KARNATAK LAW SOCIETY'S

GOGTE INSTITUTE OF TECHNOLOGY

UDYAMBAG, BELAGAVI-590008

(An Autonomous Institution under Visvesvaraya Technological University, Belagavi)

(APPROVED BY AICTE, NEW DELHI)

Department of MBA

Scheme and Syllabus (2022 Scheme)

1st to 4th Semester

INSTITUTION VISION

Gogte Institute of Technology shall stand out as an institution of excellence in technical education and in training individuals for outstanding caliber, character coupled with creativity and entrepreneurial skills.

MISSION

To train the students to become Quality Engineers with High Standards of Professionalism and Ethics who have Positive Attitude, a Perfect blend of Techno-Managerial Skills and Problem solving ability with an analytical and innovative mindset.

QUALITY POLICY

- Imparting value added technical education with state-of-the-art technology in a congenial, disciplined and a research oriented environment.
- Fostering cultural, ethical, moral and social values in the human resources of the institution.
- Reinforcing our bonds with the Parents, Industry, Alumni, and to seek their suggestions for innovating and excelling in every sphere of quality education.

DEPARTMENT VISION
To be Recognized as a Progressive Department for Business Education, Research and create Meaningful Students Engagement for Learning Management Education

MISSION
Developing excellence through learning to develop effective and responsible leaders by creating insightful knowledge and inspiring students to develop managerial skills, problem solving ability, analytical and innovative mindset

PROGRAM EDUCATIONAL OBJECTIVES (PEOs)	
1.	Students of the programme will contribute by understanding and application of knowledge in the field of management science
2.	Students of the programme will be trained in analytical and decision-making competencies to identify, analyze and understand business process and environment
3.	Students of the programme will acquire necessary managerial skills to think strategically and to lead, motivate and manage teams, thereby enhancing managerial effectiveness

PROGRAM OUTCOMES (POs)	
1.	Apply knowledge of management theories and practices to solve business problems.
2.	Foster analytical and critical thinking abilities for data-based decision making
3.	Ability to develop value-based leadership ability
4.	Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business
5.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment
6.	Ability to make use of relevant skills acquired during the programme for career advancement
7.	Ability to acquire entrepreneurial competencies to create value for the society at large

PROGRAM SPECIFIC OUTCOMES (PSOs)	
1.	To groom students to manage, understand, develop and create competitive and sustainable advantage to organizations and society through managerial and technical skills, moral values and ethical practices
2.	To train students to acquire analytical and research competencies for continuous learning, professional growth and career advancement
3.	To encourage entrepreneurial competences amongst learners to create, innovate and provide better service to community

2022-23 Scheme of Teaching and Examination

1st to 4th Semester MBA

Total credits for MBA Program: 100

	Semester	Credits per Sem	Total credits
1st year	1	20	40
	2	20	
2nd year	3	33	60
	4	27	
	Total	**100**	**100**

Curriculum frame work:

Sl. No.	Course	
1	Professional Core	PC
2	Professional Elective	PE
3	Online Courses (SWAYAM)	PC
4	Minor Project / Skill Development / Teaching Assistantship	PR
5	Internship	PI
6	Project	PR

Theory Course Credits		Online Course Credits	
Duration of course	**Credits**	**Online course duration**	**Credits**
50 hours of course content	4	04 weeks	1
40 hours of course content	3	08 weeks	2
Lecture (L) One Hour /week	1	12 weeks	3
Practical (P) Two hours /week	1		

1st Sem MBA												
S.No.	**Course Code**	**Course**		**Contact Hours**	**Contact Hours/week**	**Credit Allocation**			**Total credits**	**Marks**		
				L – T - P		**L**	**T**	**P**		**CIE**	**SEE**	**TOTAL**
1.	22MBA101	Excel for Managers	FC	0 - 0 -2	2	0	0	1	1	100	00	100
2.	22MBA102	Management Sciences	PC	3 - 0 - 0	3	3	0	0	3	100	100	200
3.	22MBA103	Business Research Methods (integrated Course)	PC	3 - 0 - 2	5	3	0	1	4	100	100	200
4.	22MBA104	Marketing Management	PC	3 - 0 - 0	3	3	0	0	3	100	100	200
5.	22MBA105	Accounting for Managers	PC	3 - 0 - 0	3	3	0	0	3	100	100	200
6.	22MBA106	Human Resource Management	PC	3 - 0 - 0	3	3	0	0	3	100	100	200
7	22MBA107	Business Communication	PC	3- 0 - 0	3	3	0	0	3	100	100	200
8	22MBA108	Skill Development - 1	MNC	3 - 0 - 0	3	0	0	0	0	100	00	100
9	22MBA109	Business English	MNC	3 - 0 - 0	3	0	0	0	0	100	00	100
		Total			**28**				**20**	**900**	**600**	**1500**

2nd Sem MBA												
S.No.	**Course Code**	**Course**		**Contact Hours**	**Contact Hours/week**	**Credit Allocation**			**Total credits**	**Marks**		
				L – T - P		**L**	**T**	**P**		**CIE**	**SEE**	**TOTAL**
1	22MBA201	Business Ethics & CSR	FC	1 - 0 - 0	1	1	0	0	1	100	00	100
2	22MBA202	Organizational Behavior	PC	3 - 0 - 0	3	3	0	0	3	100	100	200
3	22MBA203	Financial Management (integrated Course)	PC	3 - 0 - 2	5	3	0	2	4	100	100	200
4	22MBA204	Quantitative Techniques	PC	3 - 0 - 0	3	3	0	0	3	100	100	200
5	22MBA205	Managerial Economics	PC	3 - 0 - 0	3	3	0	0	3	100	100	200
6	22MBA206	Legal and Business Environment	PC	3 - 0 - 0	3	3	0	0	3	100	100	200
7	22MBA207	Entrepreneurship Development	PC	3 - 0 - 0	3	3	0	0	3	100	100	200
8	22MBA208	Skill Development - 2	MNC	3 - 0 - 0	3	0	0	0	0	100	0	100
		Total			24				**20**	**800**	**600**	**1400**

Third Semester

3rd Sem MBA												
S.No.	**Course Code**	**Course**		**Contact Hours**	**Contact Hours/week**	**Credit Allocation**			**Total credits**	**Marks**		
				L – T - P		**L**	**T**	**P**		**CIE**	**SEE**	**TOTAL**
1.	22MBA301	Strategic Management	PC	4 -0 -0	4	4	0	0	4	100	100	200
2.	22MBA302	Internship Program	PI	0 – 0 - 4	4	0	0	8	8	100	100	200
3.	22MBA303	Societal Project	PR	0 –0 - 2	2	0	0	1	1	100	____	100
4.		Elective - 1	PE	4 - 0 - 0	4	4	0	0	4	100	100	200
5.		Elective - 2	PE	4 - 0 - 0	4	4	0	0	4	100	100	200
6.		Elective - 3	PE	4 - 0 - 0	4	4	0	0	4	100	100	200
7		Elective - 4	PE	4- 0 - 0	4	4	0	0	4	100	100	200
8		Elective - 5	PE	4- 0 - 0	4	4	0	0	4	100	100	200
		Total			**28/30**				**33**	**800**	**700**	**1500**

PROFESSIONAL ELECTIVES

Marketing Specialization												
S.No.	**Course Code**	**Course**		**Contact Hours**	**Contact Hours/week**	**Credit Allocation**			**Total credits**	**Marks**		
				L – T - P		**L**	**T**	**P**		**CIE**	**SEE**	**TOTAL**
1.	22MBAMM304	B 2 B Marketing	PE	4 -0 -0	4	4	0	0	4	100	100	200
2.	22MBAMM305	Sales Management	PE	4 -0 -0	4	4	0	0	4	100	100	200
3.	22MBAMM306	Retail Management	PE	4 -0 -0	4	4	0	0	4	100	100	200
4.	22MBAMM307	Services Marketing	PE	4 - 0 - 0	4	4	0	0	4	100	100	200
5.	22MBAMM308	Consumer Behavior	PE	4 - 0 - 0	4	4	0	0	4	100	100	200

Finance Specialization

S.No.	Course Code	Course		Contact Hours	Contact Hours/week	Credit Allocation			Total credits	Marks		
				L – T - P		L	T	P		CIE	SEE	TOTAL
1.	22MBAFM309	Security Analysis & Portfolio Management	PE	4 -0 -0	4	4	0	0	4	100	100	200
2.	22MBAFM310	Advanced Financial Management	PE	4 -0 -0	4	4	0	0	4	100	100	200
3.	22MBAFM311	Mergers Acquisitions & Corporate Restructuring	PE	4 -0 -0	4	4	0	0	4	100	100	200
4.	22MBAFM312	Managing Banks & Financial Institutions	PE	4 - 0 - 0	4	4	0	0	4	100	100	200
5.	22MBAFM313	Corporate Valuation	PE	4 - 0 - 0	4	4	0	0	4	100	100	200

Human Resource Specialization												
S.No.	Course Code	Course		Contact Hours	Contact Hours/week	Credit Allocation			Total credits	Marks		
				L – T - P		L	T	P		CIE	SEE	TOTAL
1.	22MBAHR314	Compensation Management	PE	4 -0 -0	4	4	0	0	4	100	100	200
2.	22MBAHR315	Performance Management& Competency Mapping	PE	4 -0 -0	4	4	0	0	4	100	100	200
3.	22MBAHR316	Management of Industrial Relations	PE	4 -0 -0	4	4	0	0	4	100	100	200
4.	22MBAHR317	Change and Knowledge Management	PE	4 - 0 - 0	4	4	0	0	4	100	100	200
5.	22MBAHR318	Talent Management	PE	4 - 0 - 0	4	4	0	0	4	100	100	200

Entrepreneurship Development Specialization												
S.No.	**Course Code**	**Course**		**Contact Hours**	**Contact Hours/week**	**Credit Allocation**			**Total credits**	**Marks**		
				L – T - P		**L**	**T**	**P**		**CIE**	**SEE**	**TOTAL**
1.	22MBAED319	Entrepreneurial Management	PE	4 -0 -0	4	4	0	0	4	100	100	200
2.	22MBAED320	Entrepreneurship, Creativity and Innovation	PE	4 -0 -0	4	4	0	0	4	100	100	200
3.	22MBAED321	Social Entrepreneurship	PE	4 -0 -0	4	4	0	0	4	100	100	200

