounted Cash Flow (DCF) techniques effectively.
2. Apply capital budgeting techniques to evaluate financial feasibility and utilize them in real-world business decision-making.

### **Unit I:**

**Preparation of projected financial statements:** Prepare financial statements, Analyze revenue and costs, Forecast revenue and costs, Valuation using discounted cash flow techniques.

### **Unit II:**

**Capital Budgeting:** Beta calculations, Computing cost of equity and cost of capital, Applying capital budgeting techniques.

### **Text Book**

1. Financial Analysis and Modelling using Excel and VBA by Chandan Sengupta, Wiley.

### **Reference Books**

1. Mastering Financial Modelling in Microsoft Excel, by Alastair L. Day, Pearson.
2. Financial Modelling in Excel for Dummies, Danielle Stein Fairhurst, Wiley.

## **Syllabus for Semester II (MBA) Master of Business Administration**

**Course Code: 25SM50PR1276-3**

**Course: Quality Control Lab**

**L: 0 Hrs. P: 2 Hrs. Per week**

**Total Credits: 01**

### **Course Objective**

To equip students with the skills to apply statistical methods for monitoring and controlling quality in various processes and products. To train students in using key quality control tools, including control charts, cause-and-effect diagrams, and histograms, for diagnosing and addressing quality issues.

### **Course Outcomes**

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

1. Understand the basic concept of Quality Control
2. Apply and execute Continuous process improvement
3. Measure and Analyze the quality using Six Sigma methodology
4. Implement Quality Control tools
5. Analyze and Interpret Control Charts
6. Plot, compare and analyze the chart of variables

**Unit I :** Introduction to Quality Control Tools Importance of Quality control, Basic Approach to Continuous Process Improvement, Kaizen, Six Sigma, Statistical Process control

**Unit II :** Quality Control Tools - I Pareto Diagram, Process Flow Diagram, Cause and effect Diagram, Check Sheets, Histogram, Scatter Diagram

**Unit III :** Quality Control Tools - II Statistical Process control charts, variable charts,

Attribute charts.

**Text Book :** 1. Total Quality Management, Dale H. Besterfield

**Reference Book:** 1. Total Quality: James R Evans, Cengage Learning  
2. Total Quality Management: Poornima M. Charantim

## **Syllabus for Semester II (MBA) Master of Business Administration**

**Course Code:** 25SM50PR1276-4

**Course:** Behavioural Skill Lab

**L: 0 Hrs. P: 2 Hrs. Per week**

**Total Credits: 1**

### **Course Objective**

This course provides the foundation for the students to improve their skillset with respect to understanding oneself, goal setting, intrapersonal and interpersonal communication with focus on developing managerial skills.

### **Course Outcomes**

1. Understanding self and understanding intrapersonal & interpersonal skills
2. Understand managerial skills and styles of conflict management

### **Unit - I :**

**Understanding yourself :** Personality Testing and analysis, activities on self-esteem, significance of goal setting

**Intrapersonal Skills :** Emotion management, time management, stress management, work life balance, developing thinking skills

**Interpersonal Skills :** Listening skills, art of questioning, assertiveness, Negotiation skills, add activities under transactional analysis

### **Unit - II**

**Managerial Skills and Conflict Management :** Delegation skills, decision making and problem solving, basic leadership styles and its application in different situations, climbing the

ladder of Maxwell's leadership pyramid, styles of conflict management

#### **Text Book**

1. Organization Behavior Text, Cases & Games: K. Aswathappa, Himalaya Publishing House

#### **References Books**

1. Organization Behaviour: Robbins, 9th Pearson Education Asia
2. ORGB: Nelson, Quick, Khandelwal, 2nd, Cengage Learning

## **Syllabus for Semester II (MBA) Master of Business Administration**

**Course Code: 25SM50PR1277**

**Course: Comprehensive Viva**

**L: 0 Hrs. P: 2 Hrs. Per week**

**Total Credits: 01**

#### **Course Objective**

The student will be groomed for interviews by assessing their knowledge, critical thinking, communication skills, confidence and preparedness for professional situations

#### **Course Outcomes**

After successful completion of this course the student will be able to:

1. Remember and apply the concepts studied in the curriculum while facing the interviews and the industry with confidence.
2. Handle the pressure and rigor of facing the interviews and establishing relationship between theory and practical application thereof.

Unit 1 : All courses covered in Semester I & II of MBA.

Unit 2 : Question bank of 300 questions based on the FAQs' in interviews.

## **Syllabus for Semester II (MBA) Master of Business Administration**

**Course Code: 25SM50TH1280**

**Course: Ethics and Corporate Social Responsibility**

**L: 1 Hrs. P: 0 Hrs. Per week**

**Total Credits: 0**

### **Course Objectives:**

1. To introduce the foundational concepts and theories of business ethics and explore their cultural relevance and application in the Indian business environment.
2. To examine the principles, frameworks, and regulatory mechanisms of corporate governance in India, including the roles and responsibilities of key stakeholders such as the Board of Directors.
3. To analyse sustainability practices in Indian businesses by evaluating their alignment with environmental, social, and economic goals, including India's commitment to the Sustainable Development Goals (SDGs).
4. To develop ethical reasoning and decision-making skills through the application of theoretical models and leadership frameworks, with a focus on fostering ethical cultures within organizations.
5. To critically evaluate industry-specific ethical challenges in India through real-world case studies, enhancing students' ability to identify, analyse, and resolve ethical dilemmas in various business sectors.

**Unit 1: Introduction to Business Ethics and its Relevance in India:** Definition and scope of business ethics, Ethical theories: Utilitarianism, Deontology, Virtue Ethics, Cultural dimensions of business ethics, Ethical issues in Indian business contexts, Case study

**Unit 2: Corporate Governance:** Principles and significance of corporate governance, Regulatory framework in India: SEBI, Companies Act, Board of Directors: Composition, roles, and responsibilities, Corporate social responsibility (CSR) practices in India

**Unit 3: Sustainability Practices in Indian Businesses:** Understanding sustainability: Environmental, social, and economic dimensions, Sustainable development goals (SDGs) and India's commitments, green initiatives and environmental stewardship in Indian companies, Economic sustainability: Inclusive growth, fair trade practices, Monitoring and reporting sustainability performance.

**Unit 4: Ethical Leadership and Decision Making:** Ethical decision-making models: Kohlberg's stages, Rest's Four Component Model, Role of leadership in fostering an ethical culture, Case studies on ethical leadership in Indian business leaders

**Unit 5: Ethical Issues in Specific Industries in India:** Ethical challenges in sectors such as IT, pharmaceuticals, finance, and manufacturing, Case studies on ethical dilemmas in specific industries

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**Textbook:** Title: "Business Ethics: Concepts and Cases", Author: Manuel G. Velasquez, Publisher: Pearson Education India

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**Reference Books:**

1. "Business Ethics: Ethical Decision Making & Cases" by O. C. Ferrell, John Fraedrich, and Linda Ferrell
2. "Ethical Dilemmas and Decisions in Criminal Justice" by Joycelyn M. Pollock
3. "Corporate Governance: Principles, Policies, and Practices" by A. C. Fernando
4. "Corporate Governance and Accountability: An Indian Perspective" by R. C. Sekhar
5. "Sustainability: Essentials for Business" by Scott T. Young, Kathy E. Dhanda, and Molly K. Miller

## **Syllabus for Semester II (MBA) Master of Business Administration**

**Course Code: 25SM50TH1281 Course: Innovation, Entrepreneurship & New Venture Development**

**L: 2 Hrs. P: 0 Hrs. Per week**

**Total Credits: 02**

### **Course Objectives:**

CO1: Understand the significance of innovation and entrepreneurship in economic and organizational contexts, including their types and key drivers.

CO2: Analyse customer needs, market opportunities, and pain points to effectively identify and define entrepreneurial problems.

CO3: Apply techniques for innovative idea generation, market validation, and prototyping to assess feasibility and problem-solution fit.

CO4: Develop a viable business model using tools like the Business Model Canvas and lean start-up methodology, considering intellectual property implications.

CO5: Evaluate go-to-market strategies and funding options, and design investor pitches with appropriate financial projections and communication.

### **Unit 1: Introduction to Innovation**

Innovation: Meaning & significance of innovation; Types of innovation; Innovation Diffusion theory; Innovation in Organizations- Drivers of Innovation, Bottom up and Top down Innovation, Horizontal versus vertical innovation; Dimension of Innovations.

### **Unit 2: Entrepreneurship & Problem Identification**

Meaning and concept of entrepreneurship, the history of entrepreneurship development, role of entrepreneurship in economic development; Types of Entrepreneurs; Entrepreneurial mindset; Start-up life cycle; Understanding customer problems and pain points; Market analysis and customer discovery

### **Unit 3: Idea Development and Market Validation**

Techniques for generating innovative ideas; Problem-Solution Fit and idea validation; Evaluating market feasibility and fit; Prototyping and iteration; Techniques for validating market demand

### **Unit 4: Business Model Development**

Business model canvas and lean start-up methodology; Intellectual property considerations

### **Unit 5: Go-to-Market Strategies and Fundraising for Ventures**

Go-to-market strategies; Marketing and sales strategies for start-ups; Venture financing options: bootstrapping, angel investors, venture capitalists; Pitching and presenting to investors; Financial projections and investor relations.

### **Textbook:**

1. Amit, R., & Zott, C. (2020). Business model innovation strategy: Transformational concepts and tools for entrepreneurial leaders. John Wiley & Sons.
2. Lewrick, M. (2022). Design Thinking for Business Growth: How to Design and Scale Business Models and Business Ecosystems. John Wiley & Sons.

### **Reference Books:**

1. The Art of War, Sun-Tzu
2. Hope is not a Strategy, Rick Page
3. Innovation and Entrepreneurship, Peter Drucker
4. Biographies of Andy Grove, Bill Gates, Larry Ellison, Googl Founders, etc
5. Straight from the Gut and Winning, Jack Welch
6. How to Drive Your Competition Crazy, Guy Kawasaki
7. Crossing the Chasm, Geoffrey Moore
8. Differentiate or Die, Jack Trout
9. Rajeev Roy : Entrepreneurship

## **Syllabus for Semester II Master of Business Administration (MBA)**

**Course Code : 25SM50TH1282**

**Course : Cost and Management Accounting**

**L:3 Hrs., P:0 Hrs., Per week**

**Total Credits : 3**

### **Course Objective**

After doing the course the students should be able to identify, use and interpret costing techniques appropriate for different activities and decisions, apply models and budgets to support decision-making in business context.

### **Course Outcomes**

**After successful completion of the course the student will be able to-**

1. Describe and explain the concept of cost and management accounting, prepare and analyze cost sheets and quotations for businesses.
2. Compute operating costs of services, analyze them, and apply them to solve real-world problems in the transportation and service industries.
3. Compare Traditional Costing system and the concepts of Activity Based Costing and aid cost reduction in industries.
4. Apply concepts like CVP analysis, BEP analysis and Marginal costing and formulate models for decision making in real world scenarios.
5. Describe, prepare, and analyze fixed, flexible, and cash budgets and evaluate their effectiveness in decision-making for organizations.

## **Unit-I: Introduction**

Understand the Meaning, Scope and importance of Management Accounting. Difference between Financial Accounting & Management Accounting, role of management accountant. Cost Determination: Objectives, classification of Costs, preparation of statement of cost and quotations (using spreadsheet).

## **Unit -II: Service Costing**

Operating/Service Costing: concept of composite units and identification and analysis of cost of providing services like transport, hotels etc.

## **Unit-III: Activity Based Costing (ABC)**

Overhead allocation using Traditional ( Full Cost) costing, concept of activity based costing, uses of ABC, comparison with traditional costing. Use of ABC in cost reduction.

## **Unit-IV: Planning & Decision- Making Techniques**

Learning the application of Marginal & Differential costing, Cost Volume Profit analysis, BEP analysis and key factor analysis.

## **Unit-V: Understanding the preparation of Budgets**

Fixed and Flexible Budget, Cash Budget and the concept of Budgetary control.

## **Text Book**

1. Management Accounting 10th Edition: M.N. Arora

## **Reference Books**

1. Financial Cost and Management Accounting latest Edition: Dr. P. Periasamy, Himalaya Publishing House.
2. Management Control System: Sekhar, TMH, New Delhi
3. Advanced Accounts Volume II: M. C. Shukla, T. S. Grewal, S. C. Gupta S. Chand and company, New Delhi,
4. Management Accounting Principles & Practice: Sharma R. K & Gupta S. K
5. Cost Accounting Principles & Practice: Jain Narang, PHI.

## **Syllabus for Semester II (MBA) Master of Business Administration**

**Course Code : 25SM50TH1283**

**Course : Human Resource Management**

**L: 3 Hrs. P:0 Hrs. Per week**

**Total Credits : 3**

### **Course Objective:**

This course aims to build a strong foundation in contemporary Human Resource Management practices and fostering an in-depth understanding of how various HR strategies contribute to overall organizational effectiveness. It encourages students to adopt a holistic perspective in addressing the multifaceted challenges of HR, thereby enhancing their ability to develop integrated solutions. An understanding of this course will help students navigate and lead confidently in an ever-evolving business landscape.

### **Course Outcomes:**

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

**CO1:** Recall key HRM concepts, explain the various HRM models, and infer the impact of technological and environmental changes on modern HR practices.

**CO2:** Understand various job design techniques, apply job analysis methods to develop detailed job descriptions and specifications, and analyse job roles and competency requirements.

**CO3:** Evaluate the impact of strategy on human resource planning principles, analyse and evaluate various recruitment and selection strategies, and design a comprehensive talent acquisition framework that optimizes candidate onboarding.

**CO4:** Analyse and evaluate performance appraisal models, compensation structures, and incentive programs

**CO5:** Understand industrial relations dynamics, and apply principles of employee experience management to organizational practices

**Unit I: Introduction to HRM:** HRM Models, Trends Shaping HRM, The New HR Manager

**Unit II: Job Analysis & Design:** Basics of Job Analysis, Methods, Writing Job Description and Job Specification, Job Design, Factors & Techniques of Job Design

**Unit III: Workforce Planning & Talent Acquisition:**

Workforce Planning: Strategy and Workforce Planning Concept, Human Resource Planning Process.

Recruitment: Sourcing Choices, On-demand Recruiting, Designing effective recruitment programs.

Selection: Selection process, Employee Testing- Basics, Types, Interviewing candidates, Induction program

**Unit IV: Talent Management:**

Training and Development: Overview of Training Process, Implementing Training Programs, Evaluating the Training Process

Performance Appraisal: Basics, tools, rating errors, managing Appraisals

Compensation and Benefits: Components, Factors Determining Pay, Job Evaluation and Creating Market-competitive Pay Plans, Types Incentives and Benefits, Incentive and Recognition Program, CTC

**Unit VI: Employee Experience Management & Introduction to IR:**

Employee Experience Management: Basics of EX Management, Organization Citizenship Behaviour, Employee Engagement, Role of Technology in Management.

Introduction to IR: Employee Relations, Trade Unions and their Purpose, Collective Bargaining, Grievances, Employee Welfare: Features, Objectives, and Types

**Text Book:** Human Resource Management, Twelfth Edition, Gary Dessler, Biju Varkkey, Pearson

**Reference Books:**

1. Human Resource and Personnel Management-Text and cases: K. Aswathappa, McGraw-Hill Publishing co. ltd.
2. Human Resource Management, Ninth Edition L: R. Wayne Mondy, Robert M., Noe, Pearson Education
3. A Text book of Human Resource Management: C.B. Mamoria & S.V.Gankar, Himalaya Publishing House
4. Human Resource Management: P. Jyothi, Publication, Oxford University Press

## **Syllabus for Semester II (MBA) Master of Business Administration**

**Course Code: 25SM51TH1284                      Course: Financial Accounting in SAP S/4HANA Academy Part II**

**L: 3 Hrs. P: 0 Hrs. Per week Total Credits: 3**

### **Course Objective**

The course aims to provide a foundational understanding of financial accounting principles and processes in SAP S/4 HANA. This course is designed to prepare you to configure and effectively use the core functions of Financial Accounting. It covers key areas such as General Ledger Accounting, Accounts Receivable, and Accounts Payable, providing you with the essential knowledge and skills needed to manage financial processes efficiently within an organization. The Financial Accounting in SAP S/4HANA academy is for new consultants who want to obtain a broad and deep knowledge of Financial Accounting in SAP S/4HANA pass the certification exam. This academy consists of two parts – you are now looking at part 2 (TS4F02).

### **Course Outcomes:**

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

CO1: Understand Organizational Structures, Chart of Accounts, Chart of Depreciation and Preparing Asset Class and Asset Master data.

CO2: Prepare and interpret General Ledger, Variant Principle, Fiscal year, Exchange rate and Curry types

CO3: Testing Asset transactions, Inter and intra company settling assets with depreciation keys and Parallel accounting

CO4: Configuring the Reporting in Asset Accounting, LSMW, FCC, Financial Statements, Fixed and Current Assets.

CO5: Analysing Receivables and Payables, Profit and Loss, Documentary Closing Activities and Intercompany Reconciliation

## **Unit I: Organizational Structures**

Lesson: Assigning a Chart of Accounts and a Chart of Depreciation to a Company Code

Lesson: Assigning Management Accounting Objects to Fixed Assets Lesson: Defining How Depreciation Areas Post to the General Ledger Lesson: Understanding the Importance of Asset Classes in Fixed Assets

## **Unit II: Master Data**

Lesson: Explaining the Components of an Asset Class Lesson: Creating and Changing Master Data in Asset Accounting Lesson: Carrying Out Mass Changes to Asset Master Data Using a Worklist

## **Unit III: Asset Transactions**

Lesson: Processing Acquisitions Lesson: Posting Non-Integrated Asset Acquisitions and Understanding the Integration with Materials Management Lesson: Posting Integrated and Non-Integrated Asset Retirements Lesson: Performing Transfers Within Company Code and Intercompany Asset Transfers Lesson: Representing, Distributing, and Settling Assets Under Construction Lesson: Entering and Analyzing Unplanned Depreciation

## **Unit IV: Periodic Processing and Valuation**

Lesson: Defining Depreciation Areas, Keys, Calculation, and Posting Lesson: Executing Programs for Fiscal Year Change and Year-End Closing in Asset Accounting Lesson: Investment Support Measures Lesson: Parallel Accounting in Asset Accounting

## **Unit V: Reporting in Asset Accounting**

Lesson: Executing Various Asset Accounting Reports Using SAP List Viewer and Sort Variants Lesson: A basic understanding of the analytics architecture in SAP S/4HANA Lesson: Executing Depreciation and Transaction Simulation Lesson: Understanding the Layout of an Asset History Sheet

## **Unit VI: Legacy Data Transfer**

Lesson: Entering Legacy Data

## **Part 2**

### **Unit I: Financial Closing Overview**

Lesson: Explaining the Periodic Closing Process

### **Unit II: Financial Statements**

Lesson: Managing Financial Statements Lesson: Using SAP S/4HANA Reporting Options

### **Unit III: Fixed and Current Assets**

Lesson: Executing Closing Activities Within Asset Accounting Lesson: Managing Closing

Activities in Materials Management

#### **Unit IV: Receivables and Payables**

Lesson: Creating Balance Confirmations Lesson: Managing the Foreign Currency Valuation

Lesson: Managing Value Adjustments Lesson: Regrouping Receivables and Payables

#### **Unit V: Profit and Loss**

Lesson: Explaining Cost of Sales Accounting Lesson: Posting Accruals and Deferrals

Lesson: Accruals Management - Manual Accruals Lesson: Accruals Management - Purchase Order Accruals

#### **Unit VI: Ledger Group-Specific Postings**

Lesson: Posting Ledger Group-Specific FI Documents

#### **Unit VII: Technical, Organizational, and Documentary Closing Activities**

Lesson: Managing Technical Steps During the Period-End Closing Activities Lesson:

Executing the Balance Audit Trail Lesson: Explaining the Purpose of Document Splitting in General Ledger Accounting

#### **Unit VIII: Financial Closing Cockpit**

Lesson: Managing the Financial Closing Cockpit

#### **Unit IX: Intercompany Reconciliation**

Lesson: Intercompany Matching and Reconciliation (Overview)

Plus Global Certification Exam

Textbook:

TS4F02 Financial Accounting in SAP S/4HANA Academy Part I and II

Reference Books:

1. Course: Financial Accounting in SAP S/4HANA Academy Part I and II(TS4F02)
2. Course: Outlining the Record-to-Report Process in SAP S/4HANA (F1120)
3. Course: Describing the Payables Management Process in SAP S/4HANA (F1130)
4. Course: Describing the Receivables Management Process in SAP S/4HANA (F1140)
5. Course: Outline of asset accounting processes in SAP S/4HANA (F1151)

## **OPERATION SPECIALIZATION**

### **Syllabus for Semester III & IV (MBA) Master of Business Administration**

**Course Code: 25SM50TH1375-1/1475-1**  
**Control**

**Course: Operations Planning and**

**L: 2 Hrs. P: 0 Hrs. Per week**

**Total Credits: 2**

#### **Course Objective:**

Students will apply machine learning and AI techniques to optimize demand forecasting, production planning, and facility layout for enhanced efficiency and sustainability. They will develop skills in eco-friendly scheduling, materials planning, and batch scheduling to streamline manufacturing processes.

#### **Course Outcomes**

1. **Analyze** and **apply** machine learning techniques for demand forecasting to optimize facility layout planning, enhancing production efficiency and reducing overproduction or underutilization.
2. **Creating** sustainable production plans by integrating AI-based circular economy models and predictive analytics to align sales forecasts with production capacity.
3. Develop the ability to **design** and **maintain** eco-friendly Master Production Schedules (MPS) that ensure capacity alignment and efficient use of resources.

4. **Utilize** AI algorithms in Materials Requirement Planning (MRP) and Capacity Requirement Planning (CRP) to optimize batch scheduling and enhance production efficiency.
5. Proficiency in **applying** batch scheduling and line-of-balance techniques to streamline product-focused manufacturing processes.

### **Unit 1: Facility, Capacity, Location and Layouts**

Long-range capacity planning, Facility Location, Layout, Manufacturing Facility layouts, Service facility layouts. Use machine learning-based demand forecasting to adjust production levels and avoid overproduction or underutilization.

### **Unit 2: Production Planning Hierarchy**

Aggregate Planning in detail. Numericals on Aggregate Planning. Use AI-based circular economy modeling to plan for recyclable materials and eco-friendly processes. Predictive analytics for aligning sales forecasts with production capacity.

### **Unit 3: Master Production Schedules**

Capacity & MPS, Bill of Material, Disaggregation, Managing and Maintaining MPS, Eco-friendly practices in MPS

### **Unit 4: MRP & CRP**

Materials Requirement Planning and Capacity Requirement Planning, Load Schedules. Circular Economy integrated in MRP and CRP. Utilizing AI algorithms to optimize batch scheduling and improve production efficiency.

### **Unit 5: Scheduling Product Focused Manufacturing**

Batch Scheduling, Line of Balance.

### ***Text Book:***

1. Operations Management – Norman Gaither & Greg Frazier

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

2. Operations Management – Russell and Taylor
3. Production Planning and Inventory Control – Narasimhan, McLeavey & Billington, PHI India.
4. Elements of Production Planning and Control: Samuel Eilon, Univeral Books Corporation
5. Production & Operations Management: Everett E. Adam Jr., Ronald J Ebert, PHI India
6. Production and Operations Management: S. N. Chary, 4th Edition, TMH Publications
7. Operations Now – Byron Finch, 3rd Edition, TMH Publications

**Syllabus for Semester III & IV (MBA) Master of Business Administration**  
**Course Code: 25SM50TH1375-2/1475-2** **Course: Supply Chain Management**  
**L: 2 Hrs. P: 0 Hrs. Per week** **Total Credits: 2**

**Course objective:** This course provides a comprehensive understanding of Supply Chain Management (SCM), covering its core concepts and strategic significance in business operations. Learners will gain knowledge of essential supply chain functions, including purchasing, inventory management, transportation, while also exploring the critical role of information flow in planning and operations. The course emphasizes the importance of both internal and external integration, highlighting collaboration with suppliers and customers to achieve supply chain excellence. Additionally, participants will develop insights into building a responsive supply chain, managing disruptions effectively, and applying revenue management strategies to enhance overall performance.

**Course Outcomes:**

At the end of the course students will have:

CO1: Understanding of main concepts of SCM and the strategic role SCM plays in business.

CO2: Understanding of functions such as inventory management and transportation.

CO3: Knowledge of informational issues involved in planning and operations of the supply chain.

CO4: Knowledge of the importance of internal and external integration and collaborating with external customers and suppliers to achieve supply chain excellence.

CO5: Knowledge of responsive supply chain and sustainability in supply chain.

**Unit I: The Role of Supply Chain Management in Economy and Organization:**

Introduction to supply chain management, Key concepts, Enablers of supply chain performance, Supply chain strategy, Customer Service & Cost trade-offs, Supply chain performance measures, Enhancing supply chain performance.

**Unit II: Inventory Management & Transportation:** Introduction to inventory management, Types of inventory, Inventory related costs, managing cycle stock, managing safety stock, managing seasonal stock, Analysing impact of supply chain redesign on the inventory, managing inventory for short life cycle products, Multiple-item, multiple-location inventory management, Drivers of transportation decisions, Modes of transportation, devising a strategy for transportation, Vehicle scheduling,

**Unit III: Demand Forecasting and the Role of Information Technology in Supply Chain Management:** Role of forecasting, Qualitative forecasting methods, Quantitative forecasting methods, Time series forecasting models, Enabling SCM through IT, Strategic management framework for IT adoption in SCM.

**Unit IV: Supply Chain Integration and Restructuring:** Internal integration, External integration, building partnership & trust in a supply chain, Vendor managed inventory, CPFR, Supply chain mapping, supply chain process restructuring, Postpone the point of differentiation, restructuring the supply chain architecture.

**Unit V: Sustainability in supply chain & Revenue Management:** supply chain disruptions and its impact on business, methodologies for handling disruptions, Pricing, Revenue management, Sustainability in supply chain.

**Text Book:**

1. Supply Chain Management: Janat Shah, Pearson Education.

**Reference Books:**

1. Supply Chain Management Strategy, Planning and Operation: Chopra, S, and P. Meindl, Pearson Education.
2. Logistics and Supply Chain Management: Cases and Concepts, Raghuram, G. and N. Rangaraj, Macmillan
3. Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies D. Simchi-Levi, P.
4. Kaminski and E. Simchi-Levi, McGraw-Hill.
5. Supply Chain Management: Sunil Sharma, Oxford University Press.
6. Principles of Supply Chain Management: A Balanced Approach, Joel D. Wisner, G. Keong Leong, Keah-Choon Tan, Cengage Learning

## **SYLLABUS OF SEMESTER III/IV, MBA. (Master of Business Administration)**

**Course Code : 25SM50TH1375-3/1475-3**

**L:2 Hrs., P:0 Hrs., Per week**

**Course: Services Operation**

**Total Credits: 2**

### **Course Objective:**

Students will be able to understand the services economies, development of new service design, apply SERVQUAL model and do the gap analysis for service improvement. Also, students will gain the knowledge about the layouting criteria for service facility optimization and will get equipped with new technologies in services.

### **Course Outcomes**

1. Student will be able to compare and understand the services economies including the job availability.
2. Student will be able to develop new service design using various elements.
3. Student will be able to apply the SERVQUAL model to various services and also be able to do service gap analysis and improve them.
4. Student will be able to understand the basics of layouting, the estimation of services demand in PESTEL context and optimize services facilities.
5. Student will learn the new technologies in services.

### **Unit I: Introduction to Services**

The role of services in an economy - dependency of manufacturing on services, economic evolution, stages of economic development, nature of the service sector, sources of service sector growth. Nature of Services - characteristics and classification of services, the service package.

### **Unit II: Service Strategy**

Strategic service vision, competitive service strategies, competitive role of information in services, limits in use of information. New Service Development - The NSD process cycle, service design elements, service blueprinting, service positioning through process structure, Taxonomy for service process design, Generic approaches to service system design, Customer value equation.

### **Unit III: Service Quality**

SERVQUAL, Dimensions of service quality, Scope of service quality, Stages in quality development, the service quality ladder, Gap Model, Gaps in service quality. Service Recovery - Service recovery framework, approaches to service recovery, Service Encounter - Service encounter triad, the service organization, Contact personnel, The customer. Creating a customer service orientation, service profit chain.

### **Unit IV: The Supporting Facility**

Servicescape framework, Factors that influence facility design, Process analysis, Facility Layout, Product layout and the work allocation problem, Process layout and the relative location problem, Operations sequence analysis. Service Facility Location - Location Considerations, Geographic representations, Optimization criteria, Estimation of geographic demand, Facility location techniques - site considerations.

Managing Capacity and Demand - Strategies for managing demand, strategies for managing capacity.

### **Unit V: Technology in Services**

Technology in service encounter, emergence of self-service, automation in services, internet services, electronic and traditional services, economics of scalability, technological innovation in services. Managing Service supply Relationships - Customer-supplier duality, managerial implications of bidirectional relationships, sources of value in service supply relationships, outsourcing services, managerial considerations with service outsourcing.

### **Text Book:**

1. Service Management: Operations, Strategy, Information Technology, James Fitzsimmons, Tata McGraw Hill Publications

### **Reference Books:**

1. Service Management: James Fitzsimmons, Mona Fitzsimmons, Tata McGraw Hill Publications
2. Service Operations Management: Johnston Robert & Clark, Graham, Prentice Hall Publications

## **SYLLABUS OF SEMESTER III/IV, MBA. (Master of Business Administration)**

**Course Code: 25SM50TH1375-4/1475-4**  
**L: 2 Hrs., P: 0 Hr, Per week**

**Course: Quality Management**  
**Total Credits: 2**

### **Course Objective:**

Students will be able to understand the need for Quality, the relevant TQM models like PDCA Cycle, 5S, Kaizen, Quality Circles. Learn statistical aspects relevant for process control. Assess the relevance of Total Productive Maintenance, FMEA, Six Sigma. Learn different Quality Management Systems.

### **Course Outcome:**

*At the end of the course the students will have:*

1. Understanding of the basic concepts Quality concept, principles, various tools, statistical process control for the implementation of quality management with ISO certification process and its need for the industries.
2. Understanding of the importance as to why TQM principles are important.
3. Understanding about the different tools and techniques of TQM.

4. Understanding on various aspects in Quality Management Systems.
5. Understanding about the models of TQM implementation in manufacturing and service sectors.

**Unit – I: Introduction:** Evolution of Quality, Quality Definition, Need for Quality, Dimensions of Product and Service Quality, Basic Concepts of TQM, TQM Framework, Quality Philosophies, Contributions of Deming, Juran and Crosby, Feiganbaum, Ishikawa and Taguchi, Barriers to TQM, Quality Statements, Customer Focus, Customer Orientation, Customer satisfaction, Customer Complaints, Customer Retention, Costs of Quality.

**Unit – II: TQM Principles:** Leadership, Strategic Quality Planning, Quality Councils, Employee Involvement, Motivation, Empowerment, Team and Teamwork, Quality Circles Recognition and Reward, Performance Appraisal, Continuous Process Improvement, PDCA Cycle, 5S, Kaizen, Supplier Partnership, Partnering, Supplier Selection, Supplier Rating.

**Unit – III: Statistical Process Control:** Statistical Fundamentals such as Mean and Standard Deviation, Chance and Assignable Causes, Control Charts for Variables, Process Capability Analysis such as Cp and Cpk, Seven basic (Traditional) Quality Control Tools: 1) Check Sheets (Tally Sheet) 2) Stratification (Alternatively, Flowchart or Run-chart) (Trend Analysis) 3) Histograms 4) Pareto Chart (80-20 Rule) 5) Cause-and-Effect Diagrams (Fishbone or Ishikawa Diagram) 6) Scatter Diagrams 7) Control charts.

**Unit – IV: Tools and Techniques:** Quality Functions Development (QFD), Benefits, Voice of Customer, Information Organization, House of Quality (HOQ), Building a HOQ, QFD Process, Taguchi Method and Quality Loss function, Failure Mode Effect Analysis (FMEA): Requirements of Reliability, Failure rate, Total Productive Maintenance (TPM), Seven New Management Tools for Process Improvement: Affinity diagram, Interrelationship Diagram, Tree Diagram, Matrix Diagram, Matrix Data Analysis, Arrow Diagram, Process Decision program Chart, Benchmarking and POKA YOE, Six Sigma, Methodologies: DMAIC, DFSS, Six Sigma Belts, Quality Circles.

