FACULTY OF MANAGEMENT STUDIES (FMS)

(An ISO 9001:2015Certified)

SCHEME OF EXAMINATION AND COURSE OF STUDY

For

MASTER OF BUSINESS ADMINISTRATION (MBA)

(Under Choice Based Credit System)

Session: 2026 onwards (Semester: I - IV)

GURUKULA KANGRI (DEEMED TO BE UNIVERSITY), HARIDWAR

"Deemed to be University u/s 3 of UGC Act 1956"

C/ GE / FC	Subject Code	Subject Title	Hours per week			Credit	Evaluation Scheme			Subject Total
							Internal Assessment		ESE	
			L	P/ CS	T		CT	TA		
M.B.A.I Year										
Semester– I										
C	MBA–C101	Vedic Management and Indian Knowledge System	**3**	-	-	3	20	10	70	100
C	MBA–C102	Managerial Economics	**3**	-	-	3	20	10	70	100
C	MBA–C103	Business Law	**3**	-	-	3	20	10	70	100
C	MBA–C104	Management Process & Organizational Behavior	**3**	-	-	3	20	10	70	100
C	MBA–C105	Quantitative Methods	**3**	-	-	3	20	10	70	100
C	MBA–C106	Business Communication	**3**	-	-	3	20	10	70	100
C	MBA–C107	Accounting For Managers	**3**	-	-	3	20	10	70	100
C	MBA–C108	Computer Applications in Management	**2**	**1**	-	3	20	10	70	100
C	MBA–C109	Personality Development and Professional Skills I	**-**	**2**	**-**	2	-	-	50	50
						26			**TOTAL**	**850**
Semester–II										
C	MBA–C201	Business Environment	**3**	-	-	3	20	10	70	100
C	MBA–C202	Management Science	**3**	-		3	20	10	70	100
C	MBA–C203	Research Methodology	**3**	-	-	3	20	10	70	100
C	MBA–C204	Human Resource Management	**3**	-	-	3	20	10	70	100
C	MBA–C205	Financial Management	**3**	-		3	20	10	70	100
C	MBA–C206	Marketing Management	**3**	-	-	3	20	10	70	100
C	MBA–C207	Production and Operations Management	**3**	-	-	3	20	10	70	100
C	MBA–C208	Business Analytics	**3**	-		3	20	10	70	100
C	MBA–C209	Personality Development and Professional Skills II	**-**	**2**	**-**	2	-	-	50	50
						26			**TOTAL**	**850**
M. B.A.II Year										
Semester– III										
C	MBA – C301	Summer Project (Viva)	**-**	**3**	**-**	3	20	10	70	100
C	MBA – C302	Universal Human Values and Indian Ethos	**3**	-	-	3	20	10	70	100
C	MBA – C303	Digital Transformation: Strategies and Business Models	**3**	-	-	3	20	10	70	100
C	MBA -C304	Strategic Management	**3**	-	-	3	20	10	70	100
C	MBA–C305	Soft Skills	**2**	-	-	2	10	10	30	50
DSE	MBA-E---	Group I Elective I	**3**	-	-	3	20	10	70	100
DSE	MBA-E---	Group I Elective II	**3**	-	-	3	20	10	70	100
DSE	MBA-E---	Group II Elective I	**3**	-	-	3	20	10	70	100
DSE	MBA-E---	Group II Elective II	**3**	-	-	3	20	10	70	100
						26			**TOTAL**	**850**
Semester– IV										

C	MBA – C401	Dissertation (Specialization)	**-**	**6**	**-**	6	40	20	140	200
C	MBA – C402	Project Management	**3**		**-**	3	20	10	70	100
C	MBA – C403	Entrepreneurship Development	**3**	**-**	**-**	3	20	10	70	100
DSE	MBA-E---	Group I Elective III	**3**	**-**	**-**	3	20	10	70	100
DSE	MBA-E---	Group II Elective III	**3**	**-**	**-**	3	20	10	70	100
						18			**TOTAL**	**400**
					TOTALCREDITS	**96**			**G. TOTAL**	**2950**

L=Lecture P=Practical CS=Case Study CT=Class Test TA=Teacher Assessment
ESE=End semester Examination C=Core Paper DSE=Discipline Specific Elective

LIST OF DISCIPLINE SPECIFIC ELECTIVES (DSE) III&IVSEMESTER

Note: Student can take any **Two** of the following groups/specialization each having two papers with the conditions that a minimum of 10 students are in a group.

Group: MARKETING
MBA– E301/401 Sales Management
MBA – E302/402 Advertising Management
MBA – E303/403 Marketing of Services
MBA– E304/404 Rural Marketing
MBA– E305/405 International Marketing Management
MBA – E341/441 Marketing Analytics & Strategy

Group: FINANCE
MBA – E306/406 Management of Financial Services
MBA– E307/407 Taxation
MBA – E308/408 Investment Management and Financial Derivatives
MBA– E309/409 Working Capital Management
MBA– E310/410 Management of Banks
MBA – E342/442 Finance and Risk Analytics

Group: HUMAN RESOURCES
MBA–E311/411 Industrial Relations
MBA – E312/412 Human Resource Development
MBA– E313/413 Labour Laws
MBA – E314/414 Competency Mapping and Development
MBA–E315/415 Diversity Equity and Inclusion (DEI) in Organizations
MBA -E343/443 HR Analytics and Strategy

Group: BUSINESS ANALYTICS AND AI
MBA – E316/416 Artificial Intelligence and Deep Learning
MBA– E317/417 Retail and E-commerce Analytics
MBA– E318/418 Python for Data Analysis
MBA – E319/419 Artificial Intelligence in Business
MBA– E320/420 Cloud Computing
MBA – E344/444 Enterprise Analytics

Group: PRODUCTION AND OPERATIONS MANAGEMENT
MBA – E321/421 Logistics and Supply Chain Management
MBA– E322/422 Total Quality Management
MBA– E323/423 World Class Manufacturing
MBA – E324/424 Managing Technology and Innovation
MBA– E325/425 Production Planning and Control
MBA – E345/445 Digital Innovations and Technology in Supply Chain Management

Group: **INNOVATION AND ENTERPERNUERSHIP**
MBA– E326/426 Start-up Studies
MBA – E327/427 Small Business Environment and Management
MBA– E328/428 New Enterprise Management
MBA – E329/429 Ethics and Business Governance
MBA– E330/430 Legal Aspects of Business

MBA – E346/446 Entrepreneurship, Creativity and Innovation

Group: INTERNATIONAL BUSINESS
MBA – E331/431 International Trade Practices, Procedures and Documentation
MBA– E332/432 International Financial Management
MBA – E333/433 International Financial System and Markets
MBA– E334/434 India's Foreign Trade Policy
MBA–E335/435 International Brand Management
MBA – E347/447 International Supply Chain Analytics

Group: ORGANIZATIONAL BEHAVIOR
MBA – E336/436 Organizational Structure, Design and Change
MBA– E337/437 Corporate Leadership
MBA–E338/438 Stress Management
MBA – E339/439 Groups and Teams in Organizations
MBA– E340/440 Change Management
MBA – E348/448 Organizational Development

MASTER OF BUSINESS ADMINISTRATION (MBA)

The M.B.A. course aims at providing inputs to the students relevant to the business, industry and trade so that they can function in different organizations and face the challenges arising there from. The course not only aims at providing knowledge and skills in different areas of management, but also provides inputs necessary for the overall development of the personality of the students.

The structure of the course is designed in a way that students have to study the core courses from different functional areas of management that are made compulsory. Later on, specializations are offered in functional areas where the students can opt for two specializations out of the eight offered: Marketing, Finance, IT, HR, Production and Operations Management, Business Analytics and AI, Innovation and Entrepreneurship, Organizational Behaviour and International Business. Right from the beginning of the course, the focus is on providing relevant inputs through case discussion/ analysis, simulation games, role plays etc. Keeping in mind the current business scenario.

Broadly, the course is of two years divided into four semesters, first two semesters having eight papers of 40 sessions each of one-hour duration. The third and fourth semesters contain a combo of core papers and discipline specific elective papers. There is a system of dual specialization. The students will have to opt for two functional areas for their specialization, having four papers (TWO in third semester and TWO in the fourth semester) from discipline specific elective groups1 and 2.Summer Training of 6/8 weeks is compulsory for every student pursuing the course, which they have to undergo between second and third semester. Dissertation and Viva are the integral part of the course.

EVALUATION OF PAPERS:

Every paper/course will carry maximum marks of 100 (70 marks for semester examination and 30 marks for internal assessment, as per rules). Internal Assessment will consist of two components (i) Class Test (20marks) (ii)Teacher Assessment (10 marks).

The question paper shall consist of two sections (Sec.-A and Sec.-B). Sec.- A shall contain 10 short answer type questions out of which any 5 have to be answered carrying 6 marks each. Sec.-B shall contain 8 long answer type questions of 10 marks each and student shall be required to attempt any four questions. Examiners can give case study (Case based questions) in lieu of two questions (case study of 20 marks). Questions shall be uniformly distributed from the entire syllabus. The previous year paper/model paper can be used as a guideline and the syllabus should be strictly followed while setting the question paper.

SUMMER TRAINING AND ITS PROJECT REPORT:

1. At the end of second semester examination, every student of MBA will undergo industrial training in any manufacturing, service, financial organization or a NPO. The training will be of 6 to 8 weeks duration.

2. During the training, the student is expected to learn about the organization and analyse/suggest solutions of a live problem. The objective is to equip the student with the knowledge of actual functioning of the organization and problems faced by them for exploring feasible solutions and suggestions.

3. During the course of training, the organization (where the student is undergoing training)

will assign a problem/project to the student.

4. The student, after the completion of training will submit a report to the Faculty/Department, which will form the part of third semester examination. However, the report must be submitted latest by 31st August during third semester.

5. The report (based on training and the problem/project studied) prepared by the student will be known as Summer Training Project Report. The report should ordinarily be based on primary

data. It should reflect in depth study of micro problem, ordinarily assigned by the organization where student under goes training. Relevant tables and bibliography should support it. One comprehensive chapter must be included about the organization where the student has undergone training. This should deal with brief history of the organizations, its structure, performance products/services and problems faced. This chapter will form part I of the Report. Part II of the Report will contain the study of micro research problem. The average size of Report ordinarily will be 70 to100 typed pages in standard font size(12) and double spacing. One report, duly typed on A-4 sized paper in the hard bound (paper back) form is to be submitted to the Faculty/Department for evaluation and other shall be retained by the student after getting both the reports duly forwarded by Head and Dean of the Faculty.

6. The Report should have one certificate duly signed by the Reporting officer of the organization where the student has undergone training and this certificate is to be countersigned / forwarded by the Head and Dean of the faculty before submission in the department.

7. Evaluation of report and Viva shall be conducted by both external and internal examiner with external evaluation of 70 marks and internal evaluation of 30 marks.

8. A late fee of Rs.1000 will be paid by the student, if he/she fails to submit the report by 31stAugust.

DISSERTATION AND ITS REPORT

In fourth semester, candidates will have to submit a Research Project Report on a problem/topic (from the Specialization areas) assigned by the Department under the supervision of a faculty member of the department. The research project report will carry 200 marks. Evaluation of report and Viva shall be conducted by both external and internal examiner with external evaluation of 140 marks and internal evaluation of 60 marks. The report will contain the objectives, scope of the study, significance of study, research methodology, results, interpretation, conclusions and recommendations. It will contain relevant review literature, charts, diagrams and bibliography. A certificate of the Supervisor and the Head of the Department certifying the authenticity of the report shall be attached there with. The student will submit three copies of the report to the Head of the program. The average size of Report ordinarily will be 100-125 typed pages in standard font size (12) and double spacing. One report, duly typed on A-4 sized paper in the hardbound (paperback) form is to be submitted to the Faculty/Department for evaluation and other shall be retained by the student after getting both the reports duly forwarded by Head and Dean of the Faculty.

NOTE :

1. Students having more than 70% marks (Aggregate) in previous semesters can only take Dissertation. Students who have Job/Training offers from reputed organizations can also take/do dissertation.
2. Students doing dissertation shall study only **two core** subjects. Dissertation field work shall start after completion of courses (Core Subjects) in the first month of IVth semester.(Latest by 28th February)
3. Students not doing dissertation shall study FOUR Subjects (TWO CORE +TWO ELECTIVES)

PROGRAM OUTCOMES (POs) – MBA

PO1 Develop students' knowledge, skills, and mind-sets in order to create effective leadership that allows students to demonstrate, develop, and sustain themselves in a global environment.

PO2 Recognise, formulate, review research literature, and evaluate complex business problems to reach corroborated conclusions using business and management principles and concepts.

PO3 Design solutions for complex business problems and systems or processes that meet the needs of the business while taking into account different legal, cultural, social, and environmental factors.

PO4 Utilize research-based knowledge and research methods, such as the design of statistical applications for data analysis and interpretation, to arrive at conclusive alternative solutions and provide valid conclusions.

PO5 To solve complex business problems and constraints, develop, evaluate, and implement the necessary in a techniques, resources, and modern management processes and IT tools.

PO6 To be able to effectively communicate with the business community and other stakeholders about complex business management activities, such as being able to decipher, fully comprehend, and write reports and design documentation, to be able to give and receive clear instructions, Consolidate and communicate in an efficient and effective manner a logical and relevant quantifiable assessment of business information.

PO7 Recognize the need for, and be prepared and capable of engaging in independently, as well as maintaining continuous learning in the broadest context of changes in business management.

PO8 Employ ethical principles and adhere to the ethics, responsibilities, and standards of management practices.

MBA I Year	MBA-C101		Semester-I		
	Vedic Management and Indian Knowledge System				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	**30(20+10)**	**70**	**100**	**03**	**40**

	Course Outcome	Mapped Program Outcomes
CO.1	Familiarity with Vedic management believe in scarifying ego, opinions and strongly held beliefs and achieve peace through selfishness and cooperative Human behavior through dharma and yoga.	**PO.1, PO.2, PO.4, PO.5, PO.6**
CO.2	Understanding Vedic value, culture, code of conduct and leadership style in ancient era and applying it in modern era	**PO.1, PO.2, PO.6, PO.7, PO.8**
CO.3	The differentiation of karma and Akaram Siddhant according ancient scripture and its implication in Modern life	**PO.1, PO.2, PO.7 and PO.8**
CO.4	To understand technique of Vedic Philosophy and Geeta for self-motivation and its application in modern business	**PO.2, PO.3, PO.4, PO.5**

Course Code and Name: **MBA-C101 Vedic Management and Indian Knowledge System**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	2	2	2	1	1
CO2	2	2	1	1	1	2	2	2
CO3	2	2	1	1	1	1	2	2
CO4	1	2	2	2	2	1	1	1
CO5	2	2	1	1	1	2	2	2
CO6								
Average	1.8	2	1.2	1.4	1.4	1.6	1.6	1.6

OBJECTIVE:

To develop an understanding of Indian knowledge traditions, ethical values, leadership principles, self-management, and their application in contemporary management and organizational practices.

- Introduction to Vedas, Manu Smriti: Code of Ideal Human Conduct, Management Practices from Kautilya's Arthashastra, Purusarthas (Absolute Attainments), Principles of Ramayana in Management Perspective. **(7 Hours)**

- Leadership: An Indian Vision, Qualities of a Leader, Lessons Taught by Indian Scriptures, Self-Management, Management of Men and Motivation as Viewed in Vedic Philosophy, Managerial and Corporate Excellence. **Case Study 1: Relevant Case Study. (8 Hours)**

- Business Ethics, Ethical Decision-Making, Value-Oriented Holistic Management, Corporate Ethics, Theory of Karma Siddhanta, Gita and the Art of Successful Management, Individual Discipline, Family and Social Discipline, National Discipline. **Case Study 2: Relevant Case Study. (8 Hours)**

- The Concept of Non-Duality of Prakriti (Jad) and Purush (Chetana), Pancha-Mahabhutas, the Root of Sorrow and Suffering, Freedom from Sorrow, Eternal Peace, Truth (Vyaharika Satya), Ultimate Truth, Differentiating Vidya and Avidya, Human Bondages, Higher and Lower Knowledge (Para Vidhya & Apara Vidhya). **(9 Hours)**

- Fundamental Concept of Nitishastra: Satyanishtha and Abhiruchi (Ethics, Integrity & Aptitude), The True Nature of Self: Shiksha Valli, Bhrigu Valli (Concept of Atman-Brahman: Self, Soul), The True Constitution of Human: Ananda Valli (Annamaya Kosha, Pranamaya Kosha, Manomaya Kosha, Vijnanamaya Kosha, Anandamaya Kosha). **Case Study 3: Relevant Case Study. (8 Hours)**

SUGGESTED READINGS:

1. Chakravarty, A. E. (2001). *The Geeta and the Art of Successful Management*. HarperCollins Publishers India Pvt. Ltd., New Delhi.
2. Dave, N. V. (2003). *Vedanta and Management*. Deep & Deep Publications Pvt. Ltd., New Delhi.
3. Dwivedi, R. S. (2000). *Corporate Excellence (The Eternal Quest)*. Macmillan India Limited, New Delhi.
4. Ganeshdas, A. S. (1996). *Dharma Ratnam*. Sadhubela Foundation, Roop Nagar, New Delhi.
5. Murthy, C. S. V. (2006). *Business Ethics (Text and Cases)*. Himalaya Publishing House, New Delhi.
6. Pandey, M., & Pandey, K. (2024). *Vedic Management* (1st ed.). BFC Publications, Lucknow.
7. Ranganathananda, Swami. (2000). *Human Values in Management* (3rd ed.). Bharatiya Vidya Bhavan, Mumbai.
8. Sharma, R. N. (1998). *Manusmriti*. Chaukhamba Sanskrit Pratishthan, New Delhi.
9. Sherlekar, S. A. (1998). *Ethics in Management*. Himalaya Publishing House, New Delhi.
10. Vaidya, C. V. (2005). *History of Sanskrit Literature*. Parimal Publications, New Delhi.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA I Year	**MBA-C102**		**Semester-I**		
	Managerial Economics				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	**30 (20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	**Mapped Program Outcomes**
CO.1	Explain the circular flow of economic activity	**PO.1, PO.2, PO.3, PO.4 , PO.6**
CO.2	Explain the determinants of market demand at firm and industry level	**PO.4**
CO.3	Define the price- output decision in multi-plant and multi-product firms	**PO.2, PO.3 , PO.4**
CO.4	Explain the Cost Volume Profit Analysis	**PO.5, PO.6**
CO.5	Define the important terms/agencies/approaches/practices related to National Income	**PO.5, PO.6**

Course Code and Name: **MBA-C102 Managerial Economics**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	1	2	1	1	1		

CO2	1	1	1	3	1	1		
CO3	1	2	2	2	1	1		
CO4	1	1	1	1	2	2		
CO5	1	1	1	1	2	2		
CO6								
Average	1	1.2	1.4	1.6	1.4	1.4		

OBJECTIVE:

The objective of this course is to provide students with an understanding of economic principles and analytical tools used in managerial decision-making and business strategy formulation.

- Concepts and Techniques of Managerial Economics, Nature of Business decision making, Marginal Analysis. Foundational concepts, intelligent agents, and the role of AI in processing large datasets for economic modeling. (**8 hours)**
- Theory of Demand: Demand Function, Income and Substitution Effects, Revealed Preference approach and Demand Forecasts, Production and Cost, Returns to Scale, Cost Curves and Break.Even Analysis. Using machine learning models to analyze consumer behavior, estimate demand elasticity, and forecast sales. **(8hours)**
- Theory of Firm. Profit Maximization, Sales Maximization, Market Structure, Perfect Competition, Monopoly, Oligopoly, Non-Price Competition. (**8 hours)**
- Macro Economics: Aggregates and Concepts. GNP and GDP, Aggregate Consumption, Gross Domestic Savings, Gross Domestic Capital Formation. (**8hours)**
- Balance of Payments, Money Supply, Monetary Policy, Fiscal Policy, Concept and Measurement of National Income, Determination of National Income. (**8hours)**

SUGGESTED READINGS:

1. Adhikary, M. (2001). *Business Economics*. Excel Books, New Delhi.
2. Peters, Lewis & Jain. (2008). *Managerial Economics*. Prentice Hall, New Delhi.
3. Dwivedi, D. N. (2009). *Managerial Economics*. Vikas Publishing House Pvt. Ltd., New Delhi.
4. Gupta, G. S. (2001). *Managerial Economics*. Tata McGraw Hill Education, New Delhi.
5. Keat, P. & Young, P. K. (2008). *Managerial Economics*. Prentice Hall, New Delhi.
6. McGuigan, J. R. & Moyer, R. C. (2007). *Managerial Economics: Applications, Strategies and Tactics*. South-Western College Publication, USA.
7. Case Study 1: Kvedaravičienė, I. & Vilkanciene, L. (2013). "Shopping Centre Europa – When Threats Become Opportunities." *Emerald Emerging Markets Case Studies*, Vol. 3, Issue 6, pp. 1–5. https://doi.org/10.1108/EEMCS-06-2013-0076
8. Permanent Link: https://doi.org/10.1108/EEMCS-06-2013-0076
9. Case Study 2: Jain, P. (2013). "Economics Behind the Internationalization of Biocon India Ltd." *Emerald Emerging Markets Case Studies*, Vol. 3, Issue 7, pp. 1–20. https://doi.org/10.1108/EEMCS-08-2013-0163
10. Permanent Link: https://doi.org/10.1108/EEMCS-08-2013-0163

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA I Year	MBA-C103		Semester-I		
	Business Law				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	30 (20+10)	70	100	03	40

	Course Outcomes:	Mapped Program Outcomes
CO.1	Appraise law in general and real-life situation to apply the acquired knowledge and skills in their functional Areas	PO1, PO3
CO.2	To explain the concept and prevailing laws 'sales of goods act' in the country. Propose ways to interconnect the different functional areas of management.	PO7
CO.3	To develop and equip the students with proper knowledge of Negotiable Instruments Act to suggest the organization relevant changes for ethical practices with the help of acquired knowledge	PO3, PO5
CO.4	To analyze and suggest the innovative ideas as the solution for the business problems and Express or communicate ideas with clarity (oral and written)	PO2,PO6
CO.5	Able to recognize the need for independent and life-long learning to apply company laws in developing successful entrepreneurs and develop their minds to think out of box.	PO2, PO7, PO.8

Course Code and Name: **MBA-C103 BusinessLaw**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	1	2	1	1	1	1	1
CO2	1	1	1	2	1	1	3	1
CO3	1	2	2	1	2	1	1	1
CO4	1	2	1	1	1	2	1	1
CO5	1	2	1	1	1	1	2	2
CO6								
Average	1.2	1.4	1.4	1.2	1.2	1.2	1.6	1.2

Unit 1: Contract Act, 1872 Definition of a Contract and its essentials, Formation of a valid Contract - offer and Acceptance, Consideration, Capacity to Contract, Free consent, Legality of object, Discharge of a Contract by performance, Impossibility and Frustration, Breach, Damages for breach of a contract, Quasi contracts, Contract of Indemnity and Guarantee, Ethical, Legal & Regulatory Challenges of AI. **Case Study 1:** Relevant Case Study. **(8 hours)**

Unit 2: Partnership Act, 1932 Definition of Partnership and its essentials, Rights and Duties of Partners: Types of Partners, Minor as a partner, Doctrine of Implied Authority, Registration of Firms, Dissolution of firms. Sale of Good Act, 1930: Definition of a Contract of Sale, Conditions and Warranties, Passing of Property, Right of Unpaid Seller against the Goods, Remedies for Breach. **Case Study 2:** Relevant Case Study. **(8 hours)**

Unit 3: Negotiable Instrument Act,1881 & IPR Act: Definition and characteristics, Kinds of negotiable

instruments, Promissory Note, Bill of Exchange and Cheques, Holder and Holder in due course, Negotiation, Presentment, Discharge from Liability, Noting and Protest, Presumption, Crossing of Cheques, Bouncing of Cheques, **IPR**: Meaning, nature & Significance, Various forms of intellectual properties: copyright, patents, trademark **Case Study 3:** Relevant Case Study. **(8 hours)**

Unit 4: The Companies Act 2013: Meaning and types, Incorporation, Memorandum & Articles of association, Prospectus, Issue of shares and bonus shares, rights issue, sweat equity, role of directors, share qualification, company meetings. The Limited Liability Partnership Act 2008: Meaning and nature of limited partnership, formation, partners & their relations, extent and limitation of liability. AI in Business Organizations: Partnerships & Companies. **Case Study 4:** Relevant Case Study. **(8 hours)**

Unit 5: RTI Act 2005 & Cyber Law: RTI Act-2005: Meaning, Features of the act, Procedure of Request for information, **Cyber Space & Cyber Law:** Introduction**,** IPR in Cyber Space: Copyright & Trademarks in digital environment**,** Introduction to cybercrimes & cyber forensics**,** Digital Personal Data Protection Bill 2023: Types of data, Privacy concerns of cyberspace. **Case Study 5:** Relevant Case Study. **(8 hours)**

SUGGESTED READINGS:

1. Aggarawal, Rohini. (2022). *Taxmann's Mercantile & Commercial Laws – Comprehensive and authentic textbook for Indian Contract Act, Sale of Goods Act, Partnership Act, Negotiable Instruments Act, etc. with Case Laws*. Taxmann Publications Private Limited; Reprint September 2022 Edition (29 September 2022).
2. M. K. Nabi (2022). *Taxmann's Legal Aspects of Business | Text & Cases*. Taxmann Publications Pvt. Ltd.; 2022nd edition (15 September 2022).
3. Priyanka Raychaudhuri, (2021). *Business Law - Complete Understanding of Commercial Law, Corporate law, Industrial Law.* Notion Press.
4. Sheth Tejpal. (Third Edition). *Business Law.* Pearson Education India.
5. Kapoor, N. D. (2020). *Elements of Mercantile Law*, N D Kapoor, 38th e, 2020. Sultan Chand & Sons.)
6. Kapoor GK, Dhamija Sanjay. (2019) *Business Law*. Sultan Chand & Sons.
7. Bhalla, S. (2016). *Company Law in India*: Part-1 (Vol. 1). Law mystery.in.
8. Gulshan J. J. (2014). *Business Law Including Company Law*. New Age International Publisher, New Delhi.
9. Kuchhal M. C. (2014). *Business Law*. Vikas Publication, New Delhi.
10. Avtar Singh. (2012). *Principles of Mercantile Law*. Eastern Book Company, Lucknow.
11. Kumar, S. (2023). *Cyber laws & cyber crimes: A guide to cyberlaws & the Information Technology Act, rules, regulations and notifications along with latest case laws* (2nd ed.). Whitesmann.
12. Ryder, R. D., & Naren, N. (2020). *Internet law: Regulating cyberspace and emerging technologies*. Bloomsbury.
13. Rastogi, A. (2014). *Cyber law: Law of information technology and internet*.

MBA I Year	**MBA-C104**		**Semester-I**		
	Management Process And Organizational Behavior				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination(ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	**30 (20+10)**	**70**	**100**	**03**	**40**
	Course Outcomes:		**Mapped Program Outcomes**		

CO.1	To Enumerate the concepts, theories and principles that have evolved in specific historical contexts and informed both academic thinking and practices related to the field of management.	**PO.1, PO.6, PO.7, PO.8**
CO.2	To Identify the roles of managers at different levels of the organization and classify the skills necessary for effective performance of their functions.	**PO.1, PO.2, PO.5, P0.7, PO.6, PO.8**
CO.3	To discover and understand the concept of organisational behavior and individual decision making behaviour in an organisation effectively and efficiently.	**PO.1, PO.2, P0.6, PO.7**
CO.4	To study Individual behaviour in groups and dynamics of groups developing a better awareness of how they can be better decision maker for building effective teams as leaders themselves.	**PO.1, PO.2, PO.6, PO.7**
CO.5	To Evaluate the concepts of leadership, organizational structure & design, worklife and their impact on organizational behavior.	**PO.1, PO.2, P0.6 PO.7, PO.8**

Course Code and Name: **MBA-C104 Management Process And Organisational Behaviour**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	1	1	1	1	2	2	2
CO2	2	2	1	1	2	2	2	2
CO3	2	2	1	1	1	2	2	1
CO4	2	2	1	1	1	2	2	1
CO5	2	2	1	1	1	2	2	2
CO6								
Average	2	1.8	1	1	1.2	2	2	1.6

- Evolution of Management Thought, Systems and Contingency approach for understanding organisations. **(8hours)**
- Managerial Processes, Skills and Roles in an Organisation, Social Responsibility of Business. **(8hours)**
- Understanding and Managing Individual Behavior-Personality, Perceptions, Values, Attitudes, Learning, Work Motivation, Individual Decision making and problem solving. Case Study1:Equity in Academia. **(8hours)**
- Understanding and Managing Group Processes-Interpersonal and Group Dynamics, Group Decision Making. **Case Study2:** Group Dynamics: A Difficult Task Force. **(8hours)**
- Leadership and Influence Process, Understanding and Managing Organisational System, Organisational Design and Structure, Work Stress and Stress Management. Case Study 3: Managing Stress and Worklife Balance, **"Technostress":** Managing the specific psychological stress caused by constant connectivity, information overload, and fear of AI displacement. **(8hours)**

SUGGESTED READINGS:

1. Koontz, H., Weihrich, H., & Cannice, M. V. (2020). *Management: A Global, Innovative, and Entrepreneurial Perspective* (15th ed.). McGraw Hill.
2. Luthans, F., Luthans, B. C., & Luthans, K. W. (2020). *Organizational Behavior: An Evidence-Based*

Approach (14th ed.). Information Age Publishing.
3. Robbins, S. P., Coulter, M. A., & Long, L. (2024). *Management* (16th ed.). Pearson.
4. Robbins, S. P., Judge, T. A., & Vohra, N. (2023/2024). *Organizational Behavior* (19th Global Ed. / 18th Indian Subcontinent Ed.). Pearson.
5. Singh, Dalip (2015). *Emotional Intelligence at Work: A Professional Guide* (4th ed.). SAGE Publications.
6. Staw, B. M. (2004). *Psychological Dimensions of Organizational Behavior* (3rd ed.). Pearson / Prentice Hall.
7. Stoner, J. F., Freeman, R. E., & Gilbert, D. R. (2018 reprint). *Management* (6th ed.). Pearson Education.
8. Udupa, K. N. (2000/2011 Reprint). *Stress and its Management by Yoga* (2nd revised ed.). Motilal Banarsidass Publishers.
9. Case Study 1: Aithal, P.S. (2016-2017). Organization Behaviour. Chapter-8, Case 6, Equity inAcademia. Organizational Change And Development : Spooked by Computres. Institute of Management Studies, Manglore-575001.pp.17-18
10. CaseStudy2:http://college.cengage.com/business/moorhead/organizational/6e/students/case s/index.html
11. CaseStudy3:http://college.cengage.com/business/moorhead/organizational/6e/students/case s/index.html

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA II Year	**MBA-C105**		**Semester-I**		
	Quantitative Methods				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	**30(20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	**Mapped Program Outcomes**
CO.1	To understand the basics of decision theory concepts and its application in Business problems.	**PO.1, PO.2**
CO.2	To apply the concepts of hypothesis testing to complex business research problems.	**PO.1, PO.2, PO.5,PO.6,PO.7, PO.8**
CO.3	To formulate the equations using regression, correlation and simplex methods.	**PO.6, PO.7, PO.8**
CO.4	To employ probability methods in likelihood estimation problems.	**PO.1, PO.2, PO.5,PO.6,PO.7**
CO.5	To elucidate the data through various forecasting methods	**PO.4,PO.5, PO.6,PO.7,PO.8**

Course Code and Name: **MBA-C105 Quantitative Methods**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	1	1	1	1	1
CO2	2	2	1	1	2	2	2	2
CO3	1	1	1	1	1	2	2	2
CO4	2	2	1	1	2	2	2	1
CO5	1	1	1	2	2	2	2	2
CO6								
Average	1.6	1.6	1	1.2	1.6	1.8	1.8	1.6

- Mathematical basis of Managerial Decision-Concepts, steps in decision theory, Matrices-Addition, subtraction, Multiplication, Inverse of Matrices by cramer's Rules, Frequency

Distribution and their Analysis. **(7hours)**

- Probability Theory and Probability Distributions - Binomial, Poisson, Normal distribution. **(6hours)**
- Correlation and Regression Analysis- Karl Pearson's coefficient of correlation, Rank correlation, Simple regression, Test of Hypothesis—t, Z and chi square tests, F- test, **Case Study1-**Statistics work –Love land computers (simple regression and correlation related) Regression **(12hours)**
- Analysis of Time Series: Components of a Time Series, Determination of secular Trend and Seasonal Variations in business data, Least Squares Method as a Tool for Forecasting. **Case Study2**- Statistics at work-Love land computers (time series) **(8hours)**
- Linear Programming—Basic Concepts Formulation, Graphical Methods, Simplex Methods. **(7hours)**

- **SUGGESTED READINGS:**

1. Anderson,D.R., Sweeney, D.J.,Williams, T.A.,Camm, J.D., Cochran,J.J., Fry, M.J.,&Ohlmann, J.W.,(2013).Quantitative Methods for Business. Cencage Learning,New Delhi.
2. Beri,G.C.(2005). Business Statistics.Tata Mc Graw Hill, New Delhi.
3. Brandimarte, P.,(2012). Quantitative Methods: An Introduction for Business Management.John Wiley&Sons, USA.
4. Curwin,J.,&Slater R.,(2008).Quantitative Methods for Business Decisions.Thoms on Learning,London.
5. Dewhurst, F.(2006).Quantitative Methods for Business and Management.Mc Graw Hill,New Delhi.
6. Curwin,J.,&Slater ,R., (2004).Quantitative Methods:A Short Course.Thoms on Learning, London.
7. Keller,G.(2009) Introduction to Statistics.Cengage Learning,New Delhi
8. Levine,D.M, Kribbeil, T.C,Berenson.Mand Vishawanath,P.K.(2011).Basic Statistics:A First Course.Pearson Education. NewDelhi.
9. Levin,R.I.,&Rubin,D.S.,(2009).Statistics for Management.PearsonEducationInc,NewDelhi.
10. Sharma, J.K.(2007). Business Statistics.Pearson Education.New Delhi.
11. Sharma, J.K., (2009). Quantitative Techniques for Managerial Decisions. Macmillan Publishers India Ltd,New Delhi.

Case Study 1. Richard I. Levin and David S. Rubin(1995). Statistics for Management, Sixth Edition, Hall of IndiPrivate Limited, New Delhi

12. **Case Study 2**. Richard I. Levin and David S. Rubin(1995) .Statistics for Management, Sixth Edition, Hall of IndiPrivate Limited, New Delhi

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA I Year	**MBA-C106**		**Semester-I**		
	Business Communication				
Time Allotted for End Semester Examination	Marks Allotted For Internal Assessment	Marks Allotted For End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	**30(20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	**Mapped Program Outcomes**
CO.1	Understand and recall the fundamentals of business communication	**PO.1,PO.2PO8**
CO.2	Apply key communication concepts to manage business.	**PO.1,PO.2,PO.3,PO.7, PO.8**
CO.3	Demonstrate professional speaking, reading, and writing skills required to Communicate in a business.	**PO.3,PO.4,PO.5,PO.6**

CO.4	Recall and apply modern business communication tools to be effective and efficient in business governance.	**PO.3,PO.5,PO.6,PO7**
CO.5	Design his authentic communication style to create impact in the business Worlds.	**PO5,PO.6,PO7,PO8**

Course Code and Name: **MBA-C106 Business Communication**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	1	1	1	1	2
CO2	2	2	2	1	1	1	2	2
CO3	1	1	2	2	2	2	1	1
CO4	1	1	2	1	2	2	2	1
CO5	1	1	1	1	2	2	2	2
CO6								
Average	1.4	1.4	1.6	1.2	1.6	1.6	1.6	1.6

OBJECTIVE:

This course is designed to develop effective business communication skills among students by enhancing their verbal, non-verbal, written, digital, and professional communication competencies required in modern organizations. The course also introduces emerging AI-powered communication tools and their applications in business environments.

- **Unit I: Introduction to Business Communication**

Introduction to Business Communication, Importance, Role and Process of Business Communication, Verbal and Non-Verbal Communication, Effective Communication, Directions of Communication and Barriers to Communication, AI-Powered Communication Tools.

