

Pimpri Chinchwad Education Trust's

Pimpri Chinchwad University

Sate, Pune - 412106



Curriculum Structure

Master of Business Administration (MBA)

(General)

(Pattern 2025)

School of Management



Effective from Academic Year 2026-27

Preamble:

The business world has changed significantly in the past few decades. The pace at which technology has evolved is unheard and unseen. The fourth industrial revolution is bringing advanced robotics and autonomous transport, artificial intelligence (AI) and machine learning, advanced materials and biotechnology. For instance, AI will almost certainly automate some jobs, particularly those that rely on assembly lines or data collection. The mobile internet and cloud technology are already impacting the business world to a larger extent. What is certain is that the future managers will need to align their skillset to keep pace in this VUCA world. It is therefore imperative for management education to meet the challenges of rapid changing times and technologies.

In this fast disruptive digital economy and VUCA world, high-quality management education is essential for India. Use of technology is one of the powerful ways to enhance the students' ability to meet the ever-changing requirements of the corporate world and society. MBA students be equipped to work across time zones, languages, and cultures. Employability, innovation, theory to practice connectedness are the central focus of MBA curriculum design and development. The core curriculum is designed to give students an in-depth mastery of the academic disciplines and applied functional areas necessary to every non-business and business leader's success.

Vision and Mission of Programme:

Vision - Nurture Leaders and Responsible Corporate Citizens for an era of Digital Business and Transformations.

Mission

- M1: Evolve the curriculum in tune with emerging technology trends and industry needs.
- M2: Develop skills and competencies in the business domains and leading-edge technology.
- M3: Nurture agile leader with ability to drive change, innovation, and transformation.
- M4: To make the students pleasantly employable.

Program Educational Objectives (PEOs):

Post-Graduates from the MBA program are expected to attain or achieve the following.

Program Educational Objectives:

- Comprehensive knowledge of technical concepts, technology platforms, and solutions.
- Exhibit good business functional knowledge and skills.
- Inculcate key attributes of visualization of technology, innovation, critical and integrative thinking enable to solve business problems.

Program Outcomes (POs)

- **PO1: Leadership:** Students will proactively demonstrate the ability to take initiative. They will be able to generate agreement, fairly and objectively, by working through different, even conflicting, points of view. They will be result oriented and have the ability to take calculated risks.
- **PO2: Innovation:** Students will demonstrate the ability to visualize innovative solutions and gather user needs holistically.
- **PO3: Critical & Analytical Thinking:** Students will be able to analyse a situation to its root cause, using tangible and intangible information.
- **PO4: Communication:** Students will be able to make a good personal impact, and articulate good written and spoken skills.
- **PO5: Global Perspective:** Students will be aware of contemporary globally accepted practices, tools, and techniques. They will demonstrate ability to view problems and solutions from a global perspective organizational, locational, and cultural.
- **PO6: Role of Self in the organization & in the society:** Students will demonstrate clarity on their personal goals, while being aware of the social context. They will be sensitive to ethical issues and believe in working out solutions based on sustainability principles.
- **PO7: Techno-Proponent (PO):** Apply the knowledge and passion for technology to solve business problems in an effective manner

- **PO8: Entrepreneurial Mindset:** Graduates will exhibit an entrepreneurial mindset, demonstrating creativity, innovation, and an ability to identify and pursue business opportunities.
- **PO9: Business Acumen:** Graduates will have an in-depth comprehension of various business functions, encompassing finance, marketing, operations, and human resources, and will be capable of applying this knowledge to address real-world business challenges.
- **PO10: Decision-Making:** Students will exhibit an awareness of ethical considerations in business and possess the capacity to make informed and responsible decisions that are in accordance with ethical principles and social responsibility.

Program Specific Outcomes (PSo)

1. Strategic Decision-Making: MBA graduates will demonstrate proficiency in analysing complex business scenarios and making strategic decisions for organizational success.
2. Effective Leadership: Graduates will possess strong leadership skills, enabling them to inspire and guide teams towards achieving business objectives.
3. Business Acumen: MBA program graduates will showcase a comprehensive understanding of various business functions, such as finance, marketing, operations, and human resources.
4. Ethical Decision-Making: Graduates will exhibit the ability to make ethical and socially responsible decisions in the business environment.
5. Global Perspective: MBA graduates will develop a global mindset, understanding the impact of globalization and cultural diversity on business operations and effectively navigating the global marketplace

Curriculum Framework for MBA

Sr. No.	Type of course	Abbreviations
1.	Major Management Subjects	MAJM
2.	Professional Elective	ELECTIVE
3.	Major Specialization (MAJE)	MAJE
4.	Field Project	FP
5.	Research Methodology	RM
6.	Value Added Courses	VAC
7.	Ability Enhancement Courses	AEC

MBA Curriculum Structure School of Management

Program Structure of Masters of Business Administration (General) 2025-27

WEF: A.Y. 2025-26 (Pattern 2025)

Semester I

Course Code	Course Name	Course Type	Teaching Scheme					PR/OR	Assessment Scheme		
			Th	Prac	Tut	Credit	Hrs		CIA	ESA	Total
PMG101	Principles and Practices of Management & OB	MAJM	3	0	0	3	3	-	40	60	100
PMG 102	Managerial Economics	MAJM	3	0	0	3	3	-	40	60	100
PMG 103	Accounting for Managers	MAJM	3	0	0	3	3	-	40	60	100
PMG 104	Business Statistics & Analytics	MAJM	3	0	0	3	3	-	40	60	100
PMG 121	Professional Elective 1	Elective	3	0	0	3	3	-	40	60	100
PMG 120	Minor Project (Start-up)	FP	1	1	0	2	3	-	50	-	50
PMG 125	Business Fundamentals in Contemporary World	MOOC	4	0	0	4	4	-	40	60	100
	Total		20	1	0	21	22	0	290	360	650
	Professional Electives										
PMG121A	Marketing Management	Elective	3	0	0	3	3	-	40	60	100
PMG121B	International Business	Elective	3	0	0	3	3	-	40	60	100

Semester II

Course Code	Course Name	Course Type	Teaching Scheme					PR/OR	Assessment Scheme		
			Th	Prac	Tut	Credit	Hrs		CIA	ESA	Total
PMG 109	Financial Management for Managers	MAJM	3	0	0	3	3	0	40	60	100
PMG 110	Operations and Supply Chain Management	MAJM	3	0	0	3	3	0	40	60	100
PMG 111	Business Research Methods	MAJM	3	0	0	3	3	0	40	60	100
PMG 112	Operations Research	MAJM	3	0	0	3	3	0	40	60	100
PMG 126	Intellectual Property Rights	MAJM	3	0	0	3	3	0	40	60	100
PMG 125	Legal Aspects of Business	MAJM	3	0	0	3	3	0	40	60	100
PMG 122	Professional Elective 2	Elective	3	0	0	3	3	0	40	60	100
PMG 114	Strategic Corporate Communication	AEC	2	0	0	2	2	0	50	0	50
PFIL101	Foreign Language - I	AEC	2	0	0	0	2	0	50	0	50
	Total		25	0	0	23	25	0	380	420	800

Professional Electives											
PMG 122A	Human Resource Management	Elective	3	0	0	3	3	-	40	60	100
PMG 122B	Consumer Behavior	Elective	3	0	0	3	3	0	40	60	100
	Foreign Language I										
PFIL101A	Foreign Language I: GERMAN	AEC	2	0	0	0	2	0	50	0	50
PFIL101B	Foreign Language I: JAPANESE	AEC	2	0	0	0	2	0	50	0	50

Exit Policy - PG Diploma in MBA: Students who opt to exit after completion of the first year and have scored required credits offered by the school in the program structure will be awarded a PG diploma in MBA, provided they must earn additional credits during the summer vacation of the first year.

First Year										
Course Code	Course Name	Course Type	Teaching Scheme					Assessment Scheme		
								Theory		Total
			Th	Prac	Tut	Credit	Hrs	CIA	ESA	
UDIEXPG201	Prog. Spec. Sub./MOOCs	VSC	4	0	0	4	4	40	60	50
UDIEXPG202	Project/ Internship	VSC	0	4	0	4	8	50	100	150

Program Structure of Masters of Business Administration (General) 2025-27										
WEF: A.Y. 2026-27 (Pattern 2025)										
Semester III										
Course Code	Course Name	Course Type	Teaching Scheme					Assesment Scheme		
			Th	Prac	Tut	Credit	Hrs	CIA	ESA	Total
PMG201	Strategic Management	MAJM	3	0	0	3	3	40	60	100
PMG210	Geopolitics & Global Economic	MAJM	3	0	0	3	3	40	60	100
PFL201A	Foreign Language-II	AEC	2	0	0	0	2	50	-	50
PMG203	SIP -Summer Internship	INTR	0	4	0	4	8	50	100	150
	Specialization 1A	SPL	3	0	0	3	3	40	60	100
	Specialization 1B	SPL	3	0	0	3	3	40	60	100
	Specialization 2A	SPL	3	0	0	3	3	40	60	100
	Specialization 2B	SPL	3	0	0	3	3	40	60	100
	Total		20	0	4	22	28	340	460	800

Electives (Two Courses under Each Specializations)										
Finance (FN)										
PMGFN201	Security Analysis & Portfolio Management	SPL	3	0	0	3	3			
PMGFN202	Management of Financial Institutions and Services	SPL	3	0	0	3	3			
PMGFN203	Financial Derivatives	SPL	3	0	0	3	3			
PMGFN204	Foreign Exchange and Risk Management	SPL	3	0	0	3	3			
Investment Banking (IB)										
PMGIB201	Security Analysis & Portfolio Management	SPL	3	0	0	3	3			
PMGIB202	Management of Financial Institutions and Services	SPL	3	0	0	3	3			

PMGIB203	Financial Derivatives	SPL	3	0	0	3	3
PMGIB204	Equity Valuation and Research	SPL	3	0	0	3	3
Marketing (MK)							
PMGMK201	Rural Marketing	SPL	3	0	0	3	3
PMGMK202	Integrated Marketing Communication	SPL	3	0	0	3	3
PMGMK203	Sales and Distribution Management	SPL	3	0	0	3	3
PMGMK204	Marketing 5.0	SPL	3	0	0	3	3
Digital Marketing (DM)							
PMGDM201	Advanced Social Media Analytics and Insights	SPL	3	0	0	3	3
PMGDM202	AI-Driven Digital Marketing Strategies	SPL	3	0	0	3	3
PMGDM203	Virtual and Augmented Reality in Marketing	SPL	3	0	0	3	3
PMGDM204	Global Social Media Engagement Strategies	SPL	3	0	0	3	3
Human Resource Management (HR)							
PMGHR201	Organizational Change and Development	SPL	3	0	0	3	3
PMGHR202	HR Analytics	SPL	3	0	0	3	3
PMGHR203	Employee Relations & Labour Legislation	SPL	3	0	0	3	3
PMGHR204	Cross- Cultural Management	SPL	3	0	0	3	3
Logistics and Supply Chain Management (LS)							
PMGLS201	International logistics and Management	SPL	3	0	0	3	3
PMGLS202	Port and Airport Management for logistics	SPL	3	0	0	3	3
PMGLS203	Procurement, Storage and warehouse Management	SPL	3	0	0	3	3
PMGLS204	Distribution Management for Global Supply Chains	SPL	3	0	0	3	3
Entrepreneurship and Venture Development (ED)							
PMGED201	Social Entrepreneurship	SPL	3	0	0	3	3
PMGED202	Institutional & Legal Framework for Start Ups and Family Business	SPL	3	0	0	3	3
PMGED203	Product Design, Development and Commercialization	SPL	3	0	0	3	3
PMGED204	Rural Entrepreneurship	SPL	3	0	0	3	3

Semester IV										
Course Code	Course Name	Course Type	Teaching Scheme					Assesment Scheme		
			Th	Prac	Tut	Credit	Hrs	CIA	ESA	Total
PMG204	Corporate Governance and Business Ethics	MAJM	3	0	0	3	3	40	60	100
PMG205	Entrepreneurship Development	MAJM	3	0	0	3	3	40	60	100
PMG214	Research/Field Project	PROJ	0	4	0	4	8	50	100	150
	Specialization 3A	SPL	3	0	0	3	3	40	60	100
	Specialization 3B	SPL	3	0	0	3	3	40	60	100
	Specialization 4A	SPL	3	0	0	3	3	40	60	100
	Specialization 4B	SPL	3	0	0	3	3	40	60	100
	Total		18	4	0	22	26	290	460	750

Electives (Two Courses under Each Specializations)										
Finance (FN)										
PMGFN205	Credit Risk Analytics	SPL	3	0	0	3	3	3	3	3
PMGFN206	Wealth Management	SPL	3	0	0	3	3	3	3	3
PMGFN207	Financial and Tax Planning	SPL	3	0	0	3	3	3	3	3
PMGFN208	Behavioural Finance	SPL	3	0	0	3	3	3	3	3
FinTech (FT)										
PMGFT205	Blockchain and Crypto Currency	SPL	3	0	0	3	3	3	3	3
PMGFT206	Algorithmic Trading	SPL	3	0	0	3	3	3	3	3
PMGFT207	Fintech Regulations & Ethics	SPL	3	0	0	3	3	3	3	3
PMGFT208	Fintech and Financial Modelling	SPL	3	0	0	3	3	3	3	3
Investment Banking (IB)										
PMGIB206	Wealth Management	SPL	3	0	0	3	3	3	3	3
PMGIB207	Mutual Funds, Hedge Funds and Exchange Traded Funds	SPL	3	0	0	3	3	3	3	3
PMGIB208	Mergers, Acquisition and corporate Restructuring	SPL	3	0	0	3	3	3	3	3
PMGIB209	Behavioural Finance	SPL	3	0	0	3	3	3	3	3
Marketing (MK)										
PMGMK205	Product and Brand Management	SPL	3	0	0	3	3	3	3	3
PMGMK207	Retail management	SPL	3	0	0	3	3	3	3	3
PMGMK206	Services Marketing	SPL	3	0	0	3	3	3	3	3
PMGMK208	International Marketing & Strategies	SPL	3	0	0	3	3	3	3	3
Digital Marketing (DM)										
PMGDM205	E-commerce Innovations and Strategies	SPL	3	0	0	3	3	3	3	3
PMGDM208	Global Digital Marketing Trends and Strategy	SPL	3	0	0	3	3	3	3	3

PMGDM206	Innovation and Entrepreneurship in Digital Marketing	SPL	3	0	0	3	3
PMGDM207	International Marketing & Strategies	SPL	3	0	0	3	3
Human Resource Management (HR)							
PMGHR206	Transactional Analysis and Managerial Counselling	SPL	3	0	0	3	3
PMGHR207	Political behaviour and Impression management in Organizations	SPL	3	0	0	3	3
PMGHR208	Acquisition of Talent and Consulting to Management	SPL	3	0	0	3	3
PMGHR201	Organizational Change & Development	SPL	3	0	0	3	3
Logistics and Supply Chain Management (LS)							
PMGLS206	Green Logistics	SPL	3	0	0	3	3
PMGLS207	Supply Chain Risk Modelling and Management	SPL	3	0	0	3	3
PMGLS208	Export-Import Management	SPL	3	0	0	3	3
PMGLS209	Logistics Information System	SPL	3	0	0	3	3
Entrepreneurship and Venture Development (ED)							
PMGED205	Contemporary Business Practices	SPL	3	0	0	3	3
PMGED207	Entrepreneurship-New Venture Management	SPL	3	0	0	3	3
PMGED208	Managing Private -Public Partnerships	SPL	3	0	0	3	3
PMGED215	Family Business Planning & Management	SPL	3	0	0	3	3

SEMESTER I

COURSE CURRICULUM

Name of the Program:		MBA		Semester: I		Level: PG	
Course Name		Principles and Practices of Management & Organizational Behavior		Course Code/ Course Type		PMG 101/MAJM	
Course Pattern		2025		Version		1.0	
Teaching Scheme				Assessment Scheme			
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
3	-	-	3	3	40	60	
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):				<p>The objectives of PPOM & OB course are:</p> <ol style="list-style-type: none"> 1. Recall the basic concepts and principles of management. 2. Recognize the ability to apply the multifunctional approach to organizational objectives. 3. Apply professional mastery; managers, both present and prospective, are required to be fully equipped with principles of management and how these principles can be put into practice in an organization. 4. Evaluate and have better control over resources for effective management. 5. Design and create an evaluation system where principles of management will enhance decision-making abilities and sharpen tools for the purpose. 			
Course Learning Outcomes (CLO):				<p>Students would be able to:</p> <ol style="list-style-type: none"> 1. Identify cases as real time experience in the field of Management and Organizational Behavior. 2. Explain conceptual knowledge of management, various functions of Management and theories in OB. 3. Comprehend and apply management and behavioral models to relate attitude, perception and personality. 4. Analyze the recent trends in Management and models in organizational behavior for better control. 5. Decide/evaluate ongoing business situations through the application of the management principles. 			

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Introduction: Meaning, Objectives, Differences between Administration and Management, Levels of Management, Kinds of Managers, Managerial roles,	CLO 1	9

History of Management, Recent trends in Management		
UNIT II		
Planning: Importance, Process, Benefits of Planning, Types of Plans, Planning tools and techniques; Organising: Meaning, Types of Organisation structures, Traditional structures, Directions in organisation structures; Leading: Meaning, Nature, Traits and Behaviour, Contingency approaches to Leadership, Transformational leadership; Controlling: Meaning, Importance, Steps in the control process, Types of Control	CLO 2	9
UNIT III		
Organisational Behaviour: Introduction, Meaning, History of Organisational Behaviour, Organisational effectiveness, Organisational learning process, Stakeholders, Contemporary challenges for Organisations	CLO 3	9
UNIT IV		
Behavioural Dynamics: MARS Model of individual behaviour and performance, Types of Individual behaviour, Personality in Organization, Values in the workplace, Types of values; Perception: Meaning, Model of Perceptual process. Emotions in workplace, Types of emotions, Circumplex Model of Emotion, Attitudes and Behaviour, Work-related stress and its management; Motivation: Meaning, Maslow's Hierarchy of Needs, Four Drive Theory of Motivation	CLO 4	9
UNIT V		
Teams & Culture: Teams: Advantages of Teams, Model of Team Effectiveness, Stages of Team Development, Power, Meaning, Sources, and Contingencies of Power, Consequences of Power; Culture: Meaning, Elements of Organizational Culture, Importance of Organisational Culture. Organisational Change, Meaning, Resistance to change, Approaches to Organisational Culture, Action Research Approach, Appreciative Inquiry Approach, Large Group Intervention Approach, Parallel Learning Structure Approach, and Ethical issues of Organisational Behaviour	CLO 5	9
Total Hours		45

Textbooks:

1. Organizational Behavior, Steven L. McShane & Mary Ann Von Glinow, 6/e, McGraw Hill Education, 2015
2. Essentials of Management, Koontz, McGraw Hill, 8/e, 2014
3. Management, John R. Schermerhorn, Jr., 8/e, Wiley India, 2010. 01.02.2023 12.01.2023

Reference Books:

1. Gupta, R.S., Sharma, B.D., & Bhalla. N.S. (2011). Principles & Practices of Management (11th edition). New Delhi: Kalyani Publishers
2. Williams. Management, (International edition) South-western Cengage Learning.
3. L M Prasad, (2007). Principles and Practices of Management, Himalaya Publishing House

Online Resources/E-Learning Resources:

1. Principles of Management (<https://www.coursera.org/learn/principlesofmanagement>)
2. Certification in Principles and Practices of Management (<https://www.udemy.com/course/certification-in-principles-and-practices-of-management/?couponCode=ST8MT40924>)
3. Principles of Management (<https://open.lib.umn.edu/principlesmanagement/>)

COURSE CURRICULUM

Name of the Program:		MBA		Semester: I		Level: PG	
Course Name		Managerial Economics		Course Code/ Course Type		PMG 102 / MAJM	
Course Pattern		2025		Version		1.0	
Teaching Scheme				Assessment Scheme			
Theory	Practical	Tutorial	Total Credits	Hours	CIA	ESA	Practical/Oral
3	-	-	3	3	40	60	-
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):				<p>The objectives of Managerial Economics are:</p> <ol style="list-style-type: none"> 1. Recall the importance of Managerial Economics in management and businesses. 2. Apply the principles of managerial economics to achieve business objectives. 3. Equipped with the tools necessary to forecast product demand. 4. Apply the latest pricing strategies effectively. 5. Comprehend and analyze the macro environment affecting business decision-making. 			
Course Learning Outcomes (CLO):				<p>Students would be able to:</p> <ol style="list-style-type: none"> 1. Comprehend microeconomic concepts for effective decision-making in uncertain times. 2. Apply demand and supply laws, elasticities, and demand prediction for resource optimization. 3. Evaluate production changes' impact on output and costs, linking to business volatility analysis. 4. Gain insights into production variations, cost influence on businesses, and volatility analysis. 5. Grasp macroeconomic concepts and their impact on businesses and the economy 			

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Basic Concepts and principles: Concept of Economy, Economics, Microeconomics, Macroeconomics, Nature, and Scope of Economics-Micro Economics and Macro Economics, Managerial Economics, and its relevance in business decisions. Concept of Firm, Market, Objectives of Firm: Profit Maximization Model, Economist Theory of the Firm. Fundamental Principles of Managerial Economics - Incremental Principle, Marginal Principle, Opportunity Cost Principle, Discounting Principle, Concept of Time Perspective, Equi-Marginal Principle. Utility – Meaning, Cardinal Utility and Ordinal Utility, Utility analysis, Measurement of utility, Law of diminishing marginal utility, Indifference curve, Consumer's equilibrium - Budget line and Consumer surplus.	CLO 1	9
UNIT II		
Demand and Supply Analysis: Theory of Demand, Types of Demand.	CLO 2	9

Determinants of demand, Demand Function, Demand Schedule, Demand curve, Law of Demand, Exceptions to the law of Demand, Shifts in demand curve, Elasticity of Demand, and its measurement. Price Elasticity, Income Elasticity, Arc Elasticity. Cross Elasticity and Advertising Elasticity. Uses of Elasticity of Demand for managerial decision making, Demand forecasting meaning, Forecasting: Introduction, Meaning and Forecasting, Level of Demand Forecasting, Criteria for Good Demand Forecasting, Methods of Demand Forecasting, Survey Methods, Statistical Methods, Qualitative Methods, Demand Forecasting for a New Product. Supply & Market Equilibrium: Introduction, Meaning of Supply and Law of Supply, Exceptions to the Law of Supply, Changes or Shifts in Supply. Elasticity of supply, Factors Determining Elasticity of Supply, Practical Importance, Market Equilibrium and Changes in Market Equilibrium.		
UNIT III		
Production and Cost analysis: Concepts of Production, production function with one variable input - Law of Variable Proportions. Production function with two variable inputs and Laws of returns to scale, Indifference Curves, ISO-Quants & ISO-Cost line, least cost combination factor, Economies of scale, Diseconomies of scale. Technological progress and production function. Cost concept and analysis: Cost, Types of costs, Cost output relationship in the short-run. Cost output relationship in the Long-run. Estimation of revenue. Average Revenue, Marginal Revenue.	CLO 3	9
UNIT IV		
Market structure and Pricing Practices: -Perfect Competition, Features, Determination of price under perfect competition, Monopoly: Features, Pricing under monopoly, Price Discrimination. Monopolistic Competition: Features, Pricing Under monopolistic competition, Product differentiation. Oligopoly: Features, Kinked demand Curve, Cartels, Price leadership. Descriptive Pricing Approaches: - Full cost pricing, Product line pricing, Pricing Strategies: Price Skimming, Penetration Pricing, Loss leader pricing, Peak Load pricing.	CLO 4	9
UNIT V		
General Economics and Indian Business Environment Open and Closed Economies, Primary, secondary and Tertiary sectors and their contribution to the economy. SWOT Analysis for the Indian economy. Measuring the Economy: Measuring GDP and GDP Growth rate, Components of GDP. Business Cycle: Introduction, Meaning and Features, Phases of Business Cycles, Measures to Control Business Cycles, Business Cycles and Business Decisions. Indian Business environment: -Nature, Scope, Structure of Indian Business Environment – Internal and External Environment. Political and Legal Environment, Economic Environment, Socio – Cultural Environment, Global Environment	CLO 5	9
Total Hours		45

Text Books:

1. "Managerial Economics: Principles and Worldwide Applications" by D.N. Dwivedi (Publication: Vikas Publishing House, Edition: 2020)
2. "Managerial Economics" by Yogesh Maheshwari (Publication: PHI Learning Pvt. Ltd., Edition: 3rd, Year: 2019)

Reference Books:

1. "Managerial Economics: Analysis, Problems, Cases" by Truett and Truett (Publication: Cengage Learning, Edition: 13th, Year: 2020)
2. "Managerial Economics: Economic Tools for Today's Decision Makers" by Paul G. Keat and Philip K. Y. Young (Publication: Pearson, Edition: 9th, Year: 2021)
3. "Managerial Economics" by Christopher R. Thomas and S. Charles Maurice (Publication: McGraw-Hill Education, Edition: 12th, Year: 2020)
4. "Managerial Economics in a Global Economy" by Dominick Salvatore (Publication: Oxford University Press, Edition: 8th, Year: 2021)

Online Resources/E-Learning Resources:

1. https://www.opentextbooks.org.hk/system/files/export/15/15497/pdf/Principles_of_Management_Economics_15497.pdf
2. https://www.lpude.in/SLMs/Master%20of%20Business%20Administration/Sem_1/DEECO515_MANAGERIAL_ECONOMICS.pdf

COURSE CURRICULUM

Name of the Program:		MBA		Semester: I		Level: PG	
Course Name		Accounting for Managers		Course Code/ Course Type		PMG 103/MAJM	
Course Pattern		2025		Version		1.0	
Teaching Scheme				Assessment Scheme			
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
3	-	-	3	3	40	60	-
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):				The objectives of Accounting for Managers are: <ol style="list-style-type: none"> 1. Recall accounting as an information system and the language of business. 2. Recognize the preparation and presentation of financial statements. 3. Apply various financial tools and techniques for enhanced analytical power in decision-making. 4. Evaluate current trends and social responsibility accounting. 5. Design and create familiarity with accounting in difficult economic conditions. 			
Course Learning Outcomes (CLO):				Students would be able to: <ol style="list-style-type: none"> 1. Comprehend accounting during difficult times to ensure sustainability. 2. Comprehend and apply accounting concepts, principles, and conventions for routine monetary transactions. 3. Comprehend and prepare financial statements and cash flow in accordance with Generally Accepted Accounting Principles. 4. Comprehend and analyze the financial statements of a company. 5. Recognize various types of accounting and utilize technology and social responsibility to facilitate and enhance accounting and financial reporting processes. 			