**Unit – V: Quality Management Systems:** Introduction, Benefits of ISO Registration, ISO 9000 Series of Standards, ISO 9001, Requirements, Implementation, Documentation, Writing the Documents, Quality Auditing, TQM Culture, Quality Auditing, QS 9000, ISO 14000, Concepts, Requirements and Benefits, TQM Implementation in Manufacturing and Service Sectors.

*TextBook:*

1. **Total Quality Management:** Dale H. Besterfield, Carol Besterfield – Michna et al, Pearson

*ReferenceBook:*

1. Total Quality Management: Sunil Sharma, Sage Publications.
2. Total Quality: James R Evans, Cengage Learning
3. Total Quality Management: Poornima M Charantimath, Pearson
4. Quality Management Demystified: Sidkemp, Tata McGraw Hill
5. Total Quality Management: N Gupta, B Valarmathi, Tata McGraw Hill

### **Syllabus for Semester III & IV (MBA) Master of Business Administration**

**Course Code: 24SM50TH375-5/1475-5      Course: Design and Analysis of Lean Production Systems**

**L: 2 Hrs. P: 0 Hrs. Per week**

**Total Credits: 2**

**Course Objective:** The objective of this course is to equip students with the knowledge and skills to understand, design, analyze, and implement lean production systems. By applying lean tools, optimizing workflows, and evaluating performance metrics, students will develop sustainable strategies for waste reduction, efficiency improvement, and continuous process optimization in various industries.

#### **Course Outcomes:**

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

CO1: Understand the fundamental principles of lean manufacturing and assess the impact of lean practices on productivity, efficiency, and waste reduction in various industries.

CO2: Apply key lean tools such as 5S, Value Stream Mapping, JIT, and Kaizen to identify and eliminate inefficiencies in production processes.

CO3: Design lean production systems by integrating cellular manufacturing, line balancing, and pull-based production techniques to optimize workflow and minimize waste.

CO4: Analyze and evaluate the performance of lean systems using quality management techniques, inventory control strategies, and data-driven decision-making approaches.

CO5: Develop and implement sustainable lean transformation strategies by leveraging change management principles, leadership engagement, and continuous improvement methodologies.

### **Unit 1: Introduction to Lean Production Systems**

History and evolution of lean manufacturing, Principles of lean production, Toyota Production System (TPS), Waste elimination (Muda, Mura, Muri), Traditional vs. lean production systems, Lean thinking in manufacturing and services, Benefits of lean production, Case studies of lean transformation.

### **Unit 2: Lean Tools and Techniques**

5S methodology (Sort, Set in Order, Shine, Standardize, Sustain), Total Productive Maintenance (TPM), Value Stream Mapping (VSM), Kaizen and continuous improvement, Just-In-Time (JIT) production, Kanban system and pull production, Standardized work and takt time, SMED (Single-Minute Exchange of Die), Error-proofing (Poka-Yoke), Lean problem-solving tools (A3, PDCA, Root Cause Analysis).

### **Unit 3: Design of Lean Production Systems**

Cellular manufacturing and work flow optimization, Line balancing and production leveling (Heijunka), Small batch production and flexibility, Setup time reduction strategies, Demand-driven production planning, Bottleneck analysis and process optimization, Integration of lean with Industry 4.0, Digital lean tools and automation, Case studies on lean system design.

### **Unit 4: Analysis and Control of Lean Systems**

Performance metrics in lean manufacturing (KPIs, OEE), Quality management and Six Sigma integration, Statistical Process Control (SPC), Inventory control techniques (JIT, EOQ, ABC analysis, JIS), Lean supply chain management, Role of data analytics in lean systems, Simulation and modelling for lean decision-making, Cost reduction through lean initiatives, Real-world applications of lean performance analysis.

### **Unit 5: Implementation and Sustainability of Lean Systems**

Strategies for lean implementation, change management and employee engagement, Leadership roles in lean transformation, overcoming resistance to lean adoption, Lean Six Sigma for process improvement, Gemba Kaizen and continuous improvement strategies, Sustainability in lean production, Lean case studies from global industries, Future trends in lean manufacturing and operations.

### **Text Book:**

1. "Lean Manufacturing: Tools, Techniques, and How to Use Them" – William M. Feld
2. "Lean Thinking: Banish Waste and Create Wealth in Your Corporation" – James P. Womack & Daniel T. Jones

### **References Books:**

1. "The Toyota Way: 14 Management Principles from the World's Greatest Manufacturer" – Jeffrey K. Liker
2. "Design and Analysis of Lean Production Systems" – Ronald G. Askin & Jeffrey B. Goldberg
3. "Gemba Kaizen: A Commonsense, Low-Cost Approach to Management" – Masaaki Imai

**Syllabus for Semester III & IV (MBA) Master of Business Administration**  
**Course Code: 25SM50TH1375-6/1475-6      Course: Contract Management Practice**  
**L: 2 Hrs. P: 0 Hrs. Per week      Total Credits: 2**

**Course Objective:** This course aims to equip students with a comprehensive understanding of the contract management process from initiation to completion. Learners will be able to apply their knowledge to select appropriate contract types suited to specific project requirements. They will gain the skills necessary to effectively prepare for and administer contracts, while also analyzing common issues to minimize risks and avoid disputes. Furthermore, students will develop the ability to critically evaluate contract proposals and make informed decisions that ensure optimal outcomes for their projects.

**Course Outcomes:**

1. **Understand** the complete process of contract management from initiation to closure.
2. **Apply** knowledge to **select** the most suitable type of contract for specific project needs.
3. **Prepare and implement** essential steps for effective contract administration.  
(Apply/Create)
4. **Analyze** common contract-related issues to **minimize risks** and avoid potential problems.
5. **Evaluate** contract proposals critically to **make informed and optimal decisions**.

### Definition, Description and uses of Contract, Buyer and Seller Perspective

Contracting methods — competitive and non-competitive - Purchase cards, imprest funds or petty cash - Sealed bidding, two-step sealed bidding, competitive negotiation and competitive proposals - Reverse auctions - Purchase agreements vs. contracts - Single-source negotiation vs. sole-source negotiation

Contract work breakdown structure (CWBS) as a tool - Responsibility matrix - Schedules - Contract administration plans are a must - Pre-performance meetings, Kick off meetings

Performance observation - Progress reports - Performance variances - Records - Corrective action

Evaluation methods - Scoring and selection, Interpreting contract requirements - Reporting progress - Managing changes - Negotiations - Dispute resolution - Invoicing and payments - Acceptance - Warranties - Documentation of lessons learned, Completion of work - Final settlement - Continuing obligation

1. *Contract Lifecycle Management, Douglas Kinnis Macbeth, e-book, bookboon.com*

**Course Code: 25SM50TH1375-7/1475-7**      **Course name: Advanced Operation Research**  
**L: 2 Hrs. P: 0 Hrs. Per week**                      **Total Credits: 2**

Students will analyze queuing systems and apply advanced optimization and decision-making techniques, including parametric programming, game theory, and metaheuristics. They will also evaluate replacement policies and solve complex non-linear programming problems to enhance operational efficiency.

1. Analyze multi-channel queuing systems and apply Erlang distribution models to optimize service efficiency.
2. Apply parametric programming techniques and game theory principles to solve decision-making problems under uncertainty.

3. Implement metaheuristic optimization techniques such as Tabu Search, Simulated Annealing, and Genetic Algorithms for complex problem-solving.
4. Utilize direct search and gradient-based optimization methods to solve constrained and unconstrained non-linear programming problems.
5. Evaluate replacement policies for deteriorating and non-deteriorating items using discounting techniques and net present worth analysis.

### **Unit I: Queuing Theory**

Multi Channel Queuing Theory, Erlang Family distribution, Deterministic models

### **Unit II: Parametric Programming & Game Theory**

Parametric Changes, Non Zero Sum Games

### **Unit III: Metaheuristics:**

Tabu Search, Simulated Annealing, Genetic Algorithm

### **Unit IV: Non Linear Programming Algorithms**

Direct Search method, Gradient Method, Constrained Algorithms

### **Unit V: Replacement Models:**

Detorative and Non Detorative Items, Discounting Technique, Net Present Worth, Individual Replacement, Group Replacement

### **Text Books**

1. Applied Operations Research by S D Sharma – Kedarnath - Ramnath Publications
2. Operations Research – J. K. Sharma – McMillan

### **Reference Books**

1. Introduction to Operations Research- Hillier & Liberman – McGraw Hill
2. Operations Research – Hira and Gupta – S. Chand & Co.
3. Introduction to Operations Research, A Computer Oriented Algorithmic Approach – Gillet, Billy E., Tata McGraw Hills

## **Syllabus for Semester III & IV (MBA) Master of Business Administration**

**Course Code: 25SM50TH1375-8/1475-8**

**Course: Ergonomics in industrial**

**Health & Safety Management**

**L: 2 Hrs. P: 0 Hrs. Per week**

**Total Credits: 2**

**Course Objective:** This course aims to introduce the fundamental principles of ergonomics and human factors in system design. It enables students to analyze human interactions with machines and environments, focusing on input/output interfaces and workplace layout. Students will apply ergonomic and anthropometric principles to design safe and efficient workspaces, evaluate safety measures and accident prevention strategies, and understand the role of personal protective equipment. The course also covers identification and control of industrial hazards and highlights the importance of occupational health, safety regulations, and workplace health programs.

### **Course Outcomes:**

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

1. **Understand** the basic principles of ergonomics and human factors in system design.

2. **Analyze** the ways humans interact with machines and environments, focusing on input/output interfaces and workplace layout.
3. **Apply** anthropometric and ergonomic principles to design safe and productive workspaces.
4. **Evaluate** safety measures, accident prevention strategies, and the role of personal protective equipment.
5. **Identify and classify** industrial hazards and assess techniques for hazard recognition and control.

**Unit I:** Introduction to Ergonomics - Human factor and systems ; Information input – Test, Graphics, Symbols and Codes, Visual displays of dynamic information, Auditory Tactual and Olfactory displays, Speech Communication.

**Unit II:** Human output and control – Physical work and manual material handling, Human control of systems, Control and data entry devices, hand tools and devices.

**Unit III:** Workplace design – Applied Anthropometry, Workspace design and seating, arrangement of components within a physical space, Interpersonal aspects of workplace design, Environment conditions like Illumination, Climate, noise, motion.

**Unit IV:** Introduction to Safety – Safety and productivity, employees participation, safety measures, general safety rules, personal protective equipments, housekeeping.

**Unit V:** Industrial accidents and hazards – Industrial accidents, nature, causes, classification, types, measurement and prevention, Introduction to Hazards, identification techniques, recognizing and controlling hazards. Occupational Health –occupation safety and health act, working conditions affecting health, health program, first aid.

**Text Book:**

1. Human Factors in Engineering and Design – Mark S. Sanders and Ernst J. McCormick (McGraw Hill)

**Reference Books:**

1. Industrial Safety and Environment – Pratibaha Garg and Anupama Prashar (Catsons Books)
2. Ergonomics: Man in his working environment-Murrell,K Chapman& hall London

**Syllabus for Semester III & IV (MBA) Master of Business Administration**

**Course Code: 25SM50TH1375-9/1475-9**  
**Planning**

**Course: Enterprise Resource**

**L: 2 Hrs. P: 0 Hrs. Per week**

**Total Credits: 2**

**Course Objective:**

To Introduce Students to the basic concepts and components of ERP systems. And exploring the core ERP modules such as finance, human resources, supply chain management, customer relationship management, and production planning. Students are equipped to effectively contribute to the selection, implementation, and management of ERP systems within organizations, ensuring alignment with business objectives and processes.

**Course Outcomes:**

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

CO1: Understanding of various modules of ERP and Knowledge of technologies related to ERP such as Management Information System (MIS), Executive Information System (EIS), Decision support System (DSS), Supply Chain Management (SCM).

CO2: Understanding of various functional modules of ERP such as Finance, Sales & Marketing, PPC, HR, Quality Management, Materials Management.

CO3: Develop hands-on experience with leading ERP platforms (e.g., SAP, Oracle) to navigate and utilize different modules effectively.

CO4: Understanding the challenges associated with the successful implementation of ERP & analyze the criteria for selection of Vendors, Consultants and users.

CO5: Analyze the relevance of Sustainable ERP solutions

**Unit I: ERP Concepts & related Technologies:** Introduction to ERP & its Evolution, Various Modules Of ERP, Risk & Benefits of ERP. Business Process Reengineering (BPR), Management Information System (MIS), Executive Information System (EIS), Decision Support System (DSS), Supply Chain Management (SCM)

**Unit II: ERP Functional Modules:** Introduction, Finance, Sales & Marketing, PPC, HR, Quality Management, Materials Management

**Unit III: ERP Market:** Introduction, SAP AG, Baan Company, Oracle Corporation, People Soft, JD Edwards, System Software Associates Inc. (SSA), A Comparative Assessment and Selection of ERP Packages and Modules. Practice on SAP Modules

**Unit IV: ERP implementation & vendor Selection criteria:** Lifecycle, issues in implementing ERP packages, pre-evaluation screening, package evaluation, project planning phase, gap analysis, reengineering, configuration, implementation, team training, testing, going live, end-user training, post implementation, Vendors, Consultants and users selection criteria

**Unit V: Sustainable ERP:** Real-Time Resource Monitoring, Sustainable Supply Chain Management, Cloud-Based ERP Solutions, Integration of Advanced Technologies

Text Book:

1. Enterprise Resource Planning: Alexis Leon, Tata-McGraw-Hill Publications

References Books:

1. ERP Ware: ERP Implementation Framework: V.K. Garg & N.K. Venkitakrishnan

2. ERP Concepts and Planning: Garg & Venkitakrishnan

3. Textbook of Enterprise Resource Planning: Jaiswal / Vanapalli, McMillan

4. Concepts in Enterprise Resource Planning: by Joseph Brady, Ellen Monk, and Bret Wagner

### **Syllabus for Semester III & IV (MBA) Master of Business Administration**

**Course Code: 25SM50TH1375-10/1475-10**

**Course: Sourcing**

**Management**

**L: 2 Hrs. P: 0 Hrs. Per week**

**Total Credits: 2**

#### **Course Objectives:**

This course aims to provide students with a strong foundation in purchasing and supply chain management. Learners will be able to describe the core processes involved in purchasing and supply functions and identify effective methods for supplier evaluation and selection. The course will enable students to apply analytical tools and techniques to assess purchasing activities and analyze strategic cost management practices for improving procurement efficiency. Additionally, students will evaluate supply performance using appropriate metrics

and critically examine emerging strategies in purchasing and supply chain management to adapt to dynamic business environments.

### **Course Outcomes:**

1. **Describe and explain** the key processes involved in purchasing and supply management.
2. **Identify and evaluate** criteria and methods for supplier selection and assessment.
3. **Apply** appropriate tools and techniques for analyzing purchasing functions.
4. **Analyze** strategic cost management approaches to enhance procurement efficiency.
5. **Measure and assess** supply performance using relevant evaluation metrics.
6. **Examine and compare** emerging strategies in purchasing and supply chain management.

**Unit I: Introduction to Purchasing and Supply Chain Management:** A New Competitive Environment ,Why Purchasing Is Important ,Understanding the Language of Purchasing and Supply Chain Management, Achieving Purchasing and Supply Chain Benefits, The Supply Chain Umbrella, Purchasing Objectives ,Strategic supply management roles and responsibilities, improving the Procure to Pay Process, Approval, Contract, and Purchase Order Preparation, Types of Purchases

**Unit II: Strategic Sourcing::**Aligning Supply Management and enterprise objectives, Category Strategy Development, Types of Supply Management Strategies, E-Reverse Auctions, Evolving Sourcing Strategies, The Supplier Evaluation and Selection Process, Key Supplier Evaluation Criteria, Developing a Supplier Evaluation and Selection Survey, Reducing Supplier Evaluation and Selection Cycle Time

**Unit III: Purchasing and Supply Chain Analysis, Tools and Techniques:** Project Management Learning-Curve Analysis Value Analysis/Value Engineering Quantity Discount Analysis Process Mapping Overview of Supplier Quality Management Factors Affecting Supply Management's Role in Managing Supplier Quality

**Unit IV: Strategic Sourcing Process:** Strategic Cost Management, A Structured Approach to Cost Reduction, Price Analysis, Total Cost of Ownership, Collaborative Approaches to Cost Management

**Unit V: Supply Performance Measurement and Evaluation:** Purchasing and Supply Chain Performance Measurement and Evaluation, Purchasing and Supply Chain Performance Measurement Categories, Developing a Performance Measurement and Evaluation System Performance Benchmarking: Comparing Against the Best, A Summary of Purchasing Measurement and Evaluation Characteristics

**Unit VI: Future Trends:** Expanding the Mission, Goals, and Performance Expectations, Developing Category Strategies Will Become Broader and More Complex, Developing and Managing Suppliers as a Truly Extended Part of the Organization, Designing and Operating Multiple Supply Networks to, Meet Customer Requirements, Managing and Enabling the Future Supply, Management Organization and Measurement. Systems

### **Text Book:**

1. Sourcing and Supply Chain Management: 5th edition Cengage learning by Handfield, Monczka, Giunipero, Patterson

**Reference Books:**

1. Strategic Sourcing and Category Management by [Magnus Carlson](#)
2. Strategic Global Sourcing Best Practices by Fred Sollish and John Semanik

**Syllabus for Semester III & IV (MBA) Master of Business Administration****Course Code: 25SM50TH1375-11/1475-11****Course: Productivity through Design and Measurement of Work****L: 2 Hrs. P: 0 Hrs. Per week****Total Credits: 2**

**Course Objective:** The course aims to provide a comprehensive understanding of work design and productivity, covering the evolution of work design theories, methods engineering, and work measurement techniques. It explores strategies for productivity improvement through Lean, Six Sigma, and job redesign, while emphasizing the importance of ergonomics, continuous improvement, and technology in modern work environments.

Additionally, the course addresses the challenges of implementing sustainable work design changes and the role of AI and digital tools in future productivity enhancement.

### **Course Outcomes:**

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

CO1: Define and explain the key concepts of work design and productivity, and evaluate their importance in modern organizational settings.

CO2: Apply methods engineering principles and process analysis techniques to improve work efficiency and assess the impact of human factors and ergonomics in work design.

CO3: Analyze various work measurement techniques such as time study, work sampling, and predetermined motion time systems, and apply them to determine standard times and productivity.

CO4: Evaluate and apply strategies such as Lean, Six Sigma, and job redesign techniques to enhance productivity and assess their effectiveness in different workplace environments.

CO5: Analyze the challenges of implementing work design changes, apply continuous improvement methodologies, and evaluate their sustainability in real-world contexts.

### **Unit 1: Introduction to Work Design and Productivity**

Definition and importance of work design, Evolution of work design theories (Taylorism, Ergonomics, Sociotechnical Systems), Productivity concepts and measurement, Factors influencing productivity, Relationship between work design and efficiency, Role of technology in modern work design.

### **Unit 2: Methods Engineering and Work Analysis**

Introduction to methods engineering, Process analysis techniques (Flowcharts, Process Mapping), Principles of motion economy, Motion study and work simplification, Lean principles in work design, Workstation layout optimization, Human factors and ergonomics in work design, Case studies on work improvement.

### **Unit 3: Work Measurement Techniques**

Time study methods and standard time determination, Predetermined Motion Time Systems (PMTS) (MTM, MOST, Work Factor), Work sampling and its applications, Learning curves and productivity estimation, Performance rating and allowances, Integration of work measurement with productivity analysis.

### **Unit 4: Productivity Improvement Strategies**

Total Productivity Management (TPM), Lean and Six Sigma for productivity enhancement, Job redesign techniques (Job Enlargement, Job Enrichment, Job Rotation), Automation and Industry 4.0 in productivity improvement, Workplace motivation and engagement strategies, Performance benchmarking and key productivity metrics.

### **Unit 5: Implementation and Sustainability of Work Design Improvements**

Implementation challenges in work design changes, Change management and employee involvement, Continuous improvement methodologies (Kaizen, PDCA), Role of AI and digital tools in work measurement, Ethical considerations in work measurement, Future trends in work design and productivity measurement.

### **Text Book:**

1. "Work Measurement and Methods Improvement" – Lawrence S. Aft
2. "Motion and Time Study for Lean Manufacturing" – Fred E. Meyers & Jim R. Stewart

### **References Books:**

1. "Handbook for Productivity Measurement and Improvement" – Christopher W. Head

2. "Fundamentals of Work Measurement: What Every Engineer Should Know" – Anil Mital, Anand K. Desai, and Aashi Mital
3. "Introduction to Work Study" – International Labour Organization (ILO)

**Syllabus for Semester III & IV (MBA) Master of Business Administration**  
**Course Code: 25SM50TH1375-12/1475-12      Course: World Class Manufacturing**

**L: 2 Hrs. P: 0 Hrs. Per week**

**Total Credits: 2**

**Course Objective:** Students will understand foundational principles of World Class Manufacturing and apply Lean, Agile, and automation techniques to enhance productivity. They will integrate sustainable practices and AI/ML technologies to drive innovative, efficient, and eco-friendly manufacturing processes.

**Course Outcomes**

1. Understand and explain the foundational principles and models of World Class Manufacturing, and their historical development and key contributors.
2. Apply contemporary WCM practices such as Lean, Agile, and Automation to improve efficiency and productivity in manufacturing processes.
3. Analyze and implement sustainable manufacturing practices, including conducting materiality assessments and adhering to global sustainability regulations.
4. Utilize AI and ML technologies in manufacturing settings for predictive maintenance, generative design, and automation, thereby enhancing operational efficiency.
5. Strategize and integrate sustainability and AI/ML practices into World Class Manufacturing to create innovative, efficient, and environmentally friendly manufacturing processes.

## **UNIT – 1 INTRODUCTION TO WORLD-CLASS MANUFACTURING:**

Evolution of WCM: Historical context and key contributors (e.g., Taiichi Ohno, Shigeo Shingo) Core Principles: Just-in-Time, Jidoka, Kaizen, 5S, Value Stream Mapping WCM Models: FIAT's WCM model, Schonberger's WCM model

### **Unit 2: Contemporary Practices in WCM**

Lean Production: Concepts, core ideas, and tools (e.g., 7 Deadly Wastes, SMED) Agile Manufacturing: Concept, key elements, and effectiveness Automation in Manufacturing: Fixed, Flexible, and Programmable Automation Systems

### **Unit 3: Sustainability in Manufacturing**

Sustainable Manufacturing Principles: Environmental, social, and economic impacts Materiality Assessment: Conducting assessments and setting targets Global Sustainability Regulations: Overview of regulations and reporting requirements Case Studies: Examples of sustainable manufacturing practices and their impact

### **Unit 4: AI and ML in Manufacturing**

Introduction to AI and ML: Basic concepts and applications in manufacturing. Predictive Maintenance: Using AI to forecast equipment failures and schedule maintenance Generative Design: Leveraging ML for design optimization. Robotics and Automation: AI-driven robotics and their applications in manufacturing

### **Unit 5: Integrating Sustainability and AI/ML in WCM**

Strategic Planning for Sustainability: Integrating sustainability into WCM strategies. AI/ML for Sustainability: Using AI/ML to enhance sustainability practices. Future Trends: Emerging trends and innovations in sustainable WCM. Case Studies: Real-world examples of integrating sustainability and AI/ML in manufacturing.

#### **Text Book:**

1. **World Class Manufacturing- A Strategic Perspective**-Sahay B S, Saxena K B C, AshishKumar,MacMillan – India Ltd, ISBN 0333-93-4741.

#### **Reference Books:**

1. Finding and Implementing Best Practices- Business Process Benchmarking, Champ ,Robert C. Vision Books , New Delhi – 2008
2. Hammer, Michael and James Champy. Reengineering the corporation-A Manifesto for Business revolution, Nicholas Brealey Publishing, London.- 1993

## **MARKETING SPECIALIZATION**

### **Syllabus for Semester III & IV (MBA) Master of Business Administration**

**Course Code: 25SM50TH1376-1/1476-1      Course: Integrated Marketing Communication**

**L: 2 Hrs. P: 0 Hrs. Per week**

**Total Credits: 2**

**Course Objective:**Students will understand and apply Integrated Marketing Communications (IMC) concepts, consumer behaviour insights, and strategic tools across advertising, media, sales promotion, PR, and direct marketing.

## Course Outcomes:

- CO1: Explain the concepts and role of IMC in marketing.
- CO2: Analyze consumer behavior and apply STP in IMC.
- CO3: Develop advertising strategies and creative messages.
- CO4: Plan and integrate traditional and digital media.
- CO5: Apply tools of sales promotion, PR, and direct marketing.

### Unit I: Introduction to IMC and Marketing Communication Environment

Concept and Evolution of IMC, Role of IMC in Marketing, Components of IMC, Marketing Communication Mix, Overview of the IMC Planning Process, Challenges and Opportunities in IMC

### Unit II: Brand Communication

Communication Models in Marketing, Role of Perception, Brand Equity and IMC, Segmentation, Targeting, and Positioning (STP) in IMC.

### Unit III: Advertising Strategy and Creative Development

Advertising Objectives and Strategy, Creative Strategy Development, Message Design and Execution, Copywriting and Art Direction.

### Unit IV: Media Planning

Media Objectives and Budgeting, Media Types and Characteristics, Media Scheduling and Evaluation, Integrating Online and Offline Media, Emerging Trends in Media.

### Unit V: Measuring IMC Effectiveness

IMC Budgeting Approaches, Evaluating IMC Campaign Effectiveness, IMC Metrics and ROI.

### Textbook:

1. Tom Duncan, *Principles of Advertising & IMC*, McGraw-Hill Education

### Reference Books:

1. Belch, George E. & Belch, Michael A., *Advertising and Promotion: An Integrated Marketing Communications Perspective*, McGraw-Hill Education
2. Clow, Kenneth E. & Baack, Donald, *Integrated Advertising, Promotion, and Marketing Communications*, Pearson Education
3. Shimp, Terence A. & Andrews, J. Craig, *Advertising, Promotion, and Other Aspects of Integrated Marketing Communications*, Cengage Learning
4. Hackley, Chris, *Advertising and Promotion: An Integrated Marketing Communications Approach*, SAGE Publications

## Syllabus for Semester-III Master of Business Administration

Course Code: 25SM50TH1376-2/1476-2

Course: Brand Management

L: 2 Hrs. P: 0 Hrs. Per week

Total Credits: 2

**Course Objective:** Students will understand key components of brand management, including brand positioning and the use of brand elements to build strong brand equity. They will develop skills to measure brand equity and design, implement, and evaluate effective branding strategies.

### Course Outcomes

CO1. Students will be able to describe and identify all the components of brand management.

CO2. Students will be able to identify and establish brand positioning. Students will know different brand elements and will be able to determine brand elements for a new product.

CO3. Students will be able to understand the leveraging of secondary brand knowledge to build brand equity.

CO4. Students will be able to develop brand equity measurement system and will be able to measure the sources and outcomes of brand equity.

CO5. Students will be able to understand the design, implementation and evaluation of branding strategies.

### **Unit - I : Brands and Brand Management**

What is a brand? Why do brands matter? Can anything be branded? What are the strong brands? Branding challenges and opportunities, brand equity concept, strategic brand management process. The customer based brand equity: Brand knowledge; building a strong brand, brand building implications.

### **Unit - II : Brand Positioning**

Identifying and establishing brand positioning, positioning guidelines, defining and establishing brand values, internal branding. Choosing Brand Elements to Build Brand Equity: Criteria for choosing the brand elements, options and tactics for brand elements.

### **Unit - III : Designing Marketing Programs to Build Brand Equity**

New perspective on marketing, product strategy, pricing strategy, channel strategy. Leveraging Secondary Brand Knowledge to Build Brand Equity : Conceptualizing the leveraging process, company, country of origin and other geographic areas, channels of distribution, co - branding, licensing, celebrity endorsement, sporting, cultural, or others events, third party sources.

### **Unit - IV : Developing a Brand Equity Measurement and Management System:**

The brand value chain, designing brand tracking studies, establishing a brand equity management system. Measuring Sources of Brand Equity : Qualitative research techniques, quantitative research techniques. Measuring Outcomes of Brands Equity : Capturing market performance, comparative methods, holistic methods.

### **Unit - V : Designing and Implementing Branding Strategies**

The brand-product matrix, brand hierarchy, designing a branding strategy. Introducing and Naming New Products and Brand Extensions : New products and brand extensions, advantages of extensions, disadvantages of brand extensions, understanding how consumers evaluate brand extensions, evaluating brand extension opportunities, Brand sustainability, Emerging trends in brand management

### **Text Book**

1. Strategic Brand Management: Building, Measuring, and Managing Brand Equity: by Kevin L. Keller, Pearson Education.

### **Reference Books**

1. Strategic Brand Management: by Richard Elliot, Larry Percy, Oxford University Press, India.
2. Managing Brand Equity : by Aaker D., Free Press.
3. The New Strategic Brand Management: by Jean-Noel Kapferer, Kogan Page.
4. Brand Positioning : Strategies for competitive Advantage: by Sengupta, Tata McGraw-Hill.

## **Syllabus for Semester III & IV (MBA) Master of Business Administration**

**Course Code: 25SM50TH1376-3/1476-3**

**Course: Retail Management**

**L: 2 Hrs. P: 0 Hrs. Per week**

**Total Credits: 2**

**Course Objective:** This course provides a comprehensive understanding of the context and concept of retailing, equipping learners with the skills needed to manage various retail

functions effectively. Participants will develop the ability to handle operational responsibilities, support management in making informed merchandising decisions, and apply scientific approaches to retail decision-making. The course also explores key concepts such as private labels, category management, and large retail establishments. Additionally, learners will gain insights into designing store layouts and merchandise displays while leveraging IT-enabled services to streamline store operations and enhance overall efficiency.

### **Course Outcomes**

CO1: Understanding of the context and concept of retailing.

CO2: Ability to handle responsibilities in operating retail functions.

CO3: Ability to reach a point of decision and help the management in making scientific and informed decisions on merchandising, category management and large retail establishments.

CO4: Ability to design the store layout and merchandise display.

CO5: Understanding of the use of it enabled services for running the store operations.

**Unit - I:** Introduction: Introduction to retail management, retail in India, theories of retail development, international retail, retail formats.

**Unit - II:** Strategy & Planning Understanding retail consumer, strategic retail, store site selection, franchising, understandings shoppers and shopping.

**Unit - III:** Merchandise Management Basics of merchandising, process of merchandising, merchandise procurement methods, merchandise performance, Managing Retail Private labels, category management.

**Unit - IV:** Creating and Sustaining Value Designing a store and visual merchandising, servicing the retail customer, establish in gap pricing strategy, supply chain Management.

**Unit - V:** Marketing & Technology Retail marketing and branding, information systems, human interface, E-retailing, sustainability in retail, use of IT in retail.

### **Text Book**

1. Retail Management: by Swapna Pradhan, Mc Graw Hills Publication

### **Reference Books**

1. Managing Retailing: by Sinha Uniyal, Oxford Publications
2. Retail Management: A Global Perspective: by Singh, Dr. Harjit, S. Chand Publications

## **Syllabus of Semester III / IV, MBA. (Master of Business Administration)**

**Course Code : 25SM50TH1376-4/1476-4    Course : Sales and Distribution Management**

**L: 2 Hrs., P:0 Hrs., Per week**

**Total Credits: 2**

### **Course Objective**

To equip the students with necessary selling skills by understanding the selling process, develop the ability to design sales territory, sales quota and sales training for sales staff,

formulate compensation plans and understand channel strategies for effective distribution management and resolve the channel conflicts hindering sales.

**Course Outcomes:**

CO1. Understanding of sales management, selling skills & selling process.

CO2. Ability to design a sales territory, sales quota, determine the size of the sales force and understanding of recruitment, selection & training of sales force.

CO3. Ability to design compensation plan and evaluate sales force performance.

CO4. Understanding of distribution management and distribution channel strategies.

CO5. Understanding of Channel members behaviour and channel conflicts.