Information Technology and Business Analytics Specialization												
S.No.	**Course Code**	**Course**		**Contact Hours**	**Contact Hours/week**	**Credit Allocation**			**Total credits**	**Marks**		
				L – T - P		**L**	**T**	**P**		**CIE**	**SEE**	**TOTAL**
1.	22MBAITBA322	Managing E-Business	PE	4 -0 -0	4	4	0	0	4	100	100	200
2.	22MBAITBA323	Enterprise Resource Planning	PE	4 -0 -0	4	4	0	0	4	100	100	200
3.	22MBAITBA324	Data Science Using Python and R	PE	3 -0 -2	5	3	0	2	4	100	100	200
4.	22MBAITBA325	Business Analytics using Excel	PE	3 -0 -2	5	3	0	2	4	100	100	200
5.	22MBAITBA326	Management Information System	PE	4 -0 -0	4	4	0	0	4	100	100	200

Fourth Semester

4th Sem MBA												
S.No.	**Course Code**	**Course**		**Contact Hours**	**Contact Hours/week**	**Credit Allocation**			**Total credits**	**Marks**		
				L – T - P		**L**	**T**	**P**		**CIE**	**SEE**	**TOTAL**
1.	22MBA401	Management Control System	PC	3 -0 -0	3	3	0	0	3	100	100	200
2.	22MBA402	Artificial Intelligence (AI) for Managers	PC	3 -0 -0	3	3	0	0	3	100	100	200
3.	22MBA403	Research Activity/Live Project	PR	0 -0- 2	2	0	0	2	1	100	_____	100
4.		Elective - 1	PE	4 - 0 - 0	4	4	0	0	4	100	100	200
5.		Elective - 2	PE	4 - 0 - 0	4	4	0	0	4	100	100	200
6.		Elective - 3	PE	4 - 0 - 0	4	4	0	0	4	100	100	200
7		Elective - 4	PE	4- 0 - 0	4	4	0	0	4	100	100	200
8		Elective - 5	PE	4- 0 - 0	4	4	0	0	4	100	100	200
		Total			**28/33**				**27**	**800**	**700**	**1500**

PROFESSIONAL ELECTIVES

Marketing Specialization												
S.No.	**Course Code**	**Course**		**Contact Hours**	**Contact Hours/week**	**Credit Allocation**			**Total credits**	**Marks**		
				L – T - P		**L**	**T**	**P**		**CIE**	**SEE**	**TOTAL**
1.	22MBAMM404	Integrated Marketing Communications	PE	4 -0 -0	4	4	0	0	4	100	100	200
2.	22MBAMM405	Strategic Brand Management	PE	4 -0 -0	4	4	0	0	4	100	100	200
3.	22MBAMM406	International Marketing Management	PE	4 -0 -0	4	4	0	0	4	100	100	200
4.	22MBAMM407	Digital Marketing	PE	3 - 0 - 2	4	3	0	2	4	100	100	200
5.	22MBAMM408	Rural Marketing	PE	4- 0 - 0	4	4	0	0	4	100	100	200

Finance Specialization												
S.No.	**Course Code**	**Course**		**Contact Hours**	**Contact Hours/week**	**Credit Allocation**			**Total credits**	**Marks**		
				L – T - P		**L**	**T**	**P**		**CIE**	**SEE**	**TOTAL**
1.	22MBAFM409	Corporate Taxation	PE	4 -0 -0	4	4	0	0	4	100	100	200
2.	22MBAFM410	Financial Derivatives	PE	4 -0 -0	4	4	0	0	4	100	100	200
3.	22MBAFM411	International Financial Management	PE	4 -0 -0	4	4	0	0	4	100	100	200
4.	22MBAFM412	Project Appraisal and Finance	PE	4 - 0 - 0	4	4	0	0	4	100	100	200
5.	22MBAFM413	Financial Analytics	PE	4 - 0 - 0	4	4	0	0	4	100	100	200

Human Resource Specialization												
S.No.	**Course Code**	**Course**		**Contact Hours**	**Contact Hours/week**	**Credit Allocation**			**Total credits**	**Marks**		
				L – T - P		**L**	**T**	**P**		**CIE**	**SEE**	**TOTAL**
1.	22MBAHR414	International Human resource Management	PE	4 -0 -0	4	4	0	0	4	100	100	200
2.	22MBAHR415	Training and Development	PE	4 -0 -0	4	4	0	0	4	100	100	200
3.	22MBAHR416	Recruitment and Selection	PE	4 -0 -0	4	4	0	0	4	100	100	200
4.	22MBAHR417	Organizational Development	PE	4 - 0 - 0	4	4	0	0	4	100	100	200
5.	22MBAHR418	HR Analytics	PE	4 - 0 - 0	4	4	0	0	4	100	100	200

Entrepreneurship Development Specialization												
S.No.	**Course Code**	**Course**		**Contact Hours**	**Contact Hours/week**	**Credit Allocation**			**Total credits**	**Marks**		
				L – T - P		**L**	**T**	**P**		**CIE**	**SEE**	**TOTAL**
1.	22MBAED319	Family Business and Entrepreneurship	PE	4 -0 -0	4	4	0	0	4	100	100	200
2.	22MBAED320	Financing the Entrepreneurial Business	PE	4 -0 -0	4	4	0	0	4	100	100	200
3.	22MBAED321	Startup Management	PE	4 -0 -0	4	4	0	0	4	100	100	200

Information Technology and Business Analytics Specialization												
S.No.	**Course Code**	**Course**		**Contact Hours**	**Contact Hours/week**	**Credit Allocation**			**Total credits**	**Marks**		
				L – T - P		**L**	**T**	**P**		**CIE**	**SEE**	**TOTAL**
1.	22MBAITBA422	Database Management System	PE	3 -0 -2	5	3	0	2	4	100	100	200
2.	22MBAITBA423	Social Media Web and Text Analysis	PE	3 -0 -2	5	3	0	2	4	100	100	200
3.	22MBAITBA424	Block Chain Management	PE	4 -0- 0	4	4	0	0	4	100	100	200
4.	22MBAITBA425	Data Analysis and Visualization	PE	3 -0 -2	5	3	0	2	4	100	100	200
5.	22MBAITBA426	Data Warehousing and Data Mining	PE	3 -0 -2	5	3	0	2	4	100	100	200

PG Detailed Syllabus

Strategic Management

Course Code	**22MBA301**	**Course type**	**PC**	**Credits L-T-P**	4 – 0 - 0
Hours/week: L - T- P	4 – 0 – 0			**Total credits**	4
Total Contact Hours	L = 52 Hrs; T = 0 Hrs; P = 0 Hrs Total = 52 Hrs			**CIE Marks**	100
Flipped Classes content	10 Hours			**SEE Marks**	100

Course learning objectives	
1.	To provide insights into the core concepts of strategic management.
2.	To evaluate various business strategies in dynamic market environments.
3.	To evaluate corporate and business levels strategies to gain competitive advantage
4.	To enable the students to gain knowledge of strategy implementation and the control measures for effective decision-making.

Pre-requisites: Students should have knowledge about core subjects of Economics, Finance, Marketing and HRM

Unit – I	**Contact Hours = 10 Hours**
Introduction to strategic management: Meaning and nature of strategic management, Stages of strategic management, the strategic management model, benefits of strategic management, key terms in strategic management: competitive advantage, vision, mission, values, long term and short-term objectives, goals, policies, strategic fit, strategic intent, business model	

Unit – II	**Contact Hours = 10 Hours**
Strategic Environmental Analysis: **External environment:** PESTEL analysis, Porter's Five Forces Model, Porter's Dominant Economic Feature, Industry life cycle analysis and BCG matrix **Internal Environment:** Resource Based View (RBV), Competencies and Critical Success Factors, TOWS and SWOT Matrix , Value Chain Concept, VRIO framework, Benchmarking , Balanced Score Card Strategic orientation of Make in India initiative: Analysis of Agri-Business, Defense and Toy industry	

Unit – III	Contact Hours = 12 Hours
Competitive Strategies: Corporate Strategies – (Integration, Diversification, Strategic Alliances, Outsourcing and globalization strategies) **Business Level Strategies:** Competitive positing and Business strategy, Strategic Groups, Navigating through Life cycle, Retrenchment Strategies (Turnaround, Divestment and Liquation), Ansoff's Matrix Strategic perspectives of making India the 3rd largest economy by 2030- sector-wise analysis	

Unit – IV	Contact Hours = 10 Hours
Strategy Implementation and Control: Organizational Structure, Leadership and Culture, Innovations in Process, Product, Technology and Platform based competition, McKinney's 7S framework. **Strategic Control-** Strategic Controls (Premise Control, Strategic Surveillance, Special Alert Control, Implementation Control). Designing Innovation Eco systems for business sustainability and growth.	

Unit – V	Contact Hours = 10 Hours
Emerging Strategic Trends- Country evaluation, selection and entry strategies, Choosing a Global strategy, Blue Ocean Strategy, Strategy canvas, 4 Action Framework, Co-Creation for value enhancement, Traditional to Transformational Business Models in Indian Context	

Flipped Classroom Details

Unit No.	I	II	III	IV	V
No. for Flipped Classroom Sessions	2	2	2	2	2

Books	
	Text Books:
1.	Arthur A. Thompson Jr., Margaret A. Peteraf , John E. Gamble , A. J. Strickland III , Arun K. Jain Crafting and Executing Strategy: The Quest for Competitive Advantage – Concepts and Cases, McGraw Hill Education ,19/e 2017
2.	Wheelen Thomas L, Hunger David J, Hoffman Alan N, Bamford Charles E, Kansal Purva, Strategic Management and Business Policy: Globalization, Innovation and Sustainability, Fifteenth Edition, Pearson, 2018 July
3.	Hill & Jones, An Integrated Approach to Strategic Management, Cengage, New Delhi
4.	Gupta, Strategic Management, Prentice Hall of India, New Delhi
5.	Dess Gregory, McNamara Gerry, EisnerAlan and Sauerwald Steve, Strategic Management: Creating Competitive Advantages, 11th edition, McGraw Hill, January 25, 2023
	Reference Books:
1.	David Fred R. (2012). Strategic Management- Concepts & Cases. New Delhi: PHI
2.	Ghosh .P. K (2013). Strategic Management - Text & Cases. Delhi: Sultan Chand
	E-resources (NPTEL/SWAYAM.. Any Other)- mention links
1.	https://youtu.be/2WWAeDF5mq4

2.	https://youtu.be/WKr-lfE4QaE

Course delivery methods		Assessment methods	
1.	Chalk and Talk	1.	IA tests
2.	PPT and Videos	2.	Online Quizzes (Surprise and Scheduled)
3.	Flipped Classes	3.	Open Book Tests (OBT)
4.	Online classes	4.	Course Seminar
5.	Case Studies: Concerned faculty should discuss at least one case study per unit that brings out the concepts and their applications.	5.	Semester End Examination
		6.	Project : Groupwise Sectoral analysis bringing out SWOT analysis, PESTLE, Porter's 5 Force, McKinsey 7S models (totally of over 10 sectors)

Course Outcome (COs)

At the end of the course, the student will be able to (Highlight the **action verb** representing the learning level.)