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Introduction to Financial Accounting: Meaning and Scope of Accounting, Nature of Accounting, Accounting Concepts and Conventions, GAAP, Types of accounts, Double Entry System of Accounting, recording of transactions: journalizing, ledger posting, preparation of Trial Balance. Final Account	CLO 1	09
UNIT II		
Preparation of Financial Statements: Preparation of Companies Financial	CLO 2	09

Statements: as per Revised Schedule III of Companies Act, 2013: Income Statement and Balance Sheet, Cash flow Statement as Per AS-3. Accounting for Depreciation		
UNIT III		
Analysis of Financial Statements: Comparative and Common Size Statement, Trend Analysis, Inter Firm Comparison, Ratio Analysis: Liquidity ratios, Solvency ratios, Profitability ratios, activity/turnover ratios, Market capitalization ratios; DuPont Analysis	CLO 3	09
UNIT IV		
Introduction to Cost & Management Accounting: Elements of Cost, Cost Classification, Preparation of cost sheet. Marginal Costing and Cost Volume Profit Analysis, Budgeting-Fixed & Flexible budget.	CLO 4	09
UNIT V		
Latest Developments, Trends & Practices: Human Resource Accounting, Forensic Accounting, Accounting for corporate social responsibility, Introduction to Sustainability Accounting, ESG reporting.	CLO 5	09
Total Hours		45

Textbooks:

1. "Financial Accounting for Management: Text and Cases" by Amrish Gupta Edition: Latest edition available at the time (e.g., 10th edition as of 2022) Publication Year: Varies depending on the edition
2. "Management Accounting" by Dr. M. N. Arora Edition: Latest edition available at the time (e.g., 5th edition as of 2022) Publication Year: Varies depending on the edition
3. "Accounting for Managers" by Dr. R. N. Pillai and Bagavathi Edition: Latest edition available at the time (e.g., 1st edition as of 2022) Publication Year: Varies depending on the edition

References:

1. "Management Accounting: Text, Problems and Cases" by M. N. Arora Edition: Latest edition available at the time (e.g., 4th edition as of 2022) Publication Year: Varies depending on the edition.
2. "Management Accounting: Principles and Practice" by V. K. Saxena and C. D. Vashist Edition: Latest edition available at the time (e.g., 5th edition as of 2022) Publication Year: Varies depending on the edition
3. "Accounting for Management" by Amresh Kumar Edition: Latest edition available at the time (e.g., 3rd edition as of 2022) Publication Year: Varies depending on the edition

Online Resources/E-Learning Resources

1. https://www.edx.org/learn/accounting/indian-institute-of-management-bangalore-accounting-for-decision-making?index=product&queryID=6bf502c060e5bf1b2c483d59f568f4f0&position=3&linked_from=autocomplete&c=autocomplete
2. https://www.edx.org/learn/management-accounting/indian-institute-of-management-bangalore-management-accounting-for-decision-making?index=product&queryID=6bf502c060e5bf1b2c483d59f568f4f0&position=4&linked_from=autocomplete&c=autocomplete
3. <https://archive.nptel.ac.in/courses/110/105/110105146/>

COURSE CURRICULUM

Name of the Program:		MBA		Semester : I		Level: PG	
Course Name		Business Statistics & Analytics		Course Code/ Course Type		PMG 104/MAJM	
Course Pattern		2025		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theor y	Practic al	Tutori al	Total Credits	Hours	CIA (Continuou s Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
3	0	0	3	3	40	60	0
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):		<p>The objectives of Business Statistics & Analytics are:</p> <ol style="list-style-type: none"> 1. Recall the different basic concepts/fundamentals of business statistics. 2. Recognize the importance of measures of Descriptive statistics, which includes measures of central tendency, Measures of Dispersion, Time Series Analysis, Index Number, Correlation and Regression analysis, and their implication on Business performance. 3. Apply the concept of Probability and its usage in various business applications. 4. Evaluate the Hypothesis Testing concepts and use inferential statistics - t, F, Z Test, and Chi Square Test. 5. Design and create the practical application of Descriptive and Inferential Statistics concepts and their uses for Business Analytics. 					
Course Learning Outcomes (CLO):		<p>Students would be able to:</p> <ol style="list-style-type: none"> 1. Gain Knowledge of basic concepts / fundamentals of business statistics. 2. Compute various measures of central tendency, Measures of Dispersion, Time Series Analysis, Index Number, Correlation and Regression analysis and their implication on Business performance. 3. Evaluate basic concepts of probability and perform probability theoretical distributions 4. Apply Hypothesis Testing concepts and able to apply inferential statistics- t, F, Z Test and Chi Square Test 5. Perform practical application by taking managerial decisions and evaluating the Concept of Business Analytics. 					

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Descriptive Statistics: Meaning, Scope, types, functions and limitations of statistics, Measures of Central tendency – Mean, Median, Mode, Quartiles, Measures of Dispersion – Range, Inter quartile range, Mean deviation, Standard deviation, Variance, Coefficient of Variation, Skewness and Kurtosis.	CLO 1	9
UNIT II		
Time Series & Index Number: Time series analysis: Concept, Additive	CLO 2	9

and Multiplicative models, Components of time series, Trend analysis: Least Square method - Linear and Non- Linear equations, Applications in business decision-making. Index Numbers: - Meaning, Types of index numbers, uses of index numbers, Construction of Price, Quantity and Volume indices: - Fixed base and Chain base methods.		
UNIT III		
Correlation & Regression Analysis : Correlation Analysis: Rank Method & Karl Pearson's Coefficient of Correlation and Properties of Correlation. Regression Analysis: Fitting of a Regression Line and Interpretation of Results, Properties of Regression Coefficients and Relationship between Regression and Correlation.	CLO 3	9
UNIT IV		
Probability Theory & Distribution : Probability: Theory of Probability, Addition and Multiplication Law, Bayes' Theorem Probability Theoretical Distributions: Concept and application of Binomial; Poisson and Normal distributions.	CLO 4	9
UNIT V		
Hypothesis Testing & Business Analytics: Hypothesis Testing: Null and Alternative Hypotheses; Type I and Type II errors; Testing of Hypothesis: Large Sample Tests, Small Sample test, (t, F, Z Test and Chi Square Test) Concept of Business Analytics- Meaning types and application of Business Analytics, Use of Spreadsheet to analyze data-Descriptive analytics and Predictive analytics.	CLO 5	9
Total Hours :		45

Learning resources

Textbooks:

1. S. C.Gupta – Fundamentals of Statistics, Himalaya Publishing,2025-25
2. N D Vohra - Business Statistics, TATA McGrawHill,2017
3. G C Beri – Business Statistics, 3rd ed, TATA McGrawHill,2017

Reference Books:

1. "Principles of Statistics" by M.G. Bulmer
2. "Statistics for Management" by Richard I. Levin, David S. Rubin
3. Ken Black – Business Statistics, 5th ed., Wiley India

Online Resources/E-Learning Resources

1. <https://open.umn.edu/opentextbooks/textbooks/509>
2. <https://libguides.wccnet.edu/oer-subjects/business-statistics>
3. <https://openstax.org/details/books/introductory-business-statistics>

PROFESSIONAL ELECTIVES

COURSE CURRICULUM

Name of the Program:		MBA		Semester : I		Level: PG	
Course Name		Marketing Management		Course Code/ Course Type		PMG 121A/Elective	
Course Pattern		2025		Version		1.0	
Teaching Scheme				Assessment Scheme			
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
3	0	0	3	3	40	60	0
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):				<p>The objectives of Marketing Management are:</p> <ol style="list-style-type: none"> To recall the goals of this programme are to motivate the students and to help them inculcate some of the fundamentals of marketing and applications To recognize what marketing is all about and how it has impacted the world and their country Apply some of the major marketing concepts, sales & promotion strategies, communication tools, pricing strategies and methods Analyze leveraging of effective communication channels in Marketing Evaluate the global trends and derive specific strategies to stay competitive 			
Course Learning Outcomes (CLO):				<p>Students would be able to:</p> <ol style="list-style-type: none"> To identify scope of marketing and consumer behavior patterns Explain an understanding of fundamental and major concepts of marketing and research To apply the Ps of marketing and formulate strategies for the market Analyze the communication & promotion strategies Analyze the emerging issues in marketing 			

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
Module I		
Module 1: Foundations of Marketing – Introduction to Marketing, Fundamental Concepts in Marketing, Case Study Discussions, Marketing in the Service Industry, The Evolution of Marketing Practices, Modern Marketing Trends and Challenges	CLO 1	9
Module II		
Module 2: Marketing Strategy & Competitive Analysis – Understanding Competitor Analysis, Setting Marketing Objectives, Strategy Development	CLO 2	9

and Core Competencies, Overview of the PESTEL Framework, Competitive Market Analysis, Case Study Exploration		
Module III		
Module 3: Marketing Research & Consumer Insights – Introduction to Marketing Information Systems, Key Components of a Marketing Information System, Steps in the Marketing Research Process, Market Decision Problems & Research Problems (MDP & MRP), Basics of Exploratory Research, Advanced Exploratory Research, Causal Research Methods, Measurement and Scaling Techniques, Designing Questionnaires and Sampling Methods, Various Sampling Techniques in Marketing Research, Data Collection, Processing, and Analysis, Multivariate Analysis in Marketing Research	CLO 3	9
Module IV		
Module 4: Consumer Behavior & Decision-Making – Introduction to Consumer Behavior & Need Recognition, Information Search Process in Consumer Decision Making, Socio-Cultural Factors Affecting Consumer Behavior, Psychological Influences on Consumer Choices, Evaluating Alternatives Before Purchase, Consumer Purchase and Post-Purchase Behavior, Understanding Service Consumption, Structural Models of Consumer Attitude	CLO 4	9
Module V		
Module 5: Market Segmentation, Positioning & Strategy – Industrial Buying Behavior - Part I, Industrial Buying Behavior - Part II, Industrial Marketing and the Buying Process, Three Key Aspects of Industrial Buyer Behavior, Revisiting the Consumer Decision-Making Process, Identifying and Evaluating Market Opportunities, Market Segmentation - Part II, Target Market Selection and Segmentation, Strategies for Post-Segmentation Marketing, Fundamentals of Marketing Strategy, Positioning Strategies in Marketing, B2B Market Segmentation and Targeting, Effective Positioning and Branding Strategies	CLO 5	9
Total Hours :		45

Learning resources

Textbooks:

1. "Principles of Marketing" by Philip Kotler and Gary Armstrong (19th Edition), 2023
2. "Marketing: An Introduction" by Gary Armstrong and Philip Kotler (14th Edition) 2020
3. "Marketing Management" by Philip Kotler and Kevin Lane Keller (15th Edition)

Reference Books:

1. "Marketing: A Love Story: How to Matter to Your Customers" by Bernadette Jiwa
2. "Influence: The Psychology of Persuasion" by Robert Cialdini (Revised Edition)
3. "Contagious: How to Build Word of Mouth in the Digital Age" by Jonah Berger

Online Resources/E-Learning Resources

1. <https://old.mu.ac.in/wp-content/uploads/2020/09/Marketing-Management-Paper-III-Eng.pdf>
2. <https://josephcollege.ac.in/lms/Uploads/pdf/material/MM.pdf>
3. <https://drnishikantjha.com/papersCollection/Marketing%20Management.pdf>

COURSE CURRICULUM

Name of the Program:		MBA		Semester : I		Level: PG	
Course Name		International Business		Course Code/ Course Type		PMG 121B/ Elective	
Course Pattern		2025		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theor y	Practic al	Tutori al	Total Credits	Hours	CIA (Continuou s Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
3	0	0	3	3	40	60	NA
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):		<p>The objectives of International Business are:</p> <ol style="list-style-type: none"> 1. Provide foundational understanding of international business and its dynamic environment. 2. Develop analytical tools for decision-making in global trade and investment. 3. Introduce the role of MNCs, trade agreements, and economic institutions in shaping international markets. 4. Examine ethical, ecological, and cultural aspects of operating in international environments. 5. Prepare students for strategic thinking and adaptability in a globalized business world. 					
Course Learning Outcomes (CLO):		<p>Students would be able to:</p> <ol style="list-style-type: none"> 1. Describe key concepts, drivers, and modes of entry into international business, and explain the impact of globalization and MNCs. 2. Explain the impact of international economic, political, legal, technological, and cultural environments on business decisions. 3. Apply theories of international trade, FDI, and investment strategies to real-world business scenarios. 4. Analyze the functions and roles of international institutions and trade agreements in shaping global business environments. 5. Evaluate emerging issues like sustainability, digitalization, global value chains, and crises to formulate responsible global business responses. 					

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
Unit 1		
Introduction to International Business: Nature, scope, and importance of international business. Globalization and its implications. Modes of entry into international markets. Internationalization process. Multinational Corporations (MNCs): evolution, features, roles, and impacts. Reverse globalization and current global trade trends.	CLO 1	9
Unit 2		
International Business Environment: Nature and significance of international environment. Interconnectedness of global and local factors. Types of political systems. Political risks and risk mitigation. Government interventions and	CLO 2	9

protectionism. Market economies vs. planned economies. Emerging vs. developed markets. Role of economic indicators (GDP, inflation, interest rates, etc.) Key international business laws. Regulatory challenges for MNCs. Dispute resolution mechanisms (e.g., ICSID, WTO dispute settlement). Hofstede's Dimensions, Trompenaars Model. Cross-cultural negotiations and communication. Cultural intelligence in international marketing. Global tech trends affecting trade and marketing. Role of e-commerce and AI in global expansion. Environmental Scanning & Analysis Tools		
Unit 3		
International Trade and Investment - Theories of international trade. Foreign Direct Investment (FDI) vs. Foreign Portfolio Investment (FPI). Motives and modes of FDI: Greenfield, Brownfield, M&A. IPR issues and technology transfer. Basics of forex market and trade financing.	CLO3	9
Unit 4		
International Institutions and Agreements - WTO, IMF, World Bank, UNCTAD – functions and relevance. Trade barriers – tariffs and non-tariff barriers. Balance of Payment – components and significance. Regional trade blocs (EU, ASEAN, NAFTA/USMCA, etc.). Introduction to International Financial Reporting Standards (IFRS)	CLO4	9
Unit 5		
Contemporary Issues in International Business - Ecological and sustainability concerns. Outsourcing and global value chains. Impact of digitization and AI in international trade. Labor standards and environmental issues. Effects of global crises (e.g., COVID-19 pandemic) on global business	CLO5	9
Total Hours		45 hours

Learning resources

Textbooks:

- Global Business Management by Adhikary, Manab, Macmillan Publishers, New Delhi.
- International Business Environment by Black and Sundaram, Prentice Hall of India, New Delhi
- Economic Environment Of Business by Gosh, Biswanath, South Asia Book, New Delhi.
- International Business by Aswathappa Tata Mc Graw Hill publications, New Delhi.

References:

- International Economies by D.N. Krithani.
- International Business by Roger Bennett
- Business Environment by C.B. Gupta
- International Business by Francis Cherunillam

COURSE CURRICULUM

Name of the Program:		MBA		Semester : I		Level: PG	
Course Name		Minor Project (Start-up)		Course Code/ Course Type		PMG 120/ FP	
Course Pattern		2025		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theor y	Practic al	Tutori al	Total Credits	Hours	CIA (Continuou s Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
1	1	-	2	3	50	0	0
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):		<p>The objectives of Minor Project (Start-up) are:</p> <ol style="list-style-type: none"> 1. Recall key entrepreneurial concepts, market trends, and business planning frameworks. 2. Recognize market opportunities, gaps, and customer needs through analysis and research. 3. Apply entrepreneurial skills to generate ideas, validate concepts, and develop business plans. 4. Evaluate the effectiveness and viability of start-up ideas and plans through feedback and validation. 5. Design and implement innovative solutions, business plans, and prototypes for start-up ventures. 					
Course Learning Outcomes (CLO):		<p>Students would be able to:</p> <ol style="list-style-type: none"> 1. Apply knowledge of theoretical concepts in entrepreneurship to real-world start-up scenarios. 2. Apply knowledge of market analysis techniques to identify opportunities and inform decision-making. 3. Analyze market data and feedback to make informed decisions in start-up ventures. 4. Evaluate the start-up ideas and plans for feasibility and effectiveness. 5. Create innovative solutions for start-up concepts and prototypes to address market needs. 					

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Introduction to Start-up Ecosystem: Overview of entrepreneurship and start-up culture. Entrepreneurship Fundamentals. Characteristics of Successful Entrepreneurs. Types of start-ups: technology-based & social enterprises. Identifying market gaps and opportunities. Role of innovation in start-up success. Ethical considerations in start-up development. Start-Up Ecosystem	CLO 1	3
UNIT II		
Ideation and Opportunity Recognition: Ideation techniques: brainstorming,	CLO 2	3

mind mapping, etc. Identifying customer pain points and unmet needs. Developing a unique value proposition (UVP). Creativity and design thinking in start-up ideation. Creativity and Innovation. Market Research and Analysis. Idea Generation and Screening.		
UNIT III		
Market Research and Customer Validation: Importance of market research for start-ups. Conducting primary and secondary research. Identifying target customer segments. Customer validation techniques: surveys, interviews, etc. Analyzing competition and market trends. Ethical considerations in gathering and using market research data. Financial modeling and projections for start-ups.	CLO 3	3
UNIT IV		
Business Plan Development: Structure and components of a start-up business plan. Writing a compelling executive summary. Defining the start-up's mission, vision, and values. Marketing strategies and go-to-market plan. Business Model Canvas. Operational planning and team structure. Ethical considerations in business plan presentation and transparency.	CLO 4	3
UNIT V		
Understanding User-Centric Design and Prototyping: Understanding user-centric design revolves around prioritizing user needs, preferences, and behaviors in the design process. Low-fidelity prototypes for early-stage exploration, high-fidelity prototypes for detailed testing. Analyze user feedback to identify strengths, weaknesses, and areas for improvement in the prototype.	CLO 5	3
Total Hours		15 Hours

Practical Plan

Sr. No	Assignment/ Practical/Activity Title	Week Number/Turn	Details	CLO	Hours
1.	Practical 1: Exploring Entrepreneurial Opportunities	Week 1	Idea Generation Session: Brainstorm potential business ideas individually or in groups by considering interests, skills, and market trends.	CLO1	2
		Week 2	Research and analyze market trends to identify gaps and opportunities in specific industries or niches.		2
		Week 3	Invite a successful entrepreneur or industry expert to share their experiences, insights, and challenges faced during their entrepreneurial journey.		2
2.	Practical 2: Customer Discovery and Validation	Week 4	Design surveys to gather insights from potential customers regarding their preferences, needs, and pain points related to specific products or services.	CLO 2	2
		Week 5	Conduct interviews to identify real-world problems or pain points faced by target customers through surveys, interviews, or		2

			observation and validate business ideas by gathering feedback.		
		Week 6	Based on the identified pain points, develop potential solutions or product/service offerings to address the identified needs.		2
3.	Practical 3: Strategic Planning and Business Model Development	Week 7	Use various techniques such as SWOT analysis, PESTEL analysis, and Porter's Five Forces to validate the opportunities identified in the market.	CLO 3	2
		Week 8	Work on structuring and writing a comprehensive business plan, including defining the mission, vision, and values, outlining marketing strategies, revenue models, and operational planning.		2
		Week 9	Use the Business Model Canvas framework to visualize and iterate their business models, focusing on key elements such as value proposition, customer segments, channels, and revenue streams.		2
4.	Practical 4: Innovative Product Development and Pitch Presentation	Week 10	Present business plans in a simulated investor pitch scenario, where they showcase their start-up ideas, value propositions, revenue models, and operational plans.	CLO 4	2
		Week 11	Conceptualize product ideas using methods like sketching, modeling, or creating physical mock-ups with readily available materials.		2
		Week 12	Create low-fidelity prototypes of their product using basic materials like cardboard, foam, or clay, focusing on representing the core functionalities and features of the product.		2
5.	Practical 5: User Feedback and Prototype Iteration	Week 13	Conduct user feedback sessions by presenting prototypes to peers or potential users from diverse backgrounds and gather feedback on usability, functionality, and overall user experience, and make notes for iteration.	CLO 5	2
		Week 14	Iterate and improve prototypes to address any usability issues, enhance functionality, or incorporate new features based on user preferences.		2
		Week 15	Prepare comprehensive presentations showcasing their start-up ideas, product prototypes, business plans, and market validation findings.		2
Total Hours					30

Textbooks:

1. "Startup Opportunities: Know When to Quit Your Day Job" by Sean Wise and Brad Feld, Wiley, 2nd Edition.
2. "Disciplined Entrepreneurship: 24 Steps to a Successful Startup" by Bill Aulet, Wiley, 2nd Edition, 2025.
3. "The Art of Startup Fundraising: Pitching Investors, Negotiating the Deal, and Everything Else Entrepreneurs Need to Know" by Alejandro Cremades, John Wiley & Sons Inc, 1st edition (22 April 2016)

Reference Books:

1. "The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses" by Eric Ries, Crown Currency; Illustrated edition (13 September 2011).
2. "Zero to One: Notes on Startups, or How to Build the Future" by Peter Thiel and Blake Masters, Random House; 2014th edition (18 September 2014).
3. "Entrepreneurship Development" by S Anil Kumar, S C Poornima, M K Abraham, K Jayashree, NEW AGE International Pvt Ltd; Second edition (11 September 2023).

Online Resources/E-Learning Resources:

1. "Becoming an Entrepreneur" by Massachusetts Institute of Technology (edX)
2. "Thinking & Acting like an Entrepreneur" by RWTH Aachen University (edX)
3. "The Entrepreneurial Mindset" by Babson College (edX)

COURSE CURRICULUM

Name of the Program:		MBA		Semester : I		Level: PG	
Course Name		Business Fundamentals in Contemporary world		Course Code/ Course Type		PMG 125/ MOOC	
Course Pattern		2025		Version		1.0	
Teaching Scheme				Assessment Scheme			
Theory	Practical	Tutorial	Total Credits	Hours	CIA	ESA	Practical/Oral
4	-	-	4	4	40	60	-
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):		<p>The objectives of course -</p> <ol style="list-style-type: none"> Understand Core Business Principles: Gain foundational knowledge of key business functions such as marketing, finance, operations, and management. Analyze Global Business Dynamics: Explore how globalization, economic trends, and cultural factors influence business strategies in a contemporary context. Embrace Ethical and Sustainable Practices: Recognize the importance of ethics, sustainability, and corporate social responsibility in modern business decision-making. Leverage Technology and Innovation: Understand the impact of digital transformation, big data, and emerging technologies on business operations and competitive advantage. Develop Strategic Thinking Skills: Enhance problem-solving and decision-making abilities to address complex challenges in today's dynamic business environment. 					
Course Learning Outcomes (CLO):		<p>Students would be able to:</p> <ol style="list-style-type: none"> Recall fundamental business concepts and terminology across key domains such as marketing, finance, and management. Explain how global economic, social, and technological trends influence contemporary business practices. Apply business theories and tools to solve real-world case studies and develop actionable strategies. Analyze complex business scenarios to identify challenges, assess risks, and evaluate opportunities. Critically evaluate the ethical and sustainability implications of business decisions in diverse contexts. 					

Course Contents/Syllabus:

Descriptors/Topics	Level	Hours
Module I		
<i>Power BI Fundamentals Offered by Corporate Finance Institute</i>	Beginner	9
Module II		
<i>Foundation of Project Management Offered by Google</i>	Beginner	18
Module III		
<i>Entrepreneurial Mindset Offered by Tecnológico de Monterrey</i>	Beginner	16

Module IV		
Launch Your Online Business Offered by The State University of New York	Beginner	17
Total Hours		30 Hours

SEMESTER II

COURSE CURRICULUM

Name of the Program:		MBA		Semester : II		Level: PG	
Course Name		Financial Management for Managers		Course Code/ Course Type		PMG 109 / MAJM	
Course Pattern		2025		Version		1.0	
Teaching Scheme				Assessment Scheme			
Theor y	Practic al	Tutoria l	Total Credits	Hours	CIA	ESA	Practical/Oral
3	-	-	3	3	40	60	-
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):		<p>The objectives of Financial Management for Managers are:</p> <ol style="list-style-type: none"> 1. Explain the fundamental concepts, scope, objectives, and evolution of Financial Management, including risk–return trade-off and time value of money. 2. Apply capital budgeting techniques and cost of capital concepts to evaluate investment projects under certainty and capital rationing conditions. 3. Analyze capital structure decisions and leverage effects using theoretical frameworks and EBIT–EPS analysis. 4. Evaluate dividend policies and corporate payout decisions using dividend theories and numerical models. 5. Design effective working capital management strategies by integrating cash, inventory, receivables, and payables management for value maximization. 					
Course Learning Outcomes (CLO):		<p>Students would be able to:</p> <ol style="list-style-type: none"> 1. Comprehend the scope, objectives, risk–return trade-off and apply time value of money concepts to solve financial decision-making problems. 2. Apply and analyze capital budgeting techniques and cost of capital concepts to evaluate and select investment projects. 3. Analyze and evaluate capital structure theories and leverage decisions using EBIT–EPS and risk analysis. 4. Evaluate dividend policies and payout decisions using dividend theories, numerical models, and case analysis. 5. Apply, analyze, and design effective working capital management strategies for optimal short-term financial performance. 					

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Introduction to Financial Management: its Evolution, Definition, Scope, and Objectives (Profit Maximization and Wealth Maximization), Capitalization, Functions of Finance Manager in Modern Age, Concept of Risk and Return, Corporate Governance and Agency Problem, Time Value of Money: Concept and numerical on compounding and discounting including annuity and perpetuity. Comprehensive Numerical.	CLO 1	9
UNIT II		
Capital Budgeting Decisions and Cost of Capital: Project Planning, Project report and feasibility study. Definition, features, challenges, types and assumptions of Capital budgeting decisions, financial viability tests / Evaluation techniques: Merits and demerits of each (ARR, PBP,	CLO 2	9

NPV, PI, IRR, Modified IRR), Project selection under capital rationing. Decision for projects with unequal lives. Concept of Cost of Capital: Cost of Equity, Debt, Preference and Reserves / Retained earnings, Weighted average cost of capital. Comprehensive Numerical / case.		
UNIT III		
Capital Structure Decisions and Leverage: Capital Structure: Meaning and Factors determining Capital Structure, Different sources of finance, Optimal Capital Structure, Theories of Capital Structure: NI approach, Traditional Approach, NOI Approach, MM Approach, The Trade-off theory. EBIT-EPS-MPS Analysis, Financial Break Even Point, Indifference Point Analysis and EPS Volatility. Leverage analysis: Meaning and types. Operating, financial and combined leverage along with its implications. Comprehensive Numerical / case.	CLO 3	9
UNIT IV		
Dividend Decision: - Dividend Meaning Forms / types. Significance of dividend; Factors affecting Dividend Policy; Types of Dividend Policies; Walter Dividend Model; Gordon Dividend Model; MM Dividend Hypothesis; Stock Splits and Share Buyback; Comprehensive Numerical / case.	CLO 4	9
UNIT V		
Working Capital Management – WCM Concept meaning components and classification; Determinants and need of Working Capital; Approaches of financing working capital requirements; Working Capital Cycle; Management of Cash; Management of Inventory; Management of Receivables and Payables; Financing Working capital requirements. Comprehensive Numerical/Case on Capital budgeting, Capital Structure, Leverage and Dividend Policy	CLO 5	9
Total Hours		45

Learning resources

Text Books:

1. "Financial Management: Theory and Practice" by Prasanna Chandra (McGraw-Hill Education, Edition: 11th, Year: 2021)
2. "Financial Management: Text, Problems and Cases", Ravi M Kishore (Taxmann Publications, Edition: 5th, Year: 2019)

Reference Books:

1. "Financial Management: Text, Problems and Cases" by M.Y. Khan and P.K. Jain (McGraw-Hill Education, Edition: 8th, Year: 2020)
2. "Fundamentals of Financial Management" by Eugene F. Brigham and Joel F. Houston (Cengage Learning, Edition: 16th, Year: 2021)
3. "Corporate Finance" by Jonathan Berk and Peter DeMarzo (Pearson, Edition: 5th, Year: 2020)
4. "Financial Management: Principles and Applications" by Sheridan Titman, Arthur J. Keown, and John D. Martin (Pearson, Edition: 15th, Year: 2019)

Online Resources/E-Learning Resources:

1. <https://ocw.mit.edu/courses/15-401-finance-theory-i-fall-2008/pages/syllabus/>
2. <https://ocw.mit.edu/courses/15-414-financial-management-summer-2003/>
3. <https://ocw.mit.edu/courses/15-402-finance-theory-ii-spring-2003/>

COURSE CURRICULUM

Name of the Program:		MBA (G)			Semester : II		Level: PG
Course Name		Operations and Supply Chain Management			Course Code/ Course Type		PMG110 /MAJM
Course Pattern		2025			Version		1.0
Teaching Scheme					Assessment Scheme		
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
3	-	-	3	3	40	60	-
Pre-Requisite:							
Course Objectives (CO):				The objectives of Operations and Supply Chain Management are: <ol style="list-style-type: none"> 1. Recall definitions, significance, and historical evolution. 2. Recognize different types of operations processes and layouts. 3. Apply concepts of demand forecasting and capacity planning methods. 4. Evaluate SCM models and customer service metrics. 5. Design and create integrated solutions considering key enablers and challenges. 			
Course Learning Outcomes (CLO):				Students would be able to: <ol style="list-style-type: none"> 1. Apply knowledge of operations and SCM to optimize business processes. 2. Analyze operational data to identify patterns, trends, and areas for improvement. 3. Apply inventory planning and control methods such as EOQ, ABC analysis, and inventory turns ratios. 4. Evaluate the effectiveness of supply chain management strategies in terms of collaboration, responsiveness, and customer service. 5. Create solutions for supply chain challenges by integrating facilities, inventory, transportation, information, sourcing, and pricing effectively. 			

