

Department of Management

MBA Business Administration Curriculum and Syllabus

(Applicable to the students admitted from AY: 2024 onwards)



**Paari School of Business
SRM University AP, Andhra Pradesh**

Department Vision

To be a world class educational entity that creates cutting-edge knowledge and socially sensitive, competent, innovative, and business-ready entrepreneurs, leaders, and managers.

Department Mission

1. Create managers who are socially sensitive, competent, and innovative.
2. Produce cutting-edge knowledge that helps all relevant stakeholders.
3. Inculcate the spirit of entrepreneurship that helps the country succeed.

Program Educational Objectives (PEO)

1. Equip students with the knowledge and ethical values to succeed in their careers.
2. Provide the skills needed to make sound decisions, organize effectively, plan and implement efficiently, research and analyze data, and find solutions.
3. Enable entrepreneurial spirit and innovation.

Mission of the Department to Program Educational Objectives (PEO) Mapping

	PEO 1	PEO 2	PEO 3
Mission Statement 1	3	3	2
Mission Statement 2	1	3	1
Mission Statement 3	2	2	3

Program Specific Outcomes (PSO)

1. Demonstrate emotional quotient and ethical behavior in managerial careers.
2. Apply classroom learnings to real life business scenarios.
3. Exemplify the qualities required to be a successful Manager.

Mapping Program Educational Objectives (PEO) to Program Learning Outcomes (PLO)

Program Learning Outcomes (PLO)													
PEOs	POs										PSOs		
	Functional knowledge	Data analysis	Usage of technology enabled business models	Scan Environment for Entrepreneurial Opportunities	Leadership skills	Empathy	People Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
PEO 1	3	2	-	-	1	3	-	2	2	1	3	1	2
PEO 2	2	3	3	2	3	2	3	-	-	-	1	3	2
PEO 3	2	2	2	3	2	1	2	3	-	3	1	2	3

Program Outcomes (Pos)

- 1. Functional knowledge:** Capable of demonstrating comprehensive knowledge and understanding of the fundamental principles and practices of various business functions,
- 2. Data analysis:** Able to apply various statistical techniques and data visualization tools to extract meaningful insights from data and then develop predictive models.
- 3. Usage of technology enabled business models:** Capability to use technology enabled tools and evaluate the potential of emerging technologies, to transform business models and create competitive advantages.
- 4. Scan environment for entrepreneurial opportunities:** Ability to identify and assess potential entrepreneurial opportunities in dynamic and evolving market environments. Conduct market research, analyse industry trends, and evaluate the feasibility of business ideas.
- 5. Leadership skills:** Ability to inspire and motivate others, build and lead high-performing teams, and navigate complex organizational dynamics.
- 6. Empathy:** Ability to build strong relationships, foster trust, and appreciate diverse perspectives, crucial for effective collaboration, conflict resolution, and creating a positive and inclusive work environment.
- 7. People Skills:** Develop Strong interpersonal skills, enabling effective interaction with individuals from diverse backgrounds and perspectives, resolve conflicts constructively and foster teamwork.
- 8. Negotiation skills:** Ability to reach mutually beneficial agreements in various business settings, exploring creative solutions and achieving organizational objectives.
- 9. Critical thinking:** Ability to analyses complex information, evaluate evidence, identify biases, and form well-reasoned judgments.
- 10. Sustainability:** Capable of understanding environmental and social impacts of business decisions and implement sustainable strategies, recognize the importance of sustainability and its integration into business practices.

Category Wise Credit Distribution			
Course Sub-Category	Sub-Category Credits	Category Credits	Learning Hours
Ability Enhancement Courses (AEC)		0	0
University AEC	0		
School AEC	0		
Value Added Courses (VAC)		0	0
University VAC	0		
School VAC	0		
Skill Enhancement Courses (SEC)		0	0
School SEC	0		
Department SEC	0		
SEC Elective	0		
Foundation/ Interdisciplinary courses (FIC)		0	0
School FIC	0		
Department FIC	0		
Core + Core Elective including Specialization (CC)		82	2460
Core	46		
Core Elective (Inc Specialization)	36		
Minor (MC) + Open Elective (OE)		0	
Research / Design / Internship/ Project (RDIP)		6	180
Internship / Design Project / Startup / NGO	0		
Internship / Research / Thesis	6		
Total		88	2640

Semester wise Course Credit Distribution Under Various Categories						
Category	Semester					
	I	II	III	IV	Total	%
Ability Enhancement Courses - AEC	0	0	0	0	0	0
Value Added Courses - VAC	0	0	0	0	0	0
Skill Enhancement Courses - SEC	0	0	0	0	0	0
Foundation / Interdisciplinary Courses - FIC	0	0	0	0	0	0
CC / SE / CE / TE / DE / HSS	19	18	24	21	82	93
Minor / Open Elective - OE	0	0	0	0	0	0
(Research/ Design/ Industrial Practice/Project/Thesis/Internship) -RDIP	0	0	6	0	6	7
Grand Total	19	18	30	21	88	100

Note: L-T/D-P/Pr and the class allocation is as follows.

- a)** Learning Hours : 30 learning hours are equal to 1 credit.
- b)** Lecture/Tutorial : 15 contact hours (60 minutes each) per semester are equal to 1 credit.
- c)** Discussion : 30 contact hours (60 minutes each) per semester are equal to 1 credit.
- d)** Practical : 30 contact hours (60 minutes each) per semester are equal to 1 credit.
- e)** Project : 30 project hours (60 minutes each) per semester are equal to 1 credit.

SEMESTER - I

S. No	Category	Sub-Category	Course Code	Course Title	L	T/D	P/Pr	C
1	Core	CC	MBA 100	Business Statistics	2	0	1	3
2	Core	CC	MBA 101	Accounting for Managers	2	0	1	3
3	Core	CC	MBA 103	Marketing Management	2	0	1	3
4	Core	CC	MBA 104	Organizational Behaviour	2	0	1	3
5	Core	CC	MBA 105	Economics for Managers	2	0	1	3
6	Core	CC	MBA 106	Samaj Seva	0	0	2	2
7	Core	CC	MBA 107	Mind and Soul Training	0	0	2	2
Semester Total					10	0	9	19

SEMESTER - II

S. No	Category	Sub-Category	Course Code	Course Title	L	T/D	P/Pr	C
1	Core	CC	MBA 200	Business Research Methods	2	0	1	3
2	Core	CC	MBA 201	Human Resource Management	2	0	1	3
3	Core	CC	MBA 202	Design Thinking and Entrepreneurship	2	0	1	3
4	Core	CC	MBA 204	Operations Management	2	0	1	3
5	Core	CC	MBA 205	Financial Management	2	0	1	3
6	Core	CC	MBA 206	Business Communication	2	0	1	3
Semester Total					12	0	6	18

SEMESTER - III

S. No	Category	Sub-Category	Course Code	Course Title	L	T/D	P/Pr	C
1	Core	CC	MBA 301	Strategic Management in Digital Age	2	0	1	3
2	Core	CC	MBA 302	AI and Blockchain in Management	2	0	1	3
3	Elective	CE		4 Major papers (3 Credits Each)	8	0	4	12
4	Elective	CE		2 Minor Papers (3 Credits Each)	4	0	2	6
5	RDIP	RDIP	MBA 304	Internship	0	0	6	6
Semester Total					16	0	14	30

SEMESTER - IV

S. No	Category	Sub-Category	Course Code	Course Title	L	T/D	P/Pr	C
1	Core	CC	MBA 401	Event Participation and Conduction	0	0	3	3
2	Elective	CE	CE	4 Major papers (3 Credits Each)	8	0	4	12
3	Elective	CE	CE	2 Minor Papers (3 Credits Each)	4	0	2	6
Semester Total					12	0	9	21



Specialization: Finance								
S. No	Category	Sub-Category	Course Code	Course Title	L	T/D	P/Pr	C
1	Elective	CE	MBA F01	Business Analysis and Valuation	2	0	1	3
2	Elective	CE	MBA F02	Mergers and Acquisitions and Corporate Restructuring	2	0	1	3
3	Elective	CE	MBA F03	Financial Derivatives	2	0	1	3
4	Elective	CE	MBA F04	Financial Institutions and Markets	2	0	1	3
5	Elective	CE	MBA F05	Bank Management	2	0	1	3
6	Elective	CE	MBA F06	Corporate Taxation	2	0	1	3
7	Elective	CE	MBA F07	International Finance	2	0	1	3
8	Elective	CE	MBA F08	Private Equity and Venture Capital	2	0	1	3
9	Elective	CE	MBA F09	Security Analysis and Portfolio Management	2	0	1	3
10	Elective	CE	MBA F10	Advanced Financial Management	2	0	1	3
11	Elective	CE	MBA F11	Behavioral Finance	2	0	1	3
12	Elective	CE	MBA F12	Computational Finance	2	0	1	3
13	Elective	CE	MBA F13	Financial Analytics	2	0	1	3
14	Elective	CE	MBA F14	Financial Risk Management	2	0	1	3
15	Elective	CE	MBA F15	Emerging trends in Finance	2	0	1	3
16	Elective	CE	MBA F16	Financial Planning and Wealth Management	2	0	1	3
17	Elective	CE	MBA F17	Finance Simulation	0	0	3	3
18	Elective	CE	MBA F18	Live Trading	0	0	3	3

Specialization: Marketing								
S. No	Category	Sub-Category	Course Code	Course Title	L	T/D	P/Pr	C
1	Elective	CE	MBA M01	Strategic Marketing	2	0	1	3
2	Elective	CE	MBA M02	International Marketing	2	0	1	3
3	Elective	CE	MBA M03	Consumer Behavior	2	0	1	3
4	Elective	CE	MBA M04	Digital Marketing	2	0	1	3
5	Elective	CE	MBA M05	B2B Marketing	2	0	1	3
6	Elective	CE	MBA M06	Services Marketing	2	0	1	3
7	Elective	CE	MBA M07	Brand Management	2	0	1	3
8	Elective	CE	MBA M08	Marketing Analytics	2	0	1	3
9	Elective	CE	MBA M09	Mark Strat with Simulation	1	0	2	3
10	Elective	CE	MBA M10	Retailing Management	2	0	1	3
11	Elective	CE	MBA M11	Sales and Distribution Management	2	0	1	3
12	Elective	CE	MBA M12	Integrated Marketing Communication	2	0	1	3
13	Elective	CE	MBA M13	Rural Marketing	1	0	2	3
14	Elective	CE	MBA M14	Customer Relationship Management	2	0	1	3
15	Elective	CE	MBA M15	Marketing Simulation	0	0	3	3

Specialization: Human Resource Management								
S. No	Category	Sub-Category	Course Code	Course Title	L	T/D	P/Pr	C
1	Elective	CE	MBA H01	Talent Acquisition and Retention	2	0	1	3
2	Elective	CE	MBA H02	Training in Organizations	2	0	1	3
3	Elective	CE	MBA H03	Performance Management Systems	2	0	1	3
4	Elective	CE	MBA H05	Leadership in Organization	2	0	1	3
5	Elective	CE	MBA H06	Human Resource Metrics and Analytics	2	0	1	3
6	Elective	CE	MBA H08	Industrial Relations and Labor Laws	2	0	1	3
7	Elective	CE	MBA H09	Compensation Management System	2	0	1	3
8	Elective	CE	MBA H10	New Age HR	2	0	1	3
9	Elective	CE	MBA H11	Strategic Business Negotiation	2	0	1	3
10	Elective	CE	MBA H12	Managing Diversity at the Workplace	2	0	1	3
11	Elective	CE	MBA H13	HR Simulation	0	0	3	3
12	Elective	CE	MBA H14	Organizational Change and Development	2	0	1	3
13	Elective	CE	MBA H15	Strategic HRM	2	0	1	3

Specialization: Business Analytics								
S. No	Category	Sub-Category	Course Code	Course Title	L	T/D	P/Pr	C
1	Elective	CE	MBA A01	Advanced Data Analytics	2	0	1	3
2	Elective	CE	MBA A02	Data Visualization	2	0	1	3
3	Elective	CE	MBA A04	Machine Learning Techniques	2	0	1	3
4	Elective	CE	MBA A05	Prescriptive analytics	2	0	1	3
5	Elective	CE	MBA A06	Applications of Natural Language Processing	2	0	1	3
6	Elective	CE	MBA A07	Web, text and Social Media Analytics	2	0	1	3
7	Elective	CE	MBA A08	Applications of Deep Learning	2	0	1	3
8	Elective	CE	MBA A09	Predictive analytics	2	0	1	3
9	Elective	CE	MBA A10	Big Data Analytics	2	0	1	3
10	Elective	CE	MBA A11	Analytics Simulation	0	0	3	3
11	Elective	CE	MBA A12	Data Analytics using R and Python	2	0	1	3
12	Elective	CE	MBA A13	Capstone Project using Analytics	2	0	1	3

Specialization: Operations								
S. No	Category	Sub-Category	Course Code	Course Title	L	T/D	P/Pr	C
1	Elective	CE	MBA O01	Operations Strategy	2	0	1	3
2	Elective	CE	MBA O02	Business Forecasting	2	0	1	3
3	Elective	CE	MBA O03	Logistics and Supply Chain Management	2	0	1	3
4	Elective	CE	MBA O04	Total Quality Management	2	0	1	3
5	Elective	CE	MBA O05	Project Management	2	0	1	3
6	Elective	CE	MBA O06	Operations Simulation Games	2	0	1	3
7	Elective	CE	MBA O07	Production Planning and Control	2	0	1	3
8	Elective	CE	MBA O08	Materials Management	2	0	1	3
9	Elective	CE	MBA O09	Lean Six Sigma	2	0	1	3
10	Elective	CE	MBA O10	Service Operations Management	2	0	1	3
11	Elective	CE	MBA O11	Digital Supply Chain and E-commerce	2	0	1	3
12	Elective	CE	MBA O13	Data Application in Operations	0	0	3	3
13	Elective	CE	MBA AO3	Spreadsheet Modelling	2	0	1	3
14	Elective	CE	MBA O16	Data Storytelling	2	0	1	3
15	Elective	CE	MBA O17	Human Centered Design and Innovation	2	0	1	3

Specialization: Agri-Business								
S. No	Category	Sub-Category	Course Code	Course Title	L	T/D	P/Pr	C
1	Elective	CE	MBA AB01	Microfinance	2	0	1	3
2	Elective	CE	MBA AB02	Rural and Agri-Marketing	2	0	1	3
3	Elective	CE	MBA AB03	Agri-Technology	2	0	1	3
4	Elective	CE	MBA AB04	Agriculture Supply Chain	2	0	1	3
5	Elective	CE	MBA AB05	Basics of Agriculture	2	0	1	3
6	Elective	CE	MBA AB06	Commodity Marketing and Futures Trading	2	0	1	3
7	Elective	CE	MBA AB07	Project – I	0	0	3	3
8	Elective	CE	MBA AB08	Project – II	0	0	3	3

Business Statistics

Course Code	MBA 100	Course Category				
			L	T	P	C
			2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)		
Course Offering Department	Management	Professional / Licensing Standards				

Course Objectives / Course Learning Rationales (CLRs)

1. To acquaint the students with the application of statistics in business decision making.
2. To apply statistical techniques to make inferences about the population.
3. Apply hypothesis testing roadmap for different real-world scenarios.
4. To train the students to infer the results of the analysis.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Summarize data sets using Descriptive statistics	2	70%	70%
Outcome 2	Illustrate the relationship between two variables of various managerial situations.	3	70%	70%
Outcome 3	Illustrate Geometrically Interpret Correlation and Regression.	4	65%	70%
Outcome 4	Derive managerial decision problems using Probability Density Functions and Cumulative Density Functions	4	65%	70%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)												
	Functional knowledge	Data analysis	Usage of technology enabled business models	Scan environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
Outcome 1	3	2	2	3	2			2	1		3	2	1
Outcome 2	3	3	3	3	2			2	1		3	2	2
Outcome 3	3	3	3	3	2		1	2	1	1	3	3	2
Outcome 4	3	2	3	2	2	2	1	3	1	1	3	2	1
Average	3	3	3	3	2	2	1	3	1	1	3	3	2

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	UNIT I: INTRODUCTION Variable types and data measurement scales, Descriptive statistics, Data visualization (Charts and Graphs), Dispersion, Range, Interquartile Range, Mean Absolute Deviation, Variance and Standard Deviation, Chebyshev's Theorem, Coefficient of Variation, Skewness & Kurtosis.	5	1	1, 2
Unit 2	UNIT II: MEASURES OF ASSOCIATION Correlation, Types & Methods of Correlation analysis - Karl Pearson's Coefficient of Correlation, Spearman's Rank Correlation, Coefficient of Determination, Standard Error of Coefficient of Correlation. Introduction to Regression Analysis and its Advantages, Types of Regression Models, Methods to Determine Regression Coefficients.	5	1, 2, 3, 4	1, 3
Unit 3	UNIT III: PROBABILITY Basic terminology, types of probability, probability rules, conditional probabilities, Baye's Theorem. Random Variables, Probability distributions; Binomial distribution, Poisson distribution, Normal distribution. Choosing correct probability distribution	5	1, 2, 3, 4	2, 3
Unit 4	UNIT IV: SAMPLING DISTRIBUTIONS AND HYPOTHESIS TESTING Introduction to sampling distributions – Sampling distribution of mean and proportion – Application of central limit theorem – Sampling techniques, Hypothesis Testing Procedure, Errors in Hypothesis Testing. Power of a Statistical Test. t-test, ANOVA and Chi-Square Test	5	1, 2, 3, 4	1, 3
Unit5	UNIT V: BUSINESS ANALYTICS Introduction to Analytics, Differentiating Descriptive, Predictive, and Prescriptive Analytics, Data Mining vs. Data Analytics, Industrial Problem-Solving Process, Decision Needs and Analytics, Stakeholders and Analytics, SWOT Analysis, Business Analytics in Decision Making, Categorization of Analytical Methods and Models. Introduction & Applications of SPSS, R, Python, etc.	5	1, 2, 3, 4	1, 2
PRACTICAL	Descriptive Statistics – Central tendency – Dispersion - Inferential statistics problems – Probability problems – Binomial – Poisson – Normal distribution - Confidence Interval Estimation for mean and proportion – Hypothesis formulation - Hypothesis testing case studies:– Z-test, 1-sample t-test, 2-sample t-test – ANOVA: One-way and Two-way ANOVA - Chi-Square test practical.	5		
Total Contact Hours		30		
Project Hours		30		

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (10%)		Mid-1 (15%)		CLA-2 (10%)		CLA-3 (15%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Prac	Th	Prac
Level 1	Remember	60%	-	40%	-	-	40%	-	40%	40%	-
	Understand										
Level 2	Apply	40%	-	60%	-	-	40%	-	60%	40%	-
	Analyse										
Level 3	Evaluate	-	-	-	-	-	20%	-	-	20%	-
	Create										
Total		100%		100%		100%		100%		100%	

Recommended Resources

1. Business Statistics A First Course, David M. Levine, Pearson India Education Services Pvt Ltd.
2. Statistics for Management, I. Levin Richard, H. Siddiqui Masood, S. Rubin David, Rastogi Sanjay, 8th Edition, Pearson Education.
3. Data Science from Scratch: The #1 Data Science Guide for Everything A Data Scientist Needs to Know, Steven Cooper.
4. Practical Data Analysis, Hector Cuesta, 2013 Packet Publishing.

Other Resources

1. <https://ecornell.cornell.edu/certificates/data-science-analytics/business-statistics/>
2. <https://www.youtube.com/watch?v=8gWQ7ehyGos>

Accounting for Managers

Course Code	MBA 101	Course Category				
			L	T	P	C
			2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)		
Course Offering Department	Management	Professional / Licensing Standards				

Course Objectives / Course Learning Rationales (CLRs)

1. To acquaint the students with the fundamental principles of financial, cost and management accounting.
2. To enable the students to prepare, analyse and interpret financial statements.
3. To enable the students to take decisions using management accounting tools

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Explain the concepts and principle of accounting related to GAAP, IFRS, and IAS	1	80%	75%
Outcome 2	Articulate accounting tools and techniques to prepare, analyse final accounts	3	70%	65%
Outcome 3	Appraise the managerial decisions based on final accounts, variances and Budget, and Budgetary control tools.	5	90%	80%
Outcome 4	Articulate accounting tools to interpret final accounts	5	90%	80%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)												
	Functional knowledge	Data analysis	Usage of technology enabled business models	Scan environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
Outcome 1	3	1	1	3	3	2	3		1	2	3	2	2
Outcome 2	2	1	2	2	3	2	2	1	3	2	2	2	2
Outcome 3	1	2	2	2	3	2	3	2	3	2	2	3	3
Outcome 4	2	2	2	1	2	2	2	2	2	2	2	3	3
Average	2	1	2	2	3	2	3	2	2	2	2	3	2

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Introduction to Financial Accounting: Nature of Accounting, Branches of Accounting, Fundamental Principles of Accounting and Golden rules of accounting, Types of ownership-Capital Structure	2	1	1, 2, 3
	GAAP Concepts and Conventions, Accounting Cycle, recording of transactions: journalizing, ledger posting, preparation of Trial Balance.	2	1	1, 2, 3, 4
Unit 2	Preparation of Financial Statements: Indian and International Accounting standards and its significance, Preparation of Companies Financial Statements, Income Statement, Balance Sheet, Cash flow Statement	2	1, 2	1, 2, 3, 4
	Accounting for Depreciation, Accounting for Dividend and Retained Earnings, Statement of changes in equity	2	1, 2	1, 2, 3
Unit 3	Analysis of Financial Statements: Comparative Financial Statement: Trend Analysis, Inter Firm Comparison, Common Size	2	1,2	3, 4
	Ratio Analysis, Annual reports of a real company and analysis of its financial statements	4	1,2	3, 4
Unit 4	Marginal Costing Marginal Cost and Marginal Costing, Importance, Break-Even Analysis, Cost Volume Profit Relationship	4	1,2,3	3, 4
	Application of Marginal Costing Techniques, Fixing Selling Price, Make or Buy, Deciding Sales Mix	5	2,3	3, 4
Unit 5	Cost Accounting: Elements of Cost, Types of Costs, Preparation of Cost Sheet, Standard Costing, Variance Analysis	2	2,3	3, 4
	Material Variances, Labour Variances, Concept of Overheads, Budget, and Budgetary control	5	2,3	3, 4
Total Contact Hours		30		
Project Hours		30		

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (10%)		Mid-1 (15%)		CLA-2 (10%)		CLA-3 (15%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Prac	Th	Prac
Level 1	Remember	60%	-	40%	-	-	40%	-	40%	40%	-
	Understand										
Level 2	Apply	40%	-	60%	-	-	40%	-	60%	40%	-
	Analyse										
Level 3	Evaluate	-	-	-	-	-	20%	-	-	20%	-
	Create										
Total		100%		100%		100%		100%		100%	

Recommended Resources

1. Horngren T Charles, Introduction to Financial Accounting, Pearson Education.
2. Narayanaswamy R, Financial Accounting – A Managerial Perspective, Prentice Hall of India.
3. Maheshwari, S.N. and Maheshwari, S.K., Accounting for Management, New Delhi, Vikas Publishing House.
4. Singhal, A.K. and Ghosh Roy, H.J., Accounting for Managers, JBC Publishers and Distributors, New Delhi.

Other Resources

1. <https://www.investopedia.com/terms/m/managerialaccounting.asp>
2. <https://www.youtube.com/watch?v=Lz2VFRYBdm0>

Marketing Management

Course Code	MBA 103	Course Category				
			L	T	P	C
			2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)		
Course Offering Department	Management	Professional / Licensing Standards				

Course Objectives / Course Learning Rationales (CLRs)

1. To develop an understanding of various marketing concepts.
2. To acquire in-depth understanding of the consumer behaviour.
3. To evaluate various elements of marketing communication.
4. To understand the ethical consideration in marketing for sustainable business practices

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Make a comprehensive understanding of marketing management concepts and theories.	2	70%	60%
Outcome 2	Use marketing strategies in real world scenarios.	3	65%	55%
Outcome 3	Illustrate effective communications skills for marketing purposes.	4	65%	55%
Outcome 4	Appraise the ethical implications of marketing decisions and actions.	4	65%	55%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)												
	Functional knowledge	Data analysis	Usage of technology enabled business models	Scan environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
Outcome 1	3	1	1	3	3	2	3		1	2	3	2	2
Outcome 2	2	1	2	2	3	2	2	1	3	2	2	2	2
Outcome 3	1	2	2	2	3	2	3	2	3	2	2	3	3
Outcome 4	2	2	2	1	2	2	2	2	2	2	2	3	3
Average	2	1	2	2	3	2	3	2	2	2	2	3	2

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Introduction to Marketing Management			
	Definition and scope of marketing management	1	1	1,2,3
	Marketing concepts: Needs, wants & demands, production concept, product concept, selling concept, marketing concept, holistic marketing concept, market offerings and brands value, customer satisfaction.	1	1	1,2,3
	Company and marketing strategies- company-wide strategic planning, designing business portfolio, building customer relationship, marketing strategy and marketing mix.	1	1	1,2,3
	Analysing the marketing environment- microenvironment and macro environment, demographic and economic environment, technological, cultural, and political environment, responding to marketing environment.	2	1	1,2,3
Unit 2	UNDERSTANDING THE MARKETPLACE AND CONSUMER VALUE			1,2,3
	Managing marketing information to gain customer insights	1	1, 2	1,2,3
	Marketing research	1	1, 2	1,2,3
	Consumer market and buyer behaviour-characteristics affecting consumer behaviour	1	1, 2	1,2,3
	Buying decision behaviour and buying decision process business market and business buyer behaviour	2	1, 2	1,2,3
	Business market, business buying behaviour and decision-making process.	2	1, 2	1,2,3
Unit 3	DESIGNING A CUSTOMER VALUE-DRIVEN STRATEGY AND MIX			1,2,3
	Marketing strategy-market segmentation, market targeting, differentiation and positioning.	2	1, 2	1,2,3
	Product strategy- Levels of product, product and service classification.	1	1, 2	1,2,3
	New product development strategy, product life-cycle strategy.	1	1, 2	1,2,3
	Pricing strategy- major pricing strategies, new product pricing strategies, product mix pricing strategies, price adjustment strategies.	1	1, 2	1,2,3
Unit 4	MARKETING COMMUNICATION			1,2,3
	Marketing communication	1	3	1,2,3
	Developing effective communication	1	3	1,2,3
	Integrated marketing communication	2	3	1,2,3
	Mass communication, communication media, sales promotion, public relations, direct	3	3	1,2,3
	New trend in marketing communication	1	3	1,2,3
	Online, social media, and mobile marketing.	1	3	1,2,3
Unit 5	SUSTAINABLE MARKETING			1,2,3
	Social responsibility and ethics- Social criticism of marketing.	1	4	1,2,3
	Consumer action to promote sustainable marketing.	1	4	1,2,3
	Business actions towards sustainable marketing	1	4	1,2,3
	Marketing ethics and sustainable company.	1	4	1,2,3
Total Contact Hours		30		
Project Hours		30		

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (10%)		Mid-1 (15%)		CLA-2 (10%)		CLA-3 (15%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Prac	Th	Prac
Level 1	Remember	60%	-	40%	-	-	40%	-	40%	40%	-
	Understand										
Level 2	Apply	40%	-	60%	-	-	40%	-	60%	40%	-
	Analyse										
Level 3	Evaluate	-	-	-	-	-	20%	-	-	20%	-
	Create										
Total		100%		100%		100%		100%		100%	

Recommended Resources

1. Marketing Management, Philip Kotler, Kevin Lane Keller, 15th Edition, Pearson Education.
2. Marketing Management-Text and Cases, KS Chandrasekar, McGraw Hill Education.
3. Marketing Management: Concepts, Cases, and Trends, Prof. C. Arun Kumar.

Other Resources

1. https://www.youtube.com/watch?v=8w_UowWch4g
2. [https://www.techtarget.com/whatis/definition/operations-research-OR#:~:text=Operations%20research%20\(OR\)%20is%20an,defined%20steps%20by%20mathematical%20analysis](https://www.techtarget.com/whatis/definition/operations-research-OR#:~:text=Operations%20research%20(OR)%20is%20an,defined%20steps%20by%20mathematical%20analysis)

Organization Behavior

Course Code	MBA 104	Course Category				
			L	T	P	C
			2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)		
Course Offering Department	Management	Professional / Licensing Standards				

Course Objectives / Course Learning Rationales (CLRs)

1. To present and understand the meaning and nature of OB
2. To develop competency in students to understand Learning, Personality and
3. To enable students with the techniques that can be used for motivating and communicating.
4. To acquaint future managers in managing groups, teams, change and Organization Development.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Describe the meaning and nature of OB	3	75%	60%
Outcome 2	Articulate a perspective to learn and analyse personality	3	60%	50%
Outcome 3	Use different individual and group behaviour techniques	4	70%	55%
Outcome 4	Use OD Techniques	4	60%	50%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)												
	Functional knowledge	Data analysis	Usage of technology enabled business models	Scan environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
Outcome 1	3	1	1	3	3	2	3		1	2	3	2	2
Outcome 2	2	1	2	2	3	2	2	1	3	2	2	2	2
Outcome 3	1	2	2	2	3	2	3	2	3	2	2	3	3
Outcome 4	2	2	2	1	2	2	2	2	2	2	2	3	3
Average	2	1	2	2	3	2	3	2	2	2	2	3	2

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	UNIT I: INTRODUCTION TO OB Introduction - Organization - Definition of organization - Functions of organization - Principles of Organization - Classification of organization - Formal organization - Informal organization - Organizational Behavior (OB) - Definitions of Organizational behaviour- Nature and scope of OB, Challenges and opportunities for OB - Features and Approaches – OB Model.	6	1	1, 2, 3,4
Unit 2	UNIT II: LEARNING, PERSONALITY AND PERCEPTION Learning - Meaning and definition - Theories of learning - Classical conditioning theory (Ivan Pavlov) - Operant conditioning theory - Cognitive theory of learning - Social learning theory - Applications of learning in organization - Factors affecting learning Personality - Introduction - Definition of personality - Factors governing personality - Heredity - Environment - Family consideration - Socialization process - Personality traits - Various personality attributes influencing OB - Development of personality - Perception - Introduction - Definition of perception - Characteristics of perception - Process of perception - Factors affecting perception.	6	1	1, 2, 3, 4
Unit 3	UNIT III: MOTIVATION AND COMMUNICATION Motivation - Characteristics of motivation - Types of motive - Process & theories of motivation - The Porter and Lawler model expectancy theory - Applications of motivation - Communication - Meaning of communication - Purposes of communication - Types of communication - Process of communication - Methods of communication - Effective communication - Barriers to effective communication.	6	1	1, 2, 3, 4
Unit 4	UNIT IV: : GROUP ORGANISATIONAL BEHAVIOUR Groups in organizations - Characteristics and nature of groups - Types of groups - Group cohesiveness - Group decision making - Group decision - Techniques - Brainstorming - Nominal Group Technique (NGT) - Delphi technique - Stages of group development Team building - Effective team building - Benefits of a team - Types of teams - Leadership - Definition - Features and characteristics of leadership - Functions of a leader - Theories of leadership-Conflict - Definition - Nature of conflict - Sources of conflict - Process of conflict - Levels of conflict - Management of conflict - Conflict resolution - Transactional analysis - Organizational culture - Definition - Nature and characteristics of organizational culture - Functions of organization culture - Types of culture - Creating and sustaining a culture.	6	2,3	1, 2, 3, 4
Unit 5	UNIT V: ORGANIZATIONAL EFFECTIVENESS AND DEVELOPMENT Organizational effectiveness - Approaches to OE - Factors Influencing OE - Organizational change - Introduction - Pressures for organizational change - Planned change Organizational development - Characteristics of OD - Objectives of OD - International organizational behaviour - Growth of international business - Trends in international business - Cultural differences and similarities - Individual behaviour in a global perspective - Interpersonal behaviour - Power and politics in organizations - Stress management - Creating learning organization - Emotional intelligence.	6	2,3,4	1, 2, 3
Total Contact Hours		30		
Project Hours		30		

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (10%)		Mid-1 (15%)		CLA-2 (10%)		CLA-3 (15%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Prac	Th	Prac
Level 1	Remember	60%	-	40%	-	-	40%	-	40%	40%	-
	Understand										
Level 2	Apply	40%	-	60%	-	-	40%	-	60%	40%	-
	Analyse										
Level 3	Evaluate	-	-	-	-	-	20%	-	-	20%	-
	Create										
Total		100%		100%		100%		100%		100%	

Recommended Resources

1. Organizational Behaviour, Stephen P. Robbins, Timothy A. Judge, Neharika Vohra, Pearson Publication.
2. Organisational Behaviour: A Textbook For Management Students, Divya Bhutani, Padma Kumar, Abhishek Publications.
3. .Essentials of Management, Andrew J. Dubrin, 10th Edition, Thomson Southwestern.
4. Organisational Behaviour, Fred Luthans, McGraw Hill.
5. Modern Management: Concepts and Skills, Samuel C. Certo and S.Trevis Certo, 15th Edition, Pearson Education.
6. Organisational Behaviour: Engineering Handbook by Arjun Singh, Engineering Handbook

Other Resources

1. <https://www.forbes.com/advisor/in/business/what-is-organizational-behavior/#:~:text=healthy%20working%20environment,-,Definition%20of%20Organizational%20Behavior,on%20behavior%20within%20an%20organization.>
2. <https://ebooks.inflibnet.ac.in/mgmtpl3/chapter/organisational-behaviour-meaning-and-concept/>

Economics for Managers

Course Code	MBA 105	Course Category				
			L	T	P	C
			2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)		
Course Offering Department	Management	Professional / Licensing Standards				

Course Objectives / Course Learning Rationales (CLRs)

1. The purpose of this course is to equip the student with the basic concepts, theories, and techniques of economics.
2. Help to making effective business decision.
3. The course primarily elucidates how managerial economic theories and tools can be utilized to choose the best alternative

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Use the concept of economics in managing business	3	80%	75%
Outcome 2	Articulate demand and supply in real scenarios	3	75%	65%
Outcome 3	Illustrate the availability of resources and production possibilities to ensure efficient means of production	3	70%	60%
Outcome 4	Appraise the macroeconomic aspects of decision-making regarding GDP ,inflation and other economic indicators	4	80%	75%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)												
	Functional knowledge	Data analysis	Usage of technology enabled business models	Scan environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
Outcome 1	3	1	1	3	3	2	3		1	2	3	2	2
Outcome 2	2	1	2	2	3	2	2	1	3	2	2	2	2
Outcome 3	1	2	2	2	3	2	3	2	3	2	2	3	3
Outcome 4	2	2	2	1	2	2	2	2	2	2	2	3	3
Average	2	1	2	2	3	2	3	2	2	2	2	3	2

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Unit Name 1: INTRODUCTION TO ECONOMICS			1
	Concept 1: A Simple Economy, Classification of Markets	1	1	
	Concept 2: Micro and Macroeconomics,	1	1	
	Concept 3: Concept of Money, Instruments of the monetary and fiscal policies	1	1	
Unit 2	Unit Name 2: DEMAND AND SUPPLY FUNCTION			1,2
	Concept 1: Law of Demand, Demand curve & movements along the demand curve.	1	2	
	Concept 2: Elasticity of Demand, Consumer Behaviour-Consumer Budget, Budget Set & Line	1	2	
	Concept 3: Law of Supply & Supply Curve, Elasticity of supply.	2	2	
Unit 3	Unit Name 3: PRODUCTION FUNCTION			1,2
	Concept 1: Basic production function, Law of variable proportions & returns.	3	3	
	Concept 2: Cost Concept-Short & long term cost out relationship, cost curves.	2	3	
	Concept 3: Economies of scale & breakeven analysis, Law of diminishing marginal utility.	2	3	
Unit 4	Unit Name 4: MARKET STRUCTURE			2
	Concept1: Perfect competition	2	4	
	Concept 2: Monopoly and Monopolistic competition	1	4	
	Concept 3: Oligopoly, Price and output determination in different market structures	3	4	
Unit 5	Unit Name 5: NATIONAL INCOME AND INFLATION			1,2
	Concept 1: National income aggregates	3	3,4	
	Concept 2 GDP/NNP/GNP, Calculating national income	3	3,4	
	Concept 3: Product or Value-added method, Expenditure method & Income method, Inflation-Types, causes & control.	4	3,4	
Total Hours		30		
Project Hours		30		

