II Semester MBA Syllabus

2025-2027

II semester

Paper Code (*)		**Course Name (*)**	**Subject Type (*)**	**Credit (*)**
01BMBAR24261		**Strategic Management**	THEORY	**3**
01BMBAR24262		**Business research and quantitative methods**	THEORY	**3**
01BMBAR24263		**Business Ethics and Corporate Governance**	THEORY	**3**
01BMBAR24264		**Organisational Behaviour**	THEORY	**3**
01BMBAR24265	**HARD CORE**	**Societal Projects**	PRACTICAL	**3**
01BMBAF24261		**Financial Markets & Personal Finance**	THEORY	**4**
01BMBAF24262		**International Financial Management**	THEORY	**4**
01BMBAF24263	**Finance DSE**	**Investment Management and Portfolio Analysis**	THEORY	**4**
01BMBAM24261		**Brand Management**	THEORY	**4**
01BMBAM24262		**Consumer Behavior**	THEORY	**4**
01BMBAM24263	**Marketing DSE**	**Rural Marketing and Retailing**	THEORY	**4**
01BMBAH24261		**Human Resource Planning and Audit**	THEORY	**4**

01BMBAH24262		**Industrial Relations and Labor Law**	THEORY	**4**
01BMBAH24263	**HR DSE**	**Recruitment, Selection and Talent Management**	THEORY	**4**
01BMBAL24261		**Six Sigma / TQM**	THEORY	**4**
01BMBAL24262		**Service Operations Management**	THEORY	**4**
01BMBAL24263	**Supply chain DSE**	**Vendor Management**	THEORY	**4**
01BMBAD24261		**Predictive Analytics Using R**	PRACTICAL	**4**
01BMBAD24262		**Descriptive Analytics**	PRACTICAL	**4**
01BMBAD24263	**Data Analytics DSE**	**Data Visualization for Managers**	PRACTICAL	**4**
TOTAL CREDIT				**27**

SCHOOL OF COMMERCE AND MANAGEMENT
DEPARTMENT OF MANAGEMENT STUDIES
PROGRAMME MBAR

01MBAR24261: STRATEGIC MANAGEMENT		
Course Frame Work		
Credits: L-T-P: 3- 0- 0		**Total Credits: 3**
Contact Hours/Week: 3	**Direct Teaching Hours: 45**	**Total Contact Hours: 45**

Course Learning Objectives

The course aims to understand the basic concepts such as

- The nuances of strategies and how important it is to run a Business.
- The various types of strategies required for the operation of a Business Enterprise
- The knowledge of the importance of Corporate Climate.

Course Outcomes

On completion of the course, student would be able to

CO's	Course Outcomes
CO1	Demonstrate an understanding of the need for and importance of vision and mission in Corporate Culture and how it benefits the organisation.
CO2	Exhibit an understanding of the various business environments and how strategies can be adopted for different environments and how it affects the operations of the business.
CO3	Adapt the notions about various strategies and how each strategy is applied to the present business situation and can change the business into a dynamic enterprise.
CO4	Understand the importance of strategies for various types of markets and how that influences market research.

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Strategic Management

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	2	2	1	1	1	1	2	2	1	2
CO2	3	3	2	3	2	2	2	1	2	2	1	2
CO3	3	3	3	3	2	2	2	2	3	2	2	3
CO4	3	3	2	3	2	2	2	1	2	2	1	2

CO PSO Mapping

	PSO1	PSO2	PSO3	PSO4	PSO5	PSO6
CO1	3	2	1	1	3	2
CO2	3	2	2	3	3	2
CO3	3	3	2	2	3	3
CO4	3	2	2	3	3	2

>70-100	>40 <70	<40
3	2	1

Syllabus

Unit -1 **Introduction to Strategic Management**	**Hours**
1.1Strategic Management – Introduction, Meaning, Elements of Strategy 1.2 Sources of Business Strategies -Levels of Business Strategy, Factors Shaping Corporate Structure 1.3 Strategic Management Process -, Types of Strategies, Developing Corporate Vision 1.4 Mission, Goals and Objectives – Meaning, Differences, Strategic Management Model	12
Unit-II **Contemporary Topics in Strategy**	Hours
2.1Component of Business Environment- Internal External, Domestic and Global environment 2.2 Environmental Scanning Techniques -Competitive advantage. Strategy Analysis and Choice, Strategy formulation framework, Michael Porters, five forces Model. 2.3Management of Change- through VUCA, Strategic and Corporate Entrepreneurship 2.4 Contemporary Strategies -Blue Ocean Strategy, Blue Ocean Shift - Innovation: Grassroots, Jugaad	11
UNIT III **Grand Strategies**	Hours
3.1 Grand Strategies- Generic, Aggressive and Defensive Strategies, Competitive Strategies for domestic and Global Business 3.2 Modes of Strategy- Selection Expansion, Retrenchment, Stability, Conglomerate Strategies and Variants 3.3 Modern business Strategies-Mergers, Acquisition Diversification, integration, Disinvestment Turnaround, and Related Contemporary, Neo-generic Strategies. 3.4 BCG Matrix, GE Matrix, McKinsey 7s. Case work with current examples.	11
Unit-IV **Global Strategies**	Hours
4.1 Strategies for Competing in Global Markets- Growth Oriented Markets, Mature Markets, Saturated Markets, Fragmented Markets. 4.2 New Business Models- Ansoff Matrix and Strategies for online Economy. 4.3 Factors Determining Strategic Choice – Corporate Preference, Managerial Philosophy and Power Relations 4.4 Strategies for foreign direct investment, -Export marketing strategies	11

Scheme of Evaluation:

Continuous Internal Assessment (CIA) Scheme:

Components	Learning via Expert Lecture	Learning via Workshop	Learning via Conference/ Mini Conference	Learning via Industrial Visit / Simulation Exercise	Learning via Research	Learning via Case Study	Learning via Practice	Open Assessment	Total
Max. Marks	10	10	10	5	10	5	10	10	70

Note: To appear for ESE a student has to obtain a minimum of 50% in the CIA

End Semester Exam (ESE) Scheme: 30 marks

S.No	Evaluation Category	ESE	Upload Option
1.	End Semester Examination	**30 marks**	Online Examination

Question Paper Pattern:

Question paper shall have 6 main questions corresponding to 5 modules.

Each main question will have two full questions carrying 5 marks

Note: To appear for ESE a student must obtain a minimum of 50 % in the CIA

B. End Semester Exam (ESE) Scheme: 30 marks

Question Paper Pattern:

b) Question papers shall have 6 main questions corresponding to 4 modules.

b) Each main question will have two full questions carrying 5 marks each.

The students will have to answer all 6 questions

Textbooks

1. Francis Cherunilam (2018) Strategic Management, Himalaya Publications.
2. Varahan Shree & et al. (2015) Strategic Management, Himalaya Publications
3. Trehan Gautham & et al. (2022) Strategy Management Himalaya Publications

Reference Books

1. Forrest and Fred David & et al. (2024) Strategic Management Pearson Education
2. Wheelan Thomas& et al. (2018) Strategic Management & Business Policy Pearson Education
3. Fred David (2016) Strategic Management Pearson Education Limited.
4. Pearce John & et al. (2012) Strategic Management McGraw Hill.

e-Material

1. https://www.icai.org/post.html?post_id=19153
2. https://ycmou.ac.in/media/publication/ycmou_book/SNP_YB_097.pdf

Activity Based Learning/Practical Based Learning:

1. https://nptel.ac.in
2. https://swayam.gov.in

Beyond Syllabus

1. **Create a Juggad Day:** Create a Juggad Day gives students an active opportunity to create strategy for a rainy day.
2. **Create a Reel Day:** To tap the creative intellect, students are asked to make reels of different strategies adopted by different companies.

SCHOOL OF COMMERCE AND MANAGEMENT
DEPARTMENT OF MANAGEMENT STUDIES
PROGRAMME MBA

01BMBAR24262: Business Research and Quantitative Method		
Course Framework		
Credits: L-T-P: 3- 0- 0		**Total Credits: 3**
Contact Hours/Week: 3	**Direct Teaching Hours: 45**	**Total Contact Hours: 45**

Course Learning Objectives:
The course aims to understand the basic concepts such as

- Understand Research Fundamentals
- Develop Critical Thinking Skills
- Acquire Methodological Competence
- Ethical Research Practice
- Enhance Research Communication

Course Outcomes

On completion of the course, student would be able to

CO's	**Course Outcomes**
CO1	Understand the principles, processes, and types of research
CO2	Decide sampling methods
CO3	Formulate research designs, including problem statements, hypotheses, and data collection tools, for robust methodology
CO4	Apply statistical tools to analyze data, test hypotheses, interpret findings,

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	1	2	1	-	-	1	1	2	-	2
CO2	3	3	1	2	2	-	-	1	1	2	-	2
CO3	2	3	3	3	2	-	-	1	2	1	2	2
CO4	2	3	1	3	3	-	-	1	1	3	2	2

CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	1	1	-	1	-
CO2	2	1	-	1	-
CO3	1	1	1	2	-
CO4	1	-	-	2	-

>70-100	>40 &<70	<40
3	2	1

Syllabus	Syllabus
Unit I: Introduction to Research	**10**
1.1 Meaning, Scope, Role of Business Research, Ethics in Business Research. 1.2 Types of Research 1.3 Conceptualization of Variables 1.4 Types and Measurement of Variables	
Unit II: Research Design and Methodology	**10**
2.1 Types of Research Design, Components of Research Design 2.2 Hypothesis 2.3 Data, Types of data, Data collection tool	
Unit III: Sampling	**12**
3.1 Sampling and Sample Size 3.2 Probability Sampling techniques 3.3 Non-Probability Sampling Techniques	
Unit IV: Data Tabulation, Analysis, and Report Writing	**13**
4.1 Data Tabulation, reliability, and validation 4.2 Statistical tools for the analysis (Univariate, Bivariate and Multivariate data and its analysis)	

4.3 Importance and types of reports, the format of a good research report

Scheme of Evaluation:

Continuous Internal Assessment (CIA) Scheme:

Components	Learning via Expert Lecture	Learning via Workshop	Learning via Conference/ Mini Conference	Learning via Industrial Visit / Simulation Exercise	Learning via Research	Learning via Case Study	Learning via Practice	Open Assessment	Total
Max. Marks	**10**	**10**	**10**	**5**	**10**	**5**	**10**	**10**	**70**

Note: To appear for ESE a student has to obtain a minimum of 50% in the CIA

End Semester Exam (ESE) Scheme: 30 marks

S.No	Evaluation Category	ESE	Upload Option
2.	End Semester Examination	**30 marks**	Online Examination

Question Paper Pattern:

Question paper shall have 6 main questions corresponding to 5 modules.

Each main question will have two full questions carrying 5 marks

Text Books:

1. Kumar, R. (2014). Research methodology: A step-by-step guide for beginners (4th ed.). SAGE Publications.
2. Pannerselvam, R. (2014). Research methodology (2nd ed.). PHI Learning Pvt. Ltd.
3. Gupta, S. P., & Gupta, M. P. (2017). Business research methods. Sultan Chand & Sons.
4. Bhandarkar, P. L., & Wilkinson, T. S. (2017). Methodology and techniques of social research (24th ed.). Himalaya Publishing House.
5. Krishnaswami, O. R., & Ranganatham, M. (2015). Methodology of research in social sciences (2nd ed.). Himalaya Publishing House.

Reference Books:

1. Creswell, J. W. (2018). Qualitative inquiry and research design: Choosing among five approaches (4th ed.). SAGE Publications.
2. Creswell, J. W., & Creswell, J. D. (2018). Research design: Qualitative, quantitative, and mixed methods approaches (5th ed.). SAGE Publications.
3. Booth, W. C., Colomb, G. G., & Williams, J. M. (2016). The craft of research (4th ed.). University of Chicago Press.
4. Dawson, C. (2019). Introduction to research methods (5th ed.). Robinson.

e-Material:

- https://www.coursera.org/learn/research-methods
- https://www.futurelearn.com/courses/research-writing

- https://owl.purdue.edu/owl/research_and_citation/resources.html

Activity Based Learning/Practical Based Learning:

1. https://nptel.ac.in
2. https://swayam.gov.in

Beyond Syllabus

- Writing Project proposals
- Writing articles

SCHOOL OF COMMERCE AND MANAGEMENT
DEPARTMENT OF MANAGEMENT STUDIES
PROGRAMME MBAR

01BMBAR24263: Business Ethics and Corporate Governance Syllabus		
Course Frame Work		
Credits: L-T-P: 3 - 0 - 0		**Total Credits: 3**
Contact Hours/Week: 3	**Direct Teaching Hours: 45**	**Total Contact Hours: 45**
Course Learning Objectives: The course aims to understand the basic concepts such as • Analyze the factors influencing business ethics and evaluate the arguments for and against ethical practices in business. • Apply ethical decision-making frameworks to resolve ethical dilemmas in finance and taxation • Examine ethical and unethical practices in marketing and HRM, including unfair competition, gender discrimination, and workplace bias. • Evaluate the role of Corporate Social Responsibility (CSR) in modern businesses and its benefits and drawbacks.		
Course Outcomes: On completion of the course, student would be able to:		

CO's	Course Outcomes
CO1	Students will be able to define business ethics and explain its significance in modern business practices.
CO2	Students will analyze case studies on hacking, legal compliance, and global ethical challenges to propose solutions.
CO3	Students will explain the types of environmental ethics and their relevance to sustainable business practices.
CO4	Students will compare and contrast corporate governance models (Anglo-American, Japanese, German, and Indian) and their ethical implications.

Business Ethics and Corporate Governance

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	-	2	2	2	2	3	1	1	-	2
CO2	2	3	2	3	2	1	1	3	2	2	2	2
CO3	2	2	-	2	1	3	3	2	1	1	-	2
CO4	3	3	-	3	2	2	1	3	1	1	2	2

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	2	1	2	3
CO2	3	3	2	2	3
CO3	2	2	1	2	3
CO4	3	3	1	2	3

>70-100	>40 &<70	<40
3	2	1

Syllabus	Hours
UNIT I: Introduction to Business Ethics	**11**

1.1 Introduction Business Ethics – Meaning, Nature, Characteristics and Needs

1.2 Ethical Practices in Management. Principles of Business ethics, Factors influencing Business ethics.

1.3 Arguments for and against business ethics, Benefits of corporate ethics.

1.4 Professional Codes, Culture and Ethics – Ethical Values in different Cultures, Culture, and Individual Ethics

Unit-II: Ethical Decision Making and Ethical issues relating to Finance	**12**

2.1 Ethical Decision-Making Meaning, Nature of ethical decision making

2.2 Process of Ethical Decision making, Factors influencing ethical decision making- Individual influences Demographic Influences; Situational influences- (Issue related factors and Context related factors).