Case Study 1: *Profile of an Effective Communicator / Relevant Case Study.* **(8 Hours)**

Unit II: Individual and Group Communication

Individual Communication, Letters and Memos, Group Communication, Circulars and Notices, The Process of Writing Commercial Letters, Routine Requests and Replies, Claim and Adjustment Letter. **(8 Hours)**

Unit III: Meetings and Public Communication

- Meetings, Agenda and Notice, Press Release, Seminars and Conferences, Group Discussions, Public Speaking, Legal Issues in Communication, Public Relations. **(8 Hours)**

Unit IV: Professional Communication Skills

- Negotiation Skills, Presentation Skills, Writing a Business Report, Resume, Curriculum Vitae (CV) and Job Application Letter, The Job Interview.
- **Case Study 2:** *The Presentation Effect / Relevant Case Study.* **(8 Hours)**

Unit V: Electronic Communication

- Electronic Communication, Fax, E-mail, Internet and Multimedia, AI in Electronic Communication, Office Administration and Management, Business Etiquette. **(8 Hours)**

SUGGESTED READINGS:

1. Chaturvedi, P. D. (2011). *Business Communication: Concepts, Cases, and Applications*. Pearson Education India.
2. Guffey, M. E., & Loewy, D. (2013). *Essentials of Business Communication*. South-Western Cengage Learning.
3. Dwyer, J., & Hopwood, N. (2019). *The Business Communication Handbook*. Cengage AU.
4. Gibson, R. (2002). *Intercultural Business Communication: An Introduction to the Theory and Practice of Intercultural Business Communication for Teachers, Language Trainers, and Business People*. Oxford University Press.
5. Guffey, M. E., Loewy, D., & Griffin, E. (2021). *Business Communication: Process and Product* (Brief Edition). Cengage Canada.
6. Sehgal, M. K., & Khetarpal, V. (2008). *Business Communication*. Excel Books India.
7. Cornelissen, J. P. (2023). *Corporate Communication: A Guide to Theory and Practice*.
8. Turan, N., & Verma, V. (2025). *Business Communication: e-Book for MBA, 1st Semester, Haryana NEP*. Thakur Publication Private Limited.
9. Getchell, K. M., Carradini, S., Cardon, P. W., Fleischmann, C., Ma, H., Aritz, J., & Stapp, J. (2022). "Artificial Intelligence in Business Communication: The Changing Landscape of Research and Teaching." *Business and Professional Communication Quarterly*, 85(1), 7–33.
10. Mayfield, J., & Mayfield, M. (2024). *Book Review: Positive Communication for Leaders: Proven Strategies for Inspiring Unity and Effecting Change.*
11. Iaia, L., Nespoli, C., Vicentini, F., Pironti, M., & Genovino, C. (2024). "Supporting the Implementation of AI in Business Communication: The Role of Knowledge Management." *Journal of Knowledge Management*, 28(1), 85–95.
12. Gershon, R. A. (2024). *Digital Media and Innovation: Management and Design Strategies in Communication*. Routledge.
13. Dos Reis, F. L., Pimentel, H., & Soutelinho, T. (2024). "Business Communication Barriers: Generation Y's Perspective." *Economic and Social Development in Period of Global Instability (Book of Proceedings)*, Special Issue, 95.

MBA I Year	**MBA-C107**		**Semester-I**		
	Accounting for Managers				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3Hrs.	**30 (20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes	**Mapped Program Outcomes**
CO1	Familiarity with different accounting concepts and conventions and recording of financial transactions	**PO1, PO2**
CO2	Understanding the IFRS, ICAI accounting standards	**PO1, PO2, PO5, PO7**
CO3	Understand how accounting information is employed to guide decision making and resource allocation	**PO3, PO7, PO5**

CO4	Preparation and analysis of financial statements and preparation of cash flow statement	**PO6, PO7**

Course Code and Name: **MBA-C107 Accounting for Managers**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	1	1	1	1	1
CO2	2	2	1	1	2	1	2	1
CO3	1	1	2	1	2	1	2	1
CO4	1	1	1	1	1	2	2	1
CO5								
CO6								
Average	1.5	1.5	1.25	1	1.5	1.25	1.75	1

Unit 1: Financial Accounting. Concept, Importance and Scope, Generally Accepted Accounting Principles,

Recording of Financial transactions. Journals, Ledger, Cash book, Subsidiary books, Trial balance, Adjustments and Rectification of errors**. (8 hours)**

Unit 2: Revenue Recognition and measurement, matching of revenue and expenses: Inventory pricing and Valuation, Long term assets and Depreciation Accounting, Preparation of Financial Statements: PR of it and Loss

account, Balance Sheet and related concepts. **(8 hours)**

Unit 3: Management Accounting. Concept, Need, Importance and Scope, Accounting Ratios: Meaning, Significance

and Limitation. Classification, Computation and Interpretation of Liquidity Ratios, Leverage Ratios, Activity/Turnover Ratio and Profitability Ratios. **Relevant Case Study (8 hours)**

Unit 4: Techniques of Financial Analysis: Meaning and need, Preparation and Interpretation. Cash flow analysis.

Concept, Preparation & Interpretation, Budget and Budgetary Control, Zero Base Budgeting. **Relevant Case Study (8 hours)**

Unit 5: International accounting standard: Basics of IFRS, Accounting Information System; Introduction of Accounting Software, Applications of AI in accounting, (8 hours)

SUGGESTED READINGS:

1. *Goyal, D. K. (2022).* Financial accounting. *Avichal Publishing Company, New Delhi.*
2. *Gulhane et al., (2023).* Advanced management accounting. *Pearson, New Delhi.*
3. *Lucey, T. (2024).* Artificial intelligence in accounting, auditing and finance. *Springer Nature, Cham, Switzerland.*
4. *Madegowda, J., & Gowda, I. P. M. (2024).* Strategic cost management. *Himalaya Publishing House, New Delhi.*
5. *Sharma, I. (2024).* Accounting for managers. *Mahavir Publication, New Delhi.*
6. *Garg, K. (2025).* Ind AS & IFRS. *Bharat Law House, New Delhi.*

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teacher from time to time.

MBA I Year	MBA-C108	Semester-I
	Computer Applications In Management	

Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3Hrs.	**30 (20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	**Mapped Program Outcomes**
CO.1	To understand various aspects of hard ware and software in a computer system.	**PO.1, PO.2.**
CO.2	To describe classification of modern age computing and compare with traditional methods.	**PO.2, PO.3**
CO.3	To employ various tools required to develop computing skills such as MS excel, PowerPoint and others.	**PO.3, PO.4,PO.5, PO.6,PO.7,PO.8**
CO.4	To illustrate contemporary methods of computer technology.	**PO2, PO.3, PO.4**
CO.5	To understand the web networking process required for implementation of online applications.	**PO.1, PO.2,PO.3,PO.5**

Course Code and Name: **MBA-C108 Computer Applications In Management**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	1	1	1	1	1
CO2	1	2	2	1	1	1	1	1
CO3	1	1	2	2	2	2	2	2
CO4	1	2	2	2	1	1	1	1
CO5	2	2	2	1	2	1	1	1
CO6								
Average	1.4	1.8	1.8	1.4	1.4	1.2	1.2	1.2

- **Evolution of Computers, Computer Generations, Basic Computer Organization, Classification of Computers. Introduction to Artificial Intelligence (AI):** Meaning, Evolution, Applications in Business and Daily Life, Difference between Human Intelligence and AI,**.**
  Lab (1 hour) (7 hours)

- **Processor and Memory Hierarchy, CPU Architecture and Functions, RAM, ROM and Cache Memory, CPU–Memory Interaction, Types of Secondary Storage Devices (HDD, SSD, Cloud Storage), Universal Serial Bus (USB) and Portable Storage Devices. Microsoft Excel (Advanced):** Workbook Management, Cell Referencing, Formatting, Data Validation, Conditional Formatting, Formulae and Functions (Mathematical, Logical, Text, Date & Time, Lookup Functions), Sorting, Filtering, Advanced Filter, Text to Columns, Flash Fill, Pivot Tables, Pivot Charts, Slicers, Timelines, Dashboards, Charts and Graphs. **Introduction to Data Visualization:** Principles of Data Visualization, Power BI Basics, Tableau Basics, Interactive Dashboards. **Role of AI in Data Analytics:** AI-assisted Data Cleaning, AI-generated Charts, AI-powered Excel Features, Business Analytics.
  Lab (1 hour) (7 hours)

- **Computer Software, Application Software Packages. Basics of Word Processing Package (MS Word),**

Spreadsheet Package (MS Excel), Presentation Graphics Package (MS PowerPoint), Introduction to Canva, Basics of CorelDRAW, Adobe Photoshop. AI-based Software Tools: Use of AI in Document Creation, Data Analysis, Presentations, Introduction to Generative AI Tools (ChatGPT, Microsoft Copilot, Google Gemini, Gamma AI, Canva AI).
Lab (1 hour) (7 hours)

- **Business Data Processing:** Definition, Data Storage, Data Hierarchy, Standard Methods of Organizing Data, Database Management System (DBMS), Computer Networks (LAN and WAN), Cloud Storage. **Computer Security:** Malware, Cryptography, Digital Signature, Firewall, User Identification and Authentication, Multi-factor Authentication, Data Backup and Recovery. **Role of AI in Data Processing and Security:** AI in Data Analysis, Fraud Detection, Cybersecurity, Predictive Analytics, Ethical Issues of AI (Privacy, Bias, Data Protection).
  Lab (1 hour) (7 hours)

- **Internet:** Brief History, Web Page, Website, Browsers, URL, Hypertext, Web Server, E-mail, Instant Messaging, Internet Telephony, Video Conferencing, Cloud Services. **Role of IT in Business, Information Systems:** Introduction, Definition and Categories, Management Information Systems (MIS). **Role of AI in Internet and Business:** AI in E-commerce, Chatbots, Recommendation Systems, Digital Marketing, Customer Relationship Management (CRM), AI in MIS, Business Intelligence, Future Trends of AI.
  Lab (1 hour) (7 hours)

SUGGESTED READINGS:

1. Goel, A. (2010). *Computer Fundamentals.* Pearson Education, NewDelhi.
2. Leon, A.,& Leon,M.(2005). *Principles of IT*.Vikas Publishing House Pvt.Ltd. New Delhi.
3. Madan, S. (2011). *Student's Guideto IT*. Taxmann Allied Services Pvt. Ltd, New Delhi.
4. Madan, S. (2006). *Introduction to Essential* Tools. Mayur Paperbacks,Noida.
5. Murthy,C.S.V.(2001). *Management Information Systems–Text & Applications.* Himalaya Publishing House, New Delhi.
6. McLeod, Raymond, Schell, & George, P. (2007). *Management Information System* (10thed.). Pearson Education Inc, USA..
7. Prasad, L.M. & Prasad, Usha. (2010). *Management Information Systems*. Sultan Chand & Sons, New Delhi.
8. Rainer, Turban & Potter. (2005). *Introduction to Information Technology*. John Wiley & Sons Inc. USA.
9. Sinha, P.K., & Sinha, U. (2004). *Computer Fundamentals (*3rdEd). BPB Pulications, New Delhi.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teacher from time to time.

MBA I Year	MBA-C109		Semester- I		
	Personality Development and Professional Skills I				
Time Allotted for End Semester Examination	Marks Allotted For Internal Assessment	Marks Allotted For End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2 Hrs.	**-**	**50**	**50**	**02**	**40**

	Course Outcomes:	Mapped Program Outcomes
CO.1	Develop self-awareness, confidence, and a positive personality.	**PO.1, PO.2**
CO.2	Apply SWOT analysis, goal setting, and self-management techniques.	**PO.2, PO.3**
CO.3	Demonstrate effective verbal and non-verbal communication skills.	**PO.2, PO.4, PO.5**
CO.4	Improve vocabulary, pronunciation, listening, and reading skills.	**PO.2, PO.3, PO.5, PO.6**
CO.5	Deliver structured presentations with confidence and professionalism.	**PO.4, PO.5, PO.6, PO.7**

Course Code and Name:**MBA-C109 Personality Development and Professional Skills I**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	1	1	1	1	
CO2	1	2	2	1	1	1	1	
CO3	1	1	1	2	2	1	1	
CO4	1	2	2	1	2	2	1	
CO5	1	1	1	2	2	2	2	
CO6								
Average	1.2	1.6	1.4	1.4	1.6	1.4	1.2	

- Unit 1: Personality Development and Self-Awareness *(6 Hours)*

  Understanding Personality, Self-Awareness, SWOT Analysis, Positive Thinking, Growth Mindset, ConfidenceBuilding.
  Practical Activities: Self-Introduction, SWOT Analysis, Personality Assessment, Confidence Exercises.
- Unit 2: Goal Setting and Professional Grooming *(6 Hours)*

  Goal Setting, Career Planning, Time Management Basics, Professional Grooming, BusinessEtiquette.
  Practical Activities: Career Goal Sheet, Dress Code Demonstration, Etiquette Practice.
- Unit 3: Communication Skills *(6 Hours)*

  Verbal Communication, Non-Verbal Communication, Active Listening, Reading Comprehension.
  Practical Activities: Role Plays, Listening Activities, Reading Exercises.
- Unit 4: Vocabulary and Business English *(6 Hours)*

  Vocabulary Building, Pronunciation, Fluency Development, Business English Basics. Practical Activities: Daily Vocabulary Practice, Storytelling, Extempore Speaking.

Unit 5: Presentation and Public Speaking *(6 Hours)*

Presentation Planning, PPT Design, Stage Confidence, Public Speaking, Persuasive Communication.
Practical Activities: Individual Presentation, Group Presentation, Seminar Presentation.

SUGGESTED READINGS:

1. Adams, G. M. (2020). *You Can*. Fingerprint! Publishing.
2. Arora, D. (2025). *The Ultimate Interview Preparation Guide* (1st ed.). Invincible Publication Pvt. Ltd.
3. Bliven, A. (2023). *Business Communication Essentials You Always Wanted to Know: Effective Communication Strategies, Audience Analysis, Tools, and Crisis Management for Success*. Vibrant Publishers.
4. Carnegie, D. (2016). *Develop Self-Confidence, Improve Public Speaking*. Rupa.
5. Chaturvedi, P. D., & Chaturvedi, M. (2024). *The Art and Science of Business Communication: Skills, Concepts, Cases, and Applications* (5th ed.). Pearson Education.
6. Kingsley, T. (2023). *How to Prepare for Job Interviews: 7 Easy Steps to Master Interviewing Skills, Job Interview Questions & Answers*. Career Development.
7. Palan, C. S. (2024). *Interview Ready for Finance Jobs: Resume, Finance Interview Questions, Salary Negotiation* (1st ed.). ZebraLearn.
8. Reed, J. (2017). *Why You? 101 Interview Questions You'll Never Fear Again*. Portfolio Penguin.
9. Sabharwal, D. (2021). *Personality Development Handbook*. Fingerprint! Publishing.
10. Sinha, K., & Mohindra, R. S. (2023). *Taxmann's Business Communication: Comprehensive Guide Featuring Lucid Presentation, Real-Life Situation-Based Examples, Leading Case Studies, etc., for Managerial Students* (5th ed.). Taxmann Publications Private Limited.
11. Winter, S. (2020). *Job Interview Preparation and Conversation Skills 2-in-1: Learn How to Crush Your Next Job Interview and Develop a Magnetic Charisma to Enhance Your Communication Skills*. Native Publisher.
12. Yeung, R. (2015). *Smart Answers to Tricky Interview Questions*. Robinson.

SECOND SEMESTER

MBA I Year	MBA--C201		Semester-II		
	Business Environment				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	**30(20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	Mapped Program Outcomes
CO.1	To give students understanding about the various constituents of business environment.	**PO.1, PO.2, PO.3, PO.7**
CO.2	To examine how different factors and trends in the external environment are likely to impact upon a proposed business venture.	**PO.1, PO.2, PO.3, PO.4, PO.5, PO.7**
CO.3	To assess the business environment of an organization using selected strategic tools.	**PO.1, PO.2, PO.3, PO.4, PO.5, PO.7**
CO.4	To analyze the environment of a business from the legal l & regulatory, macroeconomic, cultural, political, technological and natural perspectives.	**PO.1, PO.2, PO.3, PO.4, PO.5, PO.6, PO.7, PO.8**
CO.5	To Construct and present scenarios that synthesizes business environment information.	**PO.1, PO.2, PO.3, PO.4, PO.5, PO.6, PO.7, PO.8**

Course Code and Name: **MBA--C201 Business Environment**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	1	1	1	2	1
CO2	1	2	2	2	2	1	2	1
CO3	2	1	2	2	2	1	2	1
CO4	2	2	1	2	1	2	1	2
CO5	1	1	1	1	1	2	1	2
CO6								
Average	1.6	1.6	1.6	1.6	1.4	1.4	1.6	1.4

OB JECTIVE: The primary objective of this course is to acquaint the students with emerging global trends in business environment.

- Economic Systems: Globalization of Indian Economy, Aspects of Human Development, Introduction to International Business, Modes of International Business, Absolute advantage, Comparative advantage, theory of Country size.
  (8Hours)
- The Business Environment: The Economic and Political Environment, The Human and Cultural Environment, Trade and Investment—Governmental Influence on Trade and Investment, Determination of Trading Partner's Independence, Interdependence and Dependence, Country Evaluation and Selection, Scanning for Alternatives, Countr y Comparison Considerations, Tools for Comparing Countries, Diversification vs. Concentration Strategies, Investment Proposal Evaluation. Case Study 1: Industrial relations in Botswana – workplace conflict: behind the diamond sparkle. **(8Hours)**
- Marketing: Market size analysis, Product Policy, Pricing Promotion and Distribution, Finance: Internal Sources of Funds, Globa l Cash Management, Financing International Trade, Risk Management and Financia l Aspects of the Investment Decisions, Multinational Accounting and Tax Functions: Factors Influencing the Development

of Accounting, Transactions in Foreign Currency, Translating of Foreign Currency, Financial Statements, Taxation of Foreign, source income, Double, Tax Treaties**. (8Hours)**

- Human Resource Management: Management Qualifications and Characteristics, International Managerial Transfers, Management Recruitment and Selection, International Development of Managers, Training, Market Differences. Production: Production and Export Strategies, Forms of Foreign Involvement. **(8Hours)**
- Regional Blocks: Cross – National Cooperation and Agreement, GATT and UNCTAD, Trading Blocks — EC, NAFTA, East Asia, Special Trading Arrangements of Trading B locks With Developing Countries, Monetary Block, International Business Diplomacy: Negotiating an International Business, Issues in Asset Protection, Multilateral Settlements, Consortium Approaches, External Relations Approach**. (8Hours)**

SUGGESTED READINGS:

1. Alworth, &Julian, S. (1988). The Finance, Investment & Taxation Decisions of Multinationals. Basil & Blackwell. London.
2. Bhalla, V.K. (1990). World Economy in 90's; A Portfolio Approach. Anmol Publication, New Delhi.
3. Daniel, J.D. & Rudabaugh (2001). International Business. A. Wesley, NY, USA.
4. Eiteman, D.K. & Stonehill, A.I. (1992). Multinational Business Finance, A. Wesley, NY, USA.
5. Kreinin, Mordechel, E.H.(1979). International Economics, Brace, USA.
6. Rugman, A. M. (1979). International Diversification & the Multinational. Lexington Books, Toronto.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA I Year	MBA--C202		Semester-II		
	Management Science				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	**30(20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	Mapped Program Outcomes
CO.1	To understand the basic concepts of management science and its application in decision making and model building.	**PO.1, PO.2, PO.3, PO.4, PO.5**
CO.2	Familiarity with model basic concept of model building for solving business problems and its uses in daily life.	**PO.1, PO.2, PO.3, PO.4, PO.5**
CO.3	To help students aware and learn inventory management skills knowledge and technique and its practical implication in business filed	**PO.1, PO.2, PO.3, PO.8**
CO.4	To make understand the decision model development skills and analysis for decision making skills in adverse situation of life.	**PO.1, PO.2, PO.3**

Course Code and Name:MBA-C202 Management Science

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	2	2	1	2	1
CO2	2	1	2	2	2	1	1	1
CO3	1	2	2	1	1	2	1	2
CO4	1	1	1	1	1	1	1	1
CO5								
CO6								
Average	1.5	1.5	1.75	1.25	1.5	1.25	1.25	1.25

OBJECTIVE: The objective of this paper is to familiarize the students with the principles and practice of Management Science.

- Management Science: Basic Concepts and its role in decision making, Applications of Management Science in Business Organizations, Introduction of senesitity in linear programming Non-Linear Programming, Duality in linear Programming, . **Case Study1:** Kiwanis Pancake Day– a service operations management. **(8Hours)**
- Assignment Models: Mathematical Formulation of Assignment Fundamental theorems, Hungarian Method for Assignment Problem, Unbalanced Assignment Problem, Variations in Assignment Problem. **(8Hours)**
- Mathematical Formulation, Metric form Transportation Problem, Feasible Solution, Basic Feasible Solution and Optimum Solution, Moving towards Optimum Solution, Solution by N.W. Corner Rule, Least Cost Method & Vogel's Approximation Method. **Case Study2:** Bharat Tobacco: vendor selection and vendor rating. **(8Hours)**
- Simulation: Definition, Types, Uses, Limitations & Phases of Simulation, Even Type, Monte Carlo Simulation, Application of Simulation, Decision Theory: Types, Components of Decision Making, Decision Models, Decision Making under Uncertainty, Decision Tree Analysis**.**
  Case Study3: Customer asset management at DHL in Asia. **(8Hours)**
- Queuing Theory: Waiting Line Models, Inventory Management, Job Sequencing, Project Management by PERT and CPM, Game theory: Characteristic of Game Theory, Minimax Criterion & Optimal Strategy. Theoretical Introduction to Gamification. **(8Hours)**

SUGGESTED READINGS:

1. Barry, Render, Ralph, M. & Michael, E., Hanna(2011), Quantitative Analysis, PHI, New Delhi.
2. Budnik, Frank, S., Dennis, McElvaney& Richard, Mojena (2003). Principles of Operations Research. All India
3. TravelerBookseller, New Delhi,
4. Evans, J. R. (2023). *Business analytics* (3rd ed.). Pearson.
5. Hillier, F. S., & Lieberman, G. J. (2021). *Introduction to operations research* (11th ed.). McGraw-Hill.
6. Winston, W. L. (2022). *Operations research: Applications and algorithms* (5th ed.). Cengage Learning.
7. Stevenson, W. J. (2023). *Operations management* (14th ed.). McGraw-Hill.
8. Levin, R. I., & Rubin, D. S. (2021). *Quantitative approaches to management* (12th ed.). McGraw-Hill.
9. Taha, H. A. (2022). *Operations research: An introduction* (10th ed.). Pearson.
10. Law, A. M. (2023). *Simulation modeling and analysis* (6th ed.). McGraw-Hill.
11. Sharma, J. K. (2023). *Operations research: Theory and applications* (6th ed.). Macmillan India.
12. Robertson, P. W. (2022). *Supply chain analytics: Using data to optimise supply chains*. Kogan Page.
13. Gibbons, R. (2023). *Game theory for applied economists* (updated ed.). Princeton University Press.
14. Gupta, R. K. (2010), Operation Research. Krishna Prakash Media, Meerut.
15. Sharma, J. K.(2009). Operations Research, Theories and Applications. Macmillian India Ltd., New Delhi.
16. Sharma, S. D.(2007). Operation Research. Kedarnath & Co. Meerut.
17. Taha, H. A.(2008). Operation Research, An Introduction. Mc.Millan, New York.
18. Andrew Tiger, Robert Howard, (2011) "Kiwanis Pancake Day – a service operations management case study", Emerald Emerging Markets Case Studies, Vol. 1 Issue: 4, pp.1-5, https://doi.org/10.1108/20450621111186147
19. Monica Singhania, Gagan Gandhi, (2013) "Bharat Tobacco: vendor selection and vendor rating", Emerald Emerging Markets Case Studies, Vol. 3 Issue: 2, pp.1-8, https://doi.org/10.1108/EEMCS-02-2013-0019
20. Jochen Wirtz, Indranil Sen, Singh Singh, (2011) "Customer asset management at DHL in Asia", Emerald Emerging Markets Case Studies, Vol. 1 Issue: 1, pp.1-6, https://doi.org/10.1108/20450621111117413
21. Case Study1: Kiwanis Pancake Day– a service operations management
22. Case Study2: Bharat Tobacco: vendor selection and vendor rating.
23. Case Study3: Customer asset management at DHL in Asia.
24. Case Study1: Kiwanis Pancake Day– a service operations management
25. Case Study2: Bharat Tobacco: vendor selection and vendor rating.
26. Case Study3: Customer asset management at DHL in Asia

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA I Year	**MBA-C203**		**Semester-II**		
	Research Methodology				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	**30(20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	**Mapped Program Outcomes**
CO.1	To develop understanding on various kinds of research, research process and research designs.	**PO.1, PO.2, PO.3.**
CO.2	To understand the theories and assertions of sampling methods.	**PO.1, PO.2, PO.3**
CO.3	To apply the concepts of various qualitative and quantitative research techniques.	**PO.1, PO.2, PO.3, PO.7, PO.8**
CO.4	To formulate tools for data collection, data analysis and interpretation of results.	**PO.4, PO.5, PO.6, PO.7, PO.8**

CO.5	To validate the various univariate, bivariate and multivariate techniques through mathematical understanding.	**PO.4, PO.5, PO.6, PO.7, PO.8**

Course Code and Name: **MBA-C203 Research Methodology**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	1	1	1	1	1
CO2	2	2	2	1	1	1	1	1
CO3	1	1	1	1	1	1	2	2
CO4	1	1	1	2	2	2	2	2
CO5	1	1	1	2	2	2	1	2
CO6								
Average	1.4	1.4	1.4	1.4	1.4	1.4	1.4	1.6

OBJECTIVE: The objective of this course is to develop the research skills of the students in investigating the business problems with a view to arrive at objective findings, interpretation of data and conclusions of their investigation in the form of systematic reports.

- Research in Management: Definitions, Meaning, Scope and Objectives of Research, Different Approaches to Research – Scientific Methods and Non-scientific Methods; Types of Business Research; The Research Process Ethics in Business Research, ethical issues in AI use (plagiarism, accuracy, and proper referencing). **(8Hours)**
- Formulation and Definition of Business Research Problem; Literature review (traditional and Artificial Intelligence Using Tools) , research gap , research objectives , Formulation of Research Hypotheses, Business Research Design – Meaning and Formulation; Research Design Classification – Exploratory Research Design (Secondary Data & Qualitative Research), Descriptive Research Design (Survey & Observation) and Causal Research Design (Experimentation). **(8Hours)**
- The Sampling Design Process; Types of Sample Design – Probability and Non-probability Sampling Designs; Size of Sample; Sampling Errors; Measurement Scales- Nominal, Ordinal, Interval, Ratio; Ratings and Ranking Scale, Thurstone, Likert and Semantic Differential scaling, Paired Comparison. Case Study 1: Attitudes Towards Technology and Lifestyle**. (8Hours)**
- Questionnaires and Observation Forms; Questionnaire Design Process; Collecting Primary Data through Observations, Semi-structured Interviews, In depth Interviews and Questionnaire; Artificial Intelligence Tools in Questionnaire Design, Processing of Research Data Editing, Coding, Classification and Tabulation. Case Study 2: Telephonic Survey in South India. **(8Hours)**
- Basic Data Analysis – Overview of Univariate, Bivariate and Multivariate analysis, Descriptive Statistics; Univariate Statistics – Hypotheses Testing; Bivariate Analysis – Test of Differences and Measures of Association; Multivariate Analysis, Artificial Intelligence Tools in Data Analysis . Importance of the Report & Presentation; Business Report Format; Report Writing , Citations and Bibliography – meaning, importance, and styles (APA, MLA, Chicago); reference management using tools like Zotero and Mendeley; AI-assisted citation and bibliography generation and Annexure in report;**. (8Hours)**

SUGGESTED READINGS:

- Bell, E., Bryman, A., & Harley, B. (2018). *Business research methods*. Oxford: Oxford University Press.
- Chawla, D., & Sodhi, N. (2016). *Research methodology: Concepts and cases*. New Delhi: Vikas Publishing House.
- Cooper, D. R., & Schindler, P. S. (2014). *Business research methods*. New Delhi: Tata McGraw Hill.
- Field, A. (2016). *Discovering statistics using IBM SPSS statistics*. London: Sage Publications.
- Kothari, C. R., & Garg, G. (2025). *Research methodology* .New Delhi: New Age International.
- Kumar, R. (2014). *Research methodology: A step-by-step guide for beginners*. New Delhi: Pearson

Education.
- Levin, R. I., & Rubin, D. S. (2013). *Statistics for management*. New Delhi: Pearson Education.
- Malhotra, N. K. (2010). *Marketing research: An applied orientation*. New Delhi: Pearson Education.
- Negash, B., & Mekonen, B. (2025). *AI-driven quantitative research: Advanced methods for business insights and innovation* (AI-Driven Research Methods, Book 2). Amazon.
- Saunders, M., Lewis, P., & Thornhill, A. (2019). *Research methods for business students*. Harlow: Pearson Education.
- Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2003). *Business research methods* (7th ed.). Thomson/South-Western.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBAIYear	**MBA-C204**		**Semester-II**		
	Human Resource Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted For End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3Hrs.	**30 (20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	**Mapped Program Outcomes**
CO.1	Understand basic concept of Human Resource Management, and significant emergent changes in HR practices that have taken place in organizations.	**PO.1, PO.2**
CO.2	Recognize the concept of Human Resource Planning in organizations and implications of planning at plant, corporate and national level.	**PO.2, PO.3**
CO.3	Express, articulate and consider the process of managing human resources.	**PO.2, PO.4, PO.5**
CO.4	Associate, assess and compile programs for building current and future needs of human resources.	**PO.2, PO.3, PO.5, PO.6**
CO.5	Administer, convince and combine prevailing standard practices with pivotal role of Human resource management.	**PO.4, PO.5, PO.6, PO.7**

Course Code and Name: **MBA-C204 Human Resource Management**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	1	1	1	1	
CO2	1	2	2	1	1	1	1	
CO3	1	1	1	2	2	1	1	
CO4	1	2	2	1	2	2	1	
CO5	1	1	1	2	2	2	2	
CO6								
Average	1.2	1.6	1.4	1.4	1.6	1.4	1.2	

- Concepts, Nature, Scope and significance of HRM, Evolution, Human Resource Management in a Changing Environment, Gender sensitization. (**8 hours)**

- Human Resource Planning, Factors effecting HRP, Process of Human Resource Planning, Demand and Supply Forecasting. (**8 hours)**
- Job analysis, Recruitment & Selection, Induction, Transfer, Promotion, Demotions and separations, Whistle Blowing, GIG workers. **Case study1:** A "hotel with in a hotel"in Bangkok. (**8 hours)**
- Training and Development, Performance Appraisal and Potential Appraisal, Job Evaluation, Wage and salary administration. (**8 hours)**
- Employee Welfare, Grievance Management and Employee Empowerment, AI-Powered Grievance Redressal**:** Implementing automated, anonymous chatbot triage systems (Conversational AI) that allow employees to report grievances, track resolution status, and receive bias-free policy clarifications 24/7. Counselling, Safety and Health, Collective Bargaining; **Case study2:** Anand Automotive Limited: leadership development process for reading strategic impact. (**8 hours)**

SUGGESTEDREADINGS:

1. Ashwathappa, K., & Dash, S. (2021). Human Resource Management: Text and Cases (9th ed.). Tata McGraw Hill, New Delhi.
2. Amos, T. (2023). Human Resource Management (6th ed.). Juta & Co. Ltd, Cape Town.
3. Armstrong, M., & Taylor, S. (2023). Armstrong's Handbook of Strategic Human Resource Management (8th ed.). Kogan Page Ltd, London.
4. Banfield, P., Kay, R., & Royles, D. (2018). Introduction to Human Resource Management (3rd ed.). Oxford University Press, New York.
5. (Note: This is the definitive final edition of this widely used textbook framework).
6. Bhardwaj, Rajul (2019 reprint). Human Resource Management. D.P.S. Publishing House, New Delhi.
7. Kumar, R. (2021). Human Resource Management: Text & Cases (2nd ed.). I.K. International Publishing House Pvt. Ltd, New Delhi.
8. Mathis, R. L., Jackson, J. H., & Valentine, S. (2016). Human Resource Management: Essential Perspectives (7th ed.). South-Western Cengage Learning, USA.
9. (Note: Cengage now funnels newer structural updates into their comprehensive "Human Resource Management, 16th Ed." flagship volume).
10. Price, A. (2011/2016 Print). Human Resource Management (4th ed.). South-Western Cengage Learning, USA.
11. Martin, J. (2010). Human Resource Management. SAGE Publications, California.
12. **Casestudy1**:https://www.emeraldinsight.com/doi/full/10.1108/20450621211291860
13. **Casestudy2**:https://www.emeraldinsight.com/doi/full/10.1108/EEMCS-02-2013-0013

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA I Year	MBA-C205		Semester-II		
	Financial Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted forEnd Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3Hrs.	**30 (20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes	Mapped Program Outcomes
CO1	Have a deeper understanding in objectives of financial management and enable the students to access the proper sources of finance for the business.	PO1, PO2, PO3, PO5, PO6, PO7
CO2	Enable the students to evaluate the finance plans on the basis of cost of capital and to acquaint a deeper knowledge in leverages in order to arrive a better finance decisions	PO3, PO5, PO6, PO7
CO3	Equip the students to construct an optimal capital structure through the conceptual knowledge on capital structure theories and enable them to take better dividend decisions.	PO3, PO4, PO5, PO7
CO4	Impart deeper understanding in working capital management to avail the adequate working capital for business functions.	PO3, PO4, PO5, PO6, PO7
CO5	Enable the students to evaluate the capital budgets through capital budgeting techniques.	PO3, PO4, PO5, PO6, PO7

Course Code and Name: **MBA-C205 Financial Management**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	1	2	2	2	
CO2	1	1	2	1	2	2	2	
CO3	1	1	2	2	2	1	2	
CO4	1	1	1	2	1	1	1	
CO5	1	1	1	2	1	2	1	
CO6								
Average	1.2	1.2	1.6	1.6	1.6	1.6	1.6	

OBJECTIVE: The objective of this paper is to familiarize the students with the principles and practice of Financial Management.