At the end of the course, the student will be able to Course Learning objectives: 1. To provide insights into the core concepts of strategic management. 2. To evaluate various business strategies in dynamic market environments. 3. To gain insights into various strategic management models		**Blooms Learning Level**	**PO(s)**	**PSO(s)**
1.	**Comprehend** the fundamental concepts, theories, principles and the relevance of strategic management	2	1	2
2.	**Understand** of how firms successfully institutionalize a strategy and create an organizational structure for domestic and overseas operations and gain competitive advantage	2	2	1
3.	**Demonstrate** the application of the concepts, theories and models of strategic management at different levels of an organization for informed business decision-making	3	1	2
4.	**Analyze** the changing political, economic, legal, social, technological and business landscape in-order to overcome challenges faced by a businessman	4	4	1
5	**Evaluate** the different markets and market structures in order to develop suitable business strategies	5	2	2

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Project	Case & Workshop (5+5)	Quiz	Total Marks	Final marks
Marks	25+25	10+10	10	10	10	100	100

- Writing two IA tests is compulsory.
- **Minimum marks required to qualify for SEE: 50 out of 100**

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration.
2.	**Minimum marks required in SEE to pass:** Score should be $\geq$ 40%, however overall score of CIE + SEE should be $\geq$ 50%.
3.	Question paper contains 3 parts - A, B & C, wherein students have to answer any 5 out of 7 questions in part A, 5 out of 10 questions choosing 1 question from each unit in part B & 1 out of 2 questions in part C.

Rubrics:Levels	**Target**
1 (Low)	**60% of the students score Less than 50 % of the total marks.**
2 (Medium)	**60% of the students score 50 – 70 % of the total marks.**
3 (High)	**60% of the students score More than 70 % of the total marks.**

Sl No	**Skill & competence enhanced after undergoing the course**	**Applicable Industry Sectors & domains**	**Job roles students can take up after undergoing the course**
1	Strategic Thinking	All sectors	Manager, Consultant, Entrepreneur
2	Analytical skills & Problem Solving	All sectors	Manager, Consultant, Entrepreneur
3	Decision Making	All sectors	Manager, Consultant, Entrepreneur
4	Change Management	All sectors	Manager, Consultant, Entrepreneur
5	Global perspective	All sectors	Manager, Consultant, Entrepreneur

CO-PO Mapping (Planned)													CO-PSO Mapping (Planned)		
CO	**PO 1**	**PO 2**	**PO 3**	**PO 4**	**PO 5**	**PO 6**	**PO 7**	**PO 8**	**PO 9**	**PO 10**	**PO 11**	**PO 12**	**PSO1**	**PSO2**	**PSO3**
1		✔											**3**		
2	✔		✔											**3**	
3		✔		✔										**2**	
5		✔		✔										**2**	
Tick mark the CO, PO and PSO mapping															
4		✔												**2**	**2**

Name & Signature of Faculty members involved in designing the syllabus

Name & Signature of Faculty members verifying/approving the syllabus

Internship Program (SIP)

Course Code	22MBA302	**Course type**	**PI**	**Credits L-T-P**	0 - 0 - 8
Hours/week: L - T- P	0– 0 – 4			**Total credits**	8
Total Contact Hours	L = Hrs; T = 0 Hrs; P = 16 Hrs Total = 32 Hrs			**CIE Marks**	100
				SEE Marks	100

Course learning objectives	
1.	To bridge the gap between the professional world and academic institution
2.	The SIP would be simulation of real-world environment
3.	To undergo the rigor of professional environment both in form and substance.

Pre-requisites : students should have the basic knowledge concepts of Management and Research Methodology.

Chapter I: Introduction

i. Title and general introduction about the SIP
ii. Need for the study
iii. Objectives of the study
iv. Scope of the study
v. Research Methodology
vi. Literature review
vii. Limitations of the study

Chapter II: Industry and Company Profile

i. Industry profile
ii. Company profile
iii. Promoters, Vision, Mission and Quality policy
iv. Area of operation and Products/services offered
v. Infrastructure facilities
vi. Competitor's information
vii. SWOT analysis
viii. Future growth and prospectus

Chapter III: Theoretical background of the study: Elaborative information on the subject chosen for the better understanding and usage in the analysis

Chapter IV: Analysis and Interpretation of the Data

Chapter V: Summary of Findings, Suggestions and Conclusion, Bibliograpy

Books	
	Text Books:
1.	Cooper, D. R. and Schindler, P.S. 1999, Business Research Methods, 6th Edition, Tata McGraw-Hill Publishing
2.	Kothari, C.R. 1997, Research Methodology Methods and Techniques, 2nd Edition, Wishwa Prakashan, New Delhi.
	Reference Books:
1.	Kinnear, Thomas C and Talor, James R, Marketing Research, McGraw-Hill Inc, New
	E-resourses (NPTEL/SWAYAM.. Any Other)- mention links
1.	https://nptel.ac.in/noc/internship/index.php

Course Outcome (COs)

At the end of the course, the student will be able to (Highlight the **action verb** representing the learning level.)

Learning Levels: Re - Remember; Un - Understand; Ap - Apply; An - Analysis; Ev - Evaluate; Cr - Create		**Learning Level**	**PO(s)**	**PSO(s)**
1.	Examine the various functions of an organization.	An	1,2,4	1
2.	Evaluate the integration of various functions.	An	1,2,4	2
3.	Analyze the root cause of the problem or issue.	An	2,4	2
4.	Apply relevant theoretical concepts in finding solutions for real issues of corporate.	Ap	5,6	3
5	Construct appropriate framework or methodology to find solutions for problems of corporate.	Ev	2,6	2

Scheme of Continuous Internal Evaluation (CIE):

Components	Internal Viva	Assessment by Projects Guides (Internal + External)	Total Marks	Final marks
Marks	50	50	100	100

Scheme of Semester End Examination (SEE):	
1.	External Viva for 50 marks to be conducted by the panel of examiners
2.	Project Report Evaluation out of 50 marks
3	Total External Viva + Project Report accounts to 100 marks

Rubrics:Levels	Target
1 (Low)	**60% of the students score Less than 50 % of the total marks.**
2 (Medium)	**60% of the students score 50 – 70 % of the total marks.**
3 (High)	**60% of the students score More than 70 % of the total marks.**

	CO-PO Mapping (Planned)					CO-PSO Mapping (Planned)		
CO	**PO1**	**PO2**	**PO4**	**PO5**	**PO6**	**PSO1**	**PSO2**	**PSO3**
1	**X**	**X**	**X**			**X**		
2	**X**	**X**	**X**				**X**	
3		**X**	**X**		**X**		**X**	
4				**X**	**X**			**X**
5		**X**			**X**		**X**	
	Tick mark the CO, PO and PSO mapping							

Sl No	Skill & competence enhanced after undergoing the course	Applicable Industry Sectors & domains	Job roles students can take up after undergoing the course
1	Problem Solving skills	All Sectors	Research Analyst
2	Research		Project Manager
3	Decision Making		Data Analyst
4	Statistical Analysis		

Name & Signature of Faculty members designing the syllabus

Name & Signature of Faculty members involved in verifying/approving the syllabus

Societal Project

Course Code	22MBA303	Course type	PR	Credits L-T-P	0– 0 -1
Hours/week: L - T- P	0– 0 – 2			Total credits	1
Total Contact Hours	L = Hrs; T = 0 Hrs; P = 2 Hrs Total = 02 Hrs			CIE Marks	100

Course learning objectives	
1.	To understand the society and identify the problem areas of the society
2.	The societal project will help the students to empathize with the societal issues
3.	To develop innovative and sustainable solutions to the societal problems

Pre-requisites : students should have the basic understanding of social responsibility

Chapter I: Introduction

- About the Area of project
- Carry out regional societal analysi

Chapter II: Problem Identification

- Identify the societal problem in the area of project
- Problem analyss

Chapter III: Solution

- Findings and contribution to the societal problems identified
- Suggesting and developing sustainable and feasible solution

Course Outcome (COs)

At the end of the course, the student will be able to (Highlight the **action verb** representing the learning level.)

Learning Levels: Re - Remember; Un - Understand; Ap - Apply; An - Analysis; Ev - Evaluate; Cr - Create		Learning Level	PO(s)	PSO(s)
1.	Examine the various elements of the society.	An	1,2,4	1
2.	Analyze the root cause of the problem or issue.	An	2,4	2
3.	Apply relevant theoretical concepts in finding solutions for real issues of society	Ap	5,6	3
4	Construct appropriate framework or methodology to find solutions for problems of the society	Ev	2,6	2

Scheme of Continuous Internal Evaluation (CIE):

Components	Project Report	Viva presentation (Mentor)	Viva presentation (Internal)
Marks	50	25	25

Rubrics:Levels	**Target**
1 (Low)	**60% of the students score Less than 50 % of the total marks.**
2 (Medium)	**60% of the students score 50 – 70 % of the total marks.**
3 (High)	**60% of the students score More than 70 % of the total marks.**

	CO-PO Mapping (Planned)					**CO-PSO Mapping (Planned)**		
CO	**PO1**	**PO2**	**PO4**	**PO5**	**PO6**	**PSO1**	**PSO2**	**PSO3**
1	**X**	**X**	**X**			**X**		
3		**X**	**X**		**X**		**X**	
4				**X**	**X**			**X**
5		**X**			**X**		**X**	
	Tick mark the CO, PO and PSO mapping							

Sl No	**Skill & competence enhanced after undergoing the course**	**Applicable Industry Sectors & domains**	**Job roles students can take up after undergoing the course**
1	Problem Solving skills	All Sectors	Social Entrepreneur
2	Creativity		Manager
3	Decision Making		Social Worker

Name & Signature of Faculty members involved in designing the syllabus

Name & Signature of Faculty members verifying/approving the syllabus

Marketing Specialization
Business Marketing

Course Code	22MBAMM304	Course type	PE	Credits L-T-P	4 – 0 - 0
Hours/week: L - T- P	4 – 0 – 0			Total credits	4
Total Contact Hours	L = 52 Hrs; T = 0 Hrs; P = 0 Hrs Total = 52 Hrs			CIE Marks	100
Flipped Classes content	10 Hours			SEE Marks	100

Course Learning Objectives	
1.	To describe the applications, challenges and the dynamic environment of B2B marketing, including the unique nature of organizational buying behaviour.
2.	To design strategies and structures to effectively serve the B2B market.
3.	To apply a systematic approach to problem solving and decision making in business marketing organizations through the use of case studies.
4.	To develop a business marketing plan for a real local company that mainly targets business customers.