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Introduction to Operations and Supply Chain Management: Definition, Concept, Significance and Functions of Operations and SCM. Evolution from manufacturing to operations management, Physical distribution to Logistics to SCM, Physical Goods and Services Perspectives. Quality: Definitions from various Perspectives, Customers view and Manufacturer's view, Concept of Internal Customer, Overview of TQM and LEAN Management, Impact of Global Competition, Technological Change, Ethical and Environmental Issues on Operations and Supply Chain functions.	CLO 1	9
UNIT II		
Operations Processes: Process Characteristics in Operations: Volume Variety and Flow. Types of Processes and Operations Systems - Continuous Flow system and intermittent flow systems. Process Product Matrix: Job Production, Batch Production, Assembly line and Continuous Flow, Process and Product Layout. Service System. Design Matrix: Design of Service Systems, Service Blueprinting.	CLO 2	9
UNIT III		

Production Planning & Control (PPC): Role and Functions of PPC Demand Forecasting: Forecasting as a Planning Tool, Forecasting Time Horizon, Sources of Data for forecasting, Accuracy of Forecast, Capacity Planning. Production Planning: Aggregate Production Planning, Alternatives for Managing Demand and Supply, Master Production Schedule, Capacity Planning - Overview of MRP, CRP, DRP, MRP II. Production Control: Scheduling, Loading, Scheduling of Job Shops and Floor Shops, Gantt Charts.	CLO 3	9
UNIT IV		
Inventory Planning and Control: Continuous and intermittent demand system, concept of inventory, need for inventory, and types of inventory - seasonal, decoupling, cyclic, pipeline, and safety - Implications for Inventory Control Methods. Inventory Costs - Concept and behaviour of ordering cost, carrying cost, and shortage cost. EOQ – definition, Basic EOQ Model, EOQ with discounts. Inventory control - Classification of material - ABC Analysis -VED, HML, FSN, GOLF, SOS. (Numerical expected on Basic EOQ, EOQ with discounts & ABC), Inventory turns ratios, Fixed Order Quantity Model - Periodic Review and Re-order Point	CLO 4	9
UNIT V		
Supply Chain Management: Generalized Supply Chain Management Model – Key Issues in SCM – Collaboration, Enterprise Extension, responsiveness, Cash-to-Cash Conversion. Customer Service: Supply Chain Management and customer service linkages, Availability service reliability, perfect order, customer satisfaction. Enablers of SCM - Facilities, Inventory, Transportation, Information, sourcing, Pricing.	CLO 5	9
Total Hours		45

Learning resources

Textbooks:

1. Operations Management Theory & Practice, B. Mahadevan , Pearson.
2. Operations Now - Supply Chain Profitability & Performance, Byron J. Finch, McGraw Hill.
3. Production and Operations Management, R B Khanna, PHI, New Delhi.

Reference Books:

1. Supply Chain Logistics Management, Donald Bowersox, David Closs, M Bixby Cooper, Tata McGraw Hill.
2. Operations Management, William J. Stevenson, TMGH.
3. Operations Management, Lee Krajewski, Larry Ritzman, Manoj Malhotra, Pearson Education.
4. Introduction to Materials Management, J.R. Tony Arnold, Stephen Chapman, Ramakrishnan, Pearson.

Online Resources/E-Learning Resources

1. Swayam MOOC Course: Supply Chain Analytics by IIT Roorkee ([Course Link](#))
2. Online Book: Supply Chain Management: Strategy, Planning, and Operation. Author Sunil Chopra (Kellogg School of Management, Northwestern University), Peter Meindl (Stanford University). Pearson Publication ([Book Link](#))
3. MOOC Course: Operations And Supply Chain Management- IIT Madras ([Course Link](#))
4. MOOC Course: Supply Chain Management and Capacity Planning ([Course Link](#))

COURSE CURRICULUM

Name of the Program:		MBA		Semester: II		Level: PG	
Course Name		Business Research Methods		Course Code/ Course Type		PMG 111/MAJM	
Course Pattern		2025		Version		1.0	
Teaching Scheme				Assessment Scheme			
Theor y	Practic al	Tutori al	Total Credits	Hours	CIA (Continuou s Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
3	0	0	3	3	40	60	0
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):				<p>The objectives of Business Research Methods are:</p> <ol style="list-style-type: none"> 1. Recall the basic framework of the research process. 2. Recognize various research designs and techniques. 3. Apply various sources of information for literature review and data collection. 4. To analyze knowledge of the research process by conducting a literature review in their research area of interest. 5. Evaluate a possible research interest area to be taken ahead in their business research projects later and conduct an independent publishable research project. 			
Course Learning Outcomes (CLO):				<p>Students would be able to:</p> <ol style="list-style-type: none"> 1. Generate ideas and comprehend core business problems, distilling them into research problems related to constructs. 2. Explain advanced design, methodologies, and analysis in business research methods through comprehension. 3. Apply past literature for a deeper comprehension of how to address identified problems. 4. Analyze and support the association of variables in the conceptual model with theory and outcomes from relevant published articles, evaluating with primary tools. 5. Comprehend the makings of a robust and good report for decision-making and evaluation. 			

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Introduction Business Research: Definition-Types of Business Research & Scientific Investigation, The Language of Research: Concepts, Constructs,	CLO 1	9

Definitions, Variables, Propositions and Hypotheses, Theory and Models, Technology and Business Research: Information needs of Business – Technologies used in Business Research: The Internet, E-mail, Browsers and Websites, Role of Business Research in Managerial Decisions, Ethics in Business Research		
UNIT II		
Research Design and Data Collection: Business Research: Meaning, Types of Business Research, Problem Statement -Hypothesis and Testing of Hypothesis, Exploratory Research, Descriptive Research, Causal Research, Data collection Methods: Primary data, Secondary data, Nature, Types and issues in collecting Primary and Secondary data	CLO 2	9
UNIT III		
Sample design, Measurement and Scaling: Sampling Methods, Sample Size determination, Concept of Measurement and Scaling, Types of Scales: Nominal, Ordinal, Interval and Ratio scales, Attitude scales: Thurston's, Likert's, Guttman's, Semantic differential scale, Reliability and validity of scales	CLO 3	9
UNIT IV		
Collection and Analysis of Data: Sources of Data-Primary Sources of Data, Secondary Sources of Data, Data Collection Methods, Interviews, Structured Interviews and Unstructured Interviews, Face to face and Telephone Interviews. Observational Surveys, Questionnaire Construction, Organizing Questions, Structured and Unstructured Questionnaires, Guidelines for Construction of Questionnaire	CLO 4	9
UNIT V		
The Research Report: Research Reports, Components, The Title Page-Table of Contents, The Executive Summary, The Introductory Section, The Body of the Report, The Final Part of the Report, Acknowledgements, References, Appendix, Guidelines for Preparing a Good Research report Oral Presentation, Deciding on the Content, Visual Aids, The Presenter, The Presentation and Handling Questions	CLO 5	9
Total Hours		45

Learning resources

Textbooks:

1. Research Methodology, CR Kothari & Gaurav Garg (Methods & Techniques), New Age International Publishers
2. Schindler, Business Research Methods, McGraw Hill Education, 13th Edition
3. Business Research Methods International Edition-2020 edition, Bill Harley Emma Bell, Alan Bryman

Reference Books:

1. Zikmund, W. G., Carr, J. C., & Griffin, M. (2013 edition). Business Research Methods. Cengage Learning
2. Bryman, Alan & Bell, Emma (2015 edition). Business Research Methods (Fourth Edition), Oxford University Press
3. Naresh Malhotra, Marketing Research, Pearson Education. Green E. Paul, Tull S. Donald &Albaum, Gerald, Research for Marketing decisions, 6th Ed, PHI, 2006 edition

Online Resources/E-Learning Resources:

1. Learn Qualitative Research Methods Online (<https://www.coursera.org/courses?query=qualitative%20research%20methods>)
2. Market Research Specialization (<https://www.coursera.org/specializations/market-research-market-research?irgwc=1>)
3. Understanding Research Methods (<https://www.coursera.org/learn/research-methods>)

COURSE CURRICULUM

Name of the Program:		MBA	Semester : II		Level: PG		
Course Name		Operations Research	Course Code/ Course Type		PMG 112 /MAJM		
Course Pattern		2025	Version		1.0		
Teaching Scheme					Assessment Scheme		
Theor y	Practic al	Tutori al	Total Credits	Hours	CIA (Continuou s Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
3	0	0	3	3	40	60	-
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):				The objectives of course are: <ul style="list-style-type: none"> 1. To introduce learners to the role of OR in managerial decision-making and strategic planning. 2. To develop the ability to formulate and solve Linear Programming Problems (LPP) using graphical and simplex methods. 3. To build competency in solving transportation, assignment, and game theory models for business optimization. 4. To apply sequencing and queuing models for service optimization and operational efficiency. 5. To enable learners to analyze equipment replacement decisions and apply CPM/PERT in real-world project management scenarios. 			
Course Learning Outcomes (CLO):				Students would be able to: <ul style="list-style-type: none"> 1. Identify decision environments and apply appropriate OR techniques to business problems. 2. Formulate LPPs and solve them using simplex, graphical, and dual methods. 3. Solve transportation, assignment, and game theory models for optimal business resource allocation. 4. Apply sequencing and queuing models to service, production & logistics environments. 5. Make decisions on asset replacement and effectively plan, schedule, and control projects using CPM & PERT. 			

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Operations Research Foundations & Decision-Making Evolution & relevance of OR in management, Applications in supply chain, logistics, finance & service systems, Decision environments: certainty, uncertainty, risk, Decision trees, payoff tables, sensitivity analysis, Case Study: <i>Retail inventory stocking under uncertainty</i>	CLO 1	9
UNIT II – Linear Programming & Transportation Models		
LPP formulations: product mix, media planning, workforce scheduling	CLO 2	9

Graphical and simplex methods; duality & sensitivity analysis Transportation models: NWCM, LCM, VAM Optimality testing: MODI, Stepping-Stone Case Study: <i>Optimal distribution network for a logistics company</i>		
UNIT III - Assignment Models & Game Theory		
Assignment models: Hungarian method, maximization cases Travelling Salesman Variation (conceptual) Game theory: zero-sum games, pure/mixed strategies Dominance, odds, graphical methods Case Study: <i>Pricing strategies between two competing brands</i>	CLO 3	9
UNIT IV Sequencing & Queuing Models		
Sequencing rules: Johnson's algorithm (2 machines, 3 machines) Service system modeling: M/M/1 queue, M/M/C concept Arrival & service distribution modeling (Poisson & Exponential) Case Study: <i>Bank counter service optimization</i>	CLO 4	9
UNIT V Replacement & Project Management (CPM & PERT)		
Asset deterioration & lifetime cost analysis Sudden failure replacement models Project networks, CPM, PERT, crashing Resource leveling basics Case Study: <i>Construction project scheduling & crashing</i>	CLO 5	9
Total Hours :		45

Learning resources

Textbooks:

1. Sharma, J. K. (2023). *Operations research: Theory and applications* (6th ed.). Pearson.
2. Taha, H. A. (2025). *Operations research: An introduction* (11th ed.). Pearson Education. (*Latest modern OR text*)
3. Hillier, F. S., & Lieberman, G. J. (2025). *Introduction to operations research* (11th ed.). McGraw-Hill.

Reference Books:

1. Render, B., Stair, R., & Hanna, M. (2025). *Quantitative analysis for management* (14th ed.). Pearson.
2. Vohra, N. D. (2023). *Quantitative techniques in management* (5th ed.). McGraw-Hill.
3. Ravindran, A. R. (2025). *Operations research and management science handbook* (2nd ed.). CRC Press.

Online Resources/E-Learning Resources:

1. MIT OpenCourseWare. (2025). *Operations research courses and materials*. <https://ocw.mit.edu>
2. NPTEL – IIT Kanpur. (2025). *Operations research video lectures*. <https://nptel.ac.in/courses/110/104>
3. Coursera. (2025). *Operations research for decision-making*. <https://www.coursera.org>
4. Class Central. (2023). *Operations research – SWAYAM/NPTEL catalog*. <https://www.classcentral.com/course/swayam-operations-research-14219>

COURSE CURRICULUM

Name of the Program:		MBA (G)		Semester : II		Level: PG	
Course Name		Intellectual Property Rights			Course Code/ Course Type		PMG 126 / MAJM
Course Pattern		2025		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theo ry	Practic al	Tutori al	Total Credit s	Hours	CIA (Continuo us Internal Assesse ment)	ESA (End Semester Assessment)	Practical/Oral
3	-	-	3	3	40	60	-
Pre-Requisite:							
Course Objectives (CO):		<p>CO1: To introduce fundamental aspects of Intellectual Property Rights to students who are going to play a major role in development and management of innovative projects in industries.</p> <p>CO2: To disseminate knowledge on patents, patent regime in India and abroad and registration aspects</p> <p>CO3: To disseminate knowledge on copyrights and its related rights and registration aspects</p> <p>CO4: To disseminate knowledge on trademarks and registration aspects</p> <p>CO5: To disseminate knowledge on Design, Geographical Indication (GI), Plant Variety and Layout Design Protection and their registration aspects to aware about current trends in IPR and Govt. steps in fostering IPR</p>					
Course Learning Outcomes (CLO):		<p>CLO1: Explain the concept, need, and types of Intellectual Property Rights (patent, copyright, trademark, design, GI, plant varieties, layout design, trade secret) and the key international IPR instruments.</p> <p>CLO2: Apply patentability criteria (novelty, inventive step, industrial applicability) to evaluate whether an invention is patentable and identify non-patentable subject matter.</p> <p>CLO3: Describe copyright subject matter, ownership, term, registration, assignment/licensing, and distinguish copyright from related rights.</p> <p>CLO4: Identify different types of trademarks and explain the registration process, rights, assignment/licensing, and infringement remedies.</p> <p>CLO5: Explain registration and protection mechanisms for design, GI, plant variety, and layout design, and relate India's IP policy/schemes to career opportunities and real case studies.</p>					

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Overview of Intellectual Property: Introduction and the need for intellectual property right (IPR) - Kinds of Intellectual Property Rights: Patent, Copyright, Trade Mark, Design, Geographical Indication, Plant Varieties and Layout Design – Genetic Resources and Traditional Knowledge – Trade Secret - IPR in India : Genesis and development – IPR in abroad - Major International Instruments concerning Intellectual Property Rights: Paris Convention, 1883,	1	9

the Berne Convention, 1886, the Universal Copyright Convention, 1952, the WIPO Convention, 1967, the Patent Co-operation Treaty, 1970, the TRIPS Agreement, 1994		
UNIT II		
Patents: Patents - Elements of Patentability: Novelty , Non Obviousness (Inventive Steps), Industrial Application - Non - Patentable Subject Matter - Registration Procedure, Rights and Duties of Patentee, Assignment and licence , Restoration of lapsed Patents, Surrender and Revocation of Patents, Infringement, Remedies & Penalties – Patent office and Appellate Board	2	9
UNIT III		
Copyrights: Nature of Copyright - Subject matter of copyright: original literary, dramatic, musical, artistic works; cinematograph films and sound recordings - Registration Procedure, Term of protection, Ownership of copyright, Assignment and licence of copyright - Infringement, Remedies & Penalties – Related Rights - Distinction between related rights and copyrights	3	9
UNIT IV		
Trademarks: Concept of Trademarks - Different kinds of marks (brand names, logos, signatures, symbols, well known marks, certification marks and service marks) - Non Registrable Trademarks - Registration of Trademarks - Rights of holder and assignment and licensing of marks - Infringement, Remedies & Penalties - Trademarks registry and appellate board	4	9
UNIT V		
Other forms of IP Design: Design: meaning and concept of novel and original - Procedure for registration, effect of registration and term of protection Geographical Indication (GI): Geographical indication: meaning, and difference between GI and trademarks - Procedure for registration, effect of registration and term of protection Plant Variety Protection: Plant variety protection: meaning and benefit sharing and farmers' rights – Procedure for registration, effect of registration and term of protection Layout Design Protection: Layout Design protection: meaning – Procedure for registration, effect of registration and term of protection Current Contour India's New National IP Policy, 2016 – Govt. of India step towards promoting IPR – Govt. Schemes in IPR – Career Opportunities in IP - IPR in current scenario with case studies	5	9
Total Hours:		45

Learning resources

Textbooks:

1. Nithyananda, K V.. *Intellectual Property Rights: Protection and Management*. India, IN: Cengage Learning India Private Limited.
2. Neeraj, P., & Khusdeep, D. *Intellectual Property Rights*. India, IN: PHI learning Private Limited.

Reference Books:

1. Ahuja, V K. (2017). *Law relating to Intellectual Property Rights*. India, IN: Lexis Nexis.

Online Resources/E-Learning Resources

1. Subramanian, N., & Sundararaman, M. (2018). *Intellectual Property Rights – An Overview*. Retrieved from <http://www.bdu.ac.in/cells/ipr/docs/ipr-eng-ebook.pdf>
2. World Intellectual Property Organisation. (2004). *WIPO Intellectual property Handbook*. https://www.wipo.int/edocs/pubdocs/en/intproperty/489/wipo_pub_489.pdf
3. Cell for IPR Promotion and Management (<http://cipam.gov.in/>)
4. World Intellectual Property Organisation (<https://www.wipo.int/about-ip/en/>)
5. Office of the Controller General of Patents, Designs & Trademarks (<http://www.ipindia.nic.in/>)

COURSE CURRICULUM

Name of the Program:		MBA		Semester : II		Level: PG	
Course Name		Legal Aspects of Business		Course Code/ Course Type		PMG 125 / MAJM	
Course Pattern		2025		Version		1.0	
Teaching Scheme				Assessment Scheme			
Theory	Practical	Tutorial	Total Credits	Hours	CIA	ESA	Practical/Oral
3	-	-	3	3	40	60	-
Pre-Requisite:							
Course Objectives (CO):		<p>CO1: To explain core concepts, essentials, formation, performance, breach, remedies, quasi-contracts, and agency principles under the Indian Contract Act, 1872</p> <p>CO2: To remember and apply provisions of the Sale of Goods Act, 1930 and Negotiable Instruments Act, 1881 to business situations involving sales, warranties, risk, unpaid seller rights, and negotiable instrument liabilities/discharge.</p> <p>CO3: To Analyze company law (Companies Act 1956/2013) and competition law (Competition Act 2002) to interpret corporate structures, governance, compliance duties, and anti-competitive practices.</p> <p>CO4: To evaluate corporate tax planning decisions and GST compliance requirements to justify appropriate tax treatment, documentation, input tax credit, returns, and payments.</p> <p>CO5: To develop compliance-oriented solutions/policies for consumer protection, cyber law, and environmental regulations, including reporting and risk-prevention measures for business operations.</p>					
Course Learning Outcomes (CLO):		<p>CLO1: To describe and explain the essentials, types, formation, performance, breach, remedies, quasi-contracts, and agency relationships under the Indian Contract Act, 1872.</p> <p>CLO2: To use relevant legal provisions to resolve practical cases on sale of goods (title, risk, warranties, unpaid seller rights) and negotiable instruments (holder in due course, liabilities, cheques/drafts, discharge).</p> <p>CLO3: To differentiate and analyze corporate law requirements (formation, MOA/AOA, prospectus, directors' duties, winding up, governance) and competition issues (agreements, dominance, combinations).</p> <p>CLO4: To assess corporate tax and GST scenarios (time/value of supply, ITC, invoices, returns, reverse charge, e-way bill) and justify compliant tax planning and reporting decisions.</p> <p>CLO5: To design business compliance measures and reporting practices addressing consumer protection, cyber law/IT Act 2000 (cybercrime prevention), and environmental laws (water/air pollution, NGT processes).</p>					

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
THE INDIAN CONTRACT ACT 1872: Definition of contract, essentials elements and types of a contract, Formation of a contract, performance of contracts,	1	9

breach of contract and its remedies, Quasi contracts - Contract Of Agency: Nature of agency, Creation and types of agents, Authority and liability of Agent and principal: Rights and duties of principal and agents, termination of agency		
UNIT II		
THE SALE OF GOODS ACT 1930: Nature of Sales contract, Documents of title, risk of loss, Guarantees and Warranties, performance of sales contracts, conditional sales and rights of an unpaid seller NEGOTIABLE INSTRUMENTS ACT 1881: Nature and requisites of negotiable instruments. Types of negotiable instruments, liability of parties, holder in due course, special rules for Cheque and drafts, discharge of negotiable instruments	2	9
UNIT III		
COMPANY LAW AND COMPETITION ACT COMPANY ACT 1956&2013 Major principles – Nature and types of companies, Formation, Memorandum and Articles of Association, Prospectus, Power, duties and liabilities of Directors, winding up of companies, Corporate Governance. Competition Act 2002 - Introduction, Definitions, Enquiry into Certain Agreements and Dominant Position of Enterprise and Combinations.	3	9
UNIT IV		
CORPORATE TAX & GST Corporate Tax Planning, Corporate Taxes and Overview of Latest Developments in Indirect tax Laws relating to GST: An introduction including constitutional aspects, Levy and collection of CGST & IGST, Basic concept of time and value of supply, Input tax credit, Computation of GST Liability, Registration, Tax Invoice, Credit & Debit Notes, Electronic Way bill, Returns, Payment of taxes including Reverse Charge	4	9
UNIT V		
Business Regulations and Environment Laws: The Consumer Protection Act, 1986; Object – Rights of Consumers –Important Terms Consumer Complaint - Consumer Protection Councils – Redressal Machinery – District Forum – State Commission - National Commission. The Cyber Law -2000 Cyber Law -Need for Cyber laws – Cyber law In India – Information Technology Act – 2000 – Defining Cyber Crime – Types of Cyber Crimes – Preventing of Computer Crime. Business Regulations and Environment Laws: Environmental Law: Water, Air Pollution, Green Tribunal in Protecting Environment, Reporting Practices.	5	9
Total Hours :		45

Learning resources

Textbooks:

Rajdeep Banerjee, Joyeeta Banerjee, Legal Aspects of Business, Sage Publications, 1e,2022
Business law, Sathish B, Matur Tata Mcgraw Hi
Business law, D. Chandra Bose, PHI learning PVT Ltd.,

Reference Books:

Law of Business contracts in India by Sairam Bhat, Sage, www. sagepublications.com
Ravinder Kumar, Legal Aspects of Business, New Delhi: Cengage Learning, 4 th edition, 2019
V.S. Datey, GST Ready Reckoner, 9th edition, 2019

Online Resources/E-Learning Resources

Understanding Business Law (Alison) – free beginner course with certificate option

PROFESSIONAL ELECTIVE 2

COURSE CURRICULUM

Name of the Program:		MBA		Semester :II		Level: PG	
Course Name		Human Resource Management		Course Code/ Course Type		PMG 122A / Elective	
Course Pattern		2025		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theor y	Practica l	Tutoria l	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Ora l
3	-	0	3	3	40	60	NA
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):		<p>The objectives of Human Resource Management are:</p> <ol style="list-style-type: none"> 1. Recall key concepts in Human Resource Management 2. Recognise emerging trends and practices in HRM, recognizing their impact on organizational and employee management. 3. Apply methods for Human Resource Acquisition and Retention, covering HR planning, job analysis, recruitment, selection, and career planning. 4. Evaluate and interpret contemporary job descriptions and specifications, demonstrating proficiency in the job analysis process. 5. Design and create comprehensive training and development program to enhance employee skills and competencies aligned with organizational objectives. 					
Course Learning Outcomes (CLO):		<p>Students would be able to:</p> <ol style="list-style-type: none"> 1. Apply knowledge of fundamental principles of Human Resource Management. 2. Analyze HR planning and acquisition processes. 3. Evaluate performance appraisal and training effectiveness using the Kirkpatrick Model. 4. Assess various forms, components, and theories of compensation management, and analyze factors influencing remuneration decisions. 5. Create HRD strategies integrating technology and learning initiatives. 					

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Introduction to Human Resource Management: Understanding HRM: Definition, Objectives, and Scope. Structure of the HR Department. Analyzing the Core Functions & Challenges in HRM. Understanding Personnel Management (PM): Definition, Difference between HRM and PM.	CLO 1	9

Introduction to Strategic Human Resource Management (SHRM): Definition and Significance of SHRM. Nature of SHRM. Understanding the Harvard Model in HRM. Exploring the SHRM Matching Model		
UNIT II		
HR Acquisition & Retention: Definition of HRP. Identifying Needs, Significance and Benefits of HRP. Exploring the Steps and Process of HRP. Techniques of HR Demand Forecasting. Methods of HR Supply Forecasting. Challenges in HRP. Process of Job Analysis. Defining & distinguishing between Job Description and Job Specification. Defining Job Design (JD). Process of JD. Understanding Job Enrichment. Understanding Recruitment. Exploring Various Sources & Methods of Recruitment. Differentiating Between Recruitment and Selection. Process of Selection. Understanding Career, Career stages and Career Anchors. Objective & Process of Career Planning. Analyzing the Steps in Career Planning. Roles of employer and employee in Career Management. Understanding the Succession Planning Objective & Process.	CLO 2	9
UNIT III		
Managing Employee Performance and Training: Definition, Objectives, Process & Methods of Performance Appraisal. Concept, Purpose & Techniques of Potential Appraisal. Definition, Need, Process of Training. Methods of Training. Concept & Need of Development. Difference between Training and Development. Defining Competency mapping and understanding its benefits. Developing competency model. Understanding Assessment centers. Measure of Tools. Evaluation of Training Effectiveness via Kirkpatrick Model.	CLO 3	9
UNIT IV		
Compensation Management: Concept, Different forms, Significances, Components, Theories of Compensation Management. Compensation Administration Process. Key factors influencing Remuneration. Wage/ Salary Differentials and Components of Salary. Overview of Fringe Benefits & Fringe Benefits Tax (FBT). Concept of Incentive and Bonus. Employee Stock Options (ESOPS). Retirement, Termination, VRS (Voluntary Retirement Scheme), Golden Handshake. Suspension: Concepts and Methods. Grievance Procedure in Indian Industry	CLO 4	9
UNIT V		
Human Resource Development (HRD): Meaning of HRD. Need, Objectives & Scope of HRD. Functions and Process of HRD. Integration of technology in HRD processes. E-learning and virtual training platforms. Challenges and opportunities posed by digital transformation. Reskilling and upskilling initiatives for employees in response to technological advancements. Leveraging digital tools for personalized learning and development opportunities	CLO 5	9
Total Hours		45 Hours

Textbooks:

1. Human Resource Management, by Gary Dessler, Biju Varkkey, Pearson Education, 17ed, 22 June 2023
2. Human Resource Management: Text and Cases, by K Aswathappa, Sadhna Dash, McGraw Hill, 10th Edition – 29 May 2023
3. Routledge Handbook of Human Resource Management in Asia by Fang Lee Cooke and Sunghoon Kim, Routledge; 1st edition (30 June 2020)

Reference Books:

1. Human Resource Management in Organizations, Izabela Robinson, Chartered Institute of Personnel & Development, 1st edition (30 May 2006).
2. Armstrong's Essential Human Resource Management Practice - A guide to people management, by Michael Armstrong, Stephen Taylor, Kogan Page; 15th edition (3 January 2020).
3. Applied Psychology in Human Resource Management, Cascio & Aguins, Pearson; 7th edition (26 January 2010).