2.3 Ethics in functional areas of Finance and taxation, Insider trading, Finance Unethical issues like Tax evasion and manipulating accounts and white-collar crimes in the Corporate Sector-Corporate Leadership

2.4 Information technology- philosophy and culture-managing ethics and legal compliance-hacking-case analysis- the ethical challenges under globalization

UNIT III: Ethical issues relating to Marketing and HRM	**11**

3.1Ethics in Functional Areas of Business Marketing, Ethical and Unethical practices- unfair competition Exploitative marketing.
3.2 Limits of Doctrine of Caveat Emptor, Controversial areas in Marketing Damaging strategies used for Advertisements and sales promotion -Bait &switch, Subliminal advertising, false advertising, shock advertising, Packaging
3.3Hiring and firing, Gender Discrimination, Bias at workplace sexual harassment, Nepotism, Whistle blowing,
3.4 Environmental ethics, types of Environmental ethics, Importance

Unit-IV: Corporate Governance and Social Responsibility	**11**

4.1Meaning of Corporate Governance, Ethical issues in Corporate Governance, Factors influencing Corporate Governance,
4.2 Models of Corporate Governance (Anglo American, Japanese, German& Indian),
4.3 Theories of Corporate Governance (Agency, Political, Stake holder)
4.4 Meaning of CSR, Areas, Arguments for and against CSR , Benefits and drawbacks of CSR, Case studies.

Scheme of Evaluation:

Continuous Internal Assessment (CIA) Scheme:

Components	Learning via Expert Lecture	Learning via Workshop	Learning via Conference/ Mini Conference	Learning via Industrial Visit / Simulation Exercise	Learning via Research	Learning via Case Study	Learning via Practice	Open Assessment	Total
Max. Marks	10	10	10	5	10	5	10	10	70

Note: To appear for ESE a student has to obtain a minimum of 50% in the CIA

End Semester Exam (ESE) Scheme: 30 marks

S.No	Evaluation Category	ESE	Upload Option
3.	End Semester Examination	**30 marks**	Online Examination

Question Paper Pattern:
Question paper shall have 6 main questions corresponding to 5 modules.
Each main question will have two full questions carrying 5 marks

Text Books:

1) Ferrell, O. C., Fraedrich, J., & Ferrell, L. (2023). Business Ethics: Ethical Decision Making and Cases (13th ed.). Cengage Learning.
2) Crane, A., & Matten, D. (2023). Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization (6th ed.). Oxford University Press.
3) Treviño, L. K., & Nelson, K. A. (2023). Managing Business Ethics: Straight Talk About How To Do It Right (8th ed.). Wiley.

Reference Books:

1) Weiss, J. W. (2023). Business Ethics: A Stakeholder and Issues Management Approach (7th ed.). Berrett-Koehler

Publishers.
2) DesJardins, J. R. (2023). An Introduction to Business Ethics (7th ed.). McGraw-Hill Education.
3) Carroll, A. B., & Buchholtz, A. K. (2023). Business and Society: Ethics, Sustainability, and Stakeholder Management (11th ed.). Cengage Learning.

e-Material:

1) https://www.coursera.org/
2) https://www.edx.org
3) https://nptel.ac.in

Activity Based Learning/Practical Based Learning:

1) https://nptel.ac.in
2) https://swayam.gov.in

Beyond Syllabus

- **Ethics in Supply Chain Management**: Explore ethical issues in global supply chains, such as labour rights, environmental sustainability, and transparency.
- **Ethics in Corporate Crisis Management**: Analyse ethical decision-making during corporate crises, including communication strategies, accountability, and stakeholder management.

SCHOOL OF COMMERCE AND MANAGEMENT
DEPARTMENT OF MANAGEMENT STUDIES
PROGRAMME MBAR

01BMBAR24264: Organisational Behaviour		
Course Frame Work		
Credits: L-T-P: 3 - 0 - 0		**Total Credits: 3**
Contact Hours/Week: 3	**Direct Teaching Hours: 45**	**Total Contact Hours: 45**
Course Learning Objectives: The course aims to understand the basic concepts such as • Analyze the importance of interpersonal skills, management, and organizational behavior in addressing workforce diversity and globalization challenges. • Evaluate the impact of perception, learning, and biases on individual decision-making processes in organizational settings. • Apply motivational theories and learning principles to design strategies for enhancing employee attitudes and behavior in organizations. • Create effective leadership and group development strategies to manage organizational change and resolve conflicts.		
Course Outcomes: On completion of the course, student would be able to:		

CO's	Course Outcomes
CO1	Demonstrate an understanding of the role of interpersonal skills and organizational behavior in managing workforce diversity and global challenges.
CO2	Identify and address common biases and errors in decision-making processes to improve organizational outcomes
CO3	Develop strategies to align individual personality, attitudes, and motivation with organizational goals for improved performance.
CO4	Formulate leadership and team-building approaches to effectively manage group dynamics and organizational change.

Organisational Behaviour

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	2	3	2	3	3	2	3	2	1	2
CO2	2	3	2	3	3	1	1	3	2	2	1	2
CO3	3	2	3	3	2	2	2	3	3	2	1	2
CO4	3	3	3	3	2	2	2	3	3	3	1	2

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	3	3	3
CO2	2	3	2	2	3
CO3	3	2	3	2	3
CO4	3	3	3	2	3

>70-100	>40 &<70	<40
3	2	1

Syllabus	Hours
UNIT I: Overview of OB	**11**

1.1 Meaning, Definition, Importance of Interpersonal skills, Management and Organizational Behaviour, Disciplines that contribute to OB.

1.2 Challenges and Opportunities – Economic pressures, Continuing Globalization, workforce demographics, work force diversity, customer service.

1.3 Diversity in organization – Levels of Diversity, Discrimination – stereotype Threat, Discrimination in workplace.

1.4 Implementing Diversity Management Strategies – Diversity in Groups, Effective Diversity Programs.

Unit-II: Perception Learning and Individual Decision Making	**12**

2.1 Meaning and Definition of perception, Factors that influence perception, Attribution theory.

2.2 Meaning and Definition of learning, the link between perception, learning and Individual Decision Making. Decision making in organizations – The rational Model, Bounded Rationality, and Intuition.

2.3 Common Biases and Error in Decision Making. (Factors Influencing) Influences on Decision Making: Individual Differences and Organizational Constraints, Decision Making in times of crisis, Ethics in Decision

Making.

2.4 Creativity, Creative Decision Making, and Innovation in Organization – Creative Behaviour, causes, creative environment, creative outcome.

UNIT III: The individual	**11**

3.1 Organizational Behavior Concepts, Developing Behavior Models, Motivation -From concepts to Application, Motivational Theories- Contemporary and Modern Theories

3.2 Learning; Nature, Theories of Learning: Classical, Operant, Social; Applications of Learning Principles in Organizational Attitudes.

3.3 Components of an Attitude, Its Formation, Functions, Changing Attitudes, and Job Attitudes.

3.4 Personality, Nature, Determinants, Personality and Organizational Fit.

Unit-IV: The Group and Leadership	**11**

4.1 Interpersonal Behavior, Johari Window, Transactional Analysis, Applications of T.A., Managerial Interpersonal Styles.

4.2 Group Behaviour, Concept of Teams vs. Groups, Stages of Group Development, Factors Affecting Group Decision Making.

4.3 Leadership Theories and Styles, Power and Politics, Conflict and Negotiation.

4.4 Organizational Change, Resistance to Change, Nature and Forces of Change.

Scheme of Evaluation:

Continuous Internal Assessment (CIA) Scheme:

Components	**Learning via Expert Lecture**	**Learning via Workshop**	**Learning via Conference/ Mini Conference**	**Learning via Industrial Visit / Simulation Exercise**	**Learning via Research**	**Learning via Case Study**	**Learning via Practice**	**Open Assessment**	**Total**
Max. Marks	**10**	**10**	**10**	**5**	**10**	**5**	**10**	**10**	**70**

Note: To appear for ESE a student has to obtain a minimum of 50% in the CIA

End Semester Exam (ESE) Scheme: 30 marks

S.No	**Evaluation Category**	**ESE**	**Upload Option**
4.	End Semester Examination	**30 marks**	Online Examination

Question Paper Pattern:

Question paper shall have 6 main questions corresponding to 5 modules.

Each main question will have two full questions carrying 5 marks

Text Books:

4) Nelson, Quick and Khandelwal "ORGB-A South-Asian Perspective",cengage
5) Fred Luthans, "Organizational Behavior", McGraw-Hill International

6) Organizational Behavior: Text and Cases by Kavita Singh.

Reference Books:

1. Stephen P Robbins, “Organizational Behavior”, Prentice Hall
2. Ashwathappa K, “Organizational Behavior”, Himalaya Publication

e-Material:

1. https://www.investopedia.com/terms/o/organizational-behavior.asp
2. https://www.geeksforgeeks.org/organisational-behaviour-concept-nature-and-role/

Activity Based Learning/Practical Based Learning:

1. https://nptel.ac.in
2. https://swayam.gov.in

Beyond Syllabus

1. **Conflict Management and Negotiation Skills:** Conflict is inevitable in organizations, and effective negotiation skills are essential for resolving disputes.
2. **Workplace Stress and Well-being:** Stress management is crucial for maintaining productivity and employee satisfaction.

SCHOOL OF COMMERCE AND MANAGEMENT
DEPARTMENT OF MANAGEMENT STUDIES
PROGRAMME MASTER OF BUSINESS ADMINISTRATION

01BMBAR24265: SOCIETAL PROJECT		
Course Framework		
Credits: L-T-P: 3- 0- 0		**Total Credits: 3**
Contact Hours/Week: 3	**Direct Teaching Hours: 45**	**Total Contact Hours: 45 (25 hr project + 20 hr lecture)**
Course Learning Objectives: The course aims to understand the basic concepts such as • To identify the societal problem with help of available literature, govt. reports, interviews, and different methods of data collection. • To acquire the academic competence and aptitude to develop feasible solutions to various societal problems using research tools and techniques. • To develop the attitude of sensitivity and responsibility towards society for global welfare. .		
Course Outcomes		

On completion of the course, student would be able to

CO's	Course Outcomes
CO1	Understand the nature of social projects and their stakeholders
CO2	Enhance the skills of societal problem identification
CO3	Understand the lying reasons for societal problems
CO4	Provide the solutions for identified societal problems.

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	1	2	1	3	2	2	2	1	1	2
CO2	2	3	2	3	2	3	2	2	2	2	1	2
CO3	2	3	2	3	2	3	2	2	2	2	1	2
CO4	2	3	2	3	2	3	2	2	2	2	1	2

CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	2	2	1	3
CO2	2	3	2	1	3
CO3	2	3	2	1	3
CO4	2	3	2	1	3

>70-100	>40 &<70	<40
3	2	1

Syllabus	
Unit 1 Introduction to Project	**11**
1.1 Definition of project; Need for project 1.2 Project life cycle; Project stake holders- Types, their roles, and benefit. 1.3 Group activity- Presentation by groups	
Unit 2 Societal Project	**11**
2.1 Societal projects - Types; Need 2.2 Benefits for society; Benefits for the government (3hr) 2.3 Group activity- Project selection, Feasibility presentation, Finalization	
Unit 3 Project Viability	**11**
3.1 Project topic selection- Viability, location, pros and cons 3.2 Project methodology- Methods, Respondents, Tools, Questionnaire, Data collection 3.3 Data analysis methods and tools	
Unit 4 Report writing	**12**
Report format- Report Preparation and Presentation 4.2 Report Discussion and finalisation, 4.3 Report Publication guidelines	

Scheme of Evaluation:

Continuous Internal Assessment (CIA) Scheme:

S.No	Evaluation Category	CIA
1.	Learning via Workshop	5 marks
2.	Learning via Simulation Exercise	10 marks
3.	Learning via Case Solving in Excel	5 marks
4.	Open Assessment	30 marks
5.	Demonstrations	50 marks
		100 marks

Note: To appear for Demonstrations/Presentation, a student has to obtain a minimum of 50% in the CIA

Text Books:

6. Naidu, G. P. (2010). Project management: A development perspective. New Delhi: Macmillan Publishers India.
7. Ahuja, R. (2017). Social problems in India (3rd ed.). Jaipur: Rawat Publications.
8. Raju, K. V., & Manasi, S. (2015). Development projects for a sustainable future. New Delhi: Sage Publications.
9. Kothari, C. R. (2019). Research methodology: Methods and techniques (4th ed.). New Delhi: New Age International Publishers.

Reference Books:

1. Hall, D., & Hall, I. (1996). Practical social research: Project work in the community. London: Palgrave Macmillan.
2. Portales, L. (2019). Social innovation and social entrepreneurship: Fundamentals, concepts, and tools. Cham, Switzerland: Palgrave Macmillan.

e-Material:

- https://socialjustice.gov.in/
- https://tiss.ac.in/view/6/research/the-indian-journal-of-social-work/

Activity Based Learning/Practical Based Learning:

3. https://nptel.ac.in
4. https://swayam.gov.in

Beyond Syllabus

- Project Manager- Skills of Project Manager
- Self Help Organisations- Understanding of SHG
- NGO, NPO

SCHOOL OF COMMERCE AND MANAGEMENT
DEPARTMENT OF MANAGEMENT STUDIES
PROGRAMME: MASTER OF BUSINESS ADMINISTRATION

01BMBAF24261: Financial Markets & Personal Finance

Course Frame Work		
Credits: L-T-P: 4- 0- 0		**Total Credits: 4**
Contact Hours/Week: 4	**Direct Teaching Hours: 60**	**Total Contact Hours: 60**

Course Learning Objectives:
The course aims to understand the basic concepts such as

- Analyze the structure, components, and regulatory frameworks of financial systems (including capital, money, equity, and forex markets).
- Evaluate the role of intermediaries, investor protection mechanisms (e.g., SEBI), and financial instruments in economic development, and apply this knowledge to real-world scenarios such as equity trading, mutual fund portfolio management, and forex risk mitigation, with a focus on India's financial ecosystem, regulatory evolution (FEMA/FERA), and institutional frameworks (NSDL, CSDL).

Course Outcomes: On completion of the course, student would be able to

CO's	**Course Outcomes**
CO1	Analyze the components, structure, and regulatory frameworks of financial systems, including India's financial markets and their role in economic development.
CO2	Evaluate the functions of financial intermediaries (banks, NBFCs, mutual funds) and assess challenges in financial services, including investor protection reforms.
CO3	Apply equity market operations (e.g., NSE trading, valuation) and mutual fund strategies to design personalized investment portfolios.
CO4	Demonstrate proficiency in forex market dynamics (FEMA/FERA), currency risk management, and arithmetic for global financial transactions.
CO5	Critique the role of institutions (NSDL, CSDL) and digital platforms (De Mat services, SWIFT) in enhancing transparency and efficiency in financial markets.