**Unit I :** Introduction to sales management, selling skills and selling strategies, selling process.

**Unit II :** Sales organizational design, Management of Sales territory, Management of sales quota. Recruitment and selection of sales force, determining size of the sales force, training the sales force.

**Unit III :** Types of compensation plans and designing a compensation plan, sales force performance evaluation-steps in sales force performance appraisal.

**Unit IV :** Introduction to distribution channel management, Distribution channel strategies, Designing Customer oriented marketing channels, business through e-commerce (Self study)

**Unit V :** Managing Channel member behaviour : Channel relationship, channel control, channel power and channel conflict.

**Text Book :**

1. Sales & Distribution Management : by Tapan Panda, Oxford Publication

**Reference Books :**

1. Sales Management : Pradip Kumar mallick, Oxford Publication.
2. Sales & Distribution Management : by Krishna K Harvadkar, McGraw Hill
3. Physical Distribution Management : Kulkarni, M.V. Everest Publishing House.
4. Marketing Management : V.S. Ramaswami & S. Namkumari, Macmillan India Ltd.

**Syllabus for Semester III & IV (MBA) Master of Business Administration**

**Course Code: 25SM50TH1376-5/1476-5**

**Course: Services Marketing**

**L: 2 Hrs. P: 0 Hrs. Per week**

**Total Credits: 2**

**Course Objective:** This course aims to provide students with a deep understanding of **services marketing strategies, customer relationship management, and service quality**. It emphasizes the unique characteristics of services and the impact of digital transformation, equipping students with the skills to manage and innovate in service industries.

**Course Outcomes:**

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

- CO1: Explore the evolving service industry in India and globally.
- CO2: Distinguish between services and tangible goods.
- CO3: Analyze how these distinctions impact service marketing strategies.
- CO4: Evaluate the effectiveness of service marketing management.
- CO5: Assess the strengths and weaknesses of service marketing in various companies.

**Unit I:** Foundations of Services Marketing

**Unit II:** Designing & Delivering High-Performance Services

**Unit III:** Managing Customer Relationships & Service Excellence

**Unit IV:** Pricing, Promotion & Branding of Services

**Unit V:** Service Innovation, Global Trends & Strategic Perspectives

**Text Book:**

1. **Wirtz, J., & Lovelock, C. (2023).** *Services marketing: People, technology, strategy* (10th ed.). World Scientific Publishing.

**References Books:**

1. **Zeithaml, V. A., Bitner, M. J., Gremler, D. D., & Pandit, A. (2021).** *Services marketing: Integrating customer focus across the firm* (7th ed.). McGraw-Hill Education.
2. **Fisk, R. P., Grove, S. J., & John, J. (2018).** *Interactive services marketing* (4th ed.). Cengage Learning

**Syllabus for Semester III & IV (MBA) Master of Business Administration**

**Course Code:** 25SM50TH1376-6/1476-6

**Course:** Rural Marketing

**L: 2 Hrs. P: 0 Hrs. Per week**

**Total Credits: 2**

**Course Objective:**

Students will understand the dynamics of the rural economy, consumer behaviour, and marketing environment to effectively design rural marketing strategies. They will apply segmentation, targeting, and positioning concepts, focusing on agricultural inputs and rural services marketing.

### **Course Outcomes :**

1. Understanding of the rural economy and rural marketing environment.
2. Understanding of rural consumer buying behaviour, the consumption pattern, the need, wants of the rural consumers and ability to apply theoretical concepts in designing rural marketing research
3. Understanding of rural market segmentation, targeting and positioning
4. Understanding of rural marketing strategy and marketing of Agricultural inputs.
5. Understanding of rural services marketing.

**Unit - I :** Defining Rural Markets, 4A's of Rural marketing, Rural marketing environment, Rural Economy: economic scenario in rural India, Role of Government in rural India, Recent trends in rural marketing.

**Unit - II :** Rural Consumer Buying Behaviour Characteristics of rural consumer, Factors influencing consumer behavior, Buyer Decision Process, Key Opinion leaders, Rural Market Research : Rural Marketing Research Process, Special tools used in Rural Marketing Research.

**Unit – III :** Segmentation, Targeting and Positioning in Rural Market, Bases for segmenting rural consumer markets, Targeting and Positioning.

**Unit - IV :** Rural Marketing Strategy Product strategy, Pricing strategy, Distribution strategy, Communication strategy, Marketing of Agri- inputs, Seeds, Fertilizers, Pesticides & Tractors.

**Unit - V :** Rural Services Marketing Telecommunication services, ICT services, Financial services and Health care services in rural India. 58 Programme Scheme & Syllabi MBA (Master of Business Administration)

### **Text book**

1. The Rural Marketing : by Pradeep Kashyap, Pearson Education Inc.

### **Reference Books**

1. Rural Marketing Text & Cases : by CSG Krishna macharyulu & Lalita, Pearson Education
2. Rural Marketing: By Balram Dogra & Karminder Chuman, Tata McGraw Hill Education Pvt Ltd.
3. Introduction to Rural Marketing : by R. Krishnamoorthy, Himalaya Publishing House.
4. Rural Marketing Text and Cases: by U C Mathur, Excel Books

### **Syllabus for Semester III & IV (MBA) Master of Business Administration**

**Course Code: 25SM50TH1376-7/1476-7    Course: Customer Relationship Management**

**L: 2 Hrs, T: 0 Hrs, P: 0 Hrs, per Week    Total Credits: 2**

### **Course Objective:**

The objective of this course is to provide students with a comprehensive understanding of **Customer Relationship Management (CRM)** concepts, strategies, tools, and techniques to enhance customer loyalty, satisfaction, and long-term profitability. The course aims to equip students with practical skills to manage and analyze customer relationships effectively, leveraging technology and analytics in modern business environments.

### Course Outcomes:

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

1. **Understand the Concept of CRM:** Define CRM, its evolution, and its importance in modern business.
2. **Implement CRM Strategies:** Develop and apply CRM strategies, frameworks, and processes to enhance customer satisfaction and retention.
3. **Leverage Technology in CRM:** Identify and use CRM software and tools to manage and analyze customer relationships.
4. **Analyze Customer Data:** Utilize CRM analytics to measure customer behavior, segment customers, and predict customer needs.
5. **Adapt to CRM Trends:** Understand emerging trends in CRM such as AI, social CRM, and omnichannel strategies, and apply them to real-world business challenges.

### Unit 1: Introduction to Customer Relationship Management

**Definition and Evolution of CRM:** From traditional marketing to customer-centric models, **CRM Concepts:** Customer lifecycle, value proposition, relationship marketing, **Types of CRM:** Operational CRM, Analytical CRM, Collaborative CRM  
**The Importance of CRM in Today's Business Environment:** Customer acquisition, retention, and loyalty

### Unit 2: CRM Framework and Strategy Implementation

**CRM Framework:** People, Process, and Technology, **Developing a CRM Strategy:** Aligning CRM with business objectives, **CRM Implementation Process:** Requirements gathering, system selection, integration, and training, CRM Software and Tools, Customer Segmentation Identifying and targeting key customer groups  
**Customization and Personalization:** Adapting offerings based on customer needs and preferences, **Barriers to Successful CRM Implementation:** Organizational resistance, budget constraints, lack of leadership

### Unit 3: Customer Engagement, Satisfaction, and Loyalty

**Customer Engagement:** Methods and channels for deeper customer engagement  
**Customer Satisfaction and its Measurement:** Surveys, feedback, and ratings  
**Loyalty Programs:** Designing and executing effective loyalty programs, **Customer Retention Strategies:** Building trust and long-term relationships, **Personalization and Customization:** Tailoring products and services to meet individual customer needs, **Customer Journey Mapping:** Understanding the steps from awareness to post-purchase advocacy, **Building Customer Advocacy:** Turning satisfied customers into brand advocates

### Unit 4: CRM Analytics and Metrics

**CRM Analytics:** Defining the role of data in decision-making, **Key CRM Metrics:** Customer Lifetime Value (CLV), Retention Rate, Customer Acquisition Cost (CAC), Churn Rate, **Predictive Analytics:** Using customer data to forecast future behaviour.

**Churn Management:** Identifying causes of churn and implementing retention measures. **Evaluating CRM Performance:** ROI of CRM strategies

### **Unit 5: Emerging Trends and Future of CRM**

**AI and Automation in CRM:** Chatbots, AI-driven insights, automated workflows  
**Social CRM:** Integrating social media into CRM strategies, **Omnichannel CRM:** Ensuring a seamless customer experience across multiple touchpoints, **Mobile CRM:** Managing relationships through mobile platforms, **CRM in B2B and B2C Settings:** Adapting CRM strategies for different business models, **Ethics and Privacy in CRM:** Managing customer data with respect for privacy and legal compliance.  
**Future of CRM:** Integration of IoT, Blockchain, and emerging technologies in CRM

#### **Text Book:**

**Customer Relationship Management: A Strategic Approach" by Jagdish N. Sheth & Rajendra S. Sisodia, TMH**

#### **Recommended Reading:**

1. "Customer Relationship Management: Concepts and Tools" by Francis Buttle
2. "CRM at the Speed of Light" by Paul Greenberg
3. "Customer Relationship Management: Concepts and Applications" by K. Srinivasan.
4. "Customer Relationship Management: Concepts and Cases" by V. Kumar & Werner Reinartz, Wiley Publications

### **Syllabus for Semester III & IV (MBA) Master of Business Administration**

**Course Code: 25SM50TH1376-8/1476-8**

**Course: B2B & Industrial Marketing**

**L: 2 Hrs, P: 0 Hrs, per Week**

**Total Credits: 2**

## **Course Objective:**

Students will understand industrial and buyer markets, and apply segmentation, targeting, and positioning strategies. They will also grasp new product development, ethical marketing, distribution channels, communication methods, and pricing strategies.

## **Course Outcomes:**

At the end of the course the student will

1. Understanding of industrial and buyer markets and their differences.
2. Ability to devise segmentation, target and positioning of products.
3. Understanding of the process of new product development, sustainability and ethical marketing practices.
4. Understanding of various channels and personal selling.
5. Understanding of the role of various communication methods and pricing strategies and policies.

**Unit - I: Industrial Markets :** Introduction to industrial markets, understanding industrial buying & buyer behavior, difference between consumer and industrial sales, buyer seller relationship, market opportunity identification-analysis & evaluation.

**Unit - II : Segmentation, Target and Positioning :** Industrial marketing intelligence and marketing research, industrial market segmentation, target marketing and positioning, building brands.

**Unit - III : Product strategy and new product development :** Product strategy, PLC, NPD Classification, factors, Process, Sustainability and ethical marketing practices.

**Unit - IV : Industrial Distribution Channels and Personal Selling :** Factors affecting choice of channels, intermediaries, channel design, managing channel members; personal selling, selling process, management of sales force, development and deployment of the sales force, environmental changes impacting supply chain power.

**Unit - V : Industrial Communication and Pricing strategies :** Industrial communication and direct marketing, managing sales promotion, Publicity, role of advertising, integrating the promotional program, customer relationship management strategies for business markets, Industrial pricing strategies and policies.

## **Text Book**

1. Industrial Marketing: by Krishna K Havaladar, McGraw Hill Publication.

## **Reference Books**

1. Industrial Marketing: by Robert R Reeder, PHI publications.
2. Negotiation Genius: by Deepak Malhotra, Harvard business School publications

## **Syllabus for Semester III & IV (MBA) Master of Business Administration**

### **Course Objective**

The objective of this course is to provide students with an understanding of international marketing strategies and cross-cultural consumer behavior while emphasizing market sustainability. It explores how businesses can adapt marketing strategies across diverse global markets, navigate cultural differences, and implement sustainable practices in an increasingly interconnected world.

### **Course Outcomes (COs)**

After completing this course, students will be able to:

**CO1:** Understand the fundamentals of international marketing and the impact of globalization on market sustainability.

**CO2:** Analyze the role of cultural differences in consumer behavior, branding, and marketing strategies.

**CO3:** Develop sustainable international marketing strategies that align with ethical standards and corporate social responsibility (CSR).

**CO4:** Evaluate the impact of digital transformation, AI, and global e-commerce on international marketing.

**CO5:** Assess challenges and opportunities in global marketing, including regulations, trade policies, and sustainability-driven innovations.

### **Unit 1: Introduction to International Marketing & Market Sustainability**

- Definition, scope, and importance of international marketing
- The role of globalization and market sustainability in international trade
- Sustainable development goals (SDGs) and their impact on international business
- Ethical considerations in global marketing (CSR, fair trade, and green supply chains)
- Case Study: Unilever's sustainable international marketing strategies

### **Unit 2: Cross-Cultural Consumer Behavior & Branding**

- Understanding cultural dimensions: Hofstede's and Trompenaars' models
- Influence of cultural differences on consumer perception and buying behaviour
- Brand adaptation vs. standardization in international markets
- Strategies for cross-cultural communication and brand positioning
- Case Study: McDonald's glocalization strategy across different markets

### **Unit 3: Sustainable International Marketing Strategies**

- Developing eco-friendly and sustainable international marketing strategies
- Green product innovation and global eco-labeling initiatives
- Sustainable supply chain management in international markets
- The role of ethical marketing and responsible consumerism
- Case Study: Tesla's sustainable brand expansion in global markets

### **Unit 4: Digital Transformation & AI in International Marketing**

- Role of AI, big data, and analytics in global consumer insights
- Social media marketing and influencer strategies across cultures
- E-commerce and cross-border trade: Sustainability challenges and solutions
- Digital sustainability: Carbon footprint of digital marketing campaigns
- Case Study: IKEA's digital and AI-driven sustainable marketing practices

### **Unit 5: Challenges, Regulations & Future Trends in Global Marketing**

- Global trade regulations, WTO policies, and international market entry strategies
- Ethical challenges in global marketing: Exploitation, advertising ethics, and misinformation
- Future trends: Sustainable packaging, green logistics, blockchain for ethical sourcing
- Emerging markets and the rise of sustainable marketing practices
- Case Study: Nike's sustainability-driven marketing and global expansion

## **Textbooks**

1. **Czinkota, M. R., Ronkainen, I. A., & Kotabe, M. (2022).** *International Marketing* (11th Edition). Cengage Learning.
2. **Hollensen, S. (2022).** *Global Marketing* (9th Edition). Pearson.
3. **Keegan, W. J., & Green, M. C. (2020).** *Global Marketing* (10th Edition). Pearson.

## **Reference Books**

1. **Cateora, P. R., Gilly, M. C., & Graham, J. L. (2021).** *International Marketing* (18th Edition). McGraw-Hill.
2. **Kotabe, M., & Helsen, K. (2022).** *Global Marketing Management* (8th Edition). Wiley.
3. **De Mooij, M. (2021).** *Global Marketing and Advertising: Understanding Cultural Paradoxes* (5th Edition). SAGE Publications.
4. **Kumar, V. (2023).** *International Sustainable Marketing: Strategies, Trends, and Future Directions* (1st Edition). Springer.

## **Syllabus for Semester III & IV (MBA) Master of Business Administration**

**Course Code: 25SM50TH1376-10/1476-10**

**Course: Marketing**

**Analytics**

**L: 2 Hrs. P: 0 Hrs. Per week**

**Total Credits: 2**

## **Course Objective:**

This course equips students with data-driven marketing analytics skills, focusing on summarizing, analyzing, and forecasting sales, customer preferences, market segmentation, retail strategies, and advertising effectiveness.

## **Course Outcomes**

At the end of the course students will have:

- 1) Analyze marketing data using pivot tables, histograms, and statistical functions to derive insights for decision-making.
- 2) Evaluate pricing strategies and apply regression techniques to forecast sales and revenue trends.
- 3) Interpret customer preferences using conjoint analysis and logistic regression, and assess customer lifetime value for business valuation.
- 4) Classify customer groups using cluster analysis and classification trees to enhance market segmentation strategies.
- 5) Design optimized retail strategies through market basket analysis, RFM analysis, and sales forecasting from limited data.

**Unit - I :** Summarizing Marketing Data : Slicing and Dicing Marketing Data, Analyzing Sales, Using Charts. Pivot Table, Histograms, Using Statistical Functions to Summarize Marketing Data.

**Unit - II :** Pricing & Forecasting : Estimating Demand Curves, Price Bundling, Nonlinear Pricing, Price Skimming and Sales, Revenue Management, Forecasting Using Simple Linear Regression and Correlation, Using Multiple Regression to Forecast Sales, Special Event Forecasting, Forecasting Methods.

**Unit - III :** What do Customers Want? Conjoint Analysis, Logistic Regression, Customer Value- Calculating Lifetime Customer Value, Using Customer Value to Value a Business, Monte Carlo Simulation, Allocating Marketing Resources between Customer Acquisition and Retention

**Unit - IV :** Market Segmentation : Cluster Analysis, Using Classification Trees for Segmentation, Forecasting New Product Sales.

**Unit - V :** Retailing : Market Basket Analysis, RFM Analysis and Optimizing Direct Mail Campaigns, Allocating Retail Space and Sales Resources, Forecasting Sales from Few Data Points.

## **Text Book**

1. Marketing Analytics-Data Driven Techniques with Microsoft Excel: by Wayne L. Winston, Wiley.

## **Reference Books**

1. Principles of Marketing Engineering : by Gary L. Lilien and Arvind Rangaswamy, Lightning Source Inc.
2. Business Analytics-Application to Consumer Marketing: by Andhya Kuruganti & Hindol Basu, Mc Graw Hill Education.
3. Cutting Edge Marketing Analytics: by Rajkumar Venkatesan, Paul Ferris & Ronal Wilcox, Pearson Education Inc.

**Syllabus for Semester III & IV (MBA) Master of Business Administration**

**Course Code: 25SM50TH1376-11/1476-11**  
**Marketing**

**Course: Sustainable & Green**

**Course Objective**

This course aims to equip students with knowledge and skills in sustainable and green marketing strategies, focusing on environmental responsibility and long-term market sustainability. It explores how businesses can align their marketing strategies with ecological, social, and ethical considerations while maintaining competitiveness and consumer trust.

**Course Outcomes (COs)**

After completing this course, students will be able to:

**CO1:** Understand the fundamental concepts and importance of sustainable and green marketing in today's business environment.

**CO2:** Analyze the impact of sustainability on consumer behavior and business models.

**CO3:** Develop marketing strategies that align with corporate social responsibility (CSR), ethical branding, and environmental sustainability.

**CO4:** Evaluate the role of technology, AI, and digital transformation in driving sustainable marketing practices.

**CO5:** Assess the challenges and future trends in green marketing, including regulatory frameworks, eco-labeling, and sustainable supply chains.

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**Unit 1: Fundamentals of Sustainable & Green Marketing**

- Definition, scope, and importance of sustainable and green marketing
- The role of sustainability in business and market competitiveness
- Key concepts: Corporate Social Responsibility (CSR), ESG (Environmental, Social, Governance), and Triple Bottom Line (TBL)
- Circular economy and sustainable product life cycle

**Unit 2: Consumer Behavior & Ethical Considerations in Green Marketing**

- Green consumer behavior and purchase decision-making
- Ethical considerations in green marketing: Greenwashing vs. genuine sustainability
- The psychology of eco-conscious consumers and sustainable branding
- Impact of sustainability on customer loyalty and brand trust

**Unit 3: Strategies for Sustainable & Green Marketing**

- Green product development and innovation
- Sustainable packaging and supply chain management
- Green pricing, positioning, and eco-labeling strategies
- Role of sustainable advertising and brand storytelling in green marketing

**Unit 4: Digital Transformation & AI in Sustainable Marketing**

- AI-driven sustainability marketing: Personalization, predictive analytics, and green AI solutions
- Role of social media in promoting sustainable brands
- E-commerce and sustainability: Digital carbon footprints and green business models
- Big data analytics for tracking and optimizing sustainability efforts

**Unit 5: Challenges, Regulations & Future Trends in Green Marketing**

- Global sustainability regulations and policies (ISO 14001, UN Sustainable Development Goals, Carbon Taxation)
- Ethical dilemmas in green marketing and corporate accountability
- Future trends: Net-zero marketing, blockchain for sustainability, regenerative branding
- Emerging sustainable business models and global best practices

**Textbooks**

1. **Ottman, J. A. (2017).** *The New Rules of Green Marketing: Strategies, Tools, and Inspiration for Sustainable Branding* (1st Edition). Berrett-Koehler Publishers.
2. **Peattie, K., & Belz, F. M. (2019).** *Sustainability Marketing: A Global Perspective* (3rd Edition). Wiley.

3. **Grant, J. (2020).** *The Green Marketing Manifesto* (2nd Edition). Wiley.

#### **Reference Books**

1. **Kotler, P., & Sarkar, C. (2022).** *Brand Activism: From Purpose to Action* (1st Edition). Wiley.
2. **Martin, D., & Schouten, J. (2021).** *Sustainable Marketing* (3rd Edition). Pearson.
3. **White, K., Hardisty, D. J., & Habib, R. (2022).** *The Psychology of Green Marketing: Insights and Strategies for a Sustainable Future* (1st Edition). Routledge.
4. **Jones, L. (2021).** *Sustainable Branding: Strategies, Trends, and Future Directions* (1st Edition). Springer.

#### **Syllabus for Semester III & IV (MBA) Master of Business Administration**

**Course Code: 25SM50TH1376-12/1476-12**

**Course: Digital Marketing**

**L: 2 Hrs. P: 0 Hrs. Per week**

**Total Credits: 2**

**Course Objective:** The objective of this course is to equip students with the knowledge and skills to develop, implement, and evaluate digital marketing strategies, including SEO, search & display advertising, social media marketing, mobile & email marketing, content creation, and online reputation management, to enhance brand visibility and business growth.

**Course Outcomes:**

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

CO1: Explain the role of Digital Marketing within the overall marketing strategy and its impact on business growth

CO2: Demonstrate website optimization techniques and perform keyword analysis for enhancing search engine visibility.

CO3: Implement strategies to place ads on search and display networks effectively.

CO4: Design and execute social media marketing, mobile marketing, and email marketing campaigns for brand engagement.

CO5: Assess content marketing strategies and develop approaches for online reputation management (ORM) in a competitive environment.

**Unit I: Introduction to Digital Marketing** - Introduction, Origin & Development of Digital Marketing, Digital Marketing Strategy, Digital Marketing Plan, 3i Principles.

**Unit II: Search Engine & Display Advertising:** Search Engine Marketing, Display advertising, Ad formats, Digital Analytics & Key Metrics.

**Unit III: Search Engine Optimization:** Search Engine Optimization, Keyword & Search Term, Page ranking, Web Analytics.

**Unit IV: Social Media & Mobile Marketing:** Social Media Marketing - Social Media Strategy, Social Media Channels, Social Media Content, Social Media Campaigns, Social Media Analytics. Mobile Marketing -Technological change, Mobile and App based marketing, Mobile consumers, Mobile websites, Mobile Marketing Campaigns & Analytics, Video Marketing, Email Marketing.

**Unit V: Content Marketing & Online Reputation Management:** Content Marketing Overview - What is content, Writing Messages and Creating Content, Content Marketing Channels, Content Marketing Plan, Online Reputation Management- Social Commerce, Word of Mouth, User- Generated Content, Social Listening. Emerging Platforms & Technologies.

**Text Book:**

1. Digital Marketing by Seema Gupta, Mc Graw Hill Publication

**References Books:**

1. The Art of Digital Marketing: by Ian Dodson, Wiley.
2. e Marketing: The Essential Guide to Digital Marketing: by Rob Stokes (2010), Quirk Education.
3. Social Media Marketing: Strategies for Engaging in Facebook, Twitter & Other Social Media: by Liana Evans, Que Publishing
4. E-Marketing: by Strauss, J. and Frost, R., Pearson Education, Inc.

**Syllabus for Semester III & IV (MBA) Master of Business Administration**

**Course Code: 25SM50TH1376-13/1476-13**  
**L: 2 Hrs. P: 0 Hrs. Per week**

**Course: Product Management**  
**Total Credits: 2**

## Course Objective:

Students will master fundamental product management concepts and develop data-driven strategies using Agile, Lean, and Design Thinking methodologies. They will manage the product lifecycle, analyze key metrics, and execute effective go-to-market strategies through cross-functional collaboration.

## Course Outcomes

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

**CO1:** Understand the fundamental concepts, responsibilities, and skills required for Product Management.

**CO2:** Develop data-driven product strategies using market research, customer insights, and competitive analysis.

**CO3:** Apply Agile, Lean, and Design Thinking methodologies to product development and management.

**CO4:** Effectively manage the product lifecycle, from ideation to launch and post-launch iterations.

**CO5:** Define and analyze key product metrics to evaluate performance and drive product improvements. Build and execute go-to-market (GTM) strategies while collaborating with cross-functional teams.

## Course Syllabus

**Unit 1: Introduction to Product Management:** Fundamentals of Product Management, Role and Responsibilities of a Product Manager, Key Skills: Strategic Thinking, Problem-Solving, Communication, Product vs. Project Management  
Case Studies of Successful Product Managers

**Unit 2: Market Research & Product Strategy:** Understanding Customer Needs and Market Gaps, Competitive Analysis and Market Positioning, Customer Segmentation and Persona Development, Product Vision and Roadmap Planning, Writing a Product Requirements Document (PRD)

**Unit 3: Product Development & Agile Methodologies:** Introduction to Agile, Lean, and Scrum Frameworks, Product Development Lifecycle (SDLC), Working with Engineering and Design Teams, Building MVPs (Minimum Viable Products), User Experience (UX) and Wireframing

**Unit 4: Product Metrics & Data-Driven Decision Making:** Key Performance Indicators (KPIs) for Products, User Engagement, Retention, and Growth Metrics, A/B Testing and Experimentation, Product Analytics Tools (Google Analytics, Mixpanel, Amplitude) Data-Driven Product Enhancements

**Unit 5: Monetization & Business Models:** Different Business Models (Subscription, Freemium, Transactional), Pricing Strategies and Revenue Forecasting, Customer Acquisition, Conversion, and Retention Strategies, Growth Hacking Techniques, Case Studies of Monetization Success Stories. **Go-To-Market Strategy & Product Launch:** Developing a GTM Strategy, Managing Product Launches and Marketing Plans, Working with Sales, Customer Support, and Other Teams, Post-Launch Product Maintenance and Continuous Improvement, Scaling and Expanding Product Offerings

## Reference Books:

1. "Inspired: How to Create Products Customers Love" by Marty Cagan, Wiley (2017)
2. "The Lean Product Playbook: How to Innovate with Minimum Viable Products and Rapid Customer Feedback" by Dan Olsen, Wiley (2015)
3. "The Product Book: How to Become a Great Product Manager" by Josh Anon & Carlos González de Villaumbrosia, Product School (2017)
4. "Hooked: How to Build Habit-Forming Products" by Nir Eyal, Portfolio (2014)

## **FINANCE SPECIALIZATION**

**Syllabus for Semester III & IV (MBA) Master of Business Administration**

**Course Code: 25SM50TH1377-1/1477-1    Course: Security Analysis & Portfolio Management**

**L: 2 Hrs. P: 0 Hrs. Per week**

**Total Credits: 2**

**Course Objective:**

This course provides students with a comprehensive understanding of investments, risk management, portfolio analysis, and market efficiency to enhance informed financial decision-making.

**Course Outcomes:**

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

**CO1:** Understanding about various aspects of investments & its various avenues and capital markets with respect to primary and secondary ones and money market instruments.

**CO2:** Knowledge of risk and return and managing risk portfolio context.

**CO3:** Understanding different tools of Fundamental and Technical analysis.

**CO4:** Understanding the portfolio management process and the benefits of diversification.

**CO5:** Understanding the implications of the efficient market hypothesis

**Unit I: Investment scenario and security markets-** Investor life cycle and investment goals, Investment options available and their comparison, investment constraints. Introduction and history of security market, Overview of Primary, Secondary markets and Money market, Money markets instruments-T-Bill, Commercial paper, Commercial paper, Certificate of deposits, Call and short Notice money markets. Tools for managing liquidity in the money markets, Mutual fund.

**Unit II: Risk & Return analysis:** Definition and Measures of return and risk – historical rates calculation, CAGR, Expected rates, required rate of return, risk free rate of return, & measurement of risk in portfolio context

**Unit III: Fundamental and Technical Analysis:** Concept, & process of fundamental analysis, Economy analysis, sector analysis, company analysis, Tools and techniques of fundamental analysis, business cycle and industry life cycle analysis. Event Studies, Concept of technical analysis, Assumptions, advantages and challenges; fundamental Vs. technical analysis, Tools and techniques for analysis; Dow theory, basic types of charts, Price patterns, Trend lines, moving averages and advanced technical tools.

**Unit IV: Principles of Portfolio Management and theories:** Introduction, Portfolio Management Process, Fundamental principles of portfolio management, Portfolio risk management through diversification SML – Overpriced/Underpriced securities, systematic and unsystematic risk. Markowitz Portfolio Theory, Sharpe's Portfolio Theory, Delineating Efficient Frontier, Optimal Portfolio Selection, Optimal portfolio selection – Sharpe's Single Index Model, Portfolio revision methods.

**Unit V: Efficient capital markets Hypothesis:** Need, EMH – forms, tests and results, Implications of efficient capital markets; Random walk Hypothesis, Indian Markets and Efficiency,

**Text book:**

1. Investment Analysis and Portfolio Management: by Prasanna Chandra, Tata McGraw Hill Publishers Fourth Edition.

**Reference Books:**

1. Investment Management-: by V. A. Avadhani, Himalaya Publishing House, 7<sup>th</sup> Revised Edition:2008
2. The Indian Financial System-Markets , Institutions & Services-: Bharati V.Pathak, Pearson, Third Edition.
3. Investment Science: David G. Luenberger, Oxford Univeristy Press.
4. Investment: William Sharpe (PHI)
5. Security Analysis and Portfolio Management: V. A. Avadhani, Himalaya Publishing House.
6. Investment Management-Security Analysis & Portfolio Management: *by V. K. Bhalla, S. Chand.*

**Course Objective:** This course aims to provide students with a comprehensive understanding of risk management principles and derivatives (futures, options and swaps). The course will enable students to assess risk in various financial contexts, understand the mechanics of derivative markets, and apply various risk management strategies, including hedging and speculation using financial instruments.

**Course Outcomes:**

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

**CO1:** Demonstrate knowledge of basic concepts related to risk management, including the process and techniques used in managing risks in organizations.

**CO2:** Understand the mechanisms of the futures market, including the various types of futures contracts, and apply different strategies for hedging and speculation using futures

**CO3:** Comprehend the functioning of the options market, the different types of options (put and call), and apply options for hedging and risk mitigation

**CO4:** Apply speculative strategies using options for various market conditions such as bullish, bearish, volatile, and non-volatile

**CO5:** Analyse the role of financial swaps, including interest rate and currency swaps, as a risk management tool and understanding their different applications.

**Unit I:** Definition of risk and risk management; Importance of managing risk in business environments; Limitations and challenges of risk management; Approaches to corporate risk management; The process of risk management: identification, assessment, and mitigation; Techniques for managing risk: risk avoidance, reduction, transfer, and retention.

**Unit II:** Definition of futures and the mechanics of the futures market; Types of futures contracts: Stock Futures, Index Futures, Currency Futures, Interest Rate Futures, Commodity Futures; Mechanism of trading futures contracts: margining, settlement, and clearing; Motives behind using futures: hedging, speculation, and arbitrage; Understanding futures pricing and the factors influencing it

**Unit III:** Definition and types of options: call and put options; The mechanics of options markets; Hedging strategies using options: Protective puts, covered calls, and collars; Benefits and limitations of hedging with options.

**Unit IV:** Overview of speculative strategies using options; Bullish strategies: Long call, Bull call spreads, covered calls; Bearish strategies: Long put, Bear put spreads; Volatility strategies, Non-volatile strategies; Risk and reward profile of various speculative strategies.

**Unit V:** Definition of swaps and the mechanism of swap markets; Interest rate swaps, Currency swaps; Applications of swaps in risk management and financial strategies; Understanding swap pricing and the role of counterparty risk.