COURSE CURRICULUM

Name of the Program:		MBA			Semester :II		Level: PG	
Course Name		Consumer Behavior			Course Code/ Course Type		PMG 122B/ Elective	
Course Pattern		2025			Version		1.0	
Teaching Scheme					Assessment Scheme			
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral	
3	0	0	3	3	40	60	NA	
Pre-Requisite: Bachelor's Degree								
Course Objectives (CO):		<p>The objectives of Consumer Behavior are:</p> <ol style="list-style-type: none"> 1. Recall factors influencing the consumer's purchase decision-making process. 2. Recognize consumer and organizational buyer behavior processes. 3. Apply concepts of consumer behavior to real-world marketing decision-making. 4. Evaluate new trends influencing buyer behavior and their effect on the new-age Indian consumer. 5. Design and create strategies for the consumer and organizational buying behavior process for a variety of products. 						
Course Learning Outcomes (CLO):		<p>Students would be able to:</p> <ol style="list-style-type: none"> 1. Apply consumer behavior concepts to analyze evolving trends and adapt marketing strategies in the Indian economy. 2. Evaluate the influence of personality, perception, learning, attitudes, and motivation on consumer behavior, informing effective marketing strategies. 3. Analyze cultural, social, and group influences on consumer behavior, informing marketing strategies tailored to diverse Indian markets. 4. Analyze consumer decision-making stages to optimize marketing strategies and enhance customer satisfaction 5. Create effective strategies for influencing organizational buying behavior based on buyer characteristics, decision processes, and purchasing patterns. 						

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Introduction to Consumer Behavior: Definition, Consumer and Customers, Buyers and Users, Organizations as Buyers, Use of Market Segmentation in Consumer Behavior, The Changing Patterns of Consumer Behavior in the context of the evolving Indian Economy, The Internet, e-commerce, and information technology and the changing consumer marketplace, New Trends in Consumer Behavior and its Applications in Marketing.	CLO 1	9

UNIT II		
<p>Unit 2: Individual Determinants of Consumer Behavior: (a) Consumer Personality & Perception – Personality, Self-concept, Overview of Personality Theories, Brand Personality, and Emotions. Sensation (Exposure to Stimuli), Factors that Distort Individual Perception, Overview of Price Perceptions, Perceived Product & Service Quality and Consumer Risk Perceptions. (b) Consumer Learning, Memory and Involvement - Components of Learning, Behavioral & Cognitive Learning Theory, Concept of Involvement, Dimensions of Involvement, Involvement and Types of Consumer Behavior, Overview and Application of Cognitive Response Model. (c) Consumer Attitudes & Motivation - Functions of Attitude, Attitude Models, and Relationship between Attitude, Beliefs, Feelings and Behavior, Learning Attitudes, Changing Attitudes, Attitude Change Strategies for marketers. Motivational Conflict, Defense Mechanisms, Motive Arousal.</p>	CLO 2	9
UNIT III		
<p>Unit 3: Environmental Influences on Consumer Behavior: (a) Cultural Influences on Consumer Behavior – Concept of Culture, Values, Sub-cultures, and Influence of Indian Culture on Consumers, Multiplicity of Indian Cultures and their influence on consumer behavior, Cross-cultural Influences. (b) Social Class and Group Influences on Consumer Behavior - Concept of Social Class, Social Sub-Class, Money and Other Status Symbols, AIO classification of Lifestyle, VALS Typology, Source of Group Influences, Types & Nature of Reference Groups, Reference Group Influences and Applications, Group Norms and Behavior, Family Life Cycle Stages, Family Purchases, Family Decision-making, Purchasing Roles within family, Word-of-Mouth Communications within Groups, Opinion Leadership. (c) Indian Consumer: Social classes in India – Overview of old and new Socio-Economic Classes (SEC) in Urban & Rural Markets, Characteristics of BoP Consumers, Gen Z Consumers, HNI Consumers in India.</p>	CLO3	9
UNIT IV		
<p>Unit 4: Consumer Decision Making Process: (a) Problem Recognition - Types of consumer decisions, types of Problem Recognition, utilizing problem recognition information (b) Search & Evaluation – Types & Source of information, Search, Experience and Credence Aspects -Marketing Implications, Situational Influences on Purchase Decisions, Nature of Situational Influence & Variables (c) Purchasing Process - Why do people shop? Store & Non-store Purchasing Processes, Purchasing Patterns (d) Post-purchase Evaluation & Behavior - Consumer Satisfaction, Dissatisfaction, Customer Delight, Consumer Complaint Behavior, Post- Purchase Dissonance. (e) Consumer Decision Models - Types of Consumer Decisions, Nicosia Model of Consumer Decision-making, Howard-Sheth Model, Engel, Blackwell, Miniard Model</p>	CLO4	9
UNIT V		
<p>Unit 5: Organizational Buying Behavior: Introduction, Organizational Buyer Characteristics, Purchase and Demand Patterns, Involvement and Types of Organizational Buying Decisions, Factors Influencing Organizational Buyer Behavior, organizational Buyer Decision Process, Organizational</p>	CLO5	9

Buying Roles. Organizational Buying Strategies. Emerging Trends in Organizational Buying. Globalization and its implications for B2B markets.		
Total Hours		45 hours

Learning resources

Textbooks:

1. Consumer Behavior, David L. Loudon & Albert J. Della Bitta, Tata McGraw Hill, 4th Edition
2. Consumer Behavior, by Kumar Leon G., Schiffman; Joe, Wisenblit; S. Ramesh, Pearson Education; Twelfth edition (31 December 2018)
3. Consumer Behavior: Building Marketing Strategy, by David L. Mothersbaugh, Del I. Hawkins, Susan Bardi Kleiser, McGraw Hill, 14th Edition – 5 May 2022.

Reference Books:

1. "We are like that only" by Rama Bijapurkar, Portfolio; Revised edition (21 August 2009)
2. "Consumer Behaviour" by Zubin Sethna & Jim Blythe, SAGE Publications India Pvt Ltd, 1 January 2025
3. Consumer Behavior, 13/e Paperback – by Michael R. Solomon & Tapan Kumar Panda, Pearson Education 30 January 2020

Online Resources/E-Learning Resources

1. "Consumer Behavior" by Indian Institute of Management, Bangalore.
2. "Marketing Analytics: Know Your Customers" by Columbia University.
3. Understanding and shaping consumer behavior in the next normal, McKinsey, July 2020

COURSE CURRICULUM

Name of the Program:		MBA		Semester : II		Level: PG	
Course Name		Strategic Corporate Communication		Course Code/ Course Type		PMG114 / AEC	
Course Pattern		2025		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theory	Practical	Tutorial	Total Credits	Hours	CIA	ESA (End Semester Assessment)	Practical/Oral
2	0	0	2	2	50	0	0
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):		<p>The objectives of Strategic Corporate Communication - I are:</p> <ol style="list-style-type: none"> 1. To recall key concepts and theories related to corporate communication, including definitions, scope, and historical development. 2. To recognize the importance of effective corporate communication strategies in organizational success and understand the objectives behind various communication practices. 3. To apply theoretical knowledge of corporate communication to real-world scenarios, such as developing communication strategies, conducting stakeholder analysis, and crafting messages. 4. To analyze corporate communication practices and their impact on organizational culture, reputation, and stakeholder engagement. 5. To evaluate corporate communication strategies in diverse contexts, including crisis management, internal communication, and CSR initiatives. 					
Course Learning Outcomes (CLO):		<p>Students would be able to:</p> <ol style="list-style-type: none"> 1. Apply corporate communication theories to develop effective strategies for stakeholders and crises. 2. Apply audience segmentation for tailored communication. 3. Analyze corporate communication data for organizational impact. 4. Evaluate communication strategies for success metrics. 5. Create comprehensive communication plans for organizational enhancement. 					

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Unit 1: Introduction to Corporate Communication: Definition, scope & evolution of corporate communication. Importance and objectives of corporate communication. Evolution and trends in corporate communication. Internal vs. external communication. Role of communication in organizational culture. Ethical considerations in corporate communication	CLO 1	6
UNIT II		
Corporate Communication Strategy: Developing a corporate communication strategy. Stakeholder identification, analysis, and engagement strategies. Setting	CLO 2	6

communication objectives and goals. Setting SMART communication objectives. Target audience segmentation and personalized messaging. Crisis communication preparedness and response strategies. Integrating digital communication channels into the strategy.		
UNIT III		
Corporate Branding and Reputation Management: Strategies for building and managing corporate brand identity. Proactive reputation management techniques. Case studies on successful reputation recovery after crises. Leveraging storytelling and narrative in branding efforts. Online reputation management tactics and tools. Employee advocacy programs and their impact on brand reputation.	CLO 3	6
UNIT IV		
Internal Communication and Employee Engagement: Advanced techniques for fostering effective internal communication. Innovative employee engagement strategies and best practices. Creating a positive communication climate and culture. Addressing resistance to change through strategic communication. Implementing effective feedback mechanisms and communication forums. Harnessing technology for internal communication enhancement.	CLO 4	6
UNIT V		
Corporate Social Responsibility (CSR) Communication: In-depth understanding of CSR and its significance in corporate communication. Crafting impactful CSR messages for internal and external stakeholders. Measuring and evaluating the effectiveness of CSR communication initiatives. Exploring cultural nuances in CSR communication across different regions. Strategies for meaningful stakeholder engagement in CSR activities. Compliance with CSR reporting standards and frameworks.	CLO 5	6
Total Hours		30 Hours

Learning resources

Textbooks:

1. Strategic Corporate Communication, Paul Argenti, Sage Publications, McGraw Hill Education (25 June 2007)
2. Present-Day Corporate Communication, Rudolf Beger, Springer Publication, 1st ed. 2018
3. Corporate Communication: A guide to theory and practice Joep Cornelissen Sage Publications Ltd, 6th Ed. 23 January 2020

Reference Books:

1. "Introduction to Corporate Communication: Case Studies from India", by Charu Lata Singh and Mona Gupta, Routledge, 2023
2. "CORPORATE COMMUNICATION: Trends and Features, by Dr.Sapna.M.S, Notion Press; 1st edition (20 November 2020)
3. "Strategic Communication at Work: The Impact Paradigm", by Diane Lennard, Routledge, 1st Ed. 2018.

Online Resources/E-Learning Resources:

1. Corporate Social Responsibility (CSR): A Strategic Approach by PennX (edX)
2. Professional Communication and Office Management, University of Cape Town (edX)
3. Internal Communication Case Studies: The Terrible & The Terrific <https://www.talkfreely.com/blog/internal-communication-case-studies>.

COURSE CURRICULUM

Name of the Program:		Foreign Language		Semester :II		Level: PG	
Course Name		German A1.1		Course Code/ Course Type		PFIL101A/ AEC	
Course Pattern		2025		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theor y	Practic al	Tutori al	Total Credits	Hours	CIA (Continuou s Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
2	0	0	0	2	50	0	0
Pre-Requisite:							
Course Objectives (CO):				The objectives of (German A1.1) are: <ol style="list-style-type: none"> 1. To remember new words and their spellings. 2. To analyze the new concepts. 3. To apply the basic vocab and grammar concepts. 4. To comprehend the German text. 5. To create basic sentences in German. 			
Course Learning Outcomes (CLO):				Students would be able to: <ol style="list-style-type: none"> 1. Spell simple words in German 2. Can understand everyday expressions. 3. Able to frame simple sentences in German language. 4. Can introduce themselves and others. 5. Can answer questions about themselves. 			

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Guten Tag Speak about yourself and others, Speak about Countries and Languages Grammar — Sentence formation and verbs usage	CLO 1	6
UNIT II		
Freunde, Kollegen und Ich Speak about your Hobbys, To fix a meeting, Speak about work and Profession, To create a profile on Internet Grammar — How to use 'The' in German, Singular and plural forms of Nouns	CLO 2	6
UNIT III		
In der Stadt To get to know about Cities and Places, how to find way and understand directions, learn international words Grammar — Negations (how to use NO in German), Definite articles, indefinite articles	CLO3	6
UNIT IV		
Guten Appetit To speak about food and food habits, to have a discussion about shopping Grammar — introduction of cases	CLO4	6
UNIT V		

Tag für Tag & Zeit mit Freunden Clock timings, To speak about family and friends, Daily routine To speak about free time activity, to understand the specific information from the text, to order and to pay in a restaurant Grammar — Possessive article, Modal verbs, use of on, at, from.. till, Separable verbs and past tense	CLO5	6
Total Hours		30

Learning resources

Textbooks:

1. Netzwerk A1, Emst klett Verlag & Goyal Publishers & Distributors Pvt. Ltd.
2. Studio d A1, Cornelesen Verlag & Goyal Publishers & Distributors Pvt. Ltd.
3. Netzwerk Neu A1, Emst klett Verlag & Goyal Publishers & Distributors Pvt. Ltd

Reference Books:

1. Hallo Deutsch A1, Emst Klett Verlag, Goyal Publishers & Distributors Pvt. Ltd
2. ThemenAktuell 1, Hueber verlag
3. Maximal Emst klett Verlag & Goyal Publishers & Distributors Pvt. Ltd.

Online Resources/E-Learning Resources:

1. Youtube <https://youtube.com/@LearnGermanwithAnja?si=BkJYDPi7TSOfT4lr>
2. <https://youtube.com/@deutschlernenmitheidi?si=TKIClabziaOUoroZ>
3. Instagram: [instagram.com/learngermanwithanja](https://www.instagram.com/learngermanwithanja)

COURSE CURRICULUM

Name of the Program:		MBA		Semester: II		Level: PG	
Course Name		Basic Japanese language skill		Course Code/Course Type		PFIL101B/AEC	
Course Pattern		2025		Version		1.0	
Teaching Scheme				Assessment Scheme			
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/ Oral
2	-	-	2	30	50	--	--
Pre-Requisite: Desire to get acquainted with the Japanese language.							
Course Objectives (CO):				<p>The objectives of Basic Japanese language skill are:</p> <ol style="list-style-type: none"> 1. To meet the needs of ever growing industry, with respect to language support. 2. To get introduced to Japanese society and culture through language. 3. To acquire competitive edge in career choices. 4. To participate effectively & responsibly in a multi-cultural world. 5. To enable learners to communicate effectively in Japanese language. 			
Course Learning Outcomes (CLO):				<p>Students will be able to:</p> <ol style="list-style-type: none"> 1. Read and Write Hiragana script. 2. Write and Speak basic sentences. 3. Comprehend and speak about time, hobbies, likes and dislikes. 4. Write basic kanji. 5. Use the Hiragana script in discussion. 			

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Introduction to Japanese Language – Introduction of script, culture, History of script ,Speaking : Self introduction, listening : short video skit on self-introduction	CLO 1	6
UNIT II		
Introduction of Hiragana Script -Writing : Hiragana script, Speak : Basic sentences, General vocabulary : Months , Days of the week ,Basic numbers, colours,	CLO 2	6
UNIT III		
Basic sentence structure : Affirmative and Negative , General vocabulary: about family	CLO 3	6
UNIT IV		

Time and verbs –Talking about routine, Writing: routine using verbs and time, reading : A clock	CLO 4	6
UNIT V		
Introduction of Katakana and basic kanji – Reading : English words, country names Writing : Basic Kanji	CLO 5	6
Total Hours		30

Learning resources

Textbook:

1. Minna no Nihongo , “ Japanese for everyone” ,Elementary Main Textbook , Goyal Publishers & Distributors Pvt. Ltd.

Reference books:

1. Shyoho Volume 1.
2. Genki Japan
3. Haru Vol. 1 & 2

Online Resources/E-Learning Resources:

YouTube links

- <https://www.youtube.com/watch?v=shdlEapDsP4>
- <https://youtu.be/K-nw5EUxDz0?feature=shared>
- <https://youtu.be/o9sP-vaCEa0?si=l8yOvVKaItBQWXNu>
- <https://youtu.be/JnoZE51WZg4?si=9uq68USOz5plBk2n>
- <https://youtu.be/shdlEapDsP4?si=tC6RGaMtwDJgVu2d>
- <https://youtu.be/9paXgC2U8L0?si=btS1G4mvrkG5C9zi>

Apps

- A) Learn Japanese - Hiragana APP available on Google play.
- B) Hiragana Pro

SEMESTER III

COURSE CURRICULUM

Name of the Program:		MBA (G)		Semester: III		Level: PG	
Course Name		Strategic Management		Course Code/ Course Type		PMG201/MAJM	
Course Pattern		2025		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
3	0	0	3	3	40	60	0
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):				<p>The objectives of Strategic Management course are:</p> <ol style="list-style-type: none"> 1. To recall learning about the process of strategic management 2. To recognize strategy formulation and implementation 3. To apply the knowledge gained in functional areas of management 4. To analyze various forms of competitive strategy 5. To evaluate strategies specific to the business vision and mission 			
Course Learning Outcomes (CLO):				<p>Students would be able to:</p> <ol style="list-style-type: none"> 1. CLO1: To identify the concept of Strategic Management, its relevance, Characteristics, process nature and purpose 2. CLO2: To explain how firms successfully institutionalize a strategy process 3. CLO3: To apply a competitive organizational structure for domestic and overseas operations and gain competitive advantage. 4. CLO4: To analyze how strategy is weaved in the organizational decision making process 5. CLO5: To evaluate the strategic drive in multinational firms and their decisions in different markets 			

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Concepts of Strategy - Levels at which strategy operates; Approaches to strategic decision making; Mission and purpose, objectives and goals; Strategic business unit (SBU); Functional level strategies	CLO 1	9
UNIT II		
Environmental Analysis and Diagnosis - Environment and its components; Environment scanning and appraisal; Organizational appraisal; Strategic advantage analysis and diagnosis; SWOT analysis	CLO 2	9
UNIT III		
Strategy Formulation and Choice - Modernization, Diversification Integration - Merger, take-over and joint strategies - Turnaround, Divestment and Liquidation strategies - Strategic choice - Industry, competitor and SWOT analysis - Factors affecting strategic choice; Generic competitive strategies - Cost leadership, Differentiation, Focus, Value chain analysis, Benchmarking, Service blueprinting	CLO 3	9

UNIT IV		
Functional Strategies: Marketing, production/operations and R&D plans and policies Personnel and financial plans and policies	CLO 4	9
UNIT V		
Strategy Implementation - Inter - relationship between formulation and implementation - Issues in strategy implementation - Resource allocation - Strategy and Structure - Structural considerations - Organizational Design and change - Strategy Evaluation- Overview of strategic evaluation; strategic control; Techniques of strategic evaluation and control.	CLO 5	9
Total Hours		45

Textbooks:

- Azhar Kazmi, STRATEGIC MANAGEMENT & BUSINESS POLICY, Tata McGraw-Hill Publishing Company Limited, New Delhi 2008 edition.
- Crafting and Executing Strategy: The Quest for Competitive Advantage – Concepts and Cases Arthur A. Thompson Jr. Margaret A. Peteraf John E. Gamble, A. J. Strickland III, Arun K. Jain, McGraw Hill Education, 16/e 2016
- Contemporary Strategy Analysis, Robert M. Grant, Wiley India, 10e

Reference Books:

- Amita Mittal, CASES IN STRATEGIC MANAGEMENT, Tata McGraw-Hill Publishing Company Limited, New Delhi 2008 edition
- Fred R. David, STRATEGIC MANAGEMENT CONCEPT AND CASES, PHI Learning Private Limited, New Delhi, 2008 edition
- Adam Brandenburger, “Strategy Needs Creativity,” Harvard Business Review, March-April 2019 edition, at <https://hbr.org/2019/03/strategy-needs-creativity>.

COURSE CURRICULUM

Name of the Program:		MBA (G)	Semester : III			Level: PG
Course Name		Geopolitics & Global Economics	Course Code/ Course Type			PMG 210
Course Pattern		2025	Version			1.0
Teaching Scheme			Assessment Scheme			
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)
3	-	-	3	3	40	60
Course Objectives (CO):		<p>The objectives of the course are:</p> <ol style="list-style-type: none"> To understand the geopolitical factors influencing international economic relations. To analyze the impact of global economic trends and institutions on business strategy and policymaking. To explore the interdependence between political stability, international trade, and economic development. To examine the roles of global powers and alliances in shaping the world economy. To prepare students to assess geopolitical risk and economic indicators in global decision-making. 				
Course Learning Outcomes (CLO):		<p>Students would be able to:</p> <ol style="list-style-type: none"> Interpret geopolitical developments and their implications for global economic stability. Assess the influence of global institutions (e.g., IMF, WTO, World Bank) on national and corporate strategies. Evaluate international economic indicators and policy responses. Understand the dynamics of international trade, capital flows, and global supply chains. Identify and mitigate geopolitical risks in global business planning. 				

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hrs
Unit 1: Introduction to Geopolitics and Global Economics		
Concept and scope of geopolitics and geo-economics. History of global economic development. Globalization and its discontents. State vs market: economic liberalism and political realism. Economic geography and its influence on trade and conflict	1	9
Unit 2: Global Economic Institutions and Governance		
Role and structure of the IMF, World Bank, WTO, OECD. G7, G20, BRICS, ASEAN – political and economic cooperation. International monetary system and currency politics. Global financial architecture and economic surveillance. International economic law and dispute resolution mechanisms.	2	9
Unit 3: Geopolitical Risk and Business Strategy		

<ul style="list-style-type: none"> • Political risk analysis tools and methodologies • Energy geopolitics: oil, gas, and green transitions • Trade wars and protectionism (e.g., US-China trade conflict) • Technology and cyber sovereignty • Sanctions, embargoes, and economic warfare 	3	9
Unit 4: Emerging Markets and Regional Dynamics		
<ul style="list-style-type: none"> • Rise of China and Asia-Pacific strategies • Middle East, Africa, and Latin America – geopolitical significance • Role of the European Union in global governance • India's geopolitical and economic positioning • Belt and Road Initiative (BRI) and strategic corridors 	4	9
Unit 5: Future Trends and Global Economic Shocks		
<ul style="list-style-type: none"> • Impact of pandemics, climate change, and migration on global economics • Global financial crises and recovery models (2008, COVID-19, etc.) • Deglobalization and reshoring trends • Digital currencies and the future of the global financial system • Artificial intelligence, automation, and geopolitics of technology 	5	9
Total		45

Learning resources

Core Textbooks:

1. “Geopolitics: A Very Short Introduction” by Klaus Dodds – Oxford University Press
2. “The Globalization of World Politics” by John Baylis, Patricia Owens, and Steve Smith – Oxford University Press
3. “Global Political Economy: Understanding the International Economic Order” by Robert Gilpin – Princeton University Press

Recommended Readings:

1. “The Post-Cold War World: Turbulence and Change in World Politics since 1989” by Michael Cox
2. “Why Nations Go to War” by John G. Stoessinger
3. World Bank & IMF Annual Reports (available online)
4. WTO World Trade Report
5. The Economist, Foreign Affairs, Brookings Institution, and CSIS articles on current geopolitical and economic trends

Finance (FN)

COURSE CURRICULUM

Name of the Program:		MBA (G)		Semester: III		Level: PG	
Course Name		Security Analysis & Portfolio Management		Course Code/ Course Type		PMGFN201/ SPL	
Course Pattern		2025		Version		1.0	
Teaching Scheme				Assessment Scheme			
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
3	0	0	3	3	40	60	0
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):				<p>The objectives of the course are:</p> <ol style="list-style-type: none"> 1. This course will emphasize an understanding of the economic forces that influence the pricing of financial assets. 2. Understanding of investment theory will be stressed and tied in with discussion of applicable techniques such as portfolio selection. 3. The course material will cover formulae that can be applied in different business situations regarding active portfolio management. 4. To expose the students to the concepts, tools and techniques applicable in the field of security analysis and portfolio management. 5. To provide a theoretical and practical background in the field of investments. 			
Course Learning Outcomes (CLO):				<p>Students would be able to:</p> <ol style="list-style-type: none"> 1. Explain capital market structure, instruments, and trading mechanisms. 2. Apply risk–return concepts and portfolio models to investment decisions. 3. Analyze securities using fundamental, technical, and EMH approaches. 4. Evaluate equity and bond valuations using financial models. 5. Design and manage portfolios using performance evaluation techniques. 			

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Investment: Overview of Capital Market: Market of securities, Stock Exchange and New Issue Markets - their nature, structure, functioning and limitations; Trading of securities: equity and debentures/ bonds. Securities trading - Types of orders, margin trading, clearing and settlement procedures. Regularity systems for equity markets, Type of investors, Aim and Approaches of Security analysis.	CLO 1	9
UNIT II		
Portfolio Theory: Risk and Return: Concept of Risk, Component and Measurement	CLO 2	9

of risk, covariance, correlation coefficient, Measurement of systematic risk. Fundamental Analysis: Economic, Industry, Company Analysis, Portfolio risk and return, Beta as a measure of risk, calculation of beta, Selection of Portfolio: Markowitz's Theory, Single Index Model, Case Studies.		
UNIT III		
Capital Market & Asset Pricing: Technical Analysis: DOW Theory, Support and Resistance level, Type of charts and its interpretations, Trend line, Gap Wave Theory, Relative strength analysis, Technical Versus Fundamental analysis. Nature of Stock Markets: EMH (Efficient Market Hypothesis) and its implications for investment decisions. Capital market theorem, CAPM (Capital Asset Pricing Model) and Arbitrage Pricing Theory. Case Studies.	CLO 3	9
UNIT IV		
Bond, Equity and Derivative Analysis: Valuation of Equity Discounted Cash-flow techniques: Balance sheet valuation, Dividend discount models, Intrinsic value and market price, earnings multiplier approach, P/E ratio, Price/Book value, Price/sales ratio, Economic value added (EVA). Valuation of Debentures/Bonds: nature of bonds, valuation, Bond theorem, Term structure of interest rates.	CLO 4	9
UNIT V		
Active Portfolio Management: Portfolio Management and Performance Evaluation: Performance Evaluation of existing portfolio, Sharpe, Treynor and Jensen measures; Finding alternatives and revision of portfolio; Portfolio Management and Mutual Fund Industry.	CLO 5	9
Total Hours		45

Textbooks:

- Bodie, Kane, Marcus and Mohanti; Investment and Indian Perspective; McGraw Hills, 10th Ed
- William F. Sharpe, Gordon J. Alexander and Jeffery V. Bailey; Investments; Prentice Hall of India, 6th Ed.
- Donald E. Fischer and Ronald J. Jordan; Security Analysis and Portfolio Management; Pearson Education, 6th Ed

References:

- Ranganatham; Security Analysis and Portfolio Management; Pearson Education, 2nd Ed.
- Chandra P; Investment Analysis and Portfolio Management; Tata McGraw Hill, 3rd Ed
- Bhatt; Security Analysis and Portfolio Management; Wiley ,1st E
- Pandian P; Security Analysis and Portfolio Management; Vikas Publishing, 1st Ed.

Any other Study Material (Online Link):

- https://www.edx.org/learn/investing/indian-institute-of-management-bangalore-introduction-to-investments?index=product&queryID=c786a1ed81c03e669d3bdeeb4c9f00&position=2&linked_from=autocomplete&c=autocomplete
- https://www.edx.org/learn/network-security/ibm-application-security-for-developers?index=product&queryID=1bd06e088083660c575407483939a224&position=5&linked_from=autocomplete&c=autocomplete
- <https://www.managementstudyguide.com/security-analysis-and-portfolio-management.htm>

COURSE CURRICULUM

Name of the Program:		MBA (G)		Semester: III		Level: PG	
Course Name		Management of Financial Institutions and Services		Course Code/ Course Type		PMGFN202/ SPL	
Course Pattern		2025		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
3	0	0	3	3	40	60	0
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):				<ul style="list-style-type: none"> Introduce the structure and components of the financial system and markets. Develop understanding of banking operations, reforms, and risk management practices. Familiarize students with securitization, financial institutions, and insurance services. Enable application of financial service concepts such as leasing, factoring, and credit mechanisms. Provide knowledge of mutual funds, their functioning, and regulatory aspects. 			
Course Learning Outcomes (CLO):				<ul style="list-style-type: none"> Explain the structure and functioning of the financial system, markets, and regulatory framework in India. Apply banking concepts such as interest rate determination, capital adequacy, liquidity, and asset-liability management. Explain securitization, financial institutions (DFIs, NBFCs), and insurance sector operations. Apply concepts of leasing, hire purchase, and other financial services like factoring and consumer credit. Explain mutual funds, their structure, valuation (NAV), and regulatory framework. 			