CO PO Mapping

COs	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**	**PO12**
CO1	3	2	-	2	3	-	-	-	-	-	2	-
CO2	-	3	-	2	2	2	-	3	-	-	-	-
CO3	2	-	3	-	3	-	-	-	2	2	3	-
CO4	-	-	-	3	3	-	-	-	1	-	3	1

CO5	-	-	3	-	3	-	-	1	-	-	-	3

CO	**PSO1**	**PSO2**	**PSO3**	**PSO4**	**PSO5**	**PSO6**
CO1	3	-	2	-	1	-
CO2	-	3	1	-	-	2
CO3	1	-	3	2	-	-
CO4	-	1	-	3	2	-
CO5	2	2	-	1	3	3

>70-100	>40 &<70	<40
3	2	1

Syllabus	**Hours**
Unit – 1	**15**

Unit 1: Introduction to Financial System

1.1 Financial system and its components, financial markets; financial intermediation; flow of funds matrix; financial system and economic development.
1.2 An overview of Indian financial system.
1.3 Structure, Regulation, Role and functions of financial systems, financial instruments, financial markets, capital markets & money markets, interlink between money market & capital market.

Unit – 2	**15**

Unit 2: Financial Markets, Services and Investors protection

2.1 Financial Markets, Characteristics of Financial, Markets, Functions of Stock Exchange.

2.2 Objectives of financial services, types of financial services, capital market services & money market services, intermediaries - banking financial corporations, non-banking financial corporations & insurance corporations, financial services sector problems and reforms.

2.3 Importance of Investors' Protection; Investors Grievances Regarding Stock Market Dealings; Structure of SEBI; Company Law Board; Role of Court in Investors' Protection; Role of Media in the Protection of Investors.

Unit – 3	**15**

Unit 3: Equity Markets and Mutual Funds

3.1 Understanding an Equity Market, Trading in an Equity Market, Stock Exchanges. Equity market in India, growth in equity market, equity in NSE, online equity trading.

3.2 Developments in the Indian Equity Market, Valuation of Equities, Dealings in Stock Exchanges.

3.3 Types of mutual funds, benefits of Mutual Funds. Mutual funds: concepts and objectives, functions and portfolio classification-guidelines for mutual funds, working of public and private mutual funds in India, debt securitization, De Mat services, need and operations, role of NSDL & CSDL.

Unit – 4	**15**

Unit 4: FOREX Markets

4.1 Meaning and definition of Forex, Features, Advantages, Evolution of foreign exchange, Market and Foreign Exchange System-, Details about major traded currencies, Market Participants: Banks and Financial Institutions, Merchants, other customers, speculators and hedgers, Central Bank, Forex dealers and market makers and brokers, FOREX trading and SWIFT Robots.

4.2 FOREX market in India: A historical perspective FERA Vs. FEMA, Pre - liberalization Exchange Rate Regime in India. Brief introduction to currency convertibility in current and Capital account.

4.3 Operational aspects of foreign exchange market and foreign exchange contracts. Foreign Exchange Arithmetic and Risk Management.

Scheme of Evaluation:

Continuous Internal Assessment (CIA) Scheme:

Components	Learning via Expert Lecture	Learning via Workshop	Learning via Conference/ Mini Conference	Learning via Industrial Visit / Simulation Exercise	Learning via Research	Learning via Case Study	Learning via Practice	Open Assessment	Total
Max. Marks	10	10	10	5	10	5	10	10	70

Note: To appear for ESE a student has to obtain a minimum of 50% in the CIA

End Semester Exam (ESE) Scheme: 30 marks

S.No	Evaluation Category	ESE	Upload Option
5.	End Semester Examination	**30 marks**	Online Examination

Question Paper Pattern:

Question paper shall have 6 main questions corresponding to 5 modules.

Each main question will have two full questions carrying 5 marks

Text Books & References

1. Khan, M. Y. (2019). Financial services. Tata McGraw-Hill Publishing Co. Ltd.

2. Agarwal, S., Vijay, P. K., & Bapna, M. (1999). Investors guide to depositories. Bharat Publications.
3. Verma, J. C. (2000). Credit rating: Practice and procedure. Bharat Publication House.
4. Kothari, V. (2006). Securitisation: The financial instrument of the new millennium.

E-Material:

7) **https://production-cms.bsm.upf.edu/sites/default/files/2021-07/Mergers%20and%20Acquisitions_1.pdf?**
8) https://shorturl.at/UZZa1
9) https://shorturl.at/YJEbv

Activity Based Learning/Practical Based Learning:

5. https://nptel.ac.in/
6. https://swayam.gov.in/

Beyond Syllabus

- **Visualizations:**
- Donnelley Financial Solutions, Orgvue, ShareVault, Quest Software, MoneySoft's DealSense Excel, Mergers, Acquisition and restructuring softwares.
  Certifications: Certificate in Mergers, Acquisition and restructuring (NPTEL/SWAYAM).

SCHOOL OF COMMERCE AND MANAGEMENT
DEPARTMENT OF MANAGEMENT STUDIES
PROGRAMME: MASTER OF BUSINESS ADMINISTRATION

01BMBAF24262: INTERNATIONAL FINANCIAL MANAGEMENT

Course Frame Work		
Credits: L-T-P: 4- 0- 0		**Total Credits: 4**
Contact Hours/Week: 4	**Direct Teaching Hours: 60**	**Total Contact Hours: 60**

Course Learning Objectives:

The course aims to understand the basic concepts such as

- To provide an understanding about MNC Financial Management.
- To elucidate various aspects of Balance of Payments.
- To enlighten on various aspects in Foreign Exchange Market.
- To discuss on the methods of Measuring exchange rate movements.
- To help understand the Asset-Liability Management and International Financing.

Course Outcomes: On completion of the course, student would be able to

CO's	**Course Outcomes**
CO1	**Comparing** domestic financial management (DFM) with international financial management (IFM) and recognizing their differences.
CO2	**Analyzing** the evolution of the International Monetary System and its implications for global financial markets.
CO3	**Applying** International Parity conditions to determine exchange rates and forecast them.
CO4	**Assessing** the types of foreign exchange exposure and the arguments for and against hedging exchange rate risks.

International Financial Management

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	1	3	3	-	-	1	1	2	2	2
CO2	3	3	1	2	2	-	-	1	1	2	2	2
CO3	3	3	2	3	3	-	-	1	1	2	3	2
CO4	3	3	2	3	3	1	-	1	1	2	3	2

	PSO1	PSO2	PSO3	PO4	PSO5
CO1	3	3	-	3	2
CO2	3	3	-	3	2
CO3	3	3	-	3	2
CO4	3	3	1	3	2

>70-100	>40 &<70	<40
3	2	1

Syllabus	Hours
Unit – 1	**15**
Unit – I: Introduction. 1.1 An Overview, Importance, Nature and Scope of International Financial Management 1.2 From International Economics to International Financial management 1.3 Domestic FM Vs. IFM, International Business Methods 1.4 Recent Changes and Challenges in International Financial Management.	
Unit – 2	**15**
Unit – II: International Flow of Funds 2.1 Balance of Payments (BOP), Fundamentals of BOP, Accounting Components of BOP, Factors affecting International Trade Flows 2.2 Agencies that facilitate International Flows. Indian BOP Trends. 2.3 International Monetary System: Evolution, Gold Standard, Bretton Woods's System, 2.4 The Flexible Exchange Rate Regime, Evaluation of Floating Rates, the Current Exchange Rate arrangements, the Economic and Monetary Union (EMU) and Developments.	
Unit – 3	**15**
Unit – III: Foreign Exchange Market 3.1 Functions of the Foreign Exchange Market- structure of foreign Exchange Market 3.3 International Parity conditions- Interest Rate Parity Theory and exchange rate determination, Purchasing per Parity Theory-Absolute version, relative version, expectation form, Fisher Effect, International fisher effect. 3.4 Techniques of forecasting exchange rates in practice 3.2 Transactions the Foreign Exchange market- Foreign Exchange Rates and Quotations- computation of outright rates, cross rates, Arbitrage- Two-point Arbitrage, Triangular Arbitrage, Covered Interest Arbitrage.	
Unit – 4	**15**
Unit – IV: Foreign Exchange Exposure and Managing Foreign Exchange 4.1 Exposure-Exchange Rate Risk, Arguments for and against Hedging exchange rate risk, Types of Foreign exchange exposure. Hedging Transaction exposure using: Forward market- Money market, Futures Market and options. 4.2 Measuring Economic Exposure- Determinants of Economic Exposure- Managing Economic Exposure. Translation or Accounting exposure: Methods of Translation- Current/ Non-Current, Monetary/ non-Monetary, Temporal and all current method. 4.3 Asset–liability Management: Foreign Direct Investment, International Capital Budgeting, International Capital Structure and Cost of Capital. International Portfolio Management. 4.4 International Financing: Equity, Bond Financing, Parallel Loans, International Cash Management, Accounts Receivable Management, Inventory Management. Payment methods of International Trade, Trade Finance Methods, Export – Import Bank of India, Recent Amendments in EXIM policy, Regulations and Guidelines.	

Scheme of Evaluation:

Continuous Internal Assessment (CIA) Scheme:

Components	Learning via Expert Lecture	Learning via Workshop	Learning via Conference/ Mini Conference	Learning via Industrial Visit / Simulation Exercise	Learning via Research	Learning via Case Study	Learning via Practice	Open Assessment	Total
Max. Marks	10	10	10	5	10	5	10	10	70

Note: To appear for ESE a student has to obtain a minimum of 50% in the CIA

End Semester Exam (ESE) Scheme: 30 marks

S.No	Evaluation Category	ESE	Upload Option
6.	End Semester Examination	**30 marks**	Online Examination

Question Paper Pattern:

Question paper shall have 6 main questions corresponding to 5 modules.

Each main question will have two full questions carrying 5 marks

Text Books:

1. Alan C. Shapiro, (2019). Multinational Financial Management (11e). John Wiley,

Reference Books:

1. Cheol Eun, Bruce Resnick, Tuugi Chuluun, (2021). International Financial Management (9e). TMH,
2. P.G. Apte, Sanjeevan Kapshe. (2020). International Financial Management(8e). TMH ,
3. Jeff Madura, (2016). International Corporate Management (13e), Cengage, ,
4. S. Eun Choel and Risnick Bruce, (2012). International Financial Management, TMH,
5. Sharan.V, (2014). International Financial Management (6e). PHI,

E-Material:

1) https://icmai.in/upload/Students/Syllabus-2008/StudyMaterialFinal/P-12.pdf
2) https://archive.nptel.ac.in/courses/110/105/110105031/

Activity Based Learning/Practical Based Learning:

7. https://www.practicalmoneyskills.com/en
8. https://ugcmoocs.inflibnet.ac.in/index.php/courses/view_pg/733

Beyond Syllabus

- **Read and Critique Research Papers:** Explore the role of international financial institutions, such as the IMF or World Bank, in promoting global financial stability.
- **Podcasts:** International Finance Quiz: Create a quiz on international financial management topics and challenge listeners to test their knowledge.

SCHOOL OF COMMERCE AND MANAGEMENT
DEPARTMENT OF MANAGEMENT STUDIES
PROGRAMME: MASTER OF BUSINESS ADMINISTRATION

01BMBAF24263: INVESTMENT MANAGEMENT AND PORTFOLIO ANALYSIS		
Course Frame Work		
Credits: L-T-P: 4 - 0 - 0		**Total Credits: 4**
Contact Hours/Week: 4	**Direct Teaching Hours: 60**	**Total Contact Hours: 60**

Course Learning Objectives:
The course aims to understand the basic concepts such as

- Understand the macroeconomic factors influencing investments and the investment environment in India.
- Analyze portfolio construction using traditional and modern portfolio theories, including the Markowitz model and Sharpe's Single Index Model.
- Evaluate the Capital Asset Pricing Model (CAPM) and Arbitrage Pricing Theory (APT) to construct optimal portfolios.
- Reflect on the ethical standards and code of conduct for investment professionals.

Course Outcomes: On completion of the course, student would be able to:

CO's	Course Outcomes
CO1	Students will be able to define and explain key investment concepts, objectives, and processes, and differentiate between investment, speculation, and gambling.
CO2	Students will be able to calculate and interpret risk and return metrics for individual securities and portfolios.
CO3	Students will evaluate the assumptions and applications of CAPM and APT and construct optimal portfolios using these models.
CO4	Students will reflect on the ethical standards and code of conduct for investment professionals and apply them in decision-making.

Investment Management and Portfolio Analysis

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	-	2	2	-	-	1	-	1	-	2
CO2	3	3	2	3	3	-	-	1	1	1	2	2
CO3	3	3	3	3	3	-	-	1	2	2	3	2
CO4	2	1	-	1	1	2	2	3	2	2	1	2

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	2	1	1	1
CO2	2	3	1	1	1
CO3	3	3	2	2	1
CO4	1	1	2	1	3

>70-100	>40 &<70	<40
3	2	1

Syllabus	**Hours**
UNIT 1: THE INVESTMENT BACKGROUND AND FINANCIAL MARKETS	**15**
1.1 Concepts of Investments, Investment objectives, Process, Planning, Investment Vs Speculation, Gambling and Arbitrage: investment alternatives. 1.2 Macro-economic factors influencing investment, Investment environment in India: Individual Investment Life Cycle, the need for Investment Policy Statement. 1.3 Approaches to Investment Decisions: Code of Ethics and Standards for investment professionals. 1.4 Fundamental Analysis: E-I-C approach. Variables used in E-I-C analysis. Efficient Market Hypothesis. Technical Analysis: Basic tenets and Premises of Technical Analysis; Dow Theory. Technical Analysis Vs Fundamental Analysis.	
UNIT 2: RISK AND RETURN ANALYSIS	**15**
2.1 Concept of Realized and Expected Return. Real and Nominal rate of return Required return, Excess Return and holding period return. Types of Risk-Systematic and unsystematic Risk. 2.2 Measurement of Ex -post and Expected Return, Continuous probability Distribution. 2.3 Measurement of Risk of individual security, Standard Deviation, Coefficient of variation; Beta as a measure of Risk.	
UNIT 3: PORTFOLIO ANALYSIS: THE MECHANICS OF INVESTMENT	**15**
3.1 Traditional approach, Modern Portfolio Theory: Conceptual framework, Diversification and Portfolio Risk; 3.2 Markowitz model- Risk Return optimization Quantification of Portfolio Risk and Return: Effect of combining securities in Portfolio, Efficient Frontier, Computing Utility and Selection of Optimal Portfolio. 3.3 Sharpe's Single Index Model- Concept of alpha and Beta- Corner Portfolio, Sharpe's Portfolio Risk and Return, Portfolio optimization and selection	
UNIT 4: CAPM, Arbitrage Pricing Theory, and Portfolio Management	**15**
4.1 Capital Asset Pricing Model (CAPM), Assumptions, Construction of optimal portfolios with risky and riskless assets, Separation Theorem, Capital Market Line (CML), and Security Market Line (SML). Applications of SML, Beta of CAPM, and empirical evidence supporting CAPM. 4.2 Arbitrage Pricing Theory (APT) Building arbitrage portfolios, return-generating processes, and the factor model for security return volatility. 4.3 Portfolio Performance Evaluation Sharpe's Performance Index, Treynor's Performance Index, Jensen's Measure, Information Ratio, Sortino's Ratio, and challenges in performance evaluation. Portfolio revision and rebalancing.	