**Text Book:**

1. Derivatives – Valuation and Risk Management: *David A. Dubofsky & Thomas W. Miller, Oxford University Press*

**References Books:**

1. Derivatives and Risk Management: *Rajiv Shrivastava, Oxford University Press.*
2. Options, Futures & Other derivatives: *John C. Hull, Pearson.*
3. Financial Management: *Theory Concepts & Problems by Dr. R. P. Rustagi, Taxmann.*

**Course Code: 25SM50TH1377-3/1477-3    Course: Mergers & Acquisitions and Corporate Restructuring**

**L: 2 Hrs. P: 0 Hrs. Per week**

**Total Credits: 2**

**Course Objective:**

This course provides an in-depth understanding of mergers and acquisitions (M&A), including their processes, valuation methods, and synergies. Students will learn to analyze post-merger performance, integration in IT, HR, and infrastructure, and evaluate financial impacts using key metrics. Additionally, they will examine takeover defense mechanisms and regulatory frameworks to make informed strategic decisions in M&A transactions.

**Course Outcomes:**

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

**CO1:** Demonstrate an understanding of corporate restructuring, different types of M&A, the M&A process, key participants, and reasons for M&A failures.

**CO2:** Apply various firm valuation methods, including DCF, equity valuation, and firm valuation models, to assess corporate value.

**CO3:** Analyze M&A synergies, including their types, sources, valuation techniques, and factors affecting synergy realization.

**CO4:** Evaluate post-merger performance using financial ratios to assess success and impact.

**CO5:** Demonstrate an understanding of post-merger integration in IT, HR, and infrastructure and its role in corporate success and examine takeover defence and regulatory frameworks, in M&A.

**Unit - I : Mergers & Acquisitions :** Forms of Corporate Restructuring, Different forms of M&A. M&A Process, Participants in the M&A Process, Due Diligence, and Reasons for failure of M&A.

**Unit - II : Methods of Valuation of Firms :** Various approaches to Valuation, Role of Valuation, DCF Model, Equity Valuation Model, Firm Valuation Model.

**Unit - III : M & A Synergies :** Meaning, Types, Sources of Synergy, Valuation of Synergy, Factors destroying Synergy

**Unit - IV : Post-Merger Performance Appraisal :** Post Merger Appraisal using various ratios.

**Unit - V : Post Closing Integration :** Post merger integration related to IT, HR and Physical aspects of corporate. Takeover code and Defense.

**Text Book:**

1. Mergers and Acquisitions: Rajinder S. Aurora, Kavita Shetty & Sharad Kale, Oxford University Press.

**References Books:**

1. Mergers and Acquisitions: Strategy, valuation & integration, Kamal Ghosh Ray, PHI.
2. Mergers, Acquisitions & Takeover, Machiraju H. R., New Age International (P) Limited, Publishers.

**Course Objective:** This course aims to equip students with the knowledge and skills required to effectively plan, evaluate, and finance projects, including the application of project management tools, financial analysis techniques, and risk management strategies to ensure the successful execution and funding of projects.

**Course Outcomes:**

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

**CO1:** Apply the process of screening projects and conducting feasibility studies to assess their viability.

**CO2:** Analyse and apply various sources of finance for projects, understanding the pros and cons of each financing method.

**CO3:** Evaluate projects using capital budgeting techniques and identify the best investment decisions.

**CO4:** Identify various types of project risks and implement effective risk management strategies.

**CO5:** Develop a comprehensive Project Report and Business Plan, and perform loan documentation and loan proposal appraisal in financial institutions.

**Unit I:** Introduction to Project Management: Planning: Generation & Screening of project ideas, Market & Demand Analysis, Technical Analysis, Financial estimates & projections.

**Unit II:** Sources of Finance: Bank Finance – Term Loan, CC Limit, OD Limit, Loan against pledge, Unsecured Loan, Venture Capital Funding, Crowd Funding, Debentures, Equity Shares, PE Funding.

**Unit III:** Evaluating the Project: Nature and significance, techniques of evaluation –Pay Back Method, Accounting rate of return, Net Present Value and profitability index.

**Unit IV:** Analysis of Risk: Risks attached to the project (A review of project risks identification, allocation, and management).

**Unit V:** Project Report and Business Plan: Preparation of Project Financing Report – Components of Report, Appraisal of term loans by Financial Institutions. Business Plan: Preparation of Business Plan – Feasibility studies, Appraisal of Business Plan by Venture capital and PE Funds.

**Text Book:**

1. Project Management: *Shilpi Jauhari & S. K. Chaturvedi, Himalaya Publishing House*

**References Books:**

1. Project Planning Analysis, Selection, Implementation and Review: *Prasanna Chandra, TMH*
2. Financial Management – *Theory Concepts & Problems: Dr. R. P. Rustagi, Taxmann.*
3. Project Management and Control: *Narendra Singh, Himalaya Publishing House*

**Course Objective:** This course introduces students to the psychological and social factors influencing financial decisions, challenging traditional finance theories. It covers investor behavior, market anomalies, and behavioral biases. Students will gain practical insights into debiasing, client management, and behavioral strategies in finance.

**Course Outcomes:**

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

**CO1:** Understand the foundations of behavioral finance by comparing traditional finance theories with behavioral concepts like prospect theory, framing, and investor sentiment.

**CO2:** Identify and analyze common psychological biases and heuristics such as overconfidence and emotion, and their impact on financial decision-making.

**CO3:** Evaluate investor behavior through the lens of behavioral biases, and apply behavioral investing strategies to real-world financial scenarios.

**CO4:** Assess the influence of social forces and market-level behavior on financial anomalies, irrational market trends, and managerial decisions.

**CO5:** Apply behavioral finance principles to practical contexts such as retirement planning, debiasing techniques, and effective client management

**Unit I: Foundations of Behavioral Finance** - Conventional Finance: Expected utility theory, asset pricing, and market efficiency, Introduction to Behavioral Finance: Prospect theory, framing, mental accounting, Limits to arbitrage, market anomalies, and investor sentiment

**Unit II: Psychological Biases and Heuristics in Finance** - Heuristics and biases, Overconfidence in decision-making, Emotion and its role in financial behavior, Neurofinance and trading

**Unit III: Investor Behavior and Decision-Making** - Investor behavior shaped by biases and heuristics, The impact of overconfidence and emotions on investment decisions, Behavioural investing and money management strategies

**Unit IV: Social and Market-Level Behavior** - Social forces in financial decisions: Selfishness vs altruism, Behavioral explanations for financial anomalies, Aggregate market puzzles and their behavioral interpretations, Irrational markets and irrational managers

**Unit V: Practical Applications and Behavioral Interventions** - Retirement saving and investment behavior, Improving defined contribution (DC) pensions, Education, debiasing techniques, and client management strategies

**Text book:**

1. Behavioural finance: psychology, decision-making, and markets, by Lucy F. Ackert, Richard Deaves, Mason, OH South-Western Cengage Learning, [2010]

**Reference Books:**

1. Behavioural finance by Suchita Singh and Shilpa Bahi, Vikas Publishing House (1 January 2015).
2. Behavioral Finance: Understanding the Social, Cognitive, and Economic Debates (Wiley Finance) by Edwin Burton and Sunit Shah, Wiley; 1 edition (March 20, 2013).
3. Behavioral Finance by William Forbes, Wiley (2011).

## **Syllabus for Semester III & IV (MBA) Master of Business Administration**

**Course Code: 25SM50TH1377-6/1477-6**

**Course: Commercial Banking in India**

**L: 2 Hrs. P: 0 Hrs. Per week**

**Total Credits: 2**

### **Course Objective:**

This course provides a comprehensive understanding of the banking sector, its regulatory framework, and commercial bank functions. Students will learn about deposit portfolio management, fund deployment, and the unique structure of bank financial statements, enabling them to analyze banking performance effectively.

### **Course Outcomes:**

1. This course will provide insights into the crucial role played by the banking sector in the economy
2. The students will understand the regulatory structure of Indian Banking
3. The Course will give an understanding of the functions of a commercial bank and its deposit portfolio.
4. The students will understand the deployment of Funds by the banks in various Assets.
5. The students will understand the special structure of Balance Sheet and Profit and Loss account and learn to analyse the performance of the bank

### **Unit - I: Meaning and Definition of Banking**

Evolution and History of Banking in India; The Role of Banks in the Financial System; Financial Intermediation by the Banks; The Indian Banking Structure-Types of Banks in India; Concepts of Banking-Unit Banking, Branch Banking, Narrow Banking, Universal Banking; Channels of Banking- Branch Banking-Online Banking, Mobile Banking, Digital Wallets, Neo-banks, Green banking. **Emerging Technologies in Banking** – AI, Blockchain, IoT in Banking, Embedded Finance

### **Unit - II: The Regulatory Structure of Banking**

The Banking Regulation Act 1949 and amendments, The Central Bank- Functions of a central Bank; The Reserve Bank of India Functions and powers of RBI; RBI-the Monetary Policy and Reserve Ratio Requirements. RBI Guidelines for Digital Banking and FinTech.

### **Unit - III: Commercial Banks**

Scheduled, Non-Scheduled Banks, Functions of a Commercial Bank- Primary, Secondary and Agency functions; General Utility Services, Other Ancillary Services; Fund Transfer: RTGS, NEFT, IMPS; - Products: Types and sub types; Term deposits –calculation of interest and maturity value - Non-Residential Indian Deposits, Foreign Currency Deposits-KYC Norms, Central Bank Digital Currency (CBDC)

### **Unit - IV: Investment Policy of a Bank**

Credit Creation-Loan Products – Fund Based and Fee Based; Types of Fund Based credit –Based on Nature (Business Loans and Retail Loan Products), Tenure, Purpose and Security; Non-Fund Based Credit-Letter of Credits, Guarantee Issued, Indemnities. RBI's Guidelines to Banks for advances and NPAs

### **Unit - V: The Financial Statements of Banks**

Form A and Form B-The Structure of Balance Sheet and Income Statement; Schedules to the Financial Statements; Off Balance Sheet items; Analysis of Bank's Financial Statements: Ratios (CAMEL & EAGLE)

**Text Book**

1. Banking Products and Services (Indian Institute of Banking and Finance)
2. Bank Financial Management (Indian Institute of Banking and Finance)

**Reference Books**

1. Banking Theory and Practice by P.K. Shrivastava
2. Retail Banking by Indian Institute of Banking and Finance

## **Syllabus for Semester III & IV (MBA) Master of Business Administration**

**Course Code: 25SM50TH1377-7/1477-7**

**Course: Corporate Taxation**

**L: 2 Hrs. P: 0 Hrs. Per week**

**Total Credits: 2**

### **Course Objective:**

This course aims to provide students with foundational knowledge of various forms of business organizations and their tax implications. It focuses on the computation of business income, tax deductions, filing procedures, and the regulatory framework of Goods and Services Tax (GST). The course also equips learners with a practical understanding of GST compliance, registration, and return-filing processes.

### **Course Outcomes:**

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

**CO1:** Identify and differentiate various forms of business organizations along with their rules, regulations, and benefits in the context of legal and tax implications.

**CO2:** Compute taxable income under the head Business and Profession and apply relevant provisions for exemptions, deductions, and loss adjustments.

**CO3:** Demonstrate understanding of tax procedures, including TDS, self-assessment tax, and the process of filing income tax returns.

**CO4:** Explain the structure and key concepts of GST, including its types, jurisdiction, taxable events, and definitions of goods and services.

**CO5:** Apply GST provisions to practical scenarios, including registration, input tax credit, valuation, return filing, and overall compliance requirements.

**Unit I: Forms of Business Organization** - Sole Proprietorship, Partnership, Limited Liability Partnership, Joint Stock Company, Rules, regulations, and benefits associated with different forms of organizations

**Unit II: Income from Business and Profession** - Computation of income under the head "Profits and Gains of Business or Profession", Income exempt from tax Deductions, set-off and carry forward of losses

**Unit III: Tax Procedures and Return Filing** - Tax Deducted at Source (TDS), Self-assessment tax, Filing of Income Tax Returns, Overview of assessment procedures

**Unit IV: Goods and Services Tax (GST)** – Concepts and Structure Introduction to GST: IGST, CGST, SGST, Territorial jurisdiction, taxable event, consideration Levy and collection of GST, Definitions: Goods, Services, Job Work, e-Commerce

**Unit V: GST Provisions and Compliance** - Place and time of supply, valuation rules GST registration, Input Tax Credit (ITC), payment of tax, Filing of GST returns and other compliance requirements.

### **Text Book**

1. Direct Taxes: Ahuja, G. K. & Gupta, Ravi, Bharat Law House.

### **Reference Books**

2. Direct Taxes: V K Singhania, Taxmann Publication.
3. Indirect Taxes: Datey V. S., Taxmann Publications, New Delhi.

**Course Objective:**

This course provides a comprehensive understanding of financial planning, wealth management, investment strategies, and risk management. Students will learn about investment products, risk profiling, asset allocation, and taxation, equipping them with essential financial decision-making skills.

**Course Outcomes:**

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

1. An overview about Financial Planning.
2. Basic understanding about Wealth Management & the Economy
3. Knowledge Investment & Risk Management
4. Understanding of different Investment Products & Services
5. Knowledge about Elements of Taxation

**Unit - I : Introduction**

Financial Planning : Background, Role of Financial Planner, Financial Planning Process, Contract and Documentation, Client Data Collection, Client Data Analysis, Life Cycle, Wealth Cycle, Risk Profiling and Asset Allocation, Systematic Approach to Investing, Systematic Investment Plan (SIP), Systematic Withdrawal Plan (SWP), Systematic Transfer Plan (STP), Financial Plan, Goal-based Financial Plan, Comprehensive Financial Plan, Financial Planning in India.

**Unit - II : Wealth Management & the Economy**

Financial Planning to Wealth Management, Economic Cycles and Indicators: Lag Indicators, Co- incident Indicators, Lead Indicators; Interest Rate Views, Currency Exchange Rate, The Deficits: Revenue Deficit and Fiscal Deficit, Current Account Deficit.

**Unit - III : Investment & Risk Management**

Equity, Debt, Alternate assets: Gold & Real Estate. Role of each instrument, risk associated, return expectations

**Unit - IV : Investment Products & Services**

Derivatives : Futures, Options; Mutual Fund, Venture Capital / Private Equity Funds, Hedge Funds, Structured Products, Portfolio Management Services (PMS)

**Unit – V : Elements of Taxation**

Deductions from Income, Long Term and Short Term Capital Gain / Loss; Dividend Tax / Tax on Income Distributed by Mutual Funds, Securities Transaction Tax (STT). Capital Gains Taxation.

### Text Book

1. Intermediate Module: Wealth Management (NCFM modules)
2. Wealth Management: Pawan Jhabak, Himalaya Publishing House

### Reference Books

1. Wealth Management: Dun & Bradstreet, Mcgraw-Hill Publication
2. Wealth Management: A Treatise & Guide for Wealth Managers and Wealth Management
3. Executives, Prof. George S. Mentz, American Academy of Financial Management.

**Course Objective:**

This course equips students with knowledge of the foreign exchange market, exchange rate risks, international funding sources, and EXIM policy regulations.

**Course Outcomes:**

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

**CO1:** Understanding the various aspects of the foreign exchange market and with the varieties of transactions taking place therein.

**CO2:** Understanding the working of MNCs

**CO3:** Understanding the various types of exchange rate risk/ exposure and also how they can be assessed.

**CO4:** Understanding different sources of funds to be raised from the international financial market to finance the assets and finding out the factors taken into account while selecting a particular source of funds.

**CO5:** Understanding the Current EXIM policy and its various regulations.

**Unit I: The Foreign Exchange Market:** Meaning & concept, Structure and the Participants, Types of Transactions, Mechanics of Currency Dealing, Exchange Rate Quotations, Quotes for various kinds of merchant transactions.

**Unit II: MNCs:** Introduction, FDI and the multinational enterprise, Global Strategy : managing the multinational, taxation norms.

**Unit III: Exchange Risk Management:** Defining Foreign Exchange Exposure, Measuring Foreign Exchange Exposure, Classification of Foreign Exchange Exposure (Transactions Exposure, Translation Exposure, Operating Exposure), and their measurement.

**Unit IV: International Financial markets & Instruments** Origin, instruments in the international markets, players, resource mobilization, equity instruments, Debt instruments, Euro credit syndication.

**Unit V: EXIM Policy & Regulations: Historical Perspective, Objectives, Highlights of the Current Policy, trade regulations governing Imports/ Exports & letter of credit.**

**Text book:**

1. International Financial Management by Vyuptakesh Sharan, Sixth Edition, PHI.

**Reference Books:**

1. International Financial Management by A. K. Seth, Galgotia Publishing Company.

**L: 2 Hrs. P: 0 Hrs. Per week****Total Credits: 2**

**Course Objective:** This course aims to provide students with a comprehensive understanding of financial services and merchant banking, highlighting their critical role in the economy. It covers the key aspects of marketing financial services, the structure and growth of financial markets in India, and the legal and regulatory framework governing the industry. Students will gain insights into the functions and operations of merchant bankers, preparing them to navigate the dynamic financial services landscape.

**Course Outcomes:**

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

**CO1:** Understand the scope and importance of financial services in the economy.

**CO2:** Analyze the marketing strategies for financial services, focusing on pricing, distribution, promotion, and customer retention techniques within the industry.

**CO3:** Assess the financial services market in India, examining its constituents, growth trajectory, challenges faced, and the regulatory framework that governs it.

**CO4:** Evaluate the role of merchant banking in the economy, including the functions of merchant bankers and the ethical code of conduct that governs their operations.

**CO5:** Understand the legal and regulatory framework for merchant banking in India, focusing on SEBI guidelines, relevant provisions, and the current state of merchant banking in the country.

**Unit I: Introduction to Financial Services** - Overview of financial services and their importance in the economy, Types of financial services: Banking, insurance, investment management, and more, Role of financial intermediaries and regulators in the financial services industry

**Unit - II : Marketing of Financial Services** : Conceptual Framework, Distribution Pricing, Promotion, Attracting & retaining customers.

**Unit - III : Financial Services Market** : Concept, Constituents, Growth of financial services in India, problems of finance services sector, Regulatory framework.

**Unit - IV : Merchant Banking** : Introduction, nature, Role of Merchant Bankers in Economy, Functions of merchant bankers, Code of conduct for merchant bankers.

**Unit - V : Merchant Banking in India** : Legal & Regulatory Framework and relevant Provisions, SEBI guidelines for Merchant Bankers, present state of Merchant banking in India.

**Text Book**

1. Financial Services: M. Y. Khan, Tata McGraw Hill 2010

**Reference Books**

1. Financial Services: Gurusamy, Tata McGraw Hill 2010
2. Financial Services: Tripathy, Prentice Hall of India 2009
3. Financial Markets and Institutions: Madura, Thomson, 2009

## **Syllabus for Semester III & IV (MBA) Master of Business Administration**

**Course Code: 25SM50TH1377-11/1477-11**

**System**

**Course: Management Control**

**L: 2 Hrs. P: 0 Hrs. Per week**

**Total Credits: 2**

### **Course Objective:**

This course aims to provide students with a comprehensive understanding of the structure and functioning of management control systems within organizations. It focuses on responsibility accounting, budgeting, performance measurement, sector-specific control practices, and the role of information systems and audits. The course equips students with the analytical tools to support strategic decision-making and ensure organizational effectiveness.

### **Course Outcomes:**

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

**CO1:** Understanding the structure and role of management control systems, including their subsystems and the functions of controllers and accountants in dynamic business environments.

**CO2:** Analyze responsibility accounting systems and budgeting techniques, distinguishing between types of responsibility centers and cost classifications to support strategic decision-making.

**CO3:** Apply performance measurement tools and transfer pricing methods, including ROI, EVA, and ratio analysis, to evaluate organizational efficiency and profitability.

**CO4:** Compare management control practices across sectors and assess financial and non-financial performance using models like the Balanced Scorecard.

**CO5:** Evaluate the role of information systems and audit functions as tools for effective management control, including MIS, ERP, and various types of audits.

**Unit I: Introduction to Management Control Systems** - Definition and concept of Management Control, Subsystems: Strategic control, Operational control, Task control, Role and functions of the management accountant and controller, Goal congruence, Cybernetic paradigm of Grissinger, Requisites for designing and implementing effective control systems, Impact of the changing business environment on control systems

**Unit II: Responsibility Accounting and Budgetary Control** - Responsibility Centers: Expense, Profit, and Investment Centers, Budgetary control as a tool for management control, Engineered, Discretionary, and Committed Costs, Budgeting approaches for different cost types, Benchmarking and Total Cost Management

**Unit III: Performance Measurement and Transfer Pricing** - Transfer Pricing: Market-based and cost-based methods, Numerical applications related to transfer pricing, ROI, Economic Value Added (EVA), Capital Budgeting, Ratio Analysis as a performance measurement tool

**Unit IV: Sectoral Applications and Performance Metrics** - Management control in service vs. manufacturing sectors, Financial and Non-financial performance measures, Balanced Scorecard approach (including Rock Water's Model)

**Unit V: Control Tools and Information Systems** - Management Information System (MIS) and ERP, Introduction to Audit Functions: Financial, Internal, Cost, and Management Audits, Principles and objectives of various audit functions as control tools

### **Text Book**

1. Management Control System: 10th Edition – Anthony and Govindrajana, Tata McGraw Hill

### **Reference Books**

1. Practical Auditing: B. N. Tondon
2. Management Control System: Kirby.

### **Syllabus for Semester III & IV (MBA) Master of Business Administration**

**Course Code: 25SM50TH1377-12/1477-12**

**Course: Insurance Management**

**L: 2 Hrs. P: 0 Hrs. Per week**

**Total Credits: 2**

#### **Course Objective:**

This course provides foundational knowledge of insurance, risk management, and financial planning. Students will learn about insurance contracts, intermediaries, general insurance, personal and liability insurance, and life insurance, gaining a comprehensive understanding of the industry's role in financial security.

#### **Course Outcomes:**

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

1. Knowledge of the basics of Insurance, Insurance Contract, and Insurance Intermediaries.
2. To build knowledge about Risk Management.
3. To learn the concept of General Insurance.
4. To understand the concept of Personal and Liability Insurance.
5. To build knowledge about Financial Planning and Life Insurance.

#### **Unit - I: Introduction to Insurance**

Definition of Insurance, Concept of Insurance / How insurance works, Insurance Act, 1938, Insurance Regulatory and Development Authority (IRDA), Insurance Advertisements and Disclosure Regulations, 2000, Protection of Policy Holders Interest Regulations, 2002, Third Party Administrators (PA), Insurance Contract, Terminology, Elements and Principles: Contract Terminology, Elements of a Valid Contract – Offer and Acceptance, Consideration, Capacity, Legal Purpose, Distinguishing Characteristics of Insurance Contract, Common clauses and sections in an insurance contract, Insurance Intermediaries: Introduction, Individual agent, Corporate agent, Code of Conduct, Broking regulations, Indian Insurance Market

#### **Unit - II: Fundamentals of Risk Management**

Definition of Risk, Classification of Risks, Definition of Risk Management, Stages of Risk Management, AI-based underwriting and risk assessment, Role of AI in Claims Processing.

#### **Unit - III: General Insurance**

Classification – Life Insurance & Non-Life Insurance, Non-Life Insurance classification - Property Insurance, Personal Insurance, & Liability Insurance, Types of Property Insurance - Fire Insurance, Marine Insurance, Various types of Engineering Insurance, Contractor's All Risks (CAR) Insurance, Marine cargo insurance, Features of motor insurance, Burglary insurance, Money insurance

#### **Unit - IV: Personal and Liability Insurance**

Personal Insurance, Mediclaim Policies, Group Mediclaim policy, Personal Accident Insurance (PA), Liability Insurance, Employers Liability Insurance, Public Liability Insurance, Professional Indemnity Insurance, Product Liability Insurance

#### Unit - V: Financial Planning and Life Insurance

Financial Planning, Ratios as a tool for financial analysis, Definition of Life Insurance, Law of large numbers, Principles of Insurance and Life Insurance. Term Insurance, Types of Term Life Insurance, Whole Life Insurance, Endowment policy, Children's policies, Annuities, Group Insurance, Industrial Life Assurance, Life insurance premium and tax benefits

#### **Text Book**

1. Insurance and Risk Management by P. K. Gupta, second edition, HPH.

#### **Reference Books**

1. Principles of Insurance, by Dr. (Ku.) Shakti Prathaban and Dr. N.P. Dwivedi , HPH
2. Banking Risk and Insurance Management by N R Mohan Prakash, Vikas Publication

## **HUMAN RESOURCE SPECIALIZATION**

### **Syllabus for Semester III & IV (MBA) Master of Business Administration**

**Course Code: 25SM50TH1378-1/1478-1    Course: Talent Acquisition and Management**

**L: 2 Hrs. P: 0 Hrs. Per week**

**Total Credits: 2**

#### **Course Objective:**

This course provides students with a comprehensive understanding of talent acquisition and management strategies, focusing on critical HR functions from staffing to employment decisions. Students will develop the skills necessary to formulate strategic HR plans that effectively address workforce challenges.

#### **Course Outcomes:**

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

CO1: Analyze the fundamental principles of talent acquisition and apply this understanding to design effective retention initiatives that address challenges such as voluntary turnover, discharge, and downsizing.

CO2: Evaluate the role of strategic human resource planning and formulate responsive strategies to manage the effects of mergers, acquisitions, and outsourcing on workforce composition.

CO3: Examine and interpret key aspects of external and internal recruitment processes and develop comprehensive communication strategies that facilitate a smooth transition to the selection process.

CO4: Assess and apply various selection methods by comparing the importance, quality, and application of different assessment measures

CO5: Analyze the employment decision process and design integrated employment contracts, orientation programs, and socialization processes that enhance new employee integration.

**Unit I: Talent Acquisition & Management Strategy:** Staffing: Nature, Models, Strategy, The Employment Relationship, Types of Employees, Turnover and Its Causes, Retention Initiatives: Voluntary Turnover, Discharge, Downsizing

**Unit II: Strategic HRP & its Impact:** Staffing Planning, Diversity Planning, Impact of Mergers & Acquisition and Outsourcing on staffing, Impact of AI and contemporary technology on staffing

**Unit III: Talent Acquisition I:** External and Internal Recruitment: Strategic Recruitment Planning, Applicant Reactions, Communication, Strategy Implementation, Transition to Selection

**Unit IV: Talent Acquisition II:** External and Internal Selection: Importance and Use of Measures, Quality of Measures, Preliminary Issues, Substantive Assessment Methods, Discretionary Assessment Methods, Contingent Assessment Methods

**Unit V: The Employment Decision:** Choice of Assessment Method, Determining Assessment Scores, Decision Makers, Employment Contracts, Job Offer Process, New Employee Orientation and Socialization

**Text Book:** Staffing Organizations, Timothy Judge and John Kammeyer-Mueller, McGraw Hill

**References Books:**

1. Armstrong's Handbook of Human Resource Management Practice by Michael Armstrong
2. The Talent Management Handbook: Creating a Sustainable Competitive Advantage by Selecting, Developing, and Promoting the Best People by Lance A. Berger and Dorothy R. Berger
3. Human Resource Management by Gary Dessler

## **Syllabus for Semester III/IV (MBA) Master of Business Administration**

**Course Code: 25SM50TH1378-2/1478-2      Course: Industrial Relations and Labour Laws**

**L: 2 Hrs. P: 0 Hrs. Per week**

**Total Credits: 2**

### **Course Objective:**

The objective of this course is to provide students with a comprehensive understanding of industrial relations and labor laws, focusing on the legal frameworks, rights, and responsibilities of both employers and employees. It aims to equip students with the skills to navigate labor disputes, collective bargaining, and the regulatory environment in various industrial settings.

### **Course Outcomes:**

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

CO1: Understand about current Industrial Relation legislative proposals and impact of Labour Laws on Human Resource Management

CO2: Understand the importance and practices to be adopted for workers participation and Collective Bargaining.

CO3: Know about Industrial Relations and Grievance Redressal Procedure.

CO4: Students will be able to get in-depth knowledge of important areas of Social Security Measures for employees.

CO5: Students will know about the working of State, National and International Labour Organization.

### **Unit I:**

Industrial Relation and Industrial Democracy: definition and concept of industrial relation, basic facts, scope, aspects & ideologies of industrial relations, approaches to industrial relations, Trade Unions Act. 1926, Factories Act, 1948.

### **Unit II:**

Collective Bargaining: definition, importance, types, prerequisites of effective collective bargaining & collective bargaining in India; workers participation: concept & meaning, aims & objective, forms & levels of participation, conditions essential of working of the scheme

### **Unit III:**

Grievances & Disputes: nature, causes, settlement procedure of grievances, industrial disputes, causes, remedial & prevention measures, consequences of industrial disputes on industry & society, significance of peace & harmony to industrial productivity & progress, Industrial Disputes Act, 1947

### **Unit IV:**

Employee's Social Security: aims of social security measures, methods of providing social security, benefits to workers - social assistance and social insurance

### **Unit V:**

ILO- Constitution, working & impact of ILO on Labour Legislations in India, ILO convention & recommendations,

Functions & Working of offices attached to Labour Ministry Directorate: General of Employment & Training; Labour Bureau; Welfare Commissioners; Various committee constitute by the Government of India (Ministry Of Labour), Industrial Employment (Standing Orders) Act, 1946, Shops and Establishments Act, Employees' Compensation Act, 1952

### **Text Books:**

1. Dynamics of Industrial Relations: Mamoria & Mamoria, Publisher: Himalaya Publishing House
2. Labour and Industrial laws: P. K. Padhi, Publisher: Eastern Economy Education.

### **References Books:**

Essentials of Human Resource Management & Industrial Relation: P. SubbhaRao, Publisher: Himalaya Publishing House.

Industrial Relations: C. S. Venkata Ratnam, Publisher: Oxford University Press

Industrial Jurisprudence & Labour Legislation: A. M. Sarma, Publisher: Himalaya Publishing House  
Taxmann's Labour laws: Taxmann Publications Pvt. Ltd.

\*Underline topics are for self-study.

\* The content of the course is subject to modification in accordance with changes in the laws and regulations of the country.

## **Syllabus for Semester III & IV (MBA) Master of Business Administration**

**Course Code: 25SM50TH1378-3/1478-3**

**Course: Learning and Development**

**L: 2 Hrs. P: 0 Hrs. Per week**

**Total Credits: 2**

**Course Objective:** This course aims to provide a comprehensive understanding of the principles and practices of learning and development within organizational settings. Students will learn to apply theoretical concepts in practical scenarios and analyse training programs to enhance effectiveness and organizational performance.

### **Course Outcomes:**

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

CO1: Apply foundational concepts of training, development, and adult learning to analyse organizational training needs effectively.

CO2: Apply design principles and methods to analyse the suitability and potential impact of various training approaches.

CO3: Apply management development strategies to analyse the design, implementation, and challenges of effective MDP's.

CO4: Apply a range of training tools and techniques to analyse how teaching aids and trainer skills influence learner engagement and outcomes.

CO5: Apply cost and evaluation models to analyse the financial and operational effectiveness of training programs in both local and international contexts.

**Unit I: Foundations of Training, Development & Need Analysis:** Concepts & Significance: Nature, scope, objectives, and benefits of training; principles of adult learning; differences between training, development, and learning. Training Need Analysis: Identification of training needs; Thayer & McGhee Model; areas of training; responsibilities for providing training.

**Unit II: Training Design & Methods:** Perspectives for designing training programs, Methods of training including on-the-job and off-the-job approaches.

**Unit III: Management Development Programs:** Concepts and importance of Management Development Programs (MDP's). Steps involved in MDP's, potential pitfalls, and various methods/techniques used in management development.

**Unit IV: Tools & Techniques for Effective Training:** Use of teaching aids and techniques, including audio-visual supports. Development of trainer skills: effective communication, diverse training styles, commanding body language, and fostering creativity.

**Unit V: Cost, Evaluation & Global Perspectives in Training:** Analysis of direct and indirect training costs. Methods to measure training effectiveness; models of training evaluation. Overview of training practices in Indian and international organizations.

**Text Book:** Training and Development by G. P. Naik published by Excel Books, New Delhi

## Reference Books:

1. Effective Human Resource Training and Development Strategy – Dr. B. Rathan Reddy, Himalaya Publication House
2. Human Resource and Personnel Management – Text and cases, K. Aswathappa, McGraw- Hill Publishing Co. Ltd.
3. Human Resource Management, Tenth Edition, Gary Dessler, Pearson Education

## Syllabus for Semester (MBA) Masters of Business Administration

**Course Code: 25SM50TH1378-4/1478-4**

**Course: Performance Management and Appraisal**

**L: 2 Hrs. P: 0 Hrs. Per week**

**Total Credits: 2**

### Course Objective:

Students as HR managers can able to measure performance of individual employee and can control them to achieve the greater objective of the organization.