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (10%)		Mid-1 (15%)		CLA-2 (10%)		CLA-3 (15%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Prac	Th	Prac
Level 1	Remember	60%	-	40%	-	-	40%	-	40%	40%	-
	Understand										
Level 2	Apply	40%	-	60%	-	-	40%	-	60%	40%	-
	Analyse										
Level 3	Evaluate	-	-	-	-	-	20%	-	-	20%	-
	Create										
Total		100%		100%		100%		100%		100%	

Recommended Resources

1. Boumol, William J and Blinder Alan S 'Microeconomics: Principles and Policy' Thomson, 1st Indian Edition (2007)
2. Koutsoyiannis, Modern Micro Economics, McMillan Press, London

Other Resources

1. <https://www.youtube.com/watch?v=xHmDtQ-S1Dk>
2. https://www.youtube.com/watch?v=_OkTw766oCs

Samaj Seva

Course Code	MBA 106	Course Category			L	T	P	C
					0	0	2	2
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)				
Course Offering Department	Management	Professional / Licensing Standards						

Course Objectives / Course Learning Rationales (CLRs)

1. To enable the students to learn more about the living standards and lifestyle values of villagers through ground-level observations.
2. Provide an opportunity to be part of economic development activities in villages.
3. To inculcate the service attitude in students

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Identify the complexities of rural life	4	80%	90%
Outcome 2	Organise with communities and implement sustainable solutions	4	80%	90%
Outcome 3	Plan a service-oriented mindset through hands-on experiences	5	80%	90%
Outcome 4	Analyse the current challenges faced by rural people and create solutions	5	80%	80%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)												
	Functional knowledge	Data Analysis	Usage of technology enabled business models	Scan environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	Negotiation skills	Critical thinking	Sustainability	PSO1	PSO2	PSO3
Outcome 1	-	-	1	2	3	-	3	-	2	1	3	3	1
Outcome 2	-	2	-	2	3	3	-	3	3	3		3	
Outcome 3	1	2	1	2	3	3	-	2	2	2	3	3	1
Outcome 4	-	-	-	-	-	-	-	-	-	-	-	-	-
Average	1	2	1	2	3	3	3	3	2	2	3	3	1

Course Unitization Plan- Lab

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Activity 1			
	Ideation	3	1	
	Planning	5	2	
	Implementation	3	3	
	Reflection	4	2	
Unit 2	Activity 2			
	Ideation	3	3	3
	Planning	5	5	5
	Implementation	3	3	3
	Reflection	4	4	4
Total Contact Hours		30		
Project Hours		30		

Learning Assessment

Bloom’s Level of Cognitive Task		Continuous Learning Assessments (50%)			End Semester Exam (50%)	
		Review 1 (20%)	Review – II (20%)	Participation (10%)	Report (25%)	ViVa (25%)
Level 3	Evaluate	100%	100%	100%	100%	100%
	Create					
Total		100%	100%	100%	100%	

Recommended Resources

1. "The Power of Giving" by Azim Jamal and Harvey McKinnon
2. "Creating a World Without Poverty: Social Business and the Future of Capitalism" by Muhammad Yunus
3. "How to Change the World: Social Entrepreneurs and the Power of New Ideas" by David Bornstein
4. "Social Enterprise: A Global Perspective" by Michael J. Gordon

Mind and Soul Training

Course Code	MBA 107	Course Category					L	T	P	C
							0	0	2	2
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)						
Course Offering Department	Management	Professional / Licensing Standards								

Course Objectives / Course Learning Rationales (CLRs)

1. To enable the students to create healthy mind
2. To Provide an opportunity to ensure holistic development.
3. To enable the students to enhance their Emotional Quotient

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Improve the ability to focus and concentrate	2	80%	90%
Outcome 2	Understanding and management of emotions	2	80%	90%
Outcome 3	Describe various strategies for maintaining emotional well-being	1	80%	90%
Outcome 4	Use strategies for maintaining emotional well-being	4	80%	90%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)												
	Functional knowledge	Data analysis	Usage of technology enabled business models	Scan environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
Outcome 1	3	1	1	3	3	2	3		1	2	3	2	2
Outcome 2	2	1	2	2	3	2	2	1	3	2	2	2	2
Outcome 3	1	2	2	2	3	2	3	2	3	2	2	3	3
Outcome 4	2	2	2	1	2	2	2	2	2	2	2	3	3
Average	2	1	2	2	3	2	3	2	2	2	2	3	2

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Holistic thinking and living			
	Elements	5	1	
	Understanding psychology of mind	4	2	
Unit 2	Understanding psychology of mind			
	Development	3	1	
	Stages	3	2	
Unit 3	Art of Meditation	3	1	
	Definition	3	2	
Unit 4	Stress Management	3	3	
	Consequences	3	3	
Unit 5	Emotional Intelligence	2	1	
	Characteristics	1	1	
Total Contact Hours		30		
Project Hours		30		

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (10%)		Mid-1 (15%)		CLA-2 (10%)		CLA-3 (15%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Prac	Th	Prac
Level 1	Remember	60%	-	40%	-	-	40%	-	40%	40%	-
	Understand										
Level 2	Apply	40%	-	60%	-	-	40%	-	60%	40%	-
	Analyse										
Level 3	Evaluate	-	-	-	-	-	20%	-	-	20%	-
	Create										
Total		100%		100%		100%		100%		100%	

Recommended Resources

1. The Power of Now" by Eckhart Tolle
2. "Mindset: The New Psychology of Success" by Carol S. Dweck
3. "Emotional Intelligence" by Daniel Goleman
4. "The Art of Happiness" by Dalai Lama and Howard Cutler

Other Resources

NA

Business Research Methods

Course Code	MBA 200	Course Category				
			L	T	P	C
			2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)		
Course Offering Department	Management	Professional / Licensing Standards				

Course Objectives / Course Learning Rationales (CLRs)

1. To explain some basic concepts, tools and techniques in BRM.
2. To teach how to conduct different types of BRM.
3. To use data analysis techniques improves decision making.
4. To interpret a statistical result into actionable points of decision making

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Explain the concepts of BRM such as types of research, data collection and multivariate statistics	1	60%	75%
Outcome 2	Use JMP software for ANOVA, Regression, Principal Component Analysis and Discriminant Analysis	3	85%	95%
Outcome 3	Solve business problems using appropriate statistical methods and tools	3	60%	60%
Outcome 4	Analyze the given/collected statistical data and provide solutions	4	40%	40%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)												
	Functional knowledge	Data analysis	Usage of technology enabled business models	Scan environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
Outcome 1	3	1	1	3	3	2	3		1	2	3	2	2
Outcome 2	2	1	2	2	3	2	2	1	3	2	2	2	2
Outcome 3	1	2	2	2	3	2	3	2	3	2	2	3	3
Outcome 4	2	2	2	1	2	2	2	2	2	2	2	3	3
Average	2	1	2	2	3	2	3	2	2	2	2	3	2

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Research Methods	5		
	Survey Research	1	1	1,2
	Business Research	1		
	Definition and Significance	1		
	The Research process	1		
	Types of Research	1		
Unit 2	Research Design	5		
	Research Design, Definition	1	1,2	1,2
	Types of Research design	1		
	Exploratory	1		
	Descriptive and experimental design	1		
	Dummy Regression and Interactions	1		
Unit 3	Data Collection	5		
	Primary vs secondary data & Observation	3	2,3	1,2
	Experiments	1		
	Construction of questionnaire and instrument	1		
Unit 4	Bivariate and Multivariate statistical techniques	15		
	ANOVA	2	2,3,4	1,2
	Regression	2		
	Multiple Regression	2		
	Interaction effects and Dummy Regression	2		
	Principal Component Analysis	2		
	Discriminant Analysis	2		
Unit 5	Report Writing and Editing, Ethics	3	3,4	1,2
Total Contact Hours		30		
Project Hours		30		

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (10%)		Mid-1 (15%)		CLA-2 (10%)		CLA-3 (15%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Prac	Th	Prac
Level 1	Remember	60%	-	40%	-	-	40%	-	40%	40%	-
	Understand										
Level 2	Apply	40%	-	60%	-	-	40%	-	60%	40%	-
	Analyse										
Level 3	Evaluate	-	-	-	-	-	20%	-	-	20%	-
	Create										
Total		100%		100%		100%		100%		100%	

Recommended Resources

1. Backhaus, K. et al. (2023) Multivariate analysis: An application-oriented introduction. Wiesbaden, Germany: Springer Gabler.
2. 'JMP: The Statistical Discovery Software' (2002). Carry, N.C: JMP.
3. Business research methods from CEC: Class Central. Available at: <https://www.classcentral.com/course/swayam-business-research-methods-19811>

Human Resource Management

Course Code	MBA 201	Course Category				
			L	T	P	C
			2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)		
Course Offering Department	Management	Professional / Licensing Standards				

Course Objectives / Course Learning Rationales (CLRs)

1. To explain the fundamental principles and practices in HRM
2. To use the contemporary approaches in organizing HR
3. To learn the skills in talent management
4. To apply the skills in training, performance management, compensation and related HR sub functions

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Define the distinct roles and responsibilities of line managers and HR managers in driving strategic decision-making processes within organizations and appreciate how effective HR practices contribute to organizational success.	1	65	75
Outcome 2	Apply contemporary approaches to organizing HR, such as diversity management and equal opportunity laws, to address challenges in a globalized and technologically advancing workplace environment.	3	65	75
Outcome 3	Devise proficiency in conducting job analysis, workforce planning, and recruitment strategies to effectively match organizational needs with talent and implement onboarding processes	4	65	75
Outcome 4	Take apart ethical principles and legal compliance considerations in managing employee training and development, performance appraisal, compensation, labor relations, .	4	65	65

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)												
	Functional knowledge	Data analysis	Usage of technology enabled business models	Scan environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
Outcome 1	3	3	2	-	-	-	-	-	-	2	1	-	3
Outcome 2	3	3	3	1	-	-	-	-	2	2	1	-	3
Outcome 3	2	3	2	1	-	-	-	-	2	3	1	-	3
Outcome 4	3	2	3	3	-	-	-	-	-	3	2	-	3
Average	3	3	2	1	-	-	-	-	1	3	1	-	3

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	INTRODUCTION TO HUMAN RESOURCE MANAGEMENT			
	Human Resource Management (HRM): Importance and Definition; Line vs. Staff Roles in HRM; Responsibilities of Human Resource Managers; Equal Opportunity Laws in HRM; HRM Strategy and Analysis; Current HRM Trends; Strategic Importance of HRM; Diversity Management and Affirmative Action	5	1,2	1.2,3,4,
Unit 2	RECRUITMENT, PLACEMENT & TALENT MANAGEMENT			
	Job Analysis – Writing Job Descriptions; Talent Management Process; Workforce Planning and Forecasting; Strategy and Workforce Planning; Improving Productivity through HRIS: Computerized Personnel Forecasting; Talent Management and Predictive Workforce Monitoring; Employee Testing and Selection – Types of Tests; Interviewing Candidates	5	1,2	1.2,3,4,
Unit 3	TRAINING & DEVELOPMENT			
	Training and Developing Employees; Orienting and Onboarding New Employees; Implementing Training Programs; Managing Organizational Change Programs; Evaluating the Training Effort; Performance Management and Appraisal; Techniques for Appraising Performance; Employee Retention, Engagement, and Careers	5	1,2	1.2,3,4,
Unit 4	COMPENSATION			
	Establishing Strategic Pay Plans; Job Evaluation Methods; How to Create a Market-Competitive Pay Plan; Pay for Performance and Financial Incentives; Individual Employee Incentive and Recognition Programs; Incentives for Managers and Executives; Benefits and Services – Insurance Benefits; Flexible Benefits Programs	10	1,2	1.2,3,4,
Unit 5	EMPLOYEE RELATIONS			
	Ethics and Employee Rights and Discipline; Using HRM Methods to Promote Ethics and Fair Treatment; Labor Relations and Collective Bargaining; The Collective Bargaining Process; Employee Safety and Health – Occupational Safety Law; How to Prevent Accidents; Managing Global Human Resources – Adapting HR Activities to Intercountry Differences; Managing HR in Small and Entrepreneurial Firms.	5	1,2,3	1.2,3,4,
Total Contact Hours		30		
Project Hours		30		

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (10%)		Mid-1 (15%)		CLA-2 (10%)		CLA-3 (15%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Prac	Th	Prac
Level 1	Remember	60%	-	40%	-	-	40%	-	40%	40%	-
	Understand										
Level 2	Apply	40%	-	60%	-	-	40%	-	60%	40%	-
	Analyse										
Level 3	Evaluate	-	-	-	-	-	20%	-	-	20%	-
	Create										
Total		100%		100%		100%		100%		100%	

Recommended Resources

1. Torrington, D. et al. (2020) Human Resource Management. Harlow, United Kingdom: Pearson Education Limited.
2. Sparrow, P. and Marchington, M. (1998) Human Resource Management: The new agenda. London, WA, D.C.: Financial Times : Pitman Pub.
3. The Voice of All Things Work: Welcome to SHRM. Available at: <https://www.shrm.org/>

Design Thinking and Entrepreneurship

Course Code	MBA 401	Course Category				L	T	P	C
						2	0	1	3
Pre-Requisite Course(s)	NA	Co-Requisite Course(s)	NA	Progressive Course(s)					
Course Offering Department	PSB	Professional / Licensing Standards							

Course Objectives / Course Learning Rationales (CLRs)

1. Gain a foundational understanding of the principles and stages of Design Thinking.
2. Develop hands-on skills to effectively apply Design Thinking methodologies in practice.
3. Apply Design Thinking techniques to analyze and solve complex, real-world problems.
4. Integrate Design Thinking with other problem-solving methods for innovative solutions.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Gain a foundational understanding of the principles and stages of Design Thinking.	1	85	90
Outcome 2	Develop hands-on skills to effectively apply Design Thinking methodologies in practice.	2	85	90
Outcome 3	Apply Design Thinking techniques to analyze and solve complex, real-world problems	2	85	90
Outcome 4	Integrate Design Thinking with other problem-solving methods for innovative solutions	4	75	65

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)												
	Functional knowledge	Data analysis	Usage of technology enabled business models	Scan environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
Outcome 1	2	1	1	1	2	3	3	2	2	2	2	3	3
Outcome 2	2	1	1	1	2	3	3	2	2	2	2	3	3
Outcome 3	2	1	1	1	2	3	3	3	2	2	2	3	3
Outcome 4	3	1	1	1	2	2	3	3	2	2	2	3	3
Average	2	1	1	1	2	3	3	3	2	2	2	3	3

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	An Introduction to the innovation Process - Understanding of Design Thinking & its Importance, Pillars of Design Thinking	5	1	1,2,3
Unit 2	Process – Understanding the Stages of Design Thinking	5	1	1,2,3
Unit 3	Identifying Opportunity AreasProblem Framing - Successful Solutions - Problem Framing Importance - Steps in Problem Framing – Clarity - Narrow the Scope - Achieve Alignment - Increase Efficiency	5	2	1,2,3
Unit 4	Idea Generation and Concept Development - Exploring Possibilities - Encouraging Creativity - Key Ideation Techniques – Brainstorming - Six Thinking Hats Brainwriting – Storyboarding - Provocation	5	2	1,2,3
Unit 5	Implementation and Managing Innovation - Creating the Prototype - User Testing - Steps in Testing -Talk Through Experience – Observation - Follow-Up Questions -Feedback	10	4	1,2,3
Total Contact Hours		30		
Project Hours		30		

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (10%)		Mid-1 (15%)		CLA-2 (10%)		CLA-3 (15%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Prac	Th	Prac
Level 1	Remember	60%	-	40%	-	-	40%	-	40%	40%	-
	Understand										
Level 2	Apply	40%	-	60%	-	-	40%	-	60%	40%	-
	Analyse										
Level 3	Evaluate	-	-	-	-	-	20%	-	-	20%	-
	Create										
Total		100%		100%		100%		100%		100%	

Recommended Resources

1. Design Thinking – Techniques and Approaches, N. Siva Prasad
2. Nigel Cross , Design Thinking, BERG Publishing, (2011)
3. Thomas Lockwood , Design Thinking- Integrating Innovation, Customer Experience and Brand Value, Design Management Institute, (2009)

Other Resources

1. HBS – Online – Design Thinking & Innovation – course material
2. Case studies

Course Designers

1. Enter Data

Operations Management

Course Code	MBA 204	Course Category				
			L	T	P	C
			2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)		
Course Offering Department	Management	Professional / Licensing Standards				

Course Objectives / Course Learning Rationales (CLRs)

1. To explain how the operations have strategic importance and can provide a competitive advantage in the business environment.
2. To apply specialized knowledge in operations management to solve business processes.
3. To teach knowledge of fundamental concepts of operations management to business analytics-based use cases.
4. To infer the results from the analysis.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Identify the operations management problems	1	70%	70%
Outcome 2	Identify the tools that solve operations management problems.	1	70%	70%
Outcome 3	Analysis of the operations management problem using right management tools and techniques.	3	65%	70%
Outcome 4	Evaluate the obtained result and suggest suitable decision	3	65%	70%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)												
	Functional knowledge	Data analysis	Usage of technology enabled business models	Scan environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
Outcome 1	3	3	2	-	-	-	-	-	-	2	1	-	3
Outcome 2	3	3	3	1	-	-	-	-	2	2	1	-	3
Outcome 3	2	3	2	1	-	-	-	-	2	3	1	-	3
Outcome 4	3	2	3	3	-	-	-	-	-	3	2	-	3
Average	3	3	2	1	-	-	-	-	1	3	1	-	3

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	INTRODUCTION TO OPERATIONS MANAGEMENT	5		
	Basics of Operations Management (OM) - Organizing to produce goods and services -	1	1	1,2,3
	Why study OM? -	1	1	1,2,3
	What operations managers do? -	1	1	1,2,3
	The heritage of operations management -	1	1	1,2,3
	Operations in the service sectors -	1	1, 2	1, 2, 3
Unit 2	MANUFACTURING AND SERVICE PROCESSES	5	1,2	1,2,3
	Manufacturing processes – Manufacturing process flow design	1	1, 2	1,2,3
	Facility layout -	1	1, 2	1,2,3
	Analysing the four most common layout formats –	1	1, 2	1,2,3
	Work centers (Job shops) -	1	1, 2	1,2,3
	Systematic layout planning	1	1, 2	1,2,3
Unit 3	HUMAN RESOURCES AND OPERATIONS MANAGEMENT	8		1,2,3
	Capacity - Capacity planning -	2	1, 2	1,2,3
	Break-even analysis -	2	1, 2	1,2,3
	Applying decision trees to capacity decisions	2	1, 2	1,2,3
	Human resource and job design – Labor planning – Job design	2	1, 2	1,2,3
Unit 4	QUALITY MANAGEMENT	8		1,2,3
	Quality and strategy - Defining quality	4	3	1,2,3
	Process capability - Acceptance sampling	1	3	1,2,3
	Total Quality Management (TQM) -	1	3	1,2,3
	Tools of TQM - Role of inspection -	1	3	1,2,3
	TQM in services	1	3	1,2,3
Unit 5	SUPPLY CHAIN & INVENTORY MANAGEMENT	4		1,2,3
	Supply chain's strategic importance - Supply chain economics -	2	4	1,2,3
	Ethics in the supply chain -	1	4	1,2,3
	Supply chain strategies	1	4	1,2,3
Total Contact Hours		30		
Project Hours		30		

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (10%)		Mid-1 (15%)		CLA-2 (10%)		CLA-3 (15%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Prac	Th	Prac
Level 1	Remember	60%	-	40%	-	-	40%	-	40%	40%	-
	Understand										
Level 2	Apply	40%	-	60%	-	-	40%	-	60%	40%	-
	Analyse										
Level 3	Evaluate	-	-	-	-	-	20%	-	-	20%	-
	Create										
Total		100%		100%		100%		100%		100%	

Recommended Resources

- Jacobs, F.R. and Chase, R.B. (2024) Operations and Supply Chain Management. New York, NY: McGraw Hill.
- Mahadevan, B. (2015) Operations management theory and practice B. Mahadevan. Uttar Pradesh, India: Pearson India.

Other Resources

- Introduction to operations management: Coursera. Available at: <https://www.coursera.org/learn/wharton-operations> (Accessed: 09 July 2024).

Financial Management

Course Code	MBA 205	Course Category				
			L	T	P	C
			2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)		
Course Offering Department	Management	Professional / Licensing Standards				

Course Objectives / Course Learning Rationales (CLRs)

1. To explain an in-depth view of the financial management process.
2. To summarize knowledge on the allocation, management and funding of financial resources.
3. To use the time value of money concept
4. To teach the concept of cost of capital and capital structure

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Define the concept of Time Value of Money to determine the value of financial assets.	1	75%	60%
Outcome 2	Illustrate effective risk management strategies	1	70%	65%
Outcome 3	Complete projects by using capital budgeting techniques	3	80%	60%
Outcome 4	Use the weighted average cost of capital and analyse the EBIT-EPS relationship.	3	60%	50%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)												
	Functional knowledge	Data analysis	Usage of technology enabled business models	Scan environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
Outcome 1	3		1	2							1	3	1
Outcome 2	3	2		2	1			2	3	2		3	2
Outcome 3	3	2	1	2	1				2	2		3	2
Outcome 4	3	2	2	2					2			3	2
Average	3	2	1	2	1			2	2			3	2

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	OVERVIEW OF CORPORATE FINANCE AND TIME VALUE OF MONEY			
	Nature and Scope, Goals of financial management,	1	1	1
	Time value of Money	2	1	1
	Annuity and Perpetuity	2	1	1
Unit 2	EQUITY AND BOND VALUATION			
	Interest rates and Bond valuation	2	2	1
	Stock valuation	2	2	1
Unit 3	CAPITAL BUDGETING			
	Net Present Value and Other investment rules	3	3	1
	Payback period, Discounted payback period	5	3	1
	Internal Rate of Return and Profitability index	3	3	1
Unit 4	RISK AND RETURN			
	Risk and Return analysis	2	3	1
	Fundamental analysis	2	3	1
	Technical Analysis	2	3	1
Unit 5	CASE DISCUSSIONS			
	Asset Classification	2	4	1
	Disclosure guidelines	2	4	1
Total Contact Hours		30		
Project Hours		30		

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (10%)		Mid-1 (15%)		CLA-2 (10%)		CLA-3 (15%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Prac	Th	Prac
Level 1	Remember	60%	-	40%	-	-	40%	-	40%	40%	-
	Understand										
Level 2	Apply	40%	-	60%	-	-	40%	-	60%	40%	-
	Analyse										
Level 3	Evaluate	-	-	-	-	-	20%	-	-	20%	-
	Create										
Total		100%		100%		100%		100%		100%	

Recommended Resources

1. Bodie, Z., Kane, A. and Marcus, A.J. (2024) Investments. New York, NY: McGraw Hill LLC.
2. Ranganatham, M. and Madhumathi, R. (2006) Investment analysis and portfolio management. Delhi, India: Pearson Education/Dorling Kindersley (India).

Other Resources

1. Financial markets (no date) Coursera. Available at: <https://www.coursera.org/learn/financial-markets-global>
2. Introduction to corporate finance (no date) Coursera. Available at: <https://www.coursera.org/learn/wharton-finance>
3. Introduction to financial accounting (no date) Coursera. Available at: <https://www.coursera.org/learn/wharton-accounting>

Business Communication

Course Code	MBA 206	Course Category					L	T	P	C
							2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)						
Course Offering Department	Literature and Language	Professional / Licensing Standards								

Course Objectives / Course Learning Rationales (CLRs)

1. Define the difference between ordinary and business communication.
2. Teach verbal, non-verbal and written communication skills.
3. Prioritise enquiry skills
4. Prioritise story telling skills.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Identify key components of verbal and non-verbal communication and their significance in the communication process	1	55%	60%
Outcome 2	Priorities story telling skills	2	50%	55%
Outcome 3	Apply the skill to articulate thoughts clearly and concisely, using effective responses.	3	55%	60%
Outcome 4	Reframe personalized and tailored resumes, & cover letters	3	60%	70%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)												
	Functional knowledge	Data analysis	Usage of technology enabled business models	Scan environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
Outcome 1	3	3	2	-	-	-	-	-	-	2	1	-	3
Outcome 2	3	3	3	1	-	-	-	-	2	2	1	-	3
Outcome 3	2	3	2	1	-	-	-	-	2	3	1	-	3
Outcome 4	3	2	3	3	-	-	-	-	-	3	2	-	3
Average	3	3	2	1	-	-	-	-	1	3	1	-	3

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
1	Understanding the Communication Model	8	1	1, 2
	Introduction to the Mehrabian Model			
	Subjectivity of communication			
2	Mastering Verbal Communication	8	1	1,2,4
	Clear and Concise Articulation of Thoughts			
	Voice Modulation: Tonality, Volume, and Pitch			
	Active Listening and Congruent Response			
3	Navigating Non-Verbal Communication	7	1&2	1,2,3,5
	Understanding Body Language			
	Gestures, Posture, and Facial Expressions			
	Managing Nervousness and Conveying Confidence			
4	Building Rapport and Adapting Communication Styles	3	1&2	6,7
	Establishing Rapport with people through Story telling			
	Persuasive Communication (ethos, pathos, logos)			
	Effective writing- Resume, Cover Letter, Reports			
5	Project: Survival Strategies	4	1,2,3	
	Total Hours	30		
	Project Hours	30		

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (10%)		Mid-1 (15%)		CLA-2 (10%)		CLA-3 (15%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Prac	Th	Prac
Level 1	Remember	60%	-	40%	-	-	40%	-	40%	40%	-
	Understand										
Level 2	Apply	40%	-	60%	-	-	40%	-	60%	40%	-
	Analyse										
Level 3	Evaluate	-	-	-	-	-	20%	-	-	20%	-
	Create										
Total		100%		100%		100%		100%		100%	

Recommended Resources

1. Thomas, D.A. and Fryar, M. (1988) Business Communication today! Lincolnwood, Ill, U.S.A.: National Textbook Co.
2. Guffey, M.E. (1988) Essentials of Business Communication: A writing improvement program. Boston, Mass: PWS-Kent Pub. Co.

Other Resources

1. Best Business Communication Courses Online with certificates [2024] Coursera. Available at: <https://www.coursera.org/courses?query=business+communication>

Strategic Management in the Digital Age

Course Code	MBA 301	Course Category				
			L	T	P	C
			2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)		
Course Offering Department	Management	Professional / Licensing Standards				

Course Objectives / Course Learning Rationales (CLRs)

1. To introduce the basic idea of strategic management and related environmental factors affecting businesses.
2. To equip the learners with the competency to formulate corporate strategies and implement them.
3. To identify the factors important for successful strategy implementation, evaluation, and control.
4. To examine the impact of digital for strategy analysis in the current business environment.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Identify the key concepts related to strategic management and related environment	1	70%	60%
Outcome 2	Describe the types of strategies available to an organization	1	60%	55%
Outcome 3	Use the concepts to determine successful implementation, evaluation and control	3	60%	55%
Outcome 4	Articulate the usage of digital in strategy	3	70%	60%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)												
	Functional knowledge	Data analysis	Usage of technology enabled business models	Scan environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
Outcome 1	3	1	1	2	3	3	3	2	2	2	3	2	3
Outcome 2	3	1	1	2	3	2	3	2	2	2	3	2	3
Outcome 3	3	1	1	2	3	2	3	3	2	2	3	2	3
Outcome 4	3	1	1	2	3	2	3	3	2	2	3	2	3
Average	3	1	1	2	3	2	3	3	2	2	3	2	3

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	BASIC CONCEPTS OF STRATEGIC MANAGEMENT	8		
	Definition and Nature; Basic model and process of management; Benefits and limitations of Strategic Management	2	1,2	1,2,3,4
	Business Vision, Mission and Objectives; Contents and characteristics of corporate mission statements	2	1,2	1,2,3,4
	Environment and Resource Analysis: Environmental Analysis, Industry and Competitive Analysis,	2	1,2	1,2,3,4
	Porter's Five Forces Model, Internal Analysis, SWOT Analysis, Value Chain Analysis, Waves of digital disruption and opportunity	2	1,2	1,2,3,4
Unit 2	STRATEGY FORMULATION	10		
	Developing Alternative strategies, Types of strategies, Corporate Strategy, Business strategy, Functional strategy, and Global strategy.	2	2,3	2,3,4,5
	Michael Porter's Generic Business strategies, Ansoff's Product-Market Matrix.	2	2,3	2,3,4,5
	Strategic Analysis and Choice; Portfolio analysis and its limitations.	2	2,3	2,3,4,5
	BCG matrix and GE nine-cell matrix;	2	2,3	2,3,4,5
	Digital Transformation, Blue Ocean strategy	2	2,3	2,3,4,5
Unit 3	STRATEGY IMPLEMENTATION	6		
	Inter-relationship between formulation and implementation; Issues in strategy implementation, Resource Allocation, Budgets,	1	3,4	2,3,4,5
	Behavioural Issues -Functional Issues – Financial, Marketing, Operations and Personnel Plans and policies	2	3,4	2,3,4,5
	Strategy and Structure: Organization structure, Structural Considerations,	1	3,4	2,3,4,5
	Structure for strategies, Matching structure and strategy.	1	3,4	2,3,4,5
	Keys to effective strategy in a digital age, Digital Transformation, Blue Ocean strategy; Keys to effective strategy in a digital age	1	3,4	
Unit 4	STRATEGY EVALUATION AND CONTROL	4		
	Importance, Overview of strategic evaluation, strategic control,	2	2,3,4	1,2,3,4
	Techniques of strategic evaluation and control, Operational Control; Strategic agility Support functions in a digital age.	2	2,3,4	1,2,3,4
Unit 5	DIGITAL STRATEGIES	2		
	Emergence of sharing economy, Value Creation and Value Capture, Data culture	1	1,2,3,4	1,2,3,4
	Resource accumulation, Understanding AI, Executing on AI strategies, Achieving product-market fit in the digital age	1	1,2,3,4	1,2,3,4
Total Contact Hours		30		
Project Hours		30		

Learning Assessment

Bloom’s Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (15%)		Mid-1 (15%)		CLA-2 (10%)		CLA-3 (10%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Prac	Th	Prac
Level 1	Remember	60%	-	40%	-	60%	-	-	40%	40%	-
	Understand										
Level 2	Apply	40%	-	60%	-	40%	-	-	60%	60%	-
	Analyse										
Level 3	Evaluate	-	-	-	-	-	-	-	-	-	-
	Create										
Total		100%		100%		100%		100%		100%	

Recommended Resources

1. Fred R. David, Strategic Management, Prentice Hall, New Delhi, 2009.
2. Charles Hill & Gareth Jones/ Biztantra, Strategic Management – An Integrated Approach, Wiley India, 2009.
3. Hitt/Hoskisson/Ireland, Management of Strategy – Concepts and Cases, Cengage Learning, 2009.
4. Kazmi Azhar, Business Policy and Strategic Management, Tata MC Graw Hill, New Delhi, 2008.
5. Pearce and Robinson, Strategic Management, McGraw Hill, New York, 2007.

AI and Blockchain in Management

Course Code	MBA 303	Course Category				
			L	T	P	C
			2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)		
Course Offering Department	Management	Professional / Licensing Standards				

Course Objectives / Course Learning Rationales (CLRs)

1. To make students understand the fundamental concepts of artificial intelligence (AI) and blockchain technology.
2. To enable the students to describe the potential benefits, challenges, and risks associated with the adoption and integration of AI and Blockchain.
3. To equip students with the knowledge to identify and evaluate emerging trends, opportunities, and disruptions in the digital economy.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Explain the fundamental concepts of AI and Blockchain	1	80%	70%
Outcome 2	Recognise the potential benefits, challenges, and risks associated with the adoption and integration of AI and Blockchain solutions.	1	75%	70%
Outcome 3	Use the learnings to enhance productivity	3	75%	70%
Outcome 4	Illustrate the areas where AI and Blockchain can be implemented	3	75%	70%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)												
	Functional knowledge	Data Analysis	Usage of technology enabled business models	Scan environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
Outcome 1	3	2	3	2	2	1	2	2	3	3	2	3	3
Outcome 2	3	3	3	2	2	1	2	2	3	3	2	3	2
Outcome 3	3	3	3	3	3	2	2	2	3	3	2	3	3
Outcome 4	3	3	3	3	2	1	1	2	3	3	2	3	3
Average	3	3	3	2	2	1	2	2	3	3	2	3	3

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Foundations of AI and Blockchain in Management	6		
	Introduction to Artificial Intelligence: Definition, types, and applications in management.	3	1	1
	Basics of Blockchain Technology: Decentralization, distributed ledger, and smart contracts.	3		
Unit 2	AI Applications in Management	6		
	Machine Learning Fundamentals: Supervised, unsupervised, and reinforcement learning. Natural Language Processing (NLP): Sentiment analysis, chatbots, and text mining applications in management.	3	1,2	1
	Predictive Analytics and Decision Support: Forecasting, recommendation systems, and decision-making applications in management	3		
Unit 3	Blockchain Applications in Management	6		
	Essentials of Blockchain, Cryptography, consensus mechanisms, and smart contract development.	2	2,3	1
	Supply chain optimization, digital identity management, Use Cases of Blockchain in Management	2		
	Tokenization and Incentive Mechanisms	2		
Unit 4	Integration of AI and Blockchain	6		
	Data Management and Analysis.	2	2,3	1
	Smart Contracts and Automation.	2		
	Supply Chain Optimization and transparency.	2		
Unit 5	Ethical, Legal, and Regulatory Considerations	6	1,2,3,4	1
	Ethical Issues in AI and Blockchain, Legal and Regulatory Framework	3		
	Risk Management and Security.	3		
Total Contact Hours		30		
Project Hours		30		

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (15%)		Mid-1 (15%)		CLA-2 (10%)		CLA-3 (10%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Prac	Th	Prac
Level 1	Remember	60%	-	40%	-	60%	-	-	40%	-	40%
	Understand										
Level 2	Apply	40%	-	60%	-	40%	-	-	20%	-	40%
	Analyse										
Level 3	Evaluate	-	-	-	-	-	-	-	40%	-	20%
	Create										
Total		100%		100%		100%		100%		100%	

Recommended Resources

1. Mark van Rijmenam, *The Organisation of Tomorrow: How AI, Blockchain, and Analytics Turn Your Business into a Data Organisation* (Routledge, 2019).
2. Imran Bashir, *Mastering Blockchain: Unlocking the Power of Cryptocurrencies, Smart Contracts, and Decentralized Applications* (Packt Publishing, 2020).

Other Resources

1. Paul R. Daugherty and H. James Wilson, *Human plus Machine: Reimagining Work in the Age of AI* (Harvard Business Review Press, 2018).