Scheme of Evaluation:

Continuous Internal Assessment (CIA) Scheme:

Components	Learning via Expert Lecture	Learning via Workshop	Learning via Conference/ Mini Conference	Learning via Industrial Visit / Simulation Exercise	Learning via Research	Learning via Case Study	Learning via Practice	Open Assessment	Total
Max. Marks	**10**	**10**	**10**	**5**	**10**	**5**	**10**	**10**	**70**

Note: To appear for ESE a student has to obtain a minimum of 50% in the CIA

End Semester Exam (ESE) Scheme: 30 marks

S.No	Evaluation Category	ESE	Upload Option
7.	End Semester Examination	**30 marks**	Online Examination

Question Paper Pattern:

Question paper shall have 6 main questions corresponding to 5 modules.

Each main question will have two full questions carrying 5 marks

Text Books:

- Bodie, Z., Kane, A., & Marcus, A. J. (2021). Investments (12th ed.). McGraw-Hill Education.
- Elton, E. J., Gruber, M. J., Brown, S. J., & Goetzmann, W. N. (2020). Modern Portfolio Theory and Investment Analysis (10th ed.). Wiley.
- Reilly, F. K., & Brown, K. C. (2019). Investment Analysis and Portfolio Management (11th ed.). Cengage Learning.

Reference Books:

- Chandra, P. (2017). Investment Analysis and Portfolio Management (4th ed.). McGraw-Hill Education.
- Bhalla, V. K. (2018). Investment Management: Security Analysis and Portfolio Management (19th ed.). S. Chand Publishing.
- Pandian, P. (2019). Security Analysis and Portfolio Management (3rd ed.). Vikas Publishing House.

e-Material:

1. https://www.coursera.org/
2. https://www.edx.org
3. https://nptel.ac.in

Activity Based Learning/Practical Based Learning:

- https://nptel.ac.in
- https://swayam.gov.in

Beyond Syllabus

- **Behavioural Finance:** Explore how psychological factors influence investor behavior and market outcomes.
- **Sustainable and ESG Investing:** Introduce Environmental, Social, and Governance (ESG) factors in investment decision-making.

SCHOOL OF COMMERCE AND MANAGEMENT
DEPARTMENT OF MANAGEMENT STUDIES
PROGRAMME: MASTER OF BUSINESS ADMINISTRATION

01BMBAM24261: BRAND MANAGEMENT		
Course Frame Work		
Credits: L-T-P: 4 - 0 - 0		**Total Credits: 4**
Contact Hours/Week: 4	**Direct Teaching Hours: 60**	**Total Contact Hours: 60**

Course Learning Objectives:
The course aims to understand the basic concepts such as

- Explain the meaning, evolution, and functions of brands, and differentiate between a product and a brand.
- Analyze the Customer-Based Brand Equity (CBBE) model and its building blocks to evaluate how brands create equity and resonance with customers.
- Apply criteria for selecting brand elements (e.g., brand name, logo, slogan) to design effective branding strategies.
- Evaluate the challenges and opportunities of global branding, including brand architecture, geographic extension, and luxury brand management.

Course Outcomes: On completion of the course, student would be able to:

CO's	Course Outcomes
CO1	Define and describe the concept of brands and their evolution.
CO2	Analyze the CBBE model and its impact on consumer behavior
CO3	Design and implement brand elements to enhance brand equity.
CO4	Evaluate global branding challenges and recommend strategies.

Brand Management

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	1	2	1	1	1	2	1	2	-	2
CO2	2	3	2	3	2	1	1	2	2	2	-	2
CO3	3	3	3	3	2	1	1	2	2	2	-	2
CO4	3	3	3	3	2	2	2	2	2	3	-	2

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	2	2	1	1
CO2	3	3	2	2	2
CO3	3	3	2	2	2
CO4	3	3	3	3	2

>70-100	>40 &<70	<40
3	2	1

Syllabus	Hours

UNIT I: Introduction to the concept of Brand Management	15
1.1 Brand –Meaning, Definition, Evolution of Brands, Functions of Brand to consumer, Role of Brand- Advantages of Brand 1.2 Product Vs Brand, Branding- Meaning, Creation of Brands through goods, services, people, Organizations, Retail stores, places, online, entertainment, ideas 1.3 challenges to Brand builders Brand Management-Meaning & Definition. 1.4 Strategic Brand Management Process-Meaning, Steps in Brand Management Process Strong Indian Brands.	
Unit-II: Customer Based Brand Equity and Brand Value Chain	**15**
2.1Customer Based Brand Equity-Meaning, Model of CBBE Brand Equity 2.2 Meaning, Sources, Steps in Building Brands, Brand building blocks Resonance, Judgments, Feelings, performance, imagery, salience-Brand Building Implications 2.3 David Aaker's Brand Equity Mo del. Brand Identity & Positioning: Meaning of Brand identity, Need for Identity & Positioning, Dimensions of brand identity, Brand identity prism, 2.4Brand positioning – Meaning, Point of parity & Point of difference, positioning guidelines Brand Value: Definition, Core Brand values, Brand mantras, Internal branding,	
UNIT III: Choosing Brand Elements to Build Brand Equity and Brand Value Chain	**15**
3.1 Criteria for choosing brand elements, options & tactics for brand elements-Brand name, Naming guidelines, Naming procedure, Awareness, 3.2 Brand Associations, Logos & Symbols & their benefits, Characters & Benefits, Slogans & Benefits, Packaging. 3.3 Leveraging Brand Knowledge: Meaning of Brand Knowledge, Dimensions of Brand Knowledge, Meaning of Leveraging Secondary Brand Knowledge & Conceptualizing the leverage process. 3.4 Designing Brand Tracking studies, Establishing brand Equity Management Systems. Methods for measuring Brand Equity- Quantitative Techniques & Quantitative Techniques, Comparative methods- Brand based comparisons, marketing-based comparisons Conjoint Analysis, Holistic methods. Managing Brand Equity: Brand Reinforcement, Brand Revitalization, Brand Crisis.	
Unit-IV: Making Brands go Global	**15**
4.1 Brand hierarchy, Branding strategy, Brand extension and brand transfer, Managing Brands overtime. Brand Architecture and brand consolidation. 4.2 Brand Imitations: Meaning of Brand Imitation, Kinds of imitations, Factors affecting Brand Imitation, Imitation Vs Later market entry, First movers' advantages, Free rider effects, Benefits for later entrants, Imitation Strategies. 4.3 Geographic extension, sources of opportunities for global brand, single name to global brand, consumers & globalization, conditions favoring marketing, barriers to globalization, managerial blockages, organization for a global brand, pathways to globalization. 4.4 Luxury Brand Management: Luxury definition and relativity, luxury goods and luxury brands, basic psychological phenomena associated with luxury purchase, luxury marketing mix, luxury retail, international	

luxury markets: historical leaders and emerging countries.

Scheme of Evaluation:

Continuous Internal Assessment (CIA) Scheme:

Components	Learning via Expert Lecture	Learning via Workshop	Learning via Conference/ Mini Conference	Learning via Industrial Visit / Simulation Exercise	Learning via Research	Learning via Case Study	Learning via Practice	Open Assessment	Total
Max. Marks	**10**	**10**	**10**	**5**	**10**	**5**	**10**	**10**	**70**

Note: To appear for ESE a student has to obtain a minimum of 50% in the CIA

End Semester Exam (ESE) Scheme: 30 marks

S.No	Evaluation Category	ESE	Upload Option
8.	End Semester Examination	**30 marks**	Online Examination

Question Paper Pattern:

Question paper shall have 6 main questions corresponding to 5 modules.

Each main question will have two full questions carrying 5 marks

Text Books:

1. Keller, K. L. (2012). Strategic brand management: Building, measuring, and managing brand equity (4th ed.). Prentice Hall.
2. Moorthi, Y. L. R. (2012). Brand management (1st ed.). Vikas Publishing House.
3. Kumar, R. (2002). Managing Indian brands. Vikas Publishing House.

Reference Books:

1. Sagar, M., Singh, D., Agarwal, D. P., & Gupta, A. (2009). *Brand management*. Ane Books Pvt. Ltd.
2. Sharma, G., & Khundia, K. S. (2012). *Brand management*. Himalaya Publishing House.

e-Material:

1. https://www.bynder.com/en/glossary/brand-management-definition/
2. https://www.investopedia.com/terms/b/brand-management.asp
3. https://www.simplilearn.com/brand-management-article

Activity Based Learning/Practical Based Learning:

10) https://nptel.ac.in
11) https://swayam.gov.in

Beyond Syllabus

- **Digital Branding and Social Media Strategies:** In today's digital age, brands must leverage online platforms to build and maintain their presence. This topic equips students with the skills to manage brands in the digital space.

- **Sustainability and Ethical Branding:** Consumers are increasingly demanding ethical and sustainable practices from brands. This topic helps students understand how to build brands that align with societal and environmental values.

SCHOOL OF COMMERCE AND MANAGEMENT
DEPARTMENT OF MANAGEMENT STUDIES
PROGRAMME: MASTER OF BUSINESS ADMINISTRATION

01BMBAM24262: CONSUMER BEHAVIOR
Course Frame Work

Credits: L-T-P: 4 - 0 - 0		**Total Credits: 4**
Contact Hours/Week: 4	**Direct Teaching Hours: 60**	**Total Contact Hours: 60**

Course Learning Objectives:

The course aims to understand the basic concepts such as

- Develop market segmentation and positioning strategies for existing and new products.
- Understand the role of perceptual mapping and re-positioning in marketing strategies.
- Analyze the impact of in-store stimuli, store image, and loyalty on consumer shopping behavior.
- Discuss the ethical responsibilities of marketers and the importance of consumer rights in marketing practices.

Course Outcomes: On completion of the course, student would be able to:

CO's	**Course Outcomes**
CO1	Understand the role of consumer behavior in shaping marketing strategies.
CO2	Evaluate the role of reference groups, family, and opinion leadership in consumer decision-making.
CO3	Evaluate the implications of online shopping and omnichannel marketing on consumer behavior.
CO4	Develop market segmentation and positioning strategies for existing and new products.

Consumer Behavior

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	1	2	3	1	1	2	2	2	1	3
CO2	3	3	2	3	2	2	1	2	3	2	1	2
CO3	3	3	3	3	3	1	1	2	2	2	2	3
CO4	3	3	3	3	3	1	1	2	2	2	2	3

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	2	2	2
CO2	3	3	3	2	2
CO3	3	3	3	2	2
CO4	3	3	3	2	2

>70-100	>40 &<70	<40
3	2	1

Syllabus	**Hours**
UNIT I: Introduction to Consumer Behavior	**15**

1.1 Consumer Behavior and marketing Strategy

1.2 Scope of Allocation of Consumer Behavior, Applications of consumer behavior knowledge in marketing.

1.3 The Interdisciplinary Nature of Consumer Behavior.

1.4 Consumer Decision-making processes in the Digital Age

Unit-II: Influences on Consumer Behavior and Marketing Implications	15
2.1 Environmental influences on Consumer Behavior 2.2 Cultural influences - Social class - Reference groups and family influences. 2.3 Opinion leadership and the diffusion of innovations. 2.4 Marketing implications of the above influences the role of social media influencers and the impact of influencer marketing on the diffusion of new products	
UNIT III: Marketing Research and Consumer Behavior	**15**
3.1 Relevance of Marketing Research with Consumer Behavior 3.2 Consumer Behaviour Models 3,3 Consumer buying behaviour - Marketing implications 3.4 Consumer perceptions – Learning and attitudes Consumer Buying Behavior: Online Shopping and Omnichannel Marketing Implications	
Unit-IV: Strategic Marketing Applications	**15**
4.1 Market segmentation strategies - Positioning strategies for existing and new products 4.2 Re-positioning, Perceptual Mapping. 4.3Marketing communication - Store choice and shopping behaviour - In-Store stimuli, store image and loyalty 4.4 Consumerism - Consumer rights and Marketers' responsibilities	

Scheme of Evaluation:

Continuous Internal Assessment (CIA) Scheme:

Components	Learning via Expert Lecture	Learning via Workshop	Learning via Conference/ Mini Conference	Learning via Industrial Visit / Simulation Exercise	Learning via Research	Learning via Case Study	Learning via Practice	Open Assessment	Total
Max. Marks	10	10	10	5	10	5	10	10	70

Note: To appear for ESE a student has to obtain a minimum of 50% in the CIA

End Semester Exam (ESE) Scheme: 30 marks

S.No	Evaluation Category	ESE	Upload Option
9.	End Semester Examination	**30 marks**	Online Examination

Question Paper Pattern:

Question paper shall have 6 main questions corresponding to 5 modules.

Each main question will have two full questions carrying 5 marks

Text Books:

1. Schiffman, L. G., & Kanuk, L. L. (2000). Consumer behaviour (6th ed.). PHI.
2. Nair, S. R. (2003). Consumer behaviour in Indian perspective (1st ed.). Himalaya Publishing House.
3. Loudon, D. L., & Bitta, A. J. (1993). Consumer behaviour (4th ed.). McGraw-Hill, Inc.

Reference Books:

1. Assael, H. (2001). Consumer behaviour and marketing action (6th ed.). Asian Books (P) Ltd., Thomson Learning.
2. Sontakki, C. N. (2016). Consumer behaviour. Himalaya Publishing House.

e-Material:

1. https://www.omniconvert.com/blog/consumer-behavior-in-marketing-patterns-types-segmentation/
2. https://www.questionpro.com/blog/consumer-behavior-definition/

Activity Based Learning/Practical Based Learning:

12) https://nptel.ac.in
13) https://swayam.gov.in

Beyond Syllabus

- **Ethical Consumerism and Sustainable Marketing:** The rise of ethical consumerism and its impact on brand loyalty.
- **Behavioral Economics in Marketing:** How behavioral economics principles are applied in pricing, promotions, and product design.

SCHOOL OF COMMERCE AND MANAGEMENT
DEPARTMENT OF MANAGEMENT STUDIES
PROGRAMME: MASTER OF BUSINESS ADMINISTRATION

01BMBAM24263: RURAL MARKETING AND RETAILING
Course Frame Work

Credits: L-T-P: 4- 0- 0		Total Credits: 4
Contact Hours/Week: 4	**Direct Teaching Hours: 60**	**Total Contact Hours: 60**

Course Learning Objectives:
The course aims to understand the basic concepts such as

- Comprehend the Fundamentals of Rural Markets
- Analyze Rural Consumer Behavior and Marketing Strategies
- Evaluate Rural Retailing and Distribution Models.

Apply Digital and Technological Innovations in Rural Marketing

Course Outcomes: On completion of the course, student would be able to

CO's	Course Outcomes
CO1	Understand the fundamental concepts, nature, scope, and challenges of rural markets, including rural demand, consumer behavior, and market structure.
CO2	Analyze the rural consumer behavior, factors influencing purchase decisions, and the impact of marketing mix strategies in rural markets.
CO3	Evaluate rural retailing models, the role of cooperatives, and the significance of IT interventions in rural retailing.
CO4	Apply emerging trends in rural marketing, including e-commerce, digital villages, and social media strategies, to enhance rural market penetration.