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Financial System and Markets: Constituents and functioning; RBI – Role and functions. Regulation of money and credit, Monetary and fiscal policies, Techniques of regulation and rates; Overview of Foreign Exchange Market, Financial Sector Reforms in India, Overview of Financial Services: nature, scope and importance etc.	CLO 1	9
UNIT II		
Banking Industry in India: constituents, banking sector reforms, determination of commercial interest rates: fixed and floating, Management of capital funds- capital adequacy norms, Liquidity Management, Asset Liability Management - Gap analysis, Management of Non- performing assets, Strategies for making commercial banks viable.	CLO 2	9
UNIT III		
Securitization: concept, nature, scope and their implications. Securitization of Auto loans	CLO 3	9

and housing loans, Securitization in India. DFIs in India - IDBI, ICICI, IFCI, NABARD, RRBs, State Level Institutions; NBFCs -Their status, types, working and strategies for commercial viability ; Insurance organisations - Their status, types, working and strategies for commercial viability.		
UNIT IV		
Leasing and Hire Purchase: Industry. Size and scope. Parties involved, Evaluation of Lease transaction, Types of lease and their implications, Hire purchase and lease - differences and implications for the business. Other financial services: Factoring, Forfeiting, Discounting and Re Discounting Of Bills, Consumer Credit and Plastic Money – concept, working and uses of each.	CLO 4	9
UNIT V		
Concept, Types, Significance of Mutual Funds: NAV, Evolution and Growth of Mutual Funds, Role of Registrar, Underwriter according to SEBI guidelines.	CLO 5	9
Total Hours		45

Textbooks:

- Fabozzi; Foundations of Financial Markets and Institutions; Prentice Hall, 3rd Ed.
- Parameswaran; Fundamentals of Financial Instruments; Wiley India
- Khan M Y; Financial Services; Tata McGraw Hill, 1998

References:

- Machiraju H R ; Indian Financial System, Vikas Publishing; 2004
- Bhole L M; Financial Institutions and Markets, Tata McGraw-Hill; 3rd edition, 2003
- Srivastava, R.M and Nigam Divya; Management of Financial Institutions; Himalaya Publishing House Pvt. Ltd., 2003
- Gurusamy S; Financial Services and Markets; Thomson .Brooks, 1st Ed

COURSE CURRICULUM

Name of the Program:		MBA (G)		Semester: III		Level: PG	
Course Name		Financial Derivatives		Course Code/ Course Type		PMGFN203/SPL	
Course Pattern		2025		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
3	0	0	3	3	40	60	0
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):				<ul style="list-style-type: none"> To introduce the concepts, evolution, and types of derivative instruments. To develop understanding of forward and futures contracts, pricing, and their applications. To enable application of options pricing models and strategies for risk management. To familiarize students with commodity derivatives markets and their functioning. To equip students to use swaps and other derivatives for managing financial risks. 			
Course Learning Outcomes (CLO):				<ul style="list-style-type: none"> Explain the concepts, features, and types of derivatives, including forward contracts and their role in hedging. Apply pricing models and strategies for futures contracts, including hedging, speculation, and arbitrage in currency and index futures. Analyze options pricing and strategies using models like Black-Scholes for risk management and trading decisions. Explain the structure and functioning of commodity derivatives markets and their applications in hedging and speculation. Apply concepts of swaps and other derivatives to manage interest rate and currency risk. 			

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Introduction: Derivatives Market; Definition, Evolution and Features of Derivatives, Types of Derivatives, forward, futures and options market, Forward market transactions, Forward Contracts, Forward market in India, Hedging with forwards.	CLO 1	9
UNIT II		
Forwards and Futures Contracts: Introduction to Forward Contracts, features of forward contracts, Futures Contract-types, functions, distinction between futures and forward contracts, pricing of future contracts, Currency Futures , Hedging in Currency-Futures, Speculation and Arbitrage in Currency Futures , Pricing of Futures, Cost of Carry Model , Application of Market Index , Index Futures in the Stock Market , Indian Derivatives Market.	CLO 2	9
UNIT III		
Options: Introduction to options, hedging with Currency Options, Speculation and Arbitrage with Options, Pricing Options, General Principles of Pricing, Black Scholes option pricing Model. Index Options, Hedging with Index	CLO 3	9

Options, Speculation and Arbitrage with Index Options, Index Options Market in Indian Stock Market, use of different option strategies to mitigate the risk.		
UNIT IV		
Introduction to Commodity Markets: History of commodity trading, Major commodities traded in derivatives exchange in India, Participant in commodity derivative markets, Commodity Market Indices, Commodity Futures, Commodity Options, Uses of commodity derivatives Hedging, Speculation and Arbitrage.	CLO 4	9
UNIT V		
Swaps and other derivatives: Financial Swaps, Types of swaps, Derivatives v/s swaps, Managing Interest Rate Exposure, Interest Rate Swaps, Currency Swaps, Forward Rate Agreement (FRA).	CLO 5	9
Total Hours		45

Text Reading:

- Thomas Susan, Derivatives Market in India; Tata McGraw Hill,
- Financial Derivatives: Theory, Concepts and practices by S.L. Gupta

References:

- Financial Derivatives by S.S.S Kumar, PHI
- Options, Futures and other Derivatives, John C. Hull; Prentice Hall of India; New Delhi

Any other Study Material (Online Link):

- www.bseindia.com
- www.nseindia.com
- www.nism.ac.in
- www.sebi.com.

COURSE CURRICULUM

Name of the Program:	MBA (G)	Semester: III	Level: PG
Course Name	Foreign Exchange and Risk Management	Course Code/ Course Type	PMGFN204 / SPL
Course Pattern	2025	Version	1.0
Teaching Scheme			
Assessment Scheme			
Theory	Practical	Tutorial	Total Credits
			Hours
			CIA (Continuous Internal Assessment)
			ESA (End Semester Assessment)
			Practical/Oral
3	0	0	3
			3
			40
			60
			0
Pre-Requisite: Bachelor's Degree			
Course Objectives (CO):		<ol style="list-style-type: none"> To enable the students to understand about the Concepts of BOP and evaluation of international exchange rate system. To facilitate the students to understand the various theories of exchange rate determination. To enable the students to understand various foreign exchange transactions. To facilitate the students to understand various forex risks and its management. 	
Course Learning Outcomes (CLO):		<ol style="list-style-type: none"> Understand the BOP and evaluation various exchange rate system Understand the theories of exchange rate determination Understand the foreign exchange transactions mechanism Understand the exchange dealings Understanding the various foreign exchange risk and its management 	

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Foreign Exchange and Foreign Trade , Exchange Rate, Foreign Exchange as stock, Balance of Payments, Balance of Payments accounting, Components of Balance of Payments; Current Account, Capital Account, Official Reserve Accounts, Debit and Credits Entries, International Exchange Systems; Fixed and Floating Exchange rate system. Exchange Rate System prior to IMF; Gold currency standard, Gold bullion standard, Gold exchange standard, Exchange Rate System under IMF: Bretton woods system, The Smithsonian Agreement, The Flexible Exchange Rate Regime.	CLO 1	9
UNIT II		
Convertibility of rupee; Current account convertibility, Capital Account Convertibility; Theories of Foreign exchange rate: Purchasing power parity (PPP), International Fisher Effect (IFE), Interest Rate Parity(IRP) ; Administration of Foreign Exchange; Authorized persons, Authorized dealers, Authorized Money Changers; Foreign Currency Accounts: Nostro Account, Vostro Account and Loro Account in foreign transactions.	CLO 2	9
UNIT III		
Foreign Exchange Transactions; Purchase and sale transactions; Exchange quotations: Direct and Indirect Quotations, Two way Quotation; Spot and Forward Transactions: Forward margin, Factors Determining forward margin; Merchant Rates: Basis of Merchant Rates, Types of buying and Selling rates, Ready rates based on cross rates; Forward exchange contract: Fixed and option forward contracts, Calculation of fixed and option forward rates; Inter Bank Deals;	CLO 3	9

Execution of forward Contracts.		
UNIT IV		
Exchange Dealings: Dealing position- Exchange position, Cash Position; Accounting and Reporting: Mirror account, Value date, Exchange profit and loss, R returns; Forex Risk Management: Risk in Forex Dealing, Measure of Value at Risk; Foreign Exchange markets; Settlement of Transactions: Swift, Chips, Chaps, Fed wire.	CLO 4	9
UNIT V		
Exchange Risk: Exchange exposure and exchange risk; Transaction Exposure, Managing Transaction exposure: External Hedge-Forward contract hedge, Money market hedge, hedging with futures and options, Internal Hedge; Translation exposure, Methods of translation, managing translation exposure; Economic exposure, managing economic exposure; Interest rate risk.	CLO 5	9
Total Hours		45

Textbooks:

- C.Jeevanandam -Foreign Exchange and Risk Management - Sultan Chand & Sons
- Madhu .Vij – International Financial Management- Excel Books Publications
- Alen C.Shapiro, Peter Moles- International Financial Management- Wiley

Investment Banking (IB)

COURSE CURRICULUM

Name of the Program:		MBA (G)		Semester: III		Level: PG	
Course Name		Security Analysis & Portfolio Management		Course Code/ Course Type		PMGIB201 / SPL	
Course Pattern		2025		Version		1.0	
Teaching Scheme				Assessment Scheme			
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
3	0	0	3	3	40	60	0
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):				<p>The objectives of the course are:</p> <ol style="list-style-type: none"> 6. This course will emphasize an understanding of the economic forces that influence the pricing of financial assets. 7. Understanding of investment theory will be stressed and tied in with discussion of applicable techniques such as portfolio selection. 8. The course material will cover formulae that can be applied in different business situations regarding active portfolio management. 9. To expose the students to the concepts, tools and techniques applicable in the field of security analysis and portfolio management. 10. To provide a theoretical and practical background in the field of investments. 			
Course Learning Outcomes (CLO):				<p>Students would be able to:</p> <ol style="list-style-type: none"> 6. Explain capital market structure, instruments, and trading mechanisms. 7. Apply risk–return concepts and portfolio models to investment decisions. 8. Analyze securities using fundamental, technical, and EMH approaches. 9. Evaluate equity and bond valuations using financial models. 10. Design and manage portfolios using performance evaluation techniques. 			

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Investment: Overview of Capital Market: Market of securities, Stock Exchange and New Issue Markets - their nature, structure, functioning and limitations; Trading of securities: equity and debentures/ bonds. Securities trading - Types of orders, margin trading, clearing and settlement procedures. Regularity systems for equity markets, Type of investors, Aim and Approaches of Security analysis.	CLO 1	9
UNIT II		
Portfolio Theory: Risk and Return: Concept of Risk, Component and Measurement	CLO 2	9

of risk, covariance, correlation coefficient, Measurement of systematic risk. Fundamental Analysis: Economic, Industry, Company Analysis, Portfolio risk and return, Beta as a measure of risk, calculation of beta, Selection of Portfolio: Markowitz's Theory, Single Index Model, Case Studies.		
UNIT III		
Capital Market & Asset Pricing: Technical Analysis: DOW Theory, Support and Resistance level, Type of charts and its interpretations, Trend line, Gap Wave Theory, Relative strength analysis, Technical Versus Fundamental analysis. Nature of Stock Markets: EMH (Efficient Market Hypothesis) and its implications for investment decisions. Capital market theorem, CAPM (Capital Asset Pricing Model) and Arbitrage Pricing Theory. Case Studies.	CLO 3	9
UNIT IV		
Bond, Equity and Derivative Analysis: Valuation of Equity Discounted Cash-flow techniques: Balance sheet valuation, Dividend discount models, Intrinsic value and market price, earnings multiplier approach, P/E ratio, Price/Book value, Price/sales ratio, Economic value added (EVA). Valuation of Debentures/Bonds: nature of bonds, valuation, Bond theorem, Term structure of interest rates.	CLO 4	9
UNIT V		
Active Portfolio Management: Portfolio Management and Performance Evaluation: Performance Evaluation of existing portfolio, Sharpe, Treynor and Jensen measures; Finding alternatives and revision of portfolio; Portfolio Management and Mutual Fund Industry.	CLO 5	9
Total Hours		45

Textbooks:

- Bodie, Kane, Marcus and Mohanti; Investment and Indian Perspective; McGraw Hills, 10th Ed
- William F. Sharpe, Gordon J. Alexander and Jeffery V. Bailey; Investments; Prentice Hall of India, 6th Ed.
- Donald E. Fischer and Ronald J. Jordan; Security Analysis and Portfolio Management; Pearson Education, 6th Ed

References:

- Ranganatham; Security Analysis and Portfolio Management; Pearson Education, 2nd Ed.
- Chandra P; Investment Analysis and Portfolio Management; Tata McGraw Hill, 3rd Ed
- Bhatt; Security Analysis and Portfolio Management; Wiley ,1st E
- Pandian P; Security Analysis and Portfolio Management; Vikas Publishing, 1st Ed.

Any other Study Material (Online Link):

- https://www.edx.org/learn/investing/indian-institute-of-management-bangalore-introduction-to-investments?index=product&queryID=c786a1ed81c03e669d3bdeeb4c9f00&position=2&linked_from=autocomplete&c=autocomplete
- https://www.edx.org/learn/network-security/ibm-application-security-for-developers?index=product&queryID=1bd06e088083660c575407483939a224&position=5&linked_from=autocomplete&c=autocomplete
- <https://www.managementstudyguide.com/security-analysis-and-portfolio-management.htm>

COURSE CURRICULUM

Name of the Program:		MBA (G)		Semester: III		Level: PG	
Course Name		Management of Financial Institutions and Services		Course Code/ Course Type		PMGIB202/ SPL	
Course Pattern		2025		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
3	0	0	3	3	40	60	0
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):				<ul style="list-style-type: none"> Introduce the structure and components of the financial system and markets. Develop understanding of banking operations, reforms, and risk management practices. Familiarize students with securitization, financial institutions, and insurance services. Enable application of financial service concepts such as leasing, factoring, and credit mechanisms. Provide knowledge of mutual funds, their functioning, and regulatory aspects. 			
Course Learning Outcomes (CLO):				<ul style="list-style-type: none"> Explain the structure and functioning of the financial system, markets, and regulatory framework in India. Apply banking concepts such as interest rate determination, capital adequacy, liquidity, and asset-liability management. Explain securitization, financial institutions (DFIs, NBFCs), and insurance sector operations. Apply concepts of leasing, hire purchase, and other financial services like factoring and consumer credit. Explain mutual funds, their structure, valuation (NAV), and regulatory framework. 			

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Financial System and Markets: Constituents and functioning; RBI – Role and functions. Regulation of money and credit, Monetary and fiscal policies, Techniques of regulation and rates; Overview of Foreign Exchange Market, Financial Sector Reforms in India, Overview of Financial Services: nature, scope and importance etc.	CLO 1	9
UNIT II		
Banking Industry in India: constituents, banking sector reforms, determination of commercial interest rates: fixed and floating, Management of capital funds- capital adequacy norms, Liquidity Management, Asset Liability Management - Gap analysis, Management of Non- performing assets, Strategies for making commercial banks viable.	CLO 2	9
UNIT III		
Securitization: concept, nature, scope and their implications. Securitization of Auto loans	CLO 3	9

and housing loans, Securitization in India. DFIs in India - IDBI, ICICI, IFCI, NABARD, RRBs, State Level Institutions; NBFCs -Their status, types, working and strategies for commercial viability ; Insurance organisations - Their status, types, working and strategies for commercial viability.		
UNIT IV		
Leasing and Hire Purchase: Industry. Size and scope. Parties involved, Evaluation of Lease transaction, Types of lease and their implications, Hire purchase and lease - differences and implications for the business. Other financial services: Factoring, Forfeiting, Discounting and Re Discounting Of Bills, Consumer Credit and Plastic Money – concept, working and uses of each.	CLO 4	9
UNIT V		
Concept, Types, Significance of Mutual Funds: NAV, Evolution and Growth of Mutual Funds, Role of Registrar, Underwriter according to SEBI guidelines.	CLO 5	9
Total Hours		45

Textbooks:

- Fabozzi; Foundations of Financial Markets and Institutions; Prentice Hall, 3rd Ed.
- Parameswaran; Fundamentals of Financial Instruments; Wiley India
- Khan M Y; Financial Services; Tata McGraw Hill, 1998

References:

- Machiraju H R ; Indian Financial System, Vikas Publishing; 2004
- Bhole L M; Financial Institutions and Markets, Tata McGraw-Hill; 3rd edition, 2003
- Srivastava, R.M and Nigam Divya; Management of Financial Institutions; Himalaya Publishing House Pvt. Ltd., 2003
- Gurusamy S; Financial Services and Markets; Thomson .Brooks, 1st Ed

COURSE CURRICULUM

Name of the Program:		MBA (G)		Semester: III		Level: PG	
Course Name		Financial Derivatives		Course Code/ Course Type		PMGIB203/SPL	
Course Pattern		2025		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
3	0	0	3	3	40	60	0
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):				<ul style="list-style-type: none"> To introduce the concepts, evolution, and types of derivative instruments. To develop understanding of forward and futures contracts, pricing, and their applications. To enable application of options pricing models and strategies for risk management. To familiarize students with commodity derivatives markets and their functioning. To equip students to use swaps and other derivatives for managing financial risks. 			
Course Learning Outcomes (CLO):				<ul style="list-style-type: none"> Explain the concepts, features, and types of derivatives, including forward contracts and their role in hedging. Apply pricing models and strategies for futures contracts, including hedging, speculation, and arbitrage in currency and index futures. Analyze options pricing and strategies using models like Black-Scholes for risk management and trading decisions. Explain the structure and functioning of commodity derivatives markets and their applications in hedging and speculation. Apply concepts of swaps and other derivatives to manage interest rate and currency risk. 			

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Introduction: Derivatives Market; Definition, Evolution and Features of Derivatives, Types of Derivatives, forward, futures and options market, Forward market transactions, Forward Contracts, Forward market in India, Hedging with forwards.	CLO 1	9
UNIT II		
Forwards and Futures Contracts: Introduction to Forward Contracts, features of forward contracts, Futures Contract-types, functions, distinction between futures and forward contracts, pricing of future contracts, Currency Futures , Hedging in Currency-Futures, Speculation and Arbitrage in Currency Futures , Pricing of Futures, Cost of Carry Model , Application of Market Index , Index Futures in the Stock Market , Indian Derivatives Market.	CLO 2	9
UNIT III		
Options: Introduction to options, hedging with Currency Options, Speculation and Arbitrage with Options, Pricing Options, General Principles of Pricing, Black Scholes option pricing Model. Index Options, Hedging with Index	CLO 3	9

Options, Speculation and Arbitrage with Index Options, Index Options Market in Indian Stock Market, use of different option strategies to mitigate the risk.		
UNIT IV		
Introduction to Commodity Markets: History of commodity trading, Major commodities traded in derivatives exchange in India, Participant in commodity derivative markets, Commodity Market Indices, Commodity Futures, Commodity Options, Uses of commodity derivatives Hedging, Speculation and Arbitrage.	CLO 4	9
UNIT V		
Swaps and other derivatives: Financial Swaps, Types of swaps, Derivatives v/s swaps, Managing Interest Rate Exposure, Interest Rate Swaps, Currency Swaps, Forward Rate Agreement (FRA).	CLO 5	9
Total Hours		45

Text Reading:

- Thomas Susan, Derivatives Market in India; Tata McGraw Hill,
- Financial Derivatives: Theory, Concepts and practices by S.L. Gupta

References:

- Financial Derivatives by S.S.S Kumar, PHI
- Options, Futures and other Derivatives, John C. Hull; Prentice Hall of India; New Delhi

Any other Study Material (Online Link):

- www.bseindia.com
- www.nseindia.com
- www.nism.ac.in
- www.sebi.com.

COURSE CURRICULUM

Name of the Program:		MBA (G)		Semester: III		Level: PG	
Course Name		Equity Valuation and Research		Course Code/ Course Type		PMGIB204 / SPL	
Course Pattern		2025		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
3	0	0	3	3	40	60	0
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):		<p>The objectives of the course are:</p> <ol style="list-style-type: none"> 1. Introduce key concepts, principles, and approaches to equity valuation. 2. Develop understanding of financial statements and analytical tools for performance evaluation. 3. Enable application of valuation models such as DCF, DDM, and relative valuation techniques. 4. Build capability to analyze companies and industries for investment decision-making. 5. Expose students to behavioral, ethical, and emerging trends in equity valuation. 					
Course Learning Outcomes (CLO):		<p>Students would be able to:</p> <ol style="list-style-type: none"> 1. Explain the fundamental concepts, principles, and approaches to equity valuation. 2. Apply financial statement analysis techniques, including ratio, common-size, and trend analysis. 3. Analyze and apply valuation models such as DCF, DDM, and relative valuation techniques. 4. Evaluate companies and industries to formulate investment recommendations (buy / sell / hold). 5. Explain advanced topics in equity valuation, including behavioral aspects, emerging trends, and ethical considerations. 					

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Introduction to Equity Valuation Overview of Equity Valuation: Definition, importance, and key concepts. Fundamental Principles of Equity Valuation: Understanding the intrinsic value of stocks. Approaches to Equity Valuation: Introduction to the discounted cash flow (DCF) method, relative valuation (comparables), and asset-based valuation. Factors Influencing Equity Valuation: Economic indicators, industry analysis, and company-specific factors.	CLO 1	9
UNIT II		
Financial Statement Analysis Understanding Financial Statements: Overview of balance sheets, income statements, and cash flow statements. Ratio Analysis: Analyzing liquidity, profitability, solvency, and efficiency ratios. Common-Size Analysis: Assessing financial statements using common-size formats to compare companies of different sizes. Trend Analysis: Identifying trends in financial performance over time.	CLO 2	9
UNIT III		
Valuation Models and Techniques Discounted Cash Flow (DCF) Valuation: Principles of DCF modeling, forecasting cash flows, and determining discount rates (WACC). Relative Valuation: Comparable company	CLO 3	9

analysis (CCA) and comparable transactions analysis (CTA). Dividend Discount Model (DDM): Understanding the Gordon Growth Model and its applications. Residual Income Models: Economic Value Added (EVA) and other residual income approaches.		
UNIT IV		
Equity Research and Analysis Industry Analysis: Evaluating industry dynamics, competitive positioning, and growth prospects. Company Analysis: Assessing business models, competitive advantages, management quality, and financial performance. Valuation Analysis: Applying valuation models and techniques to estimate the intrinsic value of stocks. Investment Recommendations: Formulating buy, sell, or hold recommendations based on valuation analysis and risk assessment.	CLO 4	9
UNIT V		
Special Topics in Equity Valuation Equity Valuation in Practice: Case studies and practical applications of equity valuation techniques. Behavioral Finance and Equity Valuation: Understanding the influence of behavioral biases on stock prices and valuation. Emerging Trends in Equity Valuation: Exploring new developments, methodologies, and technologies in equity valuation research. Ethical Considerations in Equity Valuation: Addressing ethical issues, conflicts of interest, and regulatory compliance in equity research and analysis.	CLO 5	9
Total Hours		45

Textbooks:

- "Damodaran on Valuation: Security Analysis for Investment and Corporate Finance" by Aswath Damodaran: Wiley, Second Edition, 2006.
- "Valuation: Measuring and Managing the Value of Companies" by McKinsey & Company Inc. and Tim Koller: Wiley, Sixth Edition, 2015.

Reference Books:

- "Security Analysis" by Benjamin Graham and David Dodd: McGraw-Hill Education, Sixth Edition, 2008.
- "The Little Book of Valuation: How to Value a Company, Pick a Stock, and Profit" by Aswath Damodaran: Wiley, First Edition, 2011.
- "Investment Valuation: Tools and Techniques for Determining the Value of Any Asset" by Aswath Damodaran: Wiley, Third Edition, 2012.

Any other Study Material (Online Link):

- <https://rpc.cfainstitute.org/-/media/documents/book/ef-publication/2017/ef-v2017-n4-1-pdf.pdf>
- <http://csinvesting.org/wp-content/uploads/2012/09/equity-research-and-valuation-b-kemp-dolliver.pdf>
- https://www.bayes.city.ac.uk/_data/assets/pdf_file/0007/733651/Analyst-conference_Draziotis.pdf

Marketing (MKT)

COURSE CURRICULUM

Name of the Program:		MBA (G)		Semester: III		Level: PG	
Course Name		Rural Marketing		Course Code/ Course Type		PMGMK201/ SPL	
Course Pattern		2025		Version		1.0	
Teaching Scheme				Assessment Scheme			
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
3	0	0	3	3	40	60	0
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):				<ul style="list-style-type: none"> • Explain the concepts, scope, and significance of rural marketing in the Indian and global context. • Apply knowledge of rural consumer behaviour to design appropriate marketing strategies. • Analyze environmental, socio-cultural, and economic factors influencing rural markets. • Evaluate segmentation, targeting, and positioning strategies for rural markets. • Develop innovative rural marketing strategies incorporating digital transformation and emerging trends. 			
Course Learning Outcomes (CLO):				<ul style="list-style-type: none"> • Explain the structure, characteristics, and potential of rural markets. • Apply rural consumer behaviour concepts in marketing decision-making. • Analyze socio-cultural, economic, and technological influences on rural buying behaviour. • Evaluate rural marketing strategies including segmentation, distribution, and communication. • Design comprehensive rural marketing plans using digital tools and emerging business models. 			

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
UNIT I: Introduction to Rural Marketing & Rural Economy- Concept, scope, and evolution of rural marketing. Rural vs Urban markets – key differences. Rural economy of India – income sources, occupation patterns. Characteristics of rural consumers. Role of agriculture, MSMEs, and rural development schemes. Rural infrastructure, digital penetration (internet, smartphones). Government initiatives (Digital India, PMFBY, e-NAM)	CLO 1	9
UNIT II		
UNIT II: Rural Consumer Behaviour- Rural consumer decision-making process. Buying behaviour patterns in rural markets. Influence of culture, traditions, caste, and religion. Role of family and community in purchase decisions. Motivation,	CLO 2	9

perception, attitudes in rural context. Aspirational consumption & rural brand consciousness. NEW: Influence of social media and mobile usage in villages.		
UNIT III		
UNIT III: Rural Market Environment Analysis- Economic, demographic, and technological environment. Infrastructure challenges (transport, warehousing, communication). Role of NGOs, SHGs, cooperatives. Diffusion of innovations in rural markets. Financial inclusion (UPI, microfinance, Jan Dhan Yojana). Agri-tech platforms, rural e-commerce (e.g., agri marketplaces). Sustainability and ethical issues in rural markets.	CLO 3	9
UNIT IV		
UNIT IV: Rural Marketing Strategies- Segmentation, Targeting, Positioning in rural markets. Product strategies (low-cost, durable, small packaging – sachet marketing). Pricing strategies (affordability, value pricing). Distribution strategies (haats, melas, mandis, rural retail, last-mile delivery). Promotion strategies (folk media, influencer marketing, local opinion leaders). Rural branding and trust-building. Omni-channel strategies in rural marketing.	CLO 4	9
UNIT V		
UNIT V: Emerging Trends & Digital Rural Marketing - Digital transformation in rural markets. Role of e-commerce and mobile commerce in rural India. Direct marketing and ICT tools. Case studies of successful rural marketing initiatives. Rural fintech, digital payments adoption. Social entrepreneurship and rural startups. Data-driven rural marketing & analytics. Ethical issues, privacy, and consumer protection.	CLO 5	9
Total Hours		45

Text Reading:

- Dogra, B. & Ghuman, K. – *Rural Marketing: Concepts and Practices*, McGraw Hill (Latest Edition)
- Singh, Sukhpal – *Rural Marketing: Focus on Agricultural Inputs*, Sage Publications
- Kashyap, Pradeep & Raut, Siddhartha – *The Rural Marketing Book*, Biztantra (Latest Edition)

References:

- Kotler, Keller, Koshy & Jha – *Marketing Management (Indian Context)*, Pearson (Latest Edition)
- Krishnamacharyulu & Ramakrishnan – *Rural Marketing: Text and Cases*, Pearson
- Velayudhan, Sanal Kumar – *Rural Marketing: Targeting the Non-Urban Consumer*, Sage
- Prahalad, C.K. – *The Fortune at the Bottom of the Pyramid*, Pearson
- Sheth, J.N. – *Consumer Behaviour in Emerging Markets*, Routledge
- IIM/Case Centre rural marketing case compilations (recent editions)

COURSE CURRICULUM

Name of the Program:		MBA (G)	Semester: III		Level: PG		
Course Name		Integrated Marketing Communication		Course Code/ Course Type		PMGMK202/ SPL	
Course Pattern		2025	Version		1.0		
Teaching Scheme					Assessment Scheme		
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
3	0	0	3	3	40	60	0
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):		The objectives of the course are:					
		<ol style="list-style-type: none"> 1. Introduce the concept and evolution of IMC in modern marketing. 2. Develop skills for strategic IMC planning and brand alignment. 3. Understand key communication tools used in IMC campaigns. 4. Explore digital integration and AI applications in IMC. 5. Build ability to measure, evaluate, and manage IMC ethically. 					
Course Learning Outcomes (CLO):		Students would be able to:					
		<ol style="list-style-type: none"> 1. Understand the fundamentals and strategic role of IMC. 2. Plan IMC campaigns using consumer insights and brand alignment. 3. Apply creative and media tools in communication planning. 4. Integrate digital and AI-based platforms in IMC. 5. Evaluate and optimize IMC campaigns ethically. 					