Internship

Course Code	MBA 304	Course Category			L	T	P	C
					0	0	6	6
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)				
Course Offering Department	Management	Professional / Licensing Standards						

Course Objectives / Course Learning Rationales (CLRs)

1. To familiarize the students with the organization's working process and environment.
2. To familiarize the students with real working problems of the organizations.
3. To train students on applying the classroom theories in the organization projects.
4. To train the students to provide required solutions to the organization projects

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Describe organization's working culture.	1	75%	70%
Outcome 2	Illustrate work meetings and communicate within an organization.	4	75%	70%
Outcome 3	Use learned classroom tools on industrial projects.	3	75%	70%
Outcome 4	Develop solutions to the industrial projects.	4	75%	70%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)												
	Functional knowledge	Data analysis	Usage of technology enabled business models	Scan environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
Outcome 1	3	3	3	1	3	1	1	3	1	1	3	2	1
Outcome 2	3	3	2	1	3	1	1	3	1	1	2	3	2
Outcome 3	3	3	3	2	3	1	1	3	1	1	3	3	3
Outcome 4	3	3	3	3	1	1	1	3	3	1	3	3	3
Average	3	3	2	2	3	1	1	3	2	1	3	3	2

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
1	Students should select an organization and work as an intern for 8 weeks.	0		
Total Contact Hours		00		
Project Hours		30		

Learning Assessment

Bloom’s Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (30%)		Mid-1 (0%)		CLA-2 (20%)		Mid-2 (0%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Prac	Th	Prac
Level 1	Remember	-	80%	-	-	-	30%	-	-	-	20%
	Understand										
Level 2	Apply	-	20%	-	-	-	70%	-	-	-	30%
	Analyse										
Level 3	Evaluate	-	-	-	-	-	-	-	-	-	50%
	Create										
Total		100%		-		100%		-		100%	

Event Participation and Conduction

Course Code	MBA 402	Course Category	CC	L	0	T	0	P	3	C	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)							
Course Offering Department	Management	Professional / Licensing Standards									

Course Objectives / Course Learning Rationales (CLRs)

1. To provide an opportunity to experience a real time work setting
2. To improve the critical problem solving and decision-making skills for the budding managers
3. To develop interpersonal skills required to excel in their chosen career

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Sketch hands-on experience applying theoretical knowledge to practical tasks	3	80%	90%
Outcome 2	Choose evidence-based decisions, by applying real-world challenges	3	80%	90%
Outcome 3	Articulate Negotiation and Conflict Resolution skills	3	80%	90%
Outcome 4	Discover trust in collaborative work environment.	3	80%	90%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)												
	Functional knowledge	Data analysis	Usage of technology enabled business models	Scan environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
Outcome 1	3	3	3	1	3	1	1	3	1	1	3	2	1
Outcome 2	3	3	2	1	3	1	1	3	1	1	2	3	2
Outcome 3	3	3	3	2	3	1	1	3	1	1	3	3	3
Outcome 4	3	3	3	3	1	1	1	3	3	1	3	3	3
Average	3	3	2	2	3	1	1	3	2	1	3	3	2

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Activity 1			
	Organizing Guest lectures	4	1	
	Planning	3	2	
	Conducting Functional Club activities	4	3	
	Reflection	4	2	
Unit 2	Activity 2			
	Organising Business Fest	4	1	
	Conducting different campaigns	4	2	
	Planning	3	3	
	Reflection	4	2	
Total Contact Hours		30		
Project Hours		30		

Learning Assessment

Bloom’s Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (30%)		Mid-1 (0%)		CLA-2 (20%)		Mid-2 (0%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Prac	Th	Prac
Level 1	Remember	-	80%	-	-	-	30%	-	-	-	20%
	Understand										
Level 2	Apply	-	20%	-	-	-	70%	-	-	-	30%
	Analyse										
Level 3	Evaluate	-	-	-	-	-	-	-	-	-	50%
	Create										
Total		100%		-		100%		-		100%	

Recommended Resources

1. Enter Data

Course Designers

1. Enter Data

Business Analysis and Valuation

Course Code	MBA F01	Course Category					L	T	P	C
							2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)						
Course Offering Department	Management	Professional / Licensing Standards								

Course Objectives / Course Learning Rationales (CLRs)

1. To analyse Corporate Financial Statements
2. To interpret financial results through ratio and cash flow statements
3. To understand time value of money and cost of capital
4. To understand the valuation of good will and merger and acquisition

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Analyse Corporate Financial Statements	1	75%	65%
Outcome 2	Interpret financial results through ratio and cash flow statements	1	70%	65%
Outcome 3	Understand time value of money and cost of capital	2	60%	70%
Outcome 4	Understand the valuation of good will and merger and acquisition	2	70%	60%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)												
	Functional knowledge	Data analysis	Usage of technology enabled business models	Scan environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
Outcome 1	3	2	1	3	1	1	1	1	3	1	2	2	2
Outcome 2	3	2	1	3	1	2	2	1	3	1	3	3	3
Outcome 3	3	3	2	3	2	2	2	2	3	2	2	2	2
Outcome 4	3	3	2	3	2	2	3	2	3	3	2	3	3
Average	3	3	2	3	2	2	2	2	3	2	2	3	2

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Analysis of Corporate Financial Statements Analysis of Corporate Financial Statements: Income Statement and Balance Sheet. Procedure, Types of Financial Analysis. Comparative, Common Size and Trend Analysis: Comparative Financial Statement- Comparative Balance Sheet, Comparative P&L Account. Common Size Financial Statement- Common size Balance sheet, Common size P&L Account. Trend Analysis- Trend Percentages, Trend Ratios.	7	1	1, 2, 3
Unit 2	Financial Interpretation Through Ratios Analysis & Cash flow Statement Financial Interpretation Through Ratios Analysis: Liquidity, Solvency, Turnover, Profitability and Investment analysis ratios Cash flow Statement: Meaning, Scope, major items affecting the cash flows and Preparation of Cash Flow Statement.	7	2	1, 2, 3
Unit 3	Time Value of Money & Cost of Capital Time Value of Money: Concepts, Future value or compounding, Present value or Discounting. Cost of Capital: Explicit and Implicit costs; Measurement of cost of capital; Cost of debt; Cost of perpetual debt; Cost of Equity Share; Cost of Preference Share; Cost of Retained Earning; Computation of over-all cost of capital based on Book value and Market weights.	7	3	1, 2, 3
Unit 4	Valuation of Goodwill & Shares Valuation of Goodwill: Concept and Factors affecting Goodwill, Basis of Goodwill Valuation, Methods of valuation of Goodwill- Years' Purchase Method, Capitalization method, Annuity Method Valuation of Shares: Needs, Methods of Valuation – Net asset Method, Yield Valuation method, Fair Value of Shares.	5	4 & 5	1, 2, 3
Unit 5	Mergers and Acquisition Concept, Types of Mergers, Financial consideration in merger, Benefits of Merger & acquisition, Disadvantages of Merger & acquisition, procedure of Merger & acquisition, Essentials for successful Merger & acquisition.	4	4 & 5	1, 2, 3
Total Contact Hours		30		
Project Hours		30		

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (15%)		Mid-1 (15%)		CLA-2 (10%)		CLA-3 (10%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Prac	Th	Prac
Level 1	Remember	60%		40%		60%			40%	40%	
	Understand										
Level 2	Apply	40%		40%		40%			40%	40%	
	Analyse										
Level 3	Evaluate			20%					20%	20%	
	Create										
Total		100%		100%		100%				100%	

Recommended Resources

1. Foster, George Financial Statement Analysis, 2nd ed., Pearson Education Pvt Ltd
2. Damodaran, A. (2008). Damodaran on Valuation, Security Analysis for investment and Corporate Finance (2nd ed.). Wiley India Pvt. Ltd.
3. M.R. Agarwal, "Financial Analysis and Control", Garima Publications

Other Resources

1. <https://www.sebi.gov.in/>
2. <https://www.rbi.org.in/>

Mergers and Acquisitions and Corporate Restructuring

Course Code	MBA F02	Course Category				
			L	T	P	C
			2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)		
Course Offering Department	Management	Professional / Licensing Standards				

Course Objectives / Course Learning Rationales (CLRs)

1. To understand merger and acquisition
2. To analyse corporate restructuring and asset-based valuation
3. To understand takeovers
4. To analyse legal framework of merger and acquisition

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Understand merger and acquisition	1	70%	65%
Outcome 2	Analyse corporate restructuring and asset-based valuation	1	70%	65%
Outcome 3	Understand takeovers	2	65%	70%
Outcome 4	Analyse legal framework of merger and acquisition	3	70%	60%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)												
	Functional knowledge	Data analysis	Usage of technology enabled business models	Scan environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
Outcome 1	2	2	1	1	1	1	1	1	2	1	2	2	2
Outcome 2	3	2	1	2	1	2	2	1	2	1	3	3	3
Outcome 3	2	3	2	2	2	2	2	2	3	2	2	2	2
Outcome 4	2	3	2	3	2	2	3	2	3	3	2	3	3
Average	2	3	2	2	2	2	2	2	3	2	2	3	2

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Mergers-in the nature of acquisitions and amalgamations, types of merger – motives behind mergers – theories of mergers – operating, financial and managerial synergy of mergers – value creation in horizontal, vertical and conglomerate mergers – internal and external change forces contributing to M&A activities.	7	1	1, 2, 3
Unit 2	Corporate restructuring – different methods of restructuring – joint ventures – sell off and spin off – divestitures – equity carve out – leveraged buy outs(LBO) – management buy outs – master limited partnerships – employee stock ownership plans /stock option plan(ESOP)	7	2	1, 2, 3
Unit 3	Valuation – cost of capital-traditional valuation approaches – discounted cash flow valuation – asset-based valuation- brand valuation-firm valuation-equity valuation- FCFE and FCFF- relative valuation-adjusted present value-(Including problems) Methods of financing mergers – cash offer, share exchange ratio – (Including problems) - mergers as a capital budgeting decision.	8	2	1, 2, 3
Unit 4	Takeovers, types, hostile takeover approaches, Takeover defences –bid resistance strategies-bid defense strategies–pre offer defences-poison pill defense-shark repellents-post offer defences greenmail-white knight-financial defensive measures – Coercive offers and defense – antitakeover amendments – impact of takeover defenses on shareholder value.	4	3	1, 2, 3
Unit 5	Legal and regulatory frame work of M & A – provisions of Companies Act 2013, – SEBI Takeover Code, Provisions of Competition Act. Taxation of Mergers, Acquisitions and Amalgamations: Amalgamation, Demerger – Special provisions for computation of cost of acquisition- Conditions for availing loss and depreciation .	4	4	1, 2, 3
Total Contact Hours		30		
Project Hours		30		

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (15%)		Mid-1 (15%)		CLA-2 (10%)		CLA-3 (10%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Prac	Th	Prac
Level 1	Remember	60%		40%		60%			40%	40%	
	Understand										
Level 2	Apply	40%		40%		40%			40%	40%	
	Analyse										
Level 3	Evaluate			20%					20%	20%	
	Create										
Total		100%		100%		100%				100%	

Recommended Resources

1. SudiSudarsanam, Value Creation From Mergers And Acquisitions, Pearson Education
2. Fred Weston, Kwang S Chung, Susan E Hoag, Mergers, Restructuring and Corporate Control – Pearson Education, RavindharVadapalli , Mergers acquisitions and Business valuation, Excel books
3. Valuation for mergers Buyouts & Restructuring,Arzak, Wiley India (P) Ltd.
4. Merger Acquisitions & Corporate Restructuring,Chandrashekar Krishna Murthy &Vishwanath. S.R, Sage Publication.
5. Weston, Mitchel And Mulherin, Takeovers,Restructuring And Corporate Governance Pearson Education, Shiv Ramu, Corporate Growth Through Mergers And Acquisitions, Response Books
6. P Mohan Rao, Mergers And Acquisitions, Deep And Deep Publications

Other Resources

1. <https://www.sebi.gov.in/>
2. <https://www.rbi.org.in/>

Financial Derivatives

Course Code	MBA F03	Course Category					L	T	P	C
							2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)						
Course Offering Department	Management	Professional / Licensing Standards								

Course Objectives / Course Learning Rationales (CLRs)

1. To get the knowledge of the importance of financial derivatives.
2. To evaluate the features of different derivatives instruments.
3. To advise on the practical usage of derivatives.
4. To enable the implementation of Risk management mechanism

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Define the concepts of derivatives	1	70%	80%
Outcome 2	Illustrate the pros and cons of derivative instruments	1	70%	75%
Outcome 3	Design suitable strategies with derivatives.	4	60%	75%
Outcome 4	Illustrate the results based on given strategies and the price levels of market	4	60%	65%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)												
	Functional knowledge	Data analysis	Usage of technology enabled business models	Scan environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
Outcome 1	2	2	1	1	1	1	1	1	2	1	2	2	2
Outcome 2	3	2	1	2	1	2	2	1	2	1	3	3	3
Outcome 3	2	3	2	2	2	2	2	2	3	2	2	2	2
Outcome 4	2	3	2	3	2	2	3	2	3	3	2	3	3
Average	2	3	2	2	2	2	2	2	3	2	2	3	2

Course Unitization Plan

Unit No.	Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Introduction to Financial Derivatives	5	1,2	1,2
	Introduction to capital Market process	1		
	Basics of Derivatives	1		
	Uses of derivative process	1		
	Factors contributing to growth of derivatives	1		
	Financial Derivatives market in India.	1		
Unit 2	Forwards and Futures	5	1,2	1,2
	Introduction to Forwards, features & settlement process	1		
	Introduction to futures, features and settlement process	1		
	Different futures traded in Indian Market	1		
	Practical problems & Hedge concept using futures	2		
Unit 3	Financial Options	13	2,3,4	1,2
	Introduction to options contract,	2		
	Types of options	3		
	Practical Problems related to options	3		
	Determinants of option pricing, Black & Shole model	2		
	Hedge by using options	3		
Unit 4	Financial Swaps	4	2,3,4	1,2
	Introduction of swaps	2		
	Types of swaps and practical usage	1		
	Practical problems	1		
Unit 5	Risk Management	3	3,4	1,2
	Risk Management techniques used by clearing house	3		
Total Contact Hours		30		
Project Hours		30		

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (10%)		Mid-1 (15%)		CLA-2 (10%)		Mid-2 (15%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Prac	Th	Prac
Level 1	Remember	80%		30%	----	30%		30%	----	20%	
	Understand										
Level 2	Apply	20%		70%	----	70%		70%	---	30%	
	Analyse										
Level 3	Evaluate	---		---	----	---		---	---	50%	
	Create										
Total		100%		100%		100%		100%		100%	

Recommended Resources

1. Financial Derivatives, John C Hull, Pearson Education Ltd.
2. Equity Derivatives, National Institute of Securities Market.

Other Resources

1. www.Nseindia.com

Financial Institutions and Markets

Course Code	MBA F04	Course Category				
			L	T	P	C
			2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)		
Course Offering Department	Management	Professional / Licensing Standards				

Course Objectives / Course Learning Rationales (CLRs)

- To understand the nature and importance of the financial system that contributes to the development of the Indian economy.
- To understand the role and importance of financial regulators in the Indian economy.
- To understand the importance of the banking system and stock markets & allied institutions.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Identify the nature, role and importance of the financial system and financial development that contributes to the development of the Indian economy.	1	70%	65%
Outcome 2	Explain the role and importance of financial sector regulators and regulations in the Indian economy	1	75%	65%
Outcome 3	Summarize banking system and stock markets & allied institutions such as RBI, SEBI, IRDI, and PFRDA and their organisation structure, role, and statutory functions	2	65%	60%
Outcome 4	Judge the securities operations, mutual funds' performance, and Clearing & Settlement process mechanism	2	70%	60%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)												
	Functional knowledge	Data analysis	Usage of technology enabled business models	Scan environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
Outcome 1	2	2	1	1	1	1	1	1	2	1	2	2	2
Outcome 2	3	2	1	2	1	2	2	1	2	1	3	3	3
Outcome 3	2	3	2	2	2	2	2	2	3	2	2	2	2
Outcome 4	2	3	2	3	2	2	3	2	3	3	2	3	3
Average	2	3	2	2	2	2	2	2	3	2	2	3	2

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	The Nature and Role of Financial System: Introduction, Major Functions of the Financial System, Structure of the Financial system, Financial System & economic Development, Meaning & process of Financial Development, Financial development: Some concepts. Indian financial system at present, Trends in Savings and Investment, overall Dev. of Financial institution, and Financial Markets. Financial integration, Financial Inclusion, Consumer credit, Retail investor behaviour in Urban & Rural India.	7	1, 2	1, 2, 3
Unit 2	Financial Sector Reforms & Regulations in India: Need for financial Reforms, Major Reforms after 1991, Impact of Financial Reforms. Single Vs. Many Regulators, Acts related to Financial Regulations in India. Financial Self- Regulations organisations.	7	1, 2	1, 2, 3
Unit 3	RBI, SEBI, IRDA and PFRDA: RBI: Introduction, Organisation & Management, Functions of RBI. Monetary Policy: Policy framework, Operations in India, Challenges. LAF, MSS. SEBI: Constitution and Organization, Objectives & Regulatory approach, Power, scope, and Functions. IRDA: Structure and Statutory functions, Major initiatives by IRDA. PFRDA: Stature and statutory Functions, National Pension Scheme (NPA).	7	3	1, 2, 3
Unit 4	Banking Institutions: Commercial Banks: Introduction, Structure of Banking industry, Theoretical basis of Banking operations, Bank performance measures, Classification of Assets and NPA, Capital base, Capital Adequacy Ratio, Basel I, II, III. Retail banking. Cooperative Banks	5	3	1, 2, 3
Unit 5	Stock Exchanges, Depositories, CC/CH, Mutual funds: Primary Market, Secondary market, Trading instruments, Types of investors, types of trades, Trading and clearing Cycle, types of Margins. Clearing Corp. & Clearing House: Role, Pay-in, Pay-out. Depositories: NSDL & CDSL- Functions & role. Mutual Funds: Introduction, Advantages, Types of schemes, Investments Objectives, AMFI	4	4	1, 2, 3
Total Contact Hours		30		
Project Hours		30		

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (15%)		Mid-1 (15%)		CLA-2 (10%)		CLA-3 (10%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Prac	Th	Prac
Level 1	Remember	60%		40%		60%			40%	40%	
	Understand										
Level 2	Apply	40%		40%		40%			40%	40%	
	Analyse										
Level 3	Evaluate			20%					20%	20%	
	Create										
Total		100%		100%		100%				100%	

Recommended Resources

1. Financial Institutions and Markets by L M Bhole & Jitendra Mahakud, Mc Graw Hill Education.
2. Indian Financial System: Financial Markets, Institutions and Services by Siddarth Sankar Saha. Mc Graw Hill Education
3. Financial Markets Institutions and Services by Bimal Jaiswal, Bhuvana Venkataraman.

Other Resources

1. <https://www.sebi.gov.in/>
2. <https://www.rbi.org.in/>

Bank Management

Course Code	MBA F05	Course Category				
			L	T	P	C
			2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)		
Course Offering Department	Management	Professional / Licensing Standards				

Course Objectives / Course Learning Rationales (CLRs)

1. Equip the learner with various functions associated with banking.
2. Provide an understanding of practise and procedures relating to deposit and credit, documentation, monitoring and control.
3. Provide insight into marketing of banking services and banking technology.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Interpret the functions associated with banking	2	80%	75%
Outcome 2	Articulate the procedures relating to deposit and credit.	3	75%	65%
Outcome 3	Illustrate and relate the performance through monitoring and control	4	70%	60%
Outcome 4	Apply appropriate banking technology and have insight into marketing banking services	4	80%	75%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)												
	Functional knowledge	Data analysis	Usage of technology enabled business models	Scan environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
Outcome 1	3	1	2	3	3	-	2		1	-	2	3	3
Outcome 2	3	3	2	3	3	-	2		2	-	3	3	3
Outcome 3	2	3	3	3	3	-	2		3	-	1	3	3
Outcome 4	3	3	3	3	3	-	2		3	-	1	3	3
Average	3	3	3	3	3		2		2		2	3	3

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Unit Name 1: INTRODUCTION TO BANKING			1
	Concept 1: Fundamental Role and Evolution, Banking Structure	2	1	
	Concept 2: Licensing of Banks in India and Licensing of Branch in India	2	2	
	Concept 3: Foreign Banks, Private Banks -Capital and Voting Rights	2	1	
Unit 2	Unit Name 2: Banking Economy			3
	Concept 1: Cash Reserve Ratio, Statutory Liquidity Ratio Repo Rate, Reverse Repo Rate, Open Market Operation	2	2	
	Concept 2: Security, Capital Account Convertibility	2	2	
	Concept 3: Kinds of Deposits, Joint Accounts, Nomination, Deposit Closures and Deposit Insurance	2	2	
Unit 3	Unit Name 3: Banking Services			
	Concept 1: Fund based services, non-fund Services	2	3	2
	Concept 2: Money Remittance Service, Banking Channels	2	3	
	Concept 3: Bank Customer Relationship, Role of Banks, Bankers obligation of Secrecy	1	3	
Unit 4	Unit Name 4: Security Creation and NPA			
	Concept1: Pledge, Hypothecation, Mortgage and Different types of Mortgages.	2	4	2
	Concept 2: Non-Performing Assets- Meaning and Categories, NPA Provisioning norms, Securitisation	2	4	
	Concept 3: Asset Re Construction, Enforcement of Security Interest, Central Registry, Resolution of Disputes – Debt Recovery Tribunal, Appellate Tribunal	2	4	
Unit 5	Unit Name 5: Regulatory Framework			
	Concept 1: Anti Money Laundering and Know your customer	2	3,4	1
	Concept 2: Customer Risk Categorisation (CRC), Customer Identity and Due Diligence	2	3,4	
	Concept3: Banking Ombudsman Scheme2006, Negotiable Instruments	2	3,4	
Total Hours		30		
Project Hours		30		

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (15%)		Mid-1 (15%)		CLA-2 (10%)		CLA-3 (10%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Prac	Th	Prac
Level 1	Remember	60%		40%		60%			40%	40%	
	Understand										
Level 2	Apply	40%		60%		40%			60%	60%	
	Analyse										
Level 3	Evaluate										
	Create										
Total		100%		100%		100%			100%	100%	

Recommended Resources

1. K.P.M Sundaram, Money, Banking and International Trade- Sultan Chand & Sons-New Delhi
2. Padmalatha & Justin Paul, Management of Banking and Financial Services, Pearson
3. Clifford Gomez, Banking and Finance Theory and Practice PHI Learning Pvt.Ltd

Other Resources

1. <https://occ.treas.gov/topics/supervision-and-examination/bank-management/index-bank-management.html>

Corporate Taxation

Course Code	MBA F06	Course Category				
			L	T	P	C
			2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)		
Course Offering Department	Management	Professional / Licensing Standards				

Course Objectives / Course Learning Rationales (CLRs)

1. To understand tax liability
2. To evaluate total income and tax liability
3. To understand tax planning
4. To examine special tax provisions and tax issue relating to amalgamation

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Understand tax liability	1	75%	65%
Outcome 2	Evaluate total income and tax liability	2	70%	65%
Outcome 3	Evaluate total income and tax liability	3	65%	60%
Outcome 4	Examine special tax provisions and tax issue relating to amalgamation	4	70%	60%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)												
	Functional knowledge	Data analysis	Usage of technology enabled business models	Scan environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
Outcome 1	3	2	1	3	1	1	1	1	2	3	2	2	2
Outcome 2	3	2	1	3	1	2	2	1	2	3	3	3	3
Outcome 3	3	3	2	3	2	2	2	2	3	3	2	2	2
Outcome 4	3	3	2	3	2	2	3	2	3	3	2	3	3
Average	3	3	2	3	2	2	2	2	3	3	2	3	2

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Provisions of Residence for Companies and its Tax liability, Income exempt from Income Tax for Companies. 1.2 House Property, Profits and gains for Business/Profession, Capital gains and Income from other Sources with special reference to companies. 1.3 a) Deductions to be made in computing total Income of the company and b) Set off and carry forward losses.	7	1	1, 2, 3
Unit 2	2.1 Problems on computation of total income of companies and tax liability. (Problem Only)	6	2	1, 2, 3
Unit 3	Tax Planning: 3.1 Tax Planning for New Business: Tax Planning with reference to location, nature and form of organization of new business. 3.2 Tax Planning and Financial Management Decisions: Tax Planning relating to capital structure decision, dividend policy, inter-corporate dividends and bonus shares. 3.3 Tax Planning and Managerial Decisions: Tax Planning in respect of own or lease, sale of assets used for scientific research, make or buy decisions, Repair, replace, renewal or renovation and shut down or continue decisions. (Theory & Problem)	8	3	1, 2, 3
Unit 4	4.1 Special Tax Provisions: Tax Provisions relating to free trade zones, infrastructure sector and areas, Tax incentives for exporters. 4.2 Introduction to Tax Management: Concept of Tax Planning, Tax avoidance and Tax evasions, Corporate Taxation and dividend tax. (Theory & Problem)	4	4 & 5	1, 2, 3
Unit 5	5.1 Tax Issues Relating to Amalgamation: Tax Planning with reference to amalgamation of Companies. 5.2 Tax payment: Tax deductions and collection at source, Advance Payment of Tax. (Theory & Problem)	5	4 & 5	1, 2, 3
Total Contact Hours		30		
Project Hours		30		

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (15%)		Mid-1 (15%)		CLA-2 (10%)		CLA-3 (10%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Prac	Th	Prac
Level 1	Remember	60%		40%		60%			40%	40%	
	Understand										
Level 2	Apply	40%		40%		40%			40%	40%	
	Analyse										
Level 3	Evaluate			20%					20%	20%	
	Create										
Total		100%		100%		100%				100%	

Recommended Resources

1. Ahuja G.K. and Ravi Gupta: Systematic Approach to Income Tax and Central Sales Tax, Bharat Law House, New Delhi.
2. Circulars issued by C.B.D.T.
3. Income Tax Act. 1961.
4. Income Tax Rules, 1962.
5. Lakhotia, R.N.: Corporate Tax Planning, Vision Publications, Delhi
6. Singhanian, V.K. : Direct Taxes : Law and Practice, Taxman's Publication, Delhi.

Other Resources

1. <https://www.sebi.gov.in/>
2. <https://www.rbi.org.in/>

International Finance

Course Code	MBA F07	Course Category					L	T	P	C
							2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)						
Course Offering Department	Management	Professional / Licensing Standards								

Course Objectives / Course Learning Rationales (CLRs)

1. To understand international financial market
2. To understand international banks and International Monetary Fund
3. To evaluate international financial instruments
4. To analyse Foreign Direct Investment and Foreign Institutional Investment

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Understand international financial market	1	65%	70%
Outcome 2	Understand international banks and International Monetary Fund	2	75%	65%
Outcome 3	Evaluate international financial instruments	2	60%	65%
Outcome 4	Analyse Foreign Direct Investment and Foreign Institutional Investment	3	70%	60%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)												
	Functional knowledge	Data analysis	Usage of technology enabled business models	Scan environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
Outcome 1	2	2	2	1	1	1	2	1	2	1	2	2	2
Outcome 2	3	2	2	2	1	2	2	1	2	1	3	3	3
Outcome 3	2	3	3	2	2	2	3	2	3	2	2	2	2
Outcome 4	2	3	3	3	2	2	3	2	3	3	2	3	3
Average	2	3	3	2	2	2	3	2	3	2	2	3	2

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	International Financial Environment: Overview, Nature and Scope of International Finance Evolution of international financial system–gold standard, Breton woods standard, floating exchange rate; International Finance Management VS Domestic Financial Management.	8	1	1 & 2
Unit 2	Eurocurrency market, international bond market, international equity market, international money market.	6	1	1 & 2
Unit 3	IMF, Bank for International Settlements; international banking-euro bank, types of banking offices-correspondent bank, representative office, foreign branch, subsidiary bank, offshore bank.	8	2	1 & 2
Unit 4	Introduction to International Financial Instruments Types of International Financial -Euro CP, Eurobonds, foreign bonds, global bonds, euro equity, ADR, GDRs.	4	3	1 & 2
Unit 5	Foreign investment decision-Foreign direct investment (FDI)–motives, FDI theories-theory of comparative advantage, OLI paradigm of FDI in India. FII's Definition, role of FII's, Different Between FDI & FII.	4	4	1 & 2
Total Contact Hours		30		
Project Hours		30		

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (15%)		Mid-1 (15%)		CLA-2 (10%)		CLA-3 (10%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Prac	Th	Prac
Level 1	Remember	60%		40%		60%			40%	40%	
	Understand										
Level 2	Apply	40%		40%		40%			40%	40%	
	Analyse										
Level 3	Evaluate			20%					20%	20%	
	Create										
Total		100%		100%		100%				100%	

Recommended Resources

1. O P Agarwal International Financial Management, 3rd Edition 2014 HPH
2. Gupta Shashi K., Rangi Praneet International Finance 2nd Edition 2017, Kalyani Publishers

Other Resources

1. <https://www.sebi.gov.in/>
2. <https://www.rbi.org.in/>

Private Equity and Venture Capital

Course Code	MBA F08	Course Category				
			L	T	P	C
			2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)		
Course Offering Department	Management	Professional / Licensing Standards				

Course Objectives / Course Learning Rationales (CLRs)

1. To understand various sources of finance for business
2. To understand investment criteria for PE
3. To evaluate the business and finance model
4. To examine project-based funding transactions and sources of proposals

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Understand various sources of finance for business	1	60%	65%
Outcome 2	Understand investment criteria for PE	2	70%	75%
Outcome 3	Evaluate the business and finance model	3	65%	60%
Outcome 4	Examine project-based funding transactions and sources of proposals	4	70%	60%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)												
	Functional knowledge	Data analysis	Usage of technology enabled business models	Scan environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
Outcome 1	2	2	1	1	2	2	1	1	2	1	2	2	2
Outcome 2	3	2	1	2	2	2	2	1	2	1	3	3	3
Outcome 3	2	3	2	2	3	3	2	2	3	2	2	2	2
Outcome 4	2	3	2	3	3	3	3	2	3	3	2	3	3
Average	2	3	2	2	3	3	2	2	3	2	2	3	2

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Evolution of Finance for Business, VC Funds and PE Funds, Fund Structure, Leveraging in Funds, Forms of Investment by Funds, J Curve, Measuring the Performance of Investments and PE Fund.	7	1	1, 2, 3
Unit 2	PE Investment Criteria, Role of Facilitators, Resource Mobilization, Valuation & Dilution.	7	2	1, 2, 3
Unit 3	Business Model, Business Plan, Financial Model, Background, Assumptions, Cost of Project & Means of Financing, Projected Profit & Loss Account, Projected Balance Sheet, Projected Funds Flow, Project IRR, Equity IRR, Loan Servicing Capability, Valuation, Sensitivity Analysis, Building Scenarios.	7	3	1, 2, 3
Unit 4	LBO, MBO, Project-based Funding Transactions, Distressed Assets Funding Transactions.	5	4 & 5	1, 2, 3
Unit 5	Sourcing of Proposals, Initial contact / Flier, Non-Disclosure Agreement (NDA), Information Memorandum, Management Presentation, Initial Due Diligence, Preliminary Investment Note, Non-binding Letter of Intent, Final Due Diligence, Final Investment Memorandum, Signing the Term Sheet, Closure of the Deal.	4	4 & 5	1, 2, 3
Total Contact Hours		30		
Project Hours		30		

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (15%)		Mid-1 (15%)		CLA-2 (10%)		CLA-3 (10%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Prac	Th	Prac
Level 1	Remember	60%		40%		60%			40%	40%	
	Understand										
Level 2	Apply	40%		40%		40%			40%	40%	
	Analyse										
Level 3	Evaluate			20%					20%	20%	
	Create										
Total		100%		100%		100%				100%	

Recommended Resources

1. Jia Makhija, Venture Capital and Private Equity, Vipul Publications
2. Venture Capital & the Finance of Innovation, 2nd Edition, by Metrick Andrew and Ayako Yasuda (VCFI).
3. Venture Deals, 4th Edition, by Brad Feld and Jason Mendelson (VD).

Other Resources

1. <https://www.sebi.gov.in/>
2. <https://www.rbi.org.in/>

Security Analysis and Portfolio Management

Course Code	MBA F09	Course Category				
			L	T	P	C
			2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)		
Course Offering Department	Management	Professional / Licensing Standards				

Course Objectives / Course Learning Rationales (CLRs)

1. To provide a comprehensive understanding of different Securities
2. To learn about capital markets, primary and secondary offerings
3. To emphasize both theoretical and analytical aspects of investment decisions
4. To understand about Mutual fund investments

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Define Investment decisions by risk profiling	1	75%	60%
Outcome 2	Define Navigate stock exchanges and analyze IPOs,	1	70%	65%
Outcome 3	Illustrate risk in individual securities	4	80%	60%
Outcome 4	Illustrate portfolio risk and mutual fund analysis	4	60%	50%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)												
	Functional knowledge	Data analysis	Usage of technology enabled business models	Scan environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
Outcome 1	3		1	2							1	3	1
Outcome 2	3	2		2	1			2	3	2		3	2
Outcome 3	3	2	1	2	1				2	2		3	2
Outcome 4	3	2	2	2					2			3	2
Average	3	2	1	2	1			2	2			3	2

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	INVESTMENT			
	Investment Process	2	1	1
	Investment and Speculation	2	1	1
	Time value of Money	2	1	1
Unit 2	Risk and Return			
	Risk Return Trade off	2	2	1
	Return analysis	2	2	1
	Types of Risk	2	2	1
Unit 3	Fundamental & Technical Analysis			
	Fundamental analysis	1	3	2
	Technical Analysis	2	3	2
	Volume and trends	2	3	2
Unit 4	Portfolio Management			
	Portfolio Risk and Return analysis	3	3	2
	Asset allocation	2	3	2
	Portfolio management services	3	3	2
Unit 5	Portfolio Evaluation			
	Optimal portfolio	1	4	3
	Mutual Funds	2	4	3
	Measure of Mutual Fund Performance	2	4	3
Total Contact Hours		30		
Project Hours		30		

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (15%)		Mid-1 (15%)		CLA-2 (10%)		CLA-3 (10%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Prac	Th	Prac
Level 1	Remember	60%		40%		60%			40%	40%	
	Understand										
Level 2	Apply	40%		40%		40%			40%	40%	
	Analyse										
Level 3	Evaluate			20%					20%	20%	
	Create										
Total		100%		100%		100%				100%	

Recommended Resources

1. Zvi Bodie, Alex Kane, Alan Marcus and Pitabas Mohanty, Investments, McGraw Hill.
2. Prasanna Chandra, Investment analysis and portfolio management, Tata McGraw Hill.
3. Reilly and Brown, Investment Analysis and Portfolio Management, Cengage Learning.