CO PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	2	2	1	2	1	1	-	1	-	2
CO2	3	3	2	3	2	2	1	1	-	2	-	2
CO3	3	3	3	3	3	2	2	1	1	2	2	3
CO4	3	3	3	3	3	3	2	2	3	3	3	3

CO PSO Mapping

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	2	2	1
CO2	3	3	2	2	2
CO3	3	3	2	3	2
CO4	3	3	3	3	3

>70-100	>40 &<70	<40
3	2	1

Syllabus	Hours
Unit – 1 Introduction to Rural Markets	**15**

1.1 Rural Markets- Definition, Concept, Nature, Size and Scope of Indian Rural markets,
1.2 Rual Market Structure-Rural Demand, Buying Characteristics, Rural Market Structure: Demographic, Physical, Economic Environment.
1.3 Rural Infrastructural Facilities – Transportation Warehousing, Cold Storage, Logistics.

1.4 Indian Rural Market-Profile, Rural Vs Urban Market, Packaging, Importance of Branding, Problems of Rural Consumers: Adulteration, Short Weight and Measures, Unfair Warranties and Guarantees, Unreasonable Pricing, Challenges and Future of Rural Marketing.	
Unit – 2 Understanding the Rural Consumer and Marketing Mix in Rural Markets	**15**
2.1 Rural Community in India -Profile of Rural markets, Segmenting the Rural Market, Target and Positioning 2.2 Rural Consumer Behaviour- Rural Buyer Characteristics, Consumer Buying Decision Process, Factors Affecting Consumer Behaviour –Cultural, Social, Technological, Economic and Political. 2.3 Product- Significance, Concept and Product Mix Decisions, Pricing Strategy: Objectives, Policies and Strategies Promotion: Advertising, Sales Promotions Communication in Rural marketing, language and Culture -Distribution Strategies, Channels of Distribution 2.4 Control Bodies-Role of Co-operative, Government, Financial Institutions, Public Sector Undertakings, Regulated Markets and Public Distribution Systems.	
Unit – 3 Rural Retailing	**15**
3.1 Significance of innovation in rural markets- the intervention of IT in Rural Markets: Importance and Initiatives, the emergence of Organized retailing in Rural India, Key Drivers of Organized Retail, Cases in organized retail: Operative Models adopted by Indian Companies. 3.2 Scenario of rural retailing in India- Scope of Rural Retailing, Consumption and contribution of rural retailing in India 3.3 Prevalent rural distribution models-Models in Indian rural retailing-Hariyali Kisaan Bazaar Model, Aadhar Model, E-Chaupal 3.4 Role of rural retailer- Retail channel management, 4A approach, Multi channels and Omni channels retailing, Challenges opportunities in rural retailing in India.	
Unit – 4 Future of Rural Marketing	**15**
4.1 Improvement measures taken by the Government –Initiatives by Co-operative and Private Sector, Present Scenario-Rural Female Empowerment, Micro Financing 4.2 Mobility in Emerging Markets-Growing Rural Tourism. E- Commerce: Importance of E Commerce and Impact of E-Marketing on rural consumers 4.3 E-CRM in rural marketing, -Structure of competition in rural marketing, Public private partnership 4.4Concept of Digital Village -Role of social media in rural marketing. Information Technology: Impact of IT in Agricultural Marketing, E, Project shakti, Web-casting-online training and guidance to farmers.	
Scheme of Evaluation: **Continuous Internal Assessment (CIA) Scheme:**	

Components	Learning via Expert Lecture	Learning via Workshop	Learning via Conference/ Mini Conference	Learning via Industrial Visit / Simulation Exercise	Learning via Research	Learning via Case Study	Learning via Practice	Open Assessment	Total
Max. Marks	**10**	**10**	**10**	**5**	**10**	**5**	**10**	**10**	**70**

Note: To appear for ESE a student has to obtain a minimum of 50% in the CIA

End Semester Exam (ESE) Scheme: 30 marks

S.No	Evaluation Category	ESE	Upload Option
10.	End Semester Examination	**30 marks**	Online Examination

Question Paper Pattern:

Question paper shall have 6 main questions corresponding to 5 modules.

Each main question will have two full questions carrying 5 marks

Text Books

1. Balaram, D. (2021). Rural Marketing: Challenges and Opportunities in India. Pearson India.
2. Dogra, B., & Ghuman, K. (2018). Rural Marketing: Concepts and Practices (3rd ed.). McGraw Hill Education.
3. Kashyap, P. (2016). Rural Marketing (3rd ed.). Pearson India.
4. Kotler, P., Keller, K. L., Koshy, A., & Jha, M. (2022). Marketing Management: A South Asian Perspective (16th ed.). Pearson.

Reference Books

1. Stanton, W. J., Etzel, M. J., & Walker, B. J. (2017). Fundamentals of Marketing (15th ed.). McGraw Hill.
2. Dogra, B., & Ghuman, K. (2018). Rural Marketing: Concepts and Practices (3rd ed.). McGraw Hill Education.

E-Material:

1. https://dde.pondiuni.edu.in/files/StudyMaterials/MBA/MBA4Semester/Marketing/1RuralMarketing.pdf?
2. **https://www.tutorialspoint.com/rural_marketing/rural_marketing_tutorial.pdf?**
3. **https://ycmou.ac.in/media/publication/ycmou_book/SNP_YB_145.pdf**

Activity Based Learning/Practical Based Learning:

9. https://nptel.ac.in/
10. https://swayam.gov.in/

Beyond Syllabus

- Live Projects & Research: Live Research on Rural Consumers – Conduct surveys to analyse consumer behaviour, product preferences, and pricing expectations in rural markets.
- Social media for Rural Marketing – how platforms like WhatsApp, Facebook, and YouTube are used for marketing to rural audiences.

• Rural Start-up Challenge.

01BMBAH24261: HUMAN RESOURCE PLANNING AND AUDITING

Course Frame Work		
Credits: L-T-P: 4 - 0– 0		**Total Credits: 4**
Contact Hours/Week: 4	**Direct Teaching Hours: 60**	**Total Contact Hours: 60**

Course Learning Objectives:

The course aims to understand the basic concepts such as:

- Students will be able to provide a comprehensive understanding of the principles and processes of human resource planning.
- Explore the role of HRP in aligning workforce capabilities with organizational goals and strategies.
- Design and implement effective HR planning strategies, Contribute to the strategic goals of an organization through effective HR management.
- Conduct comprehensive HR audits to evaluate and improve HR functions, use data and analytics to make informed workforce decisions.

Course Outcomes: On completion of the course, student would be able to:

CO's	Course Outcomes
CO1	Understanding the importance of aligning HR planning with organizational strategy.
CO2	Apply HR planning techniques to forecast workforce demand and supply.
CO3	Compare different HR audit approaches and their suitability for specific organizational contexts.
CO4	Create actionable recommendations to improve HR processes based on audit findings.

Human Resource Planning and Auditing

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	2	1	2
CO2	2	3	2	1	1
CO3	2	3	2	1	2
CO4	3	3	3	2	3

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

>70-100	>40 &<70	<40
3	2	1

Syllabus	Hours
Unit – 1	**15**

UNIT I: Human Resource Planning 1.1 Concept, Importance, Objectives, Types of HR Plan, Factors Affecting Human Resource Planning (Internal and External), Need for Human Resource Planning 1.2 Dimensions of Human Resource Planning, levels of Human Resource Planning (Micro and Macro level plan) 1.3 Obstacles in Human Resource Planning, Approaches to Human Resource Planning (Social Demand Approach, Rate of Return Approach and Manpower Requirement Approach) 1.4 Strategic human resource planning, Recent trends in HRP, HR Analytics in HR Planning.	
Unit – 2	**15**
UNIT II: Human Resource Forecasting and Developing HR Planning Process 2.1 HRP process, Necessity for Forecasting, Steps in Forecasting, Demand Forecasting Techniques (Work Study methods, Ratio-Trend Analysis, Mathematical Models), Forecasting Accuracy, Benefits of Forecasting 2.2 Forecasting Supply of Human Resources (Markov Chain Analysis, Optimization Model, probabilistic simulation Model) 2.3 Managing Surplus and Shortages, evaluating human resource planning Effectiveness 2.4 Developing a HR Plan: Qualitative Side of HR Planning, Behavioural Event Interviewing, Standard Interviews, Competency Mapping (Skill Inventory).	
Unit - 3	**15**
UNIT III: Career Management 3.1 Introduction career management, Career dynamics, Career management policies 3.2 Career planning process, approaches to career planning, components of career management system, 3.3 The role of the employees, managers and organization in career planning, Tips for successful career planning 3.4 Talent management, Succession planning.	
Unit - 4	**15**
Unit IV: Human Resource Audit 4.1 Concept, Need, Importance and objectives of HR Audit, Steps in HR Audit 4.2 Approaches to HR Audit, Methods and Instrument of HR Audit 4.3 Audits of business goals and plans, audit of business human resource utilization, audit of business productivity norms, audits of business personnel budgeting, auditing of industrial relations 4.4 HR Audit - Competency Components, HR Audit - Structural Aspects, Audit of HR Functions, challenge in HR audit.	
Scheme of Evaluation: **Continuous Internal Assessment (CIA) Scheme:**	

Components	Learning via Expert Lecture	Learning via Workshop	Learning via Conference/ Mini Conference	Learning via Industrial Visit / Simulation Exercise	Learning via Research	Learning via Case Study	Learning via Practice	Open Assessment	Total
Max. Marks	**10**	**10**	**10**	**5**	**10**	**5**	**10**	**10**	**70**

Note: To appear for ESE a student has to obtain a minimum of 50% in the CIA

End Semester Exam (ESE) Scheme: 30 marks

S.No	Evaluation Category	ESE	Upload Option
11.	End Semester Examination	**30 marks**	Online Examination

Question Paper Pattern:

Question paper shall have 6 main questions corresponding to 5 modules.

Each main question will have two full questions carrying 5 marks

Text Books:

- Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2021). Fundamentals of human resource management (8th ed.). McGraw-Hill Education.
- Armstrong, M., & Taylor, S. (2020). Armstrong's handbook of human resource management practice (15th ed.). Kogan Page.
- Boxall, P., & Purcell, J. (2016). Strategy and human resource management (4th ed.). Palgrave Macmillan.

Reference Books:

- Stone, R. J., Cox, A., & Gavin, M. (2020). Human resource management (10th ed.). Wiley.
- Cascio, W. F., & Aguinis, H. (2019). Applied psychology in human resource management (8th ed.). Pearson.
- Mathis, R. L., Jackson, J. H., Valentine, S. R., & Meglich, P. (2017). Human resource management (15th ed.). Cengage Learning.

e-Material:

- **https://www.jstor.org/**
- **https://open.umn.edu/opentextbooks/**
- **https://www.khanacademy.org/**

Activity Based Learning/Practical Based Learning:

- https://nptel.ac.in
- https://swayam.gov.in

Beyond Syllabus

- Study the role of AI, machine learning, and automation in HR processes.
- Apply design thinking principles to solve HR challenges creatively.

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SCHOOL OF COMMERCE AND MANAGEMENT
DEPARTMENT OF MANAGEMENT STUDIES
PROGRAMME MASTER OF BUSINESS ADMINISTRATION

<table>
<tr><td colspan="3">01BMBAH24262: INDUSTRIAL RELALTION AND LABOUR LAW</td></tr>
<tr><td colspan="3">Course Frame Work</td></tr>
<tr><td colspan="2">Credits: L-T-P: 4- 0- 0</td><td>Total Credits: 4</td></tr>
<tr><td>Contact Hours/Week: 4</td><td>Direct Teaching Hours: 60</td><td>Total Contact Hours: 60</td></tr>
<tr><td colspan="3">Course Learning Objectives:
course aims to understand the basic concepts such as
• Impart knowledge on industrial relations, key players, and labour laws in India
• Create awareness of labour laws, benefits, disputes, and employer obligations.
• Demonstrate key provisions and enforcement of wage laws, including Payment of Wages, Minimum Wages, and Bonus Acts.
• Implement safety, welfare, and dispute resolution under labour laws</td></tr>
<tr><td colspan="3">Course Outcomes</td></tr>
</table>

On completion of the course, student would be able to

CO's	Course Outcomes
CO1	Describe the fundamentals of industrial relations, key participants, labour legislation, and collective bargaining
CO2	Explain the causes, types, and consequences of industrial disputes and the collective bargaining process.
CO3	Demonstrate wage regulations, including payment, minimum wages, and bonus provisions, to ensure fair labour practices.
CO4	Outline key provisions of the Factories Act and Industrial Disputes Act, focusing on safety, welfare, and conflict resolution.

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	-	2	1	3	2	3	2	2	-	2
CO2	3	3	-	3	1	2	1	3	2	2	-	2
CO3	3	3	-	3	2	2	1	3	2	2	-	2
CO4	3	3	-	3	2	3	2	3	2	2	-	2

CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	2	2	1	3
CO2	2	3	2	1	3
CO3	2	3	2	1	3
CO4	2	3	2	1	3

>70-100	>40 &<70	<40
3	2	1

Syllabus

Unit 1: Fundamental Aspects of Industrial Relations	**15**

1.1 Introduction-Nature of Industrial Relations-Approaches to Industrial Relations-Trade Unions:
1.2 The Participants of Industrial Relation -Activities State and Employer/Management- The Participants of Industrial Relation Activities
1.3 Employer-employee relationship-, Collective bargaining and Negotiation-
1.4 History of Labour Legislation in India, -Objectives of Labour Legislation -Types of Labour Legislations in India

Unit 2: Labour Legislations in India	**15**

2.1The Employees' Compensation Act, 1923-, Introduction-Objectives- Scope and Important -Definitions of the Act-Eligibility -Rules for Workmen's Compensation -Amount and Distribution of Compensation -Notice- Claims and Other Important Provisions- Enforcement of Act and Provisions for Penalty 2.2 The Employees' State Insurance Act, 1948 -Introduction-Objectives-Scope and Important Definitions-Administration of the Act, -Finance and Audit-Contribution- Benefits, Obligations of Employers under the Act, -Adjudication of Disputes-Claims and Penalties and Exemptions. 2.3The Maternity Benefit Act, 1961, Introduction -Objectives- Scope and Important Definitions, -Provisions Related to Maternity, Benefits, -Enforcement of the Act, Penalties and Offences-The Payment of Gratuity Act, 1972 -Introduction, -Objectives- Scope and Important Definitions -Payment and Forfeiture of Gratuity and Exemption- Compulsory Insurance and Protection of Gratuity. 2.4 Industrial dispute-cause-type and consequence. collective bargaining; -concept, process and outcomes	
Unit-3 Wages Act	**15**
3.1 The Payment of Wages Act, 1936 Introduction, Objectives, Scope and Important Definitions, Provisions for Payment of Wages, Deductions from Wages, Enforcement of the Act, Penalties and Offences. 3.2 The Minimum Wages Act, 1948, -Introduction- Objectives - Scope and Important Definitions - Fixation and Revision of Wages, -Payment Minimum Wages, Enforcement of the Act- Penalties and Offences. 3.3 The Payment of Bonus Act, 1965, Introduction- Objectives- Scope and Important Definitions of the Act-Eligibility,-Disqualification and Amount of Bonus, -Calculation of Bonus- Special and Miscellaneous Provisions-Dispute -Penalties and Offences	
Unit4: Factories Act, 1948	**15**
4.1Factories Act, 1948, -Introduction, -Objectives-Scope and Important Definitions, Approval Licensing and Registration of Factories- Health and Safety of Workers, -Provisions Related to Working Conditions, -Hazardous Processes 4.2 Employee Welfare and Working Hour-, Employment of Young Persons and Women, Annual Leaves with Wages-Penalties and Contingence of Offences 4.3 The Industrial Disputes Act, 1947-Disputes – Impact – Causes – Strikes – Prevention – Industrial Peace – Government Machinery – Conciliation –Arbitration –Adjudication. Labour welfare- statutory-Voluntary welfare funds-welfare of unorganized labour	
Scheme of Evaluation: **Continuous Internal Assessment (CIA) Scheme:**	

Components	Learning via Expert Lecture	Learning via Workshop	Learning via Conference/ Mini Conference	Learning via Industrial Visit / Simulation Exercise	Learning via Research	Learning via Case Study	Learning via Practice	Open Assessment	Total
Max. Marks	**10**	**10**	**10**	**5**	**10**	**5**	**10**	**10**	**70**

Note: To appear for ESE a student has to obtain a minimum of 50% in the CIA

End Semester Exam (ESE) Scheme: 30 marks

S.No	Evaluation Category	ESE	Upload Option
12.	End Semester Examination	**30 marks**	Online Examination

Question Paper Pattern:

Question paper shall have 6 main questions corresponding to 5 modules.