Pre-requisites : Students need to be aware about basics of marketing management and familiar with the concept of Business to Business Marketing.

Unit – I	Contact Hours = 10 Hours
Exploring Business Markets and Business Marketing: Nature of Business Marketing: Business Vs Consumer Marketing. Economics of Industrial demand, Types of Industrial Markets, Types of Business Customers, Classifying industrial Products and Services, Organizational Procurement characteristics, Environmental analysis in Business Marketing	

Unit – II	Contact Hours = 12 Hours
Organizational Buying Behaviour: Organizational buying process, Types of buying situations, Buying centre concept, Role of Buying behavior, Conflict Resolution in Decision making. Then Webster & Wind Model of Organizational Buying Behaviour, Sheth Model of Industrial Buyer Behaviour. Ethics in Purchasing. **STP in B2B:** Segmenting, Targeting and positioning of Business Markets. Value Based Segmentation, Model for segmenting the Organizational Markets.	

Unit – III	Contact Hours = 10 Hours
Product and Brand Strategy; Developing Product strategy, Analyzing Industrial Product Life Cycle, Developing Strategies for new and existing products. Branding Process and Branding Strategy. Business Service Marketing; Special Challenges.	

Pricing Strategies in B2B Marketing. Price Determinants, Factors Influencing Pricing Strategies, Pricing Methods, Pricing Strategies, Pricing Policies, Concept of Learning Curve, Competitive Bidding Leasing

Unit – IV	**Contact Hours = 10 Hours**
Managing B2B Channels and Supply Chain: Nature of Business Marketing Channel Intermediaries, Direct and Indirect channels, Channel Objectives, Channel Design, Managing channel Members, Selection and Motivation of Channel Members, Channel conflicts. **Marketing Communication Objectives**. AIDA Model. B2B and Marketing Communications mix. Advertising, Sales Promotion, Personal selling, publicity/public relations and direct marketing in Industrial Markets. Trade Shows and Exhibitions.	

Unit – V	**Contact Hours = 10 Hours**
Sales Force Management: Personal Selling in B2B, The Selling Process, Key Account Management, Managing the Industrial Sales force, Organizing and controlling the Industrial Sales force Activity. Planning for Sales Force Deployment. Measuring the Effectiveness of Sales Force. CRM Strategies for B2B, B2B through E-Commerce; Models of B2B	

Flipped Classroom Details

Unit No.	**I**	**II**	**III**	**IV**	**V**
No. for Flipped Classroom Sessions	**2**	**2**	**2**	**2**	**2**

Books	
	Text Books:
1.	Industrial Marketing. Robert R Reader & Reeder 2/e. Prentice Hall International Publication 2016.
2.	Business Marketing. Michael D Hutt, Thomas W Speh. Cengage Learning Publication, 2018
3.	Business Marketing. Krishna Havaldar. Latest Edition Tata McGraw Hill Publication, 2016
	Reference Books:
1.	Business Marketing. Frank G Bingham Jr. Latest Edition. Tata McGraw Hill Publication
2.	Industrial Marketing. Mukherjee H S. Latest Edition. Excel Books Publication
	E-resourses (NPTEL/SWAYAM.. Any Other)- mention links
1.	https://nptel.ac.in/course.php
2.	https://www.coursera.org/in

Course delivery methods		**Assessment methods**	
1.	Chalk and Talk	1.	IA tests
2.	PPT and Videos	2.	Online Quizzes (Surprise and Scheduled)
3.	Flipped Classes	3.	Open Book Tests (OBT)

4.	Online classes	4.	Course Seminar
		5.	Semester End Examination

Course Outcome (COs) At the end of the course, the student will be able to (Highlight the **action verb** representing the learning level.)				
Learning Levels: Re - Remember; Un - Understand; Ap - Apply; An - Analysis; Ev - Evaluate; Cr - Create		**Learning Level**	**PO(s)**	**PSO(s)**
1.	Explain and analyze organizational buying and purchasing functions in all sectors of the business market;	2,3	1,2	1
2.	Explain, analyze and evaluate various business customer relationships	2,3,4	2	1
3.	Explain and analyze segmenting business target markets and evaluate B2B marketing strategy	3,4,5	3	2
4.	Analyze and evaluate business marketing mix	3,4,5	4	2
5.	Develop and evaluate marketing decision-making and communication skills for B2B marketing	4,5	5,6	3

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Project	Case & Workshop (5+5)	Quiz	Total Marks	Final marks
Marks	25+25	10+10	10	10	10	100	100

- Writing two IA tests is compulsory.
- **Minimum marks required to qualify for SEE: 50 out of 100**

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration.
2.	**Minimum marks required in SEE to pass:** Score should be $\geq$ 40%, however overall score of CIE + SEE should be $\geq$ 50%.
3.	Question paper contains 3 parts - A,B & C, wherein students have to answer any 5 out of 7 questions in part A, 5 out of 10 questions choosing 1 question from each unit in part B & 1 out of 2 questions in part C.

Rubrics:Levels	**Target**
1 (Low)	**60% of the students score Less than 50 % of the total marks.**
2 (Medium)	**60% of the students score 50 – 70 % of the total marks.**
3 (High)	**60% of the students score More than 70 % of the total marks.**

CO-PO Mapping (Planned)													CO-PSO Mapping (Planned)		
CO	**PO 1**	**PO 2**	**PO 3**	**PO 4**	**PO 5**	**PO 6**	**PO 7**	**PO 8**	**PO 9**	**PO 10**	**PO 11**	**PO 12**	**PSO1**	**PSO2**	**PSO3**
1	x	x		x							x		x		
2	x	-	x	-	x	x								x	
3			x	-	x	x								x	-
4	-	x	x	x	x	-							-		x
5	x	x	-	x	x	x									x
Tick mark the CO, PO and PSO mapping															

Sl No	Skill & competence enhanced after undergoing the course	Applicable Industry Sectors & domains	Job roles students can take up after undergoing the course
1	Evaluating industrial products	All Manufacturing Industries	TQM Manager
2	STP analysis of B2B markets	All Manufacturing Industries	Business Head
3	Sales Presentation	All Manufacturing Industries	Sales Head
4	Strategy Development	All Manufacturing Industries	CEO
5	Branding of B2B	All Manufacturing Industries	Marketing Head

Name & Signature of Faculty members involved in designing the syllabus

Name & Signature of Faculty members verifying/approving the syllabus

Sales Management

Course Code	22MBAMM305	**Course type**	**PE**	**Credits L-T-P**	4 – 0 - 0
Hours/week: L - T- P	4 – 0 – 0			**Total credits**	4
Total Contact Hours	L = 52 Hrs; T = 0 Hrs; P = 0 Hrs Total = 52 Hrs			**CIE Marks**	100
Flipped Classes content	10 Hours			**SEE Marks**	100

Course learning objectives	
1.	Discuss sales planning requirements
2.	Develop a report on salesmanship and personal selling.
3.	Familiarize the selling process related skills.
4.	Demonstrate sales organization techniques

Pre-requisites: Students are expected to have fundamentals of retail marketing in the first semester marketing subject.

Unit - I	**Contact Hours = 10 Hours**
Introduction to Sales Management: Objectives, characteristics, functions of sales management, types of selling: conditioned, order taker, sales oriented, direct, transaction oriented. SMART objectives. Stress Management. **Sales planning:** Stages in the planning process, planning assumptions; market size, market dynamics, spends regulation, competition, socio-economic factors, and demographic factors. The Modern-day Sales Activity, Emerging Trends in Sales Management.	

Unit - II	**Contact Hours = 10 Hours**
Salesmanship and Personal selling: **Salesmanship:** Definitions of salesmanship, essentials of salesmanship, utility of salesmanship, Selling situations, selling as an art and science, theories of selling. **Personal selling:** Characteristics and importance of personal selling, effective personal selling, types of personal selling, negotiations, negotiation tactics. Key account Management: Key Account Sales, Key account Management Functions, Customer Relationship Management.	

Unit - III	**Contact Hours = 10 Hours**
Prospecting and approaching: **Prospecting:** Cold canvassing, Endless chain customer referral, Prospect pool, Centers of influence, Non competing sales force, Observation, Friends and acquaintances, Lists and directories, Direct mail, Telemarketing, Trade shows and demonstrations. **Pre approaching: Sales knowledge:** Industry knowledge, Company knowledge, product knowledge, price and discount knowledge, competitor knowledge, technology knowledge, Knowledge of self. Call planning, rehearse the presentation, arranging the product literature, buyer possible questions checklist, telephonic skills.	

Approaching: Meeting and greeting; Gestures, Body language, handshakes, dressing etiquettes, common mistakes in sales calls (over talking, over controlling, poor introduction)

Unit - IV	**Contact Hours = 12 Hours**
Presentation, Objection handling and closing: **Sales presentation:** canned presentation, organized presentation, tailored presentation, ignition, icebreaking, discovering the motivation, sales presentation, Memorized selling, formula selling, need satisfaction selling, problem solving selling, group presentation. **Objection handling:** Conflict management models, conflict management techniques (lumping, avoidance mediation, conciliation, arbitration, adjudication and negotiation), Conflict management process. Superior feature method, Yes…But method, Reverse English method, Indirect denial method, Pass out method, Comparison method, Direct denial method, Another angle method, Narrative method, Testimonial method, Question or WHY method **Closing techniques:** Assumptive Close, Negative Close, Caution Method, Implied Consent Method, Special Induced Method, Direct Order Method, Ownership Suggestion Method, Emotional Method. **Follow Up:** correct orders, contract, thanking customers, post purchase dissonance.	