Other Resources

1. <https://www.bseindia.com/>
2. <https://www.nseindia.com/>

Advanced Financial Management

Course Code	MBA F10	Course Category					L	T	P	C
							2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)						
Course Offering Department	Management	Professional / Licensing Standards								

Course Objectives / Course Learning Rationales (CLRs)

1. To enable the students to evaluate the project proposals by applying the capital budgeting techniques.
2. To analyze the working capital requirements of the company and the sources of working capital.
3. To equip the students to analyze the cash, receivables, and inventory management requirements of the company.
4. To enable the students to evaluate the company's capital structure and dividend decisions

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Define the project proposals by applying the capital budgeting techniques.	1	80%	75%
Outcome 2	Define the working capital requirements of a given firm.	1	50%	60%
Outcome 3	Illustrate the role of financing decisions, cash, receivables, and inventory management policy of the firm	4	70%	65%
Outcome 4	Articulate the theories related to dividend policies of the firms.	4	60%	75%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)												
	Functional knowledge	Data analysis	Usage of technology enabled business models	Scan environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
Outcome 1	3		1	2							1	3	1
Outcome 2	3	2		2	1			2	3	2		3	2
Outcome 3	3	2	1	2	1				2	2		3	2
Outcome 4	3	2	2	2					2			3	2
Average	3	2	1	2	1			2	2			3	2

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Capital budgeting Decisions under Risk and Uncertainty: Techniques of Investment Decision – Risk Adjusted Discount Rate, Certainty Equivalent Factor	3	1	1, 2, 3
	Statistical Method, Sensitivity Analysis and Simulation Method – Corporate Strategy and High Technology Investments.	3	1	1, 2, 3, 4
Unit 2	Working capital management: Determination of level of current assets. Bank finance for working capital.	3	2	1, 2, 3, 4
	Working capital financing: short term financing of working capital, long term financing of working capital.	2	2	1, 2, 3
Unit 3	Cash Management: Forecasting cash flows – Cash budgets, long-term cash forecasting, monitoring collections and receivables	3	3	3, 4
	Optimal cash balances – Baumol model, Miller-Orr model, Strategies for managing surplus fund.	3	3	3, 4
Unit 4	Receivables Management and Inventory Management Credit policy, marginal analysis, Credit evaluation, Problems on credit granting decision.	2	3	3, 4
	Inventory control levels: ordering, reordering, EOQ model, monitoring and control of inventories, ABC Analysis.	3	3	3, 4
Unit 5	Dividend policy: Theories of dividend policy, relevance dividend decision. Walter's & Gordon's model, Modigliani & Miller approach.	3	4	3, 4
	Dividend policies, bonus shares and stock split, taxation related to dividend.	3	4	3, 4
Total Contact Hours		30		
Project Hours		30		

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (15%)		Mid-1 (15%)		CLA-2 (10%)		CLA-3 (10%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Prac	Th	Prac
Level 1	Remember	60%		40%		60%			40%	40%	
	Understand										
Level 2	Apply	40%		60%		40%			60%	60%	
	Analyse										
Level 3	Evaluate										
	Create										
Total		100%		100%		100%			100%	100%	

Recommended Resources

1. Khan and Jain, Financial Management: Text, Problems and Cases.
2. Prasanna Chandra, Financial Management, Tata McGraw Hill, Delhi.
3. IM Pandey, Financial Management, Vikas Publishing, New Delhi.
4. Stephen Ross, Modern Financial Management

Other Resources

1. <https://www.rbi.org.in/>
2. <https://www.icaai.org/>

Behavioral Finance

Course Code	MBA F11	Course Category				
			L	T	P	C
			2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)		
Course Offering Department	Management	Professional / Licensing Standards				

Course Objectives / Course Learning Rationales (CLRs)

- To examine how the insights of behavioural finance theories shed light on the behaviour individual investors and finance professionals in investment decision making and corporate financial decision making.
- To explore the possibility to improve investment and corporate performance by recognising the cognitive biases and applying appropriate ‘de biasing’ techniques in investment.
To make the students be familiarised with the latest developments and issues in behavioural finance and understand their implications for stock pricing, financial analysis and corporate financial decision making.
- To develop the links between behavioural finance theory and professional practice

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Compare differences between a behavioural finance perspective and a traditional finance perspective	2	60%	50%
Outcome 2	Articulate the cognitive biases and errors of judgment that affect financial decisions	3	70%	65%
Outcome 3	Devise behavioural influences involving individuals' investment decisions and describe how behavioral biases of managers affect the decision-making process in a corporation.	4	80%	75%
Outcome 4	Analyse behavioural influences involving corporate financial decisions	4	70%	80%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)												
	Functional knowledge	Data analysis	Usage of technology enabled business models	Scan environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
Outcome 1	3	1	2	3	3	-	2		1	-	2	3	3
Outcome 2	3	3	2	3	3	-	2		2	-	3	3	3
Outcome 3	2	3	3	3	3	-	2		3	-	1	3	3
Outcome 4	3	3	3	3	3	-	2		3	-	1	3	3
Average	3	3	3	3	3		2		2		2	3	3

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Introduction to Behavioral Finance: Nature and scope, Decision under Uncertainty, Cognitive information perception, biases, Representativeness, Anchoring	3	1	1, 2, 3
	The Efficient Markets Hypothesis, Market Predictability, limits of Arbitrage Model, Asset management and behavioral factors, return statistics and sources of systematic underperformance, the case for psychological influence in fundamental and technical analysis.	3	1	1, 2, 3, 4
Unit 2	Decisions and Behavioural Theories: Nash Equilibrium: Keynesian Beauty Context and The Prisoner's Dilemma, The Monthly Hall Paradox, The St. Petersburg Paradox, The Allais Paradox, The Ellsberg Paradox	3	2,3	1, 2, 3, 4
	Prospects theory, behavioral portfolio theory brief history on rational thought, Expected Utility theory, expected utility as a basis for decision-making, theories based on expected utility concept, investor rationality and market efficiency.	3	2,3	1, 2, 3
Unit 3	Decision Making Biases: Information screening bias, Heuristics, and behavioral biases of investors.	4	2,4	3, 4
	Bayesian decision making, cognitive biases, forecasting biases, emotion and neuroscience, group behaviour, investing styles and behavioral finance.	4	4	3, 4
Unit 4	Emotions and Decision Making: Experimental measurement of risk-related - Measuring Risk - Emotional mechanisms in modulating risk-taking attitude - Neurophysiology of risk taking. Personality traits and risk attitudes in different domains.	5	3,4	3, 4
Unit 5	Managerial Decisions: Supply of securities and firm investment characteristics (market timing, catering) by rational firms, Associated institutions, Relative horizons and incentives, Biased managers	5	4	3, 4
Total Contact Hours		30		
Project Hours		30		

Learning Assessment

Bloom’s Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (15%)		Mid-1 (15%)		CLA-2 (10%)		CLA-3 (10%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Prac	Th	Prac
Level 1	Remember	60%		40%		60%			40%	40%	
	Understand										
Level 2	Apply	40%		60%		40%			60%	60%	
	Analyse										
Level 3	Evaluate										
	Create										
Total		100%		100%		100%			100%	100%	

Recommended Resources

1. Recommended Resources
1. Michael M. Pompian, Behavioral Finance and Wealth Management, Wiley
2. Edwin Burton, Behavioral Finance: Understanding the Social, Cognitive, and Economic Debates, Wiley
3. Behavioral Finance: Psychology, Decision-Making, and Markets, by Ackert and Deaves

Other Resources

1. <https://www.coursera.org/learn/duke-behavioral-finance>

Computational Finance

Course Code	MBA F12	Course Category				
			L	T	P	C
			2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)		
Course Offering Department	Management	Professional / Licensing Standards				

Course Objectives / Course Learning Rationales (CLRs)

1. To understand econometric and econometric data
2. To analyse through SLR model and hypothesis testing
3. To understand regression analysis
4. To examine the heteroscedasticity and multicollinearity

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Understand econometric and econometric data	1	70%	65%
Outcome 2	Analyse through SLR model and hypothesis testing	1	75%	65%
Outcome 3	Understand regression analysis	2	65%	60%
Outcome 4	Examine the heteroscedasticity and multicollinearity	2	70%	60%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)												
	Functional knowledge	Data analysis	Usage of technology enabled business models	Scan environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
Outcome 1	2	2	1	1	1	1	1	1	2	1	2	2	2
Outcome 2	3	2	1	2	1	2	2	1	2	1	3	3	3
Outcome 3	2	3	2	2	2	2	2	2	3	2	2	2	2
Outcome 4	2	3	2	3	2	2	3	2	3	3	2	3	3
Average	2	3	2	2	2	2	2	2	3	2	2	3	2

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Nature of Econometrics and Economic Data Introduction to Econometrics, steps in Empirical Econometric Analysis, Structure of Economic Data: Cross-section data, Time-series data, Pooled Cross Sections and Panel or Longitudinal data. Causality and the Notion of Ceteris Paribus in Econometric Analysis.	7	1	1, 2, 3
Unit 2	Simple Linear Regression Models Two variable case, Regression Vs Correlation, Linearity Vs Non-collinearity, Stochastic specification: The significance of error term, Estimation: The principal of ordinary least squares; Assumptions under CLRM, BLUE properties of estimators; The Gauss Markov Theorem, Goodness of fit- R-squared; Tests of Hypotheses; Scaling and Units of measurement; Confidence Intervals; Forecasting. K variable linear regression model: estimation of parameters; Qualitative Independent variables-dummy variable trap.	7	2	1, 2, 3
Unit 3	Multiple Regression Analysis and Diagnostics Tests. Multiple Regression Model, Analysis, Derivation of the parameters, Assumptions. Geometric Interpretation, Frisch-Waugh –Lovell Theorem, Derivation of Residual Variance, Inference.	7	3	1, 2, 3
Unit 4	Violations of Classical Assumptions: Consequences, Detection and Remedy Heteroscedasticity: problem and Consequences; Tests, Detection and Alternative methods of estimation. Autocorrelation: Sources, Consequences, Tests of autocorrelation, Remedial measures.	5	4 & 5	1, 2, 3
Unit 5	Multicollinearity Nature of the Problem; Sources, Perfect multicollinearity vs Imperfect multicollinearity, Its consequences; Detection and Remedies of multicollinearity.	4	4 & 5	1, 2, 3
Total Contact Hours		30		
Project Hours		30		

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (15%)		Mid-1 (15%)		CLA-2 (10%)		CLA-3 (10%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Prac	Th	Prac
Level 1	Remember	60%		40%		60%			40%	40%	
	Understand										
Level 2	Apply	40%		40%		40%			40%	40%	
	Analyse										
Level 3	Evaluate			20%					20%	20%	
	Create										
Total		100%		100%		100%				100%	

Recommended Resources

1. Jeffrey M. Wooldridge, "Introductory Econometrics," South-Western Cengage, 4th edition, 2012.
2. William H. Greene, "Econometric Analysis," Pearson, 7th edition, 2018.
3. R. U. Seydel, Tools for Computational Finance, 5th Ed., Springer, 2012.
4. P. Glasserman, Monte Carlo Methods in Financial Engineering, Springer, 2004.

Other Resources

1. <https://www.sebi.gov.in/s>
2. <https://www.rbi.org.in/>

Finance Analytics

Course Code	MBA F13	Course Category				
			L	T	P	C
			2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)		
Course Offering Department	Management	Professional / Licensing Standards				

Course Objectives / Course Learning Rationales (CLRs)

1. Understand the building blocks of credit models used in practice.
2. Provide learners with methods, processes and systems used to measure, validate and limit credit exposures.
3. Build models to predict credit risk and default under different scenarios.
4. Build credit risk models using statistical software R

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Identify informed decisions on credit modelling	1	70%	60%
Outcome 2	Identify credit risks and build models for credit scoring	2	70%	65%
Outcome 3	Interpret probability of default using financial models	2	75%	70%
Outcome 4	Use credit models for different scenarios for decision making	3	75%	70%
Outcome 5	Use sophisticated packages in R for analytical finance	4	75%	70%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)												
	Functional knowledge	Data analysis	Usage of technology enabled business models	Scan environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
Outcome 1	3		2	2							3	3	2
Outcome 2	3	3		2			1	2	3	2	1	3	1
Outcome 3	3	3	2	2			1	2	3	2	2	2	3
Outcome 4	3	3	2	2			1	2	3	2	1	1	3
Outcome 5	3	3	2	2			1	2	3	2	2	2	3
Average	3	3	2	2			1	2	3	2	3	3	2

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Introduction to risk analytics	6		
	General credit risk understanding - What is credit risk - Function of regulators - The credit life cycle of personal loan and credit card - Portfolio understanding - Understanding how CC works as an instrument of credit	2	1	1,2
	Sourcing and targeting criteria - General understanding of revenue, profitability and risk metrics. Introduction to credit bureaus – Credit behaviour vs Credit score – Stages of credit life cycle and risk associated at each cycle	2	1	1,2
	Types of frauds and their place on P&L of a bank - Analytics teams and their functions in entire cycle - Credit metrics - Credit var for non-tradable loans - Credit ratings and rating transition matrices	2	1	1,2
Unit 2	Credit scoring	6		
	Data pre-processing for credit risk modelling - Credit scoring - Basic concepts - Judgmental versus statistical scoring	2	2	2,3
	Advantages of statistical credit scoring - Techniques to build scorecards - Credit scoring for retail exposures	2	2	2,3
	Credit scoring for non-retail exposures - Evaluating scorecard performance - Business applications of credit scoring	2	2	2,3
Unit 3	Modelling for credit risk I	6		
	Logit model for loan default analysis	2	3, 5	2,4
	Decision tree for loan default analysis	2	3, 5	2,4
	Altman Z score - Credit scoring models - Behavioral scoring models	2	3	2,4
Unit 4	Modelling for credit risk II	6		
	Probabilities of Default (PD): Discrete-time hazard models - Introduction discrete-time hazard models - Fitting and forecasting - Formation of rating classes	2	4, 5	2,4
	Probabilities of Default: Continuous-time hazard models - Low default portfolios - Developing predictive models for skewed data sets - Mapping to an external rating agency	2	4	2,4
	Confidence level-based approach - Other methods LGD and EAD for Low default portfolios - Loss Given Default (LGD) and Recovery rates - Exposure at Default (EAD)	2	4, 5	2,4
Unit 5	Modelling for credit risk III	6		
	Bayesian approach to credit risk modelling	2	4	2,4
	Survival analysis - Correlation estimation with Bayesian Statistics	2	4	2,4
	Credit derivatives: Credit default swap, Securitization	2	4	2,4
Total Contact Hours			30	
Project Hours			30	

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (15%)		Mid-1 (15%)		CLA-2 (10%)		CLA-3 (10%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Prac	Th	Prac
Level 1	Remember	60%		40%		60%			40%	40%	
	Understand										
Level 2	Apply	40%		60%		40%			60%	60%	
	Analyse										
Level 3	Evaluate										
	Create										
Total		100%		100%		100%			100%	100%	

Recommended Resources

1. Credit Risk Analytics (Wiley and SAS Business Series), Bart Baesens, Daniel Roesch, Harald Schedule, Wiley.
2. Financial markets and Institutions: An Introduction to the risk management approach, Saunders, Anthony and Cornett, Marcia Millon, 3rd Edition, McGraw-Hill, New York.
3. Financial Risk Manager Handbook, Philippe Jorion, 2nd Edition, Wiley, John Wiley & Sons, Inc.
4. Risk & Credit Analytics, Aleksandar Mratinkovic & Team of Editors.
5. <https://www.icaai.org/>

Financial Risk Management

Course Code	MBA F14	Course Category					L	T	P	C
							2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)						
Course Offering Department	Management	Professional / Licensing Standards								

Course Objectives / Course Learning Rationales (CLRs)

1. To Identify different types of risks, such as financial, operational, strategic, and compliance risks.
2. To utilize risk assessment tools and methods to evaluate the impact and likelihood of identified risks.
3. To evaluate the effectiveness of existing risk management processes.
4. To critically assess the risk management strategies and policies in place

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Explain the fundamental principles of risk management.	1	60%	75%
Outcome 2	Describe the importance of risk tolerance and risk appetite in organizational decision-making.	1	70%	75%
Outcome 3	use risk management techniques to real-world case studies.	3	60%	70%
Outcome 4	Illustrate the effectiveness of different risk management strategies in minimizing potential threats.	4	50%	60%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)												
	Functional knowledge	Data analysis	Usage of technology enabled business models	Scan environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
Outcome 1	3	1	2	1	2	1			2	2	2	2	2
Outcome 2	2	2	2	2	3	3	2	1	2	3	2	3	2
Outcome 3	3	2	2	3	2	2	3	2	3	2	3	2	3
Outcome 4	2	3	3	3	2	2	3	2	3	3	3	3	3
Average	3	2	2	3	2	2	3	2	3	2	3	3	2

Course Unitization Plan

Unit No.	Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Risk Management Anatomy:	6	1	1,2
	Definition, Evolution of Risk,	2		
	Risk vs. Uncertainty, Risk perception	1		
	Types of Risk	1		
	Risk and consequences, Cause- event-effect analysis	1		
	New and emerging Risks.	1		
Unit 2	Purpose and process of Risk management	7	1,2	1,2
	Introduction to Risk management- its Benefits	2		
	Risks from stakeholders	2		
	Risk Management process, Enterprise risk management (ERM)	2		
	Governance, Risk and compliance (GRC)	1		
Unit 3	Tools and techniques: Risk Identification, Assessment	7	2,3	1,2
	Need and Sources of internal Risk information	2		
	Sources of external Risk information	2		
	Methods of Risk identification-1	2		
	Methods of Risk identification-2	1		
Unit 4	Risk Financing, Retention and Transfer	7	2,3,4	1,2
	Cost of Risk incident & Risk Financing options	2		
	Insurance as Risk Transfer mechanism	2		
	Risk retention, Self-insurance Prog.	2		
	Alternative Risk Transfer, Risk Financing plan	1		
Unit 5	Risk Management Standards & case Studies	3	3,4	1,2
	Case studies: Subprime Lending Crisis in USA, Daiwa Bank Collapse, Herstatt Bank collapse	2		
	National Spot Exchange Ltd. Collapse in 2013, ICICI – Videocon scam (Quid-pro-que), Global Trust Bank Collapse.	1		
Total Contact Hours		30		
Project Hours		30		

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (15%)		Mid-1 (15%)		CLA-2 (10%)		CLA-3 (10%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Prac	Th	Prac
Level 1	Remember	60%		40%		60%			40%	40%	
	Understand										
Level 2	Apply	40%		60%		40%			60%	60%	
	Analyse										
Level 3	Evaluate										
	Create										
Total		100%		100%		100%			100%	100%	

Recommended Resources

1. Fundamentals of risk Management, IRM, London.
2. Risk Management by IIBF, Macmillan publication

Other Resources

1. <https://www.icai.org/>
2. <https://www.rbi.org.in/>
3. <https://www.sebi.gov.in/>

Emerging Trends in Finance

Course Code	MBA F15	Course Category				
			L	T	P	C
			2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)		
Course Offering Department	Management	Professional / Licensing Standards				

Course Objectives / Course Learning Rationales (CLRs)

1. To acquaint the students with the recent developments in the field of finance.
2. To enable the students to explore the recent technology in finance.
3. To make the students to equip with the new frontiers in the financial markets.
4. To communicate the students with importance of ethical trade practices in the financial markets.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Identify the recent developments in the field of finance	1	80%	75%
Outcome 2	Identify the recent technology developments in finance	1	70%	65%
Outcome 3	Equip with the new frontiers in the financial markets.	2	65%	75%
Outcome 4	Articulate final project reports for given projects	3	90%	80%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)												
	Functional knowledge	Data analysis	Usage of technology enabled business models	Scan environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
Outcome 1	3									1	3	1	3
Outcome 2	3									2	3	2	3
Outcome 3	3	3	3	3				3	3	3	3	3	3
Outcome 4	3	3	3	3				3	3	3	3	3	3
Average	3	3	3	3				3	3	2	3	2	3

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Sustainable Finance: Importance of ESG, CSR, Green Finance, and their reporting	8	1	4,5
Unit 2	FinTech: Innovations, disruptions, and trend of FinTech, Product and services of FinTech, and Supply Chain finance, crowd funding, credit analysis and lending	8	1, 2	1, 2, 3
Unit 3	Technology in Finance: Algo Trading, Block Chain, Crypto currency, Smart contracts, Digital Banking, big data, AI/ML in Finance	8	1,2	1, 2, 3
Unit 4	New Frontiers: Robo advisors, Insur Tech, RegTech	3	1,2,3	1, 2, 3
Unit 5	Project on Emerging trends in Finance: Presentation and submission	3	2,3	
Total Contact Hours		30		
Project Hours		30		

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (15%)		Mid-1 (15%)		CLA-2 (10%)		CLA-3 (10%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Prac	Th	Prac
Level 1	Remember	60%		40%		60%			40%	40%	
	Understand										
Level 2	Apply	40%		60%		40%			60%	60%	
	Analyse										
Level 3	Evaluate										
	Create										
Total		100%		100%		100%			100%	100%	

Recommended Resources

1. The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries – Susanne Christi/Janos Barberis (Wiley)
2. From Robo-Advisors to Goal Based Investing and Gamification - Paolo Sironi (Wiley)
3. Marcos M. López de Prado, Machine Learning for Asset Managers
4. Molly Scott Cato, Sustainable Finance: Using the Power of Money to Change the World
5. Simon Thompson, Green and Sustainable Finance: Principles and Practice

Other Resources

1. <https://www.icai.org/>
2. <https://www.rbi.org.in/>
3. <https://www.sebi.gov.in/>

Financial Planning and Wealth Management

Course Code	MBA F16	Course Category			L	T	P	C
					2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)				
Course Offering Department	Management	Professional / Licensing Standards						

Course Objectives / Course Learning Rationales (CLRs)

1. To get the knowledge of importance of Wealth Management.
2. To evaluate the features of different wealth management instruments.
3. To advise the client the plan for wealth Management.
4. To enable the student to monitor implementation of plans

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Summarize the basic concepts of wealth management	2	60%	75%
Outcome 2	Interpret the pro and con of various wealth management instruments.	2	70%	75%
Outcome 3	Discover suitable strategy/plans.	3	60%	70%
Outcome 4	Reframe the implementation of strategies	5	50%	60%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)												
	Functional knowledge	Data analysis	Usage of technology enabled business models	Scan environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
Outcome 1	3	1	1	2	1	1	1	1	1	1	1	1	1
Outcome 2	3	2	1	2	2	2	2	1	2	1	2	1	1
Outcome 3	3	2	2	1	2	2	3	2	3	2	2	2	2
Outcome 4	2	2	1	1	3	2	3	2	3	3	2	2	2
Average	3	2	1	2	2	2	2	2	3	2	2	2	2

Course Unitization Plan

Unit No.	Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Basics of Fin. Planning & Wealth management	6	1	1,2
	Introduction of Wealth Management	1		
	Uses of Financial planning.	2		
	Life cycle	1		
	Wealth management cycle.	1		
	Role of Financial planner	1		
Unit 2	Client Goals & constraints, Client education:	7	1,2	1,2
	Client Profiling	2		
	Goal setting & Prioritization	2		
	Sources of Risk	2		
	Market Timing Fallacy	1		
Unit 3	Asset Classes:	7	2,3	1,2
	Equity asset Class	2		
	Debt Asset Class	2		
	Gold as asset	2		
	Real assets as asset Class	1		
Unit 4	Role of insurance in WM and taxation	7	2,3,4	1,2
	Tax slabs	1		
	Features of instruments U/S 80(C), 80(D), 80(E) .	2		
	Tax liabilities, Assessment	2		
	Practical problems	2		
Unit 5	Retirement Planning & Wealth mana. Strategies.	3	3,4	1,2
	Retirement Planning	2		
	Estate planning.	1		
Total Contact Hours		30		
Project Hours		30		

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (10%)		Mid-1 (15%)		CLA-2 (10%)		CLA-3 (15%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Prac	Th	Prac
Level 1	Remember	60%		40%		60%			40%	20%	
	Understand										
Level 2	Apply	40%		60%		20%			60%	60%	
	Analyse										
Level 3	Evaluate					20%				20%	
	Create										
Total		100%		100%		100%			100%	100%	

Recommended Resources

1. Wealth Engine, Prof. Sunder Shankaran, Vision Publication
2. Financial Planning & Wealth Management by IIBF

Other Resources

1. ET Intelligence
2. <https://lerner.udel.edu/programs/undergraduate-programs/majors/financial-planning-and-wealth-management/>

Finance Simulation

Course Code	MBA F17	Course Category			L	T	P	C
					0	0	3	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)				
Course Offering Department	Management	Professional / Licensing Standards						

Course Objectives / Course Learning Rationales (CLRs)

1. To Apply management knowledge gained in Finance concepts.
2. To create and implement a cogent strategy for simulated complex business.
3. To Understanding of management as a generalist profession.
4. To understand various management functions to approach business problems holistically

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Understand financial statements, investment opportunities and then make informed financial decisions	1	80%	90%
Outcome 2	Design and articulate comprehensive business strategies that address market dynamics and organizational challenges	3	80%	90%
Outcome 3	Enhance their critical thinking skills by identifying strategic issues in a simulated business environment	3	80%	90%
Outcome 4	Adapt to different managerial roles and challenges, demonstrating versatility in their approach to business management.	3	80%	90%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)												
	Functional knowledge	Data analysis	Usage of technology enabled business models	Scan environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
Outcome 1	2	2	3	2	2		2	1	3		1	3	1
Outcome 2	2	2	3	2	2	1		1	3		1	3	2
Outcome 3	1	1	3	2	2	1	2	2	3		1	3	2
Outcome 4	1	1	3	2	2	1	2	2	3		1	3	2
Average	2	2	3	2	2	1	2	1	3	0	1	3	2

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Activity 1			
	Ideation		1	1
	Planning		2	2
	Implementation		3	3
	Reflection		4	4
Unit 2	Activity 2			
	Ideation		1	1
	Planning		2	2
	Implementation		3	3
	Reflection		4	4
Total Contact Hours		0		
Project Hours		30		

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (10%)		Mid-1 (15%)		CLA-2 (10%)		CLA-3 (15%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Prac	Th	Prac
Level 1	Remember		60%		40%		60%		40%		40%
	Understand										
Level 2	Apply		40%		60%		40%		60%		60%
	Analyse										
Level 3	Evaluate										
	Create										
Total			100%				100%		100%		100%

Recommended Resources

1. Capstone 2.0 User guide
2. Capstone 2.0 Industry Conditions Report
3. Capstone 2.0 Year 0 Report.
4. Capstone 2.0 Video reference library

Other Resources

1. . <https://www.simulationfinance.com/>

Live Trading

Course Code	MBA F18	Course Category				
			L	T	P	C
			0	0	3	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)		
Course Offering Department	Management	Professional / Licensing Standards				

Course Objectives / Course Learning Rationales (CLRs)

1. To understand basic trading
2. To simulate in intraday trading
3. To simulate in positional trading
4. To simulate in option, commodity and currency trading

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Understand basic trading	1	70%	65%
Outcome 2	Simulate in intraday trading	3	75%	65%
Outcome 3	Simulate in positional trading	3	65%	60%
Outcome 4	Simulate in option, commodity and currency trading	4	70%	60%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)												
	Functional knowledge	Data analysis	Usage of technology enabled business models	Scan environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
Outcome 1	3	2	3	1	2	3	1	1	2	1	2	2	2
Outcome 2	3	2	3	2	3	3	2	1	2	1	3	3	3
Outcome 3	3	3	3	2	2	3	2	2	3	2	2	2	2
Outcome 4	3	3	3	3	2	3	3	2	3	3	2	3	3
Average	3	3	2	2	2	2	2	2	3	2	2	3	2

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Introduction Overview of Indian financial markets: Stock Market, Commodity /Currency Market Basics of trading Market participants: Brokers, traders, investors, regulators Introduction to stock exchanges: NSE, BSE, commodity exchanges, and forex platforms Fundamental and Technical analysis		1, 2	1, 2, 3
Unit 2	Simulation in Intra Day Trading: Market Basics and Order Types Effective risk management strategies Candlestick Charts Tax Implications		1, 2	1, 2, 3
Unit 3	Simulation in Positional Trading Fundamental Analysis Trend Identification and analysis Position Sizing Market Cycles and Sector Rotation Tax Implications		3	1, 2, 3
Unit 4	Simulation Options Trading: Call and Put Options Option Premium Option Greeks Margin Requirements: Options Clearing Corporation (OCC)		3	1, 2, 3
Unit 5	Simulation Commodity and Currency Trading: Commodity Types and Classifications Futures Contracts and Specifications Supply and Demand Factors Hedging and Speculation Analysing Global Economic and Geopolitical Events		4	1, 2, 3
Total Contact Hours		15		
Project Hours		45		

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (15%)		Mid-1 (15%)		CLA-2 (10%)		CLA-3 (10%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Prac	Th	Prac
Level 1	Remember										
	Understand		60%		40%		60%		40%		40%
Level 2	Apply										
	Analyse		40%		40%		40%		40%		40%
Level 3	Evaluate										
	Create				20%				20%		20%
Total			100 %		100 %		100 %		100 %		100%

Recommended Resources

1. The Intelligent Investor" by Benjamin Graham
2. Trading in the Zone: Master the Market with Confidence, Discipline, and a Winning Attitude" by Mark Douglas
3. Technical Analysis of the Financial Markets: A Comprehensive Guide to Trading Methods and Applications" by John J. Murphy

Other Resources

1. <https://www.nseindia.com/market-data/live-equity-market>
2. <https://in.tradingview.com/chart/>

Strategic Marketing

Course Code	MBA M01	Course Category				
			L	T	P	C
			2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)		
Course Offering Department	Management	Professional / Licensing Standards				

Course Objectives / Course Learning Rationales (CLRs)

1. To Understand the concepts of strategic marketing.
2. Identify the role of strategies in various aspects of marketing.
3. Analysing the strategic orientation of Marketing activities.
4. To identify the factors important for successful strategy implementation, evaluation, and control

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Identify the key concepts related to strategic marketing and related environment	1	70%	60%
Outcome 2	Explain the types of marketing strategies available to an organization	1	60%	55%
Outcome 3	Articulate the concepts to determine successful implementation, evaluation and control	3	60%	55%
Outcome 4	Illustrate the usage of digital in strategic marketing	4	70%	60%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)												
	Functional knowledge	Data analysis	Usage of technology enabled business models	Scan environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
Outcome 1	2	1	1	1	2	3	3	2	2	2	2	3	3
Outcome 2	2	1	1	1	2	3	3	2	2	2	2	3	3
Outcome 3	2	1	1	1	2	3	3	3	2	2	2	3	3
Outcome 4	3	1	1	1	2	2	3	3	2	2	2	3	3
Average	3	1	1	1	2	3	3	3	2	2	2	3	3

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	INTRODUCTION TO MARKETING	5		
	Marketing Fundamentals recap,	1	1	1,2,3
	Marketing Fundamentals recap,	1	1	1,2,3
	Assessing marketing at strategic level in the organization;	1	1	1,2,3
	Marketing and the Economy Local Global Perspective,	1	1	1,2,3
Unit 2	Marketing and the concept of Planning and Strategy	1	1, 2	1, 2, 3
	UNDERSTANDING STRATEGY	7	1, 2	1,2,3
	Understanding competition and its implications to Markets;	1	1, 2	1,2,3
	Understanding competition and its implications to Markets;	2	1, 2	1,2,3
	Focusing on the Customer – Customer Based Marketing Strategy;	2	1, 2	1,2,3
Unit 3	Environment Scanning and Measuring Strengths and Weakness;	1	1, 2	1,2,3
	Developing Marketing objectives and Goals	1	1, 2	1,2,3
	MEASURING MARKET OPPORTUNITIES	6		1,2,3
	Diffusion of Innovations; Developing Marketing Strategy: Customers,	1	1, 2	1,2,3
	Segmentation and Target Marketing;	1	1, 2	1,2,3
Unit 4	Consumer Buying Behaviour Key Concepts;	2	1, 2	1,2,3
	Service Strategies and Policies	2	1, 2	1,2,3
	UNDERSTANDING MARKETING STRATEGY DYNAMICS	6		1,2,3
	Market Entry Strategy – National and International,	1	3	1,2,3
	First Mover / Late Mover Advantage;	2	3	1,2,3
Unit 5	Marketing Strategies for New Market Entries;	1	3	1,2,3
	Introducing New Market Offerings;	1	3	1,2,3
	Strategies for Mature and Declining Markets	1	3	1,2,3
	Marketing Strategy Decisions	6		1,2,3
	Go to Market Strategy / Route to Market Strategy; Market Resource Allocation Strategies; Product Strategies (including new product development);	2	4	1,2,3
	Pricing Strategies, Distribution Strategies, Promotion Strategies (Advertising strategies, Digital marketing strategies);	2	4	1,2,3
	Global Market Strategies	2	4	1,2,3
Total Contact Hours		30		
Project Hours		30		

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (15%)		Mid-1 (15%)		CLA-2 (10%)		CLA-3 (10%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Prac	Th	Prac
Level 1	Remember	60%			40%	60%		40%		40%	
	Understand										
Level 2	Apply	40%			60%	40%		60%		60%	
	Analyse										
Level 3	Evaluate										
	Create										
Total		100%			100%	100%		100%		100%	

Recommended Resources

1. Gilligan and Wilson (2004): Strategic Marketing Management
2. Jain, S. C. (2000). Marketing Planning & Strategy, South-Western College Pub
3. Shankar, V., et al. (2012). Handbook of Marketing Strategy, Edward Elgar Publishing, Incorporated
4. John B Ford (2006): Strategic Marketing-Creating Competitive Advantage

Other Resources

1. <https://www.coursera.org/learn/strategic-management>
2. <https://www.coursera.org/specializations/strategic-leadership>

International Marketing

Course Code	MBA M02	Course Category					L	T	P	C
							2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)						
Course Offering Department	Management	Professional / Licensing Standards								

Course Objectives / Course Learning Rationales (CLRs)

1. To learn the opportunities and challenge in international marketing,
2. To learn the dynamic environment of international trade and activities,
3. To learn the dynamic environment of international culture, political, legal, ethical, and business operations of global markets,
4. Equip students with the concepts and terminology to explore and understand global marketing practices.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Identify the key concepts related to international marketing.	1	70%	60%
Outcome 2	Explain the significance of environment related to international marketing and monetary systems.	1	60%	55%
Outcome 3	Develop the strategy for organizations in different business environments.	3	60%	55%
Outcome 4	Articulate the concepts to various functions in the organizations.	3	70%	60%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)												
	Functional knowledge	Data analysis	Usage of technology enabled business models	Scan environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
Outcome 1	2	1	1	1	2	3	3	2	2	2	2	3	3
Outcome 2	2	1	1	1	2	3	3	2	2	2	2	3	3
Outcome 3	2	1	1	1	2	3	3	3	2	2	2	3	3
Outcome 4	3	1	1	1	2	2	3	3	2	2	2	3	3
Average	2	1	1	1	2	2	3	3	2	2	2	3	3

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	International Marketing	6		
	International Marketing – Definition and Scope – Reasons and Motivations	2	1	1,2,3
	Global Vs Domestic Marketing	1	1	1,2,3
	Concepts related to the management of international marketing function – word, foreign, and domestic Trade -	1	1	1,2,3
	Characteristics of MNCs –.	1	1	1,2,3
	Benefits of international marketing	1	1, 2	1, 2, 3
Unit 2	MARKETING ENVIRONMENT	6	1, 2	1,2,3
	World market environment – political – legal – culture – export and import policies.	2	1, 2	1,2,3
	political – legal – culture – export and import policies.	1	1, 2	1,2,3
	political – legal – culture – export and import policies.	1	1, 2	1,2,3
	political – legal – culture – export and import policies.	1	1, 2	1,2,3
	political – legal – culture – export and import policies.	1	1, 2	1,2,3
Unit 3	MARKETING RESEARCH AND INFORMATION SYSTEM	7		1,2,3
	Marketing research and information system –	2	1, 2	1,2,3
	market analysis and	2	1, 2	1,2,3
	foreign market entry strategies –	1	1, 2	1,2,3
	consumer behaviour in the international context.	2	1, 2	1,2,3
Unit 4	PRODUCT PLANNING	6		1,2,3
	International Product Policy and Planning – Need for product planning, Product adaptation, Product Standardization, Cross country segmentation,	1	3	1,2,3
	Product life cycle in International Marketing,	1	3	1,2,3
	International Packaging,	1	3	1,2,3
	International Market selection –	1	3	1,2,3
	International Marketing Research –	1	3	1,2,3
	International marketing Planning and control.	1	3	1,2,3
Unit 5	PRICING, DISTRIBUTION & PROMOTION DECISIONS	5		1,2,3
	International marketing decisions- International pricing decisions- International promotional decisions - promotion strategies –	2	4	1,2,3
	personal selling – publicity, sales promotion – advertising – internet marketing; pricing strategies	2	4	1,2,3
	Branding and packaging	1	4	1,2,3
Total Contact Hours		30		
Project Hours		30		

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (15%)		Mid-1 (15%)		CLA-2 (10%)		CLA-3 (10%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Prac	Th	Prac
Level 1	Remember	60%			40%	60%		40%		20%	
	Understand										
Level 2	Apply	40%			60%	40%		60%		60%	
	Analyse										
Level 3	Evaluate									20%	
	Create										
Total		100%			100%	100%		100%		100%	

Recommended Resources

1. Andrew McAuley, International Marketing: Consuming Globally, Thinking Locally, Wiley, latest edition.
2. Onkvisit, Sak., and John J.Shaw., International Marketing, Prentice Hall of India.
3. Ashok Korwar, Creating Markets across the Globe, Tata McGraw Hill, New Delhi.
4. U.C. Mathur, International Marketing Management: Text and Cases, SAGE Publications India Pvt Ltd.

Other Resources

1. <https://www.coursera.org/specializations/international-marketing>
2. <https://www.coursera.org/learn/intro-international-marketing>

Consumer Behaviour

Course Code	MBA M03	Course Category				
			L	T	P	C
			2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)		
Course Offering Department	Management	Professional / Licensing Standards				

Course Objectives / Course Learning Rationales (CLRs)

- To provide good insight on consumer behaviour through individual determinants of consumers.
- To understand the psychological variables affecting consumer behaviour.
- To familiarize with the consumer decision making process.
- To understand the role of ethics and regulations in the consumer protection

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Use insights into the impact of psychological variables on consumer behaviour.	3	60%	50%
Outcome 2	Use ethical and legal frameworks to ensure consumer protection.	3	70%	55%
Outcome 3	Illustrate market and opportunities focusing on consumer needs and preferences.	4	60%	55%
Outcome 4	Judge the consumer decision making process.	5	60%	50%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)												
	Functional knowledge	Data analysis	Usage of technology enabled business models	Scan environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
Outcome 1	3			2					2	2	3	3	3
Outcome 2	3			2					2	2	3	3	3
Outcome 3	3			2					2	2	3	3	3
Outcome 4	3			2					2	3	3	3	3
Average	3			2					2	2	3	3	3

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Market Opportunity Identification	2	1	1, 2
	Analysis & Evaluation–Introduction and Overview	3	1	1, 2
	Factors influencing consumer behaviour– market segmentation.	2	1	1, 2
Unit 2	Perception–Learning–Motivation and values	2	1, 2	1, 2
	Personality–Attitudes and Persuasion	2	1, 2	1, 2
	Self-concept and life style.	2	1, 2	1, 2
Unit 3	Decision Making –Buying and Disposing–Groups	2	1, 3	1, 2
	Organizational and Institutional Consumer Behaviour	2	1, 3	1, 2
	Implications of modern marketing decisions	1	1, 3	
Unit 4	Culture and Consumer Behaviour–Consumer Behaviour in the networked era.	2	1, 2	1, 2
	Global culture– cross cultural marketing strategy	2	1, 2	1, 2
	Changes in cultural values	2	1, 2	1, 2
Unit 5	Alternative views on Consumer Behaviour	2	4	1, 2
	Marketing Ethics and Consumer Behaviour	2	4	1, 2
	Consumer protection and regulations of markets in India	2	4	1, 2
Total Contact Hours		30		
Project Hours		30		

Learning Assessment

Bloom’s Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (15%)		Mid-1 (15%)		CLA-2 (10%)		CLA-3 (10%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Prac	Th	Prac
Level 1	Remember	60%			40%	60%		40%		20%	
	Understand										
Level 2	Apply	40%			60%	40%		60%		60%	
	Analyse										
Level 3	Evaluate									20%	
	Create										
Total		100%			100%	100%		100%		100%	

Recommended Resources

1. Hawkins 'Consumer Behaviour– Building Marketing Strategy', 11th Edition, Tata McGraw Hill Pvt. Ltd. 2011.
2. Michael Solomon 'Consumer Behaviour', 9th Edition, PHI Learning Private Ltd.