Each main question will have two full questions carrying 5 marks

Text Books:

14) Srivastava, S. C. (2022). Industrial relations and labour laws (8th ed.). Vikas Publishing House.
15) Sinha, P. R. N., Sinha, I. B., & Shekhar, S. P. (2017). Industrial relations, trade unions, and labour legislation (2nd ed.). Pearson India
16) Bareja, J. K. (2001). Industrial law. Galgotia Publications Pvt. Ltd.
17) Sinha, P. R. N., Sinha, I. B., & Shekhar, S. P. (2017). Industrial relations, trade unions, and labour legislation (2nd ed.). Pearson India.

Reference Books:

1. Collins, H., Ewing, K. D., & McColgan, A. (2019). Labour law (3rd ed.). Cambridge University Press.
2. Davies, A. C. L. (2012). Perspectives on labour law (2nd ed.). Cambridge University Press.
3. Deakin, S., & Morris, G. S. (2012). Labour law (6th ed.). Hart Publishing.

e-Material:

1. https://www.jaroeducation.com/blog/understanding-labour-laws-and-industrial-relations/

2. https://ncib.in/pdf/ncib_pdf/Labour%20Act.pdf

Activity Based Learning/Practical Based Learning:

11. https://nptel.ac.in
12. https://swayam.gov.in

Beyond Syllabus

- Visit factories, labour courts, trade union offices, or HR departments of companies to observe real-world industrial relations.
- Engage in internships with HR or legal firms dealing with labour laws

SCHOOL OF COMMERCE AND MANAGEMENT
DEPARTMENT OF MANAGEMENT STUDIES
PROGRAMME MASTER OF BUSINESS ADMINISTRATION

01BMBAH24263: RECRUITMENT, SELECTION AND TALENT MANAGEMENT		
Course Frame Work		
Credits: L-T-P: 4- 0- 0		**Total Credits: 4**
Contact Hours/Week: 4	**Direct Teaching Hours: 60**	**Total Contact Hours: 60**

Course Learning Objectives:
The course aims to understand the basic concepts such as

- The human interactions in an organization,
- To understand the driving force that influences individuals and helps to achieve better results in & attain businessgoals.
- To understand and design the communication channels and leadership structures that can reinforce organizationalculture.
- Organizational behavior can assist in fostering leadership, pro-activity and creative problem-solving.
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Course Outcomes

On completion of the course, student would be able to

CO's	Course Outcomes
CO1	Explain recruitment and selection concepts, processes, and policies.
CO2	Describe training and development methods and evaluation.
CO3	Identify key components and strategies of talent management.
CO4	Describe talent acquisition, engagement, and retention strategies.

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	2	3	2	1	1	2	2	2	1	2
CO2	3	3	2	3	2	1	1	2	2	2	1	2
CO3	3	3	3	3	2	1	1	2	2	2	1	2
CO4	3	3	3	3	2	1	1	2	2	2	1	2

CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	3	2	1	2
CO2	2	3	2	1	2
CO3	3	3	2	2	3
CO4	3	3	2	2	3

>70-100	>40 &<70	<40
3	2	1

Syllabus

Unit I Introduction to Recruitment and Selection	**15**
1.1 concept, scope, importance, Factors influencing recruitment, Recruitment Policy- reservation rules, resettlement and rehabilitation rules, Recruitment Process, Sources of Recruitment (Internal and External) 1.2 Recruitment techniques (Direct, Indirect, Third party, Internet) Recruitment Issues in Core sector (Service, IT and manufacturing Sector), Strategic approach to recruitment, Considerations in Recruitment- Political, Legal, Social, ethical and economic, 1.3 Concept of Selection, Importance, Recruitment Vs Selection, Barriers to Effective Selection, Selection Process 1.4 Selection tests (types), Selection Interview (types), selection for competitive advantage.	
Unit II Training and Development	**15**

2.1 Concept, Need and Importance of Training, Objectives of Training, Types of Training, Identifying Training Needs, Designing a Training Program, Methods and Techniques of Training (On-the-job training and off-the-job training), Evaluating Training Effectiveness 2.2 Technology in training – Instructor led online courses, Self-paced courses, Blended learning, Corporate training, Online training platforms, Social and micro learning, Retraining, Training Process Outsourcing, Challenges faced in cross-cultural and International Scenario 2.3 Development – meaning, Importance, Purpose and Objectives, Training Vs Development Process of Executive development, Factors inhibiting development 2.4 Executive Development Techniques- Coaching and Counselling, In Basket, role plays, Sensitivity training, Special projects, Committee assignments, Conferences, Management games.	
Unit III Talent Management	**15**
3.1 Talent Management – Overview (History, Scope, Need, Challenges & Opportunities, Benefits), Components of Talent management, Talent management planning 3.2 Key processes of Talent Management, Building Blocks of Effective Talent Management Framework 3.3 Role of HR in talent management: Strategic HR Business Partner Model, Talent management strategy, Drivers of TMS 3.4 Mapping Business Strategies and Talent Management Strategies, Steps in Implementing Talent Management Strategy, Effective Talent Management Systems / Tools.	
Unit IV Talent Acquisition, Engagement and retention	**15**
4.1 Talent Acquisition meaning & its Importance, Talent Acquisition Vs Recruitment, Steps in developing talents, Talent Acquisition Strategies, Current Trends in Talent Acquisition 4.2 Concept of Talent Engagement, Talent Engagement Strategies, Surveys/Tools to measure Talent Engagement 4.3 Talent Retention- SMR Model (Satisfy, Motivate and Reward), Talent Retention Models (David Zinger, ERC Retention, Integrated Retention System), Best Practices in Talent Retention in Industries.	

Scheme of Evaluation:

Continuous Internal Assessment (CIA) Scheme:

Components	Learning via Expert Lecture	Learning via Workshop	Learning via Conference/ Mini Conference	Learning via Industrial Visit / Simulation Exercise	Learning via Research	Learning via Case Study	Learning via Practice	Open Assessment	Total
Max. Marks	10	10	10	5	10	5	10	10	70

Note: To appear for ESE a student has to obtain a minimum of 50% in the CIA

End Semester Exam (ESE) Scheme: 30 marks

S.No	Evaluation Category	ESE	Upload Option
13.	End Semester Examination	**30 marks**	Online Examination

Question Paper Pattern:

Question paper shall have 6 main questions corresponding to 5 modules.

Each main question will have two full questions carrying 5 marks

Text Books:

1. Gupta, C. B. (2014). Human Resource Management. Sultan Chand & Sons.
2. Aswathappa, K. (2013). Human Resource Management: Text and Cases. McGraw Hill Education.
3. Rao, V. S. P. (2009). Human Resource Management: Text and Cases. Excel Books.
4. Jyothi, P., & Venkatesh, D. N. (2006). Human Resource Management. Oxford University Press.
5. Hasan, M., Singh, A. K., & Dhamija, S. (2023). Talent Management in India: Challenges and Opportunities. Atlantic Publishers and Distributors Pvt Ltd.
6. Mohapatra, M., & Dhir, S. (2021). Talent Management: A Contemporary Perspective. Cengage Learning India.

Reference Books:

1. Elearn. (2009). Recruitment and Selection: Revised Edition. Routledge.
2. Potocnik, K., Anderson, N., Born, M., Kleinmann, M., & Nikolaou, I. (Eds.). (2025). Recent Developments in Recruitment and Selection: European Perspectives and Advances. Routledge.
3. Collings, D. G., Mellahi, K., & Cascio, W. F. (Eds.). (2017). The Oxford Handbook of Talent Management. Oxford University Press.
4. Tarique, I. (Ed.). (2020). The Routledge Companion to Talent Management. Routledge.

e-Material:

1. **https://www.geeksforgeeks.org/what-is-recruitment-and-selection/**
2. **https://www.personio.com/hr-lexicon/recruitment-and-selection/**
3. **https://www.spiceworks.com/hr/talent-management/articles/what-is-talent-management/**

Activity Based Learning/Practical Based Learning:

13. https://nptel.ac.in
14. https://swayam.gov.in

Beyond Syllabus

- **Reverse Recruitment:** When companies actively pursue top talent instead of waiting for applications.
- **Cultural Fit vs. Skill Fit:** Balancing technical skills with company culture alignment.

SCHOOL OF COMMERCE AND MANAGEMENT
DEPARTMENT OF MANAGEMENT STUDIES
PROGRAMME MASTER OF BUSINESS ADMINISTRATION

01BMBAL24261: SIX SIGMA		
Course Frame Work		
Credits: L-T-P: 4- 0- 0		**Total Credits: 4**
Contact Hours/Week: 4	**Direct Teaching Hours: 60**	**Total Contact Hours: 60**

Course Learning Objectives:
The course aims to understand the basic concepts such as

1. Career Advancement: Learning Six Sigma enhances your resume and increases your value in industries focused on process improvement and efficiency.
2. Process Improvement Skills: Gain the knowledge to identify and eliminate inefficiencies, leading to improved quality, productivity, and reduced costs.
3. Problem-Solving Abilities: Develop a structured approach to problem-solving with methodologies like DMAIC, using data to identify root causes and implement solutions.
4. Data-Driven Decision Making: Learn to make evidence-based decisions by collecting and analyzing data,

ensuring reliability over intuition.

Course Outcomes

On completion of the course, student would be able to

CO's	**Course Outcomes**
CO1	Students will learn the core principles of Six Sigma, including its history, key concepts, and continuous improvement philosophy.
CO2	Comprehend the HR policies that promote a positive work environment, legal compliance, and organizational effectiveness. To evaluate the impact of HR policies on employee motivation and organizational culture.
CO3	To analyze employee relations within an organization, including conflict resolution, labor laws, and workplace diversity.
CO4	To assess and apply HR metrics and analytics tools to measure and improve workforce performance.

CO PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	1	2	1	1	1	1	1	1	1	2
CO2	3	3	3	2	2	1	1	1	2	1	1	2
CO3	3	3	3	3	3	1	1	1	2	1	2	1
CO4	3	3	3	2	1	1	1	2	1	3	3	3

CO PSO Mapping

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	2	1	1	1
CO2	3	3	2	1	1
CO3	3	3	2	1	1
CO4	3	3	2	1	1

>70-100	>40 &<70	<40
3	2	1

Syllabus **Unit I Introduction to Six Sigma**	**15**

1.1 The Basics of Six Sigma, Meanings of Six Sigma, General History of Six Sigma & Continuous Improvement, Deliverables of a Lean Six Sigma Project, The Problem Solving Strategy Y = f(x)

1.2. Voice of the Customer, Business and Employee, Six Sigma Roles & Responsibilities, The Fundamentals of Six Sigma, Defining a Process, Critical to Quality Characteristics (CTQ's).

1.3 Cost of Poor Quality (COPQ) & Pareto Analysis (80:20 rule) Basic Six Sigma Metrics: a.

including DPU, DPMO, FTY, RTY Cycle,
1.4 Selecting Lean Six Sigma Projects Building a Business Case & Project Charter
Developing Project Metrics, Financial Evaluation & Benefits Capture, The Lean Enterprise
Understanding Lean the History of Lean, Lean & Six Sigma.

Unit II The Seven Elements of Waste & 5S' of Six Sigma	**15**

2.1 Overproduction, Correction, Inventory.
2.2 Motion, Over-Processing, Conveyance, Waiting
2.3An overview of Straighten, Shine.
2.4 An overview of Standardize, Self-Discipline, Sort

Unit III Models and Effects	**15**

3.1 Process Definition: Cause & Effect / Fishbone Diagrams, Process Mapping, SIPOC, Value Stream Map, X-Y Diagram
3.2 Failure Modes & Effects Analysis (FMEA), Six Sigma Statistics, Basic Statistics, Descriptive Statistics, Normal Distributions & Normality
3.3 Graphical Analysis Measurement System Analysis, Precision & Accuracy, Bias, Linearity & Stability, Gage Repeatability & Reproducibility, Variable & Attribute MSA

Unit IV Control Phase Plans	**15**

4.1 Lean Controls-Control Methods for 5S', Kanban, Poka-Yoke (Mistake Proofing).
4.2 Cost Benefit Analysis-
1. Elements of the Control Plan
2. Elements of the Response Plan

Scheme of Evaluation:

Continuous Internal Assessment (CIA) Scheme:

Components	**Learning via Expert Lecture**	**Learning via Workshop**	**Learning via Conference/ Mini Conference**	**Learning via Industrial Visit / Simulation Exercise**	**Learning via Research**	**Learning via Case Study**	**Learning via Practice**	**Open Assessment**	**Total**
Max. Marks	**10**	**10**	**10**	**5**	**10**	**5**	**10**	**10**	**70**

Note: To appear for ESE a student has to obtain a minimum of 50% in the CIA

End Semester Exam (ESE) Scheme: 30 marks

S.No	**Evaluation Category**	**ESE**	**Upload Option**
14.	End Semester Examination	**30 marks**	Online Examination

Question Paper Pattern:
Question paper shall have 6 main questions corresponding to 5 modules.
Each main question will have two full questions carrying 5 marks

Text Books:

1. Pyzdek, T., & Keller, P. A. (2014). The Six Sigma handbook (4th ed.). McGraw-Hill Education.
2. Harry, M. J., & Schroeder, R. (2000). Six Sigma: The breakthrough management strategy revolutionizing the world's top corporations. Currency.
3. Kiran, D. R. (2017). Total quality management: Key concepts and case studies. Butterworth-Heinemann.
4. Liker, J. K. (2004). The Toyota way: 14 management principles from the world's greatest manufacturer. McGraw-Hill Education.
5. George, M. L. (2002). Lean Six Sigma: Combining Six Sigma quality with Lean production speed. McGraw-Hill Education.