Unit 1: Concepts of Financial Management: Nature, Objective & Scope of Financial Management, Techniques of Financial Management, Time Value of Money with real world application. (**8 hours**)

Unit 2: Capital Budgeting: Nature, features and advanced decision-making techniques of Capital Budgeting Decisions, Evaluation Techniques, Cost of Capital, Significance of cost of capital, Cost of Different Sources of Capital, Weighted Average Cost of Capital. **Relevant Case Study** (**8 hours)**

Unit 3: Leverages & Capital Structure: Operating, Financial & Combined Leverages, Indifference Point, Capital Structure. Approaches to Capital Structure, Optimum Capital Structure**.** (**8 hours)**

Unit4: Working Capital Management: Concept of Working Capital, Determinants**,** Advanced Computation methods**,** Current Assets and Current Liability Management,

Working Capital Financing, Inventory Management Techniques. **Relevant Case Study2 (8 hours)**

Unit 5: CVP analysis and Dividend policy: Cost Volume Profit Analysis, Dividend Policies. Determinants with modern valuation Models, Impact of dividend decision on firm's value (8 hours)

SUGGESTEDREADINGS:

1. *Chandra, P. (2022). Financial management: Theory and practice. McGraw Hill, New Delhi.*
2. *Sharma, A. (2022). Financial management and economics for finance. Bharat Law House, New Delhi.*
3. *Tulsian, P. C., Tulsian, B., & Tulsian, T. (2023). Tulsian's financial management for CA intermediate course (Group II). S. Chand Publishing, New Delhi.*
4. *Pandey, I. M. (2025). Financial management. Pearson India, New Delhi.*
5. *Rustagi, R. P. (2025). Fundamentals of financial management. Taxmann Publication, New Delhi.*

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time**.**

MBA I Year	**MBA--C206**		**Semester-II**		
	Marketing Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	**30(20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	**Mapped Program Outcomes**
CO.1	Understand major marketing elements and their Impact on Marketing Decisions, concepts and methods with regard to enhance customer value.	**PO.1, PO.2, PO.3**
CO.2	Apply contemporary marketing theories to the demands of business and management practice.	**PO.1, PO.2, PO.3, PO.7, PO.8**
CO.3	Demonstrate how as a marketer you can use your knowledge of consumer behavior concepts to develop better marketing programs and strategies to influence those behavior.	**PO.3, PO.4 , PO.5, PO.6**
CO.4	Organize information and data to reveal patterns and themes, and manage teams and implementing marketing programs.	**PO.3, PO.5, PO.6**
CO.5	Understand the process of consumer protection, accounting for ethical, social and cultural (ESC) issues.	**PO.5**

Course Code and Name: **MBA--C206 Marketing Management**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	1	1	1	1	1
CO2	2	2	2	1	1	1	2	2
CO3	1	1	1	2	2	2	1	1
CO4	1	1	1	1	2	2	1	1
CO5	1	1	1	1	2	1	1	1

CO6								
Average	1.4	1.4	1.4	1.2	1.6	1.4	1.2	1.2

- Nature and scope of marketing, Marketing Environment: Concept; Need for Study; Major Elements and their Impact on Marketing Decisions, critical role of marketing in organization/Society, Marketing planning and research, Customer Value, Holistic marketing concept and integrated marketing approach. (7Hours)
- Understanding Consumer and Industrial Markets: Theories of Consumer Behaviour;Types of Buying Behaviour;Buying segmentation, Bases of Segmenting Consumer Markets; Market Selection Strategies; Targeting and positioning Consumer and Industrial Market,Digital consumer behaviour and online buying patterns,AI and data-driven consumer insights,Gen-Z consumer trends and social media influence,Customer analytics and predictive consumer modelling(9Hours)
- Product Decisions: product mix, product line, Product Life Cycle (PLC), new product development, branding and packaging; pricing methods and contemporary pricing strategies; promotion decisions comprising Integrated Marketing Communication (IMC), digital and social media marketing; channel management ,conflict management and Vertical Marketing Systems (VMS); retail and merchandising management and gondola management, omnichannel retailing and e-commerce; sales force management, sustainable marketing practices ,AI-enabled marketing, digital branding and experiential marketing.(9Hours)
- Evaluation and control of marketing efforts :designing of marketing control systems; tools and techniques of marketing control; marketing audit and performance evaluation; sales analysis, profitability analysis and marketing metrics; organizing and implementing marketing programs; monitoring customer satisfaction and marketing effectiveness; digital marketing analytics, KPI measurement and contemporary issues in marketing control and performance management. (7Hours)
- Emerging issues in marketing: globalization and international marketing environment; consumerism and consumer rights; green marketing and sustainable marketing practices; legal, ethical and social aspects of marketing; consumer protection measures and recent developments in consumer protection laws in India; rural marketing and inclusive market development; e-marketing, digital marketing and social media marketing; AI and data-driven marketing, influencer marketing, experiential marketing and contemporary challenges in the digital business environment. (8Hours)

SUGGESTED READINGS:

1. Etzel, M. J., Bruce, J. W., Stanton, W. J., & Pandit, A. (2010). *Marketing* (14th ed.). New Delhi: Tata McGraw Hill.
2. Kotler, P., Armstrong, G. (2016). *Principles of marketing*. New Delhi: PHI.
3. Kotler, P., Armstrong, G., Balasubramanian, S., & Agnihotri, P. (2023). *Principles of marketing* (19th ed.). Pearson Education.
4. Kotler, P., Keller, K. L. (2015). *Marketing management* (15th Global ed.). New Delhi: PHI.
5. Kotler, P., Keller, K. L., Cerven, A., Sheth, J. N., & Shainesh, G. (2025). *Marketing management* (17th ed.). Pearson Education.
6. Kotler, P., Keller, K., Koshy, L., & Jha, M. (2009). *Marketing management: A South Asian perspective* (13th ed.). New Delhi: Pearson.
7. Mukund, R. (2022). *Don't make them sell, make them buy: Upgrade your selling skills*. Om Books International.
8. Neelam Gham, S. (2000). *Indian cases in marketing*. New Delhi: Vikas Publishing House.
9. Neelamegham, S. (2012). *Marketing in India: Cases and readings* (4th ed.). Vikas Publishing House.
10. Palmer. (2015). *Introduction to marketing*. London: Oxford University Press.
11. Paliwoda, S., & Andrews, T. (2012). *Marketing management in Asia*. UK: Routledge.
12. Singh, V. K., & Sharma, N. (2015). *Mini cases & case lets for would be managers*. Germany: Lambert Academic Publishing.
13. Winer, R., & Dhar, R. (2013). *Marketing management*. New Delhi: Pearson.
14. Case Study 1. (2012). *Case study from Emerald Insight*. https://www.emeraldinsight.com/doi/full/10.1108/EEMCS-08-2012-0147

15. Case Study 2. (2012). *Case study from Emerald Insight*. https://www.emeraldinsight.com/doi/full/10.1108/20450621211214450

NOTE: The list of cases specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA I Year	**MBA-C207**		**Semester-II**		
	Production and Operations Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3Hrs.	**30 (20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	**Mapped Program Outcomes**
CO.1	Understanding of Production and Operations functions in different types of Organizations.	**PO1, PO2, PO7**
CO.2	Introduction to different types of Layouts and factors that determine Capacity and location of a manufacturing plant	**PO1, PO2, PO3**
CO.3	Design of Production systems and Processes	**PO6, PO8**
CO.4	Preparing Material Requirement Plan and Drawing Inventory Models	**PO3, PO4, PO7, PO8**
CO.5	Learning Quality Concepts, Tools and Techniques to develop Products and Services with Zero defect	**PO3, PO4, PO7, PO8**

Course Code and Name: **MBA-C207 Production and Operations Management**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	1	1	1	2	1
CO2	2	2	2	1	1	1	1	1
CO3	1	1	1	1	1	2	1	2
CO4	1	1	2	2	1	1	2	2
CO5	1	1	2	2	1	1	2	2
CO6								
Average	1.4	1.4	1.6	1.4	1	1.2	1.6	1.6

• Managing Operations: Nature and scope of Production and Operations Management. (8hours)
• Planning (Designing) the Conversion System: Designing of Products, Services & Processes, Facility Location, Type of Manufacturing Systems and Layout. Case study 1: Case study related to production & operation management (8 hours)
• Organizing the Conversion System: Job Design, Production and Operation standards and Work Measurement, Scheduling System, Aggregate Planning for Production and Services. (8hours)
• Controlling the Conversion Process:Inventory Control, MRP, Purchasing. (8 hours)
• Modern Operation Systems: Introduction to modern management system— JIT, KANBAN, FMS,TQM—Quality Control,

Quality Assurance and Total Quality. Case study 2: Case study related to Modern Operation Systems (8 hours)

SUGGESTED READINGS:

1. Stevenson, W. J. (2024). Operations Management (15th ed.). McGraw Hill. Link: https://www.mheducation.com/highered/product/operations-management-stevenson/M9781265071882.html
2. Cachon, G., & Terwiesch, C. (2025). Operations Management. McGraw-Hill.
3. Link:https://books.google.com/books/about/Operations_Management.html?id=jTbl0AEACAAJ
4. Adam,Ebert,&Ronald.J.(1992).*Production and Operation Management*.Concepts, Models & Behaviour, PHI, New Delhi
5. Aswathappa,K.,&Bhat,Shridhara.K.(2011). *Production and Operations Management*.TMH, Delhi.
6. Baff,E.S.(1993).*Modern Production Management*.John Willey,New York.
7. Charry,S.N.(2005).*Production and Operation Management*.Concepts Methods and Strategy.PHI,New Delhi .
8. Chase,B.,Richard,Shankar,R.,Jacobs,F.R.,Aquilano,N.J.(2009).*Operations and Supply Management.*TMH, Delhi.
9. Garg,Ajay(2011).*Production and Operations Management*.TMH,Delhi.
10. Madan,Pankaj.(2010).*Production and Operation Management*.New Delhi.
11. Mahadevan,B.(2004).*Operations Management;Theory and Practices*.Pearson Education,Delhi.
12. Martinich,J.S.(1997). *Production and Operations Management*.John Wiley and Sons,New York.
13. Pannesseluam,R.(2009). Production and *Operations Management*. PHT, Delhi.
14. William.J. S.(2009), *Operation Management*.TMH,New Delhi
15. **Case Study1:** Saroj Koul Mayank Arora, (2012)."Coping with capacity expansion: Go-Goal Hydro'spanache",Emerald Emerging Markets CaseStudies ,Vol.2Iss2pp.1–11.http://dx.doi.org/10.1108/20450621211228392

16.Casen Study2: Meeta Dasgupta,(2011),"Enabling excellence inoperations through technological

MBEIIYear	MBA-C208		Semester-II		
	Business Analytics				
Time Allotted For End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted For End Semester Examination (ESE)	Maximum Marks(MM)	Total Credits	Maximum Hours
3 Hrs.	**30(20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	Mapped Program Outcomes
CO.1	Understand the basic concepts of business analytics and managementScience.	**PO.1,PO.2,PO.3,PO .4,PO.5**
CO.2	Understand the nature of business analytics and management scienceand relate it to business and management practice.	**PO.1,PO.2,PO.3,PO .4,PO.5**
CO.3	Apply the basics of decision analysis to solve business analytics and Management science problems.	**PO.1,PO.2,PO.3, PO.8**
CO.4	Choose appropriate data sources and analytical tools to design a Sophisticated analytical study through practical cases.	**PO.1,PO.2,PO.3**
CO.5	Gain an over view of advances in business analytics and application of business analytics in various management functions like finance, human resource, marketing healthcare,supply chain analytics and Sport etc.	**PO.1,PO.2,PO.3,PO .4,PO.5**

Course Code and Name: **MBA-C208 Business Analytics**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	2	2	1	1	1
CO2	1	2	2	1	2	1	1	1
CO3	2	1	2	1	1	1	1	2
CO4	1	2	2	1	1	1	1	1
CO5	2	1	2	2	2	1	1	1
Average	1.6	1.6	2	1.4	1.6	1	1	1.2

OBJECTIVE:

Analytics is the scientific process of deriving business insights from raw data to support decision making. This course aims to provide a basic introduction to the use of analytical techniques to solve business problems, and how a business organization can create a competitive advantage by leveraging on data derived from its multiple business processes.

Business analytics: introduction, types of analytics, characteristics of analytics, business analytics, and business intelligence; business analytics process and its relationship with decision making process; Advantage of business analytics: informed decisions, creating competitive advantage, key attributes of analytical competitors, OLAP and OLTP. **Case Study 1:** Case study related to Business analytics **(8Hours)**

Analytical methods and models: Descriptive analytics-overview of its tools and techniques, role in business analytics process and its importance in business decision making. **Case Study 2:** Case study related to Methods and models of analysis **(8Hours)**

Business analytics in action: applicability and importance of business analytics in different areas financial analytics, human resource analytics, marketing analytics, CRM, health care analytics, supply chain analytics,

sport analytics and analytics for Government and nonprofit organization. **Case Study 3:** Case study related to Business analytics in action **(8Hours)**

Developing analytics: kinds of statistics, statistical tests, big data and its analyst, important analytics software's, Job opportunities in business analytics, skills required for analytics, data analytics for modern engineers and scientists, IoT. **Class Assignment:** ANOVA. **SPSS Assignment:** t-test and Chi-Square. **(8Hours)**

Predictive analytics: data modeling, types of data model, data modeling technique, basics of data mining and machine learning environment; **Prescriptive analytics:** basics of its tools and modeling, role in business analytics process, model-based decision making. **Case Study 4:** Case study related to Modeling techniques. **(8Hours)**

SUGGESTED READINGS:

1. Davenport, H., Harris, J.G. (2007). *Competing on Analytics: The New Science of Winning*. Harvard Business Review Press, USA.
2. Davenport, H., Harris, J.G. and Morison, R. (2010). *Analytics at Work: Smarter Decisions, Better Results*. Harvard Business Review Press, USA.
3. Schniederjans, M.J., Schniederjans, D.G. and Starkey, C.M. (2014). *Business Analytics Principles, Concepts, and Applications with SAS: What, Why, and How*. FT Press Analytics, New Jersey.
4. Provost, F., Fawcett, T. (2013). *Data Science for Business: What You Need to Know About Data Mining and Data-Analytic Thinking*. O'Reilly Media, Canada.
5. Siegel, E. (2013). *Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die*. Wiley, New Jersey.
6. Fitz-enz, J. and Mattox, J. (2014). *Predictive Analytics for Human Resources*. Wiley and SAS Business Series, New Jersey.
7. Maisel, L. and Gokins, G. (2014). *Predictive Business Analytics: Forward Looking Capabilities to Improve Business Performance*. Wiley, New Jersey.
8. Granville, V. (2014). *Developing Analytic Talent: Becoming a Data Scientist*. Wiley Publishers, Indiana.
9. Watson, M., Nelson, D. and Cacioppi, P. (2013). *Managerial Analytics: An Applied Guide to Principles, Methods, Tools, and Best Practices*. FT Press Analytics, New Jersey.
10. Prasad, R.N. and Acharya, S. (2018). *Fundamentals of Business Analytics*. Wiley Publishers, New Delhi.
11. Turban, E., Sharda, R., & Delen, D. (2014). *Business Intelligence and Analytics: Systems for Decision Support*. Pearson Higher Education, England.
12. **CaseStudy1:**https://www.chegg.com/homework-help/questions-and answers/application-case-11-sabrehelps-clients-dashboards-analytics-sabre-one-world-leaders-trave-q26618322
13. **CaseStudy2(Assignment 1):**https://www.coursehero.com/file/22692809/Nationwide-Insurance-UsedBI-to-Enhance-Customer-Service
14. **CaseStudy3:**https://www.chegg.com/homework-help/questions-and-answers/analyzing-athletic-injuriesathletic-activity-prone-injuries-inju-ries-handled-properly-te-q25624717

Case Study 4:https://www.chegg.com/homework-help/text-mining-patent-analysisa-patent-set-exclusiverights-gra-chapter-7.1ac-problem-2qd-solution-9780133868906-exc

MBA I Year	**MBA-C209**		**Semester- II**		
	Personality Development and Professional Skills II				
Time Allotted for End Semester	Marks Allotted For Internal	Marks Allotted For End Semester	Maximum Marks (MM)	Total Credits	Maximum Hours

Examination	Assessment	Examination (ESE)			
2 Hrs.	**-**	**50**	**50**	**02**	**40**

	Course Outcomes:	**Mapped Program Outcomes**
CO.1	Prepare professional resumes, CVs, and cover letters.	**PO.1, PO.2**
CO.2	Demonstrate interview, group discussion, and networking skills.	**PO.2, PO.3**
CO.3	Apply leadership and emotional intelligence in teams.	**PO.2, PO.4, PO.5**
CO.4	Develop conflict management, teamwork, and professional ethics.	**PO.2, PO.3, PO.5, PO.6**
CO.5	Build career readiness through employability and professional behaviour.	**PO.4, PO.5, PO.6, PO.7**

Course Code and Name: **MBA-C209 Personality Development and Professional Skills II**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	1	1	1	1	
CO2	1	2	2	1	1	1	1	
CO3	1	1	1	2	2	1	1	
CO4	1	2	2	1	2	2	1	
CO5	1	1	1	2	2	2	2	
CO6								
Average	1.2	1.6	1.4	1.4	1.6	1.4	1.2	

- Unit 1: Resume Building and Professional Branding *(6 Hours)*

Resume Writing, CV Preparation, Cover Letter, LinkedIn Profile Development. **Practical Activities:** Resume Preparation, LinkedIn Profile Creation.

- Unit 2: Interview Preparation *(6 Hours)*

HR Interview, Technical Interview Basics, Personal Interview, Interview Etiquette. **Practical Activities:** Mock Interviews, HR Interview Simulation.

- Unit 3: Group Discussion and Employability Skills *(6 Hours)*

Group Discussion, Case Discussion, Corporate Communication, Networking Skills. **Practical Activities:** Mock GD, Case Discussion, Networking Exercises.

- Unit 4: Leadership and Team Building *(6 Hours)*

Leadership Skills, Emotional Intelligence, Team Building, Conflict Management. **Practical Activities:** Leadership Games, Team Projects, Role Plays.

- **Unit 5: Career Readiness and Professional Excellence *(6 Hours)***

Corporate Ethics, Professional Behaviour, Advanced Time Management, Career DevelopmentPlanning.
Practical Activities: Career Development Plan, Professional Portfolio, Final Presentation.

SUGGESTED READINGS:

1. Adams, G. M. (2020). *You Can*. Fingerprint! Publishing.
2. Arora, D. (2025). *The Ultimate Interview Preparation Guide* (1st ed.). Invincible Publication Pvt. Ltd.
3. Bliven, A. (2023). *Business Communication Essentials You Always Wanted to Know: Effective Communication Strategies, Audience Analysis, Tools, and Crisis Management for Success*. Vibrant Publishers.
4. Carnegie, D. (2016). *Develop Self-Confidence, Improve Public Speaking*. Rupa.
5. Chaturvedi, P. D., & Chaturvedi, M. (2024). *The Art and Science of Business Communication: Skills, Concepts, Cases, and Applications* (5th ed.). Pearson Education.
6. Kingsley, T. (2023). *How to Prepare for Job Interviews: 7 Easy Steps to Master Interviewing Skills, Job Interview Questions & Answers*. Career Development.
7. Palan, C. S. (2024). *Interview Ready for Finance Jobs: Resume, Finance Interview Questions, Salary Negotiation* (1st ed.). ZebraLearn.
8. Reed, J. (2017). *Why You?: 101 Interview Questions You'll Never Fear Again*. Portfolio Penguin.
9. Sabharwal, D. (2021). *Personality Development Handbook*. Fingerprint! Publishing.
10. Sinha, K., & Mohindra, R. S. (2023). *Taxmann's Business Communication – Comprehensive Guide Featuring Lucid Presentation, Real-Life Situation-Based Examples, Leading Case Studies, etc., for Managerial Students* (5th ed.). Taxmann Publications Private Limited.
11. Winter, S. (2020). *Job Interview Preparation and Conversation Skills 2-in-1 Book: Learn How to Crush Your Next Job Interview and Develop a Magnetic Charisma to Enhance Your Communication Skills*. Native Publisher.
12. Yeung, R. (2015). *Smart Answers to Tricky Interview Questions*. Robinson.

NOTE: The list of cases, specific references, books including recent articles will be announced in the class by the concerned teachers from time to time.

THIRD SEMESTER
MBA--C301 SUMMER PROJECT

	Course Outcomes:	**Mapped Program Outcomes**
CO.1	To develop confidence for employment after graduation.	**PO.1, PO.2, PO.3,PO.7**
CO.2	To complete certain job functions previously unknown.	**PO.1,PO.2, PO.3,PO.4,PO.5, PO.7, PO.8**
CO.3	To apply knowledge to make decisions or alternatives within a certain situation.	**PO.1,PO.2, PO.3,PO.4,PO.5, PO.6,PO.7, PO.8**
CO.4	To create yourself for employment after graduation.	**PO.1,PO.2, PO.3,PO.4,PO.5, PO.6,PO.7, PO.8**

Course Code and Name: **MBA--C301 SUMMER PROJECT**

Course	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8

Outcome								
CO1	2	2	2	1	1	1	2	1
CO2	2	1	2	2	2	1	2	2
CO3	2	2	1	2	2	2	2	2
CO4	2	1	2	1	2	1	2	1
CO5								
CO6								
Average	2	1.5	1.75	1.5	1.75	1.25	2	1.5

SUMMER TRAINING AND ITS PROJECT REPORT:

1. At the end of second semester examination, every student of MBA will undergo industrial training in any manufacturing, service, financial organization or a NPO. The training will be of 6 to 8 weeks duration.
2. During the training, the student is expected to learn about the organization and analyses/suggest solutions of a live problem. The objective is to equip the student with the knowledge of actual functioning of the organization and problems faced by them for exploring feasible solutions and suggestions.
3. During the course of training, the organization (where the student is undergoing training) will assign a problem/project to the student.
4. The student, after the completion of training will submit a report to the Faculty/Department, which will form the part of third semester examination. However, the report must be submitted latest by 31st August during third semester.
5. The report (based on training and the problem/project studied) prepared by the student will be known as Summer Training Project Report. The report should ordinarily be based on primary data. It should reflect in depth study of micro problem, ordinarily assigned by the organization where student undergoes training. Relevant tables and bibliography should support it. One comprehensive chapter must be included about the organization where the student has undergone training. This should deal with brief history of the organization, its structure, performance products/services and problems faced. This chapter will form part I of the Report. Part II of the Report will contain the study of micro research problem. The average size of Report ordinarily will be 70 to 100 typed pages in standard font size (12) and double spacing. One report, duly typed on A-4 sized paper in the hard bound (paperback) form is to be submitted to the Faculty/Department for evaluation and other shall be retained by the student after getting both the reports duly forwarded by Head and Dean of the Faculty.
6. The Report should have one certificate duly signed by the Reporting officer of the organization where the student has undergone training and this certificate is to be countersigned / forwarded by the Head and Dean of the faculty before submission in the department.
7. Evaluation of report and Viva shall be conducted by both external and internal examiners with external evaluation of 70 marks and internal evaluation of 30 marks.
8. A late fee of Rs.1000 will be paid by the student, if he/she fails to submit the report by 31st August.

MBEI Year	MBA-C302		Semester-III		
	Universal Human Values and Indian Ethos				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination(ESE)	Maximum Marks (M M)	Total Credits	Maximum Hours
3Hrs.	**30(20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	Mapped Program Outcomes
CO.1	Explain Universal Human Values and their relevance in personal, professional and organizational life.	**PO.1,PO4,PO8**
CO.2	Analyze Indian philosophical traditions and their contribution to management thought and ethical leadership.	**PO.1,PO.2,PO.3**
CO.3	Apply value-based management, corporate governance and social responsibility principles.	**PO.2, PO.3**
CO.4	Evaluate harmony at the levels of self, family, society, and nature and existence, Develop ethical decision-making and leadership capabilities.	**PO.3, PO.5**
CO.5	Integrate Indian ethos and universal values in solving managerial and societal challenges.	

Course Code and Name: **MBA-C302 Universal Human Values and Indian Ethos**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	1	1	2	1	1	1	2
CO2	2	2	2	1	1	1	1	1
CO3	1	2	2	1	1	1	1	1
CO4	1	1	2	1	2	1	1	1
CO5	1	2	2	1	1	1	1	1
CO6								
Average	1.4	1.6	1.8	1.2	1.2	1	1	1.2

OBJECTIVE:

The course aims to develop a holistic understanding of human values, ethical conduct, responsible leadership, and Indian ethos in management. It seeks to nurture socially responsible managers capable of making sustainable and value-based decisions in organizations and society.

Universal Human Values and Self-Exploration: Need and Content of Value Education, Human Aspirations, Happiness and Prosperity, Self-Exploration, Harmony in Self and Body, Right Understanding, Relationships and Physical Facilities, Human Consciousness and Ethical Behaviour, Professional Ethics and Personal Integrity. **(9 Hours)**

Indian Ethos and Foundations of Management Thought: Indian Ethos, Indian Knowledge System, Vedic and Upanishadic Perspectives, Karma and Nishkama Karma, Management Lessons from Bhagavad Gita, Ramayana and Mahabharata, Swami Vivekananda, Sri Aurobindo and Mahatma Gandhi. **Case Study 1:** Relevant Case Study. **(9 Hours)**

Human Values, Relationships and Social Harmony: Harmony in Family and Society, Trust and Respect, Value-Based Communication, Emotional Intelligence, Diversity and Inclusion, Ethics in Public Life, Gandhian Trusteeship and Sarvodaya, Community Engagement and Nation Building. **(8 Hours)**

Ethical Leadership, Corporate Governance and Sustainability: Ethical Leadership, Corporate Governance, Corporate Social Responsibility (CSR), Environmental Ethics, Sustainable Development Goals (SDGs), Environmental, Social and Governance (ESG) Framework, Ethics in Digital Business and Artificial Intelligence (AI). **Case Study 2:** Relevant Case Study. **(8 Hours)**

Harmony with Nature, Professional Excellence and Future Organizations: Harmony with Nature, Sustainable Consumption, Work Ethos in Indian Tradition, Holistic Management, Spiritual Intelligence, Workplace Happiness, Value-Based Decision Making, Ethical Organizations. **Case Study 3:** Relevant Case Study. **(6 Hours)**

SUGGESTED READINGS:

1. Agarwal, T., & Chandorkar, N. (2018). *Indian Ethos in Management*. Himalaya Publishing House.
2. AICTE. (2023). *Student Handbook on Universal Human Values*. All India Council for Technical Education.
3. Chakraborty, S. K. (1987). *Managerial Effectiveness and Quality of Work Life: Indian Insights*. Tata McGraw-Hill.
4. Dave, N. V. (2002). *Vedanta and Management*. Deep & Deep Publications.
5. Fernando, A. C. (2022). *Business Ethics and Corporate Governance* (3rd ed.). Pearson Education.
6. Gaur, R. R., Sangal, R., &Bagaria, G. P. (2019). *A Foundation Course in Human Values and Professional Ethics*. Excel Books.
7. Ministry of Education. (2023). *Indian Knowledge Systems: An Introduction*. Government of India.
8. Bhatta, S. K. (2006). *Business Ethics and Managerial Value*. Deep & Deep Publications Pvt. Ltd., New Delhi.
9. Pandey, M. K. (2026). *Indian Knowledge System: Pathway to Self-Realisation, Social Harmony and Professional Excellence*. The Readers Paradise.
10. Sharma, R. K. (2021). *Indian Knowledge System: Concepts and Applications*. New Bharat Publications.
11. Vasishth, N., & Rajput, N. (2016). *Business Ethics and Values*. Taxmann Publications.

THIRD SEMESTER

MBA-II Year	**MBA**		**Semester-III/IV**		
	Digital Transformation Strategies and Business Models				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	**30(20+10)**	**70**	**100**	**03**	**40**

	Course Outcome	**Mapped Program Outcomes**

CO.1	Understand the concepts, importance, and impact of digital transformation and digital innovation in modern business environments.	**PO1, PO2, PO7**
CO.2	Analyse emerging digital technologies and business process transformation approaches for organizational improvement.	**PO2, PO3, PO7**
CO.3	Apply data-driven approaches, analytics, and digital tools for effective business decision-making.	**PO1, PO5, PO7**
CO.4	Develop innovative digital business models and strategies to achieve competitive advantage in changing markets.	**PO1, PO4, PO8**
CO5	Evaluate digital transformation challenges, change management practices, and ethical considerations in organizations.	**PO4, PO6, PO8**

Course Code and Name: **MBA- Digital Transformation Strategies and Business Models**

Course Outcome	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**
CO1	2	2	1	1	1	1	2	1
CO2	1	2	2	1	1	1	2	1
CO3	1	1	1	1	2	1	2	1
CO4	2	1	1	2	1	1	1	2
CO5	1	1	1	2	1	2	1	2
CO6								
Average	1.4	1.4	1.2	1.4	1.2	1.2	1.6	1.4

OBJECTIVE:

The objective of this course is to familiarize students with the concepts, strategies, and frameworks of digital transformation and their role in modern business organizations. The course aims to develop students' understanding of digital innovation, emerging technologies, data-driven transformation, digital business models, digital marketing, and change management practices to create sustainable competitive advantage.

- Digital Transformation Fundamentals, Concepts and Importance of Digital Transformation, Digital Innovations, Managing Digital Innovation, Creating Value through Digital Transformation, Digital Disruption, Digital Culture and Challenges in Digital Transformation. (8 Hours**)**
- Digital Technologies and Business Process Transformation, Emerging Technologies, Digital Business Ecosystem, IT Architecture, Business Process Transformation,

  Business Process Re-engineering (BPR) and Frameworks for Digital Business Models. (8 Hours)
  - Data-Driven Business Transformation, Data as Strategic Asset, Big Data Concepts, Data Analytics, Data-Driven Decision Making and Analytics-Based Digital Transformation Models. (8 Hours)
  - Digital Business Models and Platform Ecosystems, Competitive Advantage in Digital Industries, Disruptive Technologies, New Business Models, Platform Strategies, Two-Sided Markets and Digital Trust. (8 Hours)
  - Innovation and Digital Marketing, Lean Startup Methodology, Innovation Frameworks, Digital Marketing Strategies, Customer-Centric Digital Services, AI-Based Customer Experience and Digital Transformation Roadmap. (8 Hours)
  - Change Management in Digital Transformation, Organizational Capabilities, Strategy Formulation, Technology Implementation, Leadership, Stakeholder Management, Communication Planning and

Managing Technological Change. (5 Hours)

Suggested Readings:

- **Rogers, D. L. (2023).** *The Digital Transformation Playbook: Rethink Your Business for the Digital Age (2nd Edition).* Columbia Business School Publishing.
- **Westerman, G., Bonnet, D., & McAfee, A. (2014).** *Leading Digital: Turning Technology into Business Transformation.* Harvard Business Review Press.
- **Kane, G. C., Phillips, A. N., Copulsky, J., & Andrus, G. (2021).** *The Transformation Myth: Leading Your Organization Through Uncertain Times.* MIT Press.
- **Parker, G. G., Van Alstyne, M. W., & Choudary, S. P. (2016).** *Platform Revolution: How Networked Markets Are Transforming the Economy and How to Make Them Work for You.* W. W. Norton & Company.
- **Ian Siti, M., & Lakhani, K. R. (2020).** *Competing in the Age of AI: Strategy and Leadership When Algorithms and Networks Run the World.* Harvard Business Review Press.

MBA II Year	**MBA-C304**		**Semester-III**		
	Strategic Management				
Time Allotted for EndSemester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3Hrs.	**30 (20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	**Mapped Program Outcomes**
CO.1	Understand and recall the fundamentals of strategic formulation and implementation.	**PO.1, PO.2 PO8**
CO.2	Explain and apply key strategic management concepts used to improve organization profitability through improving competitive advantage.	**PO.1, PO.2, PO.3, PO.7, PO.8**
CO.3	Analyse and demonstrate understanding of contemporary strategic management tools and techniques	**PO.3, PO.4 , PO.5, PO.6**
CO.4	Apply contemporary strategic management tools and techniques to improve business performance.	**PO.3, PO.5, PO.6, PO7**
CO.5	Evaluate key decisions taken in the past by organizations to improve their pr of itability through competitive advantage creation.	**PO5, PO.6, PO7, PO8**

Course Code and Name: **MBA-C304 StrategicManagement**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	1	1	1	1	2
CO2	2	2	2	1	1	1	2	2
CO3	1	1	2	2	2	2	1	1

CO4	1	1	1	2	1	2	2	1
CO5	1	1	1	1	2	2	2	2
CO6								
Average	1.4	1.4	1.4	1.4	1.4	1.6	1.6	1.6

OBJECTIVE: The Objectives of this course is to develop a holistic perspective of enterprise, critical from the point of view of the top executives.

- The nature of corporate strategy, Value of corporate strategy, Levels of strategy, Process of Strategic Management, Strategic Management in different contexts, Role of different strategists. **Case Study 1**: Nataliya A. Kravchenko Svetlana A.
  (8Hours)
- Defining the Company Mission, Corporate Philosophy, Corporate Governance and Strategy, Strategy and Ethics.

  (8Hours)
- The External Environment analysis, Industry Analysis, organizational analysis during industry evolution, Globalization and Industry structure.

  (8Hours)
- Formulating corporate strategies, Business level Strategies, Functional Strategies, Strategic choice, Strategy in the Global Environment. **Case Study 2:** A tough choice", Emerald Emerging Markets Case studies.

  (8Hours)
- Implementing strategy, designing organizational structure, designing strategic control system, Strategic leadership, Structure and control to strategy, Implementing Strategic change, Technology Strategy, Case study2: Satya Bharti School Program: the kaizen way.

  (8Hours)

SUGGESTED READINGS:

1. Charles, W.L.H., & Gareth, R. J. (2012). Strategic Management Theory – An Integrated Approach.USA: South Western Cengage Publishing, USA.
2. David, F. R . (2012). Strategic Management A Competitive Advantage Approach Concepts. Prentice Hall, New Delhi. Jayarathnam, M. (2007).
3. Business Policy and Strategic Management. Mumbai,India: Himalaya Publishing House, New Delhi.
4. Gerry, J., & Kevan, S. (2009). Exploring Corporate Strategy. Prentice Hall of India,New Delhi.
5. Singh.S.P. (2004). Corporate Strategy. AITBS. New Delhi.
6. Srinivasan. (2007). Strategic Management: The Indian Context. New Delhi, India: Prentice Hall of India, New Delhi.
7. **Case Study 1:** Nataliya A. Kravchenko Svetlana A. Kuznetsova, (2012),"A tough choice", Emerald Emerging Markets Case Studies, Vol. 2, Iss 7 pp. 1 – 10.Permanent link to this document: http://dx.doi.org/10.1108/20450621211284624.
8. **Case Study 2:** Jyoti Kainth, (2012),"Satya Bharti School Program: the kaizen way", Emerald Emerging Markets Case Studies, Vol. 2 Iss 8 pp. 1 – 13.Permanent link to this document: http://dx.doi.org/10.1108/20450621211292382.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA II Year	MBA-C305	Semester-III
	Soft Skills	

Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
2 Hrs.	**50(10+10)**	**30**	**50**	**02**	**20**

	Course Outcomes:	**Mapped Program Outcomes**
CO.1	To know about various aspects of soft skills and learn ways to develop personality	**PO.1**
CO.2	Understand the importance and type of communication in personal and professional environment.	**PO.1,PO.2**
CO.3	To provide insight in too much needed-technical and non-technical qualities in career planning.	**PO.2,PO.3,PO.4**
CO.4	Learn about Leadership, team building, decision making and stress management	**PO.2,PO.4**

Course Code and Name: **MBA-C305 Soft Skills**

Course Outcome	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**
CO1	2	2	1	1	1	1	1	1
CO2	2	2	2	2	1	1	1	1
CO3	2	2	1	2	1	1	2	1
CO4	2	2	2	2	2	1	2	1
CO5								
CO6								
Average	2	2	1.5	1.75	1.25	1	1.5	1

- **Unit 1: Introduction to Soft Skills and Personality Development *(5 Hours)***

  Knowing Yourself, Positive Thinking, Johari's Window, Communication Skills, Non-Verbal Communication, Etiquette and Mannerism: Introduction, Professional Etiquette, Technology Etiquette, Communication Today: Significance of Communication, GSC's 3M Model of Communication, Virtues of Listening, Fundamentals of Good Listening, Nature of Non-Verbal Communication, Need for Intercultural Communication, Communicating in the Digital World.

- **Unit 2: Academic Skills and Employment Communication (5 Hours)**

  Resume, Curriculum Vitae (CV), Developing an Impressive Resume, Formats of Resume, Job Application or Cover Letter, Professional Presentation: Nature of Oral Presentation, Planning a Presentation, Preparing the Presentation, Delivering the Presentation, Job Interviews: Background Information, Types of Interviews, Preparatory Steps for Job Interviews, Interview Skill Tips, Frequently Asked Questions (FAQs) During Interviews, Group Discussion.

- **Unit 3: Professional Skills and Ethical Values (5 Hours)**

  Professional Skills: Creativity at Workplace: Introduction, Current Workplaces, Creativity, Motivation, Nurturing Hobbies at Work, The Six Thinking Hat Method. **Ethical Values:** Ethics and Society, Correlation between Values and Behaviour.

- **Unit 4: Capacity Building, Leadership and Decision Making *(5 Hours)***

  Capacity Building: Learn, Unlearn and Relearn, Elements of Capacity Building, Zones of Learning, Ideas for Learning, Strategies for Capacity Building. **Leadership and Team Building:** Leader and Leadership, Leadership Traits, Leadership Styles and Trends, Team Building, Types of Teams. **Decision Making and Negotiation:** Introduction to Decision Making, Steps for Decision Making, Decision-Making Techniques, Negotiation Fundamentals, Negotiation Styles.

SUGGESTED READINGS

1. Chauhan, G. S., & Sharma, S. *Soft Skills: An Integrated Approach to Maximise Personality*. Wiley India.
2. Mitra, B. K. *Personality Development and Soft Skills*. Oxford University Press.
3. Kalia, S., & Agrawal, S. *Business Communication*. Wiley India.
4. Rao, M. S. *Soft Skills – Enhancing Employability*. I. K. International.
5. Sherfield. *Cornerstone: Developing Soft Skills*. Pearson India.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

FOURTH SEMESTER
MBA-C401
DISSERTATION

DISSERTATION AND ITS REPORT

In fourth semester, candidates will have to submit a Research Project Report on a problem/topic (from the Specialization areas) assigned by the Department under the supervision of a faculty member of the department. The research project report will carry 200 marks. Evaluation of report and Viva shall be conducted by both external and internal examiner with external evaluation of 140 marks and internal evaluation of 60marks.The report will contain the objectives, scope of the study ,significance of study, research methodology, results, interpretation, conclusions and recommendations. It will contain relevant review literature, charts, diagrams and bibliography. A certificate of the Supervisor and the Head of the Department certifying the authenticity of the report shall be attached there with. The student will submit three copies of the report to the Head of the program. The average size of Report ordinarily will be 100-125 typed pages in standard font size (12) and double spacing. One report, duly typed on A-4 sized paper in the hardbound (paperback) form is to be submitted to the Faculty/Department for evaluation and other shall be retained by the student after getting both there ports duly forwarded by Head and Dean of the Faculty.

	Course Outcomes:	**Mapped Program Outcomes**
CO.1	Demonstrate advanced understanding of principles of academic research.	**PO.1, PO.2, PO.4**
CO.2	Locate, evaluate and critique existing studies.	**PO.5, PO.6,PO.7, PO.8**
CO.3	Identify the gap within the existing body of knowledge and research questions.	**PO.1, PO.2, PO.3, PO.4**
CO.4	Demonstrate advanced understanding of common research methods and tools for construction and civil projects related studies.	**PO.2, PO.3, PO.4, PO.5,PO.6**
CO.5	Develop a research proposal.	**PO.2, PO.3, PO.4, PO.5,PO.6**

Course Code and Name: MBA-C401 DISSERTATION

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	2	1	1	1	1
CO2	1	1	1	1	2	2	2	2
CO3	2	2	2	2	1	1	1	1
CO4	1	2	2	2	2	2	1	1
CO5	2	1	2	1	2	2	1	1
CO6								
Average	1.6	1.6	1.6	1.6	1.6	1.6	1.2	1.2

MBA IV Year	MBA-C402		Semester–IV		
	Project Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	**30(20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	Mapped Program Outcomes
CO.1	Familiarity with basic concepts, skills and knowledge and Developing project management skills among students	**PO.1,PO.2,PO.3,**
CO.2	Familiarity with model building skills in project developments.	**PO.1,PO.2,PO.3,PO.4, PO.5**
CO.3	To help students learn about project developments tools and Technique and its benefits in daily life.	**PO.1,PO.2, PO.3**
CO.4	To make familiar with resource management, project finance and Project implication and monitoring skills.	**PO.1,PO.2,PO.3,PO.4**

Course Code and Name: **MBA-C402 Project Management**

Course Outcome	PO1	PO2	PO3		PO4	PO5	PO6	PO7	PO8
CO1	2	2	2		2	1	1	1	1
CO2	1	1	1		1	2	2	1	1
CO3	2	2	2		1	1	1	1	1
CO4	2	1	1		1	1	1	1	1
CO5									
CO6									
Average	1.75	1.5	1.5		1.25	1.25	1.25	1	1

OBJECTIVE:

Project management is about systematically incorporating the voice of the customer, working concurrently on all aspects of the project with multi-functional teams and implementation of specific tools and techniques. This course aims to provide learning to address issues of project management including strategic, financial, design, and feasibility with a holistic approach by interfacing other relevant subjects that helps in completion of a project.