Unit - V	**Contact Hours = 10 Hours**
Sales organization: Sales territories, sales force size determination, sales quota, and sales motivation, Sales reports, sales budgets, sales forecasting. Sales compensation, sales control, sales motivation, sales meetings. **Ethical and Legal Responsibilities of Sales Managers:** Business Ethics, Public Regulation	

Unit No.	**I**	**II**	**III**	**IV**	**V**
No. for Flipped Classroom Sessions	**2**	**2**	**2**	**2**	**2**

Books	
	Text Books:
1.	Sales And Distribution Management, Sandeep Puri, Professor, Pearson; Sixth Edition (26 July 2017)
2.	Sales And Distribution Management Kindle Edition By Ramendra Singh, Vikas (1 January 2017)
3.	sales management, Still, cundiff, pearson, 5/e 2009
4.	sales and distribution management, Tapan panda, , 2e oxford 2012
5.	sales Management, Chris noonan, 1/e Routledge 1998.
6.	Management of a Sales Force, Rosann L. Spiro, Gregory A. Rich Bowling, William J. Stanton, 12/e, Mc Graw Hill, 2008
	Reference Books:

1.	Sales And Distribution Management: Bindass Like A Game By Agni Roy, 26 October 2021
2.	Sales And Distribution Management [Print Replica] Kindle Edition By Dr. Prashant Namdev Phule Prof. Ameya Anil Patil, Nirali Prakashan (31 May 2021)
3.	Tom Hopkins- Selling for dummies- Willeys 1e
4.	Edward Bakers, selling skills, Kogan, 1e -1996
	E-resourses(NPTEL/SWAYAM.. Any Other)- Mention links
1.	Sales Management: https://nptel.ac.in/courses/110105122/
2.	Management of field sales https://nptel.ac.in/courses/110104117/

Course delivery methods		**Assessment methods**	
1.	Chalk and Talk	1.	IA tests
2.	PPT and Videos	2.	Online Quizzes (Surprise and Scheduled)
3.	Flipped Classes	3.	Open Book Tests (OBT)
4.	Online classes	4.	Course Seminar
		5.	Semester End Examination

Course Outcome (COs)				
At the end of the course, the student will be able to (Highlight the **action verb** representing the learning level.) **Learning Levels: Re - Remember; Un - Understand; Ap - Apply; An - Analysis; Ev - Evaluate; Cr - Create**		**Blooms Learning Level**	**PO(s)**	**PSO(s)**
1.	**Understand & Develop** a sales planning for hypothetical organization.	2	1	1
2.	**Analyze & Design** personal selling strategies for hypothetical organization	3	2	1
3.	**Analyze & Develop** a model for Prospecting, Pre-approaching & Approaching for a hypothetical organization	4	3	2
4.	**Formulate** a blueprint for Sales Presentation, Objection handling and sales closing	4	4	3
5	**Formulate** sales organization strategy for a small and medium organization.	5	5	3

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Project	Case & Workshop (5+5)	Quiz	Total Marks	Final marks
Marks	25+25	10+10	10	10	10	100	100

- Writing two IA tests is compulsory.
- **Minimum marks required to qualify for SEE: 50 out of 100**

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration.
2.	**Minimum marks required in SEE to pass:** Score should be ≥ 40%, however overall score of CIE + SEE should be ≥ 50%.
3.	Question paper contains 3 parts - A,B & C, wherein students have to answer any 5 out of 7 questions in part A, 5 out of 10 questions choosing 1 question from each unit in part B & 1 out of 2 questions in part C.

Rubrics:Levels	Target
1 (Low)	**60% of the students score Less than 50 % of the total marks.**
2 (Medium)	**60% of the students score 50 – 70 % of the total marks.**
3 (High)	**60% of the students score More than 70 % of the total marks.**

CO-PO Mapping (Planned)													CO-PSO Mapping (Planned)		
CO	**PO 1**	**PO 2**	**PO 3**	**PO 4**	**PO 5**	**PO 6**	**PO 7**	**PO 8**	**PO 9**	**PO 10**	**PO 11**	**PO 12**	**PSO1**	**PSO2**	**PSO3**
1	2	-	3	2	3	-	3	-	3	2	3	-	2	-	3
2	-	2	2	-	1	1	2	2	3	-	1	3	1	3	3
3	3	2	-	-	3	2	2	2	-	-	3	2	2	3	-
4	-	2	3	3	2	-	3	2	3	3	2	-	-	2	2
5	2	3	-	2	-	3	2	3	-	2	-	3	3	-	3
Tick mark the CO, PO and PSO mapping															

Sl No	Skill & competence enhanced after undergoing the course	Applicable Industry Sectors & domains	Job roles students can take up after undergoing the course
1	Market Research	All Industries	Market Research Analyst
2	Sales Planning	All Industries	Sales Territory Executive
3	Customer Service	IT & Service	Customer Service Exe
4	Presentation Skills	Manufacturing & Service	Customer Service Exe
5	Selling Skills	Manufacturing & Service	Management Trainee

Retail Management

Course Code	**22MBAMM306**	**Course type**	**PE**	**Credits L-T-P**	4 – 0- 0
Hours/week: L-T-P	4 – 0 – 0			**Total credits**	4
Total Contact Hours	L = 52 Hrs; T = 0 Hrs;P = 0 Hrs Total = 52 Hrs			**CIE Marks**	100
Flipped Classes content	10 Hours			**SEE Marks**	100

Course learning objectives	
1.	Understand the concept of retailing and its different forms.
2.	Analyze and apply retail management principles and practices to real-world situations.
3.	Develop and implement retail marketing strategies.
4.	Create and execute merchandise plans.

Pre-requisites : The student should have basic knowledge about Marketing Management

Unit – I	**Contact Hours = 10 Hours**
Introduction to Retail Management: Meaning and scope of retailing in new age, Scope of retailing in online and offline formats, Evolution of retailing, - Definition and scope of retailing - Types of retailers-- Importance of retail management in the economy	

Unit – II	**Contact Hours = 10 Hours**
Retail Market Strategy; - Meaning and Scope of retail strategy in modern era, Understanding the retail market, - Market segmentation and targeting. - Retail marketing mix, Retail Operations and Supply Chain Management: Retail store design and layouts: types, Retail logistics and transportation management	

Unit – III	**Contact Hours = 12 Hours**
Retail Merchandising and Pricing; - Importance of Merchandising and pricing in retailing, Merchandise planning and buying meaning and types, - Merchandise allocation and replenishment types - Pricing strategies adopted and tactics used in retailing (Online and Offline)	

Unit – IV	**Contact Hours = 10 Hours**
Retail Human Resource Management: Meaning and importance of human resource management in retail industry, Staffing meaning and methods of staffing, employee scheduling types and effective utilization of manpower, - Training and development of employees, different types of training, - Performance management- meaning, types of performance measurement and management	

Unit –V	Contact Hours = 10 Hours
Technology in Retail Management - Meaning and importance of technology in retailing, Different types of technologies adopted in retailing, Technology adopted for managing retail operations, Technology adopted for customer experience management, Technology adopted for management of supply chain management	

Flipped Classroom Details

Unit No.	I	II	III	IV	V
No. for Flipped Classroom Sessions	2	2	2	2	2

Books	
	Text Books:
1.	Retail Management – Functional Principles and Practices McGraw Hill; Sixth edition (20 July 2020); McGraw Hill Education (India) Private Limited, Candor TechSpace, 8th Floor, Tower No 5, Plot No 2, Block B,Sector 62, Noida, Uttar Pradesh - 201309; 18001035875
2.	Retail Management, Edition: 3rd Edition, Author(s): Suja Nair, Publisher: Himalaya Publishing House, Mumbai, 2020
3.	Retailing Management, Text and Cases Edition: 2nd edition, Author(s): Swapna Pradhan, Publisher: Tata McGraw Hill Publishing, New Delhi, 2022
	Reference Books:
1.	Retail Marketing Management Edition: 2nd Edition, Author(s): David Gilbert, Publisher: Pearson Education Low Price Edition, New Delhi, 2017
2.	Retailing Management, Edition: 6th Edition, Author(s): Michael Levy, Barton A Weitz and Ajay Pandit, Publisher: Tata McGraw Hill Publishing Co Limited, New Delhi, 2019
	E-resourses (NPTEL/SWAYAM.. Any Other)- mention links
1.	https://onlinecourses.nptel.ac.in/noc18_hs30/preview

Course delivery methods		Assessment methods	
1.	Chalk and Talk	1.	IA tests
2.	PPT and Videos	2.	Online Quizzes (Surprise and Scheduled)
3.	Flipped Classes	3.	Open Book Tests (OBT)
4.	Online classes	4.	Course Seminar
		5.	Semester End Examination

Course Outcome (COs) At the end of the course, the student will be able to (Highlight the **action verb** representing the learning level.)				
Learning Levels: Re - Remember; Un - Understand; Ap - Apply; An - Analysis; Ev - Evaluate; Cr - Create		**Learning Level**	**PO(s)**	**PSO(s)**
1.	**Understand** the concept of retailing and its different forms.	2	1	1
2.	**Analyze** and **apply** retail management principles and practices to real-world situations.	4	2	1
3.	**Develop** and **implement** retail marketing strategies.	4	3	2
4.	**Create** and **execute** merchandise plans.	5	4	2

Scheme of Continuous Internal Evaluation (CIE):

Components	**Addition of two IA tests**	**Addition of two assignments**	**Project**	**Case & Workshop (5+5)**	**Quiz**	**Total Marks**	**Final marks**
Marks	**25+25**	**10+10**	**10**	**10**	**10**	**100**	**100**

Ø Writing two IA tests is compulsory.

Ø Minimum marks required to qualify for SEE: 50 out of 100

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration.
2.	**Minimum marks required in SEE to pass:** Score should be $\geq$ 40%, however overall score of CIE + SEE should be $\geq$ 50%.
3.	Question paper contains 3 parts - A,B & C, wherein students have to answer any 5 out of 7 questions in part A, 5 out of 10 questions choosing 1 question from each unit in part B & 1 out of 2 questions in part C.