Reference Books:

1. Breyfogle, F. W. III. (2003). Implementing Six Sigma: Smarter solutions using statistical methods (2nd ed.). John Wiley & Sons.
2. Deming, W. E. (1986). Out of the crisis. Massachusetts Institute of Technology, Center for Advanced Educational Services.
3. George, M. L., Rowlands, D. T., Price, M., & Maxey, J. (2005). The Lean Six Sigma pocket toolbook: A quick reference guide to 100 tools for improving quality and speed. McGraw-Hill Education.

e-Material:

https://www.isixsigma.com/
https://asq.org/quality-resources/six-sigma
https://www.smartsheet.com/six-sigma-tools

Activity Based Learning/Practical Based Learning:

15. https://nptel.ac.in
16. https://swayam.gov.in

Beyond Syllabus

- **Advanced Statistical Tools and Techniques**: Beyond the basic Six Sigma syllabus, you can explore advanced statistical methods such as Design of Experiments (DOE), hypothesis testing, and regression analysis, which help in fine-tuning process improvements and optimizing quality at deeper levels.
- **Leadership and Change Management in Six Sigma**: Understanding the role of leadership in Six Sigma projects, including how to drive organizational change, foster cross-functional collaboration, and manage resistance to change, can be crucial in effectively implementing Six Sigma initiatives in real-world scenarios.

SCHOOL OF COMMERCE AND MANAGEMENT
DEPARTMENT OF MANAGEMENT STUDIES
PROGRAMME MASTER OF BUSINESS ADMINISTRATION

<table>
<tr><td colspan="3">01BMBAL24262: SERVICE OPERATIONS MANAGEMENT</td></tr>
<tr><td colspan="3">Course Frame Work</td></tr>
<tr><td colspan="2">Credits: L-T-P: 4- 0- 0</td><td>Total Credits: 4</td></tr>
<tr><td>Contact Hours/Week: 4</td><td>Direct Teaching Hours: 60</td><td>Total Contact Hours: 60</td></tr>
<tr><td colspan="3">Course Learning Objectives:
The course aims to understand the basic concepts such as

• To understand the fundamental concepts and unique features of service operations compared to manufacturing systems.
• To examine service process design and layout strategies for enhancing operational efficiency.
• To explore tools and techniques for managing capacity, demand, and customer waiting lines in service environments.
• To develop the ability to apply quality improvement and performance measurement approaches within service organizations.</td></tr>
<tr><td colspan="3">Course Outcomes</td></tr>
</table>

On completion of the course, student would be able to

CO's	Course Outcomes
CO1	Analyze the key characteristics and challenges of service operations and distinguish them from manufacturing operations.
CO2	Apply service design principles and process analysis tools to improve service delivery and customer satisfaction.
CO3	Evaluate and implement capacity planning, demand forecasting, and queue management strategies in service organizations.
CO4	Assess the role of technology, quality management, and performance metrics in enhancing service efficiency and competitiveness.

CO PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	2	1	1	2	3	1	1	2	2	2	2
CO2	3	3	2	2	1	2	2	2	3	3	2	2
CO3	2	3	2	1	1	1	3	2	3	3	1	1
CO4	3	3	3	3	3	3	1	2	2	3	2	3

CO PSO Mapping

	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	3	2	2
CO2	3	2	3	3	3
CO3	2	3	3	2	2
CO4	2	3	2	2	3

>70-100	>40 &<70	<40
3	2	1

Syllabus **Unit I Service Strategy**	**15**

1.1 Understanding nature and characteristics of services
1.2 Classification of services and analysing service operations
1.3 Service Strategy & Competitive Service Strategies
1.4 Strategic Service Vision

Unit II Service Design, Development & Automation	15
2.1 New service design and development 2.2 Service system design and delivery process 2.3 Technology & automation in services 2.4 Service encounter	
Unit III Service Quality	**15**
3.1 Managing people in Services organization 3.2 Work measurement in Services 3.3 Service process control 3.4 Service recovery and Service guarantee	
Unit IV Operations in services Industry	**15**
4.1 Marketing mix of selected services 4.1 Financial services (Banking, Insurance) 4.2 Health care, Education, Transportation, Hospitality, Tourism, Hotel 4.4 Other Services (Personal care, Entertainment, Tele communications, Automobile services)	

Scheme of Evaluation:

Continuous Internal Assessment (CIA) Scheme:

Components	Learning via Expert Lecture	Learning via Workshop	Learning via Conference/ Mini Conference	Learning via Industrial Visit / Simulation Exercise	Learning via Research	Learning via Case Study	Learning via Practice	Open Assessment	Total
Max. Marks	10	10	10	5	10	5	10	10	70

Note: To appear for ESE a student has to obtain a minimum of 50% in the CIA

End Semester Exam (ESE) Scheme: 30 marks

S.No	Evaluation Category	ESE	Upload Option
15.	End Semester Examination	**30 marks**	Online Examination

Question Paper Pattern:

Question paper shall have 6 main questions corresponding to 5 modules.

Each main question will have two full questions carrying 5 marks

Text Books:

1. Haksever, C., Render, B., Russell, R. S., & Murdick, R. G. (2000). Service management and operations. Prentice Hall.
2. Schmenner, R. W. (2004). Service operations management. Prentice Hall.
3. Goldstein, S. M. (2003). Operations management in service industries and the public sector: Text and cases. Palgrave Macmillan.
4. Armistead, C., & Clark, G. (1993). Resource management in service operations: A case study approach.

Pitman Publishing.
5. Hope, C., & Muhlemann, A. (1997). Service operations management: Strategy, design and delivery. Prentice Hall.
6. Lovelock, C., & Wirtz, J. (2016). Services marketing: People, technology, strategy (8th ed.). World Scientific Publishing.

Reference Books:

1. Fitzsimmons, J. A., & Fitzsimmons, M. J. (2013). Service management: Operations, strategy, information technology (8th ed.). McGraw-Hill Education.
2. Metters, R., King-Metters, K., Pullman, M., & Walton, S. (2006). Successful service operations management (2nd ed.). South-Western College Pub.
3. Johnston, R., & Clark, G. (2008). Service operations management: Improving service delivery (3rd ed.). Pearson Education.
4. Davis, M. M., Heineke, J., & Davis, M. (2013). *Managing services: Using technology to create value* (4th ed.). McGraw-Hill Education.

e-Material:

1. **https://safetyculture.com/topics/service-operations-management/**
2. **https://www.leadsquared.com/learn/sales/service-operations-management/**
3. **https://dealhub.io/glossary/service-operations/**

Activity Based Learning/Practical Based Learning:

17. https://nptel.ac.in
18. https://swayam.gov.in

Beyond Syllabus

- **Service Innovation and Design Thinking**
  - Teach students how to apply design thinking methodologies to create innovative and customer-centric service solutions, with real-world case studies from companies like IDEO or Airbnb.
- **Technology Integration in Services (AI, IoT, and Automation)**
  - Explore how emerging technologies like Artificial Intelligence, Internet of Things (IoT), and service automation tools are transforming service delivery, especially in healthcare, hospitality, and banking sectors.
- **Sustainability and Ethics in Service Operations**
  - Discuss the importance of environmentally sustainable and socially responsible practices in service sectors, with a focus on green operations, fair labor, and inclusive service design.

SCHOOL OF COMMERCE AND MANAGEMENT
DEPARTMENT OF MANAGEMENT STUDIES
PROGRAMME – MASTER OF BUSINESS ADMINISTRATION

01BMBAL24263: VENDOR MANAGEMENT		
Course Frame Work		
Credits: L-T-P: 4- 0 – 0		**Total Credits: 4**
Contact Hours/Week: 4	**Direct Teaching Hours: 60**	**Total Contact Hours: 60**
Course Learning Objectives: 1. Understand Vendor Selection & Evaluation – Learn to identify, assess, and select vendors based on business needs. 2. Develop Vendor Contracts & Agreements – Gain skills in negotiating and drafting effective vendor contracts. 3. Manage Vendor Relationships – Learn strategies for maintaining strong and productive vendor partnerships. 4. Monitor Vendor Performance – Understand key performance metrics and risk mitigation techniques. 5. Optimize Vendor Cost & Compliance – Ensure cost-effectiveness while adhering to regulatory and company standards.		
Course Outcomes: On completion of the course, student would be able to:		

CO's	Course Outcomes
CO1	Evaluate and select vendors based on quantifiable criteria, demonstrating the ability to analyze at least three vendor proposals and recommend the most suitable option with a clear justification report.
CO2	Negotiate and draft vendor contracts, ensuring compliance with legal and organizational standards, as evidenced by a successfully completed contract negotiation simulation and the creation of a sample contract document.
CO3	Manage and maintain effective vendor relationships by developing a communication plan and performance monitoring system, capable of tracking at least five key performance indicators (KPIs).
CO4	Identify and mitigate vendor-related risks, implementing a risk assessment framework and contingency plans to minimize potential disruptions, as demonstrated by a case study analysis and the development of a risk mitigation strategy.

Vendor Management

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2
CO1	1	1	1	1	1	0	0	1	1	1	1	0	1	1
CO2	1	1	1	0	1	0	0	1	1	1	1	0	1	1
CO3	1	1	1	0	1	1	0	1	1	1	0	1	1	1
CO4	1	1	1	1	1	0	1	1	1	1	1	1	1	1

	PSO1	**PSO2**	**PSO3**	**PSO4**	**PSO5**
CO1	**1**	**1**	**0**	**1**	**0**
CO2	**1**	**1**	**0**	**1**	**1**
CO3	**0**	**1**	**0**	**1**	**0**
CO4	**1**	**1**	**1**	**1**	**1**

>70-100	>40 &<70	<40
3	2	1

Syllabus	**Hours**
Unit – 1	**15**

1.1 Introduction to Vendor Management, Six Components of Vendor Management.

1.2 Benefits of Vendor Management, Regulations of Vendor Management, Vendor Performance.

1.3 Vendor Performance Management, Long Term Strategy for Vendor Management.

Unit – 2	**15**

Unit 2: Vendor and Sourcing Management

2.1 Sourcing Strategy Basics and Types, Low-Cost Country Sourcing, Global Sourcing, Offshore Outsourcing, Outsourcing, Sourcing Advisory

2.2 Purchase and Sourcing from Low-Cost Global Supply Chains, Building Traceability and Ethical Sourcing, Captive Sources, Vendor Monitored Supply Chains.

2.3 Supplier Strategy, System of Vendor Evaluation, Parameters for Evaluation of Vendors Performance, Social Audit, Total Evaluation, Vendors Development by Adopting Appropriate Rating Systems

2.4 Developing Lean Time and Supply Period and Creating Multiple Vendors for Scarce Inventory, Guidelines for Purchases through Tender, Purchase Review, Import Substitution.

Unit - 3	**15**

Unit 3: Vendor Negotiation

3.1 Definition of Negotiation, Preparing for the Negotiation Process, The Seven Basic Steps in Negotiation, Negotiation Styles, Strategies for Negotiation

3.2 Best Alternative to a Negotiated Agreement (BATNA), Approaches for Negotiation

3.3 Types of Negotiators, Tactics for Negotiation Process, Non-Verbal Communication, Emotions in the Negotiation Process.

Unit - 4	**15**

Unit 4: Vendor Selection and Review

4.1 Searching for Suppliers, The Supplier Selection Process, Retaining and Developing the Supplier Relationship, Agreements and Policies for Protecting the Company's Interests.

4.2 Vendor Risk Assessment, Contract Management, Contract Lifecycle Management, Automating Contract Management, Change Management, Contract Compliance, Procurement and Contract Management.

4.3 Ethical Concepts and Principles in Procurement, Unethical Practices Signs, Ethical, Procurement Requirements, Unethical Practices Prevention Tools, Procurement Future Trends, Sustainable Procurement, Procurement Automation, Big Data and Procurement

Scheme of Evaluation:

Continuous Internal Assessment (CIA) Scheme:

Components	Learning via Expert Lecture	Learning via Workshop	Learning via Conference/ Mini Conference	Learning via Industrial Visit / Simulation Exercise	Learning via Research	Learning via Case Study	Learning via Practice	Open Assessment	Total
Max. Marks	10	10	10	5	10	5	10	10	70

Note: To appear for ESE a student has to obtain a minimum of 50% in the CIA

End Semester Exam (ESE) Scheme: 30 marks

S.No	Evaluation Category	ESE	Upload Option
16.	End Semester Examination	**30 marks**	Online Examination

Question Paper Pattern:

Question paper shall have 6 main questions corresponding to 5 modules.

Each main question will have two full questions carrying 5 marks

Text Books:

1. Guth, S. (2007). The Vendor Management Office: Unleashing the power of strategic sourcing. Applied Computer Research.
2. Carrideo, A. (2021). Vendor management: An insider's strategies to win and create long lasting change. Independently published.
3. Schuh, C., Easton, S., Hales, M. D., & Strohmer, M. F. (2014). Supplier relationship management: How to maximize vendor value and opportunity. Springer.

Reference Books:

1) Monczka, R. M., Handfield, R. B., Giunipero, L. C., & Patterson, J. L. (2020). Purchasing and supply management (7th ed.). Cengage Learning.
2) Carlsson, M., & Rönnqvist, F. (2019). Strategic sourcing and category management: Lessons learned at IKEA. Kogan Page.
3) Sherrill, F. (2013). The procurement and supply manager's desk reference (2nd ed.). McGraw-Hill Education.

e-Material Link:

https://www.ismworld.org/
https://www.cips.org/
https://www.ncmahq.org/
https://www.supplychaindive.com/
https://spendmatters.com/

Activity Based Learning/Practical Based Learning:

18) https://nptel.ac.in
19) https://swayam.gov.in

Beyond Syllabus

i. Emerging Technologies and Vendor Management and Supply Chain Experience.
ii. The Impact of Social and Cultural Movements on Vendor Management Activism.

SCHOOL OF COMMERCE AND MANAGEMENT
DEPARTMENT OF MANAGEMENT STUDIES
PROGRAMME MBA

01BMBAD24261 Predictive Analytics using R		
Course Frame Work		
Credits: L-T-P: 0-0-4		**Total Credits: 4**
Contact Hours/Week: 4	**Direct Teaching Hours: 60**	**Total Contact Hours: 60**

Course Learning Objectives:

The course aims to understand the basic concepts such as

- To learn how to clean, prepare, and analyze data using tools like R.
- To explore different classification and clustering methods for data analysis.
- To develop the ability to apply data mining methods, including neural networks and association rule mining, to solve real-world business problems.
- To gain practical knowledge of applying data mining techniques to real-world datasets for better business decision making

Course Outcomes

On completion of the course, student would be able to

CO's	**Course Outcomes**
CO1	Explain data mining functions and demonstrate basic data preprocessing techniques.
CO2	Apply CRISP-DM in R for data collection, cleaning, and analysis.
CO3	Compare classification methods such as statistical, distance-based, and decision trees, and evaluate their performance using suitable metrics.
CO4	Apply clustering and neural network methods to datasets and analyse the results using evaluation measures and association rule mining.