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Foundations of IMC — Introduction to Integrated Marketing Communications, Importance of IMC in Modern Marketing, Key Components of IMC, Historical Evolution and Milestones of IMC, IMC vs Traditional Marketing Communication, Role of IMC in Branding, IMC as a Strategic Business Tool, Understanding IMC in a Global Context, Current Trends in IMC, Design Thinking in IMC Strategy.	CLO 1	9
UNIT II		
Strategic IMC Planning and Consumer Insight — Identifying Target Audience in IMC, Identifying and Overcoming Integration Barriers, Identifying and Overcoming Integration Barriers (Case-Based Discussion), SWOT and Opportunity Analysis in IMC, Aligning IMC Strategy with Business Goals, Aligning IMC Strategy with Business Goals (Workshop), Competitive Analysis and Brand Positioning, Competitive Analysis and Brand Positioning (Examples & Tools), Customer Journey Mapping, Role of Customer Insights in IMC.	CLO 2	9
UNIT III		
Creative Tools and Communication Channels — Creative Strategy in IMC, Elements of a Creative Brief, Message Design and Copywriting, Storytelling in Integrated Branding, Advertising – Types and Strategies, Advertising – Case Studies and Campaigns, Personal Selling – Tools and Techniques, Sales Promotion – Objectives and Planning, Direct Marketing in IMC, Public Relations and Sponsorships.	CLO3	9
UNIT IV		
Digital Integration and Technological Tools — The Role of Digital Marketing in IMC, Social Media Advertising – Platforms and Strategy, Social Media Advertising – Analytics and Campaign Design, Integrating Paid, Owned, and Earned Media, Use of	CLO4	9

AI in IMC Strategy, Personalization Using AI-Powered Tools, Competitive Intelligence Tools for IMC, Interactive Content and Engagement Tactics.		
UNIT V		
Evaluation, Ethics and Future Outlook — Budgeting Techniques for IMC Campaigns, IMC Campaign Measurement using Integrated KPIs, ROI and Optimization of Media Mix, Ethical and Legal Aspects in IMC, The Future of IMC: Challenges and Opportunities, IMC in Action – Integrated Campaign Presentation, Revision and Query Solving Session.	CLO5	9
Total Hours		45

Learning resources

Textbooks:

1. Marketing Management, 15th Edition, Philip Kotler, Kevin Lane, Keller, Published by-Pearson.
2. Marketing Management-A South Asian Perspective, ISBN -978-0-13-600998, 13th Edition, Philip Kotler, Kevin Keller, Abraham Koshy, Mithileshwar Jha, Published by Dorling Kindersley(India)Pvt. Ltd, Licensees of Pearson Education in South Asia
3. Marketing Management-Global Perspective -Indian Context, 4th Edition-2010V.S. Ramaswamy & S. Namakumari, Macmillan Publishers India LMT, New Delhi.

Online References:

1. Integrated Marketing Communications: The Holistic Approach
<https://books.google.as/books?id=jbT-I30Q3HEC&printsec=frontcover#v=onepage&q&f=false>
2. Integrated Marketing Communications: A Global Brand-Driven Approach By Philip J. Kitchen, Marwa E. Tourky -
https://www.google.co.in/books/edition/Integrated_Marketing_Communications/YJtXEAAAQBAJ?hl=en&gbpv=1&printsec=frontcover

References:

1. Semenik, R. J., Allen, C., O'Guinn, T. C., & Kaufmann, H. R. (2012). Advertising and promotions: An integrated brand approach. China: Couth-Western Cengage Learning.
2. Belch, G.E., & Belch, M.A. (2017). Advertising and Promotion: An Integrated Marketing Communications Perspective (11th Ed.). McGraw Hill Higher Education.
3. Kotler, P., & Keller, K. L. (2017). Marketing management. (15th Ed.). Pearson India

COURSE CURRICULUM

Name of the Program:		MBA (G)		Semester: III		Level: PG	
Course Name		Sales and Distribution Management		Course Code/ Course Type		PMGMK203/ SPL	
Course Pattern		2025		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
3	0	0	3	3	40	60	0
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):		<ul style="list-style-type: none"> Explain the concepts, roles, and contemporary trends in sales and distribution management. Apply sales planning, forecasting, and organizational principles to real-world business scenarios. Analyze sales force management practices including recruitment, training, performance evaluation, and motivation. Evaluate distribution channel strategies and partner management decisions. Design integrated sales and distribution strategies incorporating digital tools, analytics, and supply chain innovations. 					
Course Learning Outcomes (CLO):		<ul style="list-style-type: none"> Explain the fundamentals of sales management, personal selling, and relationship marketing. Apply sales planning, forecasting, and territory management techniques. Analyze sales force effectiveness using performance metrics, compensation plans, and motivation strategies. Evaluate distribution channel design, partner selection, and channel performance. Develop data-driven sales and distribution strategies using digital tools and modern logistics systems. 					

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
UNIT I: Introduction to Sales Management & Personal Selling- Nature, scope, and importance of sales management. Role of sales in marketing strategy. Personal selling process. Salesmanship and relationship marketing. Emerging trends in sales management. Consultative selling, solution selling. Role of CRM systems in sales (e.g., automation tools). Ethics and professionalism in selling	1	9
UNIT II		
UNIT II: Sales Planning, Forecasting & Organization- Sales planning process. Sales forecasting methods (qualitative & quantitative). Sales organization structures. Designing sales territories and quotas. Sales budgeting and control. Sales promotion strategies. Data-driven forecasting & predictive analytics. Key Account Management (KAM). Inside sales vs field sales models.	2	9
UNIT III		
UNIT III: Sales Force Management - Sales job analysis and design. Recruitment and selection of sales personnel. Training and development programs. Compensation plans and incentive schemes. Motivation theories in sales context. Performance evaluation and	3	9

control. Sales reports, audits, and expenses. Sales analytics & KPIs (conversion rate, pipeline, CLV). Gamification in sales motivation. Remote sales team management.		
UNIT IV		
UNIT IV: Distribution Management & Channel Design - Nature and scope of distribution management. Marketing channel design and structure. Functions and flows in channels. Channel intermediaries and types. Channel intensity (intensive, selective, exclusive). Channel partner selection and management. Conflict and cooperation in channels. Omnichannel and multichannel distribution. E-commerce and D2C (Direct-to-Consumer) models. Rural vs urban distribution challenges.	4	9
UNIT V		
UNIT V: Logistics, Supply Chain & Digital Distribution - Logistics management: concept and components. Inventory and warehouse management. Transportation and distribution systems. Supply chain management (SCM) fundamentals. Channel information systems. International distribution management. Technology in logistics (AI, IoT, blockchain basics). Last-mile delivery innovations (hyperlocal delivery). Sustainability and green logistics. Role of platforms (Amazon, Flipkart, ONDC) in distribution	5	9
Total Hours		45

Text Reading:

- Panda, Tapan K. & Sahadev, Sunil – *Sales and Distribution Management*, Oxford University Press (Latest Edition)
- Havaldar, Krishna K. & Cavale, Vasant M. – *Sales and Distribution Management: Text and Cases*, McGraw Hill (Latest Edition)
- Sales & Distribution Management (Latest Edition), Panda Tapan K., Sahadev Sunil, Oxford University Press 2. Sales & Distribution Management – Text & Cases (2nd Edition), Krishna K. Havaldar, Vasant M. Cavale, Tata McGraw-Hill

References:

- Johnston, Mark W. & Marshall, Greg W. – *Sales Force Management*, McGraw Hill (Latest Edition)
- Jobber, David & Lancaster, Geoffrey – *Selling and Sales Management*, Pearson (Latest Edition)
- Tanner, Honeycutt & Erffmeyer – *Sales Management*, Pearson (Latest Edition)
- Ingram, LaForge, Avila, Schwegker, Williams – *Sales Management: Analysis and Decision Making*, Routledge (Latest Edition)
- Kotler, Keller, Koshy & Jha – *Marketing Management (Indian Context)*, Pearson
- Chopra, Sunil – *Supply Chain Management: Strategy, Planning, and Operation*, Pearson (Latest Edition)
- Rushton, Croucher & Baker – *The Handbook of Logistics and Distribution Management*, Kogan Page

COURSE CURRICULUM

Name of the Program:		MBA		Semester: III		Level: PG	
Course Name		Marketing 5.0		Course Code/ Course Type		PMGM201/ SPL	
Course Pattern		2025		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
3	0	0	3	3	40	60	0
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):		The objectives of the course are: <ol style="list-style-type: none"> 1. Understand the shift from traditional to digital and human-centric marketing. 2. Explore consumer behavior in the digital era and connected subcultures. 3. Familiarize students with emerging marketing technologies and tools. 4. Highlight integration of technology with marketing strategies. 5. Create awareness about ethical and strategic issues in tech-driven marketing. 					
Course Learning Outcomes (CLO):		Students would be able to: <ol style="list-style-type: none"> 1. Describe concepts of Marketing 4.0 & 5.0, including digital subcultures and tech-driven frameworks. 2. Explain the shift to digital, inclusive, and human-centric marketing with focus on CX. 3. Apply the 5A path, content, and data strategies for integrated brand experiences. 4. Analyze the impact of AI, predictive tools, AR/VR, block chain, and contextual marketing on customer behavior and loyalty. 5. Design human-centric, tech-enabled strategies that deliver WOW customer experiences. 					

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Introduction to Marketing 4.0: Power Shift to Connected Customers- Inclusive marketing, horizontal communication, social communities, frugal innovation. The New Customer Journey & Subcultures: Online Go-to-Market Options, Myths of Connectivity, Co-creation, Advocacy, Digital Subcultures- Youth, Women, Netizens. Blending Traditional & Digital Approaches- Customer Path 4A to 5A, O-Zone, 4Ps to 4Cs, Brand Humanization. Content as Conversation, Hashtags, Contextual Marketing, Omni channel Integration – Offline and Online, Gamification, Social CRM, Mobile Apps for Engagement	CLO 1	9
UNIT II		
Introduction to Marketing 5.0 & Digital-Ready Organizations: Journey from 4.0 to 5.0 - Technology for Humanity, Market Polarization, Corporate Activism, Marketing to Baby Boomers, X, Y, Z, and Alpha Digital Transformation in Organizations- Impact of COVID-19 and the Rise of Digital, Opportunities and Challenges of Going Digital, Digital Capabilities and Readiness, Digital Leadership, Digital Divide. Technology Enablers in Marketing 5.0- Bionics and Human-like Technologies	CLO 2	9

UNIT III		
UNIT 3: Data-Driven and Human-Centric Marketing: Customer Experience in the Digital World- Human and Machine Collaboration in CX, Balance Between Tech and Human Touch, Trends Shaping CX Today. Data-Driven Marketing- Segment of One, Building a Data Ecosystem, Leveraging Analytics for Insights. Human-Centric Branding- Digital Anthropology in Marketing, Six Attributes of Human-Centric Brands, When Brands Become “Human”	CLO 3	9
UNIT IV		
Predictive & Contextual Marketing: Predictive Marketing Fundamentals- How It Works & Its Applications, Building Predictive Models, Anticipating Market Demand. Contextual Marketing- Triggers and Responses, Three Levels of Personalized Experience, Creating Sense-and-Respond Experiences. Smart Infrastructure & Customer Path Optimization- Real-Time Interaction Models, Use of AI in Contextual Marketing.	CLO 4	9
UNIT V		
Augmented & Agile Marketing: Augmented Marketing Concepts- Tech-Empowered Human Interfaces, Digital Tools to Enhance Customer Experience, Augmented & Virtual Reality in Marketing. Agile Marketing- Need for Agile Execution, Operations at Pace & Scale, Use of Agile Sprints in Campaigns. Blockchain in Marketing- Transparency, Trust, and Traceability. Delivering WOW Moments- Enjoy, Experience, Engage Strategy.	CLO 5	9
Total Hours		45

Text Reading:

- Marketing 5.0 Technology for Humanity, Philip Kotler, Hermawan Kartajaya, and Iwan Setiawan John Wiley & Sons, Inc. Hoboken, New Jersey
- Predictive Marketing: Easy Ways Every Marketer Can Use Customer Analytics and Big Data, Omer Artun, Dominique Levin
- The Context Marketing Revolution: How to Motivate Buyers in the Age of Infinite Media, Mathew Sweeze – Harvard Business Review Press (24 March 2020); Penguin Random house
- The Six Disciplines of Agile Marketing: Proven Practices for More Effective Marketing and Better Business Results, Jim Ewel, Wiley; 1st edition (October 13, 2020)

References:

- Marketing to Gen Z: The Rules for Reaching This Vast--and Very Different- Generation of Influencers, by Jeff Fromm, Angie Read, Amazon; Special edition (6 March 2018)
- Digital Channels A Complete Guide, by Gerardus Blokdyk, 5 star cooks (13 October 2018)
- The Ten Principles Behind Great Customer Experiences (Financial Times Series), Matt Watkinson Paperback, Pearson Education (19 June 2020)

Suggested Audio Visuals link

- <https://www.youtube.com/watch?v=JbzTDtlhpnU>, Introduction to Marketing 5.0: Technology for Humanity with Iwan Setiawan.
- <https://www.youtube.com/watch?v=jwUobgplGqk> Marketing 5.0, Book Review.
- https://www.youtube.com/watch?v=tav4S11KA_g, Agile Marketing, accessed on 7th June 2021
- <https://www.youtube.com/watch?v=ZFTgGi06vbM,ARvsVR>, What are virtual and Augmented Realities.

- <https://www.youtube.com/watch?v=1obcLCB5WTU> What is Contextual Marketing. Benefits of Contextual Marketing.
- <https://marketingtrends.com/episodes/erik-newton/>

Suggested Journals

- <https://www.forbes.com/sites/blakemorgan/2019/12/17/5-predictions-for-customer-experiencein-2020/?sh=26ed6f962ec7>.
- <https://www.pwc.com/us/en/services/consulting/library/consumer-intelligence-series/futureof-customer-experience.html>.
- <https://www.thinkwithgoogle.com/intl/en-aunz/future-of-marketing/digital-transformation/5-keysteps-digital-transformation-success/>
- <https://futurumresearch.com/research-reports/experience-2030-global-report-customerexperience/>
- <https://www.cm.com/blog/how-finding-the-right-balance-between-technology-and-humans-willimprove-customer-experience/>

Digital Marketing (DM)

COURSE CURRICULUM

Name of the Program:		MBA		Semester: III		Level: PG	
Course Name		Advanced Social Media Analytics and Insights		Course Code/ Course Type		PMGDM201/ SPL	
Course Pattern		2025		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
3	0	0	3	3	40	60	0
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):		The objectives of the course are: <ol style="list-style-type: none"> To explain advanced concepts, metrics, and frameworks used in social media analytics. To apply analytical tools and techniques for measuring and monitoring social media performance. To analyze social media data using statistical, textual, and network analysis methods. To evaluate the effectiveness of digital marketing campaigns using social media analytics insights. To design data-driven digital marketing strategies based on advanced social media analytics. 					
Course Learning Outcomes (CLO):		Students would be able to: <ol style="list-style-type: none"> Explain key concepts, metrics, KPIs, and ethical considerations in social media analytics. Apply advanced social media metrics and KPIs to assess platform performance and competitive positioning. Use social media analytics tools and platforms to collect, visualize, and interpret data. Analyze and interpret social media data using statistical, sentiment, and network analysis techniques. Develop data-driven strategies for campaign optimization, audience targeting, and ROI improvement. 					

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Introduction to Advanced Social Media Analytics: Overview of Social Media Analytics. Importance of Social Media Metrics. Key Performance Indicators (KPIs) in Social Media. Social Media Listening and Monitoring Tools. Data Collection Methods. Data Privacy and Ethics in Social Media Analytics. Case Studies in Advanced Social Media Analytics	CLO 1	9
UNIT II		
Advanced Social Media Metrics and KPIs - Engagement Metrics (Likes, Comments, Shares). Reach and Impressions. Conversion Metrics (Click-Through Rate, Conversion Rate). Sentiment Analysis. Influencer Metrics. Competitive Analysis Metrics. Advanced Custom Metrics and KPIs	CLO 2	9
UNIT III		

Social Media Analytics Tools and Platforms - Google Analytics and Social Media Integration. Facebook Insights and Analytics. Twitter Analytics. LinkedIn Analytics. Instagram Insights. Social Media Management Platforms (e.g., Hootsuite, Sprout Social). Data Visualization Tools for Social Media Analytics	CLO 3	9
UNIT IV		
Data Analysis and Interpretation - Data Cleaning and Preparation. Exploratory Data Analysis (EDA). Statistical Analysis Techniques. Text and Sentiment Analysis. Social Network Analysis. Predictive Analytics for Social Media. Advanced Data Visualization Techniques.	CLO 4	9
UNIT V		
Application of Social Media Analytics in Digital Marketing - Campaign Performance Analysis. Audience Segmentation and Targeting. Content Optimization Strategies. Social Media Advertising Optimization. Crisis Management and Reputation Monitoring. Social Media ROI Measurement. Future Trends in Advanced Social Media Analytics.	CLO 5	9
Total Hours		45

Text Reading:

- Marketing Metrics: The Manager's Guide to Measuring Marketing Performance Hardcover – Illustrated, 3 September 2015 by Paul Farris (Author), Neil Bendle (Author), Phillip Pfeifer (Author), Publisher: Pearson FT Press; 3rd edition (3 September 2015), Edition: 3rd
- Influencer Marketing for Brands: What YouTube and Instagram Can Teach You About the Future of Digital Advertising 1st ed. Edition, Kindle Edition by Aron Levin (Author) Format: Kindle Edition, Publisher : Apress; 1st ed. edition (30 November 2019), Edition:1st

References:

- Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity 1st Edition, Kindle Edition by Avinash Kaushik (Author) Format: Kindle Edition, Publisher : Sybex; (30 December 2009), Edition: 1

Additional Reading:

- Social Media Analytics: Techniques and Insights for Extracting Business Value Out of Social Media <https://www.oreilly.com/library/view/social-media-analytics/9780133892956/>
- Social Media Marketing For Dummies, 4th Edition https://www.oreilly.com/library/view/social-media-marketing/9781119617006/?_gl=1*1qlcgw6*_ga*NjkyNzI2ODM1LjE3MDg2MDkyOTE.*_ga_092EL089CH*MTcwODYwOTI5MC4xLjAuMTcwODYwOTMzNS4xNS4wLjA.
- Marketing Metrics: The Manager's Guide to Measuring Marketing Performance, Third Edition https://www.oreilly.com/library/view/marketing-metrics-the/9780134086040/?_gl=1*16pwtj*_ga*NjkyNzI2ODM1LjE3MDg2MDkyOTE.*_ga_092EL089CH*MTcwODYwOTI5MC4xLjAuMTcwODYwOTMzMy4xNy4wLjA.

COURSE CURRICULUM

Name of the Program:		MBA (G)		Semester: III		Level: PG	
Course Name		AI-Driven Digital Marketing Strategies		Course Code/ Course Type		PMGDM202/ SPL	
Course Pattern		2025		Version		1.0	
Teaching Scheme				Assessment Scheme			
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
3	0	0	3	3	40	60	0
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):				<ul style="list-style-type: none"> To explain the role and impact of Artificial Intelligence (AI) in digital marketing strategies. To apply AI-driven tools and techniques for marketing automation and customer engagement. To analyze customer data and AI-generated insights for segmentation, targeting, and personalization. To evaluate the effectiveness of AI-driven digital marketing campaigns and decision-making processes. To design innovative AI-driven digital marketing strategies using machine learning and predictive analytics. 			
Course Learning Outcomes (CLO):				<ul style="list-style-type: none"> Explain the concepts, applications, and ethical considerations of AI in digital marketing. Apply AI techniques for customer insights, segmentation, personalization, and service automation. Use AI tools for content creation, optimization, and performance enhancement in digital marketing. Analyze and evaluate AI-driven advertising strategies, campaign performance, and attribution models. Develop AI-driven marketing strategies and innovative solutions using predictive analytics and emerging technologies. 			

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Introduction to AI in Digital Marketing: Overview of AI and Machine Learning, Applications of AI in Digital Marketing, AI-driven Marketing Automation, Ethical Considerations in AI-driven Marketing, Impact of AI on Consumer Behavior, Case Studies in AI-driven Digital Marketing	CLO 1	9
UNIT II		
AI-driven Customer Insights and Personalization: Customer Data Collection and Analysis, AI-driven Customer Segmentation, Personalized Content Recommendations, Dynamic Pricing Strategies, Chatbots and Virtual Assistants, AI-driven Customer Service	CLO 2	9
UNIT III		
AI-driven Content Creation and Optimization: Content Generation with AI, Natural Language Processing (NLP) in Content Marketing, A/B Testing with AI, Predictive Content Analytics, Content Optimization for SEO, AI-powered Content Distribution	CLO 3	9

UNIT IV		
AI-driven Advertising and Campaign Management: Programmatic Advertising, AI-powered Ad Targeting and Retargeting, Real-time Bidding (RTB), AI-driven Ad Creatives, Campaign Performance Optimization, Attribution Modeling with AI	CLO 4	9
UNIT V		
AI-driven Marketing Strategy and Innovation: Predictive Analytics for Marketing Strategy, AI-driven Market Research and Competitive Analysis, Marketing Automation Platforms (MAPs), AI-driven Product Recommendations, Voice Search Optimization (VSO), AI-powered Marketing Experiments and Innovations	CLO 5	9
Total Hours		45

Text Reading:

- Artificial Intelligence in Digital Marketing: Insights from a Comprehensive Review
<https://www.mdpi.com/2078-2489/14/12/664>
- Influencer Marketing for Brands: What YouTube and Instagram Can Teach You About the Future of Digital Advertising
https://www.oreilly.com/library/view/influencer-marketing-for/9781484255032/?_gl=1*16pwdtj*_ga*NjkyNzI2ODM1LjE3MDg2MDkyOTE.*_ga_092EL089CH*MTcwODYwOTI5MC4xLjAuMTcwODYwOTMzMzMy4xNy4wLjA.

References:

- Artificial Intelligence In Digital Marketing: How AI Will Transform Digital Marketing
<https://www.everand.com/book/437130721/Artificial-Intelligence-In-Digital-Marketing-How-AI-Will-Transform-Digital-Marketing>
- Artificial Intelligence In Digital Marketing
<https://www.everand.com/book/674328009/Artificial-Intelligence-In-Digital-Marketing>

Additional Reading:

- Social Media Analytics: Techniques and Insights for Extracting Business Value Out of Social Media
<https://www.oreilly.com/library/view/social-media-analytics/9780133892956/>
- Social Media Marketing For Dummies, 4th Edition
https://www.oreilly.com/library/view/social-media-marketing/9781119617006/?_gl=1*1qlcgw6*_ga*NjkyNzI2ODM1LjE3MDg2MDkyOTE.*_ga_092EL089CH*MTcwODYwOTI5MC4xLjAuMTcwODYwOTMzNS4xNS4wLjA.

COURSE CURRICULUM

Name of the Program:		MBA (G)		Semester: III		Level: PG	
Course Name		Virtual and Augmented Reality in Marketing		Course Code/ Course Type		PMGDM203/ SPL	
Course Pattern		2025		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
3	0	0	3	3	40	60	0
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):			<ul style="list-style-type: none"> To explain the concepts, technologies, and evolution of Virtual Reality (VR) and Augmented Reality (AR) in marketing. To apply VR/AR tools and techniques for enhancing customer experience and brand engagement. To analyze the impact of immersive technologies on consumer behaviour and marketing performance. To evaluate VR/AR-based marketing strategies, campaigns, and their effectiveness. To design innovative VR/AR-driven marketing strategies aligned with emerging digital trends and ethical considerations. 				
Course Learning Outcomes (CLO):			<ul style="list-style-type: none"> Explain the fundamentals, applications, and ethical considerations of VR and AR in marketing. Apply VR technologies to create immersive brand experiences, virtual showrooms, and engagement strategies. Utilize AR tools and applications for customer engagement, product visualization, and social media marketing. Analyze and evaluate the integration of VR/AR into marketing strategies and cross-platform campaigns. Develop innovative VR/AR-based marketing solutions incorporating emerging technologies and future trends. 				

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Introduction to Virtual and Augmented Reality in Marketing: Basics of Virtual Reality (VR) and Augmented Reality (AR), History and Evolution of VR/AR Technology, Applications of VR/AR in Marketing, Impact of VR/AR on Consumer Behavior, Future Trends in VR/AR Marketing, Ethical Considerations in VR/AR Marketing. Extended Reality (XR) ecosystem overview. Case Studies: Successful VR/AR Marketing Campaigns	CLO 1	9
UNIT II		
Virtual Reality in Marketing: Immersive VR Experiences for Brand Storytelling, Virtual Showrooms and Product Demonstrations, VR Advertising and Sponsorship Opportunities, VR Content Creation and Distribution Strategies, VR-Based Customer Engagement and Interaction, VR Analytics and Measurement Metrics. Metaverse marketing concepts. VR commerce (virtual shopping environments). Case Studies: VR Marketing Innovations	CLO 2	9
UNIT III		

Augmented Reality in Marketing: AR Applications in Retail and E-commerce, Interactive AR Product Packaging and Labels, AR Mobile Apps for Consumer Engagement, AR-based Gamification in Marketing, AR-powered Social Media Marketing, AR Analytics and Performance Tracking. WebAR vs App-based AR. AR filters and branded lenses (Instagram/Snapchat marketing). Case Studies: AR Marketing Success Stories.	CLO 3	9
UNIT IV		
Integrating VR/AR into Marketing Strategies: VR/AR Strategy Development and Implementation, Cross-Platform Integration of VR/AR Experiences, Collaborative Brand Partnerships in VR/AR Marketing, VR/AR Content Marketing Strategies, Personalization and Targeting in VR/AR Campaigns, VR/AR SEO and Optimization Techniques. Omnichannel integration with VR/AR. Customer journey mapping in immersive environments. Case Studies: VR/AR Integration in Marketing Strategies	CLO 4	9
UNIT V		
Future Trends and Innovations in VR/AR Marketing: Emerging Technologies in VR/AR Marketing, Virtual Events and Experiential Marketing, VR/AR in Location-based Marketing, AI and Machine Learning in VR/AR Personalization, Ethical and Legal Implications of VR/AR Marketing, VR/AR Marketing Case Competitions and Presentations, Industry Expert Panel Discussion: The Future of VR/AR in Marketing. Spatial computing in marketing. Data privacy, biometric data risks in immersive tech. Sustainability and accessibility in VR/AR experiences	CLO 5	9
Total Hours		45

Textbooks:

- "Virtual Reality Marketing: Using VR to Grow a Brand and Create Impact" by Maya Zuckerman and Aaron Nicholson
https://duepublico2.uni-due.de/servlets/MCRFileNodeServlet/duepublico_derivate_00070898/Diss_Emmerich.pdf
- Augmented Reality in Marketing: Role and Applications
https://www.academia.edu/36282179/Augmented_Reality_in_Marketing_Role_and_Applications

References:

- What-is-AR-Marketing
<https://www.philipprauschnabel.com/wp-content/uploads/2022/04/What-is-AR-Marketing-RG.pdf>
- Mobile Augmented Reality Supporting Marketing
https://www.theseus.fi/bitstream/handle/10024/83259/Kengne_Paul_Arol.pdf?sequence=1&isAllowed=y

Additional Reading:

- Augmented Reality Marketing: A Technology-Enabled Approach to Situated Customer Experience
https://www.researchgate.net/publication/341400511_Augmented_Reality_Marketing_A_Technology-Enabled_Approach_to_Situated_Customer_Experience
- Effective Of Augmented Reality (AR) In Marketing Communication; A Case Study On Brand Interactive
https://www.ijraj.in/journal/journal_file/journal_pdf/14-245-1463031748133-137.pdf

COURSE CURRICULUM

Name of the Program:		MBA (G)		Semester: III		Level: PG	
Course Name		Global Social Media Engagement Strategies		Course Code/ Course Type		PMGDM204/ SPL	
Course Pattern		2025		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
3	0	0	3	3	40	60	0
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):		<ul style="list-style-type: none"> To explain the role and significance of global social media engagement in international marketing. To apply platform-specific strategies for engaging diverse global audiences across social media channels. To analyze cultural, behavioral, and regional differences influencing global social media interactions. To evaluate global social media campaigns using analytics, metrics, and performance indicators. To design effective global social media engagement strategies integrating cultural insights and digital tools. 					
Course Learning Outcomes (CLO):		<ul style="list-style-type: none"> Explain global social media platforms, trends, and ethical considerations in international engagement. Apply platform-specific strategies to engage global audiences across major social media channels. Analyze cultural sensitivities, localization strategies, and global influencer dynamics in social media marketing. Evaluate global social media engagement strategies, campaigns, and crisis management approaches. Develop data-driven global social media strategies using analytics, ROI measurement, and optimization techniques. 					