- **Introduction:** Definitions, Classification, Need and Importance of Project Management, Project Risk, Concepts and Characteristics of Project, Project Plan, Tools and Techniques of Project Management, Project Management Life Cycles and Uncertainty. Project Planning: Project Planning, Need of Project Planning, Roles, Responsibility and Team Work, Risk Management, Cost Benefit Analysis, Feasibility Study, Project Planning Process, Work Breakdown Structure (WBS). **Case Study 1:** Case study related to Project Management. **(9Hours)**

- **Project Organization:** Various Forms of Project Organizations, Project Organization Charting, Organization Human Resources, The Project Manager, The Project Team, Project Team Pitfalls, Project Contract Management, Types of Contracts. **Case Study 2:** Case study related to Project Organisation. **(9Hours)**

- **Project Financing:** Project Cost Estimation, Sources of Finance, Resource Allocation, Cost Forecasts, Multiple Projects and Constraints, Project Closure. **Case Study 3:** Case study related to Cost Estimation. **(6Hours)**

- **Project Implementation and Monitoring:** Project Resource Requirements, Type of Resources, Multi-project Resource Scheduling, Resource Allocation Method, Project Monitoring and Control, Project Network Techniques (PERT and CPM), Planning for Monitoring and Evaluation, Project Management Information System, Project Scheduling, Time Constrained and Resource Constrained Scheduling, Project Communication, Project Audits, Post Project Reviews. **Case Study 4:** Case study related to Project Implementation and Monitoring. **(9Hours)**

- **Dilemma Project Direction and Control:** Project Direction, Project Execution, Project Termination, Termination Procedure and Strategies, Project Control Process, Features of Future Indian Projects. **Case Study 5:** Case study related to Project Direction and Control. **(7Hours)**

SUGGESTED READINGS:

1. Stevenson, W. J. (2024). *Operations Management* (15th ed.). McGraw Hill.
2. Cachon, G., &Terwiesch, C. (2025). *Operations Management*. McGraw Hill.
3. Beenet, P. L., & Kathyn. (1995). *Project Management for 21st Century*. Pearson Education, New Delhi.
4. Cleland, D. I. (1999). *Project Management*. McGraw Hill International Edition, USA.
5. Lock, D. (2001). *The Essentials of Project Management*. Gower Publishing, USA.
6. Gray, C., & Larson, E. (2010). *Project Management*. Tata McGraw Hill, New Delhi.
7. Gopalakrishnan, P. (1993). *Project Management*. McMillan India Ltd., New Delhi.
8. Naylor, H. (1987). *Project Management*. Pearson Publications, New Delhi.
9. Prasanna, C. (2008). *Project Management*. Tata McGraw Hill, New Delhi.
10. Desai, V. (2018). *Project Management*. Himalaya Publishing House Pvt. Ltd., Mumbai.
11. Nagarajan, K. (2005). *Elements of Project Management*. New Age International Publications, New Delhi.
12. Gray, C. F., Larson, E. W., & Desai, G. V. (2014). *Project Management: The Managerial Process*. McGraw Hill (Indian) Education, New Delhi.
13. Nagarajan, K. (2017). *Project Management*. New Age International Publishers.
14. Chandra, P. (2014). *Projects*. McGraw Hill Education (India) Private Ltd.
15. Bhavesh, P. (2010). *Project Management*. Vikas Publishing House Pvt. Ltd., Noida.
16. **Case Study 1 (Assignment 1B):**https://www.scribd.com/doc/100384582/Case-Sharp-Printing-Assignment
17. **Case Study 2:**https://www.bartleby.com/essay/Case-Study-of-Franklin-Equipment-Ltd-PKBFPPBZRFA

18. **Case Study 3:**https://www.ugllimited.com/en/case-studies/current/aurora
19. **CaseStudy4:**https://hbsp.harvard.edu/search?N=&Nrpp=10&Ntt=Politics%2C+Institutions+and+Project+Finance%3A+The+Dabhol+Power+Project+Case+Study
20. **CaseStudy5(Assignment):**https://hbsp.harvard.edu/search?N=&Nrpp=10&Ntt=The+Dabhol+Power+Project+Case+Study

MBA II Year	MBA-C403		Semester-IV		
	Entrepreneurship Development				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3Hrs.	**30 (20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	Mapped Program Outcomes
CO.1	To be able to employ entrepreneurial schemes, family business concepts and schemes such as Annapurna Yojna and their necessity.	**PO.2, PO.4**
CO.2	To assimilate the entrepreneurial leadership and management style.	**PO.5, PO.6,PO.7, PO.8**
CO.3	To utilize the methods required to create entrepreneurial venture.	**PO.1, PO.2, PO.3, PO.4**
CO.4	To identify the entrepreneurial opportunities and assessing the scope of development.	**PO.2, PO.3, PO.4, PO.5,PO.6**
CO.5	To understand the nature and function of entrepreneurship.	**PO.1**

Course Code and Name: MBA-C403 **Entrepreneurship Development**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	2	1	2	1	1	1	1
CO2	1	1	1	1	2	2	2	2
CO3	2	2	2	2	1	1	1	1
CO4	1	2	2	2	2	2	1	1
CO5	2	1	1	1	1	1	1	1
CO6								
Average	1.4	1.6	1.4	1.6	1.4	1.4	1.2	1.2

OBJECTIVE: The objective of this course is to expose the students to the growth of entrepreneurship in developing countries with special reference to India.

- Introduction: Meaning, Nature and Process of Entrepreneurship, Evolution of Entrepreneurship, Characteristics of Entrepreneurship, Characteristics and Skills of Entrepreneurs, Factors Affecting Entrepreneurship, Tools of Entrepreneurships, Role of entrepreneurs in Entrepreneurship. **(7 Hours)**
- Types of Entrepreneur, Functions of Entrepreneurs, Competing theories of entrepreneurship, Role of Government-Role of Central Government and State Government in promoting Entrepreneurship, MSME policy in India, Support, Objective, Cause of Entrepreneurial Failure, Social Entrepreneurship. **Case Study1**: Relevant Case Study **(6 Hours)**
- Govt. Policy towards SSI's, Entrepreneurial behavior and motivation, Difference between Owner, Manager &

Entrepreneur, Entrepreneur vs. Administrator, Entrepreneur vs Entrepreneurship, Ethics and Social Responsibilities of Entrepreneurs, Agencies for Policy Formulation and Implementation-District Industries Centers (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB). **(7 Hours)**

- Women Entrepreneurship, Constraints for the Development of Women Entrepreneurship, Barriers to Women Entrepreneurs, Importance of Women Entrepreneurship, Process of Woman Entrepreneurship Development, Important Women Entrepreneurs of India, Schemes for Women Entrepreneurs, Family Business, Entrepreneurial success in rural area, Innovation & entrepreneur, Establishing Entrepreneurs System: Search for business idea, sources of ideas, idea processing, input requirements. **Case Study2:** Case Study related to Women Entrepreneurship or Family Business **(6 Hours)**
- Characteristics of Small-Scale Business, Scope and Objectives of Small-Scale Business, Classification and Types, Agencies for Financial Support-Role of Commercial banks and financial institutions like SIDBI, NABARD, SFCs, and other NBFCs, Business Plan Development, raising Funds, Registering SSI Unit, Business Plan: Meaning, Objectives, and Benefits, Business Planning Process: Technical assistance, marketing assistance, sickness of units and remedial assistance. **Case Study3-** Relevant Case Study **(7 Hours)**
- Understanding AI Fundamentals for Business: Key AI Technologies in Business; The Entrepreneur's AI Toolkit: Introduction to AI/ML tools like ChatGPT, Google's AI offerings, CRM/ERP systems with built-in AI; AI in Business Model and Strategy: Developing AI-Centric Value Propositions, AI for Optimization and Efficiency, Data Strategy for AI Startups, AI in Idea Generation and Market Research. **Case Study4-** Relevant Case Study. **(7 Hours)**

SUGGESTED READINGS:

1. Agarwal, R. G. (2022). *Family Business management*.
2. Chatly, P. (2016). *Small scale Industries & entrepreneurial development: Role of Commercial Banks in SSI Financing*.
3. Dashora, S. P. &. P. (2009). *Women entrepreneurs: Role performance and Psychological profile*.
4. Drucker, P. F. (2006). *Innovation and entrepreneurship*. Harper Collins.
5. Fad, I. (2025). *Social entrepreneurship and Innovation management: A Handbook for Business Leaders*.
6. Ghuman, K., & Makkar, C. S. (2024). *How to raise startup funding in India*.
7. Gupta, R. K., & Gupta, R. (2024). *Fundamentals of Entrepreneurship and MSME Management*. Academic Guru Publishing House.
8. Kuratko, D. F. (2023). *Entrepreneurship: Theory, Process, Practice*.
9. Madan, P. (2017). Social entrepreneurship with vedic wisdom. *The CASE Journal*, *13*(4), 528–545. https://doi.org/10.1108/tcj-07-2016-0056
10. Malhotra, K. (2024). *AI Entrepreneur's Handbook: Build a Profitable Business and Make Money by Unleashing the Power of ChatGPT and Artificial Intelligence.*
11. Pallen, P. (2025). *AI for Small Business: From Marketing and Sales to HR and Operations, How to Employ the Power of Artificial Intelligence for Small Business Success.* Simon and Schuster.
12. Sharma, S., Suhail, M. T., Gupta, A., & Das, T. (2022). *Entrepreneurial Finance : A Complete Guide for entrepreneur*. AG PUBLISHING HOUSE (AGPH Books).

MBA II Year	**MBA-E301/401**		**Semester-III/IV**		
	Sales Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3Hrs.	**30 (20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	**Mapped Program Outcomes**
CO.1	Identify potential customers and segments, understands	**PO.1, PO.2, PO.3**

	and anticipates customer expectations and needs.	
CO.2	Understand concept of sales management and can put skills to practical use to develop sound sales plans and strategy.	**PO.1, PO.2, PO.3, PO.7, PO.8**
CO.3	Understand of concept of personal selling to develop sound personal selling plans and strategy.	**PO.3, PO.4 , PO.5, PO.6**
CO.4	Apply knowledge to manage recruitment selection & training of sales personnel.	**PO.3, PO.5, PO.6**
CO.5	Understand standards and methods to organize, manage and control sales force and marketing channels.	**PO.5**

Course Code and Name: **MBA-E301/401 Sales Management**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	1	1	1	1	1
CO2	2	2	2	1	1	1	2	2
CO3	1	1	2	2	2	2	1	1
CO4	1	1	1	1	2	2	1	1
CO5	1	1	1	1	3	1	1	1
CO6								
Average	1.4	1.4	1.6	1.2	1.8	1.4	1.2	1.2

- Foundations of Sales Management & Consumer Psychology, Theories of Selling, Behavioral Equation, Prospecting, Sales Resistance, Closing Sales, Analyzing Marketing Potential, Sales Potential, Sales Forecasting & Its Method, AI-based forecasting, CRM analytics, predictive selling and data-driven sales planning. (7hours)
- Formulating Personal Selling Strategy. Competitive Selling &Personal Selling Strategy, Personal Selling Objectives & Personal Selling Strategy, Determining the Kind of Sales Personnel, Determining the Size of Sales Force, Behavioral Equation, Individualizing Selling Strategies to Customers, Sales Strategy, Forecasting & Analytics (8hours)
- Recruitment Selection & training of Sales Personnel. Organization for Recruiting, Selecting and Training, Sources of Sales Force Recruits, The recruiting effort. Pre Interview Screening: Formal Application Form,The Interview, References, Credit Checks, Psychological Tests, Physical Examination, Building Sales Training Programs, Defining Training Aims, Deciding Training Contents, Selecting Training Methods, Credit checks..(9 hours)
- Compensation Sales Personnel. Requirements of a Good Sales Compensation Plan,Devisinga Sales Compensation Plan, Types of Compensation Plan, Fringe Benefits,Incentives,Subsidies. (7hours)
- Controlling Sales Personnel . Standards of Performance, Relation of Performance, Standard to Personal Selling Objectives, Recording Actual Performance, Evaluating Actual Performance with Standards,Taking Action . The Dynamic Phase of Control, Controlling Sales Personnel through Supervision,Social Selling & Digital Prospecting, Sales analytics. (9hours)

SUGGESTED READINGS:

SUGGESTED READINGS:

1.Charles,F.(2000).Selling.New Delhi:AITBS.
2.Chunawalla,S.A.(2016). Sales Management. New Delhi:Himalaya Publishing House Pvt. Ltd.
3.Cundiff&Govani. (2017).Sales Management .Decisions,Strategies &Cases.New Delhi:PHI.
4.Ingram,T.H.,Laforge,R.W.(2015).Sales Management:Analysis and Decision Making. US:Routledge.
5.Johnston,M.W.,&Marshall,G.W.(2013).Sales Force Management:Leadership,Innovation, Technology. US: Routledge.
6.Ramachandran.(2010).Field Sales Management.New Delhi: Allied Publication.
7.Tracy,B.(2015).Sales Management.US:Amacom.
8.Dalyrimple,D.J.(1995).Sales Management: Concepts and Cases. New York:John Wiley.

9.Jobber, D. (2008). Selling and sales management (7th ed.). New Delhi: Pearson.
10. CaseStudy1:https://www.emeraldinsight.com/doi/full/10.1108/2045062121128466011.
11.CaseStudy2:https://www.emeraldinsight.com/doi/full/10.1108/20450621111110519

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBAIIYear	**MBA- E302/402**		**Semester-III/IV**		
	Advertising Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks(MM)	Total Credits	Maximum Hours
3Hrs.	**30 (20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	**Mapped Program Outcomes**
CO.1	Explain and apply the key terms, definitions, and concepts used in the study of consumer behavior.	**PO.1, PO.2, PO.3**
CO.2	Demonstrate how as a marketer you can use your knowledge of consumer behavior concepts to develop better marketing programs and strategies to influence those behaviors.	**PO.1, PO.2, PO.3, PO.7, PO.8**
CO.3	Analyze the trends in consumer behaviour, and apply them to the marketing of an actual product or service.	**PO.3, PO.4 , PO.5, PO.6**
CO.4	Thoroughly describe a range of media and methods available to marketers	**PO.3, PO.5, PO.6**
CO.5	Demonstrate a comprehensive understanding of creative strategy its concepts ,execution in enhancing effect of advertisements.	**PO.5**

Course Code and Name: **MBA- E302/402 Advertising Management**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	1	1	1	1	1
CO2	2	2	2	1	1	1	2	2
CO3	1	1	2	2	2	2	1	1
CO4	1	1	2	1	2	2	1	1
CO5	1	1	1	1	2	1	1	1
CO6								
Average	1.4	1.4	1.8	1.2	1.6	1.4	1.2	1.2

- **Introduction (9 hours):** Concept, purpose, functions, benefits, and needs of advertising; ethics in advertising; attributes; personal selling; sales promotion; publicity; propaganda; emerging concepts and issues; customer behaviour and advertising (segmentation, motivation analyses, and value proposition). Advertising objectives: goals and objectives, DAGMAR.
- **Advertising Process (9 hours):** Consumer psychology; angle of communication; effectiveness of advertising; buyer behaviour; speed of response; perception of audience; strategy planning and organisation.

Contribution, objectives, strategy, planning, levels of decision-making, advertising situation, organisation of advertising. *Case Study 1: ABIL's dilemma: To brand or not to brand in India.*

- **Creative Strategy Execution & Judgment (9 hours):** Purchase proposition; creative execution; visualization; ad theme; ad copy writing; copy research; candidness and creativity; types of ad copy; headlines; slogans; copy; illustrations; layout and functions of layout. *Case Study 2: Round two: Repositioning the Tata Nano.*
- **Media Decision (6 hours):** Role of media; types of media; e-media; media-related decisions; media selection; media planning; media strategy; media mix; media scheduling; media cost; advertising and media research decisions.
- **Promotion Media & Methods (7 hours):** Evaluation of advertising effectiveness (what, when, and how to test); advertising objectives and plans; area of assessment; pre-placement evaluation and post-testing; interpretation of research findings; PACT; principles of advertising; government regulations; code of conduct of ASCI; consumer and self-regulations; future of advertising in India. *Case Study 3: Corporate brand building at SRF: Challenge of selecting the brand consultant.*

Suggested Readings

1. Drewniany, A., & Jerome, J. (2011). *Creative advertising*. New Delhi: Cengage Learning.
2. Batra, A. (2011). *Advertising management*. New Delhi: Prentice Hall of India.
3. Chunawala, S. A., & Sethia, K. C. (2000). *Advertising theory & practices*. New Delhi: HPH.
4. Clow, K. E. (2013). *Integrated advertising, promotion and marketing communications*. New York: Pearson.
5. MacRury, Hawkins, Hardy, & Powell. (2011). *Advertising handbook*. US: Taylor & Francis.
6. Ogilvy, D. (2015). *The unpublished David Ogilvy*. London: Profile Books Ltd.
7. Sharma, S., & Singh, R. (2012). *Advertising: Planning and implementation*. New Delhi: PHI.
8. Sandage, C. H., Fryburger, V., & Rotzoll, K. B. (1983). *Advertising theory and practice*. Homewood: Richard D. Irwin.
9. Moriarty, S., Mitchell, N., & Wells, W. (2008). *Advertising principles and practice* (8th ed.). New Delhi: Pearson Education.
10. Case Study 1. (2011). *Emerald Insight*. https://www.emeraldinsight.com/doi/full/10.1108/20450621111128583
11. Case Study 2. (2011). *Emerald Insight*. https://www.emeraldinsight.com/doi/full/10.1108/20450621111187371

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA II Year	**MBA-E 303/403**		**Semester-III/IV**		
	Marketing of Services				
Time Allotted for End Semester Examination	Marks Allotted For Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	**30(20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	**Mapped Program Outcomes**
CO.1	Understand the concept of service and intangibles	**PO1**
CO.2	Discuss the relevancies of the Service Industry to Industry	**PO 1, PO2**
CO.3	Examine the characteristics of Service Industry and its way of working	**PO1,PO2, PO3,PO4**
CO.4	Analyse the role and relevance of Quality in Services.	**PO1**
CO.5	Visualize future changes in the service industry	**PO7**

Course Code and Name: **MBA-E 303/403 Marketing of Services**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	1	1	1	1	1	1	1
CO2	2	2	1	1	1	1	1	1
CO3	2	2	2	2	1	1	2	1
CO4	2	1	1	1	1	1	1	1
CO5	1	1	1	1	1	1	2	1
CO6								
Average	1.8	1.4	1.2	1.2	1	1	1.4	1

OBJECTIVE: The main objective of the course is to help students to learn the various concepts, motivational techniques and polices of marketing of services.

- Marketing of services: Concept & Issues, Conceptual Framework, Reasons, Characteristics, Type & Marketing Implication, Significance of Service Marketing, Goods vs Service Marketing, MIS in Service Marketing, Service. Classification, Services, Encounters and Consumer Satisfaction, Trends in Services Marketing. **(8Hours)**
- Designing Services Strategy: Service Mission and Market Segmentation, Service Targeting, Service Positioning, Elements of Service, Marketing Mix, Service Market Plan, Service Design, Branding of Services; Service Pricing; Distributing Services – Context and Options; Physical Evidence of a Service, Competitive differentiation; competitive advantage and value chain analysis. Case Study 1: Relevant Case Study **(9Hours)**
- Marketing of Financial Services: Marketing of Banking Services, Classification of Customers, Insurance Marketing, Event Management, Marketing of Health Services: Health Services in India, Hospital Marketing, ITES, Implementing Service Marketing, Service Quality Measurement and Improvement of Service Quality; Consumer Complaint Behavior; Consumer Response to Effective Service Recovery; Principles of Service Recovery; CRM in Services. Case Study 2: Relevant Case Study **(9Hours)**
- Marketing of Selected Services: Professional Service Marketing, Marketing of Public Utilities. Marketing of Educational Service, Formulation of Marketing Mix in Hotel Industry. Hotel Level Services & Tourism Services, Pricing Decisions Production, Consultancy Marketing. Marketing Segmentation in Consultancy Marketing, Contemporary Issues in Services Marketing. **(7Hours)**
- AI in Service Marketing: Transforming Customer Experience, Pre-Service/Acquisition, Service Delivery, Chatbots, virtual assistants, Post-Service/Recovery, automated complaint resolution, Customer Experience (CX) & Personalization, Strategic and Ethical Implications of AI.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

SUGGESTED READINGS:

- Balaji, B. (2010).Services Marketing And Management. New Delhi: S. Chand Publishing.
- Kapoor, Paul & Halder (2010). Services Marketing: Concepts and Practices. New Delhi: Mcgraw Hill.
- Lovelock, C(2011).Services Marketing. New Delhi, Pearson India.
- Rao, K.R.(2013). Service Marketing. New Delhi: Pearson India.
- Srinivasan, R (2014). Services Marketing: The Indian Context. New Delhi: PHI.
- Verma, H. (2012). Marketing of Services. New Delhi: PHI.
- Zeithaml, V., Gremler, D., Bitner, M. J., & Pandit, A. (2009). Services marketing: integrating customer focus across the firm. New Delhi: McGraw Hill.
- Fisk, R. P., Grove, S. J., & John, J. (2008). Interactive services marketing, New York: Houghton Mifflin.
- Gronroos, C. (2004). Service management and marketing: A customer relationship management approach. New York: John Wiley.
- Case Studies1:https://www.emeraldinsight.com/doi/full/10.1108/EEMCS-06-2013-0078
- Case Studies2:https://www.emeraldinsight.com/doi/full/10.1108/20450621211304289

MBA II Year	MBA-E304/404		Semester-III/IV		
	Rural Marketing				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3Hrs.	**30 (20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	Mapped Program Outcomes
CO.1	Discuss rural market challenges and opportunities in a dynamic market	**PO1**
CO.2	Explain and interpret rural marketing evolution and structure.	**PO2,PO5**
CO.3	Apply the concepts relating to consumer buying behaviour.	**PO4,PO5**
CO.4	Differentiate and design marketing strategies for rural product	**PO1,PO2,PO3**
CO.5	Assess and interpret the relevance of pricing and distribution strategies.	**PO1,PO3,PO6**

Course Code and Name: **MBA-E304/404 Rural Marketing**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1	1	1	1	1	1	1
CO2	1	2	1	1	2	1	1	1
CO3	1	1	1	2	2	1	1	1
CO4	2	2	2	1	1	1	1	1
CO5	2	1	2	1	1	2	1	1
CO6								
Average	1.8	1.4	1.4	1.2	1.4	1.2	1	1

- **Introduction (7 hours)**
  Meaning, evolution, nature and characteristics of rural market, understanding the Indian rural economy, rural marketing models, rural marketing vs urban marketing, parameters differentiating urban and rural market, differences in consumer behavior in rural and urban market, emerging rural consumption trends, role of government policies in shaping rural demand, impact of globalization on rural markets.
- **Rural Market Research (9 hours)**
  Sources of information, factors influencing rural consumers during purchase of products, rural consumer lifestyle, approaches and tools of marketing research, rural business research, evolution of rural marketing research, sources and methods of data collection, data collection approaches in rural areas, data collection tools for rural market, limitations and challenges in rural marketing research, role of rural marketing consulting agencies, integration of digital tools in rural research, role of NGOs and cooperatives in data collection, ethical concerns in rural research practices. Case Study 1: Vina Milk – from local cooperatives to international corporation.
- **Rural Marketing Mix (7 hours)**
  Rural marketing mix, additional Ps in rural marketing, 4 As of rural marketing mix, new product development for rural market, rural market product life cycle, objectives behind new product launch, new product development process, pricing strategies for rural consumers, packaging innovations for

low-literacy markets, distribution challenges in remote areas.

- **Rural Market Brand & Channel Management (9 hours)**
  Brand loyalty in rural market, regional brands vs national brands, channel management, Indian rural retail market, rural retail channel management, strategies of rural retail channel management, role of haats, mandis, vans, cooperatives and CSCs, last-mile access and transportation gaps, wholesalers and local retailers as influencers, innovative distribution models such as Project Shakti and e-Choupal. Case Study 2: Aavaran – creating niche through contemporary traditional textiles. Additional Case Studies: HUL, ITC, CavinKare.
- **Applications and Innovations (9 hours)**
  Marketing of consumer products, services, social marketing, agricultural marketing, rural industry products, innovation for rural market, marketing strategies, e-rural marketing, agricultural co-operative marketing, rural market mapping, corporate social responsibility, organized rural marketing, IT for rural development, e-governance for rural India, Bharat Net, Jio inclusion, WhatsApp/social commerce, CSR, sustainable and direct-to-village approaches. D2C rural brands, green marketing, rural entrepreneurship, service delivery barriers, and organized market mapping**. (8hours)**

SUGGESTED READINGS:

1. Aggarwal, M. (2011). *Consumer behaviour and rural marketing in India*. New Delhi: New Century Publication.
2. Dogra, B., & Ghuman, K. (2009). *Rural marketing*. New Delhi: TMH.
3. Kashyap, P. (2016). *Rural marketing*. New Delhi: Pearson India.
4. Krishnamacharyulu, C. G., & Ramakrishnan, L. (2011). *Rural marketing: Text and cases*. New Delhi: Pearson Education.
5. Minouti, Kamat, & Krishnamoorthy, R. (2013). *Co-operatives and rural markets*. New Delhi: HPH.
6. Rahman, H. (2011). *Rural marketing*. New Delhi: HPH.
7. Velayudhan, S. K. (2007). *Rural marketing*. New Delhi: SAGE Publications.
8. Dogra, B., & Ghuman, K. (2009). *Rural marketing*. New Delhi: TMH.
9. Velayudhan, S. K. (2012). *Rural marketing* (2nd ed.). New Delhi: SAGE Publications.
10. Gopalaswamy, T. P. (2016). *Rural marketing: Environment, problems, and strategies* (3rd ed.). New Delhi: Vikas Publications.
11. **CaseStudy1**:https://www.emeraldinsight.com/doi/full/10.1108/20450621211228400
12. **CaseStudy2**:https://www.emeraldinsight.com/doi/full/10.1108/EEMCS-Aug-2012-0143

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA II Year	**MBA-E305/405**		**Semester-III/IV**		
	International Marketing Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3Hrs.	**30 (20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	**Mapped Program Outcomes**
CO.1	Understand major international marketing elements and their Impact on Marketing Decisions, concepts and methods with regard to enhance customer value.	**PO.1, PO.2, PO.3**

CO.2	Apply contemporary marketing theories to the demands of business and management practice.	**PO.1, PO.2, PO.3, PO.7, PO.8**
CO.3	Demonstrate how as a international marketer you can use your knowledge of consumer behavior concepts to develop better marketing programs and strategies to influence those behaviour.	**PO.3, PO.4 , PO.5, PO.6**
CO.4	Organise information and data to reveal patterns and themes, and manage teams and implementing international marketing programs.	**PO.3, PO.5, PO.6**
CO.5	Understand the process of consumer protection, accounting for ethical, social and cultural (ESC) issues.	**PO.5**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	1	1	1	1	1
CO2	2	2	2	1	1	1	2	2
CO3	1	2	1	2	2	2	1	1
CO4	1	1	2	1	2	2	1	1
CO5	1	1	1	1	2	1	1	1
CO6								
Average	1.4	1.6	1.6	1.2	1.6	1.4	1.2	1.2

- Importance and Challenge of International Marketing-Definition of International Marketing: Domestic Marketing Vs. International Marketing; Categories of International marketing Involvements; International Marketing Task; Nature of International Marketing Management; Characteristics of International Marketing Executives, International influencer marketing (8hours)
- Analysis of International Marketing Environment and Identifying Foreign Markets Political Considerations and Governmental Influences; Cultural and Social Dynamics; Economic Development and Geographical Conditions; Competitive Conditions; Legal and Financial Influences, Trends in WTO, UNCTAD, IMF, WORLDBANK. Geopolitical risk. (8hours)

- International Marketing Intelligence and Research-Analysis of World Market; Market analysis; Purposes and Methods; Marketing Intelligence; International Marketing Research. Ê Planning Entry and Operations Strategies-Export; Franchise, Joint Ventures; Direct Investment; Multinational Operations.
- International Marketing Intelligence and Research-Analysis of World Market; Market analysis; Purposes and Methods; Marketing Intelligence; International Marketing Research. Ê Planning Entry and Operations Strategies-Export; Franchise, Joint Ventures; Direct Investment; Multinational Operations. Big Data in International Business. (8hours)
- International Marketing Intelligence and Research-Analysis of World Market; Market analysis; Purposes and Methods; Marketing Intelligence; International Marketing Research. Ê Planning Entry and Operations Strategies-Export; Franchise, Joint Ventures; Direct Investment; Multinational Operations. Big Data in International Business. (8 hours)

Suggested Readings

1. Brady, D. L. (2011). *Essentials of International Marketing*. New Delhi: Jaico.
2. Cateora, P. R., Graham, J. L., & Gilly, M. C. (2014). *International Marketing*. New Delhi: McGraw Hill Education.
3. Cherunilam, F. (2012). *International Marketing*. New Delhi: HPH.
4. Ghauri, P., & Cateora, P. (2010). *International Marketing*. New Delhi: TMH.

5. Ilkka, A. R., & Czinkota, M. R. (2013). *International Marketing*. New Delhi: Cengage Learning.
6. Jain, S., & Moitra, R. (2013). *International Marketing*. New Delhi: HPH.
7. Jain, S. C. (2014). *International Marketing Management*. New Delhi: CBS Publishers.
8. Darrag, M., & El Bassiouny, N. (2011). *Cilantro Café Goes Global: Reflections on Internationalization in Egypt 2.0. Emerald Emerging Markets Case Studies*, 1(3), 1–5. https://doi.org/10.1108/20450621111172403
9. June, S., & Abdul-Talib, A. N. (2011). *Piping Hot Dogs: A Case of a Malaysian Franchise*. *Emerald Emerging Markets Case Studies*. https://doi.org/10.1108/20450621111127421

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA II Year	**MBA-E341/441**		**Semester-III/IV**		
	Marketing Analytics and Strategy				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3Hrs.	**30 (20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	**Mapped Program Outcomes**
CO.1	Understand modern marketing analytics frameworks and strategic concepts.	**PO1, PO2, PO3**
CO.2	Interpret marketing data for effective managerial decision-making.	**PO2, PO4, PO5**
CO.3	Apply analytical tools for consumer insights and market forecasting.	**PO2, PO4, PO5**
CO.4	Evaluate digital marketing performance using web analytics tools.	**PO5, PO6**
CO.5	Understand emerging technologies such as AI, machine learning, and automation in marketing.	**PO5, PO7, PO8**

Course Code and Name: **MBA-E341/441 Marketing Analytics and Strategy**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	1	1	1	1	1
CO2	2	2	2	2	2	1	2	2
CO3	1	2	1	2	2	2	1	1
CO4	1	1	2	1	2	2	1	1
CO5	1	1	1	1	2	1	2	2
Average	1.4	1.6	1.6	1.4	1.8	1.4	1.4	1.4

Syllabus Structure

UNIT I: Foundations of Marketing Analytics Introduction to marketing analytics; evolution of data-driven marketing; marketing information systems (MkIS); role of big data in marketing; marketing metrics and KPIs; market segmentation analytics; targeting and positioning models; market demand estimation; market share analysis; environmental scanning

techniques.

UNIT II: Consumer and Market Insight Analytics Consumer behaviour analytics; customer journey mapping; behavioural segmentation; psychographic and demographic analytics; customer lifetime value (CLV); churn analysis; market basket analysis; predictive consumer analytics; sentiment analysis.

UNIT III: Strategic Marketing Decision Models Strategic marketing planning process; competitive intelligence systems; BCG matrix and product portfolio analysis; product life cycle analytics; pricing analytics and optimization; revenue forecasting models; sales forecasting techniques; marketing mix modeling; conjoint analysis; decision tree applications in marketing.

UNIT IV: Digital Marketing and Web Analytics Digital marketing ecosystem; search engine optimization (SEO) analytics; search engine marketing (SEM) metrics; website traffic analytics; Google Analytics framework; social media metrics and KPIs; conversion funnel analysis; email campaign analytics; affiliate and influencer analytics.

UNIT V: CRM, Brand, and Retail Analytics Customer relationship management (CRM) analytics; customer retention models; loyalty program analytics; brand equity measurement; brand performance metrics; marketing ROI (ROMI); retail analytics; distribution channel analytics.

Recommended Books

1. Grigsby, M. (2022). *Marketing analytics* (3rd ed.). London, United Kingdom: Kogan Page.
2. Jeffery, M. (2010). *Data-driven marketing*. Hoboken, New Jersey, USA: John Wiley & Sons.
3. Farris, P. W., Bendle, N., Pfeifer, P., & Reibstein, D. (2015). *Marketing metrics*. Upper Saddle River, New Jersey, USA: Pearson Education / Wharton School Publishing.
4. Hemann, C., & Burbary, K. (2018). *Digital marketing analytics*. Indianapolis, Indiana, USA: Que Publishing.
5. Lilien, G. L., & Rangaswamy, A. (2004). *Marketing engineering*. Upper Saddle River, New Jersey, USA: Pearson Education.
6. Kotler, P. (2012). *Kotler on marketing*. New York, USA: Free Press.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

Group: FINANCE

MBA II Year	**MBA-E306/406**		**Semester-III/IV**		
	Management of Financial Services				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks(MM)	Total Credits	Maximum Hours
3Hrs.	**30 (20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes	**Mapped Program Outcomes**
CO1	Develop a comprehensive understanding of the origin, meaning, and need	**PO1**

	for merchant banking institutions in India, as well as their role in the global financial environment.	
CO2	Analyze the functions and growth of merchant banking institutions, including steps involved in establishing such outfits. Understand the nature and scope of financial services and how they are influenced by legal, cultural, social, and environmental factors.	**PO2, PO3**
CO3	Develop a comprehensive understanding of merchant banking activities, including project counselling, appraisal, and financing.	**PO2, PO3**
CO4	Evaluate risk management strategies in financial services, especially within merchant banking activities. Demonstrate the ability to design and implement risk mitigation techniques.	**PO4, PO5**
CO5	Examine various financial services provided by Non-Banking Finance Companies (NBFCs), including debt securitization, leasing, hire purchase. Understanding various financial services like factoring, forfeiting, and bill discounting.	**PO6**
CO6	Understand the regulations and control mechanisms in banking, insurance, credit cards, venture capital, and Forex markets.	**PO7**

Course Code and Name: **MBA-E306/406 Management of Financial Services**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1	1	1	1	1	1	1
CO2	1	2	2	1	1	1	1	1
CO3	1	2	2	1	1	1	1	1
CO4	1	1	1	2	2	1	1	1
CO5	1	1	1	1	1	3	1	1
CO6	1	1	1	1	1	1	3	1
Average	1.33	1.33	1.33	1.16	1.16	1.33	1.33	1

UNIT 1: Merchant Banking & Financial Services Environment (8 Hours)

Core Concepts: Origin, meaning, and evolution of merchant banking**,** Growth of merchant banking in India**,** Functions of merchant bankers (issue management, advisory, underwriting)**,** Steps in establishing a merchant banking firm**.** Financial Services Overview**:** Nature and scope of financial services**,** Classification: traditional vs modern financial services**,** Regulatory Framework: Role of Securities and Exchange Board of India (SEBI Merchant Banker Regulations), Role of Reserve Bank of India (NBFC and financial system oversight, Risk Management: Types of risks in financial services: Credit risk, market risk, operational risk. Introduction to enterprise risk management (ERM),Basel norms overview. FinTech ecosystem and digital financial services, AI and data analytics in financial decision-making

UNIT 2: Merchant Banking Activities (8 Hours)

Core Functions: Issue management (IPO, FPO, rights issue), Underwriting and portfolio management, Corporate advisory services. Project Services: Project counselling, Project appraisal (technical, financial, economic feasibility), Project financing. Contemporary Practices: Book building process, Due diligence and compliance, ESG considerations in project finance.