Other Resources

1. <https://www.coursera.org/learn/market-research>
2. <https://www.coursera.org/specializations/digital-consumer-search-and-marketing>

Digital Marketing

Course Code	MBA M04	Course Category				
			L	T	P	C
			2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)		
Course Offering Department	Management	Professional / Licensing Standards				

Course Objectives / Course Learning Rationales (CLRs)

1. To elucidate the significance of digital technology in delivering customer value.
2. To develop an understanding of the role of search engines and social media in the digital ecosystem.
3. To acquire in-depth understanding of online consumer behaviour.
4. To develop proficiency in discerning and utilizing metrics designed to assess the success of digital campaigns.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Identify and select appropriate digital marketing platforms for various business scenarios.	1	70%	60%
Outcome 2	Define effective online consumer engagement strategies.	1	65%	55%
Outcome 3	Articulate and implement effective digital marketing campaigns.	3	70%	60%
Outcome 4	Illustrate digital metrics for an informed decision making.	4	65%	55%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)												
	Functional knowledge	Data analysis	Usage of technology enabled business models	Scan environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
Outcome 1	3	2	3	3	2				2			3	3
Outcome 2	3	2	3	3	2				2			3	3
Outcome 3	3	1	3	3	2				3			3	3
Outcome 4	3	3	3	3	2				3			3	3
Average	3	2	3	3	2				3			3	3

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1		5		
	Evolution of digital marketing	1	1	1,2
	The digital consumer & communities online	1	1	1,2
	Digital marketing landscape	2	1	1,2
	Generation Y expectation and influence.	1	1	1,2
Unit 2		7		
	Search Engine Marketing	1	2	1,2,3
	PPC and Online Advertising	1	2	1,2,3
	Social Media Marketing	1	2	1,2,3
	Social Media Strategy	1	2	1,2,3
	Site optimization	1	2	1,2,3
	Key word advertising	1	2	1,2,3
	internet marketing metrics.	1	4	1,2,3
Unit 3		6		
	Customer engagement	1	3	2,3
	Affiliate marketing & strategic partnerships	2	3	2,3
	Email marketing–Content strategies	1	2, 3	2,3
	Consumer segmentation, targeting and positioning by online tools.	2	3	2,3
Unit 4		7		
	CRM & CX in digital marketing	1	3	1,2
	Digital marketing, data, and analytics	2	4	1,2
	Social listening–Web analytics	1	4	1,2
	Social media analytics	1	4	1,2
	Electronic customer relationship	1	3	1,2
	Key CRM applications– Next generation CRM	1	3	1,2
Unit 5		5		
	Mobile Marketing–Integrating Digital and Social- Media Strategies	1	1, 2	2,3
	Social media analytics	2	4	2,3
	Viral marketing	1	1	2,3
	Inbound marketing	1	1	2,3
Total Contact Hours		30		
Project Hours		30		

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (15%)		Mid-1 (15%)		CLA-2 (10%)		CLA-3 (10%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Prac	Th	Prac
Level 1	Remember	60%			40%	60%		40%		40%	
	Understand										
Level 2	Apply	40%			60%	40%		60%		60%	
	Analyse										
Level 3	Evaluate										
	Create										
Total		100%			100%	100%		100%		100%	

Recommended Resources

1. Damian Ryan, Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation Paperback – Import, Kogan Page 2014.
2. Hanlon Annmarie, Akins Joann, Quickwin Digital Marketing: Answers to Your Top 100 Digital Marketing Questions Paperback PHI 2012.
3. Vandana Ahuja, Digital Marketing Paperback Oxford University Press.

Recommended Resources

1. <https://www.coursera.org/professional-certificates/google-digital-marketing-ecommerce>

SERVICE MARKETING

Course Code	MBA M06	Course Category				
			L	T	P	C
			2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)		
Course Offering Department	Management	Professional / Licensing Standards				

Course Objectives / Course Learning Rationales (CLRs)

- To introduce the basic idea of services marketing.
- To examine the consumer behavior for services consumption.
- To identify the different ways for service development and delivery.
- To analyse the changing trends in services marketing

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Identify the key concepts related to services marketing	1	75%	60%
Outcome 2	Define the significance of consumer behaviour for services consumption.	1	70%	55%
Outcome 3	Use the concepts for the development and delivery of services.	3	70%	55%
Outcome 4	Illustrate the changing trends in services sector.	4	75%	60%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)												
	Functional knowledge	Data analysis	Usage of technology enabled business models	Scan environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
Outcome 1	3	1	1	2	3	3	3	2	2	2	3	2	3
Outcome 2	3	1	1	2	2	3	3	2	2	2	3	2	3
Outcome 3	3	1	1	2	3	3	3	3	2	2	3	2	3
Outcome 4	3	1	1	3	3	2	3	3	2	2	3	2	3
Average	3	1	1	2	2	2	3	3	2	2	3	2	3

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	INTRODUCTION TO SERVICES	6		
	Meaning of services, unique characteristics, difference between services and tangible products, service sector	2	1,2	1,2,3,4,5
	Classification of services, concept of service marketing triangle	2	1,2	1,2,3,4,5
	Service managing the customer interface, growth of service sectors and service industries.	2	1,2	1,2,3,4,5
Unit 2	UNDERSTANDING CONSUMER BEHAVIOUR IN A SERVICES CONTEXT	6		
	Customers' expectations and perceptions of service, customer research	2	1,2,3	1,2,3,4,5
	Customer defined service standards. Consumer behaviour leading to purchase	2	1,2,3	1,2,3,4,5
	Consumer experience, post experience behaviour, Business buying	2	1,2,3	1,2,3,4,5
Unit 3	SERVICE DEVELOPMENT AND QUALITY MANAGEMENT	5		
	Challenges to services design, new service development, developing the service blueprint	3	2,3,4	1,2,3,4,5
	Service innovations, quality function deployment, service quality, technical and functional quality,	2	2,3,4	1,2,3,4,5
	Determinants of service quality, gap model, Kano's model.	2	2,3,4	1,2,3,4,5
Unit 4	SERVICE DELIVERY AND PROMOTION	8		
	Direct channels, franchising, agents and brokers, Internet channels, channel conflict and its resolution	1	2,3,4	1,2,3,4,5
	Assuring quality and consistency across channels, physical evidence, employee roles in service delivery, matching customer expectations, matching demand with capacity	2	2,3,4	1,2,3,4,5
	Customer co-production, customer roles, service failure and recovery, customer satisfaction and delight, methods of pricing, prices as indicator of quality, matching price to value.	2	2,3,4	1,2,3,4,5
	The communications mix, advertising, promotions, personal selling, public relations and publicity, events and experiences,	1	2,3,4	1,2,3,4,5
	Direct marketing, word-of-mouth marketing, Internet marketing, integrated marketing communications.	2	2,3,4	1,2,3,4,5
Unit 5	EMERGING ISSUES IN SERVICE MARKETING	5		
	Introduction, Strategic approach in Services Marketing, Service Marketing in e-Commerce and e-Marketing, and Telemarketing Services,	2	3,4	1,2,3,4,5
	Service Marketing Research for Global Markets and Rural Markets, Innovations in Services Marketing, Ethical Aspects in Service Marketing.	3	3,4	1,2,3,4,5
Total Contact Hours		30		
Project hours		30		

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (10%)		Mid-1 (10%)		CLA-2 (15%)		CLA-3 (15%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Prac	Th	Prac
Level 1	Remember	60%			40%	60%		40%		40%	
	Understand										
Level 2	Apply	40%			60%	40%		60%		60%	
	Analyse										
Level 3	Evaluate										
	Create										
Total		100%			100%	100%		100%		100%	

Recommended Resources

1. Services Marketing, Zeithaml, Bitner, Gremler & Pandit, TMH Publication.
2. Marketing of Services, Hoffman & Bateson, Cengage Learnings.
3. Services Marketing, Rao, Pearson Education.
4. Services Marketing, Concepts & Cases, Bhattacharjee, Excel Books.
5. Services marketing: people, technology, and strategy, eighth edition, Pearson, by Wirtz Jochen, Lovelock Christopher, Chatterjee Jayanta.

Other Resources

1. <https://www.managementstudyguide.com/services-marketing.htm>

Brand management

Course Code	MBA M07	Course Category				
			L	T	P	C
			2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)		
Course Offering Department	Management	Professional / Licensing Standards				

Course Objectives / Course Learning Rationales (CLRs)

1. To impart knowledge on basics of brand and brand management
2. To impart knowledge on various models of brand management
3. To impart knowledge on brand positioning and brand building
4. To keep the students updated on the latest trends in brand management and on the challenges associated

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Summarize about brand and brand management	2	80%	95%
Outcome 2	Describe various models of brand equity	1	70%	75%
Outcome 3	Plan brand positioning strategies.	5	70%	65%
Outcome 4	Plan contemporary methods of brand management	5	70%	60%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)												
	Functional knowledge	Data analysis	Usage of technology enabled business models	Scan environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
Outcome 1	3							1					3
Outcome 2	3							1					3
Outcome 3	3	3	1		3			2	3		1	2	3
Outcome 4	3	3	3		3			2	3		1	3	3
Average	3	3	2		3			2	3		1	3	3

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Unit 1			
	What is a brand? Why do brands matter?	2	1	1,2
	Branding challenges and opportunities	22	1	1,2
	Strategic brand management process	2	1	1,2
Unit 2	Unit 2			
	Customer based Brand equity (CBBE)	2	2	1,2
	Brand Asset Valuation	2	2	1,2
	Aaker Model	2	2	1,2
Unit 3	Unit 3			
	Identifying and Establishing Brand Positioning and Values	2	3	1,2
	Sources of brand equity	2	3	1,2
	Identifying and establishing brand positioning	2	3	1,2
Unit 4	Unit 4			
	Planning and Implementing Brand Marketing Programs	2	4	1,2
	integrating marketing communication to build brand equity	2	4	1,2
	Conceptualizing the leveraging process, Co- branding	2	4	1,2
Unit 5	Unit 5			
	Brand architecture, Brand hierarchy	2	4	1,2
	Brand extensions- advantage and disadvantage	2	4	1,2
	Reinforcing brands, Revitalizing brands, Brand failures	2	4	1,2
Total Contact Hours			30	
Project Hours			30	

Learning Assessment

Bloom’s Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (15%)		Mid-1 (15%)		CLA-2 (10%)		CLA-3 (10%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Prac	Th	Prac
Level 1	Remember	60%			40%	60%		40%		40%	
	Understand										
Level 2	Apply	40%			60%	40%		60%		60%	
	Analyse										
Level 3	Evaluate										
	Create										
Total		100%			100%	100%		100%		100%	

Recommended Resources

1. Strategic Brand Management by Kevin Lane Keller, Pearson, recent Edition.
2. Strategic Brand Management by J N Kapferer, Kogan Page, recent Edition

Other Resources

1. <https://www.coursera.org/learn/brand>
2. <https://www.coursera.org/learn/brand-management-strategies-for-a-strong-brand>
3. <https://www.coursera.org/learn/brand-management>

Marketing Analytics

Course Code	MBA M08	Course Category				
			L	T	P	C
			2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)		
Course Offering Department	Management	Professional / Licensing Standards				

Course Objectives / Course Learning Rationales (CLRs)

1. To acquaint the students with the role of analytics in marketing
2. Apply marketing analytics to improve customer retention and apply better strategies
3. To apply modelling techniques to improve business performance and value
4. Examine data analytics results and apply to inform the organisation's decision making.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Interpret and communicate the concepts and theories of Marketing Analytics.	2	70%	70%
Outcome 2	Use Marketing segmentation and clustering techniques	3	70%	70%
Outcome 3	Discover and apply the appropriate Marketing analytics models on live problems	3	65%	70%
Outcome 4	Devise a tool to implement different pricing strategies	4	65%	70%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)												
	Functional knowledge	Data analysis	Usage of technology enabled business models	Scan environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
Outcome 1	3							1					3
Outcome 2	3							1					3
Outcome 3	3	3	1		3			2	3		1	2	3
Outcome 4	3	3	3		3			2	3		1	3	3
Average	3	3	2		3			2	3		1	3	3

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	UNIT I: MARKETING ANALYTICS USING EXCEL Introduction to marketing analytics - Using Excel to summarize marketing data – Estimating demand curves - Using solver to optimize price – Price bundling – Non-linear pricing – Price skimming – Revenue management.	5	1	1, 2
Unit 2	UNIT II: FORECASTING Simple linear regression – Correlation – Forecasting sales using multiple linear regression – Modelling trend and seasonality – Neural network for forecasting sales - Conjoint analysis – Estimate using logistic regression modelling – Discrete choice analysis – Forecast sales of a new product.	4	1, 2, 3, 4	1, 3
Unit 3	UNIT III: CUSTOMER VALUE ANALYTICS Calculating lifetime customer value – Using customer value to value a business – Monte Carlo simulation – Model relationship and optimize customer retention and acquisition spending.	4	1, 2, 3, 4	2, 3
Unit 4	UNIT IV: MARKET SEGMENTATION Cluster analysis for market segmentation – Collaborative filtering – Item and user-based collaborative filtering – Classification trees for segmentation.	5	1, 2, 3, 4	1, 3
Unit 5	UNIT V: RETAILING AND ADVERTISING Market basket analysis and Lift – RFM analysis — Allocating retail space and sales resources – Measuring effectiveness of advertising – Media selection tools – Pay per click advertising - Internet and social marketing – Networks – Tipping point – Viral marketing – Text mining.	5	1, 2, 3, 4	1, 2
Practicals	PRACTICALS Case studies for marketing analytics – forecasting using simple and multiple linear regression – Neural network – Logistic regression modelling – Customer lifetime value analysis – RFM analysis – cluster analysis for market segmentation – Market basket analysis – social media marketing – Text mining	7		
Total Contact Hours		30		
Project Hours		30		

Learning Assessment

Bloom’s Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (15%)		Mid-1 (15%)		CLA-2 (10%)		CLA-3 (10%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Prac	Th	Prac
Level 1	Remember	60%			40%	60%		40%		40%	
	Understand										
Level 2	Apply	40%			60%	40%		60%		60%	
	Analyse										
Level 3	Evaluate										
	Create										
Total		100%			100%	100%		100%		100%	

Recommended Resources

1. Recommended Resources
2. Marketing Analytics, Wayne L. Winston, Wiley.
3. Marketing 4.0: Moving from Traditional to Digital, Philip Kotler, Hermawan Kartajaya, John Wiley & Sons.
4. Marketing Analytics: Strategic Models and Metrics, Stephan Sorger, Admiral Press.

Other Resources

1. <https://www.coursera.org/learn/uva-darden-market-analytics>

Retailing Management

Course Code	MBA M10	Course Category				
			L	T	P	C
			2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)		
Course Offering Department	Management	Professional / Licensing Standards				

Course Objectives / Course Learning Rationales (CLRs)

1. To gain a comprehensive understanding of retailing.
2. To equip students with the skills to formulate effective retail marketing strategies.
3. To understand the emerging trends and developments in retailing.
4. To apply supply chain management principles in retail settings

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Summarize a comprehensive understanding of the retail marketing.	2	70%	60%
Outcome 2	Apply knowledge of retail marketing mix in the real-life scenarios.	3	70%	60%
Outcome 3	Articulate emerging trends and developments in the retail landscape.	3	65%	55%
Outcome 4	Devise effective retail marketing strategies.	4	65%	55%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)												
	Functional knowledge	Data analysis	Usage of technology enabled business models	Scan environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
Outcome 1	3	2	2	2					2		2	3	3
Outcome 2	3	2	2	2					2		2	3	3
Outcome 3	3	2	2	2					2		2	3	3
Outcome 4	3	2	2	2					2		2	3	3
Average	3	2	2	2					2		2	3	3

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Introduction to Retailing	6		
	Meaning and significance of Retailing, types of retailers.	2	1	1,2,3
	Retail management decision process	2	1	1,2,3
	Product Retailing vs. service retailing	1	1	1,2,3
	Indian vs global scenario.	1	1	1,2,3
Unit 2	RETAIL MARKETING DECISIONS	7		
	Segmentation, targeting, differentiation, and positioning decision.	2	2	1,2,3
	Product assortment and services decision, Merchandising Management.	2	2	1,2,3
	Price and promotion decision, place decision, store management.	3	2	1,2,3
Unit 3	RETAILING TRENDS AND DEVELOPMENTS	5		
	New retails forms, retail life-cycles, and retail convergence, rise of mega retailers	2	3	1,2,3
	E-tailing- role of technology in retail marketing decisions, structure and developments in E-tailing, factors influence the growth of E-Tailing, advantages & disadvantages of E-Tailing	2	3	1,2,3
	Future of electronic retailing, green retailing, global expansion of major retailers, Competing with E-Commerce	1	3	1,2,3
Unit 4	MANAGING SUPPLY CHAIN	6		
	Supply chain management – Historical perspective, importance, objectives, decision phases, process view of supply chain	2	4	1,2,3
	Supply chain strategies, achieving strategic fit, challenges to achieving and managing strategic fit	2	4	1,2,3
	Supply chain drivers and metrics, coordination in supply chain, sustainable supply chain.	2	4	1,2,3
Unit 5	DESIGNING THE SUPPLY CHAIN NETWORK	6		
	Network design in supply chain, role, factor influencing network designing, models of facility location and capacity allocation	2	4	1,2,3
	Designing distribution network and application to online sales, role of distribution in supply chain, factors influencing distribution network	2	4	1,2,3
	Designing options for distribution network, global supply chain network.	2	4	1,2,3
Total Contact Hours		30		
Project Hours		30		

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (15%)		Mid-1 (15%)		CLA-2 (10%)		CLA-3 (10%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Prac	Th	Prac
Level 1	Remember	60%			40%	60%		40%		40%	
	Understand										
Level 2	Apply	40%			60%	40%		60%		60%	
	Analyse										
Level 3	Evaluate										
	Create										
Total		100%			100%	100%		100%		100%	

Recommended Resources

1. Recommended Resources
2. 1. Retailing Management, 8th Edition, Mc Grow Hill, by Michael Levy, Barton A. Weitz, Ajay Pandit.
3. 2. Retail Management | Fifth Edition | By Pearson Paperback by Gibson.
4. 3. Chopra, S., Meindl, P., & Kalra, D. V. (2013). Supply chain management: strategy, planning, and operation (Vol. 232). Boston, MA: Pearson.

Other Resources

1. <https://managementstudyguide.com/retail-management.htm>

Sales and Distribution Management

Course Code	MBA M11	Course Category					L	T	P	C
							2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)						
Course Offering Department	Management	Professional / Licensing Standards								

Course Objectives / Course Learning Rationales (CLRs)

1. To introduce the concept of sales management and related terms.
2. To develop an understanding of personal selling and sales force management.
3. To identify the concepts of sales compensation, sales territories, and sales evaluation.
4. To examine the types of marketing channels, their structure and suitability.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Extract the concepts of sales management and personal selling.	2	70%	60%
Outcome 2	Apply the concepts to evaluate sales force performance	3	60%	55%
Outcome 3	Devise compensation plans and assign sales territory to the sales force.	4	60%	55%
Outcome 4	Illustrate the most suitable distribution channel for a given product.	4	70%	60%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)												
	Functional knowledge	Data analysis	Usage of technology enabled business models	Scan environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
Outcome 1	2	2	3	2	2	2	1	1	1	2	3	1	3
Outcome 2	3	2	2	3	2	2	2	1	2	2	3	2	3
Outcome 3	3	3	3	3	2	1	2	2	3	3	3	3	3
Outcome 4	3	3	3	3	2	2	1	3	3	3	3	3	3
Average	3	2	3	2	2	2	2	2	2	2	3	2	3

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Introduction to SDM – Introduction to sales management and sales organization	3	1, 2	1,2, 3
	Sales function & policies – Marketing Channels – Channel Design	3	1, 2	1,2, 3
	Channel Migration & Emergent Channels	2	1, 2	1,2, 3
Unit 2	Power & Conflict in Channel Management	3	1, 2	1,2, 3
	Wholesaling and Mass Distribution	2	1,2, 3	1,2, 3
Unit 3	Retailing and Modern Retail – Introduction to Sales &	1	1,2, 3	1,2, 3
	Personal Selling – nature, scope & objectives,	3	1, 2, 3	1,2, 3
	Formulating Personal selling strategy – Strategic Sales Management.	2	1, 2, 3	1,2, 3
Unit 4	Managing the sales force – Sales Analytics – Sales force Compensation and Evaluation	2	2, 3, 4	1,2, 3
	Organizing and directing the sales Force – Recruiting and training sales personnel, designing & compensating sales Personnel	3	2, 3, 4	1,2, 3
	Motivating and Leading the sales force, evaluating sales force performance	2	2, 3, 4	1,2, 3
Unit 5	Social & Ethical concerns in SDM	2	1, 2, 3, 4	1,2, 3
	Marketing channel Policies & legal issue	2	1, 2, 3, 4	1,2, 3
Total Contact Hours		30		
Project Hours		30		

Learning Assessment

Bloom’s Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (15%)		Mid-1 (15%)		CLA-2 (10%)		CLA-3 (10%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Prac	Th	Prac
Level 1	Remember	60%		40%		60%			40%	40%	
	Understand										
Level 2	Apply	40%		60%		40%			60%	60%	
	Analyse										
Level 3	Evaluate										
	Create										
Total		100%		100%		100%			100%	100%	

Recommended Resources

1. Recommended Resources
2. Still Richard R., Cundiff Edward W., Govoni Norman, A.P. Sales Management (5th ed.). New Delhi: Prentice hall of India.
3. Berman Barry (2009). Retail management (11th ed.). New Delhi: Prentice Hall.
4. Tapan K. Panda, and Sunil Sahadev, Sales and Distribution Management, Oxford University Press, USA, 2005.

Other Resources

1. https://www.tutorialspoint.com/sales_and_distribution_management/sales_and_distribution_management_quick_guide.htm

INTEGRATED MARKETING COMMUNICATION

Course Code	MBA M12	Course Category				
			L	T	P	C
			2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)		
Course Offering Department	Management	Professional / Licensing Standards				

Course Objectives / Course Learning Rationales (CLRs)

1. To introduce the basic idea of marketing communication.
2. To examine the various theories and types of advertising used for communication.
3. To identify the different media for communication.
4. To analyse the role of PR and corporate communication.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Extract the key concepts related to integrated marketing communication	2	75%	70%
Outcome 2	Solve the theories and types of advertising used for brand building	3	70%	60%
Outcome 3	Devise the kind of PR and promotion techniques required for building brand equity	4	75%	60%
Outcome 4	Apply the concepts to decide the right media for the message	3	70%	55%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)												
	Functional knowledge	Data analysis	Usage of technology enabled business models	Scan environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
Outcome 1	3	1	1	1	2	2	3	2	2	2	2	3	3
Outcome 2	3	1	1	1	2	2	3	2	2	2	2	3	3
Outcome 3	3	1	1	1	2	3	3	2	2	2	2	3	3
Outcome 4	3	1	1	1	2	2	3	3	2	2	2	3	3
Average	3	1	1	1	2	2	3	2	2	2	2	3	3

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Concept Of Integrated Marketing Communication	6		
	Enhancing Brand Equity through IMC– Importance of IMC, Managing IMC, Budgeting for IMC	2	1,2	1,2,3
	Barriers in IMC, Role of IMC in building brands; IMC Planning Process;	1	1,2	1,2,3
	Steps for Successful IMC Plan, IMC Message Design, Measuring IMC effectiveness	3	1,2	1,2,3
Unit 2	Advertising: Concept & Types	6		
	Role of Advertisement, Types of Advertising	2	1,2,3	1,2,3
	Considerations for creative idea visualization, Promotions in Segmentation, Targeting and Positioning,	2	1,2,3	1,2,3
	The Communication Process and Consumer Behaviour– Endorsers and Message Appeals in Advertising.	2	1,2,3	1,2,3
Unit 3	Theories Of Advertising	5		
	Advertising process and participants; Advertising Media (ATL, BTL, TTL);	2	1,2,3	1,2,3
	Basic theories and Applications: AIDA, DAGMAR, Lavidge& Steiners Hierarchy-of-effects model, Stimulus response theory	3	1,2,3	1,2,3
Unit 4	PR & Corporate Communication	5		
	PR concepts and role (Definitions and concepts, Role and Objectives of PR);	2	2,3,4	1,2,3
	Planning P.R campaigns; Role of new media in PR; Changing trends in PR;	2	2,3,4	1,2,3
	Difference between Public Relations and Corporate Communication; 7 C's of Corporate Communication, Ethical & Social issues in IMC	1	2,3,4	1,2,3
Unit 5	Channels Of Imc	8		
	Direct Marketing and Other Media–Advertising Media: Planning and Analysis	2	2,3,4	1,2,3
	Mobile Advertising–social media for Advertising and Promotion, Social Media communication,	3	2,3,4	1,2,3
	Consumer Sales Promotion: Sampling and Couponing–Consumer Sales Promotions: Premiums and Other Promotions–Sponsorships–Packaging, Point of Purchase Communications and Signage	3	2,3,4	1,2,3
Total Contact Hours		30		
Project Hours		30		

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (15%)		Mid-1 (15%)		CLA-2 (10%)		CLA-3 (10%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Prac	Th	Prac
Level 1	Remember	60%		40%		60%			40%	40%	
	Understand										
Level 2	Apply	40%		60%		40%			60%	60%	
	Analyse										
Level 3	Evaluate										
	Create										
Total		100%		100%		100%			100%	100%	

Recommended Resources

1. Recommended Resources
2. George E. Belch, Michael A Belch, &Keyoor Purani, —Advertising and Promotion– An Integrated Marketing Communications Perspective, 7th Edition, Tata McGraw Hill Education Pvt. Ltd. 2010.
3. Clow & Baack, —Integrated Advertising, Promotion and Marketing Communication, 4th Edition, Pearson Education India. 2012.
4. Terence A. Shimp, —Integrated Marketing Communication in Advertising and Promotion, 8th Edition, , Cengage Learning, 2010.

Other Resources

1. <https://online.purdue.edu/blog/communication/what-is-integrated-marketing-communication-imc>

Customer Relationship Management

Course Code	MBA M14	Course Category				
			L	T	P	C
			2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)		
Course Offering Department	Management	Professional / Licensing Standards				

Course Objectives / Course Learning Rationales (CLRs)

1. To introduce the basic idea of customer relationship management.
2. To examine the consumer behaviour for services consumption.
3. To identify the different ways for service development and delivery.
4. To analyse the changing trends in customer relationship management

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Identify the key concepts related to customer relationship management	1	70%	60%
Outcome 2	Interpret the significance of consumer behaviour for services consumption.	2	60%	55%
Outcome 3	Apply the concepts for the development and delivery of services.	3	60%	55%
Outcome 4	Analyse the changing trends in services sector.	4	70%	60%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)												
	Functional knowledge	Data analysis	Usage of technology enabled business models	Scan environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
Outcome 1	2	1	1	1	2	3	3	2	2	2	2	3	3
Outcome 2	2	1	1	1	2	3	3	2	2	2	2	3	3
Outcome 3	2	1	1	1	2	3	3	3	2	2	2	3	3
Outcome 4	3	1	1	1	2	2	3	3	2	2	2	3	3
Average	3	1	1	1	2	3	3	3	2	2	2	3	3

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	INTRODUCTION TO THE CRM	6		
	Definitions - Concepts and Context of relationship Management –	2	1	1,2,3
	Definitions - Concepts and Context of relationship Management –	1	1	1,2,3
	Definitions - Concepts and Context of relationship Management –	1	1	1,2,3
	CRM as a strategic marketing tool –	1	1	1,2,3
	CRM significance to the stakeholders.	1	1, 2	1, 2, 3
Unit 2	UNDERSTANDING CUSTOMERS	6	1, 2	1,2,3
	Customer information Database – Customer Profile Analysis - Customer perception, Expectations analysis –	2	1, 2	1,2,3
	Customer behavior in relationship perspectives;	1	1, 2	1,2,3
	Individual and group customer's -	1	1, 2	1,2,3
	Customer life time value –	1	1, 2	1,2,3
	Selection of Profitable customer segments.	1	1, 2	1,2,3
Unit 3	CRM STRUCTURES	5		1,2,3
	Elements of CRM – CRM Process – Strategies for Customer acquisition –	1	1, 2	1,2,3
	Retention and Prevention of defection –	1	1, 2	1,2,3
	Models of CRM –	1	1, 2	1,2,3
	CRM road map for business applications.	2	1, 2	1,2,3
Unit 4	CRM PLANNING AND IMPLEMENTATION	7		1,2,3
	Strategic CRM planning process – Implementation issues –	2	3	1,2,3
	CRM Tools- Analytical CRM –	2	3	1,2,3
	Operational CRM –	1	3	1,2,3
	Call center management –	1	3	1,2,3
	Role of CRM Managers.	1	3	1,2,3
Unit 5	TRENDS IN CRM	6		1,2,3
	e- CRM Solutions – Data Warehousing –	2	4	1,2,3
	Data mining for CRM –	2	4	1,2,3
	an introduction to CRM software packages.	2	4	1,2,3
Total Contact Hours			30	
Project Hours			30	

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (15%)		Mid-1 (15%)		CLA-2 (10%)		CLA-3 (10%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Prac	Th	Prac
Level 1	Remember	60%			40%	60%		40%		40%	
	Understand										
Level 2	Apply	40%			60%	40%		60%		60%	
	Analyse										
Level 3	Evaluate										
	Create										
Total		100%			100%	100%		100%		100%	

Recommended Resources

1. Recommended Resources
2. 1. G.Shainesh, Jagdish, N.Sheth, Customer Relationship Management A Strategic Prespective, Macmillan 2010
3. 2. Alok Kumar et al, Customer Relationship Management : Concepts and applications, Biztantra, 2008
4. 3. H.Peeru Mohamed and A.Sahadevan, Customer Relation Management, Vikas Publishing 2005.
5. 4. Jim Catheart, The Eight Competencies of Relationship selling, Macmillan India, 2005.

Other Resources

1. . <https://www.salesforce.com/crm/what-is-crm>

Marketing Simulation

Course Code	MBA M15	Course Category				
			L	T	P	C
			0	0	3	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)		
Course Offering Department	Management	Professional / Licensing Standards				

Course Objectives / Course Learning Rationales (CLRs)

1. To Apply management knowledge gained in Marketing concepts.
2. To create and implement a cogent strategy for simulated complex business.
3. To Understanding of management as a generalist profession.
4. To understand various management functions to approach business problems holistically.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Understand market trends and consumer behavior to make data-driven marketing decisions .	1	80%	90%
Outcome 2	Design and articulate comprehensive business strategies that address market dynamics and organizational challenges	3	80%	90%
Outcome 3	Enhance their critical thinking skills by identifying strategic issues in a simulated business environment	3	80%	90%
Outcome 4	Adapt to different managerial roles and challenges, demonstrating versatility in their approach to business management.	3	80%	90%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)												
	Functional knowledge	Data analysis	Usage of technology enabled business models	Scan environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
Outcome 1	2	2	3	2	2		2	1	3		1	3	1
Outcome 2	2	2	3	2	2	1		1	3		1	3	2
Outcome 3	1	1	3	2	2	1	2	2	3		1	3	2
Average	2	2	3	2	2	1	2	1	3	0	1	3	2

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Activity 1			
	Ideation	3	1	1
	Planning	3	2	2
	Implementation	7	3	3
	Reflection	2	3	4
Unit 2	Activity 2			
	Ideation	3	1	1
	Planning	3	2	2
	Implementation	7	3	3
	Reflection	2	3	4
Total Contact Hours		15		
Project Hours		75		

Learning Assessment

Bloom’s Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (15%)		Mid-1 (15%)		CLA-2 (10%)		CLA-3 (10%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Prac	Th	Prac
Level 1	Remember		40%		50%		40%		50%		50%
	Understand										
Level 2	Apply		60%		50%		60%		50%		50%
	Analyse										
Level 3	Evaluate										
	Create										
Total			100%		100%		100%		100%		100%

Recommended Resources

1. Recommended Resources
2. Capstone 2.0 User guide
3. Capstone 2.0 Industry Conditions Report
4. Capstone 2.0 Year 0 Report.
5. Capstone 2.0 Video reference library

Other Resources

1. <https://www.marketplace-simulation.com/marketing-simulations>

Talent Acquisition and Retention

Course Code	MBA H01	Course Category				
			L	T	P	C
			2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)		
Course Offering Department	Management	Professional / Licensing Standards				

Course Objectives / Course Learning Rationales (CLRs)

1. To outline the importance of a clear vision, mission, and goals in guiding organizational strategies, with a focus on business and HR strategies.
2. To illustrate various staffing models, legal compliance requirements, and the role of workforce planning in aligning human resources with organizational goals.
3. To demonstrate skills in conducting job analysis, design effective reward systems, and implementing external recruitment strategies to attract and acquire the right talent for an organization.
4. To recognize the dynamics of employee turnover, analyze the challenges posed by the "Great Resignation" era, and formulate key retention strategies and best practices to enhance employee engagement and loyalty.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Discover the pivotal role played by a well-defined vision, mission, and goals in shaping organizational strategies, specifically in the realms of business and human resources.	3	70%	60%
Outcome 2	Articulate proficiency in conducting job analysis, crafting impactful reward systems, and executing external recruitment strategies, aligning with the application level.	3	60%	55%
Outcome 3	illustrate and apply the various staffing models in real life cases.	4	60%	55%
Outcome 4	Plan advanced retention strategies and best practices to foster heightened employee engagement	5	70%	60%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Functional knowledge	Data analysis	Usage of technology enabled business models	Scan environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	Individual & Teamwork Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
Outcome 1	2	2	3	2	2		2	2	1	3		1	3	1
Outcome 2	2	2	3	2	2	1		2	1	3		1	3	2
Outcome 3	1	1	3	2	2	1	2	3	2	3		1	3	2
Outcome 4	1	1	3	2	2	1	2	3	2	3		1	3	2
Average	2	2	3	2	2	1	2	2	1	3	0	1	3	2

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
UNIT 1	UNIT 1	6		
	Purpose of an organization: Vision, Mission and Goals of organization	2	1	1,2,6
	Business Strategies, HR strategies	2	1,2	2
	Talent management strategies	2	1	1,2
Unit 2	Unit 2	6		
	Staffing Models	3	1,2	1
	Legal Compliance, Workforce Planning	3	1	1,2,7
Unit 3	Unit 3	6		
	Job Analysis & Rewards, Conducting a Job Analysis	3	3	3,4
	External recruitment	3	3,4	3,5
Unit 4	Unit 4	6		
	Attracting & Retaining Talent, External Selection I, External Selection II, Selection Interview Measurement	3	4	3
	Selection Decision Making	3	4	3
Unit 5	Unit 5	6		
	Employee turnover, Great resignation er	3	3,4	4
	Drivers of talent retention and turnover, why employees stay, key retention strategies and best practices	3	4	3,4
Total Contact Hours			30	
Project Hours			30	

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (10%)		Mid-1 (15%)		CLA-2 (10%)		CLA-3 (15%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Project	Th	Prac
Level 1	Remember	40%		20%		20%			100%	50%	
	Understand										
Level 2	Apply	60%		60%		60%				50%	
	Analyse										
Level 3	Evaluate			20%		20%					
	Create										
Total		100%		100%		100%			100%	100%	

Recommended Resources

1. Mohapatra, M. & Dhir, S. (2021) Talent Management: A Contemporary Perspective, Sage Publications
2. Sahay, P. (2015) A Strategic Approach to Talent Acquisition, Createspace Independent Pub
3. Anthony, V. & Wong, P. (2021). Hunting Excellence: The Art and Science of Acquiring the Right Talent, iUniverse publisher
4. Turner, D.A. (2019). Bet on Talent: How to Create a Remarkable Culture That Wins the Hearts of Customers, Baker Publishing Group
5. Cure, T. (2021). Hire to Win: Manager's Practical Guide for Attracting and Interviewing Top Talent, Bravo Publishing
6. Maylett, T. & Wride, M. (2017). The Employee Experience: How to Attract Talent, Retain Top Performers, and Drive Results, Wiley publication.
7. Woods, A., Tharakan, S. & Brown, J. (2021). Hiring for Diversity: The Guide to Building an Inclusive and Equitable Organization, Wiley publications.