Rubrics:Levels	**Target**
1(Low)	**60% of the students score Less than 50 % of the total marks.**
2(Medium)	**60% of the students score 50 – 70 % of the total marks.**
3(High)	**60% of the students score More than 70 % of the total marks.**

CO-PO Mapping (Planned)													CO-PSO Mapping(Planned)		
CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**	**PO12**	**PSO1**	**PSO2**	**PSO3**
1	**1**							**3**			**1**				
2		**1**							**2**			**1**			
3			**2**		**2**			**2**					**2**		**2**
4				**3**		**2**			**3**					**3**	
5					**3**		**3**			**3**					**3**
Tick mark the CO, PO and PSO mapping															

Sl No	Skill & competence enhanced after undergoing the course	Applicable Industry Sectors & domains	Job roles students can take up after undergoing the course
1	Retailing Mix Management	Retailing	Store leader , Assistant manager
2	Retaking Strategy	Marketing	Retail operations manager
3	Retail Sales and Positioning	Marketing	Retail store manager

Name & Signature of Faculty members involved in designing the syllabus

Name & Signature of Faculty members verifying/approving the syllabus

Services Marketing

Course Code	22MBAMM307	Course type	Theory	Credits L-T-P	4 – 0- 0
Hours/week: L-T-P	4– 0 – 0			Total credits	4
Total Contact Hours	L = 52Hrs; T = 0 Hrs;P = 0 Hrs Total = 52Hrs			CIE Marks	100
Flipped Classes content	10 Hours			SEE Marks	100

Course learning objectives	
1.	Understand the services marketing landscape and consumer behavior towards it
2.	To familiarize the students with the GAP model and strategizing towards closing the GAPS for developing effective services marketing strategies.
3.	To discuss and conceptualize the service quality, productivity in services, role of personnel in service marketing and to manage changes in the environment.
4.	Learn the promotion and physical evidence strategies in services marketing

Pre-requisites: Basic of marketing management

Unit – I	Contact Hours = 10 Hours
Introduction to services*:* Concepts, contribution and reasons for the growth of services sector, difference in goods and service in marketing, characteristics of services, concept of service marketing triangle, service marketing mix, GAP models of service quality.	

Unit – II	Contact Hours = 12 Hours
Consumer Behavior in services: Search, Experience and Credence property, two levels of expectation, Zone of tolerance, Factors influencing customer expectation of services. Customer perception of services-Factors that influence customer perception of service, Service encounters, Customer satisfaction. **Service Research and relationships**- Understanding customer expectation through market research: Key reasons for GAP 1, Types of service research, Building customer relationship through retention strategies –Relationship marketing, Evaluation Of customer relationships, Benefits of customer relationship, levels of retention strategies.	

Unit – III	Contact Hours = 12 Hours
Customer defined service standards- Hard & Soft standards, challenges of matching supply & demand in capacity, four common types of constraints facing services, optimum v/s maximum use of capacity, strategies for matching capacity & demand. Waiting line strategies Key reasons for GAP-2 and resolution strategies, Approaches to pricing services, pricing strategies,	

Unit – IV	Contact Hours = 10 Hours
Employee role in service designing and Delivery: Boundary spanning roles, Emotional labour, Source of conflict, SERVQUAL Model Quality- productivity trade off, Strategies for closing GAP 3. Customer's role in service delivery-Importance of customer & customer's role in service delivery, Strategies for enhancing-Customer participation, Delivery through intermediaries-Key intermediaries for service delivery, Intermediary control strategies.	

Unit –V	Contact Hours = 8 Hours
Physical Evidence in Services Importance of Physical Evidence, Elements of Physical Evidence, Service scapes Physical Evidence Strategies, Guidelines for Physical Evidence	

Flipped Classroom Details

Unit No.	I	II	III	IV	V
No. for Flipped Classroom Sessions	2	2	2	2	2

Books	
	Text Books:
1.	Valarie A Zeithmal& Mary Jo Bitner, Services Marketing, 7e TMH 2018
2.	Jochen Wirtz, services marketing people, technology, 8e, strategy, world scientific publishing ,2016.
3.	Rajendra Naragundkar, Services marketing, 3 e McGraw-Hill 2011
4.	Christopher Lovelock, -Services Marketing- 7e, Pearson Education,2011
5.	Marketing of Services an Indian Perspective, Wisdom Publications, Dr. S.L. Gupta, V.V. Ratna
	Reference Books:
1.	Hoffman & Bateson -Services Marketing -, 4/e, Cengage Learning2007.
2.	Kenneth E Clow& David L. Kurtz, -Services Marketing: Operation, Management and Strategy- 2/e, Biztantra, 2007.
3	Wirtz, J., & Lovelock, C. (2021). Services marketing: People, technology, strategy. World Scientific.
	E-resourses (NPTEL/SWAYAM. Any Other)- mention links
1.	Services marketing https://nptel.ac.in/courses/110105038/
2.	Services Marketing a practical approach https://onlinecourses.nptel.ac.in/noc18_mg16

Course delivery methods		Assessment methods	
1.	Chalk and Talk	1.	IA tests
2.	PPT and Videos	2.	Online Quizzes (Surprise and Scheduled)
3.	Flipped Classes	3.	Open Book Tests (OBT)
4.	Online classes	4.	Course Seminar
		5.	Semester End Examination

Course Outcome (COs)

At the end of the course, the student will be able to (Highlight the **action verb** representing the learning level.)

Learning Levels: Re - Remember; Un - Understand; Ap - Apply; An - Analysis; Ev - Evaluate; Cr - Create		**Learning Level**	**PO(s)**	**PSO(s)**
1.	**Understand** the aspects pertaining marketing of services	2	1	1
2.	**Evaluate** Consumer Behavior in services through research	4	2	2
3.	**Apply** service strategies to meet new challenges in Services Sectors	3	3	3

4.	**Evaluate the** role of Employee and Physical evidence in service design and development	4	4	3
5	**Develop** service strategies for service growth and sustainability	5	4	3

**Scheme of Continuous Internal Evaluation (CIE): **

Components	Addition of two IA tests	Addition of two assignments	Project	Case & Workshop (5+5)	Quiz	Total Marks	Final marks
Marks	25+25	10+10	10	10	10	100	100
Ø Writing two IA tests is compulsory. Ø Minimum marks required to qualify for SEE: 50 out of 100							

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration.
2.	**Minimum marks required in SEE to pass:** Score should be $\geq$ 40%, however overall score of CIE + SEE should be $\geq$ 50%.
3.	Question paper contains 3 parts - A,B & C, wherein students have to answer any 5 out of 7 questions in part A, 5 out of 10 questions choosing 1 question from each unit in part B & 1 out of 2 questions in part C.

Rubrics:Levels	Target
1(Low)	60% of the students score Less than 50 % of the total marks.
2(Medium)	60% of the students score 50 – 70 % of the total marks.
3(High)	60% of the students score More than 70 % of the total marks.

CO-PO Mapping (Planned)													CO-PSO Mapping(Planned)		
CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO 11	PO 12	PSO 1	PSO 2	PSO 3
1		x											x		
2				x										x	
3			x												x
4				x											x
5															
Tick mark the CO, PO and PSO mapping															

Sl No	Skill & competence enhanced after undergoing the course	Applicable Industry Sectors & domains	Job roles students can take up after undergoing the course
1	Customer Experience Management	Service	Customer relationship Manager
2	Service Design and Development	Service and Hospitality	Service Strategist, Human Resource Manager
3	Service Quality Management	Service	Service Quality manager

Name & Signature of Faculty members involved in designing the syllabus

Name & Signature of Faculty members verifying/approving the syllabus

Consumer Behaviour

Course Code	22MBAMM308	Course type	Theory	Credits L-T-P	4 – 0- 0
Hours/week: L-T-P	4– 0 – 0			Total credits	4
Total Contact Hours	L = 52 Hrs; T = 0 Hrs;P = 0 Hrs Total = 52Hrs			CIE Marks	100
Flipped Classes content	10 Hours			SEE Marks	100

Course learning objectives	
1.	To understand the basics of consumer behavior and rights of consumer
2.	To understand the process of decision making
3.	To gain insights into individual and external influences on consumer behavior
4.	To study the importance of Innovation and Customer relationships

Pre-requisites : Basics of Marketing Management, CRM and Decision Making

Unit – I	Contact Hours = 4 Hours
Introduction to the study of Consumer Behaviour: Meaning, Consumer V/s Customer; Nature & characteristics of Indian Consumers; Consumerism, Rights & Responsibilities of Consumers in India; Benefits of consumerism.	

Unit – II	Contact Hours = 10 Hours
Models of Consumer Behaviour : Input-Process-Output Model, Nicosia Model, Howard Sheth Model, Engel-Kollat-Blackwell Model, Internal and External Influences on consumer behavior **Consumer Decision Making:** Consumer Buying Decision Process, Levels of Consumer Decision Making – Four views of consumer decision making. Situational Influences- Nature of Situational Influence, Situational Characteristics and consumption behaviour.	

Unit – III	Contact Hours = 15 Hours
Individual Influences on Consumer Behaviour **a) Motivation:** Basics of Motivation, Needs, Goals, Positive & Negative Motivation, Rational V/s Emotional motives, Arousal of motives, Maslow's Hierarchy of Needs **b) Personality:** Basics of Personality, Theories of Personality and Marketing Strategy (Freudian Theory, Neo-Freudian Theory, Trait Theory) Brand Personality, Self and Self-Image. **c) Perception:** Basics of Perception & Marketing implications, Elements of Perception, Consumer Imagery, Perceived price, Perceived quality, price/quality relationship, Perceived Risk, Types of risk, How to consumers' handle risk. **d) Learning:** Elements of Consumer Learning, Marketing Applications of Behavioural Learning Theories, Classical Conditioning – Pavlovian Model, Neo-Pavlovian Model, Instrumental Conditioning. **e) Attitude:** Basics of attitude, the nature of attitude, Models of Attitude and Marketing Implication, (Tri-component Model of attitude, Elaboration Likelihood Model).	

Unit – IV	Contact Hours = 15 Hours

External Influences on Consumer Behaviour

Social Class: Social Class Basics, the dynamics of status consumption, Five Social-Class Categories in India.