CO/PO Mapping

CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**	**PO12**
CO1	2	2	-	2	1	-	-	1	-	-	-	1
CO2	2	2	2	2	2	-	-	1	1	1	1	2
CO3	2	3	2	3	2	-	-	1	1	1	1	2
CO4	2	3	2	3	2	-	-	1	1	1	1	2

CO/PSO Mapping

CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	2	1	1	1
CO2	2	2	2	1	1
CO3	2	3	2	1	1
CO4	2	3	2	1	2

>70-100	>40 &<70	<40
3	2	1

Syllabus

UNITI: Data Mining	**15**

1.1 Definition and Functionalities, Data Processing
1.2 Form of Data Preprocessing, Data Cleaning – Missing Values, Noisy Data (Binning, Clustering, Regression, Computer and Human Inspection)
1.3 Concepts of Inconsistent Data, Data Integration and Transformation
1.4 Data Reduction – Data Cube Aggregation, Dimensionality Reduction, and Data Compression

UNIT II: Data Mining Process	**15**

2.1 CRISP-DM Methodology
2.2 Data Collection and Business Understanding
2.3 Data and Datasets
2.4 Importing Data into R
2.5 Data Pre-processing – Data Cleaning, Transforming Variables, Creating Variables
2.6 Exploratory Data Analysis

UNIT III : Classification	**15**

3.1 Definition, Data Generalization, and Analytical Characterization
3.2 Analysis of Attribute Relevance and Mining Class Comparisons
3.3 Statistical Measure in Large Databases and Statistical Base Algorithm
3.4 Distance-based Algorithms and Decision Tree
3.5 Evaluation Metrics for Classification

UNIT IV: Clustering and Introduction to Neural Networks	**15**

4.1 Introduction to Clustering and Similarity & Distance Measure
4.2 Introduction to Neural Networks and Evaluation Metrics for Clustering and Neural Network
4.3 Introduction to Transactional Dataset
4.4 Apriori Analysis and Understanding the Results

Scheme of Evaluation:

Continuous Internal Assessment (CIA) Scheme:

S.No	Evaluation Category	CIA
6.	Learning via Workshop	5 marks
7.	Learning via Simulation Exercise	10 marks
8.	Learning via Case Solving in Excel	5 marks
9.	Open Assessment	30 marks
10.	Demonstrations	50 marks
		100 marks

Note: To appear for Demonstrations, a student has to obtain a minimum of 50% in the CIA

Text Books:

1. Rajan, V. (2016). *Introduction To Data Mining And Analytics*. PHI Learning Pvt. Ltd.
2. Han, J., Kamber, M., & Pei, J. (2012). *Data mining: Concepts And Techniques* (3rd ed.). Morgan Kaufmann Publishers.
3. Lantz, B. (2019). *Machine Learning With R: Expert Techniques For Predictive Modelling* (3rd ed.). Packt Publishing..
4. James, G., Witten, D., Hastie, T., & Tibshirani, R. (2021). *An Introduction To Statistical Learning With Applications in R* (2nd ed.). Springer

Reference Books:

1. Kuhn, M., & Johnson, K. (2013). *Applied Predictive Modelling*. Springer.Bouckaert, G., & Halligan, J. (2008).
2. Provost, F., & Fawcett, T. (2013). *Data Science For Business: What You Need To Know About Data Mining And Data-analytic Thinking*. O'Reilly Media.
3. Shmueli, G., Bruce, P. C., Gedeck, P., & Patel, N. R. (2020). *Data Mining For Business Analytics: Concepts, Techniques, And Applications in R* (4th ed.). Wiley.

e-Material:

1. https://bradleyboehmke.github.io/uc-bana-4080/
2. https://nptel.ac.in/courses/106105174
3. https://www.coursera.org/learn/predictive-analytics

Activity Based Learning/Practical Based Learning:

1. https://nptel.ac.in
2. https://swayam.gov.in

Beyond Syllabus

1. **Real-World Problem Solving : Apply data mining to real business challenges for data-driven decisions.**
2. **Hands-on Industry Tools: Use R and CRISP-DM to gain practical, job-ready analytics skills.**
3. **Career Readiness: Master key techniques for careers in data science and analytics.**

SCHOOL OF COMMERCE AND MANAGEMENT
DEPARTMENT OF MANAGEMENT STUDIES
PROGRAMME MBA

Descriptive Analytics		
Course Frame Work		
Credits: L-T-P: 0-0-4		**Total Credits: 4**
Contact Hours/Week: 4	**Direct Teaching Hours: 60**	**Total Contact Hours: 60**

Course Learning Objectives:

The course aims to understand the basic concepts such as

- Demonstrate proficiency in using Tableau for importing, managing, and visualizing data.
- Identify and apply appropriate chart types to represent different kinds of data effectively.
- Develop interactive dashboards using parameters, calculated fields, and real-time data connections.
- Interpret complex datasets through forecasting, clustering, and advanced visualization techniques.

Course Outcomes

On completion of the course, student would be able to

CO's	Course Outcomes
CO1	Understand the Tableau interface, install the tool, and import data for analysis. Learn to differentiate between continuous and discrete data.
CO2	Create and interpret various visualizations like bar charts, line charts, scatter plots, histograms, and dual-axis charts for meaningful data insights.
CO3	Apply Tableau functions, parameters, calculated fields, and row-level/aggregate calculations to build dynamic and customized visualizations.
CO4	Design interactive dashboards, perform time series forecasting, clustering, grouping, and connect Tableau with real-time databases for insightful data interpretation.

CO/PO Mapping Table

CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	1	2	2	1	3	-	-	-	1	1	-	2
CO2	1	3	3	2	3	-	-	-	1	2	-	2
CO3	1	3	3	3	3	-	-	-	1	2	-	2
CO4	2	3	3	3	3	-	-	-	2	2	-	3

CO/PSO Mapping Table

CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	1	2	1	-	-
CO2	2	3	2	-	-
CO3	2	3	2	-	-
CO4	3	3	3	-	-

>70-100	>40 &<70	<40
3	2	1

Syllabus

UNIT I : Visualization using Tableau	**15**
1.1 Introduction to Tableau - Installation 1.2 Tableau interface and Data Importing 1.3 Understanding Continuous and Discrete data 1.4 Different kind of graphs and their usage (bar chart, line chart, scatter plot, histogram, dual axis chart)	
UNIT II: Visualization using Tableau (continued)	**15**
2.1 Parameters - Functions and calculated field 2.2 Row and aggregated calculations 2.3 Time series analysis (Forecasting), Bin and group, clustering 2.4 Join and blends, Dashboard and interactive plots, Data Interpretation and connecting to real time database	
UNIT III : Visualization using Power BI	**15**
3.1 Introduction to Power BI 3.2 Importing files (flat files, Excel files and other sources), Table relationship 3.3 Pivot Table and Pivot charts, Slicers 3.4 Dashboard Implementation, Dates, Hierarchies and perspective, Data Analysis Expressions	
UNIT IV: Visualization using Power BI (Continued)	**15**
4.1 Introduction to power query 4.2 Introduction to Power view, Power view visualizations, filtering 4.3 Introduction to Power map, preparing geospatial data 4.4 Publishing from Power BI desktop, Publishing dashboard to web	

Scheme of Evaluation:

GARDEN CITY UNIVERSITY
EMPHASIS ON LIFE

Continuous Internal Assessment (CIA) Scheme:

S.No	Evaluation Category	CIA
1.	Learning via Workshop	5 marks
2.	Learning via Simulation Exercise	10 marks
3.	Learning via Case Solving in Excel	5 marks
4.	Open Assessment	30 marks
5.	Demonstrations	50 marks
		100 marks

Note: To appear for Demonstrations, a student has to obtain a minimum of 50% in the CIA

Text Books:

5. Murray, D. (2020). *Tableau 10: The official guide* (2nd ed.). McGraw-Hill Education.
6. Choudhury, S. (2021). *Mastering Tableau: A practical guide to creating effective data visualizations and dashboards*. BPB Publications.
7. Mishra, R. (2021). *Data Visualization with Power BI*. BPB Publications.
8. Singh, A., & Saxena, M. (2022). *Business Analytics using Power BI and Tableau*. Cengage India.

Reference Books:

4. Jones, N. C. (2014). *Designing Data Visualizations: Representing Informational Relationships*. O'Reilly Media.
5. Wexler, S., Shaffer, J., & Cotgreave, A. (2017). *The Big Book of Dashboards: Visualizing Your Data Using Real-World Business Scenarios*. Wiley.
6. Mehta, D. (2020). *Power BI Data Analysis and Visualization*. Packt Publishing.
7. Krishnan, R. (2019). *Tableau for Beginners: Get CA Certified & Visualize Data Like a Pro*. Notion Press.

e-Material:

1. https://www.tableau.com/learn/training
2. **https://www.coursera.org/learn/data-visualization-tableau**
3. **https://learn.microsoft.com/en-us/training/powerplatform/power-bi/**
4. **https://www.udemy.com/course/microsoft-power-bi-up-running-with-power-bi-desktop/**

Activity Based Learning/Practical Based Learning:

3. https://nptel.ac.in
4. https://swayam.gov.in

Beyond Syllabus

4. Build real-time dashboards and data stories using live industry datasets helping you understand how to solve real-world problems through visualization.

5. Prepare for global certifications like Tableau and Power BI to boost your career.

6. Work hands-on with industry tools to bridge the gap between learning and practice.

GARDEN CITY UNIVERSITY
EMPHASIS ON LIFE

SCHOOL OF COMMERCE AND MANAGEMENT
DEPARTMENT OF MANAGEMENT STUDIES
PROGRAMME MBA

01BMBAD24263 : Data Visualization For Managers		
Course Frame Work		
Credits: L-T-P: 0-0-4		**Total Credits: 4**
Contact Hours/Week: 4	**Direct Teaching Hours: 60**	**Total Contact Hours: 60**

Course Learning Objectives:
The course aims to understand the basic concepts such as

- Demonstrate proficiency in using Tableau for importing, managing, and visualizing data.
- Identify and apply appropriate chart types to represent different kinds of data effectively.
- Develop interactive dashboards using parameters, calculated fields, and real-time data connections.
- Interpret complex datasets through forecasting, clustering, and advanced visualization techniques.

Course Outcomes
On completion of the course, student would be able to

CO's	**Course Outcomes**
CO1	Understand the Tableau interface, install the tool, and import data for analysis. Learn to differentiate between continuous and discrete data.
CO2	Create and interpret various visualizations like bar charts, line charts, scatter plots, histograms, and dual-axis charts for meaningful data insights.
CO3	Apply Tableau functions, parameters, calculated fields, and row-level/aggregate calculations to build dynamic and customized visualizations.
CO4	Design interactive dashboards, perform time series forecasting, clustering, grouping, and connect Tableau with real-time databases for insightful data interpretation.

CO/PO Mapping Table

CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**	**PO12**
CO1	**1**	**2**	**2**	**1**	**3**	**-**	**-**	**-**	**1**	**1**	**-**	**2**
CO2	**1**	**3**	**3**	**2**	**3**	**-**	**-**	**-**	**1**	**2**	**-**	**2**
CO3	**1**	**3**	**3**	**3**	**3**	**-**	**-**	**-**	**1**	**2**	**-**	**2**
CO4	**2**	**3**	**3**	**3**	**3**	**-**	**-**	**-**	**2**	**2**	**-**	**3**

CO/PSO Mapping Table

CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	1	2	1	-	-
CO2	2	3	2	-	-
CO3	2	3	2	-	-
CO4	3	3	3	-	-

>70-100	>40 &<70	<40
3	2	1

Syllabus **UNIT I : Visualization using Tableau**	**15**
1.1 Introduction to Tableau - Installation 1.2 Tableau interface and Data Importing 1.3 Understanding Continuous and Discrete data 1.4 Different kind of graphs and their usage (bar chart, line chart, scatter plot, histogram, dual axis chart)	
UNIT II: Visualization using Tableau (continued)	**15**
2.1 Parameters - Functions and calculated field 2.2 Row and aggregated calculations 2.3 Time series analysis (Forecasting), Bin and group, clustering 2.4 Join and blends, Dashboard and interactive plots, Data Interpretation and connecting to real time database	
UNIT III : Visualization using Power BI	**15**
3.1 Introduction to Power BI 3.2 Importing files (flat files, Excel files and other sources), Table relationship 3.3 Pivot Table and Pivot charts, Slicers 3.4 Dashboard Implementation, Dates, Hierarchies and perspective, Data Analysis Expressions	

UNIT IV: Visualization using Power BI (Continued)	15

4.1 Introduction to power query
4.2 Introduction to Power view, Power view visualizations, filtering
4.3 Introduction to Power map, preparing geospatial data
4.4 Publishing from Power BI desktop, Publishing dashboard to web

Scheme of Evaluation:

Continuous Internal Assessment (CIA) Scheme:

S.No	Evaluation Category	CIA
1.	Learning via Workshop	5 marks
2.	Learning via Simulation Exercise	10 marks
3.	Learning via Case Solving in Excel	5 marks
4.	Open Assessment	30 marks
5.	Demonstrations	50 marks
		100 marks

Note: To appear for Demonstrations, a student has to obtain a minimum of 50% in the CIA

Text Books:

9. Murray, D. (2020). *Tableau 10: The official guide* (2nd ed.). McGraw-Hill Education.
10. Choudhury, S. (2021). *Mastering Tableau: A practical guide to creating effective data visualizations and dashboards*. BPB Publications.
11. Mishra, R. (2021). *Data Visualization with Power BI*. BPB Publications.
12. Singh, A., & Saxena, M. (2022). *Business Analytics using Power BI and Tableau*. Cengage India.

Reference Books:

8. Jones, N. C. (2014). *Designing Data Visualizations: Representing Informational Relationships*. O'Reilly Media.
9. Wexler, S., Shaffer, J., & Cotgreave, A. (2017). *The Big Book of Dashboards: Visualizing Your Data Using Real-World Business Scenarios*. Wiley.
10. Mehta, D. (2020). *Power BI Data Analysis and Visualization*. Packt Publishing.
11. Krishnan, R. (2019). *Tableau for Beginners: Get CA Certified & Visualize Data Like a Pro*. Notion Press.

e-Material:

5. https://www.tableau.com/learn/training
6. **https://www.coursera.org/learn/data-visualization-tableau**
7. **https://learn.microsoft.com/en-us/training/powerplatform/power-bi/**
8. **https://www.udemy.com/course/microsoft-power-bi-up-running-with-power-bi-desktop/**

Activity Based Learning/Practical Based Learning:

5. https://nptel.ac.in
6. https://swayam.gov.in

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