Other Resources

1. NA

Training in Organisations

Course Code	MBA H02	Course Category				
			L	T	P	C
			2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)		
Course Offering Department	Management	Professional / Licensing Standards				

Course Objectives / Course Learning Rationales (CLRs)

1. To enable students, understand the concepts, principles , and processes of developing human resources.
2. To develop an understanding of how to assess training needs and design training programmes in an organizational setting.
3. To familiarize you with the levels, tools and techniques involved in evaluation of training effectiveness.
4. To enable students, understand the processes of developing human resources with a special emphasis on training.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Summarize the relationship between training and overall organizational success	2	70%	60%
Outcome 2	Interpret the contribution of training practices to organizational strategy	2	60%	55%
Outcome 3	Illustrate the impact of training on organizational competitiveness	4	60%	55%
Outcome 4	Prioritize comprehensive framework for strategically oriented training module.	5	70%	60%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Functional knowledge	Data analysis	Usage of technology enabled business models	Scan environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	Individual & Teamwork Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
Outcome 1	2	1	1	1	2	3	3	3	2	2	2	2	3	3
Outcome 2	2	1	1	1	2	3	3	3	2	2	2	2	3	3
Outcome 3	2	1	1	1	2	3	3	3	3	2	2	2	3	3
Outcome 4	3	1	1	1	2	2	3	3	3	2	2	2	3	3
Average	3	1	1	1	2	3	3	3	3	2	2	2	3	3

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	INTRODUCTION TO THE TRAINING	6		
	Why the emphasis on training, Knowledge transfer,	1	1	1,2,3
	Understanding the organization/SWOT analysis, Instructional design,	1	1	1,2,3
	Needs assessment and needs analysis, Pre-assessment activities,	1	1	1,2,3
	Methods of needs assessment, Needs assessment process,	2	1	1,2,3
	Determining whether training is the best solution.	1	1, 2	1, 2, 3
Unit 2	ADULT LEARNING PRINCIPLES AND IMPLICATIONS FOR TRAINING: ANDRAGOGY	6	1, 2	1,2,3
	Adult learning theory,	1	1, 2	1,2,3
	Characteristics of adult learners,	1	1, 2	1,2,3
	Learning outcomes,	1	1, 2	1,2,3
	Learning cycle, Learning styles (Kolb),	1	1, 2	1,2,3
	The learning process Learning theories.	2	1, 2	1,2,3
Unit 3	DEVELOPING THE TRAINING PROGRAM	6		1,2,3
	Program design, Content derivation- Relationship between objectives, content and evaluation,	1	1, 2	1,2,3
	Evaluation of student learning	1	1, 2	1,2,3
	Scope of content: How extensive is the content? Sequence: How should the content be presented?,	2	1, 2	1,2,3
	Writing the lesson plan, Effective visual aids, Student handouts, Creating PowerPoint slides, Reference citations	2	1, 2	1,2,3
Unit 4	TRAINING METHODS, EXPERIENTIAL LEARNING AND TECHNOLOGY IN TRAINING	6		1,2,3
	Experiential training/experiential learning cycle (Kolb),	1	3	1,2,3
	The Cone of Learning (Dale),	1	3	1,2,3
	Advantages and disadvantages of training methods,	1	3	1,2,3
	International Market selection –	1	3	1,2,3
	Determining the best method of training,	1	3	1,2,3
	Selecting the appropriate training design	1	3	1,2,3
Unit 5	IMPLEMENTING TRAINING AND PRESENTATION SKILLS	6		1,2,3
	Planning the training, Room layout,	2	4	1,2,3
	Selecting a trainer,	2	4	1,2,3
	Effective presentation skills, Delivery, Closure.	2	4	1,2,3
Total Contact Hours			30	
Project Hours			30	

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (10%)		Mid-1 (15%)		CLA-2 (10%)		CLA-3 (15%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Project	Th	Prac
Level 1	Remember	40%		20%		20%			100%	50%	
	Understand										
Level 2	Apply	60%		60%		60%				50%	
	Analyse										
Level 3	Evaluate			20%		20%					
	Create										
Total		100%		100%		100%			100%	100%	

Recommended Resources

1. . Noe, R. (2020). Employee training & development (8th ed.). New York, NY: McGraw-Hill Education.
2. 2. Principles of Instructional Design, by Robert Gagne (Author), Walter Wager (Author), John Keller (Author), Katharine Golas (Author) (latest edition)
3. 3. The Essentials of Instructional Design, by Abbie Brown and Timothy D. Green (Author) (latest edition)
4. 4. Effective Training – Systems, strategies and practices – Blanchard, Thacker, V Anand Ram

Other Resources

1. NA

Performance Management Systems

Course Code	MBA H03	Course Category					L	T	P	C
							2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)						
Course Offering Department	Management	Professional / Licensing Standards								

Course Objectives / Course Learning Rationales (CLRs)

1. To grasp key concepts of performance management
2. To develop hands-on skills in designing and implementing performance management systems
3. To attain proficiency in performance management techniques
4. To acquire proficiency in performance consulting

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Identify the fundamental concepts of performance management	1	60%	50%
Outcome 2	Articulate practical skills in the design and implementation of a performance management system	3	70%	55%
Outcome 3	Illustrate and compare various performance management techniques	4	70%	55%
Outcome 4	Illustrate performance consulting, constructing relationship maps, identifying business needs, and developing comprehensive models	4	60%	50%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Functional knowledge	Data analysis	Usage of technology enabled business models	Scan environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	Individual & Teamwork Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
Outcome 1	3	2	2	2	2	2	2	2	2	3	3	2	1	2
Outcome 2	2	2	2	3	2	2	2	2	2	2	2	2	2	1
Outcome 3	3	2	2	3	2	1	2	2	2	2	3	2	2	2
Outcome 4	2	2	2	3	2	2	2	2	2	2	2	2	1	2
Average	3	2	2	3	2	2	2	2	2	2	3	2	2	2

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Introduction	6		
	Defining Performance Management, performance management process	2	1,2	2
	Performance management and strategic planning	2	1,2	1
	Performance Appraisal & Potential Appraisal	2	2,3	1
Unit 2	Performance Management System Implementation	6		
	Defining performance and choosing a measurement approach	1	2,3	1
	Measuring results and behaviours	1	3,4	2
	Gathering performance information, implementing performance management system	2	2,3	1,2
	Employee Development: Performance management and Employee Development	2	3,4	1
Unit 3	Performance Management Techniques	6		
	Competency mapping	1	1,3	1
	Balanced Scorecard, 360° Feedback	1	2,3	2
	Assessment centers	1	3,4	1,2
	Performance Management Skills – Counselling and Coaching	1	2,3	1
	Reward system –Types of rewards, designing reward system	1	3,4	1,2
	Total reward strategies, Characteristics of an effective performance reward plan – Managing Team Performance	1	4,5	1
Unit 4	Performance Consulting	6		
	The Need for Performance Consulting	1	2,3	2
	Designing and Using Performance Relationship Maps	1	3,4	1,2
	Mapping the Components of Performance	1	2,3	1
	Identifying Business Needs in Operational Terms	1	3	1,2
	Developing Models of Performance Required to achieve Business Goals	1	3,4	2
	Performance Assessments	1	3	2
Unit 5	Contracting for performance consulting services	6	3	2
	Opportunities - Performance Assessment	1	2,3	1
	Performance Implementation	1	3,4	1,2
	Performance Improvement Department	2	3,4	1
	Strategic Plan for the Transition to Performance Improvement	2	3,4	2
Total Contact Hours		30		
Project Hours		30		

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (10%)		Mid-1 (15%)		CLA-2 (10%)		CLA-3 (15%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Proj	Th	Prac
Level 1	Remember	40%		40%		40%			100%	50%	
	Understand										
Level 2	Apply	60%		60%		60%				50%	
	Analyse										
Level 3	Evaluate										
	Create										
Total		100%		100%		100%			100%	100%	

Recommended Resources

1. Recommended Resources
2. Rao, T.V., Performance Management and Appraisal Systems, Sage Publishers, New Delhi, 2005.
3. Prem Chadha, Performance Management, Macmillan India Ltd, New Delhi, 2007.

Other Resources

1. Performance Management, Herman Aguinis, Pearson Education, 2008.
2. Robinson, Dana Gaines.; Robinson, James C., Performance Consulting: Moving Beyond Training, Berrett Koehler, 1996.
3. Michael Armstrong, A Handbook of Human Resources Management Practice, 10th Edition, Kogan Page, 2006.
4. S. N. Bagchi, Performance Management, Cengage Learning, 2011.
5. Earl M. A., Carter Frank, A. McMahon, Improving Employee Performance through Workplace Coaching - A Practical Guide to Performance Management, Kogan Page, 2005.

Leadership in Organization

Course Code	MBA H05	Course Category				
			L	T	P	C
			2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)		
Course Offering Department	Management	Professional / Licensing Standards				

Course Objectives / Course Learning Rationales (CLRs)

1. To present and understand the meaning and nature of Leadership
2. To develop Leadership Skills and Tactics among the students
3. To enable students with Strategic Leadership.
4. To acquaint future managers with Leadership Development and Overcoming Obstacles

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Describe the meaning and nature of Leadership	1	75%	60%
Outcome 2	Articulate Leadership Skills and Tactics	3	60%	50%
Outcome 3	Articulate Strategic Leadership in Organizations	3	70%	55%
Outcome 4	Articulate Leadership Development Process	3	60%	50%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Functional knowledge	Data analysis	Usage of technology enabled business models	Scan environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	Individual & Teamwork Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
Outcome 1	3	2	2	2	2	2	2	2	2	3	3	2	1	2
Outcome 2	2	2	1	3	2	2	2	2	2	2	2	2	2	1
Outcome 3	2	2	1	3	2	1	3	1	1	2	3	2	2	2
Outcome 4	3	2	2	3	2	2	3	2	2	2	2	2	1	2
Average	3	2	1	3	2	2	2	2	2	2	3	2	2	2

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	UNIT I: INTRODUCTION TO LEADERSHIP Trait Theory, Behavioral Theory, Contingency Theory, Situational Theory, Adaptive Leadership	6	1	1, 2, 3,4
Unit 2	UNIT II: LEADERSHIP SKILLS AND TACTICS Leadership Skills, Leadership Tactics, Leader as a Role Model, Story Telling, Leadership Styles	6	1	1, 2, 3, 4
Unit 3	UNIT III: STRATEGIC LEADERSHIP Strategic Leadership by Executives- Constraints on Executives-, The Nature of Strategic Leadership- How leaders influence organizational performance- Conditions Affecting the Need for Strategic Leadership- Research on Effects of CEO Leadership- Strategic Leadership by Executive Teams, Women CEOs.	6	1	1, 2, 3, 4
Unit 4	UNIT IV: LEADERSHIP DEVELOPMENT Leadership Development and Organizational Goals, Coaching Leaders, Leadership Succession, Choosing the Right CEO.	6	2,3	1, 2, 3, 4
Unit 5	UNIT V: OVERCOMING OBSTACLES The concept of obstacles in the workplace. Discuss obstacles in practice. Highlight seven major obstacles derived from path-goal theory of motivation Describe each obstacle and the various ways leaders can respond to these obstacles	6	2,3,4	1, 2, 3
Total Contact Hours		30		
Project Hours		30		

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (10%)		Mid-1 (15%)		CLA-2 (10%)		CLA-3 (15%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Project	Th	Prac
Level 1	Remember	60%		60%		60%			100%	60%	
	Understand										
Level 2	Apply	40%		40%		40%				40%	
	Analyse										
Level 3	Evaluate										
	Create										
Total		100%		100%		100%			100%	100%	

Recommended Resources

1. Yulk, Gary (2011) Leadership in Organizations, 7th e Pearson Education.
2. Du Brin, Andrew J (2009), Leadership Principles, Cengage Learning, NewDelhi.
3. Allio, Robert J.(2005)Leadership Myths and Realities Tata Mcgraw Hill
4. Peter G Northouse (2013), Leadership: Theory and Practice, 6ed. Sage. Organisational Behaviour: Engineering Handbook by Arjun Singh, Engineering Handbook

Other Resources

1. NA

Human Resource Metrics and Analytics

Course Code	MBA H06	Course Category				
			L	T	P	C
			2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)		
Course Offering Department	Management	Professional / Licensing Standards				

Course Objectives / Course Learning Rationales (CLRs)

1. To develop necessary skills to identify and apply analytics to solve HR problems.
2. To demonstrate the ability to measure and monitor the progress of human resources using different metrics.
3. To demonstrate the competence in developing and analyzing the HR data using descriptive, predictive, and prescriptive data analytics techniques and communicate the results for decision making.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Summarize analytics to solve given HR problems.	2	60%	80%
Outcome 2	Articulate the ability to measure and monitor the progress of human resources using different metrics.	3	80%	70%
Outcome 3	Articulate the competence in developing and analyzing the HR data	3	70%	50%
Outcome 4	Articulate necessary skills using descriptive, predictive and prescriptive data analytics techniques and communicate the results for decision making.	3	80%	70%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Functional knowledge	Data analysis	Usage of technology enabled business models	Scan environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	Individual & Teamwork Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
Outcome 1	3	2	1	1	1	1	1	1	1	1	1	3	2	2
Outcome 2	3	3	2	1	2		3	3	1	3	1	3	3	3
Outcome 3	3	3	3	1	3	1	3	3	2	3	1	3	3	3
Outcome 4	3	3	2	1	2		3	3	1	3	1	3	3	3
Average	3	3	2	1	3	1	3	2	2	3	1	3	3	3

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Introduction to the course and HR Analytics	6	1	1, 2
	HR Analytics overview	3		
	Data analytics in human resources –HCM Model	3		
Unit 2	HR metrics	6	1,2	1,2
	Measures, Metrics and Data Visualization	3		
	Role of HR analytics in HR: Descriptive, predictive and prescriptive overview	3		
Unit 3	Descriptive analytics	6	2,3	1,2
	Data cleaning process, introduction to R and other tools.	3		
	HR dashboard creation	2		
	Diversity analytics	1		
Unit 4	Predictive HR analytics	6	2,3	1,2
	Introduction to HR surveys-Measuring employee engagement, predicting engagement, reliability and factor analysis of engagement data	1		
	Renegé Modeling (Logistic regression)	2		
	Employee recruitment and preference analysis (conjoint analysis)	2		
	Predicting the employee performance (Multiple regression and dominance analysis)	1		
Unit 5	Prescriptive HR analytics	6	3	1,2
	Employee profiling using Latent profile analysis	3		
	AI in HR (Generative AI applications in HR)	3		
Total Contact Hours		30		
Project Hours		30		

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (10%)		Mid-1 (15%)		CLA-2 (10%)		CLA-3 (15%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Project	Th	Prac
Level 1	Remember	60%		60%		60%			100%	60%	
	Understand										
Level 2	Apply	40%		40%		40%				40%	
	Analyse										
Level 3	Evaluate										
	Create										
Total		100%		100%		100%			100%	100%	

Recommended Resources

1. Edwards, M. R., & Edwards, K. (2016). Predictive HR Analytics: Mastering the HR Metric. Kogan Page Publishers.
2. Numerous datasets and articles

Other Resources

1. R software

Industrial Relations and Labour Laws

Course Code	MBA H08	Course Category				
			L	T	P	C
			2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)		
Course Offering Department	Management	Professional / Licensing Standards				

Course Objectives / Course Learning Rationales (CLRs)

1. Enabling students to design and implement rational decisions within the realm of Industrial Relations.
2. Familiarizing students with the principles and concepts of industrial democracy.
3. Equipping students with knowledge about pertinent labour laws applicable to the industry.
4. Providing insights into the history, structure, theories, and challenges of Trade Unions, emphasizing their role in the Indian context.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Summarize the key components of rational decision-making in Industrial Relations.	2	70%	60%
Outcome 2	Apply Industrial Democracy principles to analyze case studies in various organizational settings.	3	65%	55%
Outcome 3	Analyse the implications of labour laws on organizational policies and practices.	4	70%	55%
Outcome 4	Prioritize strategies for enhancing the effectiveness of Trade Unions in addressing contemporary workplace issues.	5	60%	50%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Functional knowledge	Data analysis	Usage of technology enabled business models	Scan environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	Individual & Teamwork Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
Outcome 1	2	2	2	2	2	2	1	2	2	3	3	2	1	1
Outcome 2	3	1	2	3	2	1	2	2	2	2	2	2	2	2
Outcome 3	3	2	1	3	1	2	2	1	1	2	3	1	2	3
Outcome 4	3	2	2	3	2	2	1	2	1	2	2	1	1	2
Average	3	2	2	3	2	2	2	2	2	2	3	2	2	2

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Introduction to Industrial Relations	6		
	Definition and Scope: Understanding the multidisciplinary nature of industrial relations, including its economic, social, legal, and psychological dimensions.	2	1,2	2
	Historical Evolution: Tracing the historical development of industrial relations from the industrial revolution to contemporary times, highlighting key milestones, movements, and changes in labor relations.	2	2,3	1
	Theories of Industrial Relations: Exploring major theoretical perspectives such as unitarism, pluralism, and radicalism, and their implications for understanding workplace dynamics.	2	3,4	2
Unit 2	Principles of Industrial Democracy	6		
	Conceptual Framework: Defining industrial democracy and its principles, including employee participation, voice, empowerment, and representation.	2	2,3	1,2
	Models of Industrial Democracy: Comparing and contrasting different models of industrial democracy, such as direct participation, representative participation, and cooperative management.	2	3,4	2
	Case Studies Analysis: Examining case studies from various organizational settings to apply industrial democracy principles in practice, analyzing the impact on employee engagement, morale, and organizational performance.	2	1,2	2
Unit 3	Labour Laws and Compliance	6		
	Overview of Labour Legislation: Surveying the major labor laws in India, including the Industrial Disputes Act, Trade Union Act, Minimum Wages Act, and Factories Act, and their provisions related to employment, wages, working conditions, and industrial disputes resolution.	2	3	1
	Implications for Organizational Policies: Analyzing the implications of labor laws on organizational policies and practices, including recruitment, compensation, working hours, health and safety, and termination procedures.	2	1,3	1
	Compliance Requirements: Understanding the compliance requirements under various labor laws, including registration, record-keeping, reporting, and dispute resolution mechanisms.	2	2,3	2
Unit 4	Trade Unions: History, Structure, and Challenges	6		
	Historical Overview: Tracing the history of trade unions in India, from their origins in the colonial era to their role in the modern industrial landscape, examining key events, movements, and milestones.	2	2,3	1
	Structure and Functions: Exploring the structure, functions, and objectives of trade unions, including membership, leadership, bargaining, and representation of workers' interests.	2	3,4	2
	Challenges and Role in the Indian Context: Identifying the challenges faced by trade unions in India, such as fragmentation, political interference, and changing workforce demographics, and assessing their role in addressing contemporary workplace issues such as job security, wages, and working conditions.	2	3,4	1,2
Unit 5	Enhancing Trade Union Effectiveness	6		
	Strategies for Strengthening Trade Unions: Evaluating strategies for enhancing the effectiveness of trade unions, including organizing and recruitment drives, capacity-building initiatives, leadership development programs, and collaboration with other stakeholders.	2	2,3	2
	Negotiation and Collective Bargaining: Understanding the principles and techniques of negotiation and collective bargaining, including preparation, proposal making, bargaining tactics, and conflict resolution strategies.	2	3,4	1
	Case Studies and Simulation Exercises: Engaging in case studies and simulation exercises to develop recommendations for strengthening trade union effectiveness in addressing specific workplace challenges and advancing workers' rights and interests.	2	2,3	2
Total Contact Hours		30		
Project Hours		30		

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (10%)		Mid-1 (15%)		CLA-2 (10%)		CLA-3 (15%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Project	Th	Prac
Level 1	Remember	60%		40%		60%			100%	20%	
	Understand										
Level 2	Apply	40%		60%		20%				60%	
	Analyse										
Level 3	Evaluate					20%				20%	
	Create										
Total		100%		100%		100%			100%	100%	

Recommended Resources

1. Recommended Resources
2. Industrial Relations and Labour Laws by Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj, 2nd Edition, McGrawHill, 2012 (Preferred Edition).
3. Carrell, M. R., & Heavrin, C. Labor Relations and Collective Bargaining: Private and Public Sectors. Pearson. 2019. 11th Edition.

Other Resources

1. Chand, K.V.K., Industrial relations.
2. Manoppa, A., Industrial relations, TMH, 1999.
3. Laldas D.K., Industrial relations in India.
4. Manohar Lal, Industrial Relations & Labour Legislation 6. Mamoria, Mamoria and Gankar, Dynamics of Industrial Relations, Bombay: Himalaya Publishing, 2001.
5. Deb, T., Industrial Relations: Text and Cases. Excel Books. 2013. 1st Edition.
6. Dhingra, R. Industrial Relations and Labour Laws. Vikas Publishing House. 2014. 6th Edition.
7. Budd, J. W., Labor Relations: Striking a Balance. McGraw-Hill Education. 2018. 5th Edition.

Compensation Management System

Course Code	MBA H09	Course Category			L	T	P	C
					2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)				
Course Offering Department	Management	Professional / Licensing Standards						

Course Objectives / Course Learning Rationales (CLRs)

1. Understanding various compensation types and their applications in compensation management.
2. Learning about strategic perspectives to design total compensation strategies, including competitive advantage tests and base pay system development
3. Gaining knowledge of employee benefits to design comprehensive packages aligning with legal requirements and organizational goals.
4. Familiarizing incentive plans strategically and evaluate the administration of individual and group incentive plans.
5. Learning principles and methods of wage determination, internal and external equity, and wage administration practices in various industries and global organizations.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Define compensation types their applications within the context of compensation management.	1	70%	60%
Outcome 2	Summarize strategic perspectives to design total compensation strategies, incorporating competitive advantage tests, and demonstrating the development of a base pay system.	3	60%	50%
Outcome 3	Articulate knowledge of employee benefits to design comprehensive packages, ensuring legal compliance and aligning benefits with the strategic goals of the organization.	3	60%	55%
Outcome 4	Illustrate incentive plans strategically, evaluating their effectiveness in achieving organizational goals and critically assessing the administration of individual and group incentive plans.	4	70%	55%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Functional knowledge	Data analysis	Usage of technology enabled business models	Scan environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	Individual & Teamwork Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
Outcome 1	3	2	2	2	2	2	2	2	2	3	3	2	1	2
Outcome 2	2	2	1	3	2	2	2	2	2	2	2	2	2	1
Outcome 3	2	2	1	3	2	1	3	1	1	2	3	2	2	2
Outcome 4	3	2	2	3	2	2	3	2	2	2	2	2	1	2
Average	3	2	1	3	2	2	2	2	2	2	3	2	2	2

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Compensation	6		
	Types of compensation, conceptual framework of compensation management	1	1,2	1
	Theories of wages: subsistence theory, wage fund theory, marginal productivity theory, bargaining theory	1	1,2	2
	Criteria of wage fixation. Compensation system design issues: Compensations Philosophies, compensation approaches	1	2,3	2
	Decision about compensation, compensation- base to pay, individual Vs team rewards	1	4	1
	Perceptions of pay Fairness, legal constraints on pay systems	2	3	1,2
Unit 2	Strategic Compensation Planning	6		
	Strategic perspectives towards compensation – developing a total compensation strategy	1	2,3	2
	Source of competitive advantage: three tests, designing pay levels, mix and pay structure	1	4	1
	Development of a Base Pay System: Job evaluation systems,	1	2,3	1,2
	the compensation structure- wage and salary surveys, the wage curve, pay grades and rate ranges, preparing salary matrix	1	4	2
	Government regulation on compensation, fixing pay, significant compensation issues, Compensation as a retention strategy	2	3	2
Unit 3	Variable Pay	6		
	Strategic reasons for incentive plans, administering incentive plans, individual incentive plans – piece work, standard hour plan, bonuses, merit pay, group incentive plans	2	1,3	2
	team compensation, gain sharing incentive plans, enterprise incentive plans, profit sharing plans, stock options, ESOPs.	1	2,3	1
	Executive compensation- elements of executive compensation and its management	1	4	1
	International compensation Management	2	2,3	2
Unit 4	Managing employee benefits	6		
	Nature and types of benefits	2	2,3	1
	Employee benefits programs- security benefits, retirement security benefits, health care benefits, time –off benefits, benefits administrations	2	4	2
	Employee benefits required by law, discretionary major employee benefits	1	2,3	1,2
	Employee services designing a benefits package	1	3	1,2
Unit 5	Wage determination	6		
	Principles of wage and salary administration, methods of wage determination in India	2	2,3	1,2
	Internal and external equity in compensation systems, wage administration in India: wage policy in India	1	4	2
	Wage boards: structure, scope and functions, compensation practices in different industries	2	3,4	2
	Compensation practices of multinational and global organizations	1	3,4	1
Total Contact Hours			30	
Project Hours			30	

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (10%)		Mid-1 (15%)		CLA-2 (10%)		CLA-3 (15%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Proj	Th	Prac
Level 1	Remember	40%		40%		40%			100%	50%	
	Understand										
Level 2	Apply	60%		60%		60%				50%	
	Analyse										
Level 3	Evaluate										
	Create										
Total		100%		100%		100%			100%	100%	

Recommended Resources

1. Recommended Resources
2. B D Singh, Compensation and Reward Management, Excel Books, 2008.
3. Milkovich, Newman & Gerhart, Compensation, TMH, 10th Edition, 2011.

Other Resources

1. Richard I. Henderson, Compensation Management in a Knowledge-Based World, Pearson Education, 2009, 10th Edition.
2. Tapomoy Deb, Compensation Management, Text and Cases, Excel Books, 2009, 1st Edition.
3. Martocchio, J.J. Strategic Compensation: A Human Resource Management Approach, Pearson 2020, 10th edition
4. Barry A. Gerhart and Sara L. Rynes, Compensation: Theory, Evidence, and Strategic Implications, Sage Publications, Inc., 2019, 5th Edition
5. Richard R. Randall, Thea Dunmire, and Warren Bobrow, Compensation Committee Handbook, Wiley, 2020, 7th Edition
6. Joseph J. Martocchio, Employee Benefits: A Primer for Human Resource Professionals, McGraw-Hill Education, 2018, 6th Edition

New Age HR

Course Code	MBA H10	Course Category				
			L	T	P	C
			2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)		
Course Offering Department	Management	Professional / Licensing Standards				

Course Objectives / Course Learning Rationales (CLRs)

- To illustrate the changing dynamics of HR and business.
- To assess emerging trends and best practices in the realm of HR.
- To overcome workplace biases, and promote gender equity to enhance employee well-being.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Summarize the changing landscape of HR by identifying and analyzing current trends, emerging technologies, and evolving workplace dynamics.	2	80%	75%
Outcome 2	Apply contemporary management practices to address given real-world business challenges, showcasing the ability to adapt and implement best practices in diverse organizational contexts.	3	70%	60%
Outcome 3	Discover a keen insight of workplace biases and discrimination, to identify, mitigate, and create a more inclusive and equitable work environment.	3	80%	75%
Outcome 4	Conclude the ability to identify and critically assess the latest trends shaping the field of Human Resources, staying abreast of innovations and advancements.	4	60%	55%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Functional knowledge	Data analysis	Usage of technology enabled business models	Scan environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	Individual & Teamwork Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
Outcome 1	2	2	2	2	2	1	1	2	2	3	3	2	1	1
Outcome 2	3	1	2	3	2		2	2	2	2	2	2	2	2
Outcome 3	3	2	1	3	1		2	1	1	2	3	1	2	3
Outcome 4	3	2	2	3	2	1	1	2	1	2	2	1	1	2
Average	3	2	2	3	2	1	2	2	2	2	3	2	2	2

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used	
Unit 1	HR Mastery: Navigating the essentials	6	1,2	1,3	
	HR Department of One-Background Checks-		1		
	Skill Gap and Workforce Readiness		1,2		
	Immigration- HR Investigations -Emergency Response		1		
Unit 2	Creating a Safe and Inclusive Workplace: Addressing Contemporary Challenges"	6	2,3		1,3
	Harassment and Bullying-Mental Health-Politics in the Workplace		2		
	Violence in the workplace-Dealing with Substance Abuse		2,3		
	Gen Z in the workforce		2		
Unit 3	Striving for Equity and well-being: Crafting inclusive workplace	6	2,3,	1,3	
	Overcoming workplace Bias-Gender Differences & Equity-Govt welfare schemes, company welfare policies and well-being measures		2		
	Ageism- DEI Metrics- Employee Experience, Employee Engagement-Work-Life Balance-HR Audit		2		
Unit 4	HR in post pandemic times	4	2,3,4	3,2	
	Corona Virus and Covid-19-Managing work online-The Great Resignation-Return to Work-		2		
	The Great Resignation-Return to Work-		2		
Unit 5	Navigating disruption in future work	8	3,4	2,4	
	HR in the Era of Disruption-Independent Contractors,		2		
	Gig Workers & Gig Economy,		2,3,4		
	Digital HR -Future of Work		2,3		
Total Contact Hours		30			
Project Hours		30			

Learning Assessment

Bloom’s Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (10%)		Mid-1 (15%)		CLA-2 (10%)		CLA-3 (15%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Project	Th	Prac
Level 1	Remember	60%		40%		60%			100%	40%	
	Understand										
Level 2	Apply	40%		60%		40%				60%	
	Analyse										
Level 3	Evaluate										
	Create										
Total		100%		100%		100%			100%	100%	

Recommended Resources

1. Recommended Resources
2. Ordoñez de Pablos, Patricia, Tennyson, Robert D. (2016) The Handbook of Research on Human Resources Strategies for the New Millennial Workforce, IGI Global
3. Bhattacharyya, D.K. (2008). Technological Change and Manpower Development, Excel Books
4. Dave Ulrich, Gphr William a Schiemann, Sphr Libby Sartain (2015). The Rise of HR, Lulu.co
5. . Sen, S. (2020). Digital HR Strategy Achieving Sustainable Transformation in the Digital Age, Kogan Page

Other Resources

1. <https://workforce-resources.manpowergroup.com/white-papers/the-new-human-age>

Managing diversity at the workplace

Course Code	MBA H12	Course Category				
			L	T	P	C
			2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)		
Course Offering Department	Management	Professional / Licensing Standards				

Course Objectives / Course Learning Rationales (CLRs)

1. Understand principles of inclusion, diversity, multiculturalism, and social justice in the context of human resource practices.
2. Become familiar with best practices and policies for creating more inclusive work environments.
3. Develop critical thinking skills around areas of diversity to advance the ability to create more inclusive environments.
4. Increase awareness of the impact stereotypes, unconscious bias, and the construction of power and privilege in society have on individuals, organizations, and human resource management.
5. Learn self-reflection skills to deepen the understanding of how personal identities influence professional culture and experiences.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Extract and interpret the pervasive influence of stereotypes, unconscious bias, and power dynamics on individuals, organizations, and human resource management processes.	2	80%	75%
Outcome 2	Apply principles of inclusion, diversity, multiculturalism, and social justice to formulate strategies for enhancing human resource practices.	3	80%	75%
Outcome 3	Analyze and evaluate the effectiveness of various best practices and policies in fostering inclusive work environments.	4	70%	60%
Outcome 4	Criticize and synthesize complex concepts of diversity to devise innovative approaches for creating inclusive environments.	5	60%	55%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Functional knowledge	Data analysis	Usage of technology enabled business models	Scan environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	Individual & Teamwork Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
Outcome 1	2	2	2	2	2	1	1	2	2	3	3	2	1	1
Outcome 2	3	1	2	3	2		2	2	2	2	2	2	2	2
Outcome 3	3	2	1	3	1		2	1	1	2	3	1	2	3
Outcome 4	3	2	2	3	2	1	1	2	1	2	2	1	1	2
Average	3	2	2	3	2	1	2	2	2	2	3	2	2	2

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	UNIT 1	6	1,2	1,3
	Intro/Business Case for Diversity: Inclusion & Diversity Foundations	2	1	
	Practice of Inclusion in Diverse Organizations, Inclusion as a Transformational Business Strategy	2	1,2	
	Meritocracy, power, and privilege	2	1	
Unit 2	UNIT 2	6	2,3	
	The Personal and Professional (Self-awareness in the Context of Managing Diversity)	2	2	
	Knowing, Accepting, and Expressing One's Whole Self at Work	2	2,3	
	Inclusive Human Resource Management	2	2	
Unit 3	UNIT 3	6	2,3,	
	Recruitment and Retention (Racial Identities)	3	2	
	Leadership and Development (Gender/Women), Too few women leaders in comparison to men, Inclusive leadership practice	3	2	
Unit 4	UNIT 4	6	2,3,4	3,2
	Policies and Practices: Gender bias in performance appraisal (Gender Identity)	3	2	
	The Role of Allies in LGBT ERGs, Sexual Orientation and Gender Identity Microaggressions in the Workplace	3	2	
Unit 5	UNIT 5	6	3,4	2,5
	Climate and Access (Disabilities) Disability Rights, Creating Inclusive Climates in Diverse Organizations	2	2	
	Disability and Diversity, Inclusion as a Transformational Diversity and Business Strategy	2	2,3,4	
	Practicing Inclusion: Creativity and innovation in diverse organizations, Leading diversity in organization	2	2	
Total Contact Hours		30		
Project Hours		30		

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (10%)		Mid-1 (15%)		CLA-2 (10%)		CLA-3 (15%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Project	Th	Prac
Level 1	Remember	60%		40%		60%			100%	20%	
	Understand										
Level 2	Apply	40%		60%		20%				60%	
	Analyse										
Level 3	Evaluate					20%				20%	
	Create										
Total		100%		100%		100%			100%	100%	

Recommended Resources

1. Recommended Resources
2. Handbook of Research on Workforce Diversity in a Global Society, edited by Scott, Chaunda L.
3. Diversity in the Workforce: Current Issues and Emerging Trends edited by Marilyn Y. Byrd, Chaunda L. Scott
4. Managing Diversity: Human Resource Strategies for Transforming the Workplace Ellen Ernst Kossek, Sharon A. Lobel
5. Dessler Gary, A Framework for Human Resource Management, Pearson Publication, 7th Edition.
6. Diversity at Work: The Practice of Inclusion, Ferdman and Deane, Jossey-Bass, 2014

Other Resources

1. <https://www.peoplescout.com/insights/managing-diversity-in-workplace>

HR Simulation

Course Code	MBA H13	Course Category				
			L	T	P	C
			0	0	3	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)		
Course Offering Department	Management	Professional / Licensing Standards				

Course Objectives / Course Learning Rationales (CLRs)

1. To Apply management knowledge gained in HR concepts.
2. To create and implement a cogent strategy for simulated complex business.
3. To Understanding of management as a generalist profession.
4. To understand various management functions to approach business problems holistically.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Understand how effective recruitment, selection, and talent management strategies align with organizational needs.	1	80%	90%
Outcome 2	Articulate comprehensive HR strategies that address organizational development, workforce planning, and employee engagement.	3	80%	90%
Outcome 3	Enhance their critical thinking skills by identifying strategic issues in a simulated business environment	3	80%	90%
Outcome 4	Adapt to different managerial roles and challenges, demonstrating versatility in their approach to business management.	3	80%	90%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Functional knowledge	Data analysis	Usage of technology enabled business models	Scan environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	Individual & Teamwork Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
Outcome 1	2	2	3	2	2		2	2	1	3		1	3	1
Outcome 2	2	2	3	2	2	1		2	1	3		1	3	2
Outcome 3	2	1	3	2	2	1	2	3	2	3		1	3	2
Outcome 4	1	2	3	2	2	1	2	2	1	3		1	3	2
Average	2	2	3	2	2	1	2	2	1	3	0	1	3	2