Culture: Basics, Meaning, Characteristics, Role of customs, values and beliefs in Consumer Behaviour. Subculture: Meaning, Types of subcultures.

Groups: Meaning and Nature of Groups, Types Family: The changing structure of family, Family decision making and consumption related roles, Dynamics of husband-wife decision making, The family life cycle & marketing strategy, Traditional family life cycle & marketing implications

Reference Groups: Understanding the power & benefits of reference groups, Types of reference group, Reference Group Appeals.

Opinion Leadership: Dynamics of opinion leadership process, Market Mavens

Unit –V	Contact Hours = 8 Hours

Diffusion of Innovations and CRM

Diffusion of Innovations: Diffusion Process, Adoption Process: Stages, categories of adopters, Post Purchase Processes.

Customer Relationship Management- Meaning & Significance of CRM, Types of CRM e-CRM, Meaning, Importance of e-CRM, Difference Between CRM & e-CRM

Flipped Classroom Details

Unit No.	I	II	III	IV	V
No. for Flipped Classroom Sessions	2	2	2	2	2

Books	
	Text Books:
1.	Consumer Behavior - Leon Schiff man, Lesslie Kanuk, 10/e, Pearson, Latest edition
2.	Consumer Behaviou: A Managerial Perspective, Dr. Dheeraj Sharma, Jagdish N Sheth, Banwari Mittal,1/e, Cengage Learning.
3.	Consumer Behaviour: A Managerial Perspective Dr.Dheeraj Sharma, Jagdish N Sheth, Banwari Mittal Cengage Learning Latest Edition
	Reference Books:
1.	Consumer Behavior in Indian Perspective – Suja Nair, Himalaya Publications, 2015
2.	Consumer Behavior- Satish K. Batra& S H H Kazmi, Excel Books.
3	Consumer Behaviour Sethna Sage Publications 4/e, 2018
4	Consumer Behaviour in Indian Perspective, Suja Nair, Himalaya Publications 2015
	E-resources (NPTEL/SWAYAM.. Any Other)- mention links
1.	https://www.youtube.com/watch?v=UdiFux7FRhk&t=31s
2.	https://www.youtube.com/watch?v=jSrCEWYIJQ&list=PLbMVogVj5nJTo1na559Me_hdk_gvp9HT0

Course delivery methods		Assessment methods	
1.	Chalk and Talk	1.	IA tests
2.	PPT and Videos	2.	Online Quizzes (Surprise and Scheduled)
3.	Flipped Classes	3.	Open Book Tests (OBT)
4.	Online classes	4.	Course Seminar
		5.	Semester End Examination

Course Outcome (COs)

At the end of the course, the student will be able to (Highlight the **action verb** representing the learning level.)

Learning Levels: Re - Remember; Un - Understand; Ap - Apply; An - Analysis; Ev - Evaluate; Cr - Create		**Learning Level**	**PO(s)**	**PSO(s)**
1.	**Explain** the basics pertaining to Consumer Behavior and Legal provision for protection	1	1	1
2.	**Understand** the aspects and essentials to consumer decision making	2	2	2
3.	**Apply** the knowledge of consumer behavioral aspects to **Develop** communication strategies	3,6	4	2
4.	**Evaluate** the impact of internal and external influences on consumer behaviour	4	5	3
5	**Develop** strategies for business growth	5	4	3

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Project	Case & Workshop (5+5)	Quiz	Total Marks	Final marks
Marks	25+25	10+10	10	10	10	100	100

Ø Writing two IA tests is compulsory.

Ø Minimum marks required to qualify for SEE: 50 out of 100

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration.
2.	**Minimum marks required in SEE to pass:** Score should be $\geq$ 40%, however overall score of CIE + SEE should be $\geq$ 50%.
3.	Question paper contains 3 parts - A,B & C, wherein students have to answer any 5 out of 7 questions in part A, 5 out of 10 questions choosing 1 question from each unit in part B & 1 out of 2 questions in part C.

Rubrics:Levels	Target
1(Low)	60% of the students score Less than 50 % of the total marks.
2(Medium)	60% of the students score 50 – 70 % of the total marks.
3(High)	60% of the students score More than 70 % of the total marks.

CO-PO Mapping (Planned)													CO-PSO Mapping(Planned)		
CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO 11	PO 12	PSO 1	PSO 2	PSO 3
1	x												x		
2		x												x	
3			x			x								x	
4				x											x
5															
Tick mark the CO, PO and PSO mapping															

Sl No	Skill & competence enhanced after undergoing the course	Applicable Industry Sectors & domains	Job roles students can take up after undergoing the course
1	Consumer Research Skills	Market Research	Market researchers
2	Data Analysis and Interpretation	Market Strategy Development	Market Strategist
3	Consumer Relationship Building	Service	Consumer Relationship Manager

Name & Signature of Faculty members involved in designing the syllabus

Name & Signature of Faculty members verifying/approving the syllabus

Finance Specialization
Security Analysis and Portfolio Management

Course Code	22MBAFM309	**Course type**	**PE**	**Credits L-T-P**	4– 0 - 0
Hours/week: L - T- P	4 – 0 – 0			**Total credits**	4
Total Contact Hours	L = 52 Hrs; T = 0 Hrs; P = 0 Hrs Total = 52 Hrs			**CIE Marks**	100
Flipped Classes content	10 Hours			**SEE Marks**	100

Course learning objectives	
1.	The course is designed to inculcate knowledge about investment process and Financial Markets
2.	The course is designed to impart the knowledge and thorough understanding of Investment process and knowledge about financial markets and to provide the conceptual insights into the valuation of securities
3.	The course provides the insight about the relationship of the risk and return and calculation of risk and return with the mixture of variety of assets
4.	The course inculcates the knowledge about Fundamental and Technical analysis and usage of charts for better understanding of Investment and Portfolio construction, evaluation and revision process
5.	The course aims to acquaint knowledge about Portfolio Construction, Evaluation and Evaluation of Mutual Funds.

Pre-requisites: The course aims to acquaint knowledge about Portfolio Construction, Evaluation and Evaluation of Mutual Funds.

Unit – I	**Contact Hours = 10 Hours**

Investment and Securities Market:
Concept and Attributes of Investment, Economic vs. Financial Investment, Investment and Speculation, Features of a good Investment, Investment Process, Sources of investment information. Primary markets, Modes of raising funds in primary markets, Secondary markets, Major players in primary and secondary markets. Functioning of Stock exchanges in India, Trading and settlement procedure, Types of stock market Indices. Personal Finance: Meaning and importance. Financial planning: meaning, process and role of financial planner Investment Decision Cycle: Judgment under Risk and Uncertainty, Money Management Strategy: Analysis of Financial Statements and Budgeting.

Unit – II	**Contact Hours = 10 Hours**

Valuation of Securities: Bond- Bond features and Types of Bonds, Bond Theories, Bond management strategies, Bond valuation, Duration of bond Convexity of the Bond. Cases on Duration of the Bond. Preference shares: Concept, features, yields. Equity Shares: Concept, Valuation, Dividend valuation model.

Unit – III	**Contact Hours = 12 Hours**

Risk and Return Concept: Analysis of Risk & Return, Systematic risk and Unsystematic risk, Calculation of risk and return, Portfolio Risk and return: Expected returns of portfolio, Calculation of Portfolio Risk and Return, Portfolio with two assets, Portfolio with more than two assets.

Unit – IV	Contact Hours = 10 Hours
Fundamental Analysis and Technical analysis: EIC framework, Business Cycle. Company Analysis: Financial statement analysis, Ratio analysis, Technical Analysis: Concept, Theories- Dow Theory, Eliot wave theory, Charts: Types, Trend and Trend reversal patterns, Mathematical Indicators: Moving Averages, ROS, RSI and Market Indicators.	

Unit – V	Contact Hours = 10 Hours
Modern Portfolio theory and Portfolio Performance Evaluation: Portfolio Management and Modern Portfolio Theory: Asset allocation decision, Diversification, Markowitz model, portfolio selection, opportunity set, efficient frontier. Capital Asset Pricing model: Assumption, SML, CML, SMLvs.CML Arbitrage Pricing Theory: Arbitrage, Equation, APT and CAPM Portfolio Evaluation: Concept of Mutual Funds, Types of Mutual funds, Treynor, Sharpe, and Jenson measure. Portfolio Management strategies: Active and passive portfolio management strategy, Portfolio Revision: Formula plans, Rupee cost averaging.	

Flipped Classroom Details

Unit No.	I	II	III	IV	V
No. for Flipped Classroom Sessions	2	2	2	2	2

Books	
	Text Books:
1.	Punithavathy Pandian , Security Analysis and Portfolio Management, Vikas Publications, (2005)
2.	Bhalla. Investment Management. In Bhalla, Investment Management. Chand.(2011).
3.	Security Analysis and Portfolio Management , Text and Cases, Taxmann; July 2019 Edition (1 January 2019); Taxmann Publications Private Limited, 59/32, New Rohtak Road, New Delhi-
4.	Kevin S. Security Analysis & Portfolio Management,PHI Learning; 3rd edition (30 September 2022); PHI Learning Pvt. Ltd., Rimjhim House, 111, Patparganj Industrial Estate, Delhi 110092
	Reference Books:
1.	Alexanderm Sharpe.B Fundamentals of investment PHI
2.	Chandra, P, Investment Analysis and Portfolio Management, Tata McGraw Hill (2010)
3.	Preeti Singh, Investment Management, Himalaya Publishing House (2010)
4.	Fisher and Jordan, Security Analysis & Portfolio Management, 6/e, Pearson, 2011.
	E-resourses (NPTEL/SWAYAM.. Any Other)- mention links
1.	Debt & Money Markets: Concepts, Instruments, https://www.edx.org/course/money-debtmarkets-concepts-instruments-risks-and-derivatives

Course delivery methods		Assessment methods	
1.	Chalk and Talk	1.	IA tests
2.	PPT and Videos	2.	Online Quizzes (Surprise and Scheduled)
3.	Flipped Classes	3.	Open Book Tests (OBT)
4.	Online classes	4.	Course Seminar
		5.	Semester End Examination