UNIT 3: NBFCs & Alternative Financing (8 Hours)

NBFCs: Meaning and classification: Asset finance companies, Investment companies, Microfinance institutions, Services rendered by NBFCs. Regulatory Framework**:** RBI guidelines for NBFCs (scale-based regulation), Prudential norms and liquidity management, Financial Instruments: Debt securitization, Leasing and hire purchase. FinTech Integration Digital lending platforms, Peer-to-peer (P2P) lending, Buy Now Pay Later (BNPL) models

UNIT 4: Specialized Financial Services (8 Hours)

Core Topics: Factoring, Forfaiting, Bill discounting. Housing Finance: Role of housing finance companies, Regulatory aspects. Credit Rating: Meaning and importance, Credit rating agencies. Types of Credit: Consumer credit, Trade credit, Institutional credit. Credit Regulation: RBI credit control tools, Digital credit monitoring: AI in credit scoring and risk assessment, Alternative data in lending decisions.

UNIT 5: Banking, Insurance & Emerging Financial Markets (8 Hours)

Banking Services: Retail banking, Digital banking (UPI, mobile banking), Insurance
Life and general insurance basics, Role of insurance in risk management. Financial Products: Credit cards and digital payments. Venture Capital & Startups: Venture capital financing, Role in startup ecosystem. Forex Markets: Structure and functioning, Exchange rate mechanism, FEMA regulations, Role of Reserve Bank of India in forex control, Cryptocurrency and digital assets (introductory regulatory perspective), RegTech and SupTech, Green finance and sustainable investing.

SUGGESTEDREADINGS:

1. Batra, G. S., & Bhatia, B. S. (2008). *Management of financial services*. Deep & Deep Publications Pvt. Ltd.
2. Croft, L. (2009). *Management & organization in financial services*. Ane Books India.
3. Gurusamy, S. (2009). *Financial services*. Prentice Hall of India.
4. McGrill, R. (2008). *Technology management in financial services*. Palgrave Macmillan.
5. Padmalatha, S., & Justin, P. (2017). *Management of banking and financial services*. Pearson Education.
6. Suresh, P., & Paul, J. (2010). *Management of banking and financial services*. Dorling Kindersley (India) Pvt. Ltd.
7. Sharma, M. (2008). *Management of financial institutions with emphasis on bank & risk management*. Prentice Hall of India.
8. Rose, P. S., & Hudgins, S. C. (2005). *Bank management and financial services*. Tata McGraw-Hill.
9. Tripathy, N. P. (2004). *Financial instruments and services*. Prentice Hall of India.
10. Indian Institute of Banking & Finance. (2025). *IIBF x Taxmann's banking & finance year book* (4th ed.). Taxmann Publications.
11. Indian Institute of Banking & Finance. (2024). *IIBF x Taxmann's digital banking*. Taxmann Publications.
12. Case Study 1: https://www.aabri.com/manuscripts/11892.pdf
13. Case Study 2: https://nebula.wsimg.com/5e5475f0f07950ceabf8c66e12b9fefe?AccessKeyId=A83663472B839ECDD54B&disposition=0&alloworigin=1 (nebula.wsimg.com in Bing)

MBAIIYear	MBA-E307/407		Semester-III		
	TAXATION				
Time Allotted for EndSemesterExamination	Marks Allottedfor InternalAssessment	Marks Allotted forEnd SemesterExamination(ESE)	Maximum Marks(MM)	Total Credits	Maximum Hours
3Hrs.	**30 (20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	Mapped Program Outcomes
CO.1	Understand the legitimate ways of tax planning under different provisions of the income tax act, 1961.	**PO1,PO3,PO8**
CO.2	Apply critical thinking and problem-solving skills in Computing tax liability of a company	**PO2,PO5**
CO.3	Analyze and Consider various tax planning and tax implications while taking business decisions or management decisions.	**PO4,PO5**
CO.4	Demonstrate and apply consistently the ethical principles related to tax planning and management and also assess impact of taxation on trade off of financial decisions	**PO1,PO2,PO3**
CO.5	Evaluate the difference between tax planning and tax avoidance provisions and taking different financial and managerial decision after evaluating and reviewing the impact of direct and indirect tax laws.	**PO1,PO3,PO6**

Course Code and Name: **MBA-E307/407 TAXATION**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	1	2	1	1	1	1	2
CO2	1	2	1	1	2	1	1	1
CO3	1	1	1	2	2	1	1	1
CO4	2	2	2	1	1	1	1	1
CO5	2	1	2	1	1	2	1	1
CO6								
Average	1.6	1.4	1.6	1.2	1.4	1.2	1	1.2

Unit 1: Basic concepts of Income tax act and New Direct Tax Code 2009, Tax Relief, Tax Refund Tax avoidance and Tax evasion, Significance and Problem of tax planning, recognized methods of Tax Planning, Tax Planning and Tax Management, Digitalisation of tax systems in India. Relevant Case Study **(8 Hours)**

Unit 2: Residential Status and its implications for Tax Planning, Assessment Procedures under Salaries, House Property. **(8 Hours)**

Unit 3: Profits and Gains of Business or Profession, Capital Gains and income from other

Sources. E-filing: Compulsory filing of return based on economic criterion, Forms of return, Procedure of e-filing. Use of AI tools for tax planning and compliance optimization. Relevant Case Study **(8Hours)**

Unit 4: Corporate Tax Planning, Tax Planning for new business, Choice of nature and types of business location, Tax Planning for financial structure, amalgamation and restructuring, Implication of avoidance of Double Taxation Agreement. AI-based risk profiling in business income reporting. **(8 Hours)**

Unit 5: Basic concepts of GST- Direct and Indirect tax, Pre GST-Indirect tax structure in India, Law regulating GST, Concept of supply-Taxable event, significance of consideration, activities which are treated as supply under schedule I and II, activities given in negative list. Types of supply, Levy of GST, basic charges, inter and intra state supply, GST rates notified for supply of various goods and services. Input Tax Credit, Exemption from GST: Small Supplies and Composition Scheme, GST Return Filing. **(8 Hours)**

SUGGESTEDREADINGS:

1. *Ahuja, G. (2026). Income tax rules 2026 (as per new income tax rules 2025). Commercial Law Publishers.*
2. *Bansal, A., & Chhajer, A. (2026). Analysis of GST returns (3rd ed.). Bharat Law House.*
3. *Manoharan, T. N., & Hari, G. R. (2026). Students' handbook on taxation: Includes income tax and GST (A.Y. 2026–27). Snow White Publication.*
4. *Singhania, V. K. (2026). Taxmann's students' guide to GST & customs law. Taxmann Publications.*
5. *Singhania, V. K., & Singhania, M. (2026). Taxmann's students' guide to income tax & GST (Assessment Year 2026–27). Taxmann Publications.*

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBAIIYear	**MBA-E308/408**		**Semester-III/IV**		
	Investment Management and Financial Derivatives				
Time Allotted for EndSemesterExamin a tion	Marks Allottedfor InternalAsses sment	Marks Allotted forEnd SemesterExamin at ion(ESE)	Maximum Marks(MM)	Total Credits	Maximum Hours
3Hrs.	**30 (20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	**Mapped Program Outcomes**
CO.1	To explain the recent developments in the Indian financial System	**PO.1,PO.2, PO.3,PO.4,PO.5, PO.7, PO.8**
CO.2	To describe the trading mechanism in the stock market	**PO.1,PO.2, PO.3,PO.4,PO.5, PO.7, PO.8**
CO.3	To understand the basics of the derivatives instruments operating in the stock market along with their trading mechanism and regulations.	**PO.1,PO.2, PO.3,PO.4,PO.5, PO.7, PO.8**
CO.4	To develop various pricing modelsof stock prices, trading, hedging of options and management of derivative exposure.	**PO.1,PO.2, PO.3,PO.4,PO.5, PO.7, PO.8**

Course Code and Name: **MBA-E308/408 Investment Management and FinancialEngineering**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	2	2	1	2	2
CO2	2	2	2	2	2	1	2	2
CO3	1	2	1	2	1	1	1	1
CO4	2	1	2	1	1	1	1	1
CO5								
CO6								
Average	1.75	1.75	1.75	1.75	1.5	1	1.5	1.5

- Introduction – Securities Market, Mobilization of Savings, Objectives of Investors, Investment Avenues, Investment Media, Features of an Investment Programme, Difference between Investment and Speculation. **(8 Hours)**
- Development of Financial System in India, Structure of Financial Markets, Financial Institutions, New Developments in the Financial System. Provident Funds, National Saving Schemes — Post Office Savings, Mutual Funds and other Alternative Forms of Investment. **(8 Hours)**
- Stock Markets in India, Role of New Issues Market, Mechanics of Security Trading in Stock Exchanges, Kinds of Trading Activity, Listing of Securities, Legal Control of Stock Exchange in India, Derivatives and Latest Trading Practices, Forward Contracts, Future Contracts. **(8 Hours)**
- Future Market and Use of Futures for Hedging, Interest Rate Futures, Options, European and American Options, Forward-Spot Parity and Put-Call Parity, Black Scholes Analysis with AI-based option pricing. **(8 Hours)**
- Introduction to Swaps: Interest Rate Swaps, Currency Swaps, Commodity Swaps, and Equity Swaps, Credit Default Swaps (CDS), Value at Risk (VaR) using AI-based risk prediction and analytics. **(8 Hours)**

Suggested Readings:

- Dharmaraju, B. K. (2025). *AI for the stock market: A beginner's guide to smart investing*.
- Hull, J. C., & Basu, S. (2022). *Options, futures and other derivatives* (11th ed.). Pearson Education.
- Indian Institute of Banking and Finance (IIBF). (2025). *Financial planning and tax planning 2026: Certified wealth management professional (CWMP) course book*. Macmillan Education
- Ladha, A., & Ladha, P. (2025). *The Indian stock market simplified: A beginner's guide to investing and trading*. Penguin Business.
- Palgrave Macmillan. (2016). *Artificial intelligence in financial markets: Cutting edge applications for risk management, portfolio optimization and economics*. Springer .
- Vibrant Publishers. (2023). *Personal finance essentials you always wanted to know: Budgeting, investing, retirement planning, home ownership, taxation, and managing money like a pro*. Vibrant Publishers.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA II Year	**MBA-E309/409**		**Semester-III/IV**		
	Working Capital Management				
Time Allotted for EndSemesterExamination	Marks Allottedfor InternalAssessment	Marks Allotted forEnd SemesterExamination(ESE)	Maximum Marks(MM)	Total Credits	Maximum Hours
3Hrs.	**30 (20+10)**	**70**	**100**	**03**	**40**
	Course Outcomes:		**Mapped Program Outcomes**		

CO.1	Evaluate comparative working capital management policies and their impact on the firm's pr of itability, liquidity, risk and operating flexibility.	**PO1,PO3,PO8**
CO.2	Evaluate the importance of effective working capital management and its role in meeting the firm's strategic objectives and its impact in value creation.	**PO2,PO5**
CO.3	Investigate funds flow cycles and their impact on working capital management objectives.	**PO4,PO5**
CO.4	Formulate appropriate working capital management policies to achieve corporate objectives.	**PO1,PO2,PO3**

Course Code and Name: **MBA-E309/409 WorkingCapitalManagement**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	1	2	1	1	1	1	2
CO2	1	2	1	1	2	1	1	1
CO3	1	1	1	2	2	1	1	1
CO4	2	2	2	1	1	1	1	1
CO5								
CO6								
Average	1.5	1.5	1.5	1.25	1.5	1	1	1.25

Unit 1: Introduction to Working Capital: Nature, Scope and Definition of Working Capital, Working Capital Cycle, Assessment and Computation of Working Capital Requirement, Overview of Working Capital Management, AI based forecasting and optimization techniques. (**8 hours**)

Unit 2: Management of Cash and Marketable Securities, Cash Budget, Flexible budget, Marketable Securities: Concept, types, reasons for holding marketable securities**,** AI application in management Cash Management Practices in India. **(8hours)**

Unit 3: Management of Receivables: Receivables: Nature & cost of maintaining receivables, objectives of receivables management, factors affecting size of receivables, policies for managing accounts receivables. **(8hours)**

Unit 4: Inventory: Need for monitoring & control of inventories, objectives of inventory management, Benefits of holding inventory, risks and costs associated with inventories, Inventory Management: Minimizing cost in inventory, Techniques of Inventory Management. Classification, order quantity, order point etc. **Relevant Case Study** (**8hours)**

Unit 5: Working Capital Financing: Need and objectives of financing of working capital, short term credit, mechanism and cost. Benefit analysis of alternative strategies for financing working capital: Pattern and AI application in Working Capital Financing in India. Relevant Case Study **(8hours)**

SUGGESTED READINGS:

1. Bhattacharya, H. (2021). *Working capital management: Strategies and techniques*. PHI Learning, New Delhi.
2. Gupta, R. K., & Gupta, H. (2021). *Working capital management & finance: A handbook for bankers and finance managers*, Notion Press, New Delhi.
3. Singh, P. (2021). *Managing working capital: A comprehensive handbook on financial management and stability*. Notion Press, New Delhi.
4. Baker, H. K., Filbeck, G., & Barkley, T. (2023). *Working capital management: Concepts and strategies*. World Scientific Publishing Company, Singapore.
5. Sharma, F. C., Ahmed, N., & Marandi, A. (2024). *NEP inventory and working capital management*. SBPD Publications, New Delhi.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA II Year	**MBA-E310/410**		**Semester-III/IV**		
	Management of Banks				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks(MM)	Total Credits	Maximum Hours
3Hrs.	**30 (20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	**Mapped Program Outcomes**
CO.1	Familiarity with concepts, functions, laws and its histories.	**PO.1, PO.2, PO.4**
CO.2	Familiarity with banking management skills and practical implications in future.	**PO.1, PO.2, PO.3, PO.8**
CO.3	To help students learn about banking management tools and technique and its benefits in daily life.	**PO.1, PO.2, PO.3**
CO.4	To make familiar with banking resource management, financial resource development its monitoring skills	**PO.1, PO.2,**

Course Code and Name: **MBA-E310/410 Management of Banks**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	2	1	1	1	1
CO2	2	2	2	1	1	1	1	2
CO3	2	2	2	1	1	1	1	1
CO4	1	2	1	1	1	1	1	1
CO5								
CO6								
Average	1.75	2	1.5	1.25	1	1	1	1.25

- Evolution of banking law, Main provisions of The Banking Regulation Act 1949, The RBI Act 1934, The Capital Adequacy in Banks. RBI and its Functions Introduction – **E**volution of banking – meaning and definition of banks – functions- the importance of nationalization of commercial banks – classification **of banks.**

(8hours)

- Management and Regulation of banks – Basel Norms: Banking Regulations - Management of account – Types of accounts; NPA; Pass Book, Cheques-Requisite of cheque ,crossing and endorsement, Refusal of cheque payment by Bank, Protection to a paying Banker, The collecting Banker-Duties and legal Protection. **(8hours)**
- Securities for Bank Advances: Forms of securities and precautions taken by Banks in accepting these Securities. Guarantees- Contract of Guarantee and contract of indemnity, Guarantee as Banker 's Security, Legal decisions relating to Guarantees, Law relating to Letter of credit, writing reports on Bank visits and prevailing practices in Banking. **(8hours)**
- Introduction to Digital Banking, New developments in digital banking: Fin techs- Business ecosystems- Crypto Currencies, Artificial Intelligence in Banking: Applications of AI in Banking –AI in customer service- AI in risk Management- AI in Fraud detection- Future of AI in Banking **(8hours)**
- Banker Customer Relationship- Special customers including Un-discharged Bankrupts Agents, Executors and Administrators, Partnerships, Joint Stock companies and Trusts, Contemporary issues in Bank Management –An overview. **(8hours)**

Suggested Readings-

- *Chavan, C., & Patankar, A. (2024). Introduction to FinTech: Technology in specific financial process and cutting-edge technology (1st ed.). New Delhi: Pearson Education.*
- *Indian Institute of Banking & Finance (IIBF). (2023). Central banking. New Delhi: Macmillan Education.*
- *Indian Institute of Banking & Finance (IIBF). (2024). Digital banking. New Delhi: Taxmann Publications.*
- *Indian Institute of Banking & Finance (IIBF). (2024). Emerging technologies: Data analytics, big data, blockchain, machine learning and artificial intelligence in banking. New Delhi: Taxmann Publications.*
- *Indian Institute of Banking & Finance (IIBF). (2026). Principles and practices of banking. New Delhi: Macmillan Education India Pvt. Ltd.*
- *Prasad, N. K. (2018). Banking theory, law and practice. Mumbai: Himalaya Publishing House.*
- *Saxena, A., Mahajan, J., & Verma, S. (2024). Generative AI in banking, financial services and insurance: A guide to use cases, approaches, and insights. New York: APress.*
- *Tannan, M. L. (2024). Banking law and practice in India. New Delhi: LexisNexis.*

NOTE: The list of cases , specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA II Year	MBA-E342/442	Semester-III/IV
	Finance & Risk Analytics	

Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks(MM)	Total Credits	Maximum Hours
3Hrs.	**30 (20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	**Mapped Program Outcomes**
CO.1	Demonstrate understanding of financial analytics, its importance, types, implementation, and challenges in corporate and investment contexts.	**PO1,PO2**
CO.2	Apply financial data analytics using financial, market, and business data with automation and time series techniques.	**PO3,PO4,PO5**
CO.3	Evaluate financial risk through measurement methods, Value at Risk, risk-return relationships, and managerial approaches.	**PO4, PO5,PO8**
CO.4	Develop credit risk models, quantify diverse risks, and apply effective mitigation techniques and Perform portfolio analysis using CAPM, Sharpe ratio, optimization, hedging strategies, and risk-return trade-offs.	**PO3,PO5,PO6,PO7**

Course Code and Name: **MBA-E342/442 Finance & Risk Analytics**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	2	1	1	1	1
CO2	2	2	2	1	1	1	1	2
CO3	2	2	2	1	1	1	1	1
CO4	1	2	1	1	1	1	1	1
Average	1.75	2	1.5	1.25	1	1	1	1.25

Unit I

Introduction to Financial Analytics: Importance of Financial Analytics, Types of Financial Analytics, Fundamental Analysis, Technical Analysis, Component of Financial Analytics, Features of Financial Analytics, Implementation of Financial Analytics, Corporate Financial Analytics, Investment Financial Analytics, Financial Analytics and Current Financial Challenges – Fraud – Risk – Profitability – Portfolio Management.

Unit II

Financial Data Analytics: Types of Data, Financial Data, Market Data, Business Data, Process Automation, Risk and Security, Underwriting and Credit scoring, Algorithmic trading, Time Series, Meaning and Components, Trend Analysis, Seasonality and cyclical behaviour, Moving Average, Exponential smoothing methods – Single exponential, double exponential, HOLT-WINTERS, ARIMA.

Unit III

Overview of Financial Risk Analytics: Concept of financial risk, types of financial risk, measurement of various risk, Value at Risk (VaR). Risk and return relationship, Return calculation methods, Exponential Weighting and Expected Shortfall approaches, Role of financial risk manager .

Unit IV

Credit Risk Modelling: Concept of credit risk, types of credit risk, credit risk modelling, credit default risk, counterparty credit risk, concentration risk, Quantifying credit risk: Probability of default, Loss given default; methods to mitigate credit risk: risk-based pricing, netting, collateral, covenants, and diversification.

Unit V

Portfolio Analysis & Portfolio Risk Management: Portfolio Analysis – capital asset pricing model, Sharpe ratio, Markowitz's mean variance optimization model and cluster analysis for categorisation of portfolio. Option pricing models, Arbitrage, Dynamic hedging, hedge ratios, creating efficient portfolios, maximizing risk return trade-offs, hedging and risk management techniques.

Suggested Readings-

- Apostolik, R. (2015). *Foundations of financial risk: An overview of financial risk and risk-based financial regulation*. Wiley.
- Baesens, B., Roesch, D., & Scheule, H. (n.d.). *Credit risk analytics: Measurement techniques, applications, and examples in SAS*. Wiley & SAS Business Series.
- Bennett, M. J., & Hugen, D. L. (n.d.). *Financial analytics with R*. Cambridge University Press.
- Lemieux, V. (2013). *Financial analysis and risk management*. Springer.
- Ryzhov, P. (2013, October 25). *Haskell financial data modeling and predictive analytics*.
- Saunders, A., & Allen, L. (2002). *Credit risk measurement: New approaches to value at risk and other paradigms* (2nd ed.). John Wiley & Sons.
- Skoglund, J., & Chen, W. (2015). *Financial risk management*. John Wiley & Sons.
- Weiming, J. M. (2015, April 29). *Mastering Python for finance*.
- Williams, E. E., & Dobelman, J. A. (2017, September 11). *Quantitative financial analytics: The path to investment profits*.
- Yan, Y. (2017, June 30). *Python for finance*.

NOTE: The list of cases, specific references, books, datasets, software applications, and recent research articles will be announced in the class by the concerned teacher from time to time.

Group: HUMAN RESOURCES

MBAIIYear	**MBA-E311/411**		**Semester-III/IV**		
	Industrial Relations				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3Hrs.	**30 (20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	**Mapped Program Outcomes**
CO.1	To sensitize the students with the basics of Industrial Relations and Employee Relations	**PO.1, PO.2, PO.4**
CO.2	To study the laws related to industrial relationsand Industrial Disputes in India.	**PO.2, PO.4, PO.6, PO.7**
CO.3	To illustrate the Role of Trade Union in the Industrial Setup.	**PO.3, PO.4, PO.6, PO.7, PO.8**
CO.4	To examines the principles of Collective Bargaining and Workers Participation Role toward it	**PO.1, PO.2, PO.3, PO.4, PO.6, PO.7**
CO.5	To understand the concept of labour turnover and Grievance management	**PO.1, PO.2, PO.6, PO.7PO.8**

Course Code and Name: **MBA-E311/411 Industrial Relations**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	2	1	1	1	1
CO2	1	2	1	2	1	2	2	1

CO3	1	1	2	2	1	2	2	2
CO4	2	2	2	2	1	2	2	1
CO5	2	1	1	1	1	1	1	2
CO6								
Average	1.2	1.6	1.2	1.8	1	1.6	1.6	1.4

- Industrial Relations, Meaning, Objectives, Scope, Conditions for Good Industrial Relations, Causes of Poor Industrial Relations, Effects of Poor IR, Suggestions to Improve Industrial Relations, IR in India,IR in Public Sector.Evolution of Industrial System,Essentials of Modern Industrial System, Impact of Industrial System. Globalization & cross-border IR challenges; role of technology (automation, AI, digital HR); employee engagement & happiness indices; cross-cultural IR practices.**CaseStudy1:**An hui Xuanjiu Group:creating happiness for employees.
  (8hours)
- Industrial Dispute: Forms of Dispute, Causes of Disputes, Methods of Prevention and settlement of Industrial Disputes. Moonlighting (2022–2025); cyber-bullying & cyber-ostracism; technostress & AI adoption resistance; WFH conflicts (monitoring, workload, privacy); pay transparency disputes; burnout & mental health conflicts. (8 hours)
- Trade Unionism, Nature, Objectives and Functions, Growth and Development of the Trade Union Movement in India, Problems of Trade Unions, Rights of the Recognized Trade Unions, Essentials for Success of a Trade Union. Modern worker participation models; Diversity, Equity & Inclusion (DEI); employee happiness & well-being systems (2023–2025); digital transformation of unions (social media, online mobilization); global comparisons of union strategies in gig/hybrid workplaces
  (8hours)
- Collective Bargaining,Structure of Collective Bargaining,Benefits of Collective Bargaining,Conditions for Successful Collective Bargaining,Collective Bargaining in India,Worker'sparticipation in Management. **Case Study2:** Quota for the employment of disabled people in Russia:strategies for compliance.
  (8hours)
- Absenteeism, labor turnover, and grievance management. Policy and legal modernization (impact of labour codes); digital grievance portals (e.g., Samadhan Portal, India); challenges in the hybrid work era (work-from-home policies, monitoring, and productivity); ethical HR practices and digital well-being; CSR and worker relations; the impact of ESG on industrial relations; workforce dynamics including employee happiness indices, diversity, equity, and inclusion (DEI), and modern well-being systems; and the use of analytics in predicting absenteeism and turnover. **(8 hours)**

SUGGESTEDREADINGS:

- Gupta, P. (2023). *Industrial relations & labour law for managers* (2nd ed.). Taxmann Publications.
- Monappa, A. (2024). *Industrial relations and labour laws*. McGraw Hill Education.
- Venkata Ratnam, C. S. (2023). *Industrial relations.* Oxford University Press.
- Mamoria, C. B., Mamoria, S., & Gankar, S. V. (2022). *Dynamics of industrial relations*. Himalaya Publishing House.
- Singh, P. N., & Kumar, N. (2023). *Employee relations management*. Pearson Education.
- Srivastava, S. C. (2024). *Industrial relations and labour laws*. Vikas Publishing House.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA II Year	**MBA-E312/412**		**Semester-III/IV**		
	Human Resource Development				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3Hrs.	**30 (20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	**Mapped Program Outcomes**
CO.1	To recall the fundamentals of Human Resource Development	**PO.1, PO.2, PO.3**
CO.2	To understand the basic framework for Human Resource Development	**PO.1, PO.2, PO.3**
CO.3	To recall, explain, evaluate and analyze important models in Human Resource Development	**PO.3, PO.4 , PO.5, PO.6**
CO.4	To recall and apply different application of Human Resource Development for improving organization effectiveness and efficiency.	**PO.3, PO.5, PO.6**
CO.5	To analyze HRD issues and trends specific to Indian context	**PO.5, PO7**

Course Code and Name: **MBA-E312/412 Human Resource Development**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	1	1	1	1	1
CO2	2	2	2	1	1	1	1	1
CO3	1	1	2	2	2	2	1	1
CO4	1	1	1	1	2	2	1	1
CO5	1	1	1	1	2	1	2	1
CO6								
Average	1.4	1.4	1.6	1.2	1.6	1.4	1.2	1

Unit 1. Foundation of Human Resource Development: Introduction to Human Resource Development, Influence on Employee Behavior, Learning and HRD, Performance and its Determinant, Competency Mapping, knowledge management. Introduction to AI in HRD.
(8hours)

Unit 2. Framework for Human Resource Development: Assessing HRD needs, designing effective HRD programs, Implementing HRD programs and Evaluating the HRD programs. Line Managers and HRD. **Case Study1:** Talent management and succession planning in emerging Asia/Relevant Case Study.
(**8hours)**

Unit 3. Human Resource Development Applications: Employees Socialization and Orientation, Skills and Technical Training, Coaching, AI in Employee Training and Development, Mentoring and Performance Management, Multisource Feedback Systems (MAFs), AI in Learning & Skill Development.
(**8hours)**

Unit 4. Employees Counselling and Wellness Services, Career Management and Management Development, Organization and change, HRD and Diversity. **Case Study2:** Global outsourcing- USTC's entry into India: HR issues.
(8hours)

Unit 5. HR Disuses and experience: HRD strategies and experiences of Indian Companies, HRD in HealthCare, Government and Public system, Human Resource Audit. **Case Study 3:** Relevant Case Study,
(**8hours)**

SUGGESTED READINGS:

1. Carbery, R., & Cross, C. (2017). *Human resource development: A Concise Introduction*. Bloomsbury Publishing.
2. Gupta, S. (2008). *Human resource development: Concepts and Practices*. Deep and Deep Publications.
3. McGuire, D., & Jørgensen, K. M. (2010). *Human resource development: Theory and Practice*.
4. Mehta, M. C., & Kar, D. (2020). *Human resource development* (01 ed.). Bharti Publications.
5. Rani, A. S., Jain, S., Pant, A., Sarkar, S., & Das, P. (2024). *Human Resource Development*. Phoenix International Publication House.
6. S.M., A. R. (2018). *Human resource development: Training and Development of Employees*. Aadi Publications.
7. Swanson, R. A. (2022). *Foundations of Human Resource Development, third edition*. Berrett-Koehler Publishers.
8. Wilson, J. P. (2014). *International Human Resource development: Learning, Education and Training for Individuals and Organizations*. Kogan Page.

NOTE: The list of cases, specific reference and books including recent articles will be announced in the class by concerned teachers from time to time.

MBAIIYear	**MBA-E313/413**		**Semester-III/IV**		
	Labour Laws				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3Hrs.	**30 (20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	**Mapped Program Outcomes**
CO.1	To recall and remember the fundamentals of labour laws	**PO.1, PO.2, PO.3**
CO.2	To understand the basic framework of labour laws in India.	**PO.1, PO.2, PO.3, PO.7, PO.8**
CO.3	To recall, explain, evaluate and analyze importantlabour laws	**PO.3, PO.4 , PO.5, PO.6**
CO.4	To analyze international framework of labour laws	**PO.3, PO.5, PO.6**
CO.5	To compare and analyze labour issues and trends in India and overseas.	**PO.5, PO6, PO7, PO8**

Course Code and Name: **MBA-E313/413 Labour Laws**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	1	1	1	1	1
CO2	2	2	2	1	1	1	2	2
CO3	1	1	2	2	2	2	1	1
CO4	1	1	1	1	2	2	1	1
CO5	1	1	1	1	2	2	2	2
CO6								

Average	1.4	1.4	1.6	1.2	1.6	1.6	1.4	1.4

OBJECTIVE:

The objective of this course is to acquaint students with the legal framework governing labour and employment relations in India, including workers' rights, social security legislation, trade unionism, industrial relations, labour welfare measures, and emerging challenges in the changing world of work.

- Introduction, A Brief Overview of Fundamental Rights and Directive Principles of State Policy, Factories Act, 1948.
  Case Study 1: *Automating Attendance Recording of Contingent Labours at a Large Construction Site.* **(8 Hours)**

- Payment of Wages Act, 1936, Payment of Bonus Act, 1965, Payment of Gratuity Act, 1972. **(8 Hours)**

- Trade Unions Act, 1926, Industrial Disputes Act, 1947, Employment (Standing Orders) Act, 1946, and Arbitration Act.
  Case Study 2: *Maruti Manesar Lockout: The Flip Side of People Management.* **(8 Hours)**

- Workmen's Compensation Act, 1923, Employees' State Insurance Act, 1948, Maternity Benefit Act, 1961. **(8 Hours)**

- Labour Policy and Laws: Labour Policy of Government of India, International Labour Organization (ILO), AI-Driven Piece-Rate Pay Settings and Variable Shift-Bonus Algorithms. **(8 Hours)**

SUGGESTED READINGS:

1. Cihon, P. J., & Castagnera, J. O. (2017). *Employment and Labor Law* (9th ed.). South-Western Cengage Learning, U.S.A.
2. Servais, J. M. (2024). *International Labour Law* (8th ed.). Kluwer Law International, Netherlands.
3. Blanpain, R., Hendrickx, F., & Engblom, S. (Eds.). (2019). *Comparative Labour Law and Industrial Relations in Industrialized Market Economies*. Kluwer Law International.
4. Hepple, B. (2005/2014 Reprint). *Labour Law and Global Trade*. Hart Publishing Company, Portland.
5. Davis, A. C. L. (2004/2009 Digital Ed.). *Perspectives on Labour Law*. Cambridge University Press, U.K.
6. Blanpain, R. (Ed.). (2001/2015 Print). *Labour Law, Human Rights and Social Justice*. Kluwer Law International, Netherlands.
7. Case Study 1: https://www.emeraldinsight.com/doi/full/10.1108/20450621211294407
8. Case Study 2: https://www.emeraldinsight.com/doi/pdfplus/10.1108/EEMCS-02-2014-0042

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBAIIYear	**MBA-E314/414**		**Semester-III/IV**		
	Competency Mapping and Development				
Time Allotted for EndSemesterExamination	Marks Allottedfor InternalAssessment	Marks Allotted forEnd SemesterExamination(ESE)	Maximum Marks(MM)	Total Credits	Maximum Hours
3Hrs.	**30 (20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	Mapped Program Outcomes
CO.1	Understand the Concept Competency & its relationship with functional areas of business	**PO1, PO6**
CO.2	Understand the importance of HR's and their effective Management in Organizations	**PO4, PO6**
CO.3	State the significance of employee benefits to both employers and employees	**PO2**
CO.4	Analyze core issues, policies and surrounding employee relations	**PO7**

Course Code and Name: **MBA-E314/414 Competency Mapping and Development**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	1	1	1	1	2	1	1
CO2	1	1	1	2	1	2	1	1
CO3	1	3	1	1	1	1	1	1
CO4	1	1	1	1	1	1	3	1
CO5	1	1	1	1	1	1	1	1
CO6								
Average	1.2	1.4	1	1.2	1	1.4	1.4	1

OBJECTIVE:

The objective of this course is to acquaint students with the concepts, models, techniques, and applications of competency mapping and development, enabling them to identify, assess, and develop individual and organizational competencies for enhanced performance, leadership effectiveness, and talent management.

- History and Origin of Competency, Reasons for Popularity of Competency, Views against Competency, Definitions. **(8 Hours)**

- Skill, Knowledge, Motive, Trait and Self-Concept, Iceberg Model of Competency, Traits of Competency. **Case Study 1:** *Talent Management at Telekom Malaysia Berhad.* **(8 Hours)**

- Threshold Competencies, Differentiating Competencies, Generic or Key Competencies, Functional or Technical Competencies, Leadership or Managerial Competencies. **(8 Hours)**

- Determining the Objective and Scope, Clarifying Implementation Goals and Standards, Creating an Action Plan, Defining Performance and Effectiveness Criteria, Identifying a Criterion Sample, Data Gathering and Interim Competency Model.
  Case Study 2: *The Perception of Employer Value Propositions and the Contrast between Dutch and Chinese Graduates: A Case Study of TNT.* **(8 Hours)**

- Leadership and Managerial Competency Models, Delphi Technique, Competencies and Generic Indicators, 360 Degree Feedback. Learn to use AI Telemetry as a Diagnostic Tool for Coaching rather than a Punitive Tool for Micro-Management. **(8 Hours)**

SUGGESTED READINGS:

1. DeCenzo, D. A., Robbins, S. P., & Verhulst, S. L. (2021). *Human Resource Management* (14th ed.). John Wiley & Sons, USA.
2. Schustack, M. W., Friedman, H. S., & Hall, C. S. (2024). *Theories of Personality* (8th ed.). Wiley Publication, USA.

3. McShane, S. L., Von Glinow, M. A., & Sharma, R. R. (2022). *Organizational Behavior* (9th ed.). McGraw Hill Education, New Delhi.
4. Pareek, U., & Khanna, S. (2016/2019 Reprint). *Understanding Organizational Behaviour* (4th ed.). Oxford University Press, USA.
5. Lynton, R. P., & Pareek, U. (2011/2014 Print). *Training for Development* (3rd ed.). SAGE Publications (Vistaar), New Delhi.
6. Lussier, R. N. (2024). *Human Relations in Organizations: Applications and Skill Building* (12th ed.). McGraw Hill Education, New Delhi.
7. Robbins, S. P., & Hunsaker, P. L. (2020). *Training in Interpersonal Skills: Tips for Managing People at Work* (7th Global ed.). Pearson, New Delhi.
8. Whetten, D. A., & Cameron, K. S. (2024). *Developing Management Skills* (10th Global ed.). Pearson PHI, New Delhi.
9. Whetten, D. A., & Cameron, K. S. (2024). *Developing Management Skills* (10th Global ed.). Pearson PHI, New Delhi.
10. Case Study 1: https://www.emeraldinsight.com/doi/full/10.1108/20450621111110645
11. Case Study 2: https://www.emeraldinsight.com/doi/full/10.1108/20450621111117125

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA IIYear	MBA-E315/415		Semester-III/IV		
	Diversity Equity and inclusion (DEI) in Organization				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination(ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3Hrs.	**30**	**70**	**100**	**03**	**40**

	Course Outcomes:	Mapped Program Outcomes
CO.1	To underst and how to apply some of the key concepts and tools organizational development and change leadership and Management.	**PO.1,PO.2,PO.3,PO.7**
CO.2	To discover some of the ethical issues associated with change and Organizational development.	**PO.1,PO.2,PO.3,PO.4,PO.5, PO.7, PO.8**
CO.3	To develop a basic understanding and appreciation for the issues And conditions creating the need for change in modern organizations.	**PO.1,PO.2,PO.3,PO.4,PO.5, PO.6,PO.7, PO.8**
CO.4	To formulate a change management process in an organization.	**PO.1,PO.2,PO.3,PO.4,PO.5, PO.6,PO.7, PO.8**

Course Code and Name: **MBA-E315/415 Diversity Equity and inclusion (DEI) in Organization**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	1	1	1	2	1
CO2	2	2	2	2	2	1	2	2
CO3	1	2	1	2	1	2	1	2
CO4	2	1	2	2	2	2	2	1
CO5								
CO6								
Average	1.75	1.75	1.5	1.75	1.5	1.5	1.75	1.5

OBJECTIVE:

The objective of this course is to acquaint the students with the concepts, processes, techniques and applications of Organizational Development (OD) for improving organizational effectiveness, managing change and facilitating organizational transformation.