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Activity 1	15		
	Ideation	3	1	1
	Planning	3	2	2
	Implementation	5	3	3
	Reflection	4	3	4
Unit 2	Activity 2	15		
	Ideation	5	1	1
	Planning	3	2	2
	Implementation	3	3	3
	Reflection	4	3	4
Total Contact Hours		15		
Project Hours		30		

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (100%)								End Semester Exam (50%)	
		CLA-1 (30%)		Mid-1 (15%)		CLA-2 (40%)		CLA-3 (15%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Project	Th	Prac
Level 1	Remember		60%		40%		60%		100%		
	Understand										
Level 2	Apply		40%		60%		40%				
	Analyse										
Level 3	Evaluate										
	Create										
Total			100%		100%		100%		100%		

Recommended Resources

1. Capstone 2.0 User guide
2. Capstone 2.0 Industry Conditions Report
3. Capstone 2.0 Year 0 Report.
4. Capstone 2.0 Video reference library

Other Resources

1. <https://www.interpretive.com/business-simulations/human-resource-management-simulation/>

Strategic Human Resource Management

Course Code	MBA H15	Course Category				
			L	T	P	C
			2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)		
Course Offering Department	Management	Professional / Licensing Standards				

Course Objectives / Course Learning Rationales (CLRs)

- Gain insights into the fundamental principles of strategic HRM.
- Fuse strategic thinking with human resource planning practices.
- Formulate effective strategies for fostering employee development.
- Execute strategic performance management approaches for organizational enhancement.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Contrast how strategic thinking can be integrated with human resource planning practices	2	70%	60%
Outcome 2	Apply knowledge of strategic HRM principles to formulate effective strategies for employee development	3	65%	55%
Outcome 3	Analyse the effectiveness of strategic performance management approaches in enhancing organizational performance	4	70%	55%
Outcome 4	Evaluate the impact of integrating strategic thinking into HRM practices on organizational success	5	60%	50%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Functional knowledge	Data analysis	Usage of technology enabled business models	Scan environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	Individual & Teamwork Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
Outcome 1	2	2	2	2	2	1	1	2	2	3	3	2	1	1
Outcome 2	3	1	2	3	2		2	2	2	2	2	2	2	2
Outcome 3	3	2	1	3	1		2	1	1	2	3	1	2	3
Outcome 4	3	2	2	3	2	1	1	2	1	2	2	1	1	2
Average	3	2	2	3	2	1	2	2	2	2	3	2	2	2

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Introduction	6		
	Strategic Human Resource Management: An Overview	2	1,2	2
	Viewing Human Resource Management as an Investment	2	2,3	1
	Exploring Business and Corporate Strategies, Aligning HR Strategies with Organizational Goals	1	3,4	2
	Human Resource Environment: Technology and Organizational Structure Management Trends: Demographic Shifts and Evolving HR Practices	1	2,3	1,2
Unit 2	Aligning Strategy with Human Resource Planning	6		
	Exploring the Strategic Significance of Human Resource Planning	2	3,4	2
	Evaluation of Forecasting Techniques for Human Resource Planning	2	1,2	2
	Analysing Human Resource Supply and Demand Forecasts	1	3,4	
	Optimizing Workforce Utilization and Employment Strategies	1	3	1
Unit 3	Crafting Employee Development Strategies	6		
	Designing and Implementing Training Plans	2	2,3	2
	Aligning Training Initiatives with Performance Management and Compensation Structures	2	3	2
	Enhancing Competitive Advantage through Management	1	2,3	1
	Strategizing the Mode of Employee Training	1	3,4	2
Unit 4	Strategic Performance Management	6		
	Designing Strategic Performance Measurement Systems	2	3,4	1,2
	Developing Strategic Compensation Systems	2	2,3	2
	Implementing High-Performance Practices	1	3,4	1
	Evaluating Human Resource Performance: Strategic Considerations in Performance Management Systems	1	2,3	2
Unit 5	Managing Employee Separation	6		
	Implementing Workforce Reductions: Layoffs and Downsizing	2	2,3	1
	Crafting Responsible Restructuring Strategies	2	3,4	1
	Global HRM: Strategic Considerations in Global Assignments	2	3,4	1,2
Total Contact Hours		30		
Project Hours		30		

Learning Assessment

Bloom’s Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (10%)		Mid-1 (15%)		CLA-2 (10%)		CLA-3 (15%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Project	Th	Prac
Level 1	Remember	60%		40%		60%			100%	20%	
	Understand										
Level 2	Apply	40%		60%		20%				60%	
	Analyse										
Level 3	Evaluate					20%				20%	
	Create										
Total		100%		100%		100%			100%	100%	

Recommended Resources

1. Recommended Resources
2. Charles R. Greer, Strategic HRM, Pearson education Asia, New Delhi, 2007
3. Jeffery Mello, Strategic HRM, Thompson publication, New Delhi, 2003

Other Resources

1. Wright, P. M., & McMahan, G. C. (2011). *Human Resource Management: Gaining a Competitive Advantage*. McGraw-Hill Education.
2. Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2017). *Human Resource Management: Gaining a Competitive Advantage*. McGraw-Hill Education.
3. Jackson, S. E., Schuler, R. S., & Jiang, K. (2014). *Managing Human Resources*. South-Western Cengage Learning.
4. Mello, J. A. (2014). *Strategic Human Resource Management*. Cengage Learning.
5. Schuler, R. S., Jackson, S. E., & Storey, J. (2014). *Strategic Human Resource Management: A Reader*. Oxford University Press.
6. Boxall, P., & Purcell, J. (2011). *Strategy and Human Resource Management*. Palgrave Macmillan.
7. Armstrong, M., & Taylor, S. (2014). *Armstrong's Handbook of Human Resource Management Practice*. Kogan Page.
8. Wright, P. M., Dunford, B. B., & Snell, S. A. (2001). Human resources and the resource-based view of the firm. *Journal of Management*, 27(6), 701-721.
9. Ulrich, D., & Dulebohn, J. H. (2015). Are we there yet? What's next for HR? *Human Resource Management Journal*, 25(3), 188-204.

Advanced-Data Analytics

Course Code	MBA A01	Course Category				
			L	T	P	C
			2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)		
Course Offering Department	Management	Professional / Licensing Standards				

Course Objectives / Course Learning Rationales (CLRs)

1. To acquaint the students with basic concepts of statistical modelling.
2. Explain the role of statistical modelling in discovering information, making predictions and decision making.
3. To make students to emphasize the applications of the general linear model and its extensions to multilevel models and logistic regression.
4. To enhance students with applications of time series models and forecasting techniques

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Summarize key terms and concepts related to statistical modeling, including variables, parameters, and distributions.	2	80%	65%
Outcome 2	Articulate the general linear model to analyze relationships between variables.	3	75%	65%
Outcome 3	illustrate sequential data using time series models and assess the effectiveness of forecasting techniques in predicting future trends.	4	70%	60%
Outcome 4	Design the statistical models to uncovering patterns, making predictions, and supporting decision-making processes.	6	80%	70%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)												
	Functional knowledge	Data analysis	Usage of technology enabled business models	Scan environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
Outcome 1	2	2	2	2	2	1	1	2	3	3	2	1	1
Outcome 2	3	1	2	3	2		2	2	2	2	2	2	2
Outcome 3	3	2	1	3	1		2	1	2	3	1	2	3
Outcome 4	3	2	2	3	2	1	1	1	2	2	1	1	2
Average	3	2	2	3	2	1	2	2	2	3	2	2	2

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	LINEAR REGRESSION	6	1	1
	Simple Linear Regression – Least Squares estimation	3		
	Assumptions of regression – Interpreting regression output	2		
	Correlation – Causation – Use cases of Regression – Multiple Linear Regression	1		
Unit 2	LOGISTIC REGRESSION	7	2	2
	Logistic Regression – Intuition – Odds ratio	2		
	Derivation of odds ratio – High-level steps in logistic regression	2		
	Logit and sigmoid function – Log loss error – Applications	3		
Unit 3	LINEAR DISCRIMINANT ANALYSIS	5	3	2
	Introduction to Linear Discriminant Analysis	1		
	Approaches to LDA - Fischer, Mahalanobis - Application of LDA	1		
	How LDA works – Multiple Discriminant Analysis	1		
	Multiple Discriminant Analysis	1		
	Multiple Discriminant Analysis	1		
Unit 4	TIME SERIES FORECASTING	5	3	2
	Time series data basic concepts	1		
	Time series plot and interpretation	1		
	Time series decomposition – ACF and PACF	1		
	Time series decomposition – ACF and PACF	2		
Unit 5	PRINCIPAL COMPONENT ANALYSIS	7	4	3,4
	Basic concept of Principal component analysis – Objectives - Steps in PCA- Factor Analysis – Steps in FA – PCA vs FA – Dimensionality reduction	7		
Total Contact Hours		30		
Project Hours		30		

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (10%)		Mid-1 (15%)		CLA-2 (10%)		CLA-3 (15%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Prac	Th	Prac
Level 1	Remember	60%		40%		60%			40%	40%	
	Understand										
Level 2	Apply	40%		40%		40%			60%	40%	
	Analyse										
Level 3	Evaluate			20%						20%	
	Create										
Total		100%		100%		100%			100%	100%	

Recommended Resources

1. Applied Predictive Modelling, Max Kuhn and Kjell Johnson, Springer
2. Business Analytics Data Analysis and Decision Making, Albright and Winston, 5th Edition, Cengage Learning
3. Basic Econometrics, Damodar N. Gujarati, Dawn C. Porter, University of Southern California, 5th Edition, McGraw Hill
4. Marketing Research: An Applied Orientation, Naresh K Malhotra, Satyabhusan Das,
5. 7th Edition, Pearson

Other Resources

1. Business Analytics_ Data Analysis & Decision Making 6th edition

Data Visualization

Course Code	MBA A02	Course Category				
			L	T	P	C
			2	0	1	3
Pre-Requisite Course(s)	MBA 202	Co-Requisite Course(s)	Progressive Course(s)			
Course Offering Department	Management	Professional / Licensing Standards				

Course Objectives / Course Learning Rationales (CLRs)

1. Thorough understanding of concepts of Data cleaning and preparation
2. Import any data and organise the data in Tableau
3. Understand application of Data Visualization
4. Build interactive Dashboards and create stories using Tableau

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Summarize the intuition behind Data cleaning as well as more advanced cleaning	2	80	65
Outcome 2	Articulate Import and organise data	3	75	65
Outcome 3	Device common views using power BI	4	70	60
Outcome 4	Illustrate the process involved and security issues present in data visualization	4	80	70

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)												
	Functional knowledge	Data analysis	Usage of technology enabled business models	Scan environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
Outcome 1	2	2	2	2	2	1	1	2	3	3	2	1	1
Outcome 2	3	1	2	3	2		2	2	2	2	2	2	2
Outcome 3	3	2	1	3	1		2	1	2	3	1	2	3
Outcome 4	3	2	2	3	2	1	1	1	2	2	1	1	2
Average	3	2	2	3	2	1	2	2	2	3	2	2	2

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Data Cleaning & Preparation	7	1	1
	Introduction to Data	2		
	Data cleaning: remove missing values, null, blanks	2		
	Data Transformation: Text functions, Number functions, split column, groupby Relations: Merge data, Append rows, relations: Left, right, full join Column from example, Conditional Coulmn	3		
Unit 2	Connect Data & Organise Data	5	2	2
	Data Import from different files, class of data	1		
	Creating Groups, Hierarchies	1		
	Data Filtering: Dimension, date, Numerical, custom, etc Data Sorting Creating Sets	3		
Unit 3	Build Common Views	7	3	2
	Time based visualization	2		
	Scatter plot	1		
	Bar, column, histogram	1		
	Pie chart, tree map, doughnut chart	1		
	Bar in bar chart, Bullet chart, Tree maps, highlight the data	2		
Unit 4	Geographical and advance visualization	7	3	2
	Symbol map, density map	2		
	Create calculated fields, measures	2		
	Apply table calculations	2		
	Create relations, join, Union, Blend, analytics in Tableau	1		
Unit 5	Create Dashboards and Stories	5	4	3
	Build dashboard, Interactive dashboard, Refine dashboard, story telling using Data	5		
Total Contact Hours		30		
Project Hours		30		

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (10%)		Mid-1 (15%)		CLA-2 (10%)		CLA-3 (15%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Prac	Th	Prac
Level 1	Remember	60%		40%		60%			40%	40%	
	Understand										
Level 2	Apply	40%		40%		40%			60%	40%	
	Analyse										
Level 3	Evaluate			20%						20%	
	Create										
Total		100%		100%		100%			100%	100%	

Recommended Resources

1. Recommended Resources
2. Steve Wexler_ Jeffrey Shaffer_ Andy Cotgreave - The Big Book of Dashboards_ Visualizing Your Data Using Real-World Business Scenarios
3. Ryan Sleeper - Innovative Tableau_ 100 More Tips, Tutorials, and Strategies-O'Reilly Media (2020)
4. Alexander Loth - Visual Analytics with Tableau (2019, Wiley)

Other Resources

1. <https://elearning.tableau.com>

Spreadsheet Modelling

Course Code	MBA AO3	Course Category				
			L	T	P	C
			2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)		
Course Offering Department	Management	Professional / Licensing Standards				

Course Objectives / Course Learning Rationales (CLRs)

1. To demonstrate the key tools and techniques in MS Excel
2. To make students competent in advanced functions of Spreadsheet.
3. To equip the students with skills to create dashboard using advanced excel functions

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Use functions in Excel	3	80%	70%
Outcome 2	Articulate spreadsheet formulas in given real-life scenario.	3	70%	70%
Outcome 3	Solve given business problems using appropriate spreadsheet function and tools	3	75%	65%
Outcome 4	Device or design dashboard using advance functions for given scenarios	4	70%	65%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)												
	Functional knowledge	Data analysis	Usage of technology enabled business models	Scan environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
Outcome 1	3	1	1	1	1	1	1	1	1	2	1	3	2
Outcome 2	3	3	3	2	1	1	1	1	3	3	2	3	2
Outcome 3	3	3	3	3	2	1	1	2	3	3	1	3	3
Outcome 4	3	3	3	3	2	1	1	2	3	3	2	3	3
Average	3	3	3	2	2	1	1	2	3	3	2	3	3

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Introduction to Spreadsheet	6	1	1
	Introduction & Basic functions	1		
	Formatting Cells, Left , Right Functions, Hide, Freeze, Split windows	1		
	Substitute & Replace Command, Choose, Random database, Date & Time formatting	1		
	Conditional formatting, Countblank, countafuncion & Blank cell deletion	1		
	Print Setup & Layout, Sorting, Filtering	2		
Unit 2	Data Analysis	6	1,2	1
	Absolute,Mixed and Relative reference	1		
	Basic Graphs, Two way axis graph, Waterfall graph	2		
	Business charts (Gantt Chart, Pareto Chart)	2		
	Assignment-1 (Class room work)	1		
Unit 3	Advanced functions	8	2,3	1
	IF Condition & Nested IF Condition	2		
	Lookup functions – Vlookup, Hlookup, xlookup, Match & Index	2		
	Financial functions - PMT, NPER, RATE, PV	2		
	Statistical Functions - Rank function, Descriptive Statistics, Coefficient of Variance, Correlation & regression function	2		
Unit 4	Decision Support functions	5	2,3	1
	Goal Seek function, Data table	2		
	Solver functions	3		
Unit 5	Interactive Dashboard	5	3,4	1
	Creating excel dashboards	3		
	Dynamic graphs	2		
Total Contact Hours		30		
Project Hours		30		

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (10%)		Mid-1 (15%)		CLA-2 (10%)		CLA-3 (15%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Prac	Th	Prac
Level 1	Remember	60%		40%		60%			40%	40%	
	Understand										
Level 2	Apply	40%		40%		40%			60%	40%	
	Analyse										
Level 3	Evaluate			20%						20%	
	Create										
Total		100%		100%		100%			100%	100%	

Recommended Resources

1. Business Analytics_ Data Analysis & Decision Making 6th edition
2. Winston, W.L. (2004) Microsoft Excel Data Analysis and Business Modeling. edmond, Wash: Microsoft Press

Other Resources

1. <https://www.coursera.org/learn/wharton-introduction-spreadsheets-models>
2. <https://www.coursera.org/learn/business-analytics-excel>
3. <https://www.coursera.org/learn/excel-essentials>

Machine Learning Techniques

Course Code	MBA A04	Course Category					L	T	P	C
							2	0	1	3
Pre-Requisite Course(s)	MBA 202	Co-Requisite Course(s)		Progressive Course(s)						
Course Offering Department	Management	Professional / Licensing Standards								

Course Objectives / Course Learning Rationales (CLRs)

1. To acquaint the students with the fundamental principles of machine learning concepts in Python
2. Appraise the supervised learning techniques and their applications
3. Apply the machine learning algorithms to solve real-world problems
4. Learn how to evaluate models generated from data.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Summarize statistical concepts such as mean, covariance, quantile, conditional mean, linear regression)	2	80	65
Outcome 2	Summarize data using standard statistical software	2	75	65
Outcome 3	Demonstrate learning techniques like decision tree, Analytical, Inductive and Reinforced learning	3	70	60
Outcome 4	Demonstrate appropriate machine learning techniques for classification, Pattern recognition, optimization and decision problems.	3	80	70

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)												
	Functional knowledge	Data analysis	Usage of technology enabled business models	Scan environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
Outcome 1	3	1	1	1	1	1	1	1	1	2	1	3	2
Outcome 2	3	3	3	2	1	1	1	1	3	3	2	3	2
Outcome 3	3	3	3	3	2	1	1	2	3	3	1	3	3
Outcome 4	3	3	3	3	2	1	1	2	3	3	2	3	3
Average	3	3	3	2	2	1	1	2	3	3	2	3	3

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Fundamentals of Machine Learning	7	1	1
	Basic concepts of Machine Learning – Machine learning roadmap	2		
	Parametric and non parametric models	2		
	Goals and applications of machine learning – Model performance fundamentals	3		
Unit 2	Supervised Learning I	5	2	2
	Supervised Learning fundamentals – K-Nearest Neighbors	1		
	Choosing k and setting the cutoff value - Naïve Bayes classification	2		
	Data Classification	2		
Unit 3	Supervised Learning II	6	3	2
	Tree-based modelling concepts	1		
	Decision Trees	1		
	Classification and Regression Trees	1		
	Random Forest - Entropy and information gain	1		
	Pruning trees – Multiple Linear Regression – Stepwise regression	2		
Unit 4	Unsupervised Learning I	6	3	2
	Unsupervised Learning fundamentals – Clustering	2		
	Measuring distance between records	1		
	Euclidean and other distance measures	1		
	Hierarchical Agglomerative clustering	2		
Unit 5	Unsupervised Learning II	7	4	3
	Use cases on projects	7		
Total Contact Hours		30		
Project Hours		30		

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (10%)		Mid-1 (15%)		CLA-2 (10%)		CLA-3 (15%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Prac	Th	Prac
Level 1	Remember	60%		60%		60%			50%	60%	
	Understand										
Level 2	Apply	40%		40%		40%			50%	40%	
	Analyse										
Level 3	Evaluate										
	Create										
Total		100%		100%		100%			100%	100%	

Recommended Resources

1. Introduction to Machine Learning with Python, Andreas Muller, O'Reilly
2. Fundamentals of Machine Learning for Predictive Data Analytics, John D. Kelleher, Brian Mac Namee, Aoife D'arcy, The MIT Press
3. Data Mining for Business Analytics, Galit Shmueli, Peter C. Bruce, Inbal Yahav, Nitin R. Patel, Kenneth C. Lichtendahl, Jr., Wiley

Other Resources

1. Business Analytics_ Data Analysis & Decision Making 6th edition

Prescriptive Analytics

Course Code	MBA A05	Course Category				
			L	T	P	C
			2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)		
Course Offering Department	Management	Professional / Licensing Standards				

Course Objectives / Course Learning Rationales (CLRs)

1. To familiarize student with prescriptive analytics concept.
2. To familiarize student with analytical tools and techniques.
3. To train students on various prescriptive analytics tools and techniques to solve business problems.
4. To train students on analysing the result and decision making.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Illustrate prescriptive analytics concepts.	3	70%	70%
Outcome 2	Identify tools and techniques according to given problem.	1	70%	70%
Outcome 3	Use prescriptive analytics tools and techniques and solve the problem.	3	70%	70%
Outcome 4	Prioritize the problem and take decision based on result.	5	70%	70%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)												
	Functional knowledge	Data analysis	Usage of technology enabled business models	Scan environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
Outcome 1	3	2	2	2	2	1	1	3	1	3	2	1	3
Outcome 2	3	3	3	3	3	1	1	3	1	3	2	1	3
Outcome 3	3	3	3	3	3	1	1	3	2	3	3	2	3
Outcome 4	3	3	3	3	3	1	1	3	2	3	3	2	3
Average	3	3	3	3	3	1	1	3	2	3	3	2	3

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	INTRODUCTION TO PRESCRIPTIVE ANALYTICS	6		1
	Introduction to prescriptive analytics	1	1	
	Role of optimization and simulation in prescriptive analytics	1		
	Steps for prescriptive analytics driving decision making	2		
	Applications of prescriptive analytics	2	2	
Unit 2	LINEAR, INTEGER AND NON-LINEAR OPTIMIZATION	6		
	Introduction to linear, integer and non-linear optimization models	1	1	
	Maximization and Minimization models – Problem formulation	1	3	
	Solving the optimization problem, and Sensitivity analysis	2	3	
	Applications of linear, integer and non-linear optimization models.	2	4	
Unit 3	NETWORK OPTIMIZATION	3		
	Introduction to network models	1	1	
	Basic algorithms for shortest paths, maximum flow and minimum cost flow problems	1	2	
	Applications of network flows.	1	4	
Unit 4	STOCHASTIC OPTIMIZATION AND DECISION ANALYSIS	12		
	Decision making under certainty, risk, and uncertainty	2	1	
	Dynamic programming	3	2	
	Markov chains and hidden Markov models.	4	3,4	
	Association rule mining	3	4	
Unit 5	SIMULATION	3		
	Understanding simulation and analytics, Building the simulation, Using simulation for prescriptive analytics.	3	4	
Total Contact Hours		30		
Project Hours		30		

Learning Assessment

Bloom’s Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (10%)		Mid-1 (15%)		CLA-2 (10%)		CLA-3 (15%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Prac	Th	Prac
Level 1	Remember	60%		40%		60%			50%	40%	
	Understand										
Level 2	Apply	40%		40%		40%			50%	40%	
	Analyse										
Level 3	Evaluate			20%						20%	
	Create										
Total		100%		100%		100%			100%	100%	

Recommended Resources

1. Introduction to Operations Research: Concepts and Cases" by F.S. Hillier and G.J. Lieberman, Ninth (or latest) Edition, McGraw Hill.

Other Resources

1. Jeffrey D. Camm, James J. Cochran, Michael J. Fry, and Jeffrey W. Ohlmann: "Business Analytics: Descriptive, Predictive, Prescriptive", Cengage Publication, Fourth Edition, 2021.
2. Andrew Greasley: "Simulating Business Processes for Descriptive, Predictive, and Prescriptive Analytics", De Gruyter Publication, 2019.

Applications of Natural Language Processing

Course Code	MBA A06	Course Category				
			L	T	P	C
			2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)		
Course Offering Department	Management	Professional / Licensing Standards				

Course Objectives / Course Learning Rationales (CLRs)

1. To acquaint the students with fundamental concepts of text mining and NLP.
2. To provide a framework to map NLP concepts with real-world applications.
3. To showcase advanced NLP applications and concepts associated with them.
4. Examine data analytics results and apply to inform the organisation's decision making

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Summarize the concepts of NLP	2	70%	70%
Outcome 2	Sketch a learning model appropriate to the given application.	3	70%	70%
Outcome 3	Apply the appropriate NLP models on live problems	3	65%	70%
Outcome 4	Illustrate implementation on a tool for typical Clustering algorithms for given application	4	65%	70%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)												
	Functional knowledge	Data analysis	Usage of technology enabled business models	Scan environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
Outcome 1	3	2	2	2	2	1	1	3	1	3	2	1	3
Outcome 2	3	3	3	3	3	1	1	3	1	3	2	1	3
Outcome 3	3	3	3	3	3	1	1	3	2	3	3	2	3
Outcome 4	3	3	3	3	3	1	1	3	2	3	3	2	3
Average	3	3	3	3	3	1	1	3	2	3	3	2	3

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	UNIT I: INTRODUCTION TO NLP Introduction to text mining & NLP - Why should we use text for analysis? - text mining vs NLP - Challenges in NLP - Syntax vs Semantics - Introduction to language models - NLP methods & workflow - Applications of NLP.	5	1	1, 2
Unit 2	UNIT II: TEXT PRE-PROCESSING & INFORMATION RETRIEVAL Data extraction - Why pre-process text? - Steps in text pre-processing – Tokenization - Stop Words removal - Removing HTML tags, emojis, smileys etc. – Stemming & Lemmatization – Text vectorization – DTM & TFIDF – Topic modelling – Text visualization.	5	1, 2, 3, 4	1, 3
Unit 3	UNIT III: TEXT SIMILARITY Introduction to Word embedding - Limitations of count vectorizers - Cosine Similarity - Co-occurrence Matrix – Pre-trained word embeddings – Applications of word embeddings.	5	1, 2, 3, 4	2, 3
Unit 4	UNIT IV: TEXT CLASSIFICATION Introduction to text classification – Text classification methodology - Features for text classification – Sentiment analysis – Intent detection.	5	1, 2, 3, 4	1, 3
Unit5	UNIT V: ADVANCED NLP APPLICATIONS POS tagging and word sense disambiguation – Named entity recognition – Chatbots – Machine translation – Text summarization – Natural language generation.	5	1, 2, 3, 4	1, 2
PRACTICALS	Text pre-processing – Information retrieval – Text similarity – Text classification – Sentiment analysis - POS tagging and word sense disambiguation – Named entity recognition – Chatbots – Machine translation – Text summarization – Natural language generation	5	1, 2, 3, 4	1, 2
Total Contact Hours		30		
Project Hours		30		

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (10%)		Mid-1 (10%)		CLA-2 (15%)		Mid-2 (15%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Prac	Th	Prac
Level 1	Remember	70%	---	50%	----	30%	---		60%	20%	----
	Understand										
Level 2	Apply	30%	----	50%	----	70%	---		40%	80%	----
	Analyse										
Level 3	Evaluate	---	---								
	Create										
Total		100%		100%		100%			100%	100%	

Recommended Resources

1. Natural Language Processing with Python, Steven Bird, Ewan Klein, Edward Loper, O'Reilly Media
2. Deep Learning in Natural Language Processing, Li Deng, Yang Liu, Springer
3. Hands On Natural Language Processing WithTensorflow: Concepts and Applications, Michael Walker, AI Sciences LLC. Kindle Edition.

Other Resources

1. <https://datasciencedojo.com/blog/natural-language-processing-applications>

Web, Text, and Social Media Analytics

Course Code	MBA A07	Course Category					L	T	P	C
							2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)						
Course Offering Department	Management	Professional / Licensing Standards	Digital Marketing							

Course Objectives / Course Learning Rationales (CLRs)

- Build a fundamental understanding of the concepts of web & social media metrics.
- To acquaint the students with the fundamental principles of web and social media metrics and how to apply them on business scenarios.
- Apply the social media analytics to solve real-world problems
- To extract social media data and apply various methodologies to come up with actionable insights

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Illustrate the concepts of web and social media metrics	1	80	65
Outcome 2	Apply web and social media metrics in business contexts	3	75	65
Outcome 3	Solve real-world problems using social media analytics	3	70	60
Outcome 4	Evaluate social media data to derive actionable insights	5	80	70

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)												
	Functional knowledge	Data analysis	Usage of technology enabled business	Scan environment for entrepreneurial	Leadership skills	Empathy	People Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
Outcome 1	3	2	2	2	2	1	1	3	1	3	2	1	3
Outcome 2	3	3	3	3	3	1	1	3	1	3	2	1	3
Outcome 3	3	3	3	3	3	1	1	3	2	3	3	2	3
Outcome 4	3	3	3	3	3	1	1	3	2	3	3	2	3
Average	3	3	3	3	3	1	1	3	2	3	3	2	3

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	INTRODUCTION TO WEB & SOCIAL MEDIA ANALYTICS	7	1	1
	Introduction to web analytics - Paradigm of web analytics: what, how much, why - Web analytics	3		
	Strategy vs tactical imperative - Web metrics - Introduction to the latest social media landscape and importance	2		
	Purpose of social media analytics - Social media vs. Traditional business analytics	2		
Unit 2	GOOGLE ANALYTICS FOR WEB ANALYTICS	7	2	2
	Google merchandise store – Audience tab	2		
	Acquisition tab – Behavior tab	2		
	Conversion tab - Campaign analytics	3		
Unit 3	SOCIAL MEDIA ANALYTICS CONCEPTS	6	3	2
	Seven layers of social media analytics - Text - Networks - Actions	1		
	Mobile - Hyperlinks - Location - Search engines	1		
	Types of social media analytics - Descriptive analytics - Predictive analytics - Prescriptive analytics	1		
	Social media analytics cycle - Identification - Extraction	1		
	Cleaning - Analyzing - Visualization - Interpretation	2		
Unit 4	CONNECTING, CAPTURING, & CLEANING SM DATA	5	3	2
	APIs in a nutshell - Different types of API	1		
	RESTful API - Stream API - Advantages of social media APIs	1		
	Introduction to authentication techniques - What is OAuth?	1		
	User authentication - Application authentication - Parsing API outputs	2		
Unit 5	SOCIAL MEDIA ANALYTICS TECHNIQUES	5	4	2,3
	Social media analytics tools - Characteristics of social media - Types of social media - Social media text analytics - Social media network analytics	5		
Total Contact Hours		30		
Project Hours		30		

Learning Assessment

Bloom’s Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (10%)		Mid-1 (15%)		CLA-2 (10%)		CLA-3 (15%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Prac	Th	Prac
Level 1	Remember	60%		40%		60%			50%	20%	
	Understand										
Level 2	Apply	40%		60%		20%			50%	60%	
	Analyse										
Level 3	Evaluate					20%				20%	
	Create										
Total		100%		100%		100%			100%	100%	

Recommended Resources

- Seven Layers of Social Media Analytics: Mining Business Insights from Social Media Text, Actions, Networks, Hyperlinks, Apps, Search Engine, and Location Data, Gohar F. Khan, Kindle Edition
- Python Social Media Analytics: Analyse and visualize data from Twitter, YouTube, GitHub, and more, Siddhartha Chatterjee, Michal Krystianczuk, Packet Publishing

Other Resources

- Social Media Analytics: Techniques and Insights for Extracting Business Value Out of Social Media, Ganis Matthew, Kohirkar Avinash, Avinash Kohirkar, IBM Press

Predictive Analytics

Course Code	MBA A09	Course Category				
			L	T	P	C
			2	0	1	3
Pre-Requisite Course(s)	Python, advance python	Co-Requisite Course(s)		Progressive Course(s)		
Course Offering Department	Management	Professional / Licensing Standards				

Course Objectives / Course Learning Rationales (CLRs)

1. Understand the foundational concepts of predictive data analysis.
2. Comprehend different types of predictive models and their applications.
3. Apply the predictive analytics to solve real-world problems
4. Apply feature engineering techniques to enhance model performance

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Describe key concepts such as training and testing datasets, model evaluation metrics, and the significance of feature selection in predictive data analysis.	1	80%	65%
Outcome 2	Summarize comprehension by explaining various types of predictive models (e.g., linear regression, decision trees, neural networks) and their specific applications in different domains.	2	75%	65%
Outcome 3	Interpret comprehension skills by selecting and applying appropriate feature engineering techniques to preprocess data and improve the performance of predictive models.	2	70%	60%
Outcome 4	Relate application skills by effectively using machine learning libraries (e.g., scikit-learn,	3	80%	70%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)												
	Functional knowledge	Data analysis	Usage of technology enabled business models	Scan environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
Outcome 1	3	2	2	2	3	1	1	1	1	3	2	1	3
Outcome 2	3	2	2	3	3	2	2	2	1	3	2	2	3
Outcome 3	3	3	2	3	3	2	2	2	1	3	3	2	3
Outcome 4	3	2	3	3	3	2	2	3	1	3	3	3	3
Average	3	2	2	3	3	2	2	2	1	3	3	2	3

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	LINEAR REGRESSION	5	1	1
	Simple Linear Regression – Least Squares estimation – Assumptions of regression			
	Interpreting regression output – Correlation – Causation			
	Use cases of Regression – Multiple Linear Regression			
Unit 2	LOGISTIC REGRESSION	5	2	2
	Logistic Regression – Intuition – Odds ratio			
	Derivation of odds ratio – High-level steps in logistic regression			
	Logit and sigmoid function – Log loss error – Applications			
Unit 3	LINEAR DISCRIMINANT ANALYSIS	6	3	2
	Introduction to Linear Discriminant Analysis – Approaches to LDA			
	Fischer, Mahalanobis - Application of LDA – How LDA works			
	Multiple Discriminant Analysis			
	Case study with LDA			
Unit 4	TIME SERIES FORECASTING	7	4	1
	Time series data basic concepts – Time series plot and Interpretation			
	Time series decomposition – ACF and PACF			
	Time series decomposition – ACF and PACF			
	Exponential smoothing – Holt-Winter – ARIMA			
Unit 5	PRINCIPAL COMPONENT ANALYSIS	7	4	3
	Basic concept of Principal component analysis – Objectives - Steps in PCA- Factor Analysis – Steps in FA – PCA vs FA – Dimensionality reduction			
Total Contact Hours		30		
Project Hours		30		

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (10%)		Mid-1 (15%)		CLA-2 (10%)		CLA-3 (15%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Prac	Th	Prac
Level 1	Remember	60%		40%		60%			40%	40%	
	Understand										
Level 2	Apply	40%		60%		40%			60%	60%	
	Analyse										
Level 3	Evaluate										
	Create										
Total		100%		100%		100%			100%	100%	

Recommended Resources

1. Backhaus, K. et al. (2023) Multivariate analysis: An application-oriented introduction. Wiesbaden, Germany: Springer Gabler.
2. Winston, W.L. (2004) Microsoft Excel Data Analysis and Business Modeling. edmond, Wash: Microsoft Press.