### Course Outcomes:

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

**CO1:** Understand the concept of Compensation.

**CO2:** Apply the fundamentals of Compensation.

**CO3:** Demonstrate skills to conduct Job evaluation and work measurement.

**CO4:** Describe behavioural aspects of Compensation.

**CO5:** Implement several incentive plans and employee benefits.

**Unit - I: Conceptual Approach to Performance Management:** Introduction to Performance Management, Process for Managing Performance, Implications for Performance Management, principles of performance Management, benefits of performance Management, Performance Management strategies. Performance Appraisal & Potential Appraisal: Meaning of Performance appraisal, methods and approaches to performance appraisal, Obstacles in appraisal, Potential Appraisal.

**Unit - II: Measuring Performance:** Criteria for performance measures, classification of measures, Types of measures: organizational (Balance score-card, EFQM, EVA), Team, Individual; Guidelines for defining performance measures, Performance reviews.

**Unit - III: Performance Management Application & Improvement:** Performance Management in practice, Performance Management in Manufacturing and Service sectors. Strategies for improving performance. Analysing performance problems, Performance counselling and coaching: Concept, Principles and Skills.

**Unit - IV: Industrial Restructing-** Reward System and Employee Productivity, Performance Counselling, Performance Evaluation and Monitoring- Methods of Performance Evaluation – Performance Management in Multi National Corporations

**Unit - V: Indian and Western Thoughts-** Performance Management in the perspective of Indian Ethos- Ethical Issues and Dilemmas in Performance Management.

### Text Book

1. Dewakar Goel, PERFORMANCE APPRAISAL AND COMPENSATION MANAGEMENT, Prentice Hall India, New Delhi, 2008
2. Robert Cardy, PERFORMANCE MANAGEMENT, Prentice Hall

India, New Delhi, 2004

### **Reference Books**

1. Performance Management System, Davinder Sharma, HPH
2. Performance Management, Aquinis, Pearson
3. Performance Management, Cardy, PHI
4. Performance Management System, R.K. Sahu, Excel Books

## **Syllabus for Semester (MBA) Masters of Business Administration**

**Course Code: 25SM50TH1378-5/1478-5**

**Course: Compensation and Benefits Management**

**L: 2 Hrs. P: 0 Hrs. Per week**

**Total Credits: 2**

### **Course Objective:**

This course is designed to equip students and professionals with the knowledge and skills required to design, implement, and manage effective compensation and benefits programs within an organization.

### **Course Outcomes:**

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

**CO1:** Understand the concept of Compensation.

**CO2:** Apply the fundamentals of Compensation.

**CO3:** Demonstrate skills to conduct Job evaluation and work measurement.

**CO4:** Describe behavioural aspects of Compensation.

**CO5:** Implement several incentive plans and employee benefits.

**Unit - I: Introduction to Compensation Management:** Meaning, Definition, Objectives, Principles, Importance, Economic and Behavioural Theories of Compensation.

**Unit - II: Foundation of Compensation Management:** Compensation Strategies, Major Factors Influencing Compensation Management, Process of Compensation Management. Equity in Compensation Management.

**Unit - III: Compensation Management and Job Design:** Job Design, Strategies and Techniques of Job Design, Job Analysis, Job Evaluation, Job Assessment, Alternate Method of Job Assessment, Work Measurement, Ergonomics and Work study.

**Unit - IV: Behavioural Dimensions of Compensation Management:** Factors influencing effective compensation management, Motivational issues in compensation, Organizational Justice and compensation. Impact of compensation on employee behaviours. Executive compensation, Models of Executive Compensation, Compensation in India.

**Unit - V: Quantitative Tools and Innovation in Compensation:** Variable compensation, retirement plans, employee benefits - gratuity, PF, DA; Incentive determination, overtime wages, merit practices, economic value added, meaning and types of incentive plans.

### **Text Book**

1. Compensation Management - Tapomoy Deb, Excel Books
2. Compensation Management - Dipak Kumar Bhattacharya, Oxford Publications

## **Reference Books**

1. Compensation - Milkovich, Newman, Venkata Ratnam, McGraw Hill Education
2. Performance Management - Prem Chadha, Macmillan Publications

## **Syllabus for Semester III/IV (MBA) Master of Business Administration**

**Course Code: 25SM50TH1378-6/1478-6**

**Course: International Human  
Resource Management**

**L: 2 Hrs. P: 0 Hrs. Per week**

**Total Credits: 2**

### **Course Objective:**

This course aims to equip students with the knowledge and skills to manage human resources in a global business environment. It covers key areas such as cultural diversity, international recruitment, performance management, and strategic HR planning, preparing students to handle the complexities of HRM in multinational organizations.

### **Course Outcomes:**

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

CO1: Analyse the evolution, drivers, and stages of internationalization in business, distinguishing between domestic and international business environments.

CO2: Ability to evaluate cultural differences using frameworks such as Hofstede's model, and demonstrate the skills required to manage cultural diversity in a global workforce.

CO3: Design and implement global human resource planning strategies, considering international division of labour and various categories of employees

CO4: Develop and implement performance management and Training & Development systems suitable for international contexts, identifying the key challenges and best practices in performance appraisal, particularly for expatriates.

CO5: Understand the strategic role of HRM in global organizations, Industrial Relations, focusing on value creation, international compensation, and executive compensation strategies.

### **Unit I:**

International Business Overview: evolution, drivers, influences, stages of internationalization, differences between domestic and international business, approaches, modes of entry, goals, advantages, problems.

Social and Cultural Context of IHRM: culture, why cultures differ, cultural sensitivity, social environment, Hofstede's model of four cultural dimensions. Managing Culture Diversity: culture and its factors, cross-cultural differences, workforce diversity, managing diversity.

### **Unit II:**

International Human Resource Management: introduction, expatriate, domestic versus international HRM. Organization Structure and HRM: organizational design, structure,

nature, approaches. International Human Resource Planning: international division of labour, global human resource planning, Issues in supply, different categories of employees.

### **Unit III:**

International Recruitment and Selection: Macro-level sources of recruitment, approaches: ethnocentric, polycentric, regiocentric and geocentric, advantages, disadvantages, implications; Centralized Vs. decentralized recruitment; Micro-level sources of recruitment; recruitment techniques; Selection: the expatriate system, expatriate failure, selection techniques. International Performance Management: challenges, areas to be appraised, organizational role expectations, who should appraise the performance, system of performance appraisal, problems, effectiveness.

### **Unit IV:**

International Training and Development: why global training, areas of global training and development, International Compensation and Benefits: complexities, objectives, factors that affect internal compensation management, components/structure of international compensation package, executive compensation, approaches to internal compensation management.

### **Unit V:**

International Industrial Relations: three actors of industrial relations, trade unions and their concern in MNC, collective negotiations, disputes/conflicts, quality circles and participative management. International Strategic Human Resource Management: Peculiarities of global strategic management, value creation, global strategic management process, MNCs' business and IHRM strategies, formulation of alternative business unit level strategies, collaborative strategies, organizational and HRM strategies. Shifts in International Human Resource Management and Industrial Relations: Shifts in global Business, shifts in human resources management, shifts in industrial relations.

### **Text Book:**

International Human Resource Management: P. Subba Rao, Himalaya Publishing House

### **References Books:**

1. International Human Resource Management: Monir Tayeb, Oxford University Press.
2. International Human Resource Management: K. Aswathappa & S. Dash, Tata McGrawHill
3. International Human Resource Management: Tony Edwards & Chris Rees, Pearson Education

## **Syllabus for Semester III/IV (MBA) Master of Business Administration**

**Course Code: 25SM50TH1378-7/1478-7**

**Course: People Analytics**

**L: 2 Hrs. P: 0 Hrs. Per week**

**Total Credits: 2**

**Course Objective:** This course aims to equip learners with a comprehensive understanding of Human Resource Analytics by developing skills to capture, analyze, and refine HR data while introducing key HR metrics. It also focuses on enhancing proficiency in conducting HR Analytics and providing insights into its future with Predictive and Prescriptive techniques.

### **Course Outcome:**

1. To provide an overview of the evolution of HRM and its journey towards Analytics
2. Analyze various methods of capturing, examining, and purifying HR data while interpreting the significance of HR Metrics in the context of HR Analytics.
3. Evaluate and apply HR Analytics techniques using MS Excel to optimize key HR processes and decision-making.
4. Apply various tools and software technologies for conducting Descriptive HR Analytics and effectively visualize HR data to support data-driven decision-making.
5. Analyze the potential impact of Predictive and Prescriptive HR Analytics on future HR strategies and decision-making.

**Unit – I: Introduction to HR Analytics:** HR Analytics and Changing Role of HR Professionals, Importance and Scope of HR Analytics, Significance of HR Analytics, Benefits of HR Analytics, Levels of Analysis and Conducting analytics, Key Influencers of HR Analytics Process. Big Data Era in HR Analytics, HR Analytics – Linkage to Business Outcomes.

**Unit – II: Understanding HR Analytics: Conducting HR/Workforce Analytics:** Models of HR Analytics, How to Conduct HR Analytics. Understanding HR Data: Importance of Data, Types and Scales of Data; Methods of Capturing Data, Data Examination & Purification. Understanding various HR Metrics from the perspective of HR Analytics.

**Unit – III: Analytics for Key HR Processes Using MS Excel:** HR Analytics for Recruitment & Selection, Training & Development, Performance Appraisal, Talent Management, Employee Engagement, Compensation Management and Expatriate Management.

**Unit – IV: Descriptive Analytics:** Overview of Select Tools for Conduction HR Analytics: MS Excel, Power BI. Descriptive Analytics in HR: HR Dashboards using MS Excel, Slicing and Dicing of HR Data using MS Excel Pivot Table Applications, Data Visualization for Key HR processes.

**Unit – V: Predictive & Prescriptive HR Analytics:** Predictive HR Analytics: Correlation, Linear and Multiple Regression, Factor Analysis and Cluster Analysis, Comparison of Means and Analysis of Variance for Manpower Demographics, Employee Satisfaction, Training Effectiveness etc. Prescriptive HR Analytics, Predictive vs Prescriptive HR Analytics, Future of HR Analytics.

### **Textbook**

1. Rama Shankar Yadav & Sunil Maheshwari, HR Analytics, Wiley, 2021.
2. Pratyush Banerjee, Jatin Pandey & Manish Gupta, HR Analytics: Practical Applications of HR Analytics, Sage, 2019.

### **Reference Book**

1. Dipak Kumar Bhattacharya, HR Analytics, Sage, 2017.
2. Ramesh Soundrarajan & Kuldeep Singh, Winning on HR Analytics, Sage, 2017.
3. Nishant Uppal, Human Resource Analytics, Pearson, 2021.
4. Bharti Motwani, HR Analytics: Practical Approach Using Python, Wiley, 2021.

## **Syllabus for Semester III & IV (MBA) Master of Business Administration**

**Course Code: 25SM50TH1378-8/1478-8**

**Course: Managerial  
Competencies for HR Professionals**

**L: 2 Hrs. P: 0 Hrs. Per week**

**Total Credits: 2**

**Course Objective:** This course is designed to equip students with advanced HR competencies by bridging theoretical insights with practical applications. In this course learners will explore contemporary challenges in employee engagement, organizational citizenship behavior, talent management, organizational health assessment, and digital transformation.

### **Course Outcomes:**

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

CO1: Analyse the impact of employee engagement models on organizational sustainability and CSR initiatives, and create innovative engagement strategies tailored to diverse workplace contexts.

CO2: Analyse the antecedents and benefits of organizational citizenship behaviour and evaluate effective interventions to promote extra-role performance within organizations.

CO3: Apply contemporary talent management practices to real-world scenarios and create comprehensive HR strategies that integrate succession planning, outsourcing, and high-performance management.

CO4: Evaluate key indicators of organizational health—such as job satisfaction, work-life balance, and emotional intelligence—and create actionable improvement plans to enhance employee wellbeing and overall workplace culture.

CO5: Analyse the implications of digital trends—including remote working policies, agile HR practices, and cyber loafing—on HRM, and create innovative solutions to harness digital transformation for improved organizational performance.

**Unit I: Employee Engagement:** Concept, benefits, activities under employee engagement, employee engagement towards sustainability, models of employee engagement, employee engagement through CSR

**Unit II: Organization Citizenship Behavior:** Concept, benefits, antecedents of organization citizenship behavior, factors of organization citizenship behavior, evaluating organization citizenship behavior at the workplace, and measures to encourage organization citizenship behavior at the workplace.

**Unit III: Talent Management:** Concept, the evolution of talent management, process, best practices in talent management, talent management and its relation with succession planning, HR outsourcing, high-performance management practices

**Unit IV: Organization Health Assessment:** Job satisfaction, employee wellbeing/wellness, Quality of Work Life, Work Life Balance, Workplace ostracism, workplace spirituality, workplace toxicity, job embeddedness, Emotional Intelligence

**Unit V: Digital Transformation and HRM:** Remote working policy, documentation and its legality, FOMO versus JOMO, agile HR practices, cyber loafing

**Text Book:** Human Resource and Personnel Management - Text and cases, K. Aswathappa, McGraw- Hill Publishing co. ltd.

**Reference Books:**

1. Personnel and Human Resource Management: text and Cases, P. Subba Rao, Himalaya Publishing House
2. Working with Emotional Intelligence, Daniel Goleman, Publisher, Bloomsbury

**Syllabus for Semester III & IV (MBA) Master of Business Administration**

**Course Code: 25SM50TH1378-9/1478-9**  
**Inclusion**

**Course: Diversity, Equity and**

**L: 2 Hrs. P: 0 Hrs. Per week**

**Total Credits: 2**

**Course Objective:**

The objective of this course is to well equip students to effectively lead and manage teams with diverse backgrounds, actively contribute to building inclusive work environments, and gain a comprehensive understanding of the tangible and intangible benefits that Diversity, Equity, and Inclusion (DEI) bring to both businesses and society.

**Course Outcomes:**

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

CO1: Understand the core concepts of Diversity, Equity, and Inclusion (DEI).

CO2: Analyze and critique DEI policies and practices within organizations.

CO3: Develop strategies to create a more inclusive, diverse, and equitable workplace.

CO4: Examine the challenges in implementing DEI initiatives.

CO5: Assess the effectiveness of DEI programs and their impact on organizational success.

**Unit I: Introduction to Diversity, Equity, and Inclusion** - Understanding Diversities: Linguistic, Socio-Cultural, Economic, Gender and Disability, Concept of Social Exclusion and Inclusion.

**Unit II: Constitutional Provisions, Acts and Policies:** From Exclusion to Inclusion: A Historic Perspective, Models of Disability Diversity and Inclusion in Education, Constitutional Provisions, Policies, Programmes and Acts

**Unit III: Diversity at work place:** Meaning of Workplace Diversity, Benefits of Workplace Diversity, Benefits of Diverse Workforce to the Employees, Challenges of Diversity in the Workplace Gender Issues , Gender Differences ,Gender Stereotype ,Sexual Harassment, Sexual Harassment Behavior ,Steps to Prevent Sexual Harassment , Laws Against Sexual Harassment

**Unit IV: Culture and Diversity in organization:** Culture and Diversity, Ideologies About Diversity, Ethnocentrism, Work Specialization and Organisation Level as Workforce Diversity Level, A Theoretical Model for the Structure of Diversity.

**Unit V: Human Resource Systems to Manage Diversity:** Defining the Significant Concepts of the Model , Diversity, Power and Mentorship in Organisation , Diversity and Power , Human Resource Systems to Manage Diversity

**Text Book:**

1. Culture, Diversity and Society by Dr. Ravindranath Badi, Himalaya Publication

**References Books:**

1. The Financial Times Guide to Inclusion and Diversity by Vikki Leach, Pearson.
2. The Power of Difference, by Simon Fanshaw, Kogan Page

**Syllabus for Semester III & IV (MBA) Master of Business Administration****Course Code: 25SM50TH1378-10/1478-10****Course: Organizational Development****L: 2 Hrs. P: 0 Hrs. Per week****Total Credits: 2****Course Outcomes:**

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

1. Understanding of concept of Organization Development & Planned change
2. Understanding of OD process & its application
3. Awareness of human process, organizational process, techno structural interventions & their application.
4. Awareness of HRM & strategic interventions & their application.
5. Understanding of future trends of OD

**Unit - I : General Introduction to OD :** Definition, growth & relevance of OD, history of OD, nature of planned change, lewin's force field model, action research model, positive model & general model of planned change.

**Unit - II : OD process :** entering & contracting, diagnosing organization, open system diagnostic model, collecting & analyzing information, diagnosing information, designing interventions.

**Unit - III : Interventions I -** Human process interventions, organization process interventions.

**Unit - IV : Interventions II -** Restructuring organization, Employee Involvement, Work Design.

**Unit - V : Interventions III -** Human resource management interventions, strategic change interventions.

**Text Book**

1. Organization development & change – Cummings & Worley, Cenage learning

**Reference books**

1. Organization development – French Bell Vohra, Pearson
2. Organizational change & development- Dipak Bhattacharya, Oxford

**Syllabus for Semester III & IV (MBA) Master of Business Administration**

**Course Code: 25SM50TH1378-11/1478-11**  
**Branding**

**Course: Employer**

**L: 2 Hrs. P: 0 Hrs. Per week**

**Total Credits: 2**

**Course Objective:**

This course aims to equip students with a comprehensive understanding of employer branding by developing strategic frameworks and leveraging various channels to attract, engage, and retain talent. Students will learn to assess employer brand health, define a compelling employer value proposition, and implement effective branding strategies.

**Course Outcomes:**

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

CO1: Analyze the components of a strong employer brand and evaluate the current employer branding health of an organization.

CO2: Apply employer branding strategies to develop a compelling Employer Value Proposition (EVP) and create an employer brand framework.

CO3: Design a recruitment marketing plan and utilize various digital and social media platforms to enhance employer brand visibility.

CO4: Assess employer brand experience and implement strategies for positive candidate engagement and employee retention.

CO5: Evaluate the success of an employer branding strategy and develop a monitoring system to sustain long-term brand impact.

**Unit I: Getting Started with Employer Branding:** Building a Strong Employer Brand, Preparing for the Journey Conducting an Employer Brand Health Check

**Unit II: Developing and Effective Employer Brand Strategy:** Defining your Employer Value Proposition, Building your Employer Brand Framework, Generating Engaging Content, Rolling Out your Employer Brand Strategy

**Unit III: Reaching Out through the Right Channels:** Constructing your Recruitment Marketing Plan, Creating a Winning Career Site, Developing your Talent Network, Engaging Talent through Social Media, Making the most of Recruitment Advertising, Making a Splash On Campus

**Unit IV: Reaching Out Delivery on your Employer Brand Promises:** Shaping a Positive Brand Experience, Making a Positive Impression on Candidates, Engaging and Retaining your Talent

**Unit V: Majoring the Success of your Employer Branding Strategy:** Impact on Audience Engagement and Hiring, Monitoring and Maintaining Long Term Impact on Employer Brand Value

**Text Book:** Employer Branding for Dummies: Richard Morsley and Lars Schmidt, Wiley Publication

**Reference Books:**

1. Brand from the inside – Libby Sartain and Mark Schuman, Jossey-Bass Publication
2. The Talent Magnet – Richard Evans, Writer Motive Publication

**Syllabus for Semester III/IV (MBA) Master of Business Administration**

**Course Code: 25SM50TH1378-12/1478-12**

**Course: HR as a Business Partner**

**L: 2 Hrs. P: 0 Hrs. Per week**

**Total Credits: 2**

**Course Objective:**

Equip students with an understanding of the transformation of HR from a traditional support function to a strategic business partner, enable students to analyse and design HR strategies that align with business objectives, fostering talent management, train students to assess business challenges and opportunities from an HR perspective, and apply HR strategies to solve problems such as talent acquisition, employee engagement, and workforce productivity.

**Course Outcomes:**

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

CO1: Equip students with a comprehensive understanding of strategic HRM theories

CO2: Enable students to design effective workforce planning, recruitment, and talent engagement strategies

CO3: Provide students with the tools and frameworks to drive strategic change, implement organization development initiatives

CO4: Prepare students to develop and implement sustainable HR practices, including sustainable recruitment, performance management, and policy design

CO5: Equip students with the knowledge to design agile and resilient organizations, applying OD&D theories

**Unit I:**

**The need for strategic human resources:**

Strategic HRM theory, The changing context for SHRM, A strategic agenda for HR, Ulrich model.' HR's contributions to increased productivity, cost effectiveness and efficiency, HR in the digital age, Crafting HR strategy, Global HRM

**Unit II:**

**Strategies for talent**

Workforce planning and recruitment strategies, Employee engagement and well-being  
Managing and rewarding for high performance, Strategies for developing people  
Supporting flexible career development, High flyers and succession planning

**Unit III:**

## **Building strategic change capability**

Transforming organisations by design, bringing about culture change, Organisation Development in the context of culture change.

### **Unit IV:**

#### **Strategic HR Practices for Sustainability**

Sustainable recruitment and selection processes, integrating sustainability into employee performance management, Designing HR policies that promote sustainability, Key performance indicators (KPIs) for sustainable HR practices, Methods for evaluating the success of sustainability initiatives in HRM

### **Unit V: HR for agile and resilient organisations**

Designing sustainably agile and resilient organisations, OD&D theories in the context of designing and developing an agile organisation, Learning across boundaries

### **Text Book:**

Aligning Human Resources and Business Strategy" by Linda Holbeche, Third Edition published 2022 by Routledge

### **References Books:**

HR as a Business Partner: A Strategic Approach by S. A. Yadav, **PHI Learning Pvt. Ltd.**

Strategic Human Resource Management by Jeffrey A. Mello ,**Cengage Learning**.

The HR Business Partner: A Practical Guide by Mike Coyle ,**Kogan Page**.

## **BUSINESS & DATA ANALYTICS SPECIALIZATION**

### **Syllabus for Semester III & IV (MBA) Master of Business Administration**

**Course Code: 25SM50TH1379-1/1479-1**  
**L: 2 Hrs. P: 0 Hrs. Per week**

**Course: Business Analytics**  
**Total Credits: 2**

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#### **Course Objective:**

To introduce students to the fundamental concepts of business analytics and its significance in decision-making, data handling, maturity, and mining techniques for business intelligence, statistical techniques for descriptive and inferential analysis. To enhance students' ability to interpret, visualize, and communicate business insights effectively

#### **Course Outcomes:**

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

CO1: **Apply** business analytics concepts to organizational decision-making

CO2: **Evaluate** data maturity stages and their role in analytics implementation

CO3: **Perform & Interpret** the results of statistical tests for business decision-making

CO4: **Develop** business models to validate assumptions using data analytics

CO5: **Perform** inferential statistical analysis using Excel

**Unit I: Introduction to Business Analytics:** Concepts of business analytics, Difference between analytics and analysis, Broad types of business analytics, Organizational benefits of using analytics

**Unit II: Data and Business Intelligence:** Importance of data, Difference between data, information, and knowledge, Various stages of data maturity, Data mining approach to business intelligence and business analytics

**Unit III: Descriptive and Inferential Statistics:** Descriptive statistics: Frequency distributions, measures of central tendency, measures of dispersion and shape, correlation, and regression, Inferential statistics: Z-Test, T-test, Paired T-test, ANOVA, Chi-Square Test

**Unit IV: Business Analytics using Excel - Descriptive Analysis:** Using data analysis pack in Excel, Performing descriptive analysis tests under the data analysis tab, Validating business assumptions, Developing business models to validate assumptions

**Unit V: Inferential Analysis and Visualization:** Performing inferential analysis tests under the data analysis tab, Using Slicer, PowerPivot, and Power View for visual analytics

#### **Text Book:**

1. Business Analytics: Data Analysis & Decision Making, S. Christian Albright & Wayne L. Winston, Cengage Learning

**References Books:**

1. Data Science for Business: What You Need to Know About Data Mining and Data-Analytic Thinking, Foster Provost, Tom Fawcett, O'Reilly Media

**Syllabus for Semester III & IV (MBA) Master of Business Administration**

**Course Code: 25SM50TH1379-2/1479-2**

**Course: Business Data Mining**

**L: 2 Hrs. P: 0 Hrs. Per week**

**Total Credits: 2**

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**Course Objective:**

- To introduce students to the fundamental principles of data mining and its applications
- To explore market basket analysis and association rule mining for business insights
- To study and apply various data mining techniques such as decision trees and clustering
- To develop models and apply clustering algorithms for data categorization
- To understand and implement formal evaluation techniques for data mining models

**Course Outcomes:**

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

CO1: **Understand** the fundamental concepts of data mining

CO2: **Analyze** the importance of market basket analysis and association rules

CO3: **Utilize** decision trees and association rule generation techniques

CO4: **Apply** clustering methods to categorize data

CO5: **Evaluate** different supervised learning models

**Unit I: Introduction to Data Mining and Preprocessing:** Overview of data mining and its significance, Data mining vs. traditional data analysis, Data preprocessing: Handling missing values, normalization, feature selection, and transformation.

**Unit II: Market Basket Analysis and Association Rule Mining:** Market Basket Analysis: Concepts, applications, and real-world examples, Co-occurrence and measurement techniques (Fit, Profit, Lift), Limitations of Market Basket Analysis, Advanced Association Rules: Apriori algorithm, FP-Growth, Eclat algorithm

**Unit III: Supervised Learning and Decision-Making Techniques:** Decision Trees (ID3, C4.5, CART), Random Forest and Gradient Boosting for classification tasks, Covering Rule Algorithms and their applications, Choosing the right data mining technique based on business problems, Introduction to Explainable AI (XAI) in decision trees

**Unit IV: Clustering and Unsupervised Learning:** Basics of clustering and its applications in real-world scenarios, K-Means Clustering, Hierarchical Clustering, and DBSCAN, Density-based clustering and Spectral Clustering techniques, Evaluation metrics for clustering models

**Unit V: Model validation techniques:** Cross-validation, Bootstrap sampling, Comparing supervised learning models using AUC-ROC, F1-score, and precision-recall, Evaluating supervised models with numeric output, Attribute evaluation for mixed data types

**Text Book:**

1. Data Mining: Concepts and Techniques, Jiawei Han, Micheline Kamber, Jian Pei, Morgan Kaufmann

**References Books:**

1. Introduction to Data Mining, Pang-Ning Tan, Michael Steinbach, Vipin Kumar, Pearson

**Syllabus for Semester III & IV (MBA) Master of Business Administration**

**Course Code: 25SM50TH1379-3/1479-3**

**Course: Applied Econometrics**

**L: 2 Hrs. P: 0 Hrs. Per week**

**Total Credits: 2**

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**Course Objective:**

1. Understand the fundamentals of econometric models, their assumptions, estimation techniques, and application in regression analysis.
2. Identify and diagnose issues like multicollinearity, autocorrelation, heteroscedasticity, and specification errors in regression models and explore suitable remedies.
3. Learn the application of dummy variables in regression models and advanced qualitative data techniques such as Logit, Probit, and Tobit models for decision-making.
4. Apply time series models and forecasting techniques, including stationarity tests, ARIMA modeling, and Vector Auto Regression (VAR) for economic and business forecasting.
5. Understand simultaneous equation models, identification problems, and estimation methods while applying panel data techniques for cross-sectional and time-series analysis.

**Course Outcomes:**

At the end of the course students will be:

1. Able to understand the basics of econometric models and its formulation for business problems.
2. Able to diagnose the models for various problems associated with regression analysis and find the remedies.
3. Able to gain the knowledge regarding advanced regression models using qualitative data and its application for decision making.
4. Able to apply time series analysis concepts and models for business and economic forecasting.
5. Able to understand the concept of simultaneous equation models with problems, remedies and applications. Apply panel data techniques for forecasting for cross-section and time-series nature of data related to business problems.

Unit 1: Basic Econometrics: Nature, meaning and scope of econometrics; Simple and general linear regression model – Assumptions, Estimation (through OLS approach) and properties of estimators; Gauss - Markov theorem; Concepts of R-square and adjusted R-square; Concept and analysis of variance approach and its application in regression analysis; Estimation of Log-linear models, Semi-log models, and Reciprocal models.

Unit 2: Problems in Regression Analysis: Multicollinearity: Nature, problem and remedies, Auto-correlation: Nature, problem and remedies, Heteroscedasticity: Nature, problem and remedies, Specification error: Nature, problem and remedies.

Unit 3: Regressions with Qualitative Independent Variables: Dummy variable technique – Testing structural stability of regression models, Comparing two regressions, interaction effects, seasonal analysis, piecewise linear regression, use of dummy variables, Regression with dummy dependent variables. The LPM, Logit, Probit and Tobit models – Applications.

Unit 4: Time Series Analysis: Stationarity, Unit roots, co-integration-spurious regression, Dickey-Fuller test, Engle-Granger test, Random walk model, Forecasting with ARIMA modeling Box-Jenkins methodology; Vector auto regression; Problems with VAR modeling –Applications.

Unit 5: Simultaneous Equation Models: Introduction and examples; the simultaneous equation bias and inconsistency of OLS estimates; The identification problem; Rule of identification – order and rank Conditions; Methods of estimating simultaneous equation system; Recursive methods and OLS; Indirect least squares (ILS), 2SLS – Applications. Panel Data Techniques: Panel data techniques. Random coefficients model' fix effects model; Random effect model. Applications.

**Text Book:**

1. Gujarati D.N., Basic Econometrics, McGraw Hill, New Delhi.

**Reference Books:**

1. Dongherty C (1992), Introduction to Econometrics, oxford University Press, New York.
2. Koutsoyiannis, A. (1977), Theory of Econometrics (2nd ed), The Macmillan Press Ltd., London.
3. Maddala, G.S. (Ed) (1993), Econometric Methods and Application (2 Vols), Aldershot, U.K.
4. Krishna K.L. (Ed) (1997), Econometric Applications in India, Oxford University Press, New Delhi.
5. Madani, G.M.K. (2000): Introduction to Econometrics: Principles and applications, Oxford University Publications.
6. Patricia E Gaynor and Rickey C Kirk Patrick (1994) : Introduction to Time Series and Forecasting in Business and Economics, Magraw Hill Publications.
7. Croxton F.E. Cowden D.J. and Klein S. Applied General Statistics  
- Prentice Hall New Delhi.
8. William H. Greene .(2008) Econometric Analysis. Pearson Education Publication New Delhi
9. Amemiya T. (1985), Advanced Econometrics, Harvard University Press, Cambridge, Mass.
10. Goldberger, A. S. (1998), Introductory Econometrics, Harvard University Press, Cambridge, Mass.

## **Syllabus for Semester III & IV (MBA) Master of Business Administration**

**Course Code: 25SM50TH1379-4/1479-4**

**Course: Customer Analytics**

**L: 2 Hrs. P: 0 Hrs. Per week**

**Total Credits: 2**

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### **Course Outcomes**

At the end of the course students will be able to:

1. Understand the characteristics, value, and use of Big Data and customer analytics
2. Apply the basic consumer/audience/data concepts that have customer analytics implications
3. Understand the measurement aspects of customer mapping, brand awareness and attitudes and customer attitude.
4. Understand how to quantify customer-driven and company-driven touchpoints, tracking the post-purchase behaviour and customer loyalty.
5. Understand the analytics of product development through usability study & the measurement approaches with regard to findability and navigation.

### **Unit 1: Introducing Customer Analytics**

**Introducing Customer Analytics:** Defining Customer Analytics. The benefits of customer analytics. Using customer analytics. Compiling Big and Small Data

**Planning a Customer Analytics Initiative:** A Customer Analytics Initiative Overview, Defining the Scope and Outcome, Identifying the Metrics, Methods, and Tools, Setting a Budget, Determining the Correct Sample Size, Analyzing and Improving, Controlling the Results.

### **Unit 2: Identifying Your Customers**

**Segmenting Customers:** Why Segment Customers, Segmenting by the Five W's: Who, Where, What, When, Why, How. Analyzing the Data to Segment Your Customers: Tabulate your data, Cross-Tabbing, Cluster Analysis, Estimate the size of each segment, Estimate the value of each segment.