- Foundations of Organizational Development: Concept, Nature and Scope of Organizational Development, Evolution and Foundations of Organizational Development, Values and Assumptions of OD, Planned Organizational Change, Organizational Effectiveness and Organizational Renewal. (8 Hours)

- Organizational Diagnosis and Improvement: Organizational Diagnosis, Diagnostic Models and Techniques, Feedback and Organizational Development, Data Collection and Analysis, Achieving Organizational Improvement through Organizational Development Programmes. Case Study 1: *ABC Development Organization.* (8 Hours)

- OD Interventions: Team Building Interventions, Personal Interventions, Interpersonal Interventions, Group Process Interventions, Process Consultation, Sensitivity Training, Conflict Management, Conditions for Successful OD Interventions and Their Evaluation. (8 Hours)

- Organizational Transformation and Change Management: Organizational Transformation, Managing Strategic Change, Role and Skills of OD Consultant, Internal and External Change Agents, Values and Belief Systems of Change Agents, Resistance to Change and Strategies for Managing Change. Case Study 2: ***AngloGold Ashanti:***

The Dawning of a New Age. (8 Hours)

- Operational Components and Future Perspectives of OD: Diagnostic Component, Action-Taking Component, Process Maintenance Component, Monitoring and Evaluation of OD Programmes, Emerging Trends in Organizational Development, Learning Organizations, Digital Transformation and the Future of Organizational Development. (8 Hours)

SUGGESTED READINGS:

1. Burton, R. M. (2004). *Strategic Organizational Diagnosis and Design: The Dynamics of Fit*. Kluwer Academic Publishers, Boston.
2. Clayton, A. P. (2011). *The Practice of Organizational Diagnosis: Theory and Methods*. Oxford University Press, New York.
3. Lippitt, G. (2006). *Organization Renewal: Achieving Viability in a Changing World*. Appleton-Century-Crofts.
4. Rao, M. G., & Rao, V. S. P. (1999). *Organization Design, Change and Development*. Discovery Publishing House, New Delhi.
5. Singh, K. (2009). *Change Management*. Excel Books India, New Delhi.
6. French, W. L., Bell, C. H., & Zawacki, R. A. (2006). *Organizational Development: Behavioral Science Interventions for Organization Improvement*. Prentice Hall, New Delhi.
7. Case Study 1: *ABC Development Organization*. Emerald Emerging Markets Case Studies. https://doi.org/10.1108/EEMCS-07-2013-0132
8. Case Study 2: *AngloGold Ashanti: The Dawning of a New Age*. Emerald Emerging Markets Case Studies. https://doi.org/10.1108/20450621211289476

NOTE: The list of cases, specific references, books including recent articles and supplementary reading materials will be announced in the class by the concerned teachers from time to time.

MBA-II Year	**MBA-343/443**		**Semester-III/IV**		
	HR ANALYTICS AND STRATEGY				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	MarksAllotted for End Semester Examination (ESE)	Maximum Marks(MM)	Total Credits	Maximum Hours
3 Hrs.	**30(20+10)**	**70**	**100**	**03**	**40**

	Course Outcome	**Mapped Program Outcomes**
CO.1	Understand the concepts, scope, significance, and strategic role of HR Analytics in enhancing organizational performance and sustainable competitive advantage.	PO1, PO2, PO7
CO.2	Analyze HR data, metrics, and workforce information using appropriate analytical methods and models for decision-making.	PO1, PO2, PO3, PO5
CO.3	Apply HR Analytics techniques using MS Excel and other analytical tools to improve key HR functions.	PO2, PO3, PO4, PO7
CO.4	Develop descriptive analytics dashboards and visualizations for effective workforce analysis and HR reporting.	PO3, PO4, PO5, PO7
CO5	Evaluate predictive and prescriptive analytics techniques for solving HR challenges and supporting strategic workforce planning.	PO4, PO5, PO6, PO8

Course Code and Name: **MBA-343/443 HR ANALYTICS AND STRATEGY**

Course Outcome	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**
CO1	2	2	1	1	1	1	2	1
CO2	2	2	2	1	2	1	1	1

CO3	1	2	2	2	1	1	2	1
CO4	1	1	2	2	2	1	2	1
CO5	1	1	1	2	2	2	1	2
Average	1.6	1.6	1.4	1.4	1.2	1.4	1.8	1.4

OBJECTIVE:

The objective of this course is to equip students with the knowledge and skills required to apply analytical techniques in Human Resource Management. The course focuses on understanding workforce data, HR metrics, descriptive, predictive and prescriptive analytics, and the use of analytical tools for evidence-based decision making.

Unit I: Introduction to HR Analytics

History of Different HRM Perspectives, Transition from HRM to HCM and Gaining Sustainable Advantage through HCM. 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 and 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 and Selection, Training and Development, Performance Appraisal, Talent Management, Employee Engagement, Compensation Management and Expatriate Management.

Unit IV: Descriptive Analytics

Overview of Select Tools for Conducting HR Analytics: MS Excel, R, Tableau, Power BI, Python, SPSS and PSPP. HR Dashboards Using MS Excel, Pivot Table Applications, Data Visualization for Key HR Processes.

Unit V: Predictive and Prescriptive HR Analytics

Predictive HR Analytics: Correlation, Linear and Multiple Regression, Factor Analysis and Cluster Analysis, Comparison of Means and Analysis of Variance. Prescriptive HR Analytics, Predictive vs Prescriptive HR Analytics, Future of HR Analytics.

Suggested Readings

- Rama Shankar Yadav & Sunil Maheshwari, *HR Analytics*, Wiley, 2021.
- Pratyush Banerjee, Jatin Pandey & Manish Gupta, *HR Analytics: Practical Applications of HR Analytics*, Sage, 2019.
- Dipak Kumar Bhattacharya, *HR Analytics*, Sage, 2017.
- Ramesh Soundrarajan & Kuldeep Singh, *Winning on HR Analytics*, Sage, 2017.
- Nishant Uppal, *Human Resource Analytics*, Pearson, 2021.
- Bharti Motwani, *HR Analytics: Practical Approach Using Python*, Wiley, 2021.

NOTE: The list of cases, specific references, books, datasets, software applications, and recent research articles will be announced in the class by the concerned teacher from time to time.

Group: BUSINESS ANALYTICS AND AI

MBA-II Year	MBA-316/416		Semester-III/IV		
	Artificial Intelligence and Deep Learning				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	MarksAllotted for End Semester Examination (ESE)	Maximum Marks(MM)	Total Credits	Maximum Hours
3 Hrs.	**30(20+10)**	**70**	**100**	**03**	**40**

	Course Outcome	Mapped Program Outcomes
CO.1	Understand the fundamentals, methodologies, and applications of Artificial Intelligence in business and industry.	**PO1, PO2, PO7**
CO.2	Explain Generative AI, Large Language Models (LLMs), prompt engineering, and their enterprise applications.	**PO1, PO2, PO3, PO7**
CO.3	Analyze deep learning concepts, neural networks, and AI-based decision-making approaches.	**PO2, PO3, PO5, PO7**
CO.4	Apply AI techniques to solve business problems and improve organizational efficiency.	**PO1, PO4, PO7, PO8**
CO5	Evaluate ethical issues, data privacy concerns, and governance practices related to AI implementation.	**PO4, PO6, PO8**

Course Code and Name: **MBA- 316/416 Artificial Intelligence and Deep Learning**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	1	1	1	2	1
CO2	2	2	2	1	1	1	2	1
CO3	1	2	2	1	2	1	2	1
CO4	2	1	1	2	1	2	2	2
CO5	1	1	1	2	1	2	1	2
CO6								
Average	1.6	1.6	1.4	1.4	1.2	1.4	1.8	1.4

OBJECTIVE:

The objective of this course is to familiarize students with the fundamental concepts of Artificial Intelligence, Machine Learning, Deep Learning, Generative AI, and their applications in business environments. The course aims to develop students' ability to understand AI-based technologies, analyze intelligent systems, and apply AI techniques for solving managerial and organizational problems.

- Introduction to Artificial Intelligence, Intelligent Agents, AI Applications in Business, Problem Solving Approaches, Search Techniques. (9 Hours)
- Machine Learning Fundamentals, Supervised and Unsupervised Learning, Neural Networks, Deep Learning Models and Applications. (10 Hours)
- Generative AI, Large Language Models (LLMs), Prompt Engineering, AI Tools and Business Applications. (8 Hours)
- AI-Based Decision Making, Automation, AI Strategy, Challenges and Limitations. Case Study: AI Implementation in Organizations. (9 Hours)

• Ethical Issues in AI, Data Privacy, Responsible AI, AI Governance and Future Trends. (9 Hours)

Suggested Readings:

1. Goodfellow, I., Bengio, Y., & Courville, A. (2016). Deep learning. MIT Press.
2. Neapolitan, R. E., & Jiang, X. (2018). Artificial intelligence: With an introduction to machine learning (2nd ed.). Chapman and Hall/CRC.
3. Russell, S. J., & Norvig, P. (2015). Artificial intelligence: A modern approach (3rd ed.). Pearson Education. Goodfellow, I., Bengio, Y., & Courville, A. (2016). Deep learning. MIT Press.
4. Mitchell, T. M. (1997). Machine learning. McGraw-Hill Education.
5. Neapolitan, R. E., & Jiang, X. (2018). Artificial intelligence: With an introduction to machine learning (2nd ed.). Chapman and Hall/CRC.
6. Rose, D. (2018). Artificial intelligence for business: What you need to know about machine learning and neural networks. Pearson Education.
7. Russell, S. J., & Norvig, P. (2021). Artificial intelligence: A modern approach (4th ed.). Pearson.

MBA-II Year	MBA-317/417	Semester-III/IV
	Course Outcomes: Retail and E-Commerce Analytics	**Mapped Program Outcomes**
CO.1	Understand the role and importance of analytics in retail and e-commerce environments.	**PO1, PO2, PO7**
CO.2	Apply key performance indicators (KPIs) and analytical techniques for online business decision-making.	**PO2, PO3, PO7**
CO.3	Use e-commerce analytics tools for customer tracking, sales analysis, and conversion improvement.	**PO1, PO2, PO5, PO7**
CO.4	Analyze customer behavior, market trends, and digital retail strategies using data analytics.	**PO1, PO4, PO7, PO8**
CO.5	Develop data-driven strategies to enhance customer experience and business performance.	**PO4, PO6, PO8**

Time Allotted For End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3 Hrs.	**30(20+10)**	**70**	**100**	**03**	**40**

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Course Code and Name: **MBA-317/417 Retail and E-Commerce Analytics**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	1	1	1	2	1
CO2	1	2	2	1	1	1	2	1
CO3	2	2	1	1	2	1	2	1
CO4	2	1	1	2	1	1	2	2
CO5	1	1	1	2	1	2	1	2
CO6								
Average	1.6	1.6	1.2	1.4	1.2	1.2	1.8	1.4

OBJECTIVE:

The objective of this course is to familiarize students with analytical techniques used in retail and e-commerce sectors. The course aims to develop students' understanding of customer behavior analysis, digital business models, online consumer trends, and data-driven decision-making practices.

- Introduction to Retail Analytics, E-Commerce Ecosystem, Digital Retailing, Business Models and Analytics Framework. (9 Hours)

- Customer Analytics, Consumer Behaviour Analysis, Market Segmentation, Sales and Demand Forecasting. (10 Hours)

- Web Analytics, E-Commerce Metrics, Customer Journey Analysis, Conversion Rate Optimization.(9 Hours)
- Retail Data Analysis, Recommendation Systems, Personalization Strategies and Customer Relationship Management. Case Study: Online Retail Analytics.(9 Hours)
- Future Trends in Retail Analytics, AI Applications, Digital Transformation and Strategic Decision Making.(8 Hours)

Suggested Readings

1. Chaffey, D., & Ellis-Chadwick, F. (2022). Digital marketing: Strategy, implementation and practice (8th ed.). Pearson.
1. Kaushik, A. (2020). Web analytics 2.0: The art of online accountability and science of customer centricity (2nd ed.). Sybex.
2. Laudon, K. C., & Traver, C. G. (2024). E-commerce 2024–2025: Business, technology, society (19th ed.). Pearson.
3. Sharda, R., Delen, D., & Turban, E. (2023). Business intelligence, analytics, and data science: A managerial perspective (5th ed.). Pearson.

MBA-II Year	**MBA-318/418**		**Semester-III/IV**		
	Python for Data Analytics				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination(ESE)	Maximum Marks(MM)	Total Credits	Maximum Hours
3 Hrs.	**30**	**70**	**100**	**03**	**40**

4. Sorger, S. (2022). Marketing analytics: Strategic models and metrics (2nd ed.). Kogan Page.

	Course Outcomes:	**Mapped Program Outcomes**
CO.1	Understand programming fundamentals, algorithms, and Python programming concepts.	**PO1, PO2, PO7**
CO.2	Develop Python programs using variables, data structures, functions, and control statements.	**PO2, PO3, PO7**
CO.3	Apply Python libraries and programming techniques for business data analysis.	**PO1, PO2, PO5, PO7**
CO.4	Implement error handling, debugging, and problem-solving approaches in Python applications.	**PO2, PO4, PO7, PO8**
CO.5	Create Python-based solutions to support business decision-making and automation.	**PO4, PO6, PO8**

Course Code and Name: **MBA-318/418 Python for Data Analytics**

Course Outcome	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**
CO1	2	2	1	1	1	1	2	1
CO2	1	2	2	1	1	1	2	1
CO3	3	2	1	1	2	1	2	1
CO4	1	2	1	2	1	1	2	2
CO5	1	1	1	2	1	2	1	2
CO6								
Average	1.6	1.8	1.2	1.4	1.2	1.2	1.8	1.4

OBJECTIVE:

The objective of this course is to provide students with practical knowledge of Python programming and its applications in business analytics. The course enables students to develop analytical skills, process business data, and create data-driven solutions for managerial decision-making.

- Introduction to Python Programming, Variables, Data Types, Operators, Conditional Statements and Loops. (9 Hours)
- Python Functions, Data Structures, File Handling, Exception Handling and Problem-Solving Techniques. (9 Hours)
- Python Libraries for Business Analytics: NumPy, Pandas and Data Processing Techniques. (10 Hours)
- Data Cleaning, Data Visualization, Data Interpretation and Analytical Applications. Case Study: Business Data Analysis using Python. (9 Hours)
- Python Applications in Business Analytics, Automation, Decision Support Systems and Future Scope.(8 Hours).

Suggested Readings

1. Downey, A. B. (2015). Think Python: How to think like a computer scientist (2nd ed.). O'Reilly Media.
2. Matthes, E. (2023). Python crash course: A hands-on, project-based introduction to programming (3rd ed.). No Starch Press.
3. Sweigart, A. (2020). Automate the boring stuff with Python: Practical programming for total beginners (2nd ed.). No Starch Press.
4. McKinney, W. (2022). Python for data analysis: Data wrangling with pandas, NumPy, and Jupyter (3rd ed.). O'Reilly Media.
5. VanderPlas, J. (2023). Python data science handbook: Essential tools for working with data (2nd ed.). O'Reilly Media.

MBA II Year	**MBA-319/419**		**Semester-III/IV**		
	Artificial Intelligence in Business				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination(ESE)	Maximum Marks(MM)	Total Credits	Maximum Hours
3 Hrs.	**30(20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	**Mapped Program Outcomes**
CO.1	Understand AI concepts, intelligent agents, and their applications in business domains.	**PO1, PO2, PO7**
CO.2	Analyze AI problem-solving approaches and search techniques for business challenges.	**PO2, PO3, PO7**
CO.3	Apply machine learning and AI methods for improving business processes.	**PO1, PO4, PO7**
CO.4	Evaluate AI-based solutions for decision-making, forecasting, and optimization.	**PO2, PO5, PO7, PO8**
CO.5	Assess the impact, limitations, and future scope of AI in business organizations.	**PO4, PO6, PO8**

Course Code and Name: **MBA-319/419 Artificial Intelligence in Business**

Course Outcome	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**
CO1	2	2	1	1	1	1	2	1
CO2	1	2	2	1	1	1	2	1

CO3	2	1	1	2	1	1	2	1
CO4	1	2	1	1	2	1	2	2
CO5	1	1	1	2	1	2	1	2
CO6								
Average	1.4	1.6	1.2	1.4	1.2	1.2	1.8	1.4

OBJECTIVE:

The objective of this course is to develop students' understanding of Artificial Intelligence concepts and their practical applications in business decision-making. The course focuses on using AI techniques for improving organizational performance, innovation and competitive advantage.

- Introduction to AI in Business, AI Technologies, Intelligent Systems and Business Applications. (9 Hours)
- AI-Based Decision Support Systems, Machine Learning Applications and Predictive Analytics. (10 Hours)
- AI Applications in Marketing, Finance, Operations, Human Resource Management and Customer Services. (9 Hours)
- AI Strategy Development, Implementation Challenges and Organizational Transformation. Case Study: AI Driven Business Models. (9 Hours)
- Ethical, Legal and Social Issues of AI, Responsible AI Practices and Future Business Trends. (8 Hours)

Suggested Readings

1. Russell, S. J., & Norvig, P. (2021). Artificial intelligence: A modern approach (4th ed.). Pearson.

MBA II Year	**MBA-320/420**		**Semester-III/ IV**		
	Cloud Computing				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination(ESE)	Maximum Marks(MM)	Total Credits	Maximum Hours
3 Hrs.	**30(20+10)**	**70**	**100**	**03**	**40**

2. Negnevitsky, M. (2011). Artificial intelligence: A guide to intelligent systems (3rd ed.). Pearson Education.
3. Luger, G. F. (2009). Artificial intelligence: Structures and strategies for complex problem solving (6th ed.). Pearson Education.
4. Bratko, I. (2011). Prolog programming for artificial intelligence (4th ed.). Addison-Wesley.
5. Wooldridge, M. (2009). An introduction to multiagent systems (2nd ed.). Wiley.

Course Code and Name: **MBA-320/420-Cloud Computing**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	1	1	1	1	2	1
CO2	1	2	2	1	1	1	2	1
CO3	2	1	1	2	1	1	2	1
CO4	1	2	1	1	2	1	2	2
CO5	1	1	1	2	1	2	1	2
CO6								
Average	1.4	1.6	1.2	1.4	1.2	1.2	1.8	1.4

OBJECTIVE:

The objective of this course is to provide students with knowledge of cloud computing concepts, technologies, and applications in modern business organizations. The course enables students to understand cloud infrastructure, services, security and strategic implementation.

- Introduction to Cloud Computing, Characteristics, Evolution, Cloud Architecture and Deployment Models. (9 Hours)
- Cloud Service Models (IaaS, PaaS, SaaS), Virtualization and Cloud Infrastructure Management. (10 Hours)
- Cloud Applications in Business, Cloud Storage, Data Management and Enterprise Solutions. (9 Hours)
- Cloud Security, Risk Management, Privacy Issues and Cost Optimization Strategies. Case Study: Cloud Implementation. (9 Hours)

	Course Outcomes:	Mapped Program Outcomes
CO.1	Understand the evolution, concepts, and fundamentals of cloud computing.	**PO1, PO2, PO7**
CO.2	Explain cloud service models (IaaS, PaaS, SaaS) and cloud deployment models.	**PO2, PO3, PO7**
CO.3	Analyze virtualization technologies and cloud infrastructure management.	**PO1, PO4, PO7**
CO.4	Apply cloud computing concepts for scalable and cost-effective business solutions.	**PO2, PO5, PO7, PO8**
CO.5	Evaluate cloud security, privacy, and cost optimization strategies.	**PO4, PO6, PO8**

- Future Trends in Cloud Computing, Hybrid Cloud, Edge Computing and Digital Transformation. (8 Hours)

Suggested Readings:

1. Holler, J., Tsiatsis, V., Mulligan, C., Avesand, S., Karnouskos, S., & Boyle, D. (2014). From machine-to-machine to the Internet of Things: Introduction to a new age of intelligence. Academic Press.
2. Hwang, K., Fox, G. C., & Dongarra, J. (2011). Distributed and cloud computing: From parallel processing to the Internet of Things. Morgan Kaufmann.
3. Ritting house, J. W., & Ransome, J. F. (2009). Cloud computing: Implementation, management, and security. CRC Press.
4. Velte, T., Velte, A., & Elsenpeter, R. (2013). Cloud computing: A practical approach. McGraw-Hill Education.Madisetti, V., & Bahga, A. (2014). Internet of Things: A hands-on approach.

	Course Outcomes:	**Mapped Program Outcomes**
CO.1	Understand the concepts, architecture, and framework of Business Intelligence systems.	**PO1, PO2, PO7**
CO.2	Analyze BI tools, technologies, and applications for business decision-making.	**PO2, PO3, PO7**
CO.3	Apply data analysis techniques for generating business insights.	**PO1, PO4, PO5, PO7**
CO.4	Evaluate BI implementation strategies, governance, security, and privacy issues.	**PO1, PO4, PO7, PO8**
CO.5	Develop BI-based approaches to improve organizational performance and competitive advantage.	**PO4, PO6, PO8**

Course Code and Name: **MBA-Business Intelligence**

Course Outcome	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**
CO1	2	2	1	1	1	1	2	1
CO2	1	2	2	1	1	1	2	1
CO3	2	1	1	2	2	1	2	1
CO4	2	1	1	2	1	1	2	2
CO5	1	1	1	2	1	2	1	2
CO6								
Average	1.6	1.4	1.2	1.6	1.2	1.2	1.8	1.4

MBA II Year	**MBA-344/444**		**Semester-III/IV**		
	Enterprise Analytics				
Time Allotted for End Semester Examination	Marks Allotted For Internal Assessment	Marks Allotted For End Semester Examination (ESE)	Maximum Marks(MM)	Total Credits	Maximum Hours
3 Hrs.	**30(20+10)**	**70**	**100**	**03**	**40**

OBJECTIVE:

The objective of this course is to familiarize students with Business Intelligence concepts, tools and techniques used for effective managerial decision-making. The course aims to develop students' ability to convert business data into meaningful insights.

- Introduction to Business Intelligence, BI Architecture, Data Warehousing and Data Integration. (9 Hours)
- Data Mining Concepts, Business Analytics, Reporting Tools and Dashboard Development. (10 Hours)
- Application of BI in Marketing, Finance, Operations and Strategic Management. (9 Hours)
- BI Implementation, Data Governance, Security and Ethical Issues. Case Study: BI Applications in Organizations. (9 Hours)
- Future Trends in Business Intelligence, Artificial Intelligence Integration and Data-Driven Decision Making. (8 Hours)

Suggested Readings:

1. Turban, E., Sharda, R., Delen, D. and King, D., Business Intelligence- A Managerial Approach, Pearson Education, New Delhi, 2012.
2. Han, J., Kamber, M., & Pei, J. (2022). Data mining: Concepts and techniques (4th ed.). Morgan Kaufmann.
3. Kimball, R., & Ross, M. (2013). The data warehouse toolkit: The definitive guide to dimensional modeling (3rd ed.). Wiley.
4. Moss, L. T., & Atre, S. (2003). Business intelligence roadmap: The complete project lifecycle for decision-support applications. Addison-Wesley Professional.
5. Sharda, R., Delen, D., & Turban, E. (2023). Business intelligence, analytics, and data science: A managerial perspective (5th ed.). Pearson.
6. Srivastava, A. N., & Sahami, M. (Eds.). (2009). Text mining: Classification, clustering, and applications. Chapman and Hall/CRC.
7. Turban, E., Sharda, R., Delen, D., & King, D. (2011). Business intelligence: A managerial approach (2nd ed.). Pearson Education.

Group: PRODUCTION AND OPERATIONS MANAGEMENT

MBA II Year	MBA-E321/421	Semester-III/IV
	Logistics and Supply Chain Management	

Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3Hrs.	**30 (20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	**Mapped Program Outcomes**
CO.1	To develop an understanding about supply chains and logistics in general.	**PO.1, PO.2, PO.3**
CO.2	To gain knowledge about logistics, operations research and operations management in general.	**PO.1, PO.2, PO.3**
CO.3	To understand the application of Logistical systems in business management and supply chain process.	**PO.1, PO.2, PO.3, PO.4 , PO.5, PO.6**
CO.4	To integrate the application of concepts such as Inventory systems in supply chain management.	**PO.3, PO.5, PO.6, PO.7, PO.8**
CO.5	To understand the Green SCM and advance concepts of Logistics and supply chain.	**PO.1, PO.2, PO.3, PO.4 , PO.5, PO.6**

Course Code and Name: **MBA-E321/421 Logistics and Supply Chain Management**

Course Outcome	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**
CO1	2	2	2	1	1	1	1	1
CO2	2	2	2	1	1	1	1	1
CO3	2	2	2	2	2	2	1	1
CO4	1	1	2	1	2	2	2	2
CO5	2	2	1	2	2	2	1	1
Average	1.8	1.8	1.8	1.4	1.6	1.6	1.2	1.2

Unit 1: Introduction to Logistics and Supply Chain: Evolution, Nature and concepts, function and contribution, Supply Chain Models, Integration with other functional areas of management. AI-based Supply Chain Visibility and Decision Support Systems. **Case Study 1:** Relevant Case Study. **(8 Hours)**

Unit 2: Demand Forecasting, Inventory Management, Functions of Warehousing and Distribution centers. Use of AI and Machine Learning in Demand Forecasting and Inventory Optimization. **Case Study 2:** Relevant Case Study. **(8 hours)**

Unit 3: Value Chain and Value delivery system, Transportation, docking strategy, protective packaging, order processing. **Case Study 3:** Relevant Case Study. **(8 Hours)**

Unit 4: Material handling, purchasing and sourcing. **Case Study 4:** Relevant Case Study. **(8 Hours)**

Unit 5: Contemporary Issues in SCM: Measuring performance in supply chain, Role of IT in SCM, Green SCM; Reverse Logistics. Use of AI in Sustainable Supply Chain, Risk Management, and Performance Measurement. **Case Study 5:** Relevant Case Study. **(8 Hours)**

SUGGESTED READINGS:

1. Donald J. Bowersox et al. (2024). *Supply Chain Logistics Management*. 5 Edition. McGraw Hill.
2. V. Saikumari & S Purushothaman. (2023). *Logistics and Supply Chain Management*. Sultan Chand and Sons.
3. Martin Christopher. (2023). *Logistics and Supply Chain Management*. FT Publishing.
4. Ashley Mcdonough. (2020). *Operations and Supply Chain Management.* Vibrant Publications.
5. Shaila Bootwala. (2017). *Supply Chain and Logistics Management.* Nirali Prakashan.
6. Madan P. and Anand P. (2012). *Supply Chain Management*. Global Academic Publisher, New Delhi.
7. Chopra Sunil & Meindell. P. (2010). *Supply Chain Management*. Pearson Pub., New Delhi.

8. Chrisopher, M & Richard Irwin. (2005). *Logistics and Supply Chain Management*. PHI, New Delhi.
9. Agrawal, D. K., (2003). *Textbook of Logistics and Supply Chain Management*. Macmillan, New Delhi.
10. Gattorna, J. & Walter, D. (1996). *Supply Chain Management: Managing The Supply Chain*. Macmillan, New Delhi.
11. Gattorna, J. (1994). *The gower handbook of logistics and distribution management*. Gowerpress, USA.
12. Lambert, Rand Stock. R. (1994). *Strategic Physical Distribution Management*. Irwin, USA.
13. Harmon. R, (1993). *Reinventing the Warehouse; World Class Distribution Logistics*. Freepress, USA.
14. Thomas. F. (1992). *Customer Driven Strategies*. Oliver wight Publication, New Delhi.

MBAIIYear	**MBA-E322/422**		**Semester-III/IV**		
	Total Quality Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination(ESE)	Maximum Marks(MM)	Total Credits	Maximum Hours
3Hrs.	**30 (20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	**Mapped Program Outcomes**
CO.1	Familiarity with basic concepts of total quality management skills and its total quality evolution tools and technique	**PO.1, PO.2, PO.3**
CO.2	Understand designing and implementations of Total quality management issue and its impacts.	**PO.1, PO.2, PO.3**
CO.3	To apply statistical quality control tools and technique for quality assurance.	**PO.1, PO.3**
CO.4	Apply of total quality model for quality control issues	**PO.1, PO.2, PO.3**

Course Code and Name: **MBA-E322/422 Total Quality Management**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	1	1	1	1	1
CO2	2	2	2	1	1	1	1	1
CO3	2	1	2	1	1	1	1	1
CO4	1	2	2	1	1	1	1	1
CO5								
CO6								
Average	1.75	1.75	2	1	1	1	1	1

- Total Quality and Organizational change, Basic Concept of Total Quality (TQ), Evolution of TotalQualityManagement, Components of TQM.**Case Study1:** CustomerServicemen.
  (8hours)
- How to implement TQM, pit falls in operating TQM, Re-engineering to change, Employee Involvement, Teams and Groups.
  (8hours)
- Statistical Process control and Improvement, Statistical quality control, manufacturing to specification versus manufacturing to reduce variations.**Case Study 2:** The human factor in 5S implementation : perspectives from Poland. **(8 hours)**
- Total Productive Maintenance (TPM), Quality Audits, Lead Assessment and ISO. 9000 Standards, Six Sigma. **(8** hours)
- Total Quality of Services,Total Quality and ERP,TQM and World Class Manufacturing. **(8hours)**

SUGGESTEDREADINGS:

1. Bank,J.(1992).*The Essence of Total Quality Management*.Prentice Hall, New Delhi.
2. Carruba, Eugene. R & Gorden, Ronald, D.(1991). *Product Assurance Principles. Integrating Design Assurance & Quality Assurance*.McGraw Hill, NewYork.
3. Dale, B. G.ed. (1999). *Managing Quality.* PHI, New Delhi.
4. Feigenbaum, A.V. (1991). *Total Quality Control*, McGraw Hill, NewDelhi.
5. Grant, Eu.gene , L.&Leavenworth, Richards (1991). *Statistical Quality Control*. McGraw Hill,New York.
6. Ireson, W.G. & Coombas, C.P.(1988). *Handbook of Reliability Engineering & Management*. McGraw Hill, New York.
7. Juran,J.M.ed.(1988).*Quality ControlHandbook*.McGrawHill,NewYork.
8. Lochner, Robert. H.,Matar,Joseph, E.(1990).*Designing for Quality*.Chapman &Hill,London.
9. Madan,P.(2006).*TotalQualityManagement*.KrishnaPrakashan.Delhi.
10. Pike,John &Barnes,Richard.(1994).*TQMin Action*. Chapman &Hill,London.
11. Case Study1: Wieslaw Urban Agnieszka Mazurek , (2011)," The human factor in 5S
12. Bank,J.(1992).*The Essence of Total Quality Management*.Prentice Hall, New Delhi.
13. Carruba, Eugene. R & Gorden, Ronald, D.(1991). *Product Assurance Principles. Integrating Design Assurance & Quality Assurance*.McGraw Hill, NewYork.
14. Dale, B. G.ed. (1999). *Managing Quality.* PHI, New Delhi.
15. Feigenbaum, A.V. (1991). *Total Quality Control*, McGraw Hill, NewDelhi.
16. Grant, Eu.gene , L.&Leavenworth, Richards (1991). *Statistical Quality Control*. McGraw Hill,New York.
17. Ireson, W.G. & Coombas, C.P.(1988). *Handbook of Reliability Engineering & Management*. McGraw Hill, New York.
18. Juran,J.M.ed.(1988).*Quality ControlHandbook*.McGrawHill,NewYork.
19. Lochner, Robert. H.,Matar,Joseph, E.(1990).*Designing for Quality*.Chapman &Hill,London.

20. Madan,P.(2006).*TotalQualityManagement*.KrishnaPrakashan.Delhi.
21. Pike,John &Barnes,Richard.(1994).*TQMin Action*. Chapman &Hill,London.
22. **Case Study1:** Wieslaw Urban Agnieszka Mazurek, (2011), "The human factor in 5S implementation: perspectives from Poland ", Emerald EmergingMarkets Case Studies, Vol. 1 Iss 3 pp. 1 –
    8. Permanentlinktothis document:http://dx.doi.org/10.1108/20450621111163322.
23. **Case Study 2:** Krzykowski, B.(2008). *Customer Servicemen*. Quality Progress.Vol41(6)pp.30– 34.http://asq.org/qic/display-item/index.html?item=24480

NOTE: Thelist of cases, specific reference and books including recent articles will be announced in the class by concerned teachers from time to time.

MBAIIYear	**MBA-E323/423**		**Semester-III/IV**		
	WorldClass Manufacturing				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks(MM)	Total Credits	Maximum Hours
3Hrs.	**30 (20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	**Mapped Program Outcomes**
CO.1	Familiarity with basic concepts of manufacturing practices and current manufacturing trends	**PO.1, PO.3, PO.5**
CO.2	Understand customization of products for manufacturing, implementation of new technology	**PO.1, PO.2, PO.3, PO.5**
CO.3	Getting comparative ability for the existing industries with WCM industries	**PO.1**
CO.4	Understanding and applying world class manufacturing model in manufacturing systems.	**PO.1 PO.4, PO.5**

Course Code and Name: **E323/423 WorldClass Manufacturing**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	1	2	1	2	1	1	1
CO2	2	2	2	1	2	1	1	1
CO3	2	1	1	1	1	1	1	1
CO4	1	1	2	1	2	1	1	1
CO5								
CO6								
Average	1.75	1.25	1.75	1	1.75	1	1	1

- Manufacturing's role in corporate strategy, New emerging paradigm in manufacturing, Manufacturing flexibility, value creation, dependability, quality;cost and innovation;analysis and enhancement of the manufacturing advantage. (8hours)

- Gaining Competitive Edge through WCM:Meaning of WCM and its models,Philosophy and Practices of WCM, Quality in WCM.(8hours)

- Manufacturing technology strategies, its Systems and Tools for WCM: vertical integration, sourcing and outsourcing; organization focus and manufacturing. strategy, selecting,

developing and exploiting manu. Overview of Systems and Tools, Information Management Tools, Material Processing and Material Handling Tools, Assessment of Manufacturing Systems and Tools. Case Study1: Case study related to Manufacturing technology(8hours)

- Manufacturing infrastructure development. Monitoring World Class Performance. Implementation of WCM, Need for Performance Management, Monitoring and Controlling Performance Tools. (8hours)

- The Indian Scenario of WCM: Competitiveness and Performance of Indian Manufacturers, Objectives and Strategies, Use of IT in WCM. Case Study2: Case study related to Manufacturing infrastructure development (8hours)

SUGGESTEDREADINGS:

1. Hill and Hills(1993). *Manufacturing Strategy*, McGraw Hills, New Delhi.
2. Sahay, Saxena and Ashish Kumar (2000). *World Class Manufacturing. A Strategic Perspective*. Macmillian, New Delhi.
3. Todd,Jim.(1995).*World Class Manufacturing.* McGraw Hill,New Delhi.
4. Miltenmurg, John .(1995). *Manufacturing Strategy*, 1st Edition: Howt of or mulate and Implementa Winning Plan (Manufacturing & Production).,Productivity Press. Chennai.
5. Kim, Hua, Tan & Matthews, Rupert. (2009). *Operations Strategy in Action: A Guide to the Theory and Practice of Implementation.* Edward Elgar Publishing,UK.
6. **Case Study 1:**Meeta Das Gupta, (2011), "Enabling excellence in operations through technological innovation", Emerald Emerging Markets Case Studies,Vol. 1 Iss 2 pp. 1 – 22. Permanent link to this document:http://dx.doi.org/10.1108/20450621111151767.
7. **Case Study 2:** Ankush Guha Saroj Koul , (2013)," Entrepreneurship and engineering: the triumph of All India Warehousing Private Ltd ",Emerald Emerging Markets Case Studies, Vol. 3 Iss 4 pp. 1 – 8. Permanent link to this document: http://dx.doi.org/10.1108/EEMCS-06-2013-0073

NOTE: The list of cases, specific reference and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA II Year	**MBA-E325/425**		**Semester-III/IV**		
	Production Planning and Control				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3Hrs.	**30 (20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	**Mapped Program Outcomes**
CO.1	Understand basic concepts of Production and control technique and its application.	**PO.1**
CO.2	Understand basic procedure of production planning and innovation technique for implementation of technology	**PO.4, PO.5**
CO.3	Understand different basic scheduling and production control systems for economic production.	**PO.1, PO.2, PO.4**
CO.4	Familiarity with inventory management technique and controlling technique for smooth production.	**PO.2, PO.3**

Course Code and Name: **MBA-E325/425 Production Planning and Control**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1	1	1	1	1	1	1
CO2	1	1	1	2	2	1	1	1
CO3	2	2	1	2	1	1	1	1
CO4	1	2	2	1	1	1	1	1
CO5								
CO6								
Average	1.75	1.5	1.25	1.5	1.25	1	1	1

Unit 1. Introduction Objectives and benefits of planning and control-Functions of production control, Types of production job, batch and continuous. Product development and design. Marketing aspect. Functional aspects, Operational Aspect, Durability and dependability aspect, aesthetic aspect. Profit consideration Standardization, Simplification & specialization, Break even analysis, Economics of a new design, AI-based demand forecasting. **(8hours)**

Unit 2. Work Study Method study, basic procedure Selection, recording of process, Critical analysis, Development, Implementation, Micro motion and memo motion study, work measurement, Techniques of work measurement, Time study, Production study, Work sampling, Synthesis from standard data, Pre determined motion time standards, Predictive maintenance using AI. **(8hours)**

Unit 3. Product Planning and Process Planning Product Planning, Extending the original product information, Value analysis, Problems in lack of product planning, Process planning and routine, Pre requisite information needed for process planning, Steps in process planning, Quantity determination in batch production, Machine capacity, balancing, Analysis of process capabilities in a multiproduct system. **Case Study2:** Relevant case Study. **(8hours)**

Unit 4. Production Scheduling Production Control Systems, Loading and scheduling, Master Scheduling rules, Gantt charts, Perpetual loading, Basic scheduling problems, Line of balance, Flow production scheduling, Batch production scheduling, Product sequencing, Production Control systems, Periodic batch control, Material requirement planning kanban, Dispatching, Progress reporting and expediting Manufacturing lead time, Techniques for aligning completion times and due dates. **Case Study1:** Bharat Tobacco: vendor selection and vendor rating/Relevant Case Study**.**

(8hours)

Unit 5. Inventory Control and Recent Trends In PPC, Inventory control, Purpose of holding stock, Effect of demand on inventories, Ordering procedures. Two bin system, AI in quality control and defect detection, Ordering cycle system, Determination of, Economic order quantity and economic lot size, ABC analysis, Recorder procedure, Introduction to computer integrated production planning systems, elements of JUST IN TIME SYSTEMS Fundamentals of MRP II and ERP, Intelligent supply chain and logistics planning. **Case Study2:** Health Pharma: managing supply chain: Need of ERP system/Relevant Case Study. **(8 hours)**

SUGGESTED READINGS:

1. Bock, R. H. (2023). *Production planning and control*. Legare Street Press.
2. Chary, S. N. (2019). *Production and operations management* (6th ed.). McGraw-Hill.
3. Dastidar, S. G., Thakurta, R., & Sreeram, A. (2012). Health Pharma: managing supply chain. *Emerald Emerging Markets Case Studies*, *2*(6), 1–5. https://doi.org/10.1108/20450621211275156
4. Gadhave, S. L. (2019). *Production Planning and Control*. Technical Publications.
5. Ivanov, V. (2025). *Production Planning: From Theory to the Production Line*.
6. Jhamb, L. C. (2010). *Production Planning and Control*. Everest Publishing House.
7. Mukhopadhyay, S. K. (2015). *PRODUCTION PLANNING AND CONTROL: TEXT AND*

CASES, THIRD EDITION. PHI Learning Pvt. Ltd.