Other Resources

1. <https://www.youtube.com/watch?v=CuvIc8C3EDI>
2. <https://www.youtube.com/watch?v=i7HARZIJv7Y>

Big Data Analytics

Course Code	MBA A10	Course Category				
			L	T	P	C
			2	0	1	3
Pre-Requisite Course(s)	Python, advance python	Co-Requisite Course(s)		Progressive Course(s)		
Course Offering Department	Management	Professional / Licensing Standards	Python, advance python			

Course Objectives / Course Learning Rationales (CLRs)

- To acquaint the students with the fundamental principles of big data analytics.
- To brief the usability of big data frameworks.
- Apply the big analytics to solve real-world problems
- To extract big data and apply various methodologies to come up with actionable insights.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Summarize web and social media metrics	2	80	65
Outcome 2	Contrast the big data frameworks	2	75	65
Outcome 3	Solve given real-world problems using big data analytics concepts	3	70	60
Outcome 4	Evaluate big data and derive actionable insights using appropriate methodologies	5	80	70

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)												
	Functional knowledge	Data analysis	Usage of technology enabled business	Scan environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
Outcome 1	3	2	2	2	2	1	1	3	1	3	2	1	3
Outcome 2	3	3	3	3	3	1	1	3	1	3	2	1	3
Outcome 3	3	3	3	3	3	1	1	3	2	3	3	2	3
Outcome 4	3	3	3	3	3	1	1	3	2	3	3	2	3
Average	3	3	3	3	3	1	1	3	2	3	3	2	3

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Big Data Introduction	6	1	1
	Definition and taxonomy - Big data value for the enterprise -	1		
	The Hadoop ecosystem - Introduction to Distributed computing- Hadoop ecosystem	2		
	Hadoop Distributed File System (HDFS) Architecture - HDFS commands for loading/getting data	3		
Unit 2	Introduction To Map Reduce Framework	6	2	2
	Basic Map Reduce Programming: - Advanced Map Reduce programming	2		
	Basic template of the Map Reduce program	1		
	Word count problem Streaming in Hadoop-Improving the performance using combiners	3		
Unit 3	MapReduce Types and Formats	7	3	2
	MapReduce Types:- The default MapReduce Job, Input Formats:	1		
	Input Splits and Records, Text input, Binary input	1		
	Multiple Inputs, Database Input & Outpu	1		
	Output Formats:- Text output	2		
	Binary output, Multiple outputs, Lazy output, Database outpu	2		
Unit 4	Introduction to Spark	7		
	Installing Spark, Spark applications,Jobs,Stages	2		
	Tasks, Resilient Distributed Datasets	1		
	Creation, Transformations and Actions, Persistence	2		
	Serialization, Shared variables	2		
Unit 5	Data Analytics Using R	4	4	3
	Introduction to R, creating a dataset, getting started with graphs, Basic data management, Advanced data management.			
Total Contact Hours		30		
Project Hours		30		

Learning Assessment

Bloom’s Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (10%)		Mid-1 (15%)		CLA-2 (10%)		CLA-3 (15%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Prac	Th	Prac
Level 1	Remember	60%		40%		60%			50%	20%	
	Understand										
Level 2	Apply	40%		60%		20%			50%	60%	
	Analyse										
Level 3	Evaluate					20%				20%	
	Create										
Total		100%		100%		100%			100%	100%	

Recommended Resources

1. Big Data Fundamentals: concepts, Drivers and Techniques: Person Education, 2016 .
2. Hadoop The Definitive Guide, IV edition, O'Reilly publications.
3. Hadoop in Action, Chuck lam, Manning publications

Other Resources

1. R in Action, Robert I. Kabacoff, Manning publications .
2. Practical Data Science with R, Nina Zumel John Mount, Manning publications

Analytics Simulation

Course Code	MBA A11	Course Category			L	T	P	C
					0	0	3	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)				
Course Offering Department	Management	Professional / Licensing Standards						

Course Objectives / Course Learning Rationales (CLRs)

1. To Apply management knowledge gained in Analytics concepts.
2. To create and implement a cogent strategy for simulated complex business.
3. To Understanding of management as a generalist profession.
4. To understand various management functions to approach business problems holistically

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Understand how analytics impacts various business functions, integrating knowledge from data science, business intelligence, and strategy.	1	80%	90%
Outcome 2	Design and articulate comprehensive business strategies that address market dynamics and organizational challenges	3	80%	90%
Outcome 3	Enhance their critical thinking skills by identifying strategic issues in a simulated business environment	3	80%	90%
Outcome 4	Adapt to different managerial roles and challenges, demonstrating versatility in their approach to business management.	3	80%	90%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)												
	Functional knowledge	Data analysis	Usage of technology enabled business models	Scan environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
Outcome 1	2	2	3	2	2		2	1	3		1	3	1
Outcome 2	2	2	3	2	2	1		1	3		1	3	2
Outcome 3	1	1	3	2	2	1	2	2	3		1	3	2
Outcome 4	2	2	2	1	1				3		1	3	2
Average	2	2	3	2	2	1	2	1	3	0	1	3	2

Course Unitization Plan- Theory

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Activity 1			
	Ideation	3	1	1
	Planning	3	2	2
	Implementation	8	3	3
	Reflection	1	3	4
Unit 2	Activity 2			
	Ideation	3	1	1
	Planning	3	2	2
	Implementation	8	3	3
	Reflection	1	3	4
Total Contact Hours		30		
Project Hours		30		

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (10%)		Mid-1 (15%)		CLA-2 (10%)		CLA-3 (15%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Prac	Th	Prac
Level 1	Remember	60%		40%		60%			50%	40%	
	Understand										
Level 2	Apply	40%		60%		40%			50%	60%	
	Analyse										
Level 3	Evaluate										
	Create										
Total		100%		100%		100%			100%	100%	

Recommended Resources

1. Capstone 2.0 User guide
2. Capstone 2.0 Industry Conditions Report
3. Capstone 2.0 Year 0 Report.
4. Capstone 2.0 Video reference library

Other Resources

1. <https://www.anylogic.com/blog/predictive-analytics-using-simulation-models>

Logistics and Supply Chain Management

Course Code	MBA O03	Course Category				
			L	T	P	C
			2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)		
Course Offering Department	Management	Professional / Licensing Standards				

Course Objectives / Course Learning Rationales (CLRs)

1. To cover the foundations of logistics and supply chain management and also high-level supply chain strategy and concepts, and a solid understanding of the analytical tools necessary to solve logistics and supply chain problems.
2. To introduce students to distribution and supply chain network design, sourcing, warehousing and transportation decisions in supply chain, and strategic view of global supply chain.
3. To gain knowledge on strategies for managing supply chain disruptions, role of sustainability and emerging technologies transforming supply chain (Supply chain 4.0).

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Summarize the coordination mechanism of flow of materials, information, and money through supply chain entities.	2	70%	70%
Outcome 2	Summarize the role of digitalization and sustainability in transforming the supply chain function.	2	70%	70%
Outcome 3	Illustrate the reasons and implications of globalization of supply chains.	4	70%	70%
Outcome 4	Reframe trade-offs in network design, supplier selection.	5	70%	70%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)												
	Functional knowledge	Data analysis	Usage of technology enabled business models	Scan environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
Outcome 1	3	2	2	3	2			2	1		3	2	1
Outcome 2	3	3	3	3	2			2	1		3	2	2
Outcome 3	3	3	3	3	2		1	2	1	1	3	3	2
Outcome 4	3	2	3	2	2	2	1	3	1	1	3	2	1
Average	3	3	3	3	2	2	1	3	1	1	3	3	2

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	UNDERSTANDING LOGISTICS AND SUPPLY CHAIN	6		
	Meaning and objectives of logistics and supply chain, Importance of logistics and supply chain decisions	1	1	1,2
	Distribution, and logistics management, Competitive and supply chain strategies	1	1	
	Supply chain drivers and metrics	2	1	
	Designing global supply chain networks.	2	3	
Unit 2	BULLWHIP EFFECT AND COORDINATION IN SUPPLY CHAIN	6		
	Factors contributing to bullwhip effect	1	1	1,2
	Challenges of coordinating a supply chain, Managerial levers to achieve coordination	1	1	
	Value of information sharing in a supply chain	2	1	
	Achieving coordination in practice.	2	2	
Unit 3	SOURCING DECISIONS, WAREHOUSING, AND TRANSPORTATION IN SUPPLY CHAIN	6		1,2
	Role of sourcing in supply chain, Strategic warehousing	1	1	
	Supplier selection	3	3	
	Role of transportation in supply chain, Design options for transportation networks, Making transportation decisions in practice.	2	2	
Unit 4	MANAGING SUPPLY CHAIN DISRUPTIONS	6		
	Nature and impact of supply chain risks, Risk mitigation strategies, Exploring the concept of supply chain disruption	3	4	1,2
	Best practices for managing supply chain disruptions, Strategies for supply chain resilience.	3	4	
Unit 5	SUSTAINABLE LOGISTICS & SUPPLY CHAIN, AND SUPPLY CHAIN 4.0	6		
	Role of sustainability in logistics and supply chain	3	4	1,2
	Introduction to Supply chain 4.0, Digital transformation and its impact on logistics and supply chain.	3	4	1,2
Total Contact Hours		30		
Project Hours		30		

Learning Assessment- Theory

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (10%)		Mid-1 (15%)		CLA-2 (15%)		Mid-2 (10%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Prac	Th	Prac
Level 1	Remember	-	60%	40%	-	-	40%	40%	-	40%	-
	Understand										
Level 2	Apply	-	40%	40%	-	-	40%	40%	-	40%	-
	Analyse										
Level 3	Evaluate	-	-	20%	-	-	20%	20%	-	20%	-
	Create										
Total		100%		100%		100%		100%		100%	

Recommended Resources

1. Chopra, S., Meindl, P., & Kalra, D. V. (2013). Supply chain management: strategy, planning, and operation, Pearson Publication.
2. Harvard Reading Material, Operations Management Reading: Supply Chain Management [Product Number: 8031-PDF-ENG

Other Resources

1. David B Grant, Alexander Trautrim and Chee Yew Wong. (2017), Sustainable Logistics and Supply Chain Management, KoganPage Publication.
2. Amit Sinha, Ednilson Bernardes, Rafael Calderon, and Thorsten Wuest (2020). Digital supply networks, McGraw Hill Publication.

Total Quality Management

Course Code	MBA 004	Course Category				
			L	T	P	C
			2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)		
Course Offering Department	Management	Professional / Licensing Standards				

Course Objectives / Course Learning Rationales (CLRs)

- To define the concepts of Quality Management.
- To discuss different approaches for achieving quality in a business organization.
- To explain the tools of quality management.
- To apply the concepts of quality management in a business organization

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Identify quality tools for business processes.	1	70%	70%
Outcome 2	Use quality concepts on business processes	3	70%	70%
Outcome 3	Illustrate the quality level of business processes.	4	75%	70%
Outcome 4	Illustrate the concepts of quality management	4	75%	70%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)												
	Functional knowledge	Data analysis	Usage of technology enabled business models	Scan environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
Outcome 1	3	3	2	2	3	1	1	2	1	1	3	3	1
Outcome 2	3	3	2	2	3	1	2	2	2	1	3	3	2
Outcome 3	3	3	3	2	3	1	2	2	2	1	3	3	2
Outcome 4	3	2	3	2	3	1	2	2	3	1	3	3	3
Average	3	3	3	2	3	1	2	2	2	1	3	3	2

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Introduction: Quality-History and definitions, A brief history of quality movement, old and New Definitions of quality, product quality, quality in-services. Economic Issues – Quality and Price – Quality and Market Share – Quality and Cost.	5	1	1
Unit 2	Quality standards: BIS, Agmark Quality Council of India, International organization of Standardization Quality assurance.	5	2	1
Unit 3	Frameworks for Quality and Performance Excellence: Deming Philosophy, Juran Philosophy, Crosby philosophy, Comparisons of quality philosophies.	10	3	1
Unit 4	Japanese Quality tools	5	3	1
Unit 5	Introduction to Six sigma	5	4	1
Total Contact Hours		30		
Project Hours		30		

Learning Assessment- Theory

Bloom’s Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (10%)		Mid-1 (15%)		CLA-2 (10%)		CLA-3 (15%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Prac	Th	Prac
Level 1	Remember	60%	-	40%	-	60%	-	-	40%	40%	-
	Understand										
Level 2	Apply	40%	-	40%	-	40%	-	-	40%	40%	-
	Analyse										
Level 3	Evaluate	-	-	20%	-	-	-	-	20%	20%	-
	Create										
Total		100%		100%		100%		100%		100%	

Recommended Resources

1. Quality Management by Evans & Lindsay, 2020
2. Quality management by Kanishka Bedi, 2021

Other Resources

1. **"Total Quality Management"** by Dale H. Besterfield, Carol Besterfield-Michna, Glen H. Besterfield, and Mary Besterfield-Sacre (2019, Pearson)
2. **"Total Quality Management and Operational Excellence: Text with Cases"** by John S. Oakland (2014, Routledge)
3. **Coursera: "Total Quality Management for Project Management"** by the University of Illinois
4. MIT Sloan Management Review – Case Studies on Quality and Continuous Improvement

Project Management

Course Code	MBA O05	Course Category				
			L	T	P	C
			2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)		
Course Offering Department	Management	Professional / Licensing Standards				

Course Objectives / Course Learning Rationales (CLRs)

1. To familiarize students with Project Management Concepts.
2. To familiarize students with Project Management tools.
3. To train students on application of project management tools.
4. To train students on evaluating a project

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Identify the tools for managing the project	1	70%	70%
Outcome 2	Illustrate the concepts of project management	4	70%	70%
Outcome 3	Illustrate the project and identify the solution	4	70%	70%
Outcome 4	Devise and evaluate a given project	5	70%	70%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)												
	Functional knowledge	Data analysis	Usage of technology enabled business models	Scan environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
Outcome 1	3	2	2	3	2			2	1	1	3	2	1
Outcome 2	3	3	3	3	2			2	1	1	3	2	2
Outcome 3	3	3	3	3	2		1	2	1	1	3	3	2
Outcome 4	3	2	3	2	2	2	1	3	1	1	3	2	1
Average	3	3	3	3	2	2	1	3	1	1	3	3	2

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Project, Program and Portfolio Management; Megaprojects; Project Scope; Project Deliverables; Project Life Cycle, Project Manager, Drivers of Project management, Project Management Today.	5	1	1
Unit 2	Project Management Process; Project Management Structures; Functional, Matrix, Hybrid; Project Management Knowledge Areas, developing Project Charter; Gantt Chart, Project Planning; Project Priority Matrix; Work Breakdown Structure (WBS).	5	1	1
Unit 3	Methods of cost estimation – Top Down and Bottom-Up Estimation Techniques; Cost Estimation Process; Earned value analysis, Project Network Techniques, Project Resource Allocation; Resources scheduling, allocation, aggregation, smoothing and levelling, Resource constrained Planning, Project Time-Cost Trade off: Expediting the Project; Project Crashing Analysis.	5	2	
Unit 4	Rationale for Reducing Project Duration, Options for Accelerating Project Completion, Project Cost–Duration Graph, Constructing a Project Cost–Duration Graph, Practical Considerations	5	3	1
Unit 5	Project Risk Management; Qualitative and Quantitative Risk Analysis, Risk Identification and Assessment; Risk Response Development and Control; Project Execution, Monitoring & Control; Progress and Performance Measurement and Evaluation; Earn Value Management (EVM), Types of Project Termination; Closeout Process; Early Termination of Projects, Final Project Report.	10	4	1
Total Contact Hours		30		
Project Hours		30		

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (10%)		Mid-1 (15%)		CLA-2 (10%)		CLA-3 (15%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Prac	Th	Prac
Level 1	Remember	60%	-	40%	-	60%	-	-	40%	40%	-
	Understand										
Level 2	Apply	40%	-	40%	-	40%	-	-	40%	40%	-
	Analyse										
Level 3	Evaluate	-	-	20%	-	-	-	-	20%	20%	-
	Create										
Total		100%		100%		100%		100%		100%	

Recommended Resources

1. Erik w. larson, Clifford f. Gray. (2018). Project Management: The Managerial Process, Seventh Edition. McGraw-Hill publication.
2. A guide to the project management body of knowledge (PMBOK guide). Project Management Institute, publisher. 6th edition / 2017

Other Resources

1. https://www.youtube.com/watch?v=gnkjcRDQkw0&list=PLLy_2iUCG87CBuNhvti0h6W54ZmqrSDMJ
2. https://www.youtube.com/watch?v=RjOA7AxOVj8&list=PLLy_2iUCG87AUusGVo2wsXvRZ4zlbKUU

Production Planning and control

Course Code	MBA O07	Course Category				
			L	T	P	C
			2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)		
Course Offering Department	Management	Professional / Licensing Standards				

Course Objectives / Course Learning Rationales (CLRs)

1. To familiarize students with concepts of production planning and control.
2. To familiarize students with operations of production system.
3. To train students on analysing the production processes.
4. To train students on controlling the production system.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Identify the concepts of production planning and control	1	75%	70%
Outcome 2	Discover the operations of production system	3	75%	70%
Outcome 3	Analyse the production processes.	4	70%	70%
Outcome 4	Evaluate and control the production system.	5	70%	70%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)												
	Functional knowledge	Data analysis	Usage of technology enabled business models	Scan environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
Outcome 1	3	1	3	1	1	1	1	2	2	2	3	3	1
Outcome 2	3	1	3	1	1	1	2	2	3	2	3	3	2
Outcome 3	3	3	3	1	2	1	2	2	3	2	3	3	2
Outcome 4	3	3	3	1	2	1	2	2	3	2	3	3	3
Average	3	2	3	1	2	1	2	2	3	2	3	3	2

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Production Planning & Control (PPC) Systems: Classification, activities and matching of PPC system with the Firm. Basic material and Information Flow.	4	1	1
Unit 2	Forecasting Techniques: Types of forecasting techniques (qualitative and quantitative), Moving average forecasting, exponential smoothing technique, and Forecasting accuracy.	6	1,2	1
Unit 3	Material Requirements Planning and Lot Sizing: Material Requirements Planning (MRP-I), Manufacturing Resource Planning (MRP-II), Distribution Requirement Planning (DRP).	5	3, 4	2
Unit 4	Inventory Management and scheduling: Deterministic and probabilistic inventory models, Single period and multi period inventory models, multi-item inventory system, Sequencing of jobs, Flow shop and Job shop scheduling.	10	3, 4	2
Unit 5	Lean and agile manufacturing system: Toyota production system, lean production, Kaizen, Value stream mapping, Lean six sigma, Agile manufacturing.	5	3, 4	1
Total Contact Hours		30		
Project Hours		30		

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (10%)		Mid-1 (15%)		CLA-2 (10%)		CLA-3 (15%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Prac	Th	Prac
Level 1	Remember	60%	-	20%	-	60%	-	-	30%	20%	-
	Understand										
Level 2	Apply	40%	-	60%	-	20%	-	-	70%	60%	-
	Analyse										
Level 3	Evaluate	-	-	20%	-	20%	-	-	-	20%	-
	Create										
Total		100%		100%		100%		100%		100%	

Recommended Resources

1. Recommended Resources
2. S.L. Narasimhan, D.W. Mc Leavy, and P.J. Billington, Production Planning and Inventory Control, PHI, 2nd Edition.
3. Silver, E. A., Pyke, D. F., & Peterson, R. Inventory management and production planning and scheduling. New York: Wiley.

Other Resources

1. <https://www.managementstudyguide.com/production-planning-and-control.htm>
2. https://youtube.com/watch?v=gLK8_fZFrAQ&list=PLm_MSClsnwm-3XoDoXdUjJw1qzjKpJBqe

Lean Six Sigma

Course Code	MBA O09	Course Category				
			L	T	P	C
			2	0	1	3
Pre-Requisite Course(s)	Statistics	Co-Requisite Course(s)		Progressive Course(s)		
Course Offering Department	Management	Professional / Licensing Standards				

Course Objectives / Course Learning Rationales (CLRs)

1. To familiarize students with Lean Six Sigma Concepts.
2. To familiarize students with quality management using Six Sigma.
3. To familiarize students with various Lean Six Sigma tools for quality management.
4. To train students on application of Lean Six Sigma tools for quality management

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Summarize the concepts of Lean Six Sigma	2	75%	70%
Outcome 2	Summarize quality from Six Sigma perspective	2	75%	70%
Outcome 3	Apply six sigma tools for quality management.	3	70%	70%
Outcome 4	Evaluate quality management problems.	4	70%	70%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)												
	Functional knowledge	Data analysis	Usage of technology enabled business models	Scan environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
Outcome 1	3	2	2	2	3	1	1	2	1	1	2	2	1
Outcome 2	3	3	2	3	3	2	1	3	2	1	3	2	2
Outcome 3	3	3	2	3	3	2	2	3	2	1	3	3	2
Outcome 4	3	3	3	3	3	2	2	3	3	1	3	3	3
Average	3	3	2	3	3	2	2	3	2	1	3	3	2

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Quality concepts and definition, History of continuous improvement, Six Sigma Principles and Focus Areas, Six Sigma Applications, Quality Management: Basics and Key Concepts, Fundamentals of Total Quality Management, Cost of quality, Voice of customer, Quality Function Deployment (QFD).	5	1, 2	1, 2
Unit 2	Six Sigma Project Identification, Selection and Definition, Project Charter and Monitoring, Process characteristics and analysis, Process Mapping: SIPOC, Fundamentals of statistics, Probability theory	7	1, 2	1, 2
Unit 3	Process capability analysis: Key Concepts, Process capability analysis: Measures and Indices, Process capability analysis: Minitab Application, Hypothesis testing: Fundamentals Hypothesis Testing: Single Population Test, Hypothesis Testing: Two Population Test, Hypothesis Testing: Two Population: Minitab Application, Correlation and Regression Analysis, Regression Analysis: Model Validation, Failure Mode Effect Analysis (FMEA)	10	3, 4	1, 2
Unit 4	Introduction to Design of Experiment, Factorial Design, Factorial Design: Minitab Application, Taguchi Method: Key Concepts, Taguchi Method: Illustrative Application, Seven QC Tools, Statistical Process Control: Key Concepts, Statistical Process Control: Control Charts for Variables, Statistical Process Control: Control Charts for Attributes, Statistical Process Control: Minitab Application, Design for Six Sigma (DFSS): DMADV, DMADOV, Design for Six Sigma (DFSS): DFX, Team Management	8	3, 4	1, 2
Total Contact Hours		30		
Project Hours		30		

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (10%)		Mid-1 (15%)		CLA-2 (10%)		CLA-3 (15%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Prac	Th	Prac
Level 1	Remember	60%	-	40%	-	60%	-	-	40%	40%	-
	Understand										
Level 2	Apply	40%	-	60%	-	40%	-	-	40%	60%	-
	Analyse										
Level 3	Evaluate	-	-	-	-	-	-	-	20%	-	-
	Create										
Total		100%		100%		100%		100%		100%	

Recommended Resources

1. Sheila Shaffie and Shahbaz Shahbazi, (2012). Lean Six Sigma, McGraw-Hill.
2. Amitava Mitra, (2008). Fundamentals of Quality Control and Improvement, John Wiley & Sons.

Other Resources

1. <https://leansixsigmainstitute.org/>

Service Operations Management

Course Code	MBA O10	Course Category				
			L	T	P	C
			2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)		
Course Offering Department	Management	Professional / Licensing Standards				

Course Objectives / Course Learning Rationales (CLRs)

1. To familiarize students with Service operations concepts.
2. To explain students about differences between manufacturing and service organization.
3. To train students on managing the service quality.
4. To describe students about Globalization of services

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Identify the differences between manufacturing and service organization	1	75%	70%
Outcome 2	Interpret service quality by applying the correct tools.	2	70%	70%
Outcome 3	Discover the concepts of Service operations	3	75%	70%
Outcome 4	Devise global service network.	6	70%	70%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)												
	Functional knowledge	Data analysis	Usage of technology enabled business models	Scan environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
Outcome 1	3	2	2	2	3	3	1	3	1	1	3	3	1
Outcome 2	3	2	2	3	3	3	2	3	2	1	3	3	2
Outcome 3	3	3	2	3	3	3	2	2	2	1	3	3	2
Outcome 4	3	2	3	3	3	3	2	2	3	1	3	3	3
Average	3	2	2	3	3	3	2	3	2	1	3	3	2

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Understanding Services: The Role of Services in an Economy, The Nature of Services, and Service Strategy.	5	1	1
Unit 2	Designing the Service Enterprise: New Service Development, Technology in Services.	5	2	1
Unit 3	Service Quality Service Quality, Supporting Facility and Process Flows, Process Improvement, The Service Encounter, Service Facility Location.	7	3	1
Unit 4	Managing Service Operations: Managing Capacity and Demand, Managing Waiting Lines, Service Supply Relationships.	8	3	1
Unit 5	Globalization of services: Globalization of Services, Managing Service Projects.	5	4	1
Total Contact Hours		30		
Project Hours		30		

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (10%)		Mid-1 (15%)		CLA-2 (10%)		CLA-3 (15%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Prac	Th	Prac
Level 1	Remember	60%	-	30%	-	60%	-	-	20%	20%	-
	Understand										
Level 2	Apply	40%	-	70%	-	20%	-	-	60%	60%	-
	Analyse										
Level 3	Evaluate	-	-	-	-	20%	-	-	20%	20%	-
	Create										
Total		100%		100%		100%		100%		100%	

Recommended Resources

1. Bordoloi, S., Fitzsimmons, J., & Fitzsimmons, M. J. (2019). Service Management Operations, Strategy.

Other Resources

1. <https://www.edureka.co/blog/service-operations-management/>

Digital Supply Chain and E-commerce

Course Code	MBA O11	Course Category				
			L	T	P	C
			2	0	1	3
Pre-Requisite Course(s)	Supply chain management	Co-Requisite Course(s)		Progressive Course(s)		
Course Offering Department	Management	Professional / Licensing Standards				

Course Objectives / Course Learning Rationales (CLRs)

1. To familiarize students with digital supply chain and e-commerce Concepts.
2. To familiarize students with enablers for digital supply chain and e-commerce.
3. To train students on application of latest technologies in digital supply chain transformation.
4. To train students on transforming a supply chain into digital supply chain.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Summarize the concepts of digital supply chain and e-commerce	2	75%	70%
Outcome 2	Discover the enablers for digital supply chain and e-commerce	3	75%	70%
Outcome 3	Devise the technologies and their application in the various types of supply chain.	4	70%	70%
Outcome 4	Devise a roadmap to digitally transform a supply chain.	4	70%	70%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)												
	Functional knowledge	Data analysis	Usage of technology enabled business models	Scan environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
Outcome 1	3	2	2	2	3	1	1	2	1	1	3	2	1
Outcome 2	3	2	2	3	3	2	2	2	2	1	3	2	2
Outcome 3	3	3	2	3	3	2	2	3	2	1	3	3	2
Outcome 4	3	2	3	3	3	2	2	3	3	1	3	3	3
Average	3	2	2	3	3	2	2	2	2	1	3	3	2

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	Introduction of digital supply chain, building blocks of digital supply chain, Digitization, Digitalization, Digital transformation, E-commerce supply chain.	5	1	1, 2
Unit 2	Digital supply chain transformation capabilities, e-commerce transformation, multi-channel, omnichannel, Harmonization, Visualization and Data Governance	5	2	1, 2
Unit 3	Role of Technology and its applications to Digital Supply Chains like Big data analytics, AI, and Blockchain, Achieving End-to-End Visibility: Blockchain and IoT, applications to Supply Chains, Industry 4.0 and Digital Transformation	10	3	1, 2
Unit 4	Multidimensional Collaboration and Performance, Crowdsourcing in Last Mile Delivery, working in teams, Supply Chain visibility, digital procurement, Being a leader in a Digital Supply Chain	10	3	1, 2
Total Contact Hours		30		
Project Hours		30		

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)								End Semester Exam (50%)	
		CLA-1 (10%)		Mid-1 (15%)		CLA-2 (10%)		CLA-3 (15%)			
		Th	Prac	Th	Prac	Th	Prac	Th	Prac	Th	Prac
Level 1	Remember	60%	-	40%	-	60%	-	-	40%	40%	-
	Understand										
Level 2	Apply	40%	-	60%	-	40%	-	-	40%	40%	-
	Analyse										
Level 3	Evaluate	-	-	-	-	-	-	-	20%	20%	-
	Create										
Total		100%		100%		100%		100%		100%	

Recommended Resources

1. Thomas Mrozek, Daniel Seitz, Kai-Uwe Gundermann, (2018). DIGITAL SUPPLY CHAINS A Practitioner's Guide to Successful Digitalization, Campus Verlag, Frankfurt/New York.
2. Amit Sinha, Ednilson Bernardes, Rafael Calderon, and Thorsten Wuest, (2020). Digital supply networks, McGraw-Hill Education.

Other Resources

1. <https://www.mckinsey.com/business-functions/operations/our-insights/supply-chain-40--the-next-generation-digital-supply-chain>

DATA STORYTELLING

Course Code	MBA O16	Course Category	CE			L	T	P	C
						2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)					
Course Offering Department	PSB	Professional / Licensing Standards							

Course Objectives / Course Learning Rationales (CLRs)

- The objective of the course is to demonstrate how to understand larger business contexts to create a relevant narrative structure and visualize data for building stories in a structured manner, with processed and analyzed data, in order to provide insights and solutions to different business areas. The course will be covering more practical and hands-on working on presentation and communication with data.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Appreciate the power of data storytelling in conveying impactful ideas or solutions to businesses	2	70%	60%
Outcome 2	Develop expertise in data-driven decision making, assimilate data from multiple sources, and build stories from them	4	60%	55%
Outcome 3	Be able to use structured thinking approaches to provide insights from data	4	60%	55%
Outcome 4	Conceptualize some design principles and best practices related to data visualization and understand ethical issues related to it	4	60%	55%
Outcome 5	Able to interpret outputs of higher-end statistical / machine learning techniques like multiple regression, logistic regression and clustering to communicate them to line managers in business functions, in a story-telling way	3	50%	45%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Functional knowledge	Data Analysis	Usage of technology enabled business models	Scan environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	Individual & Teamwork Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1	PSO 2	PSO 3
Outcome 1	3	3	1	2	3	3	3	3	2	2	2	3	3	3
Outcome 2	3	3	1	2	3	3	3	3	2	3	2			
Outcome 3	3	1	1	2	3	2	3	3	3	3	2	3	3	3
Outcome 4	3	3	2	2	3	2	3	3	3	2	2	3	3	3
Outcome 5	2	2	2	1	3	3	3	3	3	3	2	3	3	3
Average	3	2	1	2	3	3	3	3	3	3	2	3	3	3

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	IMPORTANCE OF STORYTELLING IN BUSINESS	3		
	Intro to data driven storytelling	1	1,2,3	1,3,4
	Understanding business context	1	1,2,3	1,3,4
	BIG Idea and Elevator pitch	1	1,2,3	1,3,4
Unit 2	BUILDING THE DATA STORY	8		
	Creation of storyboard	2	2,3	1,3,4
	Framing the storyline	2	2,3	1,3,4
	Understanding cause and effect (Ishikawa diagram)/ 5W+1H approach	2	2,3	1,3,4
	Creation of narrative structure using Minto Pyramid Principle and SCQA framework	2	2,3	1,3,4
Unit 3	DATA INTEGRITY AND ETHICS	2		
	Data privacy	1	3,4	3,5
	Biases		3,4	3,5
	Validity and Significance	1	3,4	3,5
	Shape of the data / Data relationships (Correlation vs Causation)		3,4	3,5
Unit 4	DATA VISUALIZATION BEST PRACTICES	10		
	Human cognitive process/ Memory / Retention	1	3,4	1,2,4
	Understanding of clutter in creating cognitive load	1	3,4	1,2,4
	Understanding of visual order	2	3,4	1,2,4
	Making visual connect (Visual perception & Gestalt Principles)	3	3,4	1,2,4
	Creating visual focus (Visual hierarchy, use of preattentive attributes)	2	3,4	1,2,4
	Best practices in visual representation	1	3,4	1,2,4
Unit 5	DEVELOPING A COMPELLING STORY	5		
	Creating a unified messaging	2	1,2,3,4	1,2,3,4
	Telling a story	3	1,2,3,4	1,2,3,4
Unit 6	STORYTELLING FOR ADVANCED STATISTICAL TECHNIQUES	2		
	Multiple regression, interpreting outputs and communicating the insights to business teams for actionability	1	5	3,4
	Cluster Analysis, interpreting outputs and communicating the insights to business teams for actionability	1	5	3,4
Total Contact Hours		30		
Project Hours		30		

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)				End Semester Exam (50%)
		Mid term quiz (10%)	CLA-1 (10%)	CLA-2 (15%)	CLA-3 (15%)	
Level 1	Remember	50%	40%	20%	20%	50%
	Understand					
Level 2	Apply	50%	60%	40%	40%	50%
	Analyse					
Level 3	Evaluate	--	--	20%	20%	--
	Create					
Total		100%	100%	100%	100%	100%

Recommended Resources

1. Visualize This! – Nathan Yau (Wiley Publication)
2. Visual Data storytelling with Tableau (Pearson Publication)
3. Factfulness – Hans Rosling (Sceptre)
4. Storytelling With Data: A Data Visualization Guide For Business Professionals- Nussbaumer Knaflic, Cole
5. How to lie with Statistics- Darell Huff, Irevin Geis

Course Designers

1. Tableau Public Discover (<https://public.tableau.com/app/discover>)
2. Juice Analytics (<https://www.juiceanalytics.com/writing/the-ultimate-collection-of-data-storytelling-resources>)
3. www.storytellingwithdata.com

HUMAN CENTRED DESIGN AND INNOVATION

Course Code		Course Category				L	T	P	C
						2	0	1	3
Pre-Requisite Course(s)		Co-Requisite Course(s)		Progressive Course(s)					
Course Offering Department	PSB	Professional / Licensing Standards							

Course Objectives / Course Learning Rationales (CLRs)

1. This course will equip students with the skills and knowledge to apply Human-Centered Design to solve complex problems and innovate new solutions. Students will learn to adopt a user-centered mindset, discover opportunities, and frame the right problems. Learning methods on engaging with end users and stakeholders, they will co-create solutions and embrace an experimental approach to iterative testing.

Course Outcomes / Course Learning Outcomes (CLOs)

	At the end of the course the learner will be able to	Bloom's Level	Expected Proficiency Percentage	Expected Attainment Percentage
Outcome 1	Understand and apply Human Centered Design Thinking Process to solve complex problems and innovate new solutions	3	70%	60%
Outcome 2	Discover opportunities by viewing challenges and situations with a user-centered mindset and by framing the "right" problem that needs to be solved	3	60%	55%
Outcome 3	Develop an experimental attitude to iteratively discover and early testing of what is valuable, feasible and viable. Able to connect with the end-users and stakeholders in the field to identify problems and co create solutions	4	60%	55%
Outcome 4	Apply key design thinking methods for analysis of the context of use, including ethnographic analysis, problem framing, affinity mapping, concept development, prototype development, and testing	4	60%	55%
Outcome 5	Gain hands on knowledge of working in teams and peer critiquing and peer learning	5	50%	45%

Course Articulation Matrix (CLO) to Program Learning Outcomes (PLO)

CLOs	Program Learning Outcomes (PLO)													
	Functional knowledge	Data Analysis	Usage of technology enabled business models	an environment for entrepreneurial opportunities	Leadership skills	Empathy	People Skills	dividual & Teamwork Skills	Negotiation skills	Critical thinking	Sustainability	PSO 1 PSO1	PSO 2	PSO 3
Outcome 1	3	3	2	2	3	3	3	3	2	2	2	3	3	3
Outcome 2	3	3	2	2	3	3	3	3	2	3	2	3	3	3
Outcome 3	3	2	1	2	3	2	3	3	3	3	2	3	3	3
Outcome 4	3	3	3	2	3	2	3	3	3	2	2	3	3	3
Outcome 5	3	2	2	1	3	3	3	3	3	3	2	3	3	3
Average	3	3	2	2	3	3	3	3	3	3	2	3	3	3

Course Unitization Plan

Unit No.	Unit Name	Required Contact Hours	CLOs Addressed	References Used
Unit 1	FUNDAMENTALS OF HUMAN-CENTRED DESIGN	4		
	Cognitive and psychological aspects pertaining to user-interface design	2	1,2	1,2,3
	Basic principles of design	1	1,2	1,2,3,4
	Methods for evaluating digital solutions with or without user involvement	1	1,2	1,2,3
Unit 2	EMPATHY BASED RESEARCH METHODS	8		
	Understanding customer needs, motivations and behaviour	3	2,3	3,5
	Qualitative user research methods such as semi-structured interviewing, focus groups, and contextual enquiry	3	2,3	3,5
	Quantitative user research methods such surveys, web analytics, CRM database, social listening	2	2,3	3,5
Unit 3	MAKING SENSE OF USER RESEARCH	8		
	Analysis of user data (qualitative and quantitative research)	3	3,4	3,4,5
	Creating research outputs and artifacts (Persona, Scenario, Empathy maps)	3	3,4	3,4,5
	Techniques to dig beyond the obvious patterns	2	3,4	3,4,5
Unit 4	IDEATE, PROTOTYPE AND TEST	10		
	Brainstorming and ideating- workshopping methods	2	4,5	1,3,4
	Creating lo-fidelity and hi-fidelity prototype	2	4,5	1,3,4
	Rapid prototyping	2	4,5	1,3,4
	Methods of getting continuous feedback	2	4,5	1,3,4
	User testing	2	4,5	1,3,4
Total Contact Hours		30		
Project Hours		30		

Learning Assessment

Bloom's Level of Cognitive Task		Continuous Learning Assessments (50%)				End Semester Exam (50%)
		Mid term quiz (10%)	CLA-1 (10%)	CLA-2 (15%)	CLA-3 (15%)	
Level 1	Remember	50%	30%	30%	20%	50%
	Understand					
Level 2	Apply	50%	70%	50%	60%	50%
	Analyse					
Level 3	Evaluate	--	--	20%	20%	--
	Create					
Total		100%	100%	100%	100%	100%

Recommended Resources

1. Design of Everyday Things – Don Norman (2013)
2. Human Computer Interaction- Alan Dix
3. The Field Guide to Human-Centered Design- IDEO (2015)
4. Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation- Tim Brown
5. Measuring the User Experience- William Albert and Tom Tullis (2013)

Other Resources

Course Designers

1. Interaction Design Foundation (<https://www.interaction-design.org/literature/topics/human-centered-design>)
2. CMS wire: <https://www.cmswire.com/digital-experience/how-human-computer-interaction-can-help-marketers/>
3. IDEO Design kit: <https://www.designkit.org>
4. Design.org: <https://digital.gov/guides/hcd/>