**Creating Customer Personas:** Recognizing the Importance of Personas, Working with personas, Getting More Personal with Customer Data, Answering Questions with Personas.

**Determining Customer Lifetime Value:** Why your CLV is important, Applying CLV in Business, Calculating Lifetime Value, Marketing to profitable customers

### **Unit 3: Analytics for the Customer Journey - I**

**Mapping the Customer Journey:** Working with the Traditional Marketing Funnel, What Is a Customer Journey Map? Define the Customer Journey.

**Determining Brand Awareness and Attitudes:** Measuring Brand Awareness, Measuring Brand Attitude, Measuring Usage and Intent, Understanding the Key Drivers of Attitude, Structuring a Brand Assessment Survey.

**Measuring Customer Attitudes:** Gauging Customer Satisfaction, Rating Usability with the SUS and SUPR-Q, Scoring Brand Affection, Finding Expectations: Desirability and Luxury, Measuring Attitude Lift, Asking for Preferences, Finding Your Key Drivers of Customer Attitudes, Writing Effective Customer Attitude Questions.

### **Unit 4: Analytics for the Customer Journey – II**

**Quantifying the Consideration and Purchase Phases:** Identifying the Consideration Touchpoints, Measuring the Customer-Driven Touchpoints, Measuring the Three R's of Company-Driven Touchpoints, Tracking Conversions and Purchases, Measuring Changes through A/ B Testing, Making the Most of Website Analytics.

**Tracking Post-Purchase Behavior:** Dealing with Cognitive Dissonance, Measuring the Post-Purchase Touchpoints, Finding Problems Using Call Center Analysis, Finding the Root Cause with Cause-and-Effect Diagrams.

**Measuring Customer Loyalty:** Measuring Customer Loyalty, Finding Key Drivers of Loyalty- Valuing positive and negative word of mouth.

### **Unit 5: Analytics for Product Development.**

**Developing Products That Customers Want:** Gathering Input on Product Features, Finding Customers' Top Tasks, Conducting a Gap Analysis, Mapping Business Needs to Customer Requirements, Measuring Customer Delight with the Kano Model, Assessing the Value of Each Combination of Features, Finding Out Why Problems Occur.

**Gaining Insights through a Usability Study:** Recognizing the Principles of Usability, Conducting a Usability Test, Considering the Different Types of Usability Tests, Finding and Reporting Usability Problems, Facilitating a Usability Study.

**Measuring Findability and Navigation:** Finding Your Areas of Findability, Identifying What Customers Want, Prepping for a Findability Test, Conducting Your Findability Study, Improving Findability.

### **Book:**

1. Customer Analytics for Dummies by Jeff Sauro. Published by: John Wiley & Sons, Inc.

### **Reference Book:**

1. Advanced Customer Analytics by Mike Grigsby. Published by Kogan Page.
2. 52 Things We Wish Someone Had Told Us about Customer Analytics by Alex Sherman and Mike Sherman.
3. Customer Accounting: Creating Value with Customer Analytics by Massimiliano Bonacchi, Paolo Perego. Published by Springer.

## Syllabus for Semester III & IV (MBA) Master of Business Administration

**Course Code: 25SM50TH1379-5/1479-5**

**Course: Statistics Using R**

**L: 2 Hrs. P: 0 Hrs. Per week**

**Total Credits: 2**

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### Course Objective:

- To introduce students to R programming and its fundamental concepts.
- To explore different data structures and control flow mechanisms in R.
- To enable students to perform data manipulation and preprocessing using advanced R packages.
- To develop skills in data visualization and statistical analysis.
- To apply probability distributions and hypothesis testing in real-world data analysis.

### Course Outcomes:

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

CO1-**Apply** built-in functions and packages for mathematical and data operations

CO2- **Identify** and **differentiate** various data structures in R

CO3- **Develop** user-defined functions to automate repetitive tasks

CO4- **Analyze** and clean datasets using transformation techniques

CO5- **Evaluate** statistical relationships using correlation, regression, and hypothesis testing

**Unit-1: Introduction to R Programming:** Introduction to R and its applications, Installing and running R, R Sessions and Functions, Basic Math operations, Variables, and Data Types, In-built Functions and Installing Packages. Importing and Exporting Data (CSV, Excel, JSON, SQL)

**Unit-2: Data Structures in R:** Vectors: Logical, Character, Numeric, Integer, Complex, Raw, Relational Operators and Logical Operations, Matrices and Arrays, Lists and Factors, Data Frames and their manipulations, Working with missing values and handling outliers

**Unit-3: Control Structures and Functions in R:** Concept of Hypothesis Testing: Null and Alternative Hypothesis, Parametric Tests: t-Test (One-sample, Two-sample, Paired), ANOVA (One-

way, Two-way), Non-Parametric Tests: Chi-Square Test, Mann-Whitney U Test, Kruskal-Wallis Test, Wilcoxon Signed-Rank Test

**Unit-4: Data Manipulation and Processing in R:** Data Manipulation using dplyr package, Pipe (%>) operator and its applications, Data Tidying using tidyr package, , Exploratory Data Analysis (EDA) techniques

**Unit-5: Statistics, and Probability in R:** Data visualization using plot(), ggplot2, Generating and Visualizing Distributions in R, Central Limit Theorem and Sampling Distribution Histograms, Boxplots, Scatter Plots, Density Plots, Correlation and Regression (Simple and Multiple Linear Regression)

#### **Text Book**

1. R for Data Science, Hadley Wickham & Garrett Golemund, O'Reilly Media

#### **Suggested Book**

1. Hands-On Programming with R, Garrett Golemund, O'Reilly Media

| <b>Syllabus for Semester III &amp; IV (MBA) Master of Business Administration</b> |                                         |  |
|-----------------------------------------------------------------------------------|-----------------------------------------|--|
| <b>Course Code: 25SM50TH1379-6/1479-6</b>                                         | <b>Course: Data Mining Using Orange</b> |  |
| <b>L: 2 Hrs. P: 0 Hrs. Per week</b>                                               | <b>Total Credits: 2</b>                 |  |

#### **Course Objective:**

- To introduce students to the fundamentals of data mining using Orange.
- To develop proficiency in data preprocessing and feature engineering techniques.
- To apply various classification and clustering models for predictive analysis.
- To explore advanced techniques like association rule mining and text mining.
- To implement real-world data mining projects

#### **Course Outcomes:**

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

CO1- **Operate** Orange software for basic data exploration

CO2- **Analyze** and **clean** datasets using Orange's preprocessing tools

CO3- **Evaluate** model performance using appropriate metrics

CO4- **Perform** clustering and association rule mining for pattern discovery

CO5- **Utilize** Orange for advanced analytics like text mining and dimensionality reduction

**Unit-1: Introduction to Data Mining and Orange:** Overview of Data Mining and its Importance, Introduction to Orange: Features and Interface, Installing and Setting Up Orange, Loading and Exploring Data in Orange, Understanding Workflows and Widgets in Orange

**Unit-2: Data Preprocessing and Feature Engineering:** Data Cleaning and Handling Missing Values, Normalization and Standardization Techniques, Feature Selection and Feature Extraction, Data Transformation and Attribute Discretization, Understanding Data Relationships with Visualizations in Orange

**Unit-3: Classification and Prediction Models:** Introduction to Classification Algorithms, Decision Trees, k-Nearest Neighbors (KNN), Naïve Bayes, Logistic Regression and Support Vector Machines

(SVM), Model Evaluation: Confusion Matrix, Accuracy, Precision, Recall, F1-score, Implementing and Comparing Classification Models in Orange

**Unit-4: Clustering and Association Rule Mining:** Introduction to Clustering Techniques, k-Means and Hierarchical Clustering, DBSCAN and Density-Based Clustering Methods, Association Rule Mining: Apriori Algorithm, Market Basket Analysis, Hands-on Clustering and Association Rule Mining in Orange

**Unit-5: Advanced Data Mining and Real-World Applications:** Text Mining and Sentiment Analysis using Orange, Dimensionality Reduction Techniques: PCA and t-SNE, Visual Analytics with Heatmaps, Scatter Plots, and Decision Boundaries, Building End-to-End Data Mining Projects in Orange

**Text Book:**

Data Mining for Business Analytics: Concepts, Techniques, and Applications with Orange and Python, Galit Shmueli, Peter C. Bruce, Nitin R. Patel, Wiley

**Suggested Book:**

Practical Machine Learning Tools and Techniques, Ian H. Witten, Eibe Frank, Mark A. Hall, Morgan Kaufmann

### **Syllabus for Semester III & IV (MBA) Master of Business Administration**

**Course Code: 25SM50TH1379-7/1479-7**

**Course: Web Analytics**

**L: 2 Hrs. P: 0 Hrs. Per week**

**Total Credits: 2**

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**Course Objective:**

- Explain web analytics evolution, decision strategies, and tool selection.
- Identify key web metrics, KPIs, and measurement strategy development.
- Analyze visitor behavior, traffic sources, and SEO/SEM performance.
- Utilize qualitative data, A/B testing, and usability studies for insights.
- Apply competitive intelligence and emerging analytics for audience analysis.

**Course Outcomes:**

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

CO1: **Understand** the fundamental concepts of Web Analytics, selection criterion for web analytics tool.

CO2: **Evaluate** the significance of various types of Metrics & KPI's and their role in Measurement Strategy

CO3: **Apply** the clickstream analysis in practice.

CO4: **Analyse** the role of Website Usability Test & able to design a test plan

CO5: **Evaluate** the role of CI & Emerging Trends in analysing the performance of website &

Visitors

**Unit I: Introducing Web Analytics:** Introduction to Web Analytics & difference between 1.0, 2.0 & 3.0, five pillars of the web decision program: clickstream & multiplicity Strategy. The Optimal Strategy for selection of best Web Analytics tool

**Unit II: Metrics, KPI's & their Usage:** Metrics and Key Performance Indicators (KPIs) for different websites. Visitor, Visits, Page views, Time on Site, Bounce Rate, Conversion Rate, Engagement. Aligned Tactics for Impactful Web Metrics. How to Draft A Measurement Strategy (Practical)

**Unit III: Clickstream Analysis:** Visitor Acquisition, Click Density Analysis, Basic Reports, Source of Traffic, Strategies and Segmentation, Search Engine Optimization Analysis (SEO), Search Engine Marketing Analysis (SEM), Event Tracking. Clickstream Analysis in Practice: Google Analytics

**Unit IV: Leveraging Qualitative Data:** Website usability tests, surveys, competitive benchmark studies. Unleashing the Power of Testing: Understanding A / B and Multivariate test; Actionable Testing Ideas, Creating a testing culture and process. Designing a Test Plan and analyse results.

**Unit V: Competitive Intelligence & Emerging Analytics:** CI Data Source & Types, Website Traffic Analysis, Keywords Analysis, Audience Identification and Segmentation Analysis. **Emerging Analytics:** Social, Mobile: Measuring the New Social Web: The Data Challenge, Analysing Offline Customer Experiences (Applications)

**Text Book:**

Web Analytics 2.0 - The Art of Online Accountability & Science of Customer Centricity. Avinash Kaushik, Sybex Publishing

**Reference Books**

1. Actionable Web Analytics: Using Data to Make Smart Business Decisions by Jason Burby, Shane Atchison, Jim Sterne, John Wiley & Sons.
2. Web Analytics: An hour a day Avinash Kaushik, Wiley Publishing

**Syllabus for Semester III & IV (MBA) Master of Business Administration**  
**Course Code: 25SM50TH1379-8/1479-8      Course: Data Visualization through**  
**Power BI**

**L: 2 Hrs. P: 0 Hrs. Per week**

**Total Credits: 2**

**Course Objective:**

- To introduce students to Power BI and its role in data visualization and business intelligence.
- To develop skills in data import, transformation, and modeling for effective analytics.
- To create interactive visualizations and dashboards using Power BI's built-in tools.
- To enable students to publish, collaborate, and automate reports using Power BI Service.
- To teach performance optimization techniques to ensure efficient reporting and analysis.

**Course Outcomes:**

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

CO1- Explain the key components of Power BI and its ecosystem

CO2- **Perform** data cleaning and transformation using Power Query and M Language

CO3- **Analyze** and enhance visual storytelling through drill-through and advanced visual elements

CO4- **Publish** reports to Power BI Service and manage workspace collaboration

CO5- **Optimize** data models and report performance using best practices

**Unit-1: Get started with Power BI:** Understanding the fundamentals of Power BI, Exploring the Power BI ecosystem: Desktop, Service, Mobile, learn about Power BI capabilities, Import data from different data source: Excel, SQL, Dataverse, Web

**Unit-2: Data Transformation and Data Modelling:** Basic transformation: Use the first row as a header, remove row, Change type, Add new columns, Add conditional columns, Unpivot the data, Remove blank/null values, Learn about best practices for data cleaning, Start exploring M Query language, Create relationships between multiple tables

**Unit-3: : Creating Visualizations and Advanced Visualization Techniques:** Building basic visualizations: charts, graphs, tables, Learn formatting tab and design options, Implementing interactive elements using filters and slicers, Create maps in Power BI, Use bookmark, drill-down, edit interaction, Mastering the art of storytelling through data,

**Unit-4: : Power BI Service and Collaboration:** Publishing reports to the Power BI service, Creating and sharing dashboards, Create a workspace and convert the report into a dashboard, Publish an App using the Power BI report, Managing data refresh schedules, Using Quick measures, Create calculated columns, Creating calculated measures with DAX, Understand filter context, Implementing time intelligence functions

**Unit-5: Performance Optimization:** Looks for best practices, Improve performance by reducing queries, Optimizing DAX time with a performance analyser, Format data, group the columns, Custom formatting and grouping selections

**Text Book:**

1. Mastering Microsoft Power BI by Brett Powell

**Suggested Book:**

1. Introducing Microsoft Power BI by Alberto Ferrari, Marco Russo

## **Syllabus for Semester III & IV (MBA) Master of Business Administration**

**Course Code: 25SM50TH1379-9/1479-9 Course: Decision Analytics using Python**

**L: 2 Hrs. P: 0 Hrs. per week**

**Total Credits: 2**

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**Course Objective:** To enable learners to develop, analyze, and visualize data-driven insights using Python programming and statistical methods for effective business decision-making and interactive dashboard creation.

**Course Outcomes**

**CO1:** Learners will **apply** Python programming fundamentals to implement control structures, loops, and functions for basic computational tasks.

**CO2:** Learners will **analyze** and **manipulate** data using Python libraries like NumPy, Pandas, and Matplotlib to clean and visualize datasets..

**CO3:** Learners will **evaluate** statistical models and apply inferential techniques to draw actionable business insights from data.

**CO4:** Learners will **create** statistical visualizations to explore relationships, distributions, and patterns within complex datasets.

**CO5:** Learners will **develop** interactive dashboards using tools like Dash, Streamlit, and Plotly to communicate data insights effectively.

**Unit-1: Basics of Python:** python variables and data types, Operator understanding and its usage, detail study of python blocks. Different types of Functions used python. Hands on with conditional blocks using if, else and elif, Hands on examples and study of looping with range, list and dictionaries.

**Unit-2: Python programming:** basics, along with libraries like NumPy, Pandas, and Matplotlib for data manipulation and visualization. Key concepts such as data handling, data cleaning, and preparation and visualizing business data.

**Unit-3: Statistical functions used in python for data driven decision making:** Descriptive Statistics, Inferential Statistics, Probability Distributions, Regression & Predictive Modeling, Hypothesis Testing, Data Visualization (for statistical interpretation)

**Unit-4: Statistical visualization:** Distribution Plots, Relationship Plots, Categorical Data Visualizations, Time Series Visualizations, Heatmaps & Correlation Matrices, Probability & Confidence Visualizations, Custom Statistical Plots

**Unit-5: Interactive dashboards in python:** Dash (by Plotly), Streamlit, Voila + Jupyter Widgets, Panel (from HoloViz), Plotly (for Interactive Graphs)

#### **Textbook:**

*Python for Data Analysis* by Wes McKinney (3rd Edition, 2022)

#### **Reference Books:**

*Practical Statistics for Data Scientists: 50+ Essential Concepts Using R and Python (2nd Ed.)* by Peter Bruce, Andrew Bruce & Peter Gedeck

## **Syllabus for Semester III & IV (MBA) Master of Business Administration**

**Course Code: 25SM50TH1379-10/1479-10**

**Course: Text Mining and Modelling**

**L: 2 Hrs. P: 0 Hrs. Per week**

**Total Credits: 2**

### **Course Objectives**

By the end of this course, students will:

- Explain the importance and real-world applications of text mining and analytics in business and research.
- Demonstrate foundational Python programming skills for data operations and scripting.
- Read, write, and manipulate structured and unstructured data files using Python.
- Clean, preprocess, and transform raw data into analysis-ready formats.
- Apply text mining techniques (e.g., tokenization, sentiment analysis) to build practical models

### **Course Outcomes**

**Student will be able to**

CO1. understand the significance and applicability of text mining and analytics

- CO2. Perform operations and learn basics of python programming .
- CO3. Interact with data files in python environment.
- CO4. Perform data preparation and data purification
- CO5. Practice and implement text mining and modelling operations

## **Course Syllabus**

**Unit 1:** Introductory overview of Text Mining, Data Mining vs. Text Mining, Text Mining and Text Characteristics, Predictive Text Analytics, Text Mining Problems, Prediction & Evaluation, Python as a Data Science Platform, Python for Analytics

**Unit 2:** Python Basics, Python Programming Features, Commands for common tasks and control, Essential Python programming concepts & language mechanics, Built in Capabilities of Python, Data structures: tuples, lists, dicts, and sets, Local functions, writing more reusable generic functions, Working with files

**Unit 3:** Python pandas, applying functions and methods, Descriptive Statistics, Correlation and Covariance, Working with Data in Python, Working with CSV, EXCEL files, Working with Web APIs

**Unit 4:** Working with Data in Python, filtering out missing data, filling in the missing data, removing duplicates, perform transformations based on mappings, String and text processing, Regular expressions, Categorical type, Data Visualization using Python, Matplotlib Library, Plots & Subplots

**Unit 5:** Text mining modelling using NLTK, Text Corpus, Sentence Tokenization, Word Tokenization, Removing special Characters, Expanding contractions, Removing Stopwords, Correcting words: repeated characters, Stemming & lemmatization, Part of Speech Tagging, Feature Extraction, Bag of words model, TF-IDF model, Text classification problem

## **Reference Books**

1. Fundamentals of Predictive Text Mining by Sholom M. Weiss, Nitin Indurkha, & Tong Zhang (2010/2015)
2. Python for Data Analysis: Data Wrangling with Pandas, NumPy, and IPython by Wes McKinney (2017)
3. Text Analytics with Python: A Practical Real-World Approach to Gaining Actionable Insights from Your Data by Dipanjan Sarkar (2016)

## **Web Resources:**

1. <https://www.learnpython.org/>
2. <https://www.tutorialspoint.com/python/> 26
3. <https://www.codecademy.com/learn/learn-python-3>

### **Syllabus for Semester III & IV (MBA) Master of Business Administration**

**Course Code: 25SM50TH1379-11/1479-11      Course: SQL for Business Management**  
**L:2 Hrs. P: 0 Hrs. Per week      Total Credits:2**

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#### **Course Objective:**

- To introduce students to database management concepts and SQL fundamentals.
- To develop skills in creating, modifying, and managing relational databases.
- To teach students how to write, optimize, and execute SQL queries effectively.
- To enable learners to work with joins, subqueries, and advanced SQL functions.
- To provide hands-on experience in query optimization and database design.

#### **Course Outcomes:**

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

- CO1- **Explain** the role of databases and SQL in business decision-making  
CO2- **Apply** SQL queries to retrieve and analyze business data  
CO3- **Design** transaction-based queries for supplied data  
CO4- **Develop** complex queries using subqueries and window functions  
CO5- **Create** different database objects

**Unit-1: Introduction to Data, Databases, and SQL:** Introduction to relational vs. non-relational databases, Understanding Structured Query Language (SQL) and its history. Understanding data types and basic date, aggregate and scalar functions.

**Unit-2:** Overview of SQL language statements: Data Definition Language (DDL), Data Manipulation Language (DML), Data Control Language (DCL), Transaction Control Language (TCL), Working with different clauses

**Unit-3:** Understanding relational database concepts. Keys in relational databases: Primary key, Foreign key, Unique key, Null values, **Working with Joins for Business Insights:** INNER JOIN, LEFT JOIN, RIGHT JOIN, FULL OUTER JOIN, **Subqueries and Nested Queries** for Financial & Sales Reporting

**Unit-4:** Queries with conditions, Common Table Expressions (CTEs) and Recursive Queries, Window Functions (ROW\_NUMBER, RANK, DENSE\_RANK, LEAD, LAG), UNION, INTERSECTION, and EXCEPT operations

**Unit-5:** Building different database objects: Views, functions, stored procedures and Triggers

**Text Book:**

1. SQL: The Complete Reference, James R. Groff, Paul N. Weinberg, McGraw-Hill

**Suggested Book**

2. Learning SQL, Alan Beaulieu, O'Reilly Media
3. SQL for Data Analysis, Cathy Tanimura, O'Reilly Media

## **Syllabus for Semester III & IV (MBA) Master of Business Administration**

**Course Code: 25SM50TH1379-12/1479-12**

**Course: Visual Data Storytelling**

**L: 2 Hrs. P: 0 Hrs. Per week**

**Total Credits: 2**

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**Course Objective:**

- Master effective visualization: Create accurate, insightful data representations for decisions.
- Apply diverse visualization techniques: Explore data visually to uncover business opportunities.
- Communicate data insights: Tell compelling visual stories, informing strategic choices.
- Evaluate visual integrity: Critically assess visualizations for accuracy and ethical clarity.
- Integrate data sources: Build interactive dashboards for holistic business performance views.

**Course Outcomes:**

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

CO1-Describe the concept of Analysis using various basics process in excel and connection with servers.

CO2-Create basic calculations, including arithmetic calculations, custom aggregations, and ratios; and use quick table calculations.

CO3-Apply analytics using reference lines and box plots.

CO4-Create parameters to help users dynamically modify values.

CO5-Build interactive dashboards and stories to reveal data insights.

**Unit-1:** Basic Reports , Parameters , Grouping Example , Edit Groups , Set , Combined Sets , Creating a First Report , Data Labels , Create Folders , Sorting Data , Add Totals, Sub Totals and Grand Totals to Report

**Unit-2:** Different Charts , Area, Bar, Box Plot, Bubble, Bump, Bullet Graph, Circle Views, Dual Combination, Dual Lines, Funnel, Traditional Funnel, Gantt, Grouped Bar or Side by Side Bar, Heatmap, Highlight Table, Histogram, Cumulative Histogram, Line, Lollipop, Pareto, Pie, Scatter Plot, Stacked Bar, Text Label, Tree Map, Word Cloud, Waterfall, Geographic map, Filled map, Crosstab, Combines axis, Motion, Reference lines

**Unit-3:** Custom SQL , Convert to Custom SQL, Learn Tableau Advanced Reports , Dual Axis Reports, Blended Axis, Individual Axis, Add Reference Lines, Reference Bands, Reference Distributions, Basic Maps, Symbol Map, Use Google Maps, Map box Maps as a Background Map, WMS Server Map as a Background Map.

**Unit-4:** Calculated Fields, Basic Approach to Calculate Rank, Advanced Approach to Calculate Rank, Calculating Running Total, Filters Introduction, Quick Filters, Filters on Dimensions, Conditional Filters, Top and Bottom Filters, Filters on Measures, Context Filters, Slicing Filters, Data Source Filters, Extract Filters.

**Unit-5:** Dashboards, Create a Dashboard, Format Dashboard Layout, Create a Device Preview of a Dashboard, Create Filters on Dashboard, Dashboard Objects.

Text Book:

1. Tableau Cookbook – Recipes for Data Visualization by Shweta Sankhe-Savale

Suggested Book

2. Tableau -An Introduction- Princeton University

### **Syllabus for Semester III & IV (MBA) Master of Business Administration**

**Course Code: 25SM50TH1379-13/1479-13**

**Course: Decision Support System with Spreadsheet**

**L: 2 Hrs. P: 0 Hrs. Per week**

**Total Credits: 2**

#### **Course Objective:**

- Develop proficiency in using spreadsheet software for business decision-making
- Master quantitative methods for analyzing complex business problems
- Build analytical models to support strategic and operational decisions
- Understand the role of DSS in modern business organizations
- Apply best practices in data visualization and presentation of analysis

#### **Course Outcomes:**

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

CO1- **Explain** the role of DSS in business decision-making

CO2- **Analyze** complex datasets using pivot tables and statistical tools

CO3- **Design** mathematical models for resource allocation

CO4- **Evaluate** alternative strategies under uncertainty

CO5- **Develop** automated reporting systems

Unit-1: **Introduction to Decision Support Systems** : Fundamentals of DSS, Components and types of DSS, Spreadsheet as a DSS tool, Basic to advanced spreadsheet functions

Unit-2: **Data Analysis and Modeling**: Data organization and preparation, Summarizing the data, Pivot Tables and Data Analysis, Statistical analysis using spreadsheets, Scenario and sensitivity analysis.

Unit-3: **Optimization and Decision Models** : Linear programming using Solver, Transportation and assignment problems, Resource allocation models, Goal programming

Unit-4: **Risk Analysis and Simulation**: Probability distributions, Monte Carlo simulation, Risk analysis tools

Unit-5: **Business Intelligence and Reporting**: Data visualization techniques, Interactive dashboards, Report automation

**Text Book:**

1. Parsons, J. J., Oja, D., Ageloff, R., & Carey, P. (2023). *New Perspectives Microsoft® Office 365 & Excel 2023: Comprehensive*. Cengage Learning.

**Suggested Book**

1. Winston, W. L. (2022). *Microsoft Excel Data Analysis and Business Modeling*. Microsoft Press.

**Syllabus for Semester III & IV (MBA) Master of Business Administration**

**Course Code: 25SM50TH1379-14/1479-14**

**Course: Supply Chain Analytics**

**L: 2 Hrs. P: 0 Hrs. Per week**

**Total Credits: 2**

**Course Objective:**

- Explain supply chain drivers, planning systems, coordination, and integration strategies.
- Apply data collection, cleaning, integration, and analytics in supply chains.
- Utilize forecasting techniques and demand planning strategies for supply chain efficiency.
- Implement inventory models and optimization techniques for effective inventory management.
- Design and optimize supply chain networks using models and analytics tools.

**Course Outcomes:**

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

CO1: Define key supply chain concepts, frameworks, and strategies with metrics.

CO2: Analyze and apply data techniques for supply chain problem-solving.

CO3: Demonstrate forecasting methods and evaluate demand planning strategies.

CO4: Apply inventory models and evaluate cost-effective inventory optimization.

CO5: Synthesize data to design networks and optimize logistics performance.

**Unit 1:** Introduction to Supply Chain Management Supply Chain Drivers and Metrics, Strategic Fit and Scope, Supply Chain Analysis, Types of Supply Chains, Advanced Planning Systems, Structure of Advanced Planning Systems, Strategic Network Planning, Demand Planning, Master Planning, Demand fulfilment and Available-to-Promise (ATP), Production Planning and Scheduling, Purchasing and Material Requirements Planning, Distribution and Transport Planning, Coordination and Integration, Collaborative Planning.

**Unit 2:** Data Collection and Management Methods for Data Collection, Data Cleaning, Integration, and Storage, Big Data Technologies, Data Analytics in Supply Chain, Descriptive Analytics, Predictive Analytics, Prescriptive Analytics, Modelling through programming Language.

**Unit 3:** Forecasting and Demand Planning Time Series Analysis and Forecasting Techniques, Quantitative Methods (e.g., Exponential Smoothing, ARIMA Models), Managing Seasonality and Trends, Demand Planning Strategies, Demand fulfilment, Available-to-Promise (ATP).

**Unit 4:** Inventory Management Inventory Models (e.g., Economic Order Quantity), Safety Stock, Reorder Points, Multi-Echelon Inventory Optimization, Role of Cycle Inventory, Lot Sizing for a Single Product, Role of Safety Inventory, Case Studies in Inventory Management.

**Unit 5:** Network Design and Optimization Principles of Network Design, Optimization Models and Tools (e.g., Excel Solver), Design Under Uncertainty, Transportation Models and Cost Optimization, Logistics Management and Distribution Strategies, Role of Technology in Transportation and Logistics, Supply Chain Analytics Techniques, Financial Impact and Performance Measurement, Case Studies and Real-World Applications, Trends and Future Directions, Sustainability and Green Supply Chains, Risk Management, Digital Transformation.

**Text Book:**

2. "Supply Chain Management: Strategy, Planning, and Operation" by Sunil Chopra and Peter Meindl
3. "Data Science for Supply Chain Forecasting" by Nicolas Vandeput
4. "Supply Chain Analytics: Using Data to Optimize Supply Chain Processes" by Thomas Y. Choi and Jin Zhang

**References Books:**

1. "Operations and Supply Chain Management" by F. Robert Jacobs and Richard B. Chase
2. "Inventory Management and Production Planning and Scheduling" by Edward A. Silver, David F. Pyke, and Rein Peterson

**Syllabus for Semester III & IV (MBA) Master of Business Administration**

**Course Code: 25SM50TH1379-15/1479-15**

**Course: Social Media Analytics**

**L: 2 Hrs. P: 0 Hrs. Per week**

**Total Credits: 2**

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**Course Objective:** Explain the fundamentals of social media analytics, key platforms, and business applications. Analyse social media metrics, data sources, and analytical tools for insights. Apply text mining and sentiment analysis techniques to understand user opinions. Evaluate ethical, legal, and privacy concerns in social media analytics. Explore emerging trends, AI applications, and the future of social media analytics.

**Course Outcomes:**

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

CO1: Define key concepts, metrics, and frameworks in social media analytics.

CO2: Analyze and interpret social media data using various tools and techniques.

CO3: Apply sentiment analysis and text analytics for consumer insights.

CO4: Evaluate ethical and privacy considerations in social media data usage.

CO5: Assess emerging technologies and their impact on social media analytics.

**Unit 1: Introduction to Social Media Analytics:** Definition, Importance, and Applications in Business, Social Media Platforms: Facebook, Twitter, LinkedIn, Instagram, YouTube, TikTok, Social Media Data Types: Structured vs. Unstructured Data, Key Performance Indicators (KPIs): Engagement, Impressions, Reach, CTR, Social Media Analytics Process: Data Collection, Processing, and Analysis

**Unit 2: Metrics and Tools for Social Media Analytics:** Social Media Metrics: Likes, Shares, Comments, Sentiment Scores, Conversion Rates, Analytics Tools: Google Analytics, Hootsuite, Sprout Social, Brandwatch, Social Listening and Audience Insights, Analyzing Social Media Campaign Effectiveness

**Unit 3: Fundamentals of Sentiment Analysis and Opinion Mining:** Natural Language Processing (NLP) Techniques in Social Media, Text Mining and Topic Modeling for Social Media Data, Challenges in Social Media Text Analytics: Slang, Sarcasm, Emojis, Applications of Sentiment Analysis in Brand Management and Customer Service

**Unit 4: Ethical, Legal, and Privacy Considerations:** Ethical Issues in Social Media Data Collection and Usage, Privacy Concerns: Data Ownership, User Consent, and Anonymity, Regulations and Compliance: GDPR, IT Act, CCPA, Role of Transparency and Accountability in Social Media Analytics

**Unit 5: Future Trends and Emerging Technologies:** AI and Machine Learning in Social Media Analytics, Predictive Analytics and Automation in Social Media Insights, Influencer Analytics and Social Media Monitoring, Deepfake Detection and Fake News Identification, Future Challenges and Opportunities in Social Media Analytics

**Text Book:**

Sharma, G., & Gupta, S. (2022). *Social Media Analytics: Techniques and Insights for Business Success*. McGraw Hill.

**References Books:**

Stieglitz, S., Dang-Xuan, L., Bruns, A., & Neuberger, C. (2020). *Social Media Analytics: An Interdisciplinary Approach*. Springer.

Zeng, D., Chen, H., Lusch, R., & Li, S. H. (2018). *Social Media Analytics and Intelligence*. Cambridge University Press.