8. Parihar, A. S., & Khare, S. (n.d.). *Production Planning Control: An Overview of Production System and Production Planning & Control*. Notion Press.
9. Rao, J. A. (2025). *Production Planning and Control - PPC: Optimizing Productivity, Quality, and Flow in Manufacturing Technique*. Independently Published.
10. Singal, R. K. (2010). *Production Planning & Control*.
11. Singhania, M., & Gandhi, G. (2013). Bharat Tobacco: vendor selection and vendor rating. *Emerald Emerging Markets Case Studies*, *3*(2), 1–8. https://doi.org/10.1108/eemcs-02-2013-0019

MBA II Year	**MBA-E345/445**		**Semester-III/IV**		
	Digital Innovations and Technology in Supply Chain Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3Hrs.	**30 (20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	Mapped Program Outcomes
CO.1	Explain the concepts, challenges, and opportunities of digital transformation in supply chain and logistics management, and evaluate the role of information systems in business process integration.	**PO1, PO3**
CO.2	Analyze the application of emerging technologies such as Artificial Intelligence, Machine Learning, Internet of Things (IoT), Blockchain, Robotics, and Drone Technologies in enhancing supply chain efficiency and innovation.	**PO1, PO2, PO4**
CO.3	Assess cybersecurity risks, cyber threats, and information security practices in digital supply chains and recommend appropriate risk mitigation strategies.	**PO3, PO5, PO6**
CO.4	Examine the role of Digital Public Infrastructure (DPI), including Aadhaar, DigiLocker, UPI, ONDC, ULIP, and PM Gati Shakti, in improving supply chain integration, transparency, and digital inclusion.	**PO.2, PO.4,PO.7**
CO.5	Design innovative and technology-enabled solutions for modern supply chain challenges while demonstrating ethical, sustainable, and lifelong learning perspectives in a digital economy.	**PO2, PO6, PO7, PO8**

Course Code and Name: **MBA-E345/445 Digital Innovations and Technology in Supply Chain Management**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1	1	1	1	1	1	1
CO2	1	1	1	2	2	1	1	1
CO3	2	2	1	2	1	1	1	1
CO4	1	2	2	1	1	1	1	1
CO5								
CO6								
Average	1.75	1.5	1.25	1.5	1.25	1	1	1

Unit-1 Volatility, Uncertainty, Complexity, and Ambiguity (VUCA) Environment, Business Needs, Understanding IT challenges and integrated business processes in supply chain and logistics, Opportunity Identification for Digital Transformation, Business models and Innovation frameworks for supply chain, Enterprise Systems for Supply chain, Data Lake and Data Integration. (10 Hours)

Unit-2 Emerging technologies for Digital Transformation of supply chain, Application of AI, ML, IOT, Block chain, Robotics & Automation, and Drone technologies, Platform Economy and Eco-Systems, Product life cycle management for supply chain, Technology life cycle for supply chain management. (10 Hours)

Unit-3 Web technologies & e-SCM applications, Understanding Risk & Cyber-attacks in supply chain, Security Controls and Information Security Posture, Cryptographic Algorithms and hashing systems, Analysing and assessing the risks, Application of Geospatial Technology and GIS for cyber secured Supply chain. (10 Hours)

Unit-4 Introduction to Digital Public Infrastructure (DPI): Concept, Components, and Architecture of DPI, DPI as a Driver of Digital Innovation and Economic Growth, Global Perspectives on Digital Public Infrastructure, India's Digital Public Infrastructure Ecosystem (Aadhaar and Digital Identity Systems, DigiLocker and Digital Documentation, UPI, NKN and Digital Payments & Account Aggregator Framework), Digital Commerce and Logistics Platforms: ONDC, OCEN, ULIP, PM Gati Shakti and Multimodal Connectivity. Digital Logistics and Supply Chain Integration, DPI for Supply Chain Efficiency- Data Sharing and Interoperability, Digital Inclusion and MSME Empowerment, Transparency, Traceability, and Trust, Future Trends in DPI and Intelligent Supply Chains. (10 Hours)

Suggested Readings –

- Bharadwaj, A., El Sawy, O., Pavlou, P., & Venkatraman, N. (2019). *Digital business strategy and transformation*. Routledge.
- Carnovale, S., & Yeniyurt, S. (Eds.). (2021). *Cyber security and supply chain management: Risks, challenges and solutions*. World Scientific.
- Chopra, S., & Meindl, P. (2023). *Supply chain management: Strategy, planning, and operation* (8th ed.). Pearson.
- Delfs, H., & Knebl, H. (2015). *Introduction to cryptography: Principles and applications* (3rd ed.). Springer.
- G20 India. (2023). *One future alliance: Digital public infrastructure repository and framework*.
- Gupta, A., & Jain, R. (2022). *Digital transformation and innovation management*. McGraw-Hill Education.
- Ivanov, D., Tsipoulanidis, A., & Schönberger, J. (2021). *Global supply chain and operations management*. Springer.
- Longley, P., Goodchild, M., Maguire, D., & Rhind, D. (2015). *Geographic information science and systems*. Wiley.
- Marr, B. (2023). *Artificial intelligence in practice* (2nd ed.). Wiley.
- OECD. (2024). *Digital government and digital public infrastructure frameworks*.
- Pagano, A. M., & Liotine, M. (2019). *Technology in supply chain management and logistics: Current practice and future applications*. Elsevier.
- Russell, S., & Norvig, P. (2021). *Artificial intelligence: A modern approach* (4th ed.). Pearson.
- Simchi-Levi, D., Kaminsky, P., & Simchi-Levi, E. (2021). *Designing and managing the supply chain: Concepts, strategies and case studies*. McGraw-Hill.

Group: INNOVATION AND ENTERPERNUERSHIP

MBA II Year	**MBA-E326/426**		**Semester-III/IV**		
	Start-up Studies				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks MM)	Total Credits	Maximum Hours
3Hrs.	**30 (20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	**Mapped Program Outcomes**

CO.1	Explain the structure, role, and policy framework of MSMEs in India	**PO.1, PO.2, PO.3,PO.7**
CO.2	Apply AI tools and digital technologies in small business decision-making	**PO.1,PO.2, PO.3,PO.4,PO.5, PO.7, PO.8**
CO.3	Analyze functional areas (finance, marketing, HR, operations) in SMEs	**PO.1,PO.2, PO.3,PO.4,PO.5, PO.6,PO.7, PO.8**
CO.4	Evaluate growth strategies, support systems, and innovation models	**PO.1,PO.2, PO.3,PO.4,PO.5, PO.6,PO.7, PO.8**
CO.5	Assess global opportunities, export potential, and future SME trends	**PO.1,PO.2, PO.3,PO.4,PO.5, PO.6,PO.7, PO.8**

Course Code and Name: **MBA-E326/426 Start-up Studies**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	1	1	1	2	1
CO2	2	2	2	2	2	1	2	2
CO3	1	2	1	2	1	2	2	2
CO4	1	1	2	1	1	1	1	2
CO5	2	1	1	2	2	1	1	1
CO6								
Average	1.6	1.6	1.6	1.6	1.4	1.2	1.6	1.6

UNIT 1: Small Business Ecosystem (8 Hours)

- MSME definitions and classification
- Steps in starting a business (AI-assisted ideation)
- Environmental analysis (PESTLE + ESG)
- Government policies (Startup India, MSME schemes, ONDC)
- Data-driven entrepreneurship
- DIPT in Indian Startup Ecosystem.

UNIT 2: Technology & AI in SMEs (8 Hours)

- Appropriate technology & productivity tools
- AI applications: forecasting, automation, chatbots
- Industry 4.0 (IoT, cloud computing)
- Platform economy and cybersecurity
- Case Study: Twiga Hosting Ltd

UNIT 3: Functional Management (8 Hours)

- Finance: FinTech, AI-based credit scoring
- Marketing: Digital marketing & AI segmentation
- Operations: Smart manufacturing
- HR: Gig economy, HR analytics
- Sickness in SMEs & revival strategies

UNIT 4: Growth & Support Systems (8 Hours)

- Modernization of small industries
- Skill development & incubation ecosystem
- AI in innovation & process optimization
- Government incentives & subsidies
- Case Study: VNFPP Ltd

UNIT 5: Globalization & Future Trends (8 Hours)

- Export procedures & institutions
- E-commerce exports
- AI in global trade
- Global SME ecosystems
- Sustainability & green business

Suggested Readings

1. Desai, V. (Latest Edition). *Small Scale Industries and Entrepreneurship*. Himalaya Publishing House.
2. Burns, P. (Latest Edition). *Entrepreneurship and Small Business*. Palgrave Macmillan.
3. Khanka, S. S. (Latest Edition). *Entrepreneurship Development*. S. Chand.
4. Drucker, P. F. (Latest Edition). *Innovation and Entrepreneurship*. Harper Business.
5. Rose, D. (2018). *Artificial Intelligence for Business*.
6. Agrawal, A., Gans, J., & Goldfarb, A. (2018). *Prediction Machines*. Harvard Business Review Press.
7. Iansiti, M., & Lakhani, K. (2020). *Competing in the Age of AI*. Harvard Business School Press.

MBA II Year	**MBA-E327/427**		**Semester-III/IV**		
	Small Business Environment And Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3Hrs.	**30 (20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	**Mapped Program Outcomes**
CO.1	Explain the business lifecycle and how it pertains to small business	**PO.1**
CO.2	Explain the crucial levers in small business financial management, including the crucial role of cash flow.	**PO.4, PO.5**
CO.3	Describe how small business owners can effectively manage their operations through delegation and oversight.	**PO.1, PO.2, PO.4**
CO.4	Identify frameworks for handling ethical issues confronted by small businesses	**PO.2, PO.3, PO8**

Course Code and Name: **MBA-E327/427 Small Business Environment and Management**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1	1	1	1	1	1	1
CO2	1	1	1	2	2	1	1	1
CO3	2	2	1	2	1	1	1	1
CO4	1	2	2	1	1	1	1	2
CO5								
CO6								
Average	1.75	1.25	1.25	1.5	1.25	1	1	1.25

UNIT 1: Foundations of Small Business (Updated as per MSME Norms)

- MSME definition (2020): Investment + Turnover classification.
- Role of small business in India's GDP and employment.
- Steps for starting a small business: opportunity identification, feasibility analysis, Udyam Registration, compliance norms.
- Indian environment: economic, social, political, cultural, legal factors.
- Key policies: MSMED Act 2006, Industrial Policy updates, Digital India & Atmanirbhar Bharat initiatives.

UNIT 2: Technology, Productivity & Industry Linkages

- Appropriate technology for MSMEs; AI-based tools for inventory, pricing, forecasting.
- Quality circles, lean production, AI-based quality monitoring.
- Linkages between small & large units: vendor development, e-commerce partnerships.

UNIT 3: Management Challenges in Small Business

- Financial challenges: working capital, AI-driven credit evaluation, forecasting tools.
- Marketing challenges: digital marketing, AI-powered content creation, segmentation.
- Production issues: outdated machinery, automation, AI-based planning.
- Personnel challenges: skills gap, digital upskilling, AI-driven training.
- Sickness in small units: reasons, early indicators, revival through digitalisation.

UNIT 4: Modernisation, Training & Support Systems

- Modernisation of small & village industries: KVIC, cluster development programs.
- Training & consultancy: MSME-DIs, NSIC, Startup incubators, AI literacy programs.
- Incentives & subsidies: CLCSS, CGTMSE, RODTEP, EPCG.

UNIT 5: Export Promotion & Global Opportunities

- Identifying export opportunities using AI-based market intelligence.
- Export promotion institutions: DGFT, EPCs, EXIM Bank, FIEO.
- Export infrastructure: SEZs, EOUs, digital logistics, cross-border e-commerce.
- Global SME perspectives: US innovation models, Japan quality systems, China clusters, EU digitalisation focus.

Case studies of AI-enabled MSME success stories.

SUGGESTED READINGS:

1. Desai, V. (Latest Edition). *Small Scale Industries and Entrepreneurship*. Himalaya Publishing House.
2. Burns, P. (Latest Edition). *Entrepreneurship and Small Business*. Palgrave Macmillan.
3. Gupta, C. B., & Srinivasan, N. P. (Latest Edition). *Entrepreneurial Development*. Sultan Chand & Sons.
4. Entrepreneurship Development. (Latest Edition). S. Chand Publications.
5. Innovation and Entrepreneurship. (Latest Edition). Harper Business.
6. Small Business Management. (Latest Edition). Cengage Learning.
7. Scarborough, N. M. (Latest Edition). *Essentials of Entrepreneurship and Small Business Management*. Pearson.
8. Timmons, J. A., & Spinelli, S. (Latest Edition). *New Venture Creation*. McGraw Hill.

Publication, NewDelhi.
1. **Case Study 1:**https://www.emeraldinsight.com/doi/full/10.1108/20450621111197163
2. **Case Study 2:**https://www.emeraldinsight.com/doi/full/10.1108/20450621211294399

NOTE: The list of cases and specific references including recent articles will be announced in the class.

MBAIIYear	**MBA-E328/428**		**Semester-III/IV**		
	New Enterprise Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted forEnd Semester Examination(ESE)	Maximum Marks(MM)	Total Credits	Maximum Hours
3Hrs.	**30 (20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	**Mapped Program Outcomes**
CO.1	Appraise how entrepreneurs operate and consider the entrepreneurial mind-set needed to create and develop a new enterprise	**PO.1**
CO.2	Demonstrate how the characteristics of entrepreneurial management can affect the strategy for managing the new or growing enterprise	**PO.4, PO.5**
CO.3	Analyse complex and advanced entrepreneurship and enterprise theories in the development of an appropriate business plan	**PO.1, PO.2, PO.4**
CO.4	Develop an integrated perspective of the process involved in the successful creation of a new enterprise	**PO.2, PO.3, PO8**

Course Code and Name: **MBA-E328/428 New EnterpriseManagement**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1	1	1	1	1	1	1
CO2	1	1	1	2	2	1	1	1
CO3	2	2	1	2	1	1	1	1
CO4	1	2	2	1	1	1	1	2
CO5								
CO6								
Average	1.75	1.5	1.25	1.5	1.25	1	1	1.25

Unit I: Entrepreneurship and Economic Development Entrepreneurship and its role in economic development; problems of industrialization in underdeveloped countries with special reference to India. The entrepreneurial mindset and traits, types of entrepreneurs and ventures, the role of innovation in new enterprise creation through design thinking, and the entrepreneurship ecosystem in India and globally. **(8 hours)**

Unit II: Industrial Policy and Enterprise Formation Industrial policy, regulation, and control of industries in India; mechanics of setting up new enterprises — size and location, optimum units, meaning and determinants, and the size of industrial units in India. Bootstrapping versus external funding, angel investors, venture capital, incubation, government schemes, and types of business registration such as LLP, Pvt Ltd, OPC, and partnership. Case Study 1: *Field Turf Tarkett India – Challenges and opportunities in new markets.* **(8 hours)**

Unit III: Theory of Industrial Location Theory of industrial location; factors determining industrial location;

regional distribution of industrial activity in India. Feasibility analysis across market, technical, financial, and operational dimensions; contracts and MoUs; competitor analysis; and industry analysis using Porter's Five Forces. **(8 hours)**

Unit IV: Trends in Industrial Localization and Enterprise Challenges Recent trends in the localization of industrial activity in India; regional planning of industrial activity; feasibility studies including technical, marketing, and financial aspects; managerial problems of new enterprises; production and purchasing. Intellectual property rights such as copyright, patents, and trademarks; compliance and taxation basics for startups; and modern challenges in enterprise succession planning. Case Study 2: *"Eldorado" Family – The survival and succession plan.* **(8 hours)**

Unit V: Financing, Labour, and Marketing Problems Financing, labour, and marketing problems; facilities provided by different institutions and agencies in India; financing facilities for new enterprises; marketing and other institutional support. CSR and ESG responsibilities, and the role of analytics in predicting absenteeism, turnover, and enterprise sustainability. **(8 hours)**

SUGGESTED READINGS:

1. Drucker, Peter(2012). *Innovation and Entrepreneurship*. East– Elsevier, USA.
2. Gupta,C.B. and Sri Nivasan (1997). *Entrepreneurial Development in India.* Sultan Chand. NewDelhi.
3. Hisrich, Robert, D.,Petors, Micheal, P.(2010). *Entrepreneurship*.TMH, NewDelhi.
4. Holt, David. H., Englewood Cliffs (1992.). *Entrepreneurship – New Venture Creation*. Prentice Hall Inc. NewJersey.
5. McClelland, D. C. and Winter, D. G.(1969). *Motivating Economic Achievement.*Free Press, NewYork.
6. **Case Study 1:** https://www.emeraldinsight.com/doi/full/10.1108/20450621111195660

NOTE: The list of cases ,specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBAIIYear	**MBA-E329/429**		**Semester-III/IV**		
	Ethics and Business Governance				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks(MM)	Total Credits	Maximum Hours
3Hrs.	**30 (20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	**Mapped Program Outcomes**
CO.1	Explore the relationship between ethics and business and the subsequent theories of justice and economics across different cultural traditions.	**PO.1, PO4, PO8**
CO.2	Comprehend the relationship between ethics, morals and values in the workplace.	**PO.1, PO.2, PO.3**
CO.3	Analyze and understand various ethical philosophies to explain how they contribute to current management practices.	**PO.2, PO.3**
CO.4	Critically apply understanding of ethics of real–world contexts and gather and analyse information by way of undertaking a research project on a topic relevant to business ethics.	**PO.3, PO.5**

Course Code and Name: **MBA-E329/429 Ethics and Business Governance**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	1	1	2	1	1	1	2
CO2	2	2	2	1	1	1	1	1
CO3	1	2	2	1	1	1	1	1

CO4	1	1	2	1	2	1	1	1
CO5								
CO6								
Average	1.5	1.5	1.75	1.25	1.25	1	1	1.25

UNIT 1: Foundations of Ethics & Ethical Decision-Making (8 Hours)

Core Concepts: Meaning, nature, and scope of ethics, Facts vs values, Ethical subjectivism and relativism, Moral development: Kohlberg's Six Stages, Ethics and business; myth of amoral business. Ethical Decision-Making Common dilemmas in business, Application of ethical theories. Economic Justice, AI & Ethics: Algorithmic bias and fairness, ethical AI decision-making in business, responsible data use.

UNIT 2: Market Systems & Functional Ethics (8 Hours)

Market Systems: Characteristics of Perfect competition**,** Monopoly**,** Oligopoly**. Ethics in Marketing:** Truth in advertising**,** Consumer protection and digital marketing ethics**,** Dark patterns and influencer ethics**. Finance Ethics:** Fairness vs efficiency in financial markets**,** Insider trading**,** Greenmail**,** Golden parachute**. HR Ethics:** Workers' rights and duties, Workplace safety and labour standards**,** Sexual harassment laws (POSH Act – India)**,** Whistleblowing and protection mechanisms.AI in hiring (bias in recruitment algorithms), Data privacy and surveillance ethics.

UNIT 3: Corporate Governance Frameworks & Models (8 Hours)

Conceptual Foundations: Evolution of corporate governance, theories: Stakeholder theory, Stewardship theory, Agency theory, Separation of ownership and control. Governance Models: Anglo-American Model, German Model, Japanese Model, Indian Model, OECD principles of corporate governance. Ethics & Governance: Transparency, accountability, and empowerment. ESG (Environmental, Social, Governance) integration. Digital Governance: Governance challenges in platform companies, Data governance and cybersecurity.

UNIT 4: Board Structure & Governance Mechanisms (8 Hours)

Board-Level Governance: Role and responsibilities of Board of Directors, Board composition and structure, Independent / Non-executive directors. Key Stakeholders: Role of auditors (internal & external), Role of government and regulatory bodies. Corporate Governance in India: SEBI guidelines, Companies Act, 2013 provisions, Clause 49 (historical context). Contemporary Issues: Board diversity and inclusion, Executive compensation ethics, AI in corporate governance (board analytics, risk monitoring)

UNIT 5: Intellectual Property Rights (IPR) & Digital Economy (8 Hours)

Core Concepts: Patents, Designs, Trademarks, Geographical Indications. Business Relevance: IPR in innovation and startups, Brand protection strategies. Digital IPR (software, AI-generated content), Data ownership and licensing, Global IPR frameworks (WIPO overview)

Ethical dilemma analysis (case-based), AI ethics simulation exercises, Corporate governance audit (mini project),IPR case analysis.

SUGGESTED READINGS

1. Fernando, A. C. – *Corporate Governance: Principles, Policies and Practices*. Pearson.
2. Murthy, C. S. V. – *Business Ethics and Corporate Governance*. Himalaya Publishing.
3. Sherlekar, S. A. – *Ethics in Management*. Himalaya Publishing House.
4. Business Ethics – Oxford University Press
5. Corporate Governance – Oxford University Press
6. The Age of Surveillance Capitalism – (Digital ethics perspective)
7. Mishra, J. P. – *An Introduction to Intellectual Property Rights*.

MBA II Year	MBA-E330/430		Semester-III/IV		
	Legal Aspects of Business				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3Hrs.	**30 (20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	Mapped Program Outcomes
CO.1	Appraise law in general and real-life situation to apply the acquired knowledge and skills in their functional areas	**PO.1**
CO.2	To explain the concept and prevailing laws 'sales of goods act' in the country. Propose ways to interconnect the different functional areas of management	**PO.4, PO.5, PO.7**
CO.3	To develop and equip the students with proper knowledge of Negotiable Instruments Act to suggest the organization relevant changes for ethical practices with the help of acquired knowledge	**PO.1, PO.2, PO.4, PO.7**
CO.4	Able to recognize the need for independent and life-long learning to apply company laws in developing successful entrepreneurs and develop their minds to think out of box.	**PO.2, PO.3, PO7, PO.8**

Course Code and Name: **MBA-E330/430 Legal Aspects of Business**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1	1	1	1	1	1	1
CO2	1	1	1	2	2	1	2	1
CO3	2	2	1	2	1	1	2	1
CO4	1	2	2	1	1	1	2	2
Average	1.75	1.5	1.25	1.5	1.25	1	1.75	1.25

Unit 1: The Contract Act, 1871 Nature and classification of contracts- Essential elements of a valid contract of fer and Acceptance - Consideration - Capacities of Parties Provisions relating to free consent, void agreements Provisions relating to performance and discharge of contract Breach of contract - Meaning and remedies. Ethical, Legal & Regulatory Challenges of AI. **Case Study 1:** Relevant Case Study. **(8 Hours)**

Unit 2: Contract Act, 1872 Contracts of Indemnity- Meaning, nature- Right of Indemnity Holder and Indemnifier Contracts of Guarantee - Meaning, Nature and Features - Types of Guarantee – Provisions relating to various types of Guarantee 15 Surety and Co-surety - Rights and Liabilities - Discharge of surety from his liability Agency - Agent and Principal - Creation of Agency - Classification of Agents - Relationship between Principal and Agent - Agent's authority - Revocation and Renunciation - Rights, Duties and Liabilities of Agent and Principal - Termination of Agency. **Case Study 2:** Relevant Case Study. **(8 Hours)**

Unit 3: Sales of Goods Act, 1930 Contract for Sale of Goods - Meaning - Essentials of a Contract of Sale - Formalities of a Contract of ale Provisions relating to conditions and Warranties Provisions relating to transfer of property or ownership Provisions relating to performance of Contract of Sale - Rights of Unpaid Seller– Rules as to delivery of goods. **Case Study 3:** Relevant Case Study. **(8 Hours)**

Unit 4: The Negotiable Instruments Act, 1881 Negotiable Instruments- Meaning, Characteristics, Types, Parties Holder and holder in Due Course Negotiation and Types of Endorsements, Dishonour of Negotiable Instrument– Noting and Protest

Liability of parties on Negotiable Instrument. **Case Study 4:** Relevant Case Study. **(8 Hours)**

Unit 5: The Companies Act, 1956 Company- Definition, Meaning, Features and Types of companies Incorporation of a company - Memorandum of Association, Articles of Association and Prospectus Share Capital. AI in Business Organizations: Partnerships & Companies. **Case Study 5:** Relevant Case Study. **(8 Hours)**

SUGGESTED READINGS:

1. Aggarawal, Rohini. (2022). *Taxmann's Mercantile & Commercial Laws – Comprehensive and authentic textbook for Indian Contract Act, Sale of Goods Act, Partnership Act, Negotiable Instruments Act, etc. with Case Laws*. Taxmann Publications Private Limited; Reprint September 2022 Edition (29 September 2022).
2. M. K. Nabi (2022). *Taxmann's Legal Aspects of Business- Text & Cases.* Taxmann Publications Pvt. Ltd.; 2022nd edition (15 September 2022).
3. Priyanka Raychaudhuri, (2021). *Business Law - Complete Understanding of Commercial Law, Corporate law, Industrial Law.* Notion Press.
4. Sheth Tejpal. (Third Edition). *Business Law.* Pearson Education India.
5. P. P. S. Gogna, *Mercantile Law*, S. Chand &Co. Ltd., India, 11th Edition, 2010.
6. Dr. Vinod, K. Singhania, *Direct Taxes Planning and Management*, 2008.
7. Pathak, A. (2010). *Legal Aspects of Business*, 4th Edition, Tata McGrawHill, 2007.
8. Richard Stim, Intellectual Property- Copy Rights, TradeMarks, and Patents, Cengage Learning,2012.
9. V. S. Datey, Taxman Publication, 21st Edition, 2009. *Business Laws – Balchandani.*

MBA II Year	**MBA—E 346/446**		**Semester-III/IV**		
	ENTREPRENEURSHIP, CREATIVITY AND INNOVATION				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
3Hrs.	**30(20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	**Mapped Program Outcomes**
CO.1	Explain the meaning and significance of entrepreneurship and understand the process of entrepreneurial action.	**PO.1, PO4, PO8**
CO.2	Understand the importance of idea generation, identifying opportunities and the value of a business plan.	**PO.1, PO.2, PO.3**
CO.3	Understand the role of creativity and innovation in entrepreneurship	**PO.2, PO.3**
CO.4	Understand the concept of social entrepreneurship and appreciate how social entrepreneurs mobilize scarce resources to affect social change.	**PO.3, PO.5**

Course Code and Name: **MBA—C346/446**
ENTREPRENEURSHIP,CREATIVITY AND INNOVATION

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	1	1	2	1	1	1	2
CO2	2	2	2	1	1	1	1	1
CO3	1	2	2	1	1	1	1	1
CO4	1	1	2	1	2	1	1	1
CO5								

CO6								
Average	1.5	1.5	1.75	1.25	1.25	1	1	1.25

OBJECTIVE: The objective of this course is to help the students to develop an entrepreneurial mind set and gain an understanding of the entire entrepreneurial process through analysis of various situations.Additionally, the purpose of the course is also to gain insights about the critical role of creativity and innovation to the development of new products and services in entrepreneurial start-ups.

- Entrepreneurship and the Entrepreneurial process. **(9Hours)**
- The Entrepreneurial mindset and personality. **(9Hours)**
- Idea generation, identifying opportunities and evaluation.**(8Hours)**
- **C**reativity and Innovation. **(8Hours)**
- Managing Growth Corporate Entrepreneurship, Social entrepreneurship and Innovation **(6Hours)**

SUGGESTED READINGS:

1. Barringer., B.R &Ireland, R.D. (2013).*Entrepreneurship Successfully Launching New Ventures.* Pearson.
2. Drucker, P. F. (2006). *Innovation and entrepreneurship: Practice and principles*. Elsevier.
3. Fagerberg, J., Mowery, D. C., & Nelson, R. R. (Ed.). (2006*). The oxford handbook of Innovation*. Oxford University Press.
4. Hisrich, R., Manimala, M.J., Peters, M.P.,&Shepherd, D.A. (2015). *Entrepreneurship* (9th ed).McGraw Hill.
5. Kaplan, J. M. (2012). *Patterns of Entrepreneurship (4* ed.). John Wiley & Sons.
6. Khandwalla, P. (2003). *Corporate creativity*. New Delhi: Tata McGraw Hill
7. Kuratko, D.F., &. Rao, T.V. (2014). *Entrepreneurship: A South-Asian Perspective.* Cengage Learning.
8. Mullins, W. J. (2004). *New business road test.* Prentice Hall.
9. Mullins, W. J. & Komisar, R. (2009).*Getting to Plan B: Breaking Through to a Better Business Model.* Harvard Business Press.
10. Roy, R. (2011).*Entrepreneurship* (2ed.). New Delhi: Oxford University Press.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

Group: INTERNATIONAL BUSINESS

MBA IIYear	**MBA-E331/431**		**Semester-III/IV**		
	International Trade Practices, Procedures and Documentation				
Time Allotted for End SemesterExamination	Marks Allotted for Internal Assessment	Marks Allotted forEnd Semester Examination (ESE)	Maximum Marks(MM)	Total Credits	Maximum Hours
3Hrs.	**30 (20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	**Mapped Program Outcomes**
CO.1	Explain the significance of procedures and documentation in	**PO.3**

	international trade	
CO.2	Elaborate the of ficial machinery for trade procedures and Documentation	**PO.1, PO.2, PO.3**
CO.3	Define the export order processing & export price quotations	**PO.5, PO.6**
CO.4	Elaborate the UCPDC guidelines; realization of export proceeds – provisions of RBI's	**PO.3, PO.5, PO.6**
CO.5	Explain the regulations for International Trade	**PO.7**

Course Code and Name: **MBA-E331/431 International TradePractices, Procedures andDocumentation**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	1	3	1	1	1	1	1
CO2	2	2	2	1	1	1	1	1
CO3	1	1	1	1	2	2	1	1
CO4	1	2	1	1	2	2	1	1
CO5	1	1	1	1	1	1	2	1
CO6								
Average	1.2	1.4	1.6	1	1.4	1.4	1.2	1

- EXIM Operations and Documentation: Trade operations and documentation; Documentation areas and dimensions; Nature and characteristic features of Exim documents; Role of AI in Documentation (automation, smart document processing, blockchain in trade documentation).EDI and documentation. EXIM Policy Framework: Legal framework, Policy over view–Facilities and restrictions; Getting started in export business. (8hours)

- Foreign Exchange Facilities and Regulations: Legal framework in India FEMA. Origin and objectives, Main provision of FEMA; Other relevant acts. International Trade Terms: Trade contract and trade terms; Trade terms and need for standardization; INCO terms. Export Payment Terms: Credit risk management and payment terms; Main features of payment terms. Advance payment, open account, documentary collection, documentary credit– Documentary collection – DP and DA process and operation; Letter of credit and parties involved; Process of opening and advising LC, Types of LC; Process and operation; UCPDC. Major clauses; Consignment sale, AI in Forex & Trade Finance (fraud detection, exchange rate prediction, automated compliance systems). (8hours)

- Trade Finance: Sources and schemes of trade finance; Pre and post. shipment export credit schemes and methods of financing; Packing credit advance details; Post. shipment advance; Import financing. Transit Risk Management: Nature of transit risk; Contract of cargo insurance Parties involved–Insurer/assured, Insurance policy and certificate ;Cargo loss claims–Procedure and documentation. Credit Risk Management: Export credit insurance – Concept and importance; Role of Export Credit Guarantee Corporation (ECGC); Covers issued by ECGC; Financial guarantees; Coverage of commercial and political risks–procedures and documentary requirements. (**8hours)**

- Central Excise Clearance: Excise duty – Definition, rationale, stages of levying and collection; Meaning of manufacturing; Type of duties; Legal framework – Central Excise Act and Rules, Central Excise Tariff Act; Valuation; Options of refund and movement in bond–Rules12, 13and14 Procedures and documentary requirements. (**8 hours)**

- Customs Clearance of Export and Import Cargo: Legal framework – Introduction to Customs Act 1962;. Introduction to Customs Tariff Act 1975; Introduction to Foreign Trade (Development and

Regulations)Act1992;Valuation and types of duties and Harmonized System of Nomenclature; Documentation requirements and document processing; Physical examination of goods; EDI and customs operations. Duty Drawback: Concept and rationale; Procedure and documentation. Import Policy and Export Promotion: Duty exemption schemes; Import of capital goods; Export, trading star trading, superstar trading house policy and procedures ;EoU's/EPZs/SEZs schemes and procedures, AI in Customs & Logistics (smart ports, automated clearance, supply chain optimization, trade analytics) (8Hours)

SUGGESTEDREADINGS:

1. Bhalla,V.K.andRamu,S.(2001).International Business Environment and Management, 5th ed.Anmol, Delhi.
2. Desai, H.B. (1988). Indian Shipping Perspectives. Anupam Publications, Delhi.
3. Government of India. (2012).
4. Hand book of Import. Export Procedures. Government of India, NewDelhi.
5. Paras, Ram, (1995). Export What, Where and How. Anupam Pub, NewDelhi.
6. **CaseStudy1**:https://nebula.wsimg.com/c4e596dc12fc8b554ce2435a30ae7995?AccessKeyId=A8366 3472B839ECDD54B&disposition=0&alloworigin=1
7. **CaseStudy2**:http://www.scdl.net/downloads/samplecsib.pdf

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBAIIYear	**MBA-E332/432**		**Semester-III/IV**		
	International Financial Management				
Time Allotted for EndSemesterExamination	Marks Allottedfor InternalAssessment	Marks Allotted forEnd SemesterExamination(ESE)	Maximum Marks(MM)	Total Credits	Maximum Hours
3Hrs.	**30 (20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	**Mapped Program Outcomes**
CO.1	Develop In-depth knowledge and the practical implication of Finance theory in International Financial Management with the emergence of globalized financial market	**PO.1,PO.2,PO.3**
CO.2	Develop innovative/entrepreneurial skills by evaluate the need of globalization of the world economy by understanding the roles and practices of foreign exchange markets and exchange rate determination and their use in international businesses	**PO.4, PO.5,PO.7**
CO.3	Develop managerial skills by analyzing the International Monetary System and the European Monetary system affecting International business to exhibit ethical practices in International Business.	**PO.1, PO.2, PO.4, PO.7**
CO.4	Critically analyze the role of bonds as financial instruments in bringing financial acumen while studying	**PO.2, PO.3, PO7,PO.8**

	different Foreign and Euro bonds for making cost effective decisions.	