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Introduction to Global Social Media Engagement: Importance of Global Social Media Engagement. Overview of Major Global Social Media Platforms. Understanding Cultural Differences in Social Media Usage. Global Social Media Trends and Insights. Ethical and Legal Considerations in Global Social Media Engagement. Global data privacy laws (GDPR, cross-border data issues). Case Studies: Successful Global Social Media Engagement Campaigns.	CLO 1	9
UNIT II		
Global Social Media Platforms and Audiences: Facebook: Strategies for Global Engagement. Twitter: Engaging with International Audiences. Instagram: Visual Storytelling for Global Reach. LinkedIn: Professional Networking on a Global Scale. YouTube: Video Marketing Strategies for Global Audiences. TikTok: Leveraging Short-form Content for Global Engagement. Social commerce features (shops, live commerce). Case Studies: Global Brands on Social Media Platform.	CLO 2	9
UNIT III		

Cultural Insights for Global Social Media Engagement: Understanding Cultural Sensitivities in Social Media Content. Adapting Content for Different Cultural Contexts. Language Localization Strategies. Global Influencer Marketing Strategies. Cultural Events and Holidays: Opportunities for Engagement. Cross-cultural communication frameworks (Hofstede's dimensions – brief application). Case Studies: Cultural Insights in Global Social Media Engagement	CLO 3	9
UNIT IV		
Global Social Media Engagement Strategies: Content Strategy for Global Audiences. Community Management on Global Platforms. User-generated Content Campaigns. Paid Advertising and Promotions on Global Social Media. Cross-cultural Collaboration and Partnerships. Crisis Management and Reputation Monitoring. Case Studies: Effective Global Social Media Engagement Strategies.	CLO 4	9
UNIT V		
Analytics and Measurement in Global Social Media Engagement: Key Metrics for Evaluating Global Social Media Engagement. Social Listening and Sentiment Analysis. Tracking Global Social Media Campaign Performance. ROI Measurement and Reporting. Continuous Optimization of Global Social Media Strategies. Future Trends in Global Social Media Engagement. Case Studies: Analytics-driven Global Social Media Engagement.	CLO 5	9
Total Hours		45

Textbooks:

- Global Content Marketing: How to Create Great Content, Reach More Customers, and Build a Worldwide Marketing Strategy that Works
<https://www.oreilly.com/library/view/global-content-marketing/9780071840972/>
- "Global Marketing: Warren J. Keegan and Mark C. Green
<https://www.pearsoned.co.in/prc/book/warren-j-keegan-global-marketing-9e--9/9789352865284>

References:

- "International Marketing: Global Business Environment Analysis" on edX by The University of British Columbia
<https://www.edx.org/school/ubcx>

Additional Reading:

- Global Marketing Strategy, An Executive Digest, Bodo B. Schlegelmilch
https://books.google.co.in/books?id=yYSuCWAAQBAJ&printsec=frontcover&source=gbs_ge_summary_r&cad=0#v=onepage&q&f=false

Any other Study Material (Online Link):

- "Global Social Media Handbook: Profiles, Policies, and Strategies" by Tina L. Juillerat
https://scholar.google.co.in/scholar?q=Global+Social+Media+Handbook:+Profiles,+Policies,+and+Strategies%22&hl=en&as_sdt=0&as_vis=1&oi=scholar

Human Resource Management (HRM)

COURSE CURRICULUM

Name of the Program:		MBA		Semester: III		Level: PG	
Course Name		Organizational Change and Development		Course Code/ Course Type		PMGHR201/ SPL	
Course Pattern		2025		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
3	0	0	3	3	40	60	0
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):		The objectives of the course are: <ol style="list-style-type: none"> 1. Understand the theories and models of organizational change and development. 2. Apply diagnostic tools and methods to assess organizational readiness for change. 3. Develop change management strategies and plans to facilitate successful organizational change. 4. Analyze the impact of change interventions on organizational culture, structure, and performance. 5. Design mechanisms for sustaining change and fostering organizational learning. 					
Course Learning Outcomes (CLO):		Students would be able to: <ol style="list-style-type: none"> 1. Students will recall and define key concepts and theories related to organizational change and development. 2. Students will demonstrate understanding by explaining the theoretical foundations and models of organizational change. 3. Students will apply change management techniques and strategies to real-world organizational scenarios. 4. Students will analyze case studies and organizational examples to evaluate the effectiveness of change interventions. 5. Students will develop and propose change management plans for organizations facing various change scenarios. 					

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Descriptors/Topics: Introduction to Organizational Change and Development: Overview of Organizational Change. Theories of Change Management. Forces Driving Organizational Change. Models of Organizational Development. Role of Leadership in Change.	CLO 1	9
UNIT II		
Descriptors/Topics: Diagnosing Organizational Change: Organizational Diagnosis Methods. Environmental Scanning. SWOT Analysis. Stakeholder Analysis. Cultural Assessment	CLO 2	9
UNIT III		
Descriptors/Topics: Planning and Implementing Change: Change Management Strategies. Change Communication. Employee Engagement in Change. Resistance to Change. Change Readiness Assessment	CLO 3	9

UNIT IV		
Descriptors/Topics: Managing Transition and Transformation: Transition Management. Building Change Capability. Organizational Learning. Innovation and Change. Continuous Improvement	CLO 4	9
UNIT V		
Descriptors/Topics: Evaluating and Sustaining Change: Performance Metrics for Change. Monitoring and Evaluation. Reinforcement Mechanisms. Change Sustainability. Learning from Change Experiences	CLO 5	9
Total Hours		45

Text Reading:

- "Organizational Change: An Action-Oriented Toolkit" by Gene Deszca, Cynthia Ingols, and Tupper F. Cawsey, 2nd ed, 2011, Sage South Asia Edition
<https://books.google.com.ag/books?id=s-e7By2cyt4C&printsec=frontcover#v=onepage&q&f=false>
- "Managing Organizational Change: A Multiple Perspectives Approach" by Ian Palmer, Richard Dunford, and Gib Akin, McGraw-Hill Higher Education, 2nd ed, 2008.
<https://www.booksfree.org/wp-content/uploads/2022/03/Managing-Organizational-Change-pdf-free-download.pdf>

References:

- "Organization Development: The Process of Leading Organizational Change" by Donald L. Anderson, 4th ed. Sage Publishing.
<https://books.google.com.pr/books?id=0N7GDAAAQBAJ&printsec=frontcover#v=onepage&q&f=false>
- "The Change Handbook: The Definitive Resource on Today's Best Methods for Engaging Whole Systems" by Peggy Holman, Tom Devane, and Steven Cady, 2nd edition (4 January 2007), Berrett-Koehler Publishers
https://www.researchgate.net/publication/242633852_The_Change_Handbook_The_Definitive_Resource_on_Today's_Best_Methods_for_Engaging_Whole_Systems

COURSE CURRICULUM

Name of the Program:		MBA	Semester: III		Level: PG		
Course Name		HR Analytics	Course Code/ Course Type		PMGHR202/ SPL		
Course Pattern		2025	Version		1.0		
Teaching Scheme					Assessment Scheme		
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
3	0	0	3	3	40	60	0
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):		<p>The objectives of the course are:</p> <ol style="list-style-type: none"> 1. Understand the fundamentals of HR analytics and its importance in strategic decision-making within organizations. 2. Acquire knowledge of various HR metrics and key performance indicators (KPIs) used for measuring and analyzing workforce data. 3. Develop skills in data collection, cleaning, and preparation for HR analytics purposes. 4. Learn statistical techniques and data visualization methods commonly used in HR analytics. 5. Apply HR analytics tools and software to analyze and interpret workforce data for making informed HR decisions. 					
Course Learning Outcomes (CLO):		<p>Students would be able to:</p> <ol style="list-style-type: none"> 1. Enumerate the key concepts related to the subject matter. 2. Demonstrate experimentation and innovation. 3. Analyze the behavioral Patterns of an individual & Map the competency- the audit Perspective. 4. Explain the innovative and formulate strategies which enhance innovative skills and Promote Innovation. 5. Formulate the linkage between HR Analytics and Business Analytics. 					

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Descriptors/Topics - Introduction & Concept: Disruptive Technological Era: Evolution of Industry Revolution 4.0 and aspect of HR, Big data in HR, understanding of Machine Learning, sensors and cloud computing, Business Intelligence in HR	CLO 1	9
UNIT II		
Descriptors/Topics Importance of HR Analytics: Role and Responsibilities of HR Analytics, Framework of contemporary HR Analytics, - Predictive tools and Applications in solving problems using HR analytics. Gartner's Analytics Maturity Model.	CLO 2	9
UNIT III		
Descriptors/Topics Innovation: Concept of innovation, Kinds of Innovation, Developing Innovative culture in an organization. HR analytics linkage to business outcomes, measuring use of HR analytics impact on business outcome	CLO 3	9
UNIT IV		
Descriptors/Topics Strategy Formulation: Redefining HR Policies and Practices, Robust competency mapping, understanding future of work and workplace, Decision framework.	CLO 4	9

Use of HR analytics in workforce planning: talent acquisition, talent development, talent compensation, talent engagement and retention		
UNIT V		
Descriptors/Topics Learning from Analysis: Case studies and best practices in use of HR Analytics in industry (5 cases)	CLO 5	9
Total Hours		45

Text Reading:

- Winning on HR analytics: Leveraging data for competitive advantage, Ramesh Soundararajan and Kuldeep Singh, Sage Publication, 1st ed.
- Introduction to People Analytics: A Practical Guide to Data-driven HR, by Nadeem Khan, Dave Millner, Bernard Marr, Kogan Page; 1st edition (3 April 2020)

References:

- HR Analytics Handbook Paperback by Bassi Laurie, McMurrer Dan, Carpenter Rob, McBassi & Company; 1st paperback edition (1 January 2012)
- Predictive HR Analytics: Mastering the HR Metric, by Dr Martin Edwards, Kirsten Edwards, Kogan Page; 2nd edition (3 March 2019)
- Fundamentals of HR Analytics: A Manual on Becoming HR Analytical, by Fermin Diez, Mark Bussin, Venessa Lee, Emerald Publishing Limited (11 November 2019)

Additional Reading:

- "The Power of People: Learn How Successful Organizations Use Workforce Analytics to Improve Business Performance" by Nigel Guenole, Jonathan Ferrar, and Sheri Feinzig. Pearson Education, 2017
- HR Analytics: Understanding Theories and Applications, by Dipak Kumar Bhattacharyya, Wiley (6 December 2023)

Any other Study Material (Online Link):

- HR & People Data and Analytics Fundamentals, Created by Robert Hean, Udemy
- HR Analytics using MS Excel for Human Resource Management, Created by Start-Tech academy, Udemy

COURSE CURRICULUM

Name of the Program:		MBA		Semester: III		Level: PG	
Course Name		Employee Relations & Labour Legislation		Course Code/ Course Type		PMGHR203/ SPL	
Course Pattern		2025		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
3	0	0	3	3	40	60	0
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):		<p>The objectives of the course are:</p> <ol style="list-style-type: none"> 1. Understand the historical development and evolution of labor legislation. 2. Analyze the implications of labor legislation on various aspects of employee relations, including hiring, compensation, benefits, and termination. 3. Evaluate the role of collective bargaining, unions, and other labor organizations in shaping employee relations. 4. Develop skills in conflict resolution and negotiation within the framework of labor laws. 5. Formulate effective strategies for managing employee relations to enhance organizational performance and employee satisfaction. 					
Course Learning Outcomes (CLO):		<p>Students would be able to:</p> <ol style="list-style-type: none"> 1. Students will recall and define key concepts and theories related to organizational change and development. 2. Students will demonstrate understanding by explaining the theoretical foundations and models of organizational change. 3. Students will apply change management techniques and strategies to real-world organizational scenarios. 4. Students will analyze case studies and organizational examples to evaluate the effectiveness of change interventions. 5. Students will develop and propose change management plans for organizations facing various change scenario 					

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Descriptors/Topics - Introduction: Background of Employee Relations, Concept, definition, scope, objectives, factors, participants & importance of ER, Approaches to employee relations – The Dunlop's approach, The Social Action Approach, The Human Relations Approach and The Gandhian Approach, Labour policies, role of ILO and its influence on legislation in India.	CLO 1	9
UNIT II		
Descriptors/Topics - Mechanism for harmonious ER: Collective bargaining - definition, meaning, nature, essential conditions, functions and importance, process and its implementation, Workers participation in management & Problem solving attitude, Grievance, meaning and forms, sources, approaches, procedures, model grievance procedure and grievance handling	CLO 2	9

committees. (6+3) 3. Legislations governing Employee Relations: The Industrial Disputes Act 1947 – Definition of industry, workmen and industrial dispute, authorities under the act, procedure, powers and duties of authorities, strikes and lockouts, layoff, retrenchment and closure, The Contract Labour (Regulation and Abolition) Act 1970 – Advisory boards, registration of establishment, Licensing of Contractors, Welfare and health of contract labour, registers and other records to be maintained.		
UNIT III		
Descriptors/Topics Legislation governing Unions and wages: The Trade Union Act 1926- Formation and registration of Trade Unions, Principle privileges of a registered trade union, rights of recognized trade unions, types and structure of trade unions, impact of globalization on trade union movement, Maharashtra Recognition of Trade Union and Prevention of Unfair Labour Practices Act 1971	CLO 3	9
UNIT IV		
Descriptors/Topics Unfair labour practices: on the part of Employers and Employees, authorities and punishments under the act, Minimum Wages Act 1948 – Definition of wages, fixation and revision of minimum wages, advisory boards and committees, fixing hours for a normal working day, wages for worker who works for less than normal working day, maintenance of registers and records.	CLO 4	9
UNIT V		
Descriptors/Topics Legislation governing working environment: The Factories Act 1948 – Definitions of factory, manufacturing process, worker, occupier; provisions under health, safety and welfare, working hours, annual leave with wages, prohibition of employment of young children, Maharashtra Shops & Establishment (Regulation of Employment and Conditions of Service) Act, 2017 – Scope, Registration of establishments, opening and closing hours, hours of work, interval for rest, spread over, wages for overtime and weekly off, leave with pay and payment of wages and welfare provisions, offences and penalties, Maternity benefit Act, 1961 – Entire Act and latest amendment, The Sexual harassment of women at workplace(Prevention, prohibition and Redressal) Act, 2013 – Definitions of sexual harassment, employee, workplace, complaints committee, complaint mechanism, Aggrieved Woman, Chairperson; Constitution of Internal Complaints Committee, Complaint, Inquiry into complaint, duties of employer.	CLO 5	9
Total Hours		45

Text Reading:

- "Organizational Change: An Action-Oriented Toolkit" by Gene Deszca, Cynthia Ingols, and Tupper F. Cawsey, 3rd ed, May 2015, Sage Publication.
<https://books.google.com.ag/books?id=s-e7By2cyt4C&printsec=frontcover#v=onepage&q&f=false>
- "Managing Organizational Change: A Multiple Perspectives Approach" by Ian Palmer, Richard Dunford, and Gib Akin, McGraw Hill Education (3 October 2005)
<https://www.booksfree.org/wp-content/uploads/2022/03/Managing-Organizational-Change-pdf-free-download.pdf>

References:

- "Organization Development: The Process of Leading Organizational Change" by Donald L. Anderson, Sage Pubns; 5th edition (28 November 2019)

- "The Change Handbook: The Definitive Resource on Today's Best Methods for Engaging Whole Systems" by Peggy Holman, Tom Devane, and Steven Cady, Berrett-Koehler Publishers; 2nd edition (4 January 2007)

Additional Reading:

- "Leading Change" by John P. Kotter, Harvard Business Review Press; Edition (6 November 2012)

Any other Study Material (Online Link):

- "The Heart of Change: Real-Life Stories of How People Change Their Organizations" by John P. Kotter and Dan S. Cohen
https://books.google.co.in/books/about/The_Heart_of_Change.html?id=xxjuXbzQKv0C&redir_esc=y
- "Change Management: Concepts and Practice" by W. Warner Burke
[https://www.drnishikantjha.com/booksCollection/THE%20theory%20and%20practice%20of%20change%20management%20\(%20PDFDrive%20\).pdf](https://www.drnishikantjha.com/booksCollection/THE%20theory%20and%20practice%20of%20change%20management%20(%20PDFDrive%20).pdf)

COURSE CURRICULUM

Name of the Program:		MBA (G)		Semester: III		Level: PG	
Course Name		Cross- Cultural Management		Course Code/ Course Type		PMGHR204/ SPL	
Course Pattern		2025		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
3	0	0	3	3	40	60	0
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):		<ul style="list-style-type: none"> To explain key concepts, theories, and frameworks of cross-cultural management. To analyze the impact of cultural differences on communication, leadership, negotiation, and decision-making. To apply cross-cultural management strategies for managing diverse teams and global organizations. To evaluate challenges and opportunities in managing across cultures in a global business environment. To develop inclusive and culturally competent strategies for enhancing collaboration and diversity in organizations. 					
Course Learning Outcomes (CLO):		<ul style="list-style-type: none"> Explain cultural frameworks, dimensions, and the significance of cross-cultural management in global contexts. Analyze cross-cultural communication styles and barriers in diverse organizational settings. Apply leadership approaches and management practices suitable for multicultural teams. Analyze and evaluate negotiation and decision-making processes across cultures. Develop strategies for managing diversity, resolving conflicts, and fostering inclusion in cross-cultural teams. 					

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Introduction to Cross-Cultural Management Definition and Importance of Cross-Cultural Management. Cultural Dimensions and Hofstede's Cultural Framework. Cultural Intelligence and Cultural Competence. Challenges of Managing Across Cultures. Impact of Globalization on Cross-Cultural Management. Ethical Considerations in Cross-Cultural Management. Cultural Sensitivity and Awareness.	CLO 1	9
UNIT II		
Cultural Differences in Communication High-Context vs. Low-Context Communication. Verbal and Nonverbal Communication Styles. Language Barriers and Translation Issues. Cross-Cultural Communication Strategies. Effective Communication in Cross-Cultural Teams. Virtual Communication Across Cultures	CLO 2	9
UNIT III		
Leadership and Cross-Cultural Management Cultural Differences in Leadership Styles. Cross-Cultural Leadership Challenges. Transformational Leadership Across Cultures. Leading Diverse and Inclusive Teams. Cultural Adaptation and Flexibility in Leadership. Developing Global Leaders. Case	CLO 3	9

Studies in Cross-Cultural Leadership		
UNIT IV		
Cross-Cultural Negotiation and Decision Making Cultural Differences in Negotiation Styles. Cross-Cultural Negotiation Strategies. Decision-Making Processes in Different Cultures. Cross-Cultural Decision-Making Models. Building Trust and Relationships in Cross-Cultural Negotiations. Ethical Decision Making in Cross-Cultural Contexts. Case Studies in Cross-Cultural Negotiation	CLO 4	9
UNIT V		
Managing Diversity in Cross-Cultural Contexts Understanding Diversity and Inclusion. Diversity Management Strategies. Cross-Cultural Team Dynamics. Conflict Management in Diverse Teams. Enhancing Team Collaboration Across Cultures. Building a Culture of Inclusion. Final Project Presentation and Evaluation.	CLO 5	9
Total Hours		45

Textbooks:

- Thomas, David C. & Inkson, Kerr – *Cross-Cultural Management*, Sage (Latest Edition)
- Deresky, Helen – *International Management: Managing Across Borders and Cultures*, Pearson (Latest Edition)
- Career Endeavour: Pursuing a Cross-Cultural Life Transition <https://www.routledge.com/Career-Endeavour-Pursuing-a-Cross-Cultural-Life-Transition/Chen/p/book/9780754646211>
- Cross-Cultural Management: Veronica Velo <https://www.scribd.com/doc/76236078/Cross-Cultural-Management>

References:

- The Blackwell Handbook of Cross-Cultural Management
<https://onlinelibrary.wiley.com/doi/book/10.1002/9781405164030>
- Managing Human Resources across Cultures
<https://onlinelibrary.wiley.com/doi/book/10.1002/9781405164030>

Additional Reading:

- Motivation, Rewards, and Leadership Behavior
<https://onlinelibrary.wiley.com/doi/book/10.1002/9781405164030>
- Culture, Motivation, and Work Behavior <https://onlinelibrary.wiley.com/doi/book/10.1002/9781405164030>

Any other Study Material (Online Link):

- Goal Setting, Performance Appraisal, and Feedback across Cultures
<https://onlinelibrary.wiley.com/doi/book/10.1002/9781405164030>
- Employee Development and Expatriate Assignments
<https://onlinelibrary.wiley.com/doi/book/10.1002/9781405164030>

Logistics and Supply Chain Management (LS)

COURSE CURRICULUM

Name of the Program:		MBA		Semester: III		Level: PG	
Course Name		International logistics and Management		Course Code/ Course Type		PMGLS201/ SPL	
Course Pattern		2025		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
3	0	0	3	3	40	60	0
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):		<p>The objectives of the course are:</p> <ol style="list-style-type: none"> 1. Understand the importance of international logistics in the context of global supply chain management. 2. Learn about key components of international logistics, including transportation, warehousing, inventory management, and customs regulations. 3. Explore strategies for efficient and cost-effective international logistics operations. 4. Analyze the impact of global trade dynamics, regulations, and geopolitical factors on international logistics management. 5. Apply best practices in international logistics to optimize supply chain performance and enhance global competitiveness. 					
Course Learning Outcomes (CLO):		<p>Students would be able to:</p> <ol style="list-style-type: none"> 1. Students will recall and list key concepts and principles of international logistics management. 2. Students will demonstrate understanding by explaining the fundamentals of international logistics and supply chain management. 3. Students will apply international logistics concepts and principles to analyze and propose solutions for global supply chain challenges. 4. Students will analyze case studies and real-world examples to evaluate the effectiveness of international logistics strategies. 5. Students will develop international logistics strategies and plans to optimize global supply chain operations. 					