## **BANKING AND FINANCE MANAGEMENT**

### **Syllabus for Semester III & IV (MBA) Master of Business Administration**

**Course Code: 25SM50TH1380-1/1480-1**

**Course: Commercial Banking in India**

**L: 2 Hrs. P: 0 Hrs. Per week**

**Total Credits: 2**

**Course Objective:** To facilitate the learners to understand the concept of banking, its significance, types, functions sectoral reforms, types of deposits, advances, customers, securities, charges and documentation by commercial banks.

**Course Outcomes:**

1. This course provides insights into the banking structure and financial sector reforms.
2. Students will develop a thorough understanding of deposit mobilization and lending practices.
3. The course enables students to analyze various customer categories and account management procedures.
4. Students will evaluate different types of securities used in banking.

5. Students will acquire a comprehensive understanding of the different modes of creating charges

**Unit – I: Banking** – Definition – Functions of Commercial Banks – Types of Commercial Banking Systems – Indian Commercial Banking Structure – Nationalisation of Banks in India: Reasons, Achievements and Critical Evaluation – Financial Sector Reforms – Consolidation and Competition in the Indian Banking Industry – Payment Banks – Small Finance Banks – Neo-banks, Green banking.

**Unit – II: Deposit Mobilization by Commercial Banks** – Deposit Mix – Different Types of Deposits – Factors affecting Deposit Levels – KYC guidelines Lending of Money by Banks – Principles of Sound Lending – Various Forms of Advances: Cash Credit, Overdrafts, Loans and Purchasing and Discounting of Bills – Retail Lending by Banks – Housing Loans and Personal Loans: Problems and Prospects – EMI: Concept and Computation- Subsidiary Services of Banks: Traditional Services – Contemporary Services Including Cash Management- RTGS & NEFT.

**Unit – III: Different Types of Customers:** Individuals, Joint Account Holders, Trustees, Executors and Administrators, Joint Hindu Family, Partnership Firm, Joint Stock Companies, Clubs and Societies, and Local Authorities – Points to be considered by the Banker While Opening and Conducting Accounts in the names of such Customers.

**Unit – IV: Different Types of Securities** – Goods – Document of Title to Goods – Life Insurance Policies – Corporate Securities – Government Securities – Real Estate – Fixed Deposit Receipts – Bullions- Policy, Procedure and Practices of Lending against these securities.

**Unit – V: Modes of Creating Charges** – Lien – Pledge – Hypothecation – Mortgage – Assignment – Documentation in respect of various types of Borrowers against Various types of Securities.

#### **Text Book**

1. D.M. Mithani and E. Gordon.(2015).Banking and Financial System. Himalaya Publishing House.

#### **Reference Books**

1. Dr. Prem Kumar Srivastava. (2016). Banking Theory & Practice. Himalaya Publishing House.
2. Indian Institute of Banking & Finance. (2017).
3. Advanced Bank Management. MacMillan India Ltd.
4. M.J.Aslam. (2015). Legal Aspects of Bank Lending. Asia Law House.
5. M.L. Tannan. (2014). Banking Law and Practice in India. Eastern Book Company.
6. N.S.Toor. (2016). Hand Book for Banking Information. Skylark Publications.
7. Robert E. Wright & Vincenzo Quadrini. (2015). Money and Banking. Flat World Knowledge.
8. Varshney and Sundaram. (2017). Banking Theory Law and Practice. Sultan Chand & Sons.

**Syllabus for Semester III & IV (MBA) Master of Business Administration**

**Course Code: 25SM50TH1380-2/1480-2      Course: Risk Management in Banking & Insurance**

**L: 2 Hrs. P: 0 Hrs. Per week**

**Total Credits: 2**

**Course Objective:** To enable the students to understand the concept of risk management and its importance in the globalised environment in general and the risk management practices adopted by commercial banks and insurance companies in particular.

**Course Outcome:**

At the end of the course students will have

1. Understanding the concept of risk management and its importance in the globalised environment
2. Understanding the measurement and management of various types of risks in banks.
3. Understanding the various types of Regulatory & Supervisory Framework for Risk Management in banks.

4. Understanding the measurement and management of various types of risks in Insurance.
5. Understanding different risk control tools and techniques in Insurance

**Unit – I: The Concept and Definition of Risk** – Risk and Uncertainty – Nature of Risk – Sources of Risk – The Cost of Risks – Handling Risks – Need for Risk Management – Objectives of Risk Management – Benefits of Risk Management – Nature of Risk Management – Development of Risk Management.

**Unit – II: Measurement and Management of Risks in Banks** – Measurement of Credit Risk – Measurement of Market Risk – Measurement of Interest Rate Risk for Asset Liability Management – Measurement of Operational Risk – Management of Credit Risk, Market Risk, Interest Rate Risk and Operational Risk – Specific Issues in Risk Management.

**Unit – III: Tools for Risk Management in Banks** – Derivatives – Bull Spreads – Neutral and Volatile Strategies – Delta Neutral Strategies – Swaps – Credit Derivatives – Credit Ratings – Regulatory & Supervisory Framework for Risk Management – Basel II & Basel III : RBI guidelines on Risk Management – Counter-party credit risk – Role of clearing corporation of India Ltd (CCIL).

**Unit – IV: Measurement and Management of Risks in Insurance** – Risk Identification and Evaluation – Sources of Risk – Exposures to Risk – Framework for Potential Risk Identification – Hazard and Loss Analysis – Risk Evaluation – Direct and Indirect Losses – Hidden Cost of Accidents – Risk Profiling – Risk Assessment – Statistical Methods and Probability Concept.

**Unit – V: Risk Control Tools and Techniques in Insurance** – Risk Avoidance – Risk Reduction – Prevention of Loss – Loss Control – Risk Financing – Risk Retention – Risk Transfer – Risk Management Policy.

#### **Text Book**

Christopher L.culp. (2018). Credit Default swaps. Palgrave Macmillan Publishers. Kindle Edition.

#### **Reference Books:**

1. E.Rejda Geporge. (2018). Principles of Risk Management and Insurance. Pearson Publications.
2. Hamington Niehaus. (2015). Risk Management of Insurance. Mumbai. McGrawHill Publications.
3. Indian Institute of Banking & Finance. (2016). Risk Management. Mumbai. Macmillan Publication.

### **Syllabus for Semester III & IV (MBA) Master of Business Administration**

**Course Code: 25SM50TH1380-3/1480-3**

**Course: Digital Banking**

**L: 2 Hrs. P: 0 Hrs. Per week**

**Total Credits: 2**

#### **Course Objective:**

This course aims to provide an in-depth understanding of digital banking in India, covering key technologies, regulatory frameworks, cybersecurity aspects, financial inclusion, and future trends

#### **Course Outcomes:**

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

**CO1:** Evaluate the evolution of banking in India and apply digital banking models to optimize financial transactions.

**CO2:** Interpret RBI guidelines and implement regulatory frameworks to ensure compliance and risk mitigation in digital banking operations.

**CO3:** Employ advanced digital technologies like AI, blockchain, and API-based banking to enhance efficiency, security, and customer experience in financial services.

**CO4:** Apply cybersecurity protocols and utilize risk management strategies to detect and prevent fraud in digital banking ecosystems.

**CO5:** Leverage digital banking solutions to promote financial inclusion and analyze emerging trends shaping the future of banking in India.

**Unit I:** Introduction: Evolution of Banking in India, Definition and Scope of Digital Banking, Key Stakeholders, Digital Payment Systems, Benefits & Challenges of Digital Banking

**Unit II:** Regulatory & Legal Framework: Role of RBI in Digital Banking, Banking Regulation, Data Protection & Privacy Laws, Digital Lending & NBFC Regulations, KYC & AML Norms in Digital Transactions

**Unit III:** Digital Banking Products & Technologies: Core Banking Systems (CBS), Internet & Mobile Banking, AI & ML in Banking, Blockchain & Cryptocurrency Impact, Open Banking & API Economy

**Unit IV:** Cybersecurity & Risk Management: Common Digital Banking Frauds & Threats, Cybersecurity Framework by RBI, Role of AI & Big Data in Risk Management, Incident Response & Fraud Prevention Strategies, Customer Awareness & Digital Literacy Initiatives

**Unit V:** Financial Inclusion & Future Trends: Role of Digital Banking in Financial Inclusion, Government Initiatives, Neobanks, Green banking, Central Bank Digital Currency (CBDC) & Challenger Banks in India, Case Studies on recent development

**Text Book:**

1. **"Digital Banking"** – Indian Institute of Banking & Finance (IIBF)
2. *Financial Technology (FinTech) and Digital Banking in India* by Jaspal Singh

**References Books:**

1. "Digital Banking and Finance" – World Scientific Publishing
2. "Digital Bank" – Embassy Books
3. "Pandemonium: The Great Indian Banking Tragedy" – Tamal Bandyopadhyay.

**Syllabus for Semester III & IV (MBA) Master of Business Administration**

**Course Code: 25SM50TH1380-4/1480-4**

**Course: Foreign Exchange Management**

**L: 2 Hrs. P: 0 Hrs. Per week**

**Total Credits: 2**

**Course Objectives:** To facilitate the learners to understand the significance of Foreign Exchange management and the steps being taken by the Reserve Bank of India and the Government of India towards this objective and to comprehend the role of RBI, Commercial Banks, EXIM Bank and ECGC in the process of exchange risk management.

**Course Outcome:**

**CO 1** Understand the importance of international trade, balance of payments, and foreign exchange management in global transactions.

**CO 2** Demonstrate an understanding of foreign exchange transactions, exchange rates, forward contracts, and interbank dealings in international finance.

**CO 3** Analyze exchange dealings, foreign exchange market operations, risk management techniques, and the regulatory framework under FEMA, 1999.

**CO 4** Assess the role of commercial banks in facilitating export-import financing, credit facilities, letters of credit, and payment mechanisms.

**CO 5** Develop an understanding of how EXIM Bank and ECGC contribute to international trade through financial support, risk mitigation, and guarantee services.

**Unit – I: International Trade: Meaning** – Significance – Balance of Trade – Balance of Payments: Objectives and methods - Foreign Exchange: Meaning – Administration of Foreign Exchange – Functions of the Foreign Exchange Department of a Commercial Bank – Correspondent Relationship between banks – Foreign Currency Accounts: Nostro, Vostro and Loro Accounts.

**Unit – II: Foreign Exchange Transactions:** Purchase and Sale Transactions, Exchange Quotations, Spot and Forward Transactions – Ready Exchange Rates: Principal Types of Buying and Selling Rates - Forward Exchange Contracts: Features - Types: Fixed and Option Forward contracts - Interbank Deals: Cover Deals, Swap Deals, Arbitrage Operations, Trading and Funding of Nostro Account.

**Unit – III: Exchange Dealings:** Dealings Position: Exchange position and Cash position – Accounting and Reporting of Foreign Exchange transactions – Foreign Exchange Markets: Features, participants and settlement of transactions – Currency Exchange Risks and their Management – Foreign Exchange Management Act, 1999 and its philosophy.

**Unit – IV: Financing Exports:** Role of Commercial Banks: Pre-shipment Credit and Post-shipment Credit – Financing Imports: Letter of Credit: Concept, Mechanism, Types, Merits and Demerits and Procedure for Opening a Letter of Credit – Payment of Import Bills – Foreign Inward Bills for Collection.

**Unit – V: Export Import Bank of India:** Lending to Indian Exporters, Lending to Foreign Governments and Companies, Loans to Commercial Banks in India and Non-lending services – Export Credit Guarantee Corporation of India Ltd: Standard Policies, Specific Policies and Guarantees to Banks.

### **Text Book**

1. Bimal Jaiswal. (2017). International Trade. New Delhi. New Age International Private Limited

### **References Books**

2. C.Jeevanandam. (2013). Foreign Exchange and Risk Management. New Delhi. Sultan Chand & Sons.
3. Indian Institute of Banking and Finance. (2017). International Trade Finance. New Delhi. Taxmann Publications.
4. Indian Institute of Banking and Finance. (2017). International Banking Operations. Mumbai. Macmillan Publishers India Private Limited.
5. Indian Institute of Banking and Finance. (2017). Foreign Exchange Facilities for Individuals. Mumbai. Macmillan Publishers India Private Limited.
6. Paul Krugman, Maurice Obstfeld and Marc Melitz. (2017). International Trade Theory and Policy. London. Pearson Education.

**Syllabus for Semester III & IV (MBA) Master of Business Administration**

**Course Code: 25SM50TH1380-5/1480-5**

**Course: Credit Management**

**L: 2 Hrs. P: 0 Hrs. Per week**

**Total Credits: 2**

**Course Objective:**

This course aims to equip students with a comprehensive understanding of credit management, including loan appraisal, disbursement, and follow-up processes, while developing practical skills to assess loan proposals, manage credit risks, and handle non-performing assets (NPAs), enabling them to apply theoretical and practical knowledge in

evaluating credit risk, assessing borrowers' credit needs, and managing credit portfolios in real-world banking scenarios.

### **Course Outcomes:**

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

**CO1:** Critically assess loan proposals, ensuring alignment with risk management guidelines, and financial soundness, contributing to informed lending decisions.

**CO2:** Accurately identify and evaluate the credit needs of borrowers, applying knowledge to recommend appropriate loan products and solutions tailored to different customer segments.

**CO3:** Identify, analyse, and manage non-performing assets (NPAs), using effective techniques to mitigate credit risk and improve asset quality in financial institutions.

**CO4:** Develop and apply comprehensive risk management strategies for lending, ensuring compliance with regulatory frameworks like RBI guidelines and minimizing exposure to financial risks.

**CO5:** Utilize Information Technology tools and software effectively to support credit risk assessment, portfolio management, and streamline credit management processes, improving operational efficiency.

**Unit I: Credit Management:** Meaning – Principles – Managing Credit to meet Capital Adequacy Ratio – Managing Risks in Lending – RBI guidelines on credit Risk Management – Role of Information Technology in Credit Management – Marketing of Credit.

**Unit II: Credit Delivery System in Banks:** Forms of Advances Cash Credit, Overdraft, Bills financing and Term loans - Priority Sector Lending: Composition – Targets – Issues / Problems – Recent developments - Financial Inclusion – Agriculture/ MSME financing – Retail Credit – Assessment of working capital requirements.

**Unit III: Project Financing:** Bankable Projects - Project report Preparation – Credit Appraisal – Financial Appraisal – Technical Appraisal – Economic Appraisal – Commercial Appraisal – Structuring a credit proposal – Credit Rating: Meaning, Objectives and Benefits – Rating Methodology – Credit Scoring – Role of CIBIL.

**Unit IV: Documentation:** Meaning – Importance– Types of documents - Requisites of documentation – Selection of documents – Stamping of documents- Process of documentation – Law of Limitation.

**Unit V: Monitoring, Supervision / follow up of advances:** Goals of monitoring – Methods of Monitoring – Warning Signals of early problem credit – Non-Performing Assets – Legal measures of recovery – Non-Legal measures of recovery – RBI's Scheme for Sustainable Structuring of Stressed Assets (S 4 A scheme) - Process of rehabilitation of sick units.

### **Text Book:**

1. Credit Management in Banks and Financial Institutions: Dr. K. C. Shekhar & Dr. K. C. Sherlekar, Vikas Publishing House

### **References Books:**

1. Indian Financial System: *M. Y. Khan, TMH*

2. Project Management and Financing: *S. B. Gupta, Sultan Chand & Sons*

3. Banking Law and Practice: *R. K. Gupta, Macmillan India*

4. Management of Non-Performing Assets (NPAs): *S. R. Chakravarthy, ICFAI University Press*

**Syllabus for Semester III & IV (MBA) Master of Business Administration**

**Course Code: 25SM50TH1380-6/1480-6**

**Course: Forex Derivatives**

**L: 2 Hrs. P: 0 Hrs. Per week**

**Total Credits: 2**

**Course Objective:**

This course aims to equip students with a comprehensive understanding of financial derivatives, including their types, trading mechanisms, valuation techniques, and the practical application of hedging strategies. The course will focus on the theoretical foundations as well as the practical aspects of derivative instruments, fostering analytical and problem-solving skills necessary for navigating financial markets, particularly in the Indian context.

## **Course Outcomes:**

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

**CO1:** Describe the fundamental concepts of financial derivatives, including their features, significance, and types, and will understand the mechanisms of trading in forward contracts, differentiating forward prices from future prices.

**CO2:** Explain the various types of options and evaluate the applications and features of options in financial markets.

**CO3:** Define and explain financial futures contracts, the role of traders in futures markets, and the trading mechanism of futures contracts, including an understanding of the theories behind futures prices and risk management.

**CO4:** Apply hedging strategies using options and stock index futures, understand the concepts of basis risk and price risk, and demonstrate the effectiveness of different hedging models and strategies in financial markets.

**CO5:** Explain the various types of swaps, and evaluate the applications and features of swaps in financial markets.

**Unit I: Derivatives:** Definition- Features – Significance- Types of Financial Derivatives - Basic Financial derivatives – Forward Market: Pricing and Trading Mechanism – Forward Contract concept – Features of Forward Contract – Classification of Forward Contracts – Forward Trading Mechanism – Forward Prices Vs Future Prices.

**Unit II: Options (Theory and Problems)** – Concept of Options – Types of options –Option Positions - Naked and Covered Option – Underlying Assets in Exchange-traded Options – Basic Principles of Option Trading.

**Unit III: Futures (Theory and Problems)** – Financial Futures Contracts – Types of Financial Futures Contract – Futures Market Trading Mechanism - Specification of the Future Contract – Clearing House – Operation of Margins – Settlement – Theories of Future prices – Future prices and Risk Aversion – Forward Contract Vs. Futures Contracts.

**Unit IV: Hedging with Options & Futures (Theory and Problems)**– Hedging Objectives – Management of Hedge – Basis Risk and Price Risk - Devising a Hedging Strategy – Options and Futures - Concept of Stock Index – Stock Index Futures – Stock Index Futures as a Portfolio management Tool – Speculation and Stock Index Futures – Stock Index Futures Trading in Indian Stock Market.

**Unit V: Swaps (Theory and Problems)** - SWAP: Concept, Evaluation and Features of Swap – Types of Financial Swaps – Interest Rate Swaps – Currency Swap.

## **Text Book:**

1. Derivatives – Valuation and Risk Management: *David A. Dubofsky & Thomas W. Miller, Oxford University Press*

## **References Books:**

1. Derivatives and Risk Management: *Rajiv Shrivastava, Oxford University Press.*

2. Options, Futures & Other derivatives: *John C. Hull, Pearson.*

3. Financial Management: *Theory Concepts & Problems by Dr. R. P. Rustagi, Taxmann.*

### **Syllabus for Semester III & IV (MBA) Master of Business Administration**

**Course Code: 25SM50TH1380-7/1480-7      Course: International Banking and Finance**

**L: 2 Hrs. P: 0 Hrs. Per week**

**Total Credits: 2**

**Course Objective:** To facilitate the learners to understand the concept of international banking, the international banking operations of Indian banks, the international banking systems. To make the learners to understand the nuances of international finance.

#### **Course Outcome:**

At the end of the course students will have

1. To facilitate the learners to understand the concept of international banking, the international banking operations of Indian banks.
2. Understanding the nuances of international Banking systems.
3. Understanding various types of International Financial Institutions, their need and objectives.

4. Understanding the concept of International financial system ,its nature and scope etc.
5. Understanding different types of International Financial Instruments.

**Unit – I: International Banking:** Definition – Meaning – Significance – Origin – functions – Global trends and developments – International Financial Centres – Offshore Banking Units (OBUs)-Special Economic Zones (SEZs) – Profitability of international banking operations – Correspondent Banking.

**Unit – II: International Banking Systems:** Banking practices of European Banks – Japanese Banking System – American Banking System - British Banking System – Swiss Banking Practices – Basel I, Basel II and Basel III guidelines – London Inter-Bank Offered Rate( LIBOR) – Portfolio Operations of global banking.

**Unit – III: International Financial Institutions:** International Monetary Fund(IMF): – Need – Objectives – Functions - Operational Performance - International Bank for Reconstruction and Development(IBRD): - Need – Objectives – Functions – Operational Performance – International Development Association(IDA): - Need – Objectives – Functions – Operational Performance – International Finance Corporation(IFC): - Need – Objectives – Functions – Operational Performance – Asian Development Bank – Need – Objectives – Functions – Operational Performance – Bank for International Settlements – Functions.

**Unit – IV: International Finance: Meaning** – Nature and scope – International Financial System – Brettonwoods Conference and afterwards – European Monetary system – International Financial Markets – Creation of Euro – Emergence of Euro-currency markets - Fundamental principles of lending to NCs, documentation and monitoring – Global Capital Markets.

**Unit – V: International Financial Instruments:** International equities – Global Depository Receipts(GDRs) – American Depository Receipts(ADRs) - Euro Bonds – Foreign Currency Convertible Bonds –Euro-currency Deposits – International loan syndication – Other innovative instruments.

### **Text Book**

Alan C.Shapiro. (2016). International Financial Management, New Delhi. Prentice Hall of India.

### **References Books**

Annual Reports of IMF & ADB. (2017).

Indian Institute of Banking & Finance. (2015). International Banking. New Delhi. Macmillan Publishers.

K.C.Shekar and Lakshmy Shekhar. (2018). Indian Banking System. New Delhi. Vikas Publishing House private Ltd.

V.Sharan. (2017). International Financial Management. New Delhi. Prentice Hall of India. 4th edition.

## **Syllabus for Semester III & IV (MBA) Master of Business Administration**

**Course Code: 25SM50TH1380-8/1480-8**  
**Services**

**Course: Non-Banking Financial**  
**and Micro Finance**

**L: 2 Hrs. P: 0 Hrs. Per week**

**Total Credits: 2**

### **Course Objective:**

- To introduce the spectrum of services offered in the financial market to the students of bank management and enable them to understand the intricacies of such services.
- To facilitate the learners to acquire comprehensive knowledge about Microfinance.

### **Course Outcome:**

1. The learners will be able to understand the role, significance and problems of the financial service industry thoroughly and to use the knowledge gained to solve the practical problems.
2. The learners will have a thorough knowledge about Practical aspects of Merchant Banking.
3. The learners will be able to understand the role, and have a thorough knowledge about Practical aspects about Mutual Funds.
4. The learners will be able to understand the Working of Micro Financing and its Methodologies with the help of Micro Financing models.
5. The learners will be able to understand the role of Financial Inclusions and Skills required in the specialization.

**Unit – I: Financial services:** Importance – Scope – Characteristics – Types – Financial Services Market: Concept – Constituents viz., Market Players, Instruments, Specialized Institutions, Regulatory Bodies – Growth of Financial Services in India – Problems.

**Unit – II: Merchant Banking:** Meaning – Functions: Capital Structure Decisions, Issue Management, Underwriting, Credit syndication, Mergers and Amalgamations – Growth of merchant banking in India – Role of SEBI in regulating merchant bankers. Capital Market in India – Components - Role of National and Regional Stock Exchanges – Depository Services.

**Unit – III: Mutual Funds:** – Products/Schemes – Mutual Funds in India – SEBI's Guidelines on Management of Mutual Funds in India – Functions of Asset Management Companies (AMCs) – Working Mechanism of AMCs – Performance of Mutual Funds in India– Role of Association of Mutual Funds Industry (AMFI). Leasing: Meaning – Features – Types – Advantages – Limitations – Hire Purchase Finance – Concept – Rights of Hirer – Lease Financing Vs. Hire Purchase Financing – Methods of Interest Calculation – Methods of Reporting.

**Unit – IV: Microfinance :** Microfinance – concept and significance – Evolution and character of microfinance in India – Microfinance as a Development Tool: The Indian experience – Microfinance Delivery Methodologies – Legal and Regulatory framework – Innovative and creative microfinance models – Revenue models of microfinance: productivity, efficiency and profitability – Impact of microfinance – Emerging issues – Stamping of Documents – Legal aspects of recovery of bank loans - Asset Classification Norms – Appraisal and Processing Techniques and Sanction Procedures – Follow-up for repayment – Recovery of bank loans.

**Unit – V: Financial Inclusion: Financial Inclusion:** Concept, Features, Progress and Problems. An overview of various skills needed by Business Facilitators / Business Correspondents: Communication and Interviewing Skills – Borrower profiling Skill – Debt Management Skill – Cash Flow Working aid Cash Budgeting Technique – Credit Counseling and Financial Advising Skills – Financial Literacy and Financial Education – Marketing Skill – Cross Selling Skill.

### **Text Book**

Batra G.S and Deep. (2017). Financial Services and Markets. New Delhi. Deep Publications Pvt. Ltd.

### **Reference Books**

Gurusamy.S. (2017). Merchant Banking and Financial Services. Tata McGraw Hill Publications. 2nd Edition.

Gordon & Natarajan. (2018). Financial Markets and Services. Himalaya Publishing House.

Khan, M.Y. (2018). Financial Services. New Delhi.Tata McGraw – Hill Education (India) Private Ltd.

Indian Institute of Banking and Finance. (2018). Inclusive Banking thro' Business Correspondents. New Delhi. Taxmann Publications (P) Ltd.

Todol A Watkins. (2018). Introduction to Micro Finance. World Scientific Publishing company.

**Syllabus for Semester III & IV (MBA) Master of Business Administration**

**Course Code: 25SM50TH1380-9/1480-9**  
**L: 2 Hrs. P: 0 Hrs. Per week**

**Course: Rural and Cooperative Banking**  
**Total Credits: 2**

**Course Objective**

- To facilitate the learners to understand the features of the Indian rural economy and the role of banks in financing for rural development. To facilitate the learners to gain comprehensive knowledge about the principles and practices of Cooperative Banking.

### Course Outcomes

1. Identify and describe Features of the Indian Rural Economy & Institutional Sources of Rural Finance
2. Analyze the problems and prospects faced by rural banking institutions in delivering financial services effectively.
3. Apply knowledge of government schemes in assessing their effectiveness in rural poverty alleviation.
4. Critically assess the legal framework governing cooperative banks
5. Formulate strategic approaches to managing Cooperative banker-customer relationships

**Unit – I: Features of the Indian Rural Economy:** Demographic features: Population, occupation and literacy – Economic features: Share in national income, trends in per capita income, rural indebtedness, BPL. **Institutional Sources of Rural Finance:** Cooperative Banks, Commercial Banks, Regional Rural Banks and Local Area Banks, Payment and Small Finance Banks: Their functions, Clientele, Progress and Problems – Role of Micro Finance Institutions (MFIs), Business Correspondents / Facilitators.

**Unit – II: Institutions supporting Rural Development:** Reserve Bank of India – National Bank for Agriculture and Rural Development – Small Industries Development Bank of India – District Industries Centre – District Rural Development Agency (DRDA): Their role and performance – Problems and prospects of Rural Banking.

**Unit – III: Financing for Rural Development:** Lead Bank Scheme: State level and District level Credit Committees – Financing Agriculture and allied activities: Crop loans, Term loans for irrigation, Farm mechanization, Godowns / Cold storage, Allied activities of agriculture: Their Assessment and Sanction of loans – MSME sector: Definition and importance, Financing of MSMEs. **Government initiatives:** Poverty Alleviation Programmes: Swarnajathi Gram Swarozgar Yojana (SGSY) – National Rural Livelihood Mission (NRLM) – Deen Dayal Upadhyaya Grameen Kaushalya Yojana (DDU – GKY) – Jan Dhan Yojana – Recent initiatives.

**Unit – IV: Principles and Laws on Cooperative Banking:** Principles of Cooperation – Structure of cooperative credit institutions – Membership – Legal aspects of banking operations – Banking related laws: Provisions of Bankers Book Evidence Act – Recovery of Debts Due to Banks and Financial Institutions Act, 1993 – Securitization and Reconstruction of Financial Assets and Enforcement of Security Interest Act, 2002 (SARFAESI) – Tamil Nadu Cooperative Societies Act, 1983 – Banking Ombudsman.

**Unit – V: Cooperative Banking Operations:** Different deposit products – Deposit policy – Credit Policy – Loans and Advances – Priority sector lending – MSME financing – Personal finance – Banker – Customer relationship – Garnishee Orders and Attachment Orders – Bankers' right of lien, set off and appropriation.

### Text Book

S.Thirunarayanan. (2016). Cooperative Banking in India. Mittal Publications.

### Reference Books

1. Indian Institute of Banking and Finance. (2015). Inclusive Banking through a Business Correspondent -A tool for PMJDY (in English). New Delhi. Taxmann Publications (P) Ltd.
2. Indian Institute of Banking and Finance. (2017). Rural Banking Operations. New Delhi. Taxmann Publications( P) Ltd.
3. Indian Institute of Banking and Finance. (2017). Handbook on Debt Recovery (in English). New Delhi.Taxmann Publications (P) Ltd.

4. Indian Institute of Banking and Finance. (2018). Rural Banking. Mumbai. Macmillan Publishers India Private Limited.
5. Indian Institute of Banking and Finance. (2018). Banker's Handbook on Credit Management. New Delhi. Taxmann Publications (P) Ltd.
6. Indian Institute of Banking and Finance. (2018). Inclusive Banking thro' Business Correspondents. New Delhi. Taxmann Publications (P) Ltd.
7. K.A. Abdul Kuddus. (2014). Theory, law and Practice of Cooperative Banking. LIMRA publications.
8. Indian Institute of Banking and Finance. (2017). Laws of Cooperative Banking. Mumbai. Macmillan Publishers India Private Limited.
9. Indian Institute of Banking and Finance. (2017). Cooperative Banking operations. Mumbai. Macmillan Publishers India Private Limited.
10. Indian Institute of Banking and Finance. (2017). Technology, Risk Management and Supervision in Cooperative Banking. Mumbai. Macmillan Publishers India Private Limited.
11. Indian Institute of Banking and Finance. (2018). Cooperative Banking. Mumbai. Macmillan Publishers India Private Limited.

### **Syllabus for Semester III & IV (MBA) Master of Business Administration**

**Course Code: 25SM50TH1380-10/1480-10**

**Course: Marketing of Banking & Financial Services**

**L: 2 Hrs. P: 0 Hrs. Per week**

**Total Credits: 2**

**Course Objective:** To enable the students to learn the concepts of bank marketing, its relevance and impact on customer service and various components of marketing mix.

**Course Outcomes:**

CO1: Students will be able to explain the relevance of marketing in banking, the marketing mix, and strategic planning, and conduct a marketing audit and SWOT analysis.

CO2: Students will analyze the role of location, branch layout, ATM operations, pricing strategies, and the impact of interest rates in banking marketing.

CO3: Students will define banking products, understand product development, and evaluate product mix and technology-based products in banking.

CO4: Students will apply personal selling and CRM strategies in bank marketing campaigns.

CO5: Students will assess the impact of banking procedures, identify simplification needs, and understand the role of marketing staff in banks.

**Unit – I: Introduction to Marketing** – Relevance of Marketing in Banking – Marketing Mix – Marketing Plan: Bank's Business Objectives – Marketing Audit – SWOT Analysis – Marketing Objectives and Marketing Strategies.

**Unit – II: Place** – Suitable Location for a Bank Branch – Branch Layout – Branch Expansion Policy in India – Anywhere Banking – Onsite and Offsite Automatic Teller Machines – Mechanism of Operations – Advantages to Users and Banks – Are ATMs Substitutes to branches? – Role of Price in Bank Marketing – Administered vs. Deregulated Interest Rates – Factors influencing the Rates of Interest – Service Charges – Role of the Indian Banks' Association.

**Unit – III: What is 'product' in banking?** Need for new Products – Process of Product Development – Constraints – Product Management – Desirable Product Mix – Technology based Products in Banking – Banc assurance – Branding of Banking Products – Globalising Banking Products.

**Unit – IV: Promotion** – Personal Promotional Efforts – Direct marketing – Direct Selling Agents – Public Relations – Social Banking – Customer Relationship Management (CRM) – Customers' Meets – Customer complaints – Banking Ombudsman Scheme - Advertising – Publicity – Media Support – Good Promotional Mix – Marketing Research.

**Unit – V: Procedure** – Impact of Bank Procedure – Need for Simplification and Streamlining of Procedure, People – Marketing Department of a Bank – Marketing at the Branch level – Recruitment, Selection, Training and Development of Marketing Personnel – Opportunities and Challenges for Banks in Marketing.