Course Outcome (COs) At the end of the course, the student will be able to				
Learning Levels: Re - Remember; Un - Understand; Ap - Apply; An - Analysis; Ev - Evaluate; Cr - Create		**Learning Level**	**PO(s)**	**PSO(s)**
1.	**Identify** various investment avenues available in the securities market for Investment	3	2	3
2.	**Demonstrate** how to apply the valuation techniques for different securities and bonds	3	1,3	2
3.	**Identify and Evaluate** risk and return of securities	5	3,4	2
4.	**Demonstrate** how to construct, evaluate and revise the portfolio	4,5	2	3
5.	Critically **analyze and evaluate** the basic functioning of Stock exchanges	5	2,4	1

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Project	Case & Workshop (5+5)	Quiz	Total Marks	Final marks
Marks	25+25	10+10	10	10	10	100	100

- Writing two IA tests is compulsory.
- **Minimum marks required to qualify for SEE: 50 out of 100**

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration. It will be reduced to 50 marks for the calculation of SGPA and CGPA.
2.	**Minimum marks required in SEE to pass: 50 marks**
3.	Question paper contains four parts. Part A contains three marks questions students have to answer five out of seven questions. Part B contains seven marks questions, students have to answer five questions out of seven questions. Part C contains ten marks questions, students have to answer three questions out of four questions. Part D contains twenty marks, this is compulsory to answer for all student

Rubrics:Levels	**Target**
1 (Low)	**60% of the students score Less than 50 % of the total marks.**
2 (Medium)	**60% of the students score 50 – 70 % of the total marks.**
3 (High)	**60% of the students score More than 70 % of the total marks.**

CO-PSO Mapping (Planned)										
CO	**PO1**	**PO 2**	**PO 3**	**PO 4**	**PO 5**	**PO 6**	**PO 7**	**PSO 1**	**PSO 2**	**PSO3**
1		**3**						**3**		
2	**2**		**2**					**3**		
3		**3**		**3**					**3**	
4		**1**		**1**					**2**	**2**
5		**1**		**1**				**3**		

Sl No	Skill & competence enhanced after undergoing the course	Applicable Industry Sectors & domains	Job roles students can take up after undergoing the course
1	Understanding about investment process, Financial Markets and Financial Services.	Investment Banking	Business Analyst
2	Conceptual insights into the valuation of securities.	Mutual Fund sector	Financial Analyst
3	Insight about the relationship of the risk and return and calculation of risk and return with the mixture of variety of assets.	Commercial Banking	Investment Banker
4	Imparts knowledge about Fundamental and Technical analysis and usage of charts for better understanding of Investment	Treasury & Valuation	Commercial Banking Portfolio Associate
5	Portfolio construction, evaluation and revision process.	Investment Banking	Senior Analyst
6	Evaluation of Mutual Funds	Mutual Fund sector	Financial Analyst
7	Strong analytical and problem-solving skills	Mutual Fund sector	Financial Analyst

Name & Signature of Faculty members involved in designing the syllabus

Name & Signature of Faculty members verifying/approving the syllabus

Advanced Financial Management

Course Code	22MBAFM310	Course type		Credits L-T-P	4 – 0 - 0
Hours/week: L - T- P	4 – 0 – 0			Total credits	4
Total Contact Hours	L = 52 Hrs; T = 0 Hrs; P = 0 Hrs Total = 52 Hrs			CIE Marks	100
Flipped Classes content	10 Hours			SEE Marks	100

Course learning objectives	
1.	To study working capital management and receivables management
2.	To prepare cash budget
3.	To critically examine theories of capital structure
4.	To critically examine theories of Dividend Policy

Pre-requisites : Students need to be aware of the basics of financial management to understand the advanced concepts

Unit – I	Contact Hours = 10 Hours
Working capital management: Determination of level of current assets, Sources for financing working capital, Bank finance for working capital. Cash Management: Cash budgets, optimal cash balances – Baumol model, Miller-orr model, Strategies for managing surplus fund. (no problems on estimation of working capital)	

Unit – II	Contact Hours = 10 Hours
Receivables Management: Credit management through credit policy variables, marginal analysis, and Credit evaluation: Numerical credit scoring. Control of accounts receivables, Numerical Problems on credit granting decision.	

Unit – III	Contact Hours = 12 Hours
Capital structure decisions: Capital structure & market value of a firm. Theories of capital structure – NI approach, NOI approach, Modigliani Miller approach, traditional approach. Arbitrage process in capital structure. EBIT-EPS analysis.	

Unit – IV	Contact Hours = 10 Hours
Dividend policy: Theories of dividend policy: relevance and irrelevance dividend decision. Walter's & Gordon's model, Modigliani & Miller approach. Dividend policies – stable dividend, stable payout and growth. Bonus shares and stock split corporate dividend behavior. Legal and procedural aspects of dividends Corporate Dividend Tax.	

Unit – V	Contact Hours = 10 Hours
Behavioral Finance: Traditional Finance and Behavioral finance- Biases- Heuristics-Frame Dependence.	

Flipped Classroom Details

Unit No.	I	II	III	IV	V
No. for Flipped Classroom Sessions	2	2	2	2	2

Books	
	Text Books:
1.	Prasanna Chandra -Financial Management, 9/e,TMH, 2011.
2.	M.Y. Khan & P.K. Jain -Financial Management, 6/e, TMH, 2015.
3.	Ravi M Kishore - Financial Management: Comprehensive Text Book with Case Studies 7/e, Taxmann
4.	I.M. Pandey -Financial Management, 10/e, Vikas, 2011.
	Reference Books:
1.	Name of the author(s), Title of the Book, Publisher, Edition/Year_____and onwards
2.	
	E-resourses (NPTEL/SWAYAM. Any Other)- mention links
1.	Brigham & EhrhardtFinancial Management: Theory & Practice -, 10/e, Cenage Learning, 2004.
2.	Corporate Finance: Ross, Westerfield & Jaffe,– TMH – 8/e, 2010

Course delivery methods		Assessment methods	
1.	Chalk and Talk	1.	IA tests
2.	PPT and Videos	2.	Online Quizzes (Surprise and Scheduled)
3.	Flipped Classes	3.	Open Book Tests (OBT)
4.	Online classes	4.	Course Seminar
		5.	Semester End Examination

Course Outcome (COs)

At the end of the course, the student will be able to (Highlight the **action verb** representing the learning level.)

	Learning Levels: Re - Remember; Un - Understand; Ap - Apply; An - Analysis; Ev - Evaluate; Cr - Create	Learning Level	PO(s)	PSO(s)
1.	Determine the optimal level of current assets and Analyze cash requirement through cash budget.	5	1,2	1
2.	Evaluate different credit granting decisions and understand pricing of raw materials, determine inventory level.	4&5	2,4	2
3.	Analyze various theories of capital structure and plan for capital structure by applying EBIT-EPS analysis.	4	2,6	3

4.	Apply various theories of dividend decision, Evaluate different dividend policies and understand the issues and remedies for sick units.	3&4	2,1,6	2

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Project	Case & Workshop (5+5)	Quiz	Total Marks	Final marks
Marks	25+25	10+10	10	10	10	100	100

- Writing two IA tests is compulsory.
- **Minimum marks required to qualify for SEE: 40 out of 100**

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration. It will be reduced to 50 marks for the calculation of SGPA and CGPA.
2.	**Minimum marks required in SEE to pass: 40 marks**
3.	Question paper contains four parts. Part A contains three marks questions students have to answer five questions out of seven questions. Part B contains seven marks questions, students have to answer five questions out of seven questions. Part C contains ten marks questions, students have to answer three questions out of four questions. Part D contains twenty marks, this is compulsory to answer for all student

Rubrics:Levels	**Target**
1 (Low)	**60% of the students score Less than 50 % of the total marks.**
2 (Medium)	**60% of the students score 50 – 70 % of the total marks.**
3 (High)	**60% of the students score More than 70 % of the total marks.**

CO-PO Mapping (Planned)													**CO-PSO Mapping (Planned)**		
CO	**PO 1**	**PO 2**	**PO 3**	**PO 4**	**PO 5**	**PO 6**	**PO 7**	**PO 8**	**PO 9**	**PO 10**	**PO 11**	**PO 12**	**PSO 1**	**PSO 2**	**PSO3**
1		**3**						**3**				**3**			
2	**2**		**2**					**3**			**2**		**2**		
3		**3**		**3**					**3**			**3**		**3**	
4		**1**		**1**					**2**	**2**		**1**		**1**	
5		**1**		**1**				**3**				**1**		**1**	
Tick mark the CO, PO and PSO mapping															

Sl No	Skill & competence enhanced after undergoing the course	Applicable Industry Sectors & domains	Job roles students can take up after undergoing the course
1	Understanding about Business working capital and receivable management	Investment Banking	Business Analyst
2	Conceptual insights into the Capital structure theories .	IT Firms	Financial Analyst
3	Insight about the relationship Of capital structure and market value of the firm	Commercial Banking	Investment Banker
4	Insight about the relationship Of dividend policy and market value of the firm	Stock markets	Commercial Banking Portfolio Associate
5	Behavioral finance understanding the impact of emotions on investment		Senior Analyst

Mergers, Acquisition & Corporate Restructuring

Course Code	22MBAFM311	Course type	PE	Credits L-T-P	4- 0- 0
Hours/week: L - T- P	4 – 0 – 0			Total credits	4
Total Contact Hours	L = 52 Hrs; T = 0 Hrs; P = 0 Hrs Total = 52 Hrs			CIE Marks	50
Flipped Classes content	10 Hours			SEE Marks	50

Course learning objectives	
1.	Understanding of corporate merger and acquisition activity
2.	Compare and contrast the various forms of corporate restructuring
3.	Understand the strategic importance of mergers and acquisitions in modern business organizations.
4.	Expose students to the legal and regulatory framework of mergers and acquisitions. Management
5	To apply and analyze the accounting aspects of amalgamation

Pre-requisites : Students need to be aware of different forms of organizational restructuring strategies for achieving corporate excellence and to assess human and cultural aspects of M&A.

Unit – I	Contact Hours 10 Hours
Mergers: Types of Mergers, Theories of merger, operating, financial and managerial synergy of mergers-value creation in horizontal, vertical and conglomerate mergers-internal and external change forces contributing to M & A activities- Impact of M& A on stakeholders, A strategic perspective- Industry life cycle, SWOT analysis, BCG Matrix, Porter's five forces model.	

Unit – II	Contact Hours = 10 Hours
Corporate restructuring and Takeover defenses: Different methods of