Course Code and Name: **MBA-E332/432 International Financial Management**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	1	1	1	1	1
CO2	1	1	1	2	2	1	2	1
CO3	2	2	2	1	1	1	1	1
CO4	1	2	2	1	1	1	2	2
CO5								
CO6								
Average	1.5	1.75	1..75	1.25	1.25	1	1.5	1.25

- Introduction: Complexities and issues in financial decisions of a multinational firm: Foreign investment decisions: Exchange rate movement and decision to invest: Foreign direct investment theories and strategies: Green field investment vs. Acquisitions and mergers. International Capital Budgeting: Multinational considerations and calculation of cash flows; Adjusted present value approach: Cost capital: Assessment and management of political risks, AI in **investment decision-making & FDI evaluation** (8hours)
- International Portfolio Management: Decision to investing portfolio: International CAPM; Identification of optimum portfolio. International Project Financing: Concepts, types technique sand key elements; Capital structure decision.(8hours)
- International Working Capital Management: Cash management; Receivables and inventory management. (8 hours)
- Currency and Interest Rate Risk Management: Exposure and risk; Transaction, translation and real operating exposure; inter state risk assessment and management. (8hours)
- International Accounting Foreign currency translation; Multinational transfer pricing and performance measurement; International Taxation: Key elements and issues; International tax environment; Bilateral treaties and tax heavens, AI-based tax compliance and reporting systems (8hours)

SUGGESTEDREADINGS:

1. ApteP.G..(1998) Multinational Financial Management, Tata. McGraw Hill, NewDelhi,.
2. Baker J.C. (2000). International Finance: Management, Marketsand Institutions, Prentice Hall, Englewood C liffs,. Company, NewDelhi.
3. Eiteman, David K., Arthur Stone hill and Micheal H.(1998). M of fett, Multinational Business Finance, Addison. Wesley Publishing Company, NewDelhi.
4. Eun,Cheo land Bruce Resnick. (1998) International Financial Management, McGraw Hill, NewYork.
5. Kevin, S. (2009), Fundamentals of International Financial Management. PHI Learning.
6. Levi, Maurice. (1996) International Finance, McGraw Hill Inc., NewYork.
7. Madura, Jeff, International Financial Management. (2000.) South Western Publishing Company, Cincinnati.
8. Rathore & Shirin. (1994) International Accounting, Prentice Hall of India Pvt. Ltd., NewDelhi.
9. Seth, A.K. (2000) International Financial management, Galgotia Publishing, NewDelhi.
10. Shapiro, AllenC. (2009) Multinational Financial Management, John Wiley & Sons, NewDelhi.
11. Sharan, V. (2000.) International Financial Management, Prentice Hall of India Pvt .Ltd., NewDelhi.
12. **CaseStudy1**:https://www.emeraldinsight.com/doi/abs/10.1108/20450621211312947
13. **CaseStudy2**:https://www.researchgate.net/publication/279647700_Foreign_Exchange_Exposure_and _Management_Case_study_ of _two_large_Multinationals

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBAIIYear	MBA-E333/433		Semester-III/IV		
	International Financial System And Markets				
Time Allotted for EndSemesterExamina tion	Marks Allottedfor InternalAsses sment	Marks Allotted forEnd SemesterExamin at ion(ESE)	Maximum Marks(MM)	Total Credits	Maximum Hours
3Hrs.	**30 (20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	Mapped Program Outcomes
CO.1	Explain the fundamental theories and concepts o f international trade and finance and apply for the management decisions.	**PO.1,PO.2,PO.3**
CO.2	Apply functions, provisions of international trade system and functions to facilitate the global trade. Students will be able analyse impact of WTO on current global trade in detail.	**PO.4, PO.5,PO.7**
CO.3	Analyse the organizations allocate portfolio assets and take investment decisions. Students will be able to apply the different methods to mitigate the foreign trade and exchange rate risks in their respective organizations after they are recruited.	**PO.1, PO.2, PO.4, PO.7**
CO.4	.Integrate concept and apply the knowledge of capital budgeting decisions to mitigate the financial risks of organizations.	**PO.2, PO.3, PO7,PO.8**

Course Code and Name: **MBA-E333/433 InternationalFinancialSystem andMarkets**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	1	1	1	1	1
CO2	1	1	1	2	2	1	2	1
CO3	2	2	1	2	1	1	2	1
CO4	1	2	2	1	1	1	2	2
CO5								
CO6								
Averag e	1.5	1.75	1.5	1.5	1.25	1	1.75	1.25

- Introduction to International Financial System: International Monetary System: Features and requirements; System of exchanging currencies – From Bretton Woods systemt of reef loat and convertibility; Pegging of currencies–target zone arrangement; European monetary system; International liquidity. (**8**hours)
- Foreign Exchange Markets and its Activities:Exchange rate quotations and practices; Foreign exchange market activities; Arbitraging, hedging and speculation. **Case Study1**:Currency Arbitrage

  (**8hours)**

- Exchange Rate Determination: Exchange rate determination in spot and forward market– Interest rate parity (IRP), purchasing power parity, Fisher open equation Monetary and portfolio balance approaches; Short run demand and supply theory, BOP theory, and growth theory; Forecasting exchange rate. **CaseStudy2**: Analyzing the balance of payment position of India.
  (**8hours)**
- International Financial Markets and Instruments: Changing scenario; International capital and money market instruments; International development banking; Euro–currency markets; International securities markets and instruments. Bond and notes market; equity market, GDR, ADR, EDR and IDR; Integration of financial markets and approach; Role of financial in terme diaries; Financial swaps. (**8hours)**
- International Debt Problem: Problem of debt servicing and developing countries (with special reference to India).
  (**8hours)**

SUGGESTEDREADINGS:

1. Apte, P.G. (1998). Multinational Financial Management, Tata. McGraw Hill, NewDelhi.
2. Baker, J.C. (1998). International Finance: Management, Markets and Institutions. Prentice Hall, NewDelhi.
3. Eitemean, David K., Arthur Stone. Hill and Michael H.M of fett, (1998). Multinational Business Finance. Addison.WesleyPublishingCompany, USA.
4. Levi & Maurice (1996). International Finance,McGrawHill Inc., NewYork.
5. Kevin, S. (2009), Fundamentals of International Financial Management. PHILearning.
6. Seth, A.K. (2000). International FinancialManagement, Galgotia Publishing Company, NewDelhi.
7. Shapiro, AllenC. (1995). Multinational Financial Management, Prentice Hall India Pvt Ltd., NewDelhi.
8. Sharan, V. (2000) International Financial Management, Prentice Hall of India Private Ltd.New Delhi.
9. **CaseStudy1**: https://nebula.wsimg.com/86614b44134ed2231231d1ac8a7f2b5a?AccessKeyId=A83663472B839EC DD54B&disposition=0&alloworigin=1
10. **Case Study2:** https://www.researchgate.net/publication/318529330_Analyzing_the_Balance_ of _payment_position_ of _India

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBAIIYear	MBA-E334/434		Semester-III/IV		
	India's Foreign Trade Policy				
Time Allotted for EndSemesterExamin a tion	Marks Allottedfor InternalAsses sment	Marks Allotted forEnd SemesterExamin at ion(ESE)	Maximum Marks(MM)	Total Credits	Maximum Hours
3Hrs.	**30 (20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	**Mapped Program Outcomes**
CO.1	Understand major marketing elements and their Impact on Marketing Decisions, concepts and methods with regard to enhance customer value.	**PO.1, PO.2, PO.3**
CO.2	Apply contemporary marketing theories to the demands of business and management practice.	**PO.1, PO.2, PO.3, PO.7, PO.8**
CO.3	Demonstrate how as a marketer you can use your knowledge o f consumer behavior concepts to develop better marketing programs and strategies to influence those behaviour.	**PO.3, PO.4 , PO.5, PO.6**
CO.4	Organise information and data to reveal patterns and themes, and manage teams and implementing marketing programs.	**PO.3, PO.5, PO.6**
CO.5	Understand the process of consumer protection, accounting for ethical, social and cultural (ESC) issues.	**PO.5**

Course Code and Name: **MBA-E334/434 India'sForeignTradePolicy**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	1	1	1	1	1
CO2	2	2	2	1	1	1	2	2
CO3	1	1	2	2	2	2	1	1
CO4	1	1	2	1	2	2	1	1
CO5	1	1	1	1	2	1	1	1
CO6								
Averag e	1.4	1.4	1.8	1.2	1.6	1.4	1.2	1.2

OBJECTIVE: To acquaint the students with recent trends in India's foreign trade, management and policy related issues in foreign trade in the global context.

- India's Foreign Trade: India's Foreign Trade in the Global Context, Structure and Equilibrium of India's Balance of Payments, Recent Trends in India's foreign trade, Directional Pattern**,** AI Integration: Use of AI and Big Data in analyzing global trade flows, AI-based forecasting of exports and imports. **(8 hours)**
- Major export commodities: Thrust area commodities their trends problems and prospects Major competitors, Major Import Commodity Groups, Trade Control in India. **(8 hours)**

- Foreign Trade Regulations: Foreign Trade (Development and Regulation) Act, Import and Export Control Orders, Import and Export Licensing System, Exchange Control in India, Blanket Permit System Import Substitution and Export Promotion Policies, Export Incentives: Financial and Fiscal, Deferred Payment System and the Role of EXIM Bank of India, Automation in export-import documentation (TradeTech systems), Fraud detection in foreign trade transactions**.(8 hours)**
- Export Credit & Promotion: Export Credit Insurance, Infrastructure support for Export Promotion, Export promotion Councils, Commodity Boards/Product Export Development Authorities, Specific Service Institutions, Chatbots and AI assistants for export guidance, Predictive analytics for export insurance risk **(8 hours)**
- Role of State Trading Organizations: Role of State Trading Organizations in Foreign Trade, Export Processing Zones, Export Oriented Units and Export and Trading House Schemes, Multilateralism and Bilateralism in India's International Business, Digital trade facilitation using AI platforms **(8 hours)**

SUGGESTEDREADINGS:

1. Bhalla, V.K. (2010)., International Business Environment and Management 12th ed. Anmol publication,NewDelhi.
2. Bhashyam, S., (1998). Export Promotion in India: The Institutional Infrastructure. Common wealth Pub.,NewDelhi.
3. Government of India.(2012).ForeignTradePolicy&Handbook of Procedures.Government of India.
4. Khanna, Sri, Ram (1986). Export Marketing in India's New Manufactures. University of Delhi, New Delhi.
5. Jain, S.K., (1988). Export Performance and Export Marketing Strategies. Common wealth Pub., New Delhi.
6. Nayyar Deepak (1960). India's Export and Export Policies in the 1960s,.Cambridge Universi typress, USA.
7. **CaseStudy1:**https://www.emeraldinsight.com/doi/abs/10.1108/EEMCS-08-2014-0201
8. **CaseStudy2:**https://www.ripublication.com/gjfm-spl/gjfmv6n8_17.pdf

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBAII Year	**MBA-E335/435**		**Semester-III/IV**		
	International Brand Management				
Time Allotted forEnd SemesterExamination	Marks Allotted forInternalAssessment	Marks Allotted forEnd SemesterExamination(ESE)	Maximum Marks(MM)	Total Credits	Maximum Hours
3Hrs.	**30(20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	**Mapped Program Outcomes**
CO.1	Explain brand, Branding challenges and opportunities , Brand equity Concept	**PO.1, PO.2, PO.3**
CO.2	Define different Brand Equity Models	**PO.1, PO.2, PO.3, PO.7, PO.8**

CO.3	Define Planning and Implementing Brand Marketing Programs	**PO.3, PO.4 , PO.5, PO.6**
CO.4	Explain Integrating marketing communication to build brand equity and Conceptualizing the leveraging process	**PO.3, PO.5, PO.6**
CO.5	Analyze Brand architecture, Brand hierarchy, Designing brand strategy, New products, Brand extensions	**PO.5**

Course Code and Name: **MBA-E335/435 International Brand Management**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	1	1	1	1	1
CO2	2	2	2	1	1	1	2	2
CO3	1	1	2	2	2	2	1	1
CO4	1	1	2	2	2	2	1	1
CO5	1	1	1	1	2	1	1	1
CO6								
Average	1.4	1.4	1.8	1.4	1.6	1.4	1.2	1.2

- Concept of a brand, classification of brands, Brand Vs product, Brand Vs Trademarks, evolution of brand, brand perspectives, branding challenges and opportunities, concept of brandequity.
  Programme. **Case Study1:** ABIL's dilemma: to brand or not to brand in India(**8hours)**
- Brand development–Extension, rejuvenation,re-launch product Vs Brands, The brandequity concept , establishing a brand equity concept, identity and image, brand leveraging & brand performance-establishing a brand equity management system, measuring sources of brand equity and consumer mind set, co-branding, celebrity endorsement.
  (**8hours)**
- Designing and implementing brandstrategies:brand product matrix,brand hierarchy,brand extensions, advantage and disadvantages of brand extension, evaluation of brand extension, managing brands overtime, rein forcing brands, revitalizing brands, and adjustment to the brand portfolio.
  (8hours)
- Rationale for going international, making brands to go global, need of geographical extensions of brands, opportunities of global branding, consumers & globalization, conditions favoring global brands, organizing for a global brands, advantages and disadvantages of global marketing.
  (8hours)
- Global consumer based brand equity, global brand positioning, building global customer based brandequity, similarities and differences in the global branding landscape, steps in global brand building, marketing infrastructure for global branding, brand partnership, global & local control,balanced standardization Vs customization, implantation of global brand equity measurement system, leveragebrand elements.

SUGGESTEDREADINGS:

1. Jean Noel, Kapferer. (2011). *Strategic Brand Management*, Kogan Page, London.
2. Kevin Lane Keller. (2010). *Building, Measuring and Managing brand equity* Prentice Hall. London
3. Y.L. R. Murthy. (2008). *Brand Management*, Vikas Publishing House, Meerut.
4. SubratoSen Gupta. (2012). *Brand Positioning*, Tata McGrawHill, Mumbai.
5. Chunawala. (2008). *Compendium of Brand Management*, Himalayan Publishing House, New Delhi.
6. Harsh. V.Verma. (2010). *Brand Management*, Excel books .Meerut.

7. Dr. S.L. Gupta. (2012). *Brand Management Text & cases (an Indian perspective)* Himalayan Publishing House, New Delhi.

8. **Case Study1:** Sonal Sisodia, Nimit Chowdhary, (2011) "ABIL's dilemma: to brand or not to brand in India", Emerald Emerging Markets Case Studies, Vol.1 Issue:1, pp.1-11, https://doi.org/10.1108/20450621111128583Permanentlinktothisdocument:https://doi.org/10.110 8/204 50621111128583

9. **Case Study2:** Jaydeep Mukherjee, Mukund Trivedy, (2011)" Corporate brand buildingat SRF: challenge of selecting the brand consultant", Emerald Emerging Markets Case Studies,Vol.1 Issue:4, pp.1-18, https://doi.org/10.1108/20450621111201257 Permanent link to this document: https://doi.org/10.1108/20450621111201257

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBAII Year	**MBA -E347/447**		**Semester-III/IV**		
	INTERNATIONAL SUPPLY CHAIN ANALYTICS				
Time Allotted forEnd SemesterExamination	Marks Allotted forInternalAssessment	Marks Allotted forEnd SemesterExamination(ESE)	Maximum Marks(MM)	Total Credits	Maximum Hours
3Hrs.	**30(20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes-	**Mapped Program Outcomes**
CO.1	Learn the importance of data-driven supply chains and different analytics techniques relevant to supply chain management (SCM).	**PO.2, PO.3, PO.4, PO.5**
CO.2	Develop an understanding of estimating unbiased estimate of forecast demand through various statistical tools and also an understanding of price optimization.	**PO.2, PO.3,PO.4**
CO.3	Learn the tool of determining differentiated service level for different products, determining plant location, product line mix and production schedule.	**PO.5, PO.6, PO.7,PO.8**
CO.4	Learn the framework/techniques for distribution of products to distribution centre and retail store.	**PO.2, PO.3, PO.4, PO.5**
CO.5	Learn mathematical tools to capture and analyze data on supply chain carbon footprint.	**PO.1, PO.2**

Course Code and Name: **MBA—C326/426**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	2	2	2	2	1	1	1
CO2	1	2	2	2	1	1	1	1
CO3	1	1	1	1	2	2	2	2
CO4	1	2	2	2	2	1	1	1
CO5	2	2	1	1	1	1	1	1
CO6								
Average	1.2	1.8	1.6	1.6	1.6	1.2	1.2	1.2

OBJECTIVE: Today's organizations have to grapple with huge volume of data in its entire supply chain. The sheer volume of data poses unique challenges to the Operations and Supply Chain managers in terms of both variety and velocity. These challenges are discernible across all elements of supply chain functions including demand planning, inventory planning at the level of retailer, distributor and manufacturer, price optimization, logistics planning including both inbound and outbound logistics, production planning and scheduling, procurement planning etc. This course is designed to enable the students appreciate the concepts of Supply Chain Analytics and its significance in the contemporary business environment and equip them with the appropriate tools and techniques to get a feel of real-world supply chain problems.

Unit I: Problem-driven to Data-driven supply chains. Big data in supply chain.Analytics techniques in SCM: Descriptive, Predictive and Prescriptive.

Unit II: (Plan) Analytics in demand planning: Capturing demand data from different sources, Demand prediction models. Price optimization.

Unit III:(Source) Analytics in sourcing and procurement: In-house or outsource, Logistics and transportation (Inbound), Supply chain contracts.

Unit IV: (Make) Analytics in sales and operations planning: Differentiated service level to different products and customers, Location of plants, Product line mix at plants, Production planning and scheduling.

Unit V: (Deliver) Analytics in distribution: Location of distribution centre, Transportation and distribution planning (Outbound), Inventory policies/order fulfilment at locations, Vehicle routing for deliveries.

Unit VI: (Return) Analytics in reverse logistics in traditional and e-commerce firms: Location of return centres, Reverse distribution plan, Vehicle routing for returns collection.

Unit VII: Analytics in supply chain carbon footprint.

SUGGESTED READINGS:

1. Blokdyk, G. (2019). *Supply Chain Analytics a Compl*ete Guide, Amazon.
2. Blokdyk, G. (2018). *Supply Chain Big Data Analytics* (2nd edition), Amazon.
3. Chan, H.K, Subramanian, N., and Abdulrahman, M.D.A. (2017). Supply Chain Management in the Big Data Era. IGI Global.
4. Drake, M. J. (2014). *The Applied Business Analytics Casebook: Applications in Supply Chain Management, Operations Management and Operations Research. Pearson Education, Inc.* New Jersey: Upper Saddle River.
5. Feigin, G. (2012). *Supply Chain Planning and Analytics.* Business Expert Press, LLC, New York.
6. Plenert, G.J. (2014). *Supply Chain Optimization through Segmentation and Analytics*. Boca Raton: CRC Press.
7. Sanders, N. R. (2014). *Big data driven supply chain Management: A framework for implementing Analytics and turning Information into Intelligence*. Upper Saddle River, New Jersey: Pearson Education, Inc.
8. Simchi-Levi, D., Wu, S.D., Shen, Zuo-Jun (Max). (2004). *Handbook of Quantitative Supply Chain Analysis – Modeling in the E-Business Era*.USA: Springer.
9. Simchi-Levi, D. (2010). *Operations Rules.* MIT Press, Cambridge.
10. Relevant research papers.
11. Relevant white papers.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

Group: ORGANIZATIONALBEHAVIOR

MBAIIYear	MBA-E336/436	Semester-III/IV

	Organizational Structure, Design And Change				
Time Allotted for EndSemesterExamina tion	Marks Allottedfor InternalAssessment	Marks Allotted forEnd SemesterExamination(ESE)	Maximum Marks(MM)	Total Credits	Maximum Hours
3Hrs.	**30 (20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	**Mapped Program Outcomes**
CO.1	To understand, recall the fundamentals of Organisational Structure;	**PO.1, PO.2, PO.3**
CO.2	To understand and recall the fundamentals of Organisational change	**PO.1, PO.2, PO.3, PO.7, PO.8**
CO.3	To understand and recall the fundamentals o f Organisational design	**PO.3, PO.4 , PO.5, PO.6**
CO.4	To analyse different organization designs and their impact on organization performance.	**PO.3, PO.5, PO.6**
CO.5	To apply the change transformation process and to anayze the impact post change acceptance.	**PO.5, PO6, PO7, PO8**

Course Code and Name: **MBA-E336/436 Organizational Structure, Design and Change**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	1	1	1	1	1
CO2	2	2	2	1	1	1	2	2
CO3	1	1	2	2	2	2	1	1
CO4	1	1	2	2	1	2	1	1
CO5	1	1	1	1	2	2	2	2
CO6								
Average	1.4	1.4	1.8	1.4	1.4	1.6	1.4	1.4

Unit I: Organisational Structure Concept of organisational structure; determinants of organisational structure; reasons why structures differ; types of organisational structure; work systems and people. **Case Study 1: Organisational Design – A Structural Straitjacket at Wild Wear.** (8 hours)

Unit II: Organisational Design Determinants of organisational design; parameters of organisational design; emerging organisational design approaches. (8 hours)

Unit III: Organisation and Environment Organisation and environment; organisational strategy; power and conflicts in organisations. (8 hours)

\Unit IV: Organisational Decision-Making and Culture Organisational decision-making and strategy formulation; organisational culture; organisational failure. **Case Study 2: Managing Global and Workforce Diversity – Culture Shock.** (8 hours)

Unit V: Organisational Change and Transformation Organisational change; organisational learning and transformation; process of organisational change. Emerging trends include the integration of artificial intelligence in organisational decision-making, digital transformation strategies, agile structures, and workforce diversity management in global contexts. (8 hours)

Suggested Readings-

- Basil, D. C., & Cook, C. W. (1997). *The management of change*. McGraw-Hill.
- Guy, M. E. (2025). *Organizational design for public managers* .Melvin & Leigh, Publishers.
- Miles, R. E. (1978). *Organizational strategy, structure, and process*. McGraw-Hill.
- Nilakant, V., & Ramnarayan, S. (1998). *Managing organizational change*. Response Books.
- Paton, R. A., & McCalman, J. (2008). *Change management: A guide to effective implementation*. Sage Publications.
- Rao, M. G., & Rao, V. S. P. (1999). *Organization design, change & development*. Discovery Publishing House.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBAIIYear	**MBA-E337/437**		**Semester-III/IV**		
	Corporate Leadership				
Time Allotted for EndSemesterExamin a tion	Marks Allotted for Internal Asses sment	Marks Allotted forEnd SemesterExamin at ion(ESE)	Maximum Marks(MM)	Total Credits	Maximum Hours
3Hrs.	**30 (20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	**Mapped Program Outcomes**
CO.1	To understand the fundamentals of corporate leadership	**PO.1, PO.2, PO.3**
CO.2	To explain, recall and analyze different leadership theories and their impact on business performance	**PO.1, PO.2, PO.3, PO.7, PO.8**
CO.3	To explain and analyze power and politics role in leadership	**PO.3, PO.4 , PO.5, PO.6**
CO.4	To analyze the importance of team leadership in the organization and business performance.	**PO.3, PO.5, PO.6**
CO.5	To recognize and evaluate the ethical part of leadership	**PO.5, PO6, PO7, PO8**

Course Code and Name: **MBA-E337/437 Corporate Leadership**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	1	1	1	1	1
CO2	2	2	2	1	1	1	2	2
CO3	1	1	2	2	2	2	1	1
CO4	1	1	2	1	2	2	1	1
CO5	1	1	1	1	2	2	2	2
CO6								
Averag e	1.4	1.4	1.8	1.25	1.6	1.6	1.4	1.4

- Corporate Leadership: Concept and Styles of Leadership; Leadership Traits; Theories of Leadership: Trait, Behavioral and Contingency Theories; Leadership Effectiveness. **Case Study1:** Leadership Models and Concepts, Right Boss, Wrong Company . Contemporary leadership approaches such as transformational and transactional leadership, servant leadership,

charismatic leadership, authentic leadership, and Level 5 leadership (Jim Collins). Case Study 1: Leadership Models and Concepts – Right Boss, Wrong Company. **(8Hours)**

- Managerial Communication: Types, Objectives, Models, Process, Importance; Understanding Barriersto Communication and Ways to Handle and Improve Barriers. Presentation Skills – Its Purpose in Business World. Non. Verbal Communication. Digital leadership foundations, characteristics of digital-age leaders, digital mindset, agility, and innovation. **(8 hours)**
- Power and Politics: Meaning of Power and Politics; Bases of Power; Managing with Power; Where does power come from? Types of Power AI and data-driven leadership, the use of AI tools for decision-making, and ethical concerns in AI leadership. .**Case Study2:** Leadership and Influence Process, The Struggle for Powerat Ramsey Electronics. **(8Hours)**
- Team Leadership: Leader/Follower Relations Team Leadership and Self. Managed Teams, Enhancing Morale and Motivation. Time management. Hybrid and remote leadership, skills for leading virtual teams, digital collaboration tools, and maintaining organisational culture and motivation in remote settings. **(8Hours)**
- Ethics in Leadership, Strategic Leadership, Emerging Trendsin Corporate Leadership, Developing Leadership for Tomorrow, Mechanisms for Leadership Development. **(8Hours)**

SUGGESTEDREADINGS:

1. Northouse, P.G. (2024). Leadership: Theory and Practice. Sage Publications.
2. Yukl, G. (2023). Leadership in Organizations. Pearson Education.
3. Daft, R.L. (2022). The Leadership Experience. Cengage LearniX`ng.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBAIIYear	**MBA-E338/438**		**Semester-III/IV**		
	Stress Management				
Time Allotted for EndSemesterExamin a tion	Marks Allottedfor InternalAsses sment	Marks Allotted forEnd SemesterExamin at ion(ESE)	Maximum Marks(MM)	Total Credits	Maximum Hours
3Hrs.	**30 (20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	**Mapped Program Outcomes**
CO.1	Describe and explain the nature of stress, the stress response, causes of stress, the relationship between stress and disease and a holistic approach to stress managements.	**PO1**
CO.2	Assess and describe the impact of stress on one's own body, mind, spirit and emotions.	**PO2, PO7**
CO.3	Identify, describe and practice research-based coping strategies and relaxation techniques that contribute to managing life's stress.	**PO2, PO4, PO7**

CO.4	Develop a personal lifestyle plan incorporating coping strategies and relaxation techniques to decrease the impact of stress on one's body, mind, spirit and emotions.	**PO1, PO2, PO7**

Course Code and Name: **MBA-E338/438 StressManagement**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	1	1	1	1	1	1	1
CO2	1	2	1	1	1	1	2	1
CO3	1	2	1	2	1	1	2	1
CO4	2	2	1	1	1	1	2	1
CO5								
CO6								
Average	1.5	1.75	1	1.25	1	1	1.75	1

- Meaning; Nature of Stress; Occupational Stressors: Role Stress, Managerial Stress; Sources and Causes . Case Study 1: Managing Stress and Worklife Balance, Stress Takes itsToll. Digital stress and technostress, social media stress and information overload, AI and workplace anxiety, and positive psychology interventions for resilience. Case Study 1: Managing Stress and Work–Life Balance – Stress Takes Its Toll. **(8 hours)**

- Stress and Personality: Behavioral and Situational Modifiers; Stress Motivation and Performance. Emotional intelligence and stress handling, mindfulness and emotional regulation, burnout and boreout, and employee well-being in workplace mental health**. (8 hours)**

- Managerial Implications of Stress: Leadership Styles in Stressful Situations and non-stressful situations; Decision making and Stress. Case Study2: Morethan Paychecks. Compassionate leadership, workplace ostracism and psychological safety, and crisis leadership strategies for resilience. Case Study 2: More Than Paychecks. **(8hours)**

- Source of Stress: Individual Stressors, Group Stressors, Organisational Stressors; Physical, psychological and Behavioral indicators of stress. cyberbullying and workplace harassment, stress in the gig economy and freelancing, and work–life balance challenges in hybrid and remote work cultures. **(8hours)**

- Stress Management Techniques: Coping with Stress; Individual Coping Strategies, Organisational Coping Strategies, Relaxation Techniques. Mindfulness-based stress reduction (MBSR), resilience-building techniques, and digital detox strategies for sustainable well-being. **(8 hours)**

SUGGESTED CASE STUDIES

1. Managing Stress and Work-Life Balance: Stress Takes Its Toll.
2. Managing Technostress in Digital Work Culture.

ADDITIONAL SUGGESTED READINGS (LATEST EDITIONS)

1. Pestonjee, D.M. (2022). Stress and Coping: The Indian Experience. Sage Publications, New Delhi.
2. Choudhury, K. (2023). Managing Workplace Stress: The Cognitive Behavioural Way. Springer India, New Delhi.
3. H.R. Nagendra & Nagarathna, R. (2024). New Perspectives in Stress Management. Swami Vivekananda Yoga Prakashana, Bengaluru.
4. Banerjee, R.P. (2024). Stress Management Through Mind Engineering. Routledge India.
5. Prathiba, L., & Sobha Rani, T. (2025). Stress Management. Himalaya Publishing House, Mumbai.

NOTE: The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.

MBA II Year	MBA-E339/439		Semester-III/IV		
	Groups and Teams in Organizations				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks(MM)	Total Credits	Maximum Hours
3Hrs.	**30 (20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	Mapped Program Outcomes
CO.1	Describe and explain the concept of Group Dynamics	**PO1**
CO.2	Assess the concept of Team effectiveness	**PO2**
CO.3	Practice the art of Managing Conflict	**PO5, PO8**
CO.4	Understand the importance of Organizational culture	**PO4, PO6**
CO.5	Realise the importance of Power and Politics	**PO2, PO7**

Course Code and Name: **MBA-E339/439 Groups and Teams in Organizations**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	1	1	1	1	1	1	1
CO2	1	2	1	1	2	1	1	2
CO3	1	1	1	2	1	2	1	1
CO4	1	1	1	2	1	2	1	1
CO5	1	2	1	1	1	1	2	1
CO6								
Average	1.2	1.4	1	1.4	1.2	1.4	1.2	1.2

- Group Dynamics: Dynamics of formal groups, Dynamics of Informal groups; Group performance factors: Composition, size, norms, conformity, group cohesiveness; Helping and hindering roles ingroups; Group process: Group roles, group communication, group leadership, group conflict; Managing groups in organisation**.** (8hours)
- Teams: Types of teams; Stages of team development; Team roles; Team effectiveness; Team building: Approaches; Analysis of interpersonal relationship: Transactional analysis, AI-enabled team management (virtual teams, performance tracking tools, AI collaboration platforms).(8hours)
- Conflict: Conflict process; Transition in conflict thoughts; Types and sources of conflict; Management of conflict: Approaches (modes and Tactics); Negotiation: Towards conflict resolution, conflict prevention.(8hours)
- Organisational culture: Concepts of organizational culture; Characteristics of culture; Types of culture; Functions of culture; Formation of organisational culture: The working group, the style of leadership of the manager, the organisational characteristics; Learning culture; Measuring culture; Communicating culture; Managing diversity in the global work culture, Impact of AI on organizational culture (digital culture, remote work, AI ethics, inclusive workplaces). .(8hours)

- Power and Politics: Bases of power (coercive and persuasive); Dependency: The key to power; power tactics; Power in groups: Coalitions; Multiplying power in organisations; Strategies of acquiring power; Nature of organizational politics; Political frame of decision making; Factors contributing to political behavior: Individual factors and organizational factors. (8hours)

.**SUGGESTED READINGS:**

- Harris, P. R., Moran, R. T., & Moran, S. V. (2020). *Managing cultural differences* (10th ed.). Routledge.

- Hersey, P., Blanchard, K. H., & Johnson, D. E. (2012). *Management of organizational behavior* (10th ed.). Prentice Hall.
- Luthans, F. (2021). *Organizational behavior* (14th ed.). McGraw-Hill.
- Robbins, S. P., & Judge, T. A. (2022). *Organizational behavior* (18th ed.). Pearson.
- Srivastava, S. K., & Kumari, P. (2010). *Organizational behavior: A comprehensive study*. Global Vision Publishing House.
- Greenberg, J., & Baron, R. A. (2017). *Behavior in organizations* (10th ed.). Pearson Education.
- Cummings, T. G., & Worley, C. G. (2019). *Organization development and change* (11th ed.). Cengage Learning.
- Cameron, E., & Green, M. (2020). *Making sense of change management* (5th ed.). Kogan Page.
- Marr, B. (2020). *Artificial intelligence in practice*. Wiley.

Note: The list of cases, specific references and books including recent articles will be announced in the class by concerned teacher from time to time.

MBA II Year	**MBA-E340/440**		**Semester-III/IV**		
	Change Management				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks(MM)	Total Credits	Maximum Hours
3Hrs.	**30 (20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	**Mapped Program Outcomes**
CO.1	Understand the change concepts and change challenges.	**PO1, PO3**
CO.2	Administer the strategic Renewal.	**PO4**
CO.3	Discuss the Kurt lewin model of Organizational Change and Development	**PO1, PO2**
CO.4	Illustrate the importance of Communicating Change to stakeholders.	**PO6**
CO.5	Explain the Change Transition Model.	**PO7**

Course Code and Name: **MBA-E340/440 ChangeManagement**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	1	2	1	1	1	1	1
CO2	1	1	1	2	1	1	1	1
CO3	2	2	1	1	1	2	1	1
CO4	1	1	1	1	1	1	2	1
CO5								
CO6								
Average	1.5	1.25	1.25	1.25	1	1.25	1.25	1

- Introduction to change concepts Understanding behavior change challenges Ego defences and creating change Deutchman's 3R change Model, Role of AI in understanding employee behavior, sentiment analysis, and reducing resistance to change through data-driven insights. (8hours)
- Strategic renewal: incremental and transformational Effecting change at Grand Union Employee

behavior Triggers for change**.** (8hours)

- Kurt Lewin and organizational change Organizational development and effectiveness Resistance to change Organizational diagnosis, Role of AI in supporting change models (Unfreeze–Change–Refreeze), diagnosing organizational issues, and detecting resistance through data analysis. (8hours)
- Organizational dialogue and organizational silence Communicating change to stakeholders Communications strategy and measures of justice Communicating bad news to stake holders(8hours)
- Managing personal transitions The Social Readjustment Ratings Scale Change Transition Model Stages of psychological reaction to change. Facilitating employee change transitions change intervention styles Effective helping behaviors (8hours)

SUGGESTED READINGS:

- Spector, B. (2007). *Implementing organizational change*. Pearson Prentice Hall.
- Herold, D. M., & Fedor, D. B. (2009). *Leading change management*. Kogan Page.
- Deutschman, A. (2007). *Change or die*. Harper.
- Hayes, J. (2010). *The theory and practice of change management*. Palgrave Macmillan.
- McKinsey & Company. (2023–2025). *Reports on AI and organizational transformation*.

MBAIIYear	**MBA-E348/448**		**Semester-III/IV**		
	Organizational Development				
Time Allotted for EndSemesterExamination	Marks Allottedfor InternalAssessment	Marks Allotted forEnd SemesterExamination(ESE)	Maximum Marks(MM)	Total Credits	Maximum Hours
3Hrs.	**30 (20+10)**	**70**	**100**	**03**	**40**

	Course Outcomes:	**Mapped Program Outcomes**
CO.1	To understand how to apply some of the key concepts and tools organizational development and change leadership and management.	**PO.1, PO.2, PO.3,PO.7**
CO.2	To discover some of the ethical issues associated with change and organizational development.	**PO.1,PO.2, PO.3,PO.4,PO.5, PO.7, PO.8**
CO.3	To develop a basic understanding and appreciation for the issues and conditions creating the need for change in modern organizations.	**PO.1,PO.2, PO.3,PO.4,PO.5, PO.6,PO.7, PO.8**
CO.4	To formulate a change management process in an organization.	**PO.1,PO.2, PO.3,PO.4,PO.5, PO.6,PO.7, PO.8**

Course Code and Name: **MBA-E315/415 Organizational Development**

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	2	2	1	1	1	2	1
CO2	2	2	2	2	2	1	2	2
CO3	1	2	1	2	1	2	1	2
CO4	2	1	2	2	2	2	2	1
CO5								
CO6								
Average	1.75	1.75	1.5	1.75	1.5	1.5	1.75	1.5

- Organizational Development: Concept; Foundations of Organizational Development; Planned Organizational Change, Role of AI in Organizational Change (data-driven decision making, automation in change processes). (**8** hours)
- Organizational Diagnosis; Feedback and Organizational Development, Achieving organizational improvement with organizational development(8hours)
- OD Interventions: Team. Building Interventions; Personal, Interpersonal and Group Process Interventions;

Conditions for successful OD interventions. (**8hours)**

- Organizational Transformation; OD Consultant: Role and Skills, Value and Belief Systems of Change Agent(8hours)
- Operational Component of OD: Diagnostic Component, Action. Taking Component and Process Maintenance Component. The Future of OD and New Perspectives, AI-driven Organizational Development, Future Trends (AI, Automation, Hybrid Work Systems). (**8hours)**

SUGGESTED READINGS:

1. Clayton, A. P. (2011). *The Practice of Organizational Diagnosis: Theory & Methods*. Oxford University Press, New York.
2. Lippitt, G. (2006). *Organization Renewal: Achieving Viability in a Changing World*. Appleton-Century-Crofts.
3. Rao, M. G., & Rao, V. S. P. (1999). *Organization Design, Change & Development*. Discovery Publishing House, New Delhi.
4. Singh, K. (2009). *Change Management*. Excel Books, New Delhi.
5. French, W. L., Bell, C. H., & Zawacki, R. A. (2006). *Organizational Development: Behavioral Science Interventions for Organization Improvement*. Pearson Education.
6. Cummings, T. G., & Worley, C. G. (2019). *Organization Development and Change* (11th ed.). Cengage Learning.
7. Cameron, E., & Green, M. (2020). *Making Sense of Change Management* (5th ed.). Kogan Page.
8. Marr, B. (2020). *Artificial Intelligence in Practice*. Wiley.
9. Davenport, T. H., & Ronanki, R. (2018). *Artificial Intelligence for the Real World*.

NOTE: The list of Relevant Case Studies, specific references and books including recent articles will be announced in the class by concerned teacher from time to time.