**Text Book**

1. Bapat Dhananjay. (2018). Marketing of Financial Services. Wiley Publications.

**Reference Books**

1. Hooman Estelami. (2012). Marketing of Financial Services. Bertrams Publications.
2. K.Ramamohan Rao. (2018). Services Marketing. Pearson Publication.
3. Valarie Zeithamal. (2018). Services Marketing. Mcgraw Hill Publications.
4. Wirtz Jochen & others. (2018). Services Marketing. Pearson Publication.

**Syllabus for Semester III & IV (MBA) Master of Business Administration**

**Course Code: 25SM50TH1380-11/1480-11**  
**L: 2 Hrs. P: 0 Hrs. Per week**

**Course: Investment Management**  
**Total Credits: 2**

**Course Objective:** To make the learners to understand the concepts, significance, avenues, Approaches, Analysis and evaluation of various investments.

**Course Outcomes:** The learners will be able to:

- 1) Understand the various types of investments and the concepts of portfolio management.
- 2) Differentiate between the various financial avenues and the relative benefits of investments.
- 3) Perform the analysis of various investment avenues in terms of its returns and risks associated with each of these.
- 4) Implement the various approaches of investment analysis for estimation and forecasting.
- 5) Apply the various models and concepts for building the portfolio by understanding the market dynamics.

**Unit – I: Investment:** Concepts and Goals – Types of Investment – Financial – Business – Personal – Institutional – Comparison of Investments, Speculation, Gambling – Hedging – Concepts of Portfolio and Portfolio Management – Goals – Risk and Return Trade Off.

**Unit – II: Financial Investment Avenues:** Fixed Income Securities – Bonds – Preference Shares – Debentures – Deposits: Demand & Time Deposits – Varying Income Securities: Equity investment – Government securities – Options & Warrants – Mutual Funds – Investment in Physical assets.

**Unit – III: Investment Analysis:** Aspects of Analysis – Analysis – Return Analysis: Concepts, Measures and Computation of Return on Individual Security and Portfolio – Risk Analysis: Concepts, Types, Measures – Computation of Risk of Individual Security and Portfolio – Valuation Analysis: Share Valuation – bond Value – Price - Earnings Analysis.

**Unit – IV: Approaches to Investment Analysis:** Fundamental Analysis – Concept and Components – Tools of Economy, Industry and Company Analysis – Technical Analysis: Concept and Tools – Assumption – Theories: Dow Theory – Contrary Opinion The Confidence Index, Breadth of Market and Strength Analysis – Moving Average Analysis – Chart Patterns.

**Unit – V: Portfolio Construction Choice & Performance:** Markowitz Diversification Efficient Frontier – Risk – Return in different Curves – Portfolio-Choice Single and Two Factorial Models – Longrange Multiplier Method. Portfolio Performance: Measures: Sharpe, Trynor and Jensen portfolio Audit and Portfolio Revision: Need and Methods – Formula Plans. Capital Asset Pricing Model – Assumptions and Application – Capital Market Line and Security Market Line – Efficient Market Hypotheses – The Weak, Efficient, Semi Strongly Efficient and Strongly Efficient Market form – Random – Walk Theory.

#### **Text Book**

1. J.C.Francis. (2015). Investment: Analysis and Management. Himalaya Publishing House.

#### **Reference Books**

1. J.C.Francis. (2015). Management of Investment. Himalaya Publishing House.
2. Preethi Singh. (2016). Investment Management. Himalaya Publishing House.
3. V.K.BHALLA. (2017). Investment Management. S.Chand & Co.Ltd.
4. G.Jayabal & K.Nagarajan. (2018). Security Analysis & Portfolio Management. New Age International Publishers.

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**Course Objective:**

Students will understand and formulate econometric models to address business problems, diagnose and remedy regression issues, and apply advanced models for decision making. They will also utilize time series, simultaneous equations, and panel data techniques for accurate business and economic forecasting.

**Course Outcomes:**

At the end of the course students will be:

1. Able to understand the basics of econometric models and its formulation for business problems.
2. Able to diagnose the models for various problems associated with regression analysis and find the remedies.
3. Able to gain the knowledge regarding advanced regression models using qualitative data and its application for decision making.
4. Able to apply time series analysis concepts and models for business and economic forecasting.
5. Able to understand the concept of simultaneous equation models with problems, remedies and applications. Apply panel data techniques for forecasting for cross-section and time-series nature of data related to business problems.

**Unit 1: Basic Econometrics:** Nature, meaning and scope of econometrics; Simple and general linear regression model – Assumptions, Estimation (through OLS approach) and properties of estimators; Gauss - Markov theorem; Concepts of R-square and adjusted R-square; Concept and analysis of variance approach and its application in regression analysis; Estimation of Log-linear models, Semi-log models, and Reciprocal models.

**Unit 2: Problems in Regression Analysis:** Multicollinearity: Nature, problem and remedies, Auto-correlation: Nature, problem and remedies, Heteroscedasticity: Nature, problem and remedies, Specification error: Nature, problem and remedies.

**Unit 3: Regressions with Qualitative Independent Variables:** Dummy variable technique – Testing structural stability of regression models, Comparing two regressions, interaction effects, seasonal analysis, piecewise linear regression, use of dummy variables, Regression with dummy dependent variables. The LPM, Logit, Probit and Tobit models – Applications.

**Unit 4: Time Series Analysis:** Stationarity, Unit roots, co-integration-spurious regression, Dickey-Fuller test, Engle-Granger test, Random walk model, Forecasting with ARIMA modeling Box-Jenkins methodology; Vector auto regression; Problems with VAR modeling – Applications.

**Unit 5: Simultaneous Equation Models:** Introduction and examples; the simultaneous equation bias and inconsistency of OLS estimates; The identification problem; Rule of identification – order and rank Conditions; Methods of estimating simultaneous equation system; Recursive methods and OLS; Indirect least squares (ILS), 2SLS – Applications.

**Panel Data Techniques:** Panel data techniques. Random coefficients model' fix effects model; Random effect model. Applications.

**Text Book:**

1. Gujarati D.N., Basic Econometrics, McGraw Hill, New Delhi.

**Reference Books:**

1. Dongherty C (1992), Introduction to Econometrics, oxford University Press, New York.
2. Koutsoyiannis, A. (1977), Theory of Econometrics (2nd ed), The Macmillan Press Ltd., London.
3. Maddala, G.S. (Ed) (1993), Econometric Methods and Application (2 Vols), Aldershot, U.K.
4. Krishna K.L. (Ed) (1997), Econometric Applications in India, Oxford University Press, New Delhi.
5. Madani, G.M.K. (2000): Introduction to Econometrics: Principles and applications, Oxford University Publications.
6. Patricia E Gaynor and Rickey C Kirk Patrick (1994) : Introduction to Time Series and Forecasting in Business and Economics, Magraw Hill Publications.
7. Croxton F.E. Cowden D.J. and Klein S. Applied General Statistics  
- Prentice Hall New Delhi.
8. William H. Greene .(2008) Econometric Analysis. Pearson Education Publication New Delhi
9. Amemiya T. (1985), Advanced Econometrics, Harvard University Press, Cambridge, Mass.
10. Goldberger, A. S. (1998), Introductory Econometrics, Harvard University Press, Cambridge, Mass.

# EFB SPECIALIZATION

## SYLLABUS OF SEMESTER III/IV, MBA. (Master of Business Administration)

**Course Code: 25SM50TH1381-1/1481-1**  
**L: 2 Hrs, P: 0 Hrs, per Week**

**Course: Managing Human Capital**  
**Total Credits: 2**

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### Course Objective:

To equip students with knowledge of leadership styles, effective delegation, contemporary HR practices, family business dynamics, and relevant labour laws to manage human resources and industrial relations efficiently.

### Course Outcomes (COs):

1. Understand different types of leadership, the importance of delegation, and strategies for managing difficult personalities in organizational settings.
2. Analyze core human resource functions including selection, compensation, training, appraisal, and challenges in maintaining equity.
3. Examine the unique role of HR in family businesses, focusing on role clarity, leadership succession, and conflict resolution.
4. Explain key labour laws related to wages, employee provident funds, and social security provisions.
5. Understand laws governing workers' social security and industrial relations, including compensation, factory regulations, and dispute resolution mechanisms.

**Unit I: Leadership & Delegation Management:** Types of Leadership, Values practiced by the great leaders, Delegation of Powers & Responsibilities, Dealing with Negative People and Use of Whip

**Unit II: Human Resource Practices:** Selection, Compensation & Equity, Training & Development, Appraisal, and Problems associated in maintaining equity.

**Unit III: Role of HR in Family Business:** Control & Collaborate; Role Confusion, Role Conflict, Role Clarity, Handling Leadership Pipelines, Bringing Family Members on Board; Addressing Problems

**Unit IV: Law of Wages:** The Laws of Wages: Payment of Wages Act, Employee PF and Misc Provisions Act, Employee State Insurance Act.

**Unit V: Law of Workers Social Security:** The Laws of Workers Social Security: Employees Compensation Act, The Laws of Industrial Relations: Factories Act, Industrial Disputes Act, 1947.

### Reference Books:

1. Exceptional Entrepreneurship (Real Life Lessons from Business Leaders) by LPP (2006)
2. The Keys to Family Business Success-Leslie, Sam Lane, Joe Paul, Darrell Beck and William Roberts: Aspen Family Business Group
3. Legal Aspects of Business, Daniel Albuquerque

## **SYLLABUS OF SEMESTER III/IV, MBA. (Master of Business Administration)**

**Course Code: 25SM50TH1381-2/1481-2**

**Course: Purchase & Materials  
Management**

**L: 2 Hrs, P: 0 Hrs, per Week**

**Total Credits: 2**

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### **Course Objective:**

To develop students' understanding of purchase management, vendor relations, materials handling, and inventory control techniques, enabling efficient supply chain operations and strategic procurement decisions in both domestic and international contexts.

### **Course Outcomes (COs):**

1. Explain the fundamentals of purchase management, including organizational structure, ethical considerations, and various purchase methods.
2. Identify challenges in international purchasing and understand the procedures and documentation involved in global procurement.
3. Evaluate vendors based on key factors and implement effective vendor management processes to enhance supply chain performance.
4. Describe principles of materials handling, assess related costs, and select appropriate equipment to optimize material flow and safety.
5. Apply inventory management techniques such as EOQ, safety stock calculation, selective control, and forecasting to maintain optimal inventory levels and improve material planning.

**Unit I: Purchase Management:** Overview, Purchase organization, Ethical Concepts in purchases, Purchase Parameters, purchase Methods.

**Unit II: International Purchasing:** Problems, Role in supply chain, documents used, International purchasing procedures.

**Unit III: Vendor Management:** Vendor Evaluation - factors, advantages, parameters. Vendor management process.

**Unit IV: Materials Handling:** Handling Principles, handling costs, unit load concept, flow pattern, material handling equipment's, evaluation of materials handling performance, safety in materials handling.

**Unit V: Inventory Management:** Types of Inventory, Costs Associated with Inventory, Inventory Control, Selective Inventory Control, Economic Order Quantity, Safety Stocks, Inventory Management Systems, Forecasting Techniques, Material Requirement Planning.

### **Reference Books:**

1. Purchasing and Materials Management, P Gopalkrishnan,
2. Materials Management – An Integrated Approach, P Gopalkrishnan, M. Sundaresan, PHI.
3. Materials Management, Procedures, Text and Cases, A K Datta, PHI.

## SYLLABUS OF SEMESTER III/IV, MBA. (Master of Business Administration)

**Course Code: 25SM50TH1381-3/1481-3**

**Course: Advanced Management Accounting**

**L: 2 Hrs, P: 0 Hrs, per Week**

**Total Credits: 2**

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### **Course Objective:**

To equip students with the essential concepts and techniques of costing methods, decision-making tools, transfer pricing, and working capital management that support effective financial planning and control in business operations.

### **Course Outcomes (COs):**

1. Differentiate between traditional absorption costing and activity-based costing, and evaluate the relevance and advantages of ABC in cost allocation.
2. Apply key factor (limiting factor) analysis for making cost decisions related to materials, labor, and other constraints.
3. Utilize incremental and differential costing techniques to make informed managerial decisions such as make-or-buy, equipment replacement, and order acceptance.
4. Explain various transfer pricing methods including variable cost, total cost, market price, and negotiated price, and their impact on inter-unit transactions.
5. Analyze working capital management strategies, focusing on receivables management and overall liquidity control for efficient business operations.

**Unit I: Traditional Vs. ABC:** Traditional absorption costing, Activity based costing, difference between the traditional and ABC ways, relevance of ABC.

**Unit II: Key Factor (Limiting) Decision Making:** Decision making based on key (limiting) factor of cost – material, labour etc.

**Unit III: Incremental & Differential Costing:** Decision Making – Make or Buy, New vs. Old Machinery / Equipment, Accept or Reject.

**Unit IV: Transfer Pricing:** Concept, Variable Cost Method, Total Cost Method, Market Price Method, Negotiated Price Method.

**Unit V: Working Capital Management:** Working Capital Management & Receivables Management

### **Reference Books:**

1. Cost and Management Accounting, M. N. Arora, Vikas Publication
2. Management Accounting 1<sup>st</sup> Edition: *Sudhindra Bhatt, Excel Books.*
3. Management Control System: *Sekhar, TMH, New Delhi*
4. Advanced Accounts Volume II: *M.C. Shukla, T.S. Grewal, S.C. Gupta S. Chand and company, New Delhi.*

**Course Objective:**

To provide students with a comprehensive understanding of international business by exploring its evolution, environment, modes of entry, and global trends, while equipping them with the knowledge to analyze international trade, manage foreign exchange risks, and adapt to the dynamic global marketplace.

**Course Outcomes (COs):**

1. Understand the nature, evolution, and theoretical approaches of international business and the stages of internationalization.
2. Analyze the international business environment including social, cultural, political, technological, and economic factors affecting global operations.
3. Evaluate various modes of entering international markets such as exporting, franchising, joint ventures, FDI, and mergers & acquisitions.
4. Assess the size, trends, and integration of the global economy, with a focus on trade flows, import-export trends, and balance of trade.
5. Demonstrate knowledge of exchange rate mechanisms, foreign exchange markets, and the regulatory role of institutions like the RBI and FEMA in international financial transactions.

**Unit I: International business:** Introduction, Evolution, Nature of International Business, stages of Internationalization, International Business Approaches

**Unit II: International Business Environment:** Social and Cultural Environment, Technological Environment, Economic environment, Political environment

**Unit III: Modes of Entering International Business:** Modes of Entering International Business International Business Analysis, Modes of Entry: Exporting, licensing, franchising, contract manufacturing, management contracts, turnkey projects, FDI, Mergers and Acquisitions, Joint Ventures.

**Unit IV: International Business - Size and Growth:** Global Economy, Integration of Global Trade, Trends in Exports, World Import Trend, Global Balance of Trade.

**Unit V: Exchange Rate Management:** Basic Concepts – Balance of Trade, Balance of Payments, Exchange Rate Theory (Purchasing Power Parity), Working of Foreign Exchange Markets, Determination of Rate of Exchange, Role of RBI, Introduction To FEMA.

**Reference Books:**

1. International Business: P. Subba Rao, Himalaya Publishing House
2. Business Policy and Strategic Management, William F. Glueck, McGraw-Hill.
3. International Business: John S. Hill, Managing Globalization
4. International Business: Francis Cherunilam, Wheeler Publishing, New Delhi.
5. International Business: P. Subba Rao, Himalaya Publishing House

## **SYLLABUS OF SEMESTER III/IV, MBA. (Master of Business Administration)**

**Course Code: 25SM50TH1381-5/1481-5**

**Course: Launching and Managing an Enterprise**

**L: 2 Hrs, P: 0 Hrs, per Week**

**Total Credits: 2**

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### **Course Objective:**

To equip students with practical knowledge and skills required to establish and manage new ventures effectively, covering opportunity assessment, marketing, production, human resource management, and intellectual property rights relevant to entrepreneurial success.

### **Course Outcomes:**

At the end of the course students will be able to:

1. Identify and assess business opportunities and implement project planning including financing and infrastructure selection.
2. Apply marketing strategies and sales promotion techniques suitable for small businesses and export markets.
3. Analyze production planning, productivity enhancement, and quality control methods in entrepreneurial settings.
4. Evaluate people management practices including decision making, motivation, conflict resolution, and leadership.
5. Explain intellectual property rights (patents, trademarks, copyrights) and their significance for entrepreneurs.

**Unit I: Establishing your Venture:** Identification of Business opportunities, feasibility assessment, financing, selecting infrastructure, buying machinery, technology, recruitment, project implementation.

**Unit II: Your Market:** marketing for small businesses, sales promotion, export environment.

**Unit III: Production planning and productivity:** production planning and control, innovations, quality control.

**Unit IV: Managing People & Processes:** Decision making, measuring and evaluating organizational performance, introducing change, HRM issues, motivating employees, work teams and leadership, conflict management.

**Unit V: Managing IPR's:** Patent, Trade mark, Copyright; who may apply?; process, implication for entrepreneurs.

### **Text book:**

1. Handbook for New Entrepreneurs by P. C. Jain, EDI, Oxford Publication.

### **Reference Books:**

1. Entrepreneurship in Action by Mary Coulter, PHI.
2. Entrepreneurship-New Venture Creation by David. H. Holt, PHI.

## **SYLLABUS OF SEMESTER III/IV, MBA. (Master of Business Administration)**

**Course Code: 25SM50TH1381-6/1481-6**  
**L: 2 Hrs, P: 0 Hrs, per Week**

**Course: Buying an Existing Business**  
**Total Credits: 2**

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### **Course Objective:**

To equip students with the knowledge and skills required to evaluate, acquire, and manage existing businesses, emphasizing strategic assessment, due diligence, valuation, negotiation, and integration, especially within entrepreneurial and family business contexts.

### **Course Outcomes:**

1. Describe the process of initiating new ventures and acquiring existing ones by assessing personal preferences and opportunities. -
2. Analyze the advantages and critical evaluation criteria involved in acquiring an existing venture.
3. Apply various business valuation methods and conduct due diligence to accurately assess entrepreneurial ventures.
4. Evaluate advanced valuation concepts including firm value determination and projection accuracy.
5. Develop turnaround strategies to identify, assess, and revive industrial sickness using financial and product-market approaches

**Unit I: Initiating Ventures:** Creating new ventures, acquiring an existing venture, personal preferences, and examination of opportunities.

**Unit II: Evaluating Venture:** Advantages of acquiring an existing venture, evaluation, key questions to ask.

**Unit III: Valuation Challenges in Entrepreneurship:** Valuation, due diligence, analyzing the business, methods of valuation, synergy.

**Unit IV: Valuation II:** Establishing a firm's value, additional formats in valuation, avoiding startup costs, accuracy of projections.

**Unit V: Turnaround Strategies:** Industrial sickness, causes of industrial sickness, strategies, financial strategies, product-market strategies, Assessing and identifying potential sickness- Altman Z score.

### **Text book:**

1. Entrepreneurship – A South Asian Perspective, by T. V. Rao & D. F. kuratko, Cengage Publication.

### **Reference Books:**

1. Contemporary issues in M&A, by Dr. Manju Gupta, HPH
2. M&A and Corporate Restructuring by Prasad Godbole, Vikas publication.
3. M&A by Rajinder S. Aurora, Kavita Shetty & Sharad kale, Oxford Publication.

## **SYLLABUS OF SEMESTER III/IV, MBA. (Master of Business Administration)**

**Course Code: 25SM50TH1381-7/1481-7    Course: Family Business Management**  
**L: 2 Hrs, P: 0 Hrs, per Week                      Total Credits: 2**

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### **Course Objective:**

To equip students with conceptual, analytical, and strategic skills to manage family-owned enterprises by understanding governance, succession, legal structures, financial valuation, and strategic planning, thereby enabling sustainable growth and intergenerational success.

### **Course Outcomes:**

1. Explain the principles of effective governance, shareholder responsibilities, and value systems essential for sustaining long-lasting family enterprises.
2. Analyze succession planning processes, including the role of the CEO and family members, and evaluate different exit strategies in family businesses.
3. Describe the legal frameworks governing family businesses, with a focus on the Hindu Undivided Family (HUF) system and Muslim Law, including recent amendments.
4. Assess financial performance and value of family businesses using financial statement analysis, ROE (DuPont analysis), and various business valuation methods.
5. Formulate strategic plans for family enterprises by considering family dynamics, business development stages, and life cycle influences to create a sustainable competitive advantage.

**Unit I: Ownership of an Enterprise Built to Last:** Shareholder Priorities, Responsibility of shareholders, Values and Principles, Effective Governance

**Unit II: Succession and Transfer of Power:** Role of CEO, Transfer of Power, Exit styles, Role of CEO spouse, Implications.

**Unit III: HUF & Muslim Law:** Distinctive features of HUF, Mode of Creation of HUF, and Amendments in Hindu Succession Act, Muslim Law

**Unit IV: Financial Considerations and Valuation of The Family Business:** Financial measures that matter, financial statement analysis, the dupont approach to return on equity (roe), what is your business worth? Business Valuation and valuation Methods, nonfinancial returns and costs not captured by business valuation.

**Unit V: Creating A Strategy:** Strategic Planning and Family Business, The Zero Sum Family Dynamics, Stages of Business Development, Life cycle stages influencing Family Business Strategy, creating value with unique business model.

### **Reference Books:**

1. Family Business, Ernesto Poza, Third Edition, Cengage Learning
2. Family Business Management, by Dr. Kanchan Naidu, Prof. Kanak Wadhvani, HPH
3. Family business in India- Sudipt Dutta, Sage (1997)
4. The Keys to Family Business Success-Leslie, Sam Lane, Joe Paul, Darrell Beck and William Roberts: Aspen Family Business Group
5. Who moved my cheese? , Dr. Spencer Johnson, Random House

**SYLLABUS OF SEMESTER III/IV, MBA. (Master of Business Administration)**  
**Course Code: 25SM50TH1381-8/1481-8**      **Course: Business Tax Planning**  
**L: 2 Hrs, P: 0 Hrs, per Week**      **Total Credits: 2**

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**Course Objective:**

To provide students with a foundational understanding of various business forms, income tax provisions applicable to businesses and professionals, exemptions and deductions under tax laws, and the regulatory framework of Goods and Services Tax (GST) in India.

**Course Outcomes:**

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

1. Compare different forms of business organizations and evaluate the rules, regulations, and benefits associated with each.
2. Apply provisions for computing taxable income under the head "Income from Business and Profession" as per the Income Tax Act.
3. Explain tax exemptions, deductions, TDS, set-off and carry forward of losses, and demonstrate the process of self-assessment and filing of income tax returns.
4. Understand the structure and components of GST including CGST, SGST, and IGST, and interpret key concepts like taxable event, jurisdiction, and consideration.
5. Analyze GST provisions related to the definition of goods and services, valuation, place and time of supply, and implications for sectors like e-commerce and job work.

**Unit I: Forms of Organization:** Sole Proprietorship, Partnership, Limited liability partnership, Joint Stock company; Rules, regulations and benefits related to different forms of organisations.

**Unit II: Income from Business & Profession:** Provisions relating to computation of Income under the head Business / Profession.

**Unit III: Income exempt from Tax and Assessment:** Deductions. Set off and carry forward of losses, TDS, Self -Assessment tax, Filing of return..

**Unit IV: GST:** Concept – IGST, CGST, SGST; Territorial Jurisdiction, Taxable Event, Consideration, Levy and Collection of GST.

**Unit V: Provisions of GST:** Definition of Goods & Services, Place & Time of supply, Valuation rules. Job Work, eCommerce.

**Reference Books:**

1. Direct Taxes: *Ahuja, G. K. & Gupta, Ravi, Bharat Law House.*
2. Direct Taxes: V K Singhania, Taxmann Publication.
3. Indirect Taxes: *Datey V. S., Taxmann Publications, New Delhi.*
4. Basics of GST, *Nitya Tax Associates, Taxmann Publication.*

## SYLLABUS OF SEMESTER III/IV, MBA. (Master of Business Administration)

**Course Code: 25SM50TH1381-9/1481-9**  
**L: 2 Hrs, P: 0 Hrs, per Week**

**Course: Entrepreneurial Finance**  
**Total Credits: 2**

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**Course Objective:** To equip students with the knowledge and skills to understand various sources of finance, assess the financial needs of small-scale industries, prepare loan documentation and project financing reports, and develop business plans for securing funding through banks, venture capital, and other financial institutions.

### **Course Outcomes:**

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

1. Identify and evaluate various sources of finance available to entrepreneurs, including term loans, overdrafts, venture capital, and equity funding.
2. Understand the structure, regulatory requirements, and financial needs of small-scale industries (SSIs), including funding opportunities through SME IPO platforms.
3. Prepare and compile key loan documentation required for project financing, including project reports, promoter details, and statutory approvals.
4. Develop comprehensive project financing reports by assessing market potential, technical feasibility, and financial viability.
5. Create and appraise business plans with a focus on feasibility analysis and evaluation by venture capitalists and private equity investors.

**Unit I: Sources of Finance:** Bank Finance – Term Loan, CC Limit, OD Limit, Loan against pledge, Unsecured Loan, Venture Capital Funding, Crowd Funding, Debentures, Equity Shares, PE Funding.

**Unit II: Small Scale Industries:** Meaning, importance, growth of SSIs, Regulatory requirements, Special financing needs, issues & implications. IPO platform for SMEs.

**Unit III: Loan Documentation:** Documents for processing of loan – project report, constitution details, promoters, fixed assets, material and various sanctions, approvals and clearances.

**Unit IV: Project Financing:** Preparation of Project Financing Report – Components of Report, Market, Technical and Financial Feasibility, Appraisal of term loans by Financial Institutions.

**Unit V: Business Plan:** Preparation of Business Plan – Feasibility studies, Appraisal of Business Plan by Venture capital and PE Funds.

### **Reference Books:**

1. Introduction to Project Finance: H R Machiraju, Vikas Publications
2. The Perfect Business Plan made Simple: William Lasher, Random House
3. The Business Plan Workbook: Collin Barrow, KPI
4. Small-Scale Industries In India: Problems And Policy Initiatives: K. Vijayarani, K. R. Vijayarani, Susan F. Hensonow, Intl Specialized Book Service Inc.

## **SYLLABUS OF SEMESTER III/IV, MBA. (Master of Business Administration)**

**Course Code: 25SM50TH1381-10/1481-10**  
**L: 2 Hrs, P: 0 Hrs, per Week**

**Course: Logistics Management**  
**Total Credits: 2**

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### **Course Objective:**

To provide students with a comprehensive understanding of logistics management by exploring its core elements, integration with supply chains, the role of information systems and forecasting, transportation and warehousing strategies, and storehouse operations for effective logistics performance.

### **Course Outcomes:**

At the end of the course students will be able to:

1. Explain the fundamental elements of logistics management and its relationship with supply chain strategy and marketing performance.
2. Analyze the concept of integrated logistics and evaluate operational objectives, barriers, and performance cycles.
3. Apply logistics information systems (LIS) and forecasting techniques for effective planning and decision-making in logistics operations.
4. Assess the principles and economics of transportation and warehousing, including modal characteristics, warehouse types, and design strategies.
5. Manage storehouse operations by applying best practices in store layout, security, inventory control, and physical verification processes.

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**Unit I: Elements of Logistics Management:** Underlying philosophy, supply chain and competitive performance, Marketing and logistics interface, work of logistics.

**Unit II: Integrated logistics:** Operational objectives, barriers to integration, logistical performance cycles,

**Unit III: Information & Forecasting:** Designing LIS applications, information architecture, application of IT, forecasting process, characteristics, approaches.

**Unit IV: Transportation & Warehousing:** Principles, Participants, modal characteristics, transport economics, Role of warehousing, warehouse design, types and strategies.

**Unit V: Storehouse operations & Control:** Organizing, store location & layout, store keeping, physical verification, Security & Safety.

### **Reference Books:**

1. Logistics Management, Rakesh P. Singh, Satish C. Aliawadi, PHI.
2. Logistics Management, Ailawadi Satish C. & Singh P. Rakesh, PHI Learning Pvt. Ltd.
3. Logistic Management: a Competitive Advantage for the New Millennium, Kunal Sharma, Global India Publications.

## SYLLABUS OF SEMESTER III/IV, MBA. (Master of Business Administration)

**Course Code: 25SM50TH1381-11/1481-11**  
**L: 2 Hrs, P: 0 Hrs, per Week**

**Course: Social Entrepreneurship**  
**Total Credits: 02**

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**Course Objective:** To provide students with a comprehensive understanding of social entrepreneurship, its legal and organizational structures, the role of innovation in addressing social issues, and the challenges and opportunities involved in creating sustainable social impact.

**Course Outcomes:** By the end of this course, students will be able to:

1. Differentiate between social entrepreneurship, business entrepreneurship, and activism, and explain the role of social enterprises in various sectors.
2. Identify and evaluate the legal and organizational structures available for both profit and not-for-profit social enterprises.
3. Analyze the application and impact of social entrepreneurship in key sectors such as education, agriculture, healthcare, and renewable energy in the Indian context.
4. Assess the financial and social challenges faced by social entrepreneurs, including funding, incubation, and micro-financing.
5. Evaluate the role of social innovation in wealth creation and sustainability through real-world case studies.

**Unit 1: Introduction to Social Entrepreneurship:** Features of Social entrepreneurship, Difference between social and Business entrepreneurship. Difference between social entrepreneurship and Activism, Relationship of social enterprises to other companies, government agencies and markets.

**Unit 2: Legal setup:** legal setup for 'Not for Profit' organization and 'For Profit' social enterprise, Forms of Organization.

**Unit 3: Social innovation and entrepreneurship in India:** Education, Agriculture, Healthcare, Renewable Energy, Manufacturing, and Skill Development.

**Unit 4: Challenges:** Financial constraints: Funding, Incubation and Micro Financing. Social challenges.

**Unit 5: Wealth Creation:** Economic value, social innovation and sustainability. Case studies.

### **Text Book:**

1. Social Entrepreneurship (What Everyone Needs To Know), by David Bornstein and Susan Davis, Oxford University Press.

### **Reference Book:**

1. How to Change the World: Social Entrepreneurs and the Power of New Ideas, by David Bornstein, Oxford University Press.

## **SYLLABUS OF SEMESTER III/IV, MBA. (Master of Business Administration)**

**Course Code: 25SM50TH1381-12/1481-12**  
**L: 2 Hrs, P: 0 Hrs, per Week**

**Course: Entrepreneurial Marketing**  
**Total Credits: 02**

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**Course Objective:** To equip students with entrepreneurial marketing skills by providing insights into business markets, customer segmentation, product positioning, sales strategies, and integrated marketing communication to effectively identify, create, and deliver value in dynamic market environments.

### **Course Outcomes:**

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

1. Analyze the differences between B2B and B2C markets and interpret buyer behavior to formulate effective marketing strategies.
2. Apply segmentation, targeting, and positioning techniques using marketing research and intelligence tools.
3. Develop and evaluate product strategies including new product development (NPD) and positioning through the product life cycle (PLC).
4. Design and manage effective sales channels and personal selling strategies, including sales force planning and deployment.
5. Integrate various communication tools such as advertising, sales promotions, PR, and direct marketing to develop a cohesive promotional mix.

**Unit I: Business Markets:** Introduction to markets – B2B, B2C, understanding buying & buyer behavior, difference between consumer and industrial sales, buyer seller relationship.

**Unit II: Targeting & Segmentation:** Marketing mix, segmentation criteria, Marketing intelligence and marketing research.

**Unit III: Positioning and New Product Planning:** Usefulness, elements, methods, positioning experiences, Product strategy, PLC, NPD- Classification, Factors, and Process.

**Unit IV: Sales Management:** Factors affecting choice of channels, Intermediaries, channel design, managing channel members; Personal selling, selling process, management of sales force, development and deployment of the sales force.

**Unit V: Communication:** Communication and direct marketing, managing sales promotion, Public relations, Publicity, role of advertising, integrating the promotional program.

### **Text Book:**

1. Industrial Marketing: by Krishna K Havaldar, McGraw Hill Publication.

### **Reference Books:**

2. Industrial Marketing: by Robert R Reeder, Second edition, PHI publications
3. Negotiation Genius: by Deepak Malhotra, Harvard business School publications