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Introduction to International Logistics Management - Overview of International Logistics and Supply Chain Management. Importance of International Logistics in Global Trade. Key Components of International Logistics. Global Supply Chain Trends and Challenges. Role of Technology in International Logistics. Case Studies: Successful International Logistics Operations	CLO 1	9
UNIT II		
Transportation in International Logistics - Modes of Transportation (Air, Sea, Rail, Road). International Freight Forwarding and Shipping. Incoterms and International Trade Terms. Transportation Management Systems (TMS). Last-Mile	CLO 2	9

Delivery and Logistics Outsourcing. Case Studies: Transportation Strategies in Global Logistics.		
UNIT III		
Warehousing and Inventory Management in International Logistics - Warehouse Design and Layout Considerations. Inventory Planning and Control. Cross-Docking and Distribution Centers. Warehouse Management Systems (WMS). Lean Inventory Practices in Global Logistics. Case Studies: Warehousing and Inventory Optimization	CLO 3	9
UNIT IV		
Customs Regulations and Trade Compliance - International Trade Regulations and Documentation. Customs Clearance Procedures. Import and Export Compliance. Tariffs, Duties, and Trade Agreements. Trade Facilitation and Risk Management. Case Studies: Trade Compliance Challenges and Solutions.	CLO 4	9
UNIT V		
Global Logistics Strategy and Operations Management - Strategic Planning in International Logistics. Network Design and Optimization. Outsourcing and Vendor Management. Cross-Border Supply Chain Integration. Performance Measurement and KPIs. Case Studies: Global Logistics Strategy Implementation	CLO 5	9
Total Hours		45

Text Reading:

- "International Logistics: The Management of International Trade Operations" by Pierre A. David and Christopher P. Schaffer. https://studienplaene.tuhh.de/po/W/mhb_LIMMS_kh_w20_von_20220519_v_0_en.pdf

References:

- **Global Logistics and Supply Chain Management By John Mangan, Chandra Lalwani, Tim Butcher**
<https://books.google.bs/books?id=9bpcxQIw484C&printsec=frontcover#v=onepage&q&f=false>

Additional Reading:

- Website - <https://www.techopedia.com/?s=supply+chain+management>

Any other Study Material :

1. Peer Reviewed Logistics and Supply Chain Management Journal
2. The International Journal of Logistics Management
3. International Journal of Logistics & Supply Chain Management Perspectives
4. International Journal of Logistics Systems and Management
5. Journal of Supply Chain Management, Logistics and Procurement
6. International Journal of Logistics Research and Applications

COURSE CURRICULUM

Name of the Program:		MBA		Semester: III		Level: PG	
Course Name		Port and Airport Management for Logistics		Course Code/ Course Type		PMGLS202/ SPL	
Course Pattern		2025		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
3	0	0	3	3	40	60	0
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):				<p>The objectives of the course are:</p> <ol style="list-style-type: none"> 1. Understand the role of ports and airports in global logistics networks. 2. Explore strategies for efficient and cost-effective port and airport management. 3. Analyze the impact of port and airport management on supply chain efficiency. 4. Develop skills in managing port and airport operations to enhance logistics performance. 5. Apply best practices in port and airport management to optimize logistics operations. 			
Course Learning Outcomes (CLO):				<p>Students would be able to:</p> <ol style="list-style-type: none"> 1. Remembering: Students will recall and list key concepts and principles of port and airport management for logistics. 2. Understanding: Students will demonstrate understanding by explaining the functions and operations of ports and airports in logistics management. 3. Applying: Students will apply port and airport management concepts to analyze and propose solutions for logistics challenges. 4. Analyzing: Students will analyze case studies and real-world examples to evaluate the effectiveness of port and airport management strategies. 5. Creating: Students will develop port and airport management strategies and plans to optimize logistics operations 			

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Introduction to Port and Airport Management <ul style="list-style-type: none"> • Overview of Logistics and Supply Chain Management • Role of Ports and Airports in Global Trade • Functions and Operations of Ports and Airports • Port and Airport Infrastructure • Port and Airport Management Systems 	CLO 1	9

<ul style="list-style-type: none"> Case Studies: Successful Port and Airport Management Practices 		
UNIT II		
Port Management <ul style="list-style-type: none"> Port Planning and Development Port Operations and Terminal Management Port Security and Safety Measures Port Environmental Management Port Performance Measurement and KPIs Case Studies: Effective Port Management Strategies 	CLO 2	9
UNIT III		
Airport Management <ul style="list-style-type: none"> Airport Planning and Design Airport Operations and Security Air Traffic Management Airport Customer Service and Passenger Experience Airport Environmental Management Case Studies: Successful Airport Management Practices 	CLO 3	9
UNIT IV		
Intermodal Logistics and Multimodal Transportation <ul style="list-style-type: none"> Intermodal Transportation Systems Multimodal Transportation Planning and Operations Intermodal Terminal Management Last-Mile Delivery Solutions Integrated Logistics Solutions Case Studies: Intermodal Logistics Best Practices 	CLO 4	9
UNIT V		
Emerging Trends in Port and Airport Management <ul style="list-style-type: none"> Digital Transformation in Port and Airport Management Automation and Robotics in Logistics Operations Green Logistics and Sustainable Practices Risk Management and Resilience Planning Port and Airport Management in the Era of E-commerce Case Studies: Future Trends in Port and Airport Management 	CLO 5	9
Total Hours		45

Text Reading:

- "Port Management and Operations" by Maria G. Burns
- "Airport Operations" by Norman J. Ashford, Pierre Coutu, and John R. Beasley
- "Logistics and Transportation: Design and Planning" by John J. Coyle, Robert A. Novack, Brian Gibson, and Edward J. Bardi
- "Maritime Logistics: A Guide to Contemporary Shipping and Port Management" by Dong-Wook Song and Photis M. Panayides

Existing Online Reference Books:

- "Port Management and Operations" by Patrick M. Alderton

References:

- "Port and Terminal Management" on edX by Wageningen University & Research
- "Air Transportation: A Management Perspective" by John G. Wensveen

COURSE CURRICULUM

Name of the Program:		MBA		Semester: III		Level: PG	
Course Name		Procurement, Storage and warehouse Management		Course Code/ Course Type		PMGLS203/ SPL	
Course Pattern		2025		Version		1.0	
Teaching Scheme				Assessment Scheme			
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
3	0	0	3	3	40	60	0
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):				<p>The objectives of the course are:</p> <ol style="list-style-type: none"> 1. Understand the role of procurement, storage, and warehouse management in supply chain operations. 2. Explore strategies for efficient and cost-effective procurement, storage, and warehouse operations. 3. Analyze the impact of procurement, storage, and warehouse management on supply chain efficiency and customer satisfaction. 4. Develop skills in managing procurement, storage, and warehouse operations to enhance supply chain performance. 5. Apply best practices in procurement, storage, and warehouse management to optimize supply chain operations 			
Course Learning Outcomes (CLO):				<p>Students would be able to:</p> <ol style="list-style-type: none"> 1. Students will recall and list key concepts and principles of procurement, storage, and warehouse management. 2. Students will demonstrate understanding by explaining the fundamentals of procurement processes, storage techniques, and warehouse management. 3. Students will apply procurement, storage, and warehouse management concepts to analyze and propose solutions for supply chain challenges. 4. Students will analyze case studies and real-world examples to evaluate the effectiveness of procurement, storage, and warehouse management strategies. 5. Students will develop procurement, storage, and warehouse management strategies and plans to optimize supply chain operations 			

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Introduction to Procurement Management - Role of Procurement in Supply Chain Management. Procurement Process: Planning, Sourcing, and Contracting. Supplier Selection and Relationship Management. Procurement Technology and Tools. Procurement Ethics and Compliance. Case Studies: Successful Procurement Strategies.	CLO 1	9

UNIT II		
Storage Techniques and Inventory Management - Types of Storage Facilities: Warehouses, Distribution Centers, and Cross-Docking. Inventory Planning and Control Techniques. Just-in-Time (JIT) Inventory Management. Warehouse Layout and Design Principles. Warehouse Safety and Security. Case Studies: Effective Inventory Management Practices.	CLO 2	9
UNIT III		
Warehouse Operations Management - Receiving and Putaway Processes. Order Fulfilment and Picking Strategies. Packing and Shipping Processes. Inventory Replenishment and Cycle Counting. Warehouse Performance Metrics. Case Studies: Efficient Warehouse Operations.	CLO 3	9
UNIT IV		
Transportation and Logistics in Procurement - Transportation Modes: Road, Rail, Air, and Sea. Freight Management and Carrier Selection. Transportation Costs and Pricing Strategies. Last-Mile Delivery Solutions. Reverse Logistics and Returns Management. Case Studies: Effective Transportation Strategies	CLO 4	9
UNIT V		
Technology and Innovation in Procurement and Warehouse Management - Procurement Automation and E-Procurement Systems. Warehouse Management Systems (WMS). RFID and Barcode Technology in Inventory Management. Robotics and Automation in Warehouse Operations. Emerging Trends and Future Directions in Procurement and Warehouse Management. Case Studies: Innovative Technology Solutions	CLO 5	9
Total Hours		45

Text Reading:

- "Procurement Principles and Management" by Peter Baily, David Farmer, and Barry Crocker
- "Warehouse Management: A Complete Guide to Improving Efficiency and Minimizing Costs in the Modern Warehouse" by Gwynne Richards
- "Logistics and Supply Chain Management" by Martin Christopher
- "Strategic Procurement Management: Concepts and Cases" by Caroline Booth, Joanne L. Sheppard, and John P. Womack Jr.

References:

- "Warehouse Management Handbook" by James A. Tompkins, Jerry D. Smith, and D. Steven Chapman
- "Purchasing and Supply Chain Management" by Arjan van Weele
- "Warehouse and Inventory Management" on Udemy by Sorin Dumitrascu

Suggested Audio Visuals link

- "Strategic Procurement: Organizing Suppliers and Supply Chains for Competitive Advantage" by Caroline Booth
- "Procurement and Supply Chain Management" on Coursera by Rutgers, The State University of New Jersey
- "Strategic Procurement Management" on edX by University of Melbourne

COURSE CURRICULUM

Name of the Program:		MBA (G)		Semester: III		Level: PG	
Course Name		Distribution Management for Global Supply Chains		Course Code/ Course Type		PMGLS204 / SPL	
Course Pattern		2025		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
3	0	0	3	3	40	60	0
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):		<ul style="list-style-type: none"> Understand the role and importance of distribution management in global supply chains. Learn about key components and processes involved in distribution management. Explore strategies for efficient and cost-effective distribution management in global contexts. Analyze the impact of distribution management on supply chain efficiency and customer satisfaction in global markets. Develop skills in managing distribution operations to enhance global supply chain performance. Apply best practices in distribution management to optimize global supply chain operations. 					
Course Learning Outcomes (CLO):		<ul style="list-style-type: none"> Students will recall and list key concepts and principles of distribution management for global supply chains. Students will demonstrate understanding by explaining the fundamentals of distribution management and its role in global supply chains. Students will apply distribution management concepts to analyze and propose solutions for supply chain challenges in global contexts. Students will analyze case studies and real-world examples to evaluate the effectiveness of distribution management strategies in global supply chains. Students will develop distribution management strategies and plans to optimize global supply chain operations. 					

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Introduction to Distribution Management Overview of Global Supply Chains. Role of Distribution Management in Supply Chain Networks. Distribution Channels and Strategies. Distribution Network Design and Optimization. Distribution Management Technologies. Case Studies: Effective Distribution Management Practices	CLO 1	9
UNIT II		
Distribution Planning and Forecasting Demand Forecasting Techniques. Inventory Planning and Management. Order Fulfillment Strategies. Distribution Resource Planning (DRP). Sales and Operations Planning (S&OP). Case	CLO 2	9

Studies: Distribution Planning Best Practices		
UNIT III		
Transportation Management in Global Distribution Modes of Transportation: Air, Sea, Rail, Road. Transportation Planning and Execution. Freight Forwarding and Logistics Providers. International Trade Compliance and Documentation. Cross-Border Transportation Challenges. Case Studies: Global Transportation Management	CLO 3	9
UNIT IV		
Warehousing and Inventory Management Warehouse Design and Layout. Inventory Control Techniques. Warehouse Automation and Technology. Cross-Docking and Just-in-Time (JIT) Warehousing. Reverse Logistics and Returns Management. Case Studies: Warehouse Management in Global Supply Chains	CLO 4	9
UNIT V		
Global Distribution Strategies and Optimization Multi-echelon Distribution Networks. Distribution Outsourcing and Third-Party Logistics (3PL). Omni-Channel Distribution Models. Sustainable Distribution Practices. Performance Measurement and KPIs in Distribution. Case Studies: Global Distribution Strategy Implementation	CLO 5	9
Total Hours		45

Textbooks:

- "Global Logistics and Supply Chain Management" by John Mangan, Chandra L. Lalwani, and Tim Butcher
https://www.google.co.in/books/edition/Global_Logistics_and_Supply_Chain_Manage/32UHEAAAQBAJ?hl=en&gbpv=1&dq=%E2%80%A2%09%22Global+Logistics+and+Supply+Chain+Management%22+by+John+Mangan,+Chandra+L.+Lalwani,+and+Tim+Butcher&printsec=frontcover
- "Distribution Channels: Understanding and Managing Channels to Market" by Julian Dent
https://www.google.co.in/books/edition/Distribution_Channels/FdIRv1wqTT4C?hl=en&gbpv=1&dq=%E2%80%A2%09%22Distribution+Channels:+Understanding+and+Managing+Channels+to+Market%22+by+Julian+Dent&printsec=frontcover
- "Supply Chain Logistics Management" by Donald J. Bowersox, David J. Closs, and M. Bixby Cooper
https://www.google.co.in/books/edition/Supply_Chain_Logistics_Management/F6dOpwAACAAJ?hl=en

References:

- "Global Operations and Logistics: Text and Cases" by A. Michael Knemeyer and Theodore P. Stank
https://www.google.co.in/books/edition/Global_Operations_And_Logistics_Text_And/g_Aj6deSKpwC?hl=en&gbpv=1&dq=Global+Operations+and+Logistics:+Text+and+Cases&printsec=frontcover

Any other Study Material (Online Link):

- "Logistics Management and Strategy: Competing Through The Supply Chain" by Alan Harrison and Remko Van Hoek
https://www.google.co.in/books/edition/Logistics_Management_and_Strategy/nU3jjKYcp0C?hl=en

Entrepreneurship and Venture Development (ED)

COURSE CURRICULUM

Name of the Program:		MBA (G)		Semester: III		Level: PG	
Course Name		Social Entrepreneurship		Course Code/ Course Type		PMGED201/ SPL	
Course Pattern		2025		Version		1.0	
Teaching Scheme				Assessment Scheme			
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
3	0	0	3	3	40	60	0
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):				<ul style="list-style-type: none"> To familiarize students with concepts and emerging trends in entrepreneurship. To develop understanding of social and women entrepreneurship in the Indian context. To build knowledge of structures, processes, and management of social enterprises. To explore innovative and sustainable entrepreneurial opportunities in the 21st century. 			
Course Learning Outcomes (CLO):				<ul style="list-style-type: none"> CLO 1: Understand the concept and evolution of social entrepreneurship. CLO 2: Analyze business models and operational strategies of social enterprises. CLO 3: Evaluate governance, performance, and contemporary issues in social entrepreneurship. CLO 4: Understand the concept, challenges, and dynamics of women entrepreneurship. CLO 5: Analyze growth strategies, policies, and support systems for women entrepreneurs. 			

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Understanding Social Entrepreneurship and Organizational form: Defining Social Entrepreneurship Difference between Social and Business Entrepreneurship, Evolution of Social Entrepreneurship in India, Process and Types of Social Entrepreneurship, Challenges, Strategies and future of social entrepreneurship.	CLO 1	9
UNIT II		
Building blocks of social enterprise: Social enterprise as a business model, types of Business Model, Understanding the Pricing Models, Creating the Delivery Channels, Financing the social enterprise, Making social enterprise competitive, Communication strategies for social enterprises. Social Entrepreneurships and its Linkage with NGO's, Microfinance, etc., Role of ICT, SHGs, Case Studies.	CLO 2	9
UNIT III		
New Directions for Social Entrepreneurship: Managing startup social enterprises, Measuring performance of social enterprises, Governance of Social Enterprises, Corporate Social Entrepreneurship, Contemporary Issues in Social Entrepreneurship, Case Studies.	CLO 3	9

UNIT IV		
Understanding Women Entrepreneurship: Concept, Evaluation, Importance and functions of women entrepreneurship, Topologies and categories of women entrepreneur, Entrepreneurial Process among Women Entrepreneurs, Financial Structure of Enterprises Owned by Women Entrepreneurs, Challenges of Women entrepreneur.	CLO 4	9
UNIT V		
Growth & Strategies: Women entrepreneur in India and abroad, Government policy on Women Entrepreneurship, Organization Promoting Women Entrepreneurs in India, Profile of Enterprise, Socio – Economic Origins, Motivating & Facilitating Factors of Women Entrepreneur; Work-Home role Conflict- Entrepreneurial Performance, Problem & prospects. Case Studies.	CLO 5	9
Total Hours		45

Textbooks:

- Doherty B., George Foster, Chris Mason (2009); Management for Social Enterprise; Sage Publication; U.K.
- Nicholls Alex (2008); Social Entrepreneurship: A New Model of Sustainable Social Change; Oxford University Press; New York.
- Agarwal A., Kumar P. (2018); Social Entrepreneurship and Sustainable Business Models: The Case of India; Palgrave MacMillian.
- Guo, C., & Bielefeld, W. (2014). Social entrepreneurship: An evidence-based approach to creating social value. San Francisco, CA: Jossey-Bass.

References:

- Gurnani P.S. (2016); Women Entrepreneurship: Emerging Dimension of Entrepreneurship in India; Educreation Publication; New Delhi
- Anil Kumar Thakur, Rahman, R. (2009), —women Entrepreneurship, Deep Deep Publications Pvt. Ltd., New Delhi.
- Maura McAdam (2013); Female Entrepreneurship; Routledge, London
- Santha S., R. Vasanthagopal (2008); Women Entrepreneurship in India; New Century Publications
- D. Lalitha Rani (1996) Women Entrepreneurship; APH Publishing; New Delhi.

COURSE CURRICULUM

Name of the Program:		MBA (G)		Semester: III		Level: PG	
Course Name		Institutional & Legal Framework for Start Ups and Family Business		Course Code/ Course Type		PMGED202/ SPL	
Course Pattern		2025		Version		1.0	
Teaching Scheme				Assessment Scheme			
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
3	0	0	3	3	40	60	0
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):				<ul style="list-style-type: none"> • CO1: To develop understanding of the institutional ecosystem supporting start-ups and family businesses. • CO2: To familiarize students with legal structures, regulatory requirements, and compliance procedures for start-ups and family enterprises. • CO3: To examine policies, government initiatives, and funding mechanisms relevant to entrepreneurial ventures. • CO4: To enable students to interpret legal provisions related to intellectual property, contracts, and business governance. • CO5: To build the ability to evaluate legal and institutional challenges faced by start-ups and family businesses. 			
Course Learning Outcomes (CLO):				<ul style="list-style-type: none"> • CLO1: Explain the role of institutional frameworks and support systems in promoting start-ups and family businesses. • CLO2: Identify and compare different legal forms of business ownership and their regulatory implications. • CLO3: Apply legal procedures for registration, licensing, and compliance in entrepreneurial ventures. • CLO4: Analyze legal issues related to intellectual property rights, contracts, and dispute resolution. • CLO5: Evaluate the effectiveness of government policies and legal frameworks in fostering start-up growth and sustainability. 			

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I : National Level Institutions		
Need for Institutional Support , Institutional support for Small business enterprise at Central level, Role and objectives of National Small Industries Corporation Ltd. (NSIC),National Science and technology Entrepreneurship Development Board (NSTEDB),National Productivity Council (NPC),National Institute for small industry extension and training , Indian Institute of Entrepreneurship ,Entrepreneurship development Institute of India	CLO 1	9
UNIT II : State level/ district level institutions		
State level institutions Role and objectives of Directorate of Industries, .District	CLO 2	9

industries centre , state financial corporation (SFCs),State Industrial Development /Investment corporations(SIDO / SIICs),State small Industrial Development Corporation , SIDBI – development and support services		
UNIT III : Business Law		
Indian Partnership Act, 1932. Meaning and test of Partnership, Implied Authority of a partner, Position of a minor in partnership, Consequences of Non Registration of a partnership, Firm Expansion, Death and Insolvency of a partner, Dissolution of firm. The Negotiable Instruments Act, 1881 Meaning, and characteristics of promissory note, bill of exchange and cheque. Holder and Holder in due course. Negotiation and assignment. Crossing of cheque, bouncing of cheques. Elements of company law; Meaning and types of companies, Formation and incorporation Memorandum of Association, Articles of Association, Prospectus.	CLO 3	9
UNIT IV : Legal Framework		
Basic introduction and relevant sections of : Bailment pledge and lien ,Consumer protection Intellectual property rights , Law and banking, Negotiable instruments ,Right to information Act, Information technology Act Environment protection Act, letter of crest indemnity guarantee and bond	CLO 4	9
UNIT V : Contemporary Issues		
Amendments and recent important case laws, Institutional performance analysis	CLO 5	9
Total Hours		45

Textbooks:

- Pathak A. (2013); *Legal aspects of Business*; MC Graw Hill, New Delhi.
- Kuchhal M C (2017); *Business Laws*; Vikas Publication.
- Kucchal M.C & Vivek K. (2018); *Business Legislation for Management*; Vikas Publications.
- Charantimath P. (2012); *Entrepreneurship and small business management*; Pearson Publications.
- Kapoor N.D. (2019); *Elements of Mercantile Law*; Sultan Chand ,New Delhi.

COURSE CURRICULUM

Name of the Program:	MBA (G)	Semester: III	Level: PG
Course Name	Product Design, Development and Commercialization	Course Code/ Course Type	PMGED203/ SPL
Course Pattern	2025	Version	1.0
Teaching Scheme			
Assessment Scheme			
Theory	Practical	Tutorial	Total Credits
			Hours
			CIA (Continuous Internal Assessment)
			ESA (End Semester Assessment)
			Practical/Oral
3	0	0	3
			3
			40
			60
			0
Pre-Requisite: Bachelor's Degree			
Course Objectives (CO):		<ul style="list-style-type: none"> • CO1: To develop foundational understanding of product design principles and development processes. • CO2: To familiarize students with tools and techniques used in product ideation, prototyping, and testing. • CO3: To analyze market needs and customer requirements for effective product development. • CO4: To enable application of design thinking and innovation strategies in creating new products. • CO5: To build the ability to evaluate commercialization strategies, including pricing, positioning, and market entry. 	
Course Learning Outcomes (CLO):		<ul style="list-style-type: none"> • CLO1: Explain key concepts, stages, and models of product design and development. • CLO2: Apply design thinking methodologies to generate and refine innovative product ideas. • CLO3: Analyze customer needs, market trends, and feasibility factors in product development. • CLO4: Develop prototypes and testing strategies for validating product concepts. • CLO5: Evaluate commercialization approaches, including go-to-market strategies and product lifecycle management. 	

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Introduction to Product Design and Development - Product design and Development definition, Objectives of Product design and development, Engineering Design Process, Engineering Development Process (Gateway System), Product Design Vs Product Development, Features of successful product design and development, Essential Factors for product design, The challenges of product development, ASIMOW Model/Morphology of product design, Who design and develops product-Concurrent engineering approach/CFT Approach, Reasons for new product failure, Product Life Cycle	CLO 1	9
UNIT II		
Market Survey & Product Specification Finalization - Product definition, Types of products, Customer Population and Market segmentationTypes of customers and	CLO 2	9

Needs, Customer need Models- Introduction to Kano Model, Triz Method/Altshuller Matrix, Design Thinking, etc. Types of Design information and the Various Sources of information, Product planning and its Phases, Mission statement and Technical Questioning, Technology forecasting and S-curve, Tools for gathering Customer needs, QFD and House of quality		
UNIT III		
Concept Inception, Verification and selection - Idea generation and Idea generation approaches-Triz Method, Benchmarking, Brainstorming, Alternate thinking, Reverse Engineering etc, Product Policy of an organization, Selection of Profitable Concept- SWOT Analysis, Concept Selection Process, Pugh's Concept selection process, Concept Analysis- Marketing aspect, Product characteristics (Functional/ Operational/Durability/Aesthetic/Ergonomic Aspects), Economic analysis, Production aspect, functional Modelling and decomposition- Functional analysis system technique, Subtract and operate procedure	CLO 3	9
UNIT IV		
Concept Exploration & Development -Solid Modelling of part and assembly, Product architecture, Digital product design of part and assembly with respect to Engineering drawing definition, Classification of engineering drawing, Elements of production drawing, Bill of material, Types of dimensions, Arrangement of dimensions, Principles of dimensioning, Limits, Fits and Tolerances, Geometric Tolerances, Datum System, Design for Assembly, Design for manufacturing, Design for processes, Product design Steps, Introduction of Ergonomics in product design, Design Review/Part Print Analysis	CLO 4	9
UNIT V		
Design Verification and Validation -FEA-CFD-MBD-FSI, Simulation driven design, Additive manufacturing, Policy and Homologation certification by National and International agencies, Introduction to Break Even analysis and Production capacity planning, Make VS buy Decision, Business case Preparation, Facility tooling and gauges design and Development- Vendor Development, Letter of Intent, Purchase order, Product costing, Product Testing and Validation, Introduction to Production part approval process tools (PPAP)	CLO 5	9
Total Hours		45

Textbooks:

- Doherty B., George Foster, Chris Mason (2009); Management for Social Enterprise; Sage Publication; U.K.
- Nicholls Alex (2008); Social Entrepreneurship: A New Model of Sustainable Social Change; Oxford University Press; New York.
- Agarwal A., Kumar P. (2018); Social Entrepreneurship and Sustainable Business Models: The Case of India; Palgrave MacMillian.
- Guo, C., & Bielefeld, W. (2014). Social entrepreneurship: An evidence-based approach to creating social value. San Francisco, CA: Jossey-Bass.

References:

- Gurnani P.S. (2016); Women Entrepreneurship: Emerging Dimension of Entrepreneurship in India; Educreation Publication; New Delhi
- Anil Kumar Thakur, Rahman,R. (2009), —women Entrepreneurship, Deep Deep Publications Pvt. Ltd., New Delhi.
- Maura McAdam (2013); Female Entrepreneurship; Routledge, London
- Santha S., R. Vasanthagopal (2008); Women Entrepreneurship in India; New Century Publications
- D. Lalitha Rani (1996) Women Entrepreneurship; APH Publishing: New Delhi.

COURSE CURRICULUM

Name of the Program:		MBA (G)		Semester: III		Level: PG	
Course Name		Rural Entrepreneurship		Course Code/ Course Type		PMGED204/ SPL	
Course Pattern		2025		Version		1.0	
Teaching Scheme				Assessment Scheme			
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/Oral
3	0	0	3	3	40	60	0
Pre-Requisite: Bachelor's Degree							
Course Objectives (CO):				<ul style="list-style-type: none"> • CO1: To develop understanding of the concept, scope, and importance of rural entrepreneurship in economic development. • CO2: To familiarize students with institutional support, government schemes, and policies for rural enterprises. • CO3: To analyze opportunities and challenges in rural markets and agri-based industries. • CO4: To enable application of entrepreneurial skills for identifying and developing viable rural business models. • CO5: To build the ability to evaluate sustainability and socio-economic impact of rural entrepreneurial ventures. 			
Course Learning Outcomes (CLO):				<ul style="list-style-type: none"> • CLO1: Explain the role and significance of rural entrepreneurship in regional and national development. • CLO2: Identify and assess various government initiatives, financial institutions, and support mechanisms for rural enterprises. • CLO3: Analyze rural market dynamics, resource availability, and constraints affecting entrepreneurial activities. • CLO4: Develop feasible business plans for rural or agri-based enterprises using appropriate tools and techniques. • CLO5: Evaluate the economic, social, and environmental sustainability of rural business ventures. 			

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Entrepreneurship: Concept and Theories Concept and Importance of Entrepreneurship - Theories of Entrepreneurship: Innovations, XEfficiency, Risk Bearing - Qualities and Functions of an Entrepreneur –Women Entrepreneurship – Ecopreneurship.	CLO 1	9
UNIT II		
Rural Entrepreneurship, Business Planning and Agribusiness Rural Entrepreneurial Ecosystem – Factors, Problems and Challenges of Rural Entrepreneurships - Process of Identification of new Entrepreneurship Opportunities in Rural Areas - Formulation	CLO 2	9

of Business Planning for Rural Entrepreneurship. Agribusiness and Value Addition: Procuring, Processing, Storing, and Marketing.		
UNIT III		
New Rural Entrepreneurship Opportunities New Entrepreneurship Opportunities in Farm sector: Organic Farm Products, Nutri-Cereals, Horticultural Products, Forest Produce, Medicinal Plant Products - New Entrepreneurship Opportunities in Rural Non-farm sector: Poultry, Aquaculture, Sericulture, Honeybee, Mushrooms Cultivation, Handicrafts.	CLO 3	9
UNIT IV		
Financing and Marketing for Rural Entrepreneurship Financing the Rural Entrepreneurship: Procedures to obtain formal loans from banks and other institutions - Preparation of Detailed Project Report for Loan - New avenues of Finance: Crowd Funding and Venture Capital - Marketing of Rural Products: Market Survey, Demand Forecasting, Marketing Strategies, Branding, Planning and Promotion, Digital and Social Media Marketing.	CLO 4	9
UNIT V		
Institutional Support and Case Studies of Rural Entrepreneurship Institutional Support for Rural Entrepreneurship - Special Role of NABARD in promoting and supporting the Rural Entrepreneurship - Government Schemes for promotion of Rural Entrepreneurship- Rules and Procedures to start a Rural Entrepreneurship Firm – Discussion of two different types of Case Studies related to Rural Entrepreneurship with local relevance.	CLO 5	9
Total Hours		45

Textbooks:

- Gordona, E and N. Natarajan: Entrepreneurship Development, Himalaya Publishing House Pvt Ltd, Mumbai, 2017.
- Sudhir Sharma, Singh Balraj, Singhal Sandeep, Entrepreneurship Development, WisdomPublications, Delhi, 2005.
- Drucker, P., Innovation and Entrepreneurship: Practice and Principles, Harper & Row, New York, 1985; revised edn., Butterworth-Heinemann, Oxford, 1999.
- National Council of Rural Institute (NCRI): Curriculum for Rural Entrepreneurship, 2019.
<http://www.mgncre.org/pdf/Rural%20Entrepreneurship%20Material.pdf>

References:

- Vardhaman Mahavir Open University, Entrepreneurship Development & Small Scale Business, Kota.
<http://assets.vmou.ac.in/BBA12.pdf>.
- MANAGE: Agri-Business and Entrepreneurship Development, Course Material AEM-202, 2013.
<https://www.manage.gov.in/pgdaem/studymaterial/aem202.pdf>
- NABARD: Model Bankable Farming on Hi-Tech Agriculture, Green Farming, 2015.
[https://www.nabard.org/demo/auth/writereaddata/ModelBankProject/1612162301Precision_farming_for_vegetable_cultivation_in_Kerala_\(E\).pdf](https://www.nabard.org/demo/auth/writereaddata/ModelBankProject/1612162301Precision_farming_for_vegetable_cultivation_in_Kerala_(E).pdf)
- Johanne Hanco: A Handbook for Training of Disabled on Rural Enterprise Development, Food and Agricultural Organisation (FAO), 2003. <http://www.fao.org/3/ad453e/ad453e.pdf>

Any other Study Material (Online Link):

- IGNOU: Marketing for Managers, New Delhi. <http://egyankosh.ac.in/handle/123456789/4271>
- www.nirdpr.org
- <https://www.nabard.org/>
- <http://sfacindia.com/>
- NITI Aayog: Report of Expert Committee on Innovation and Entrepreneurship, New Delhi, 2015.
https://niti.gov.in/writereaddata/files/new_initiatives/report-of-theexpert-committee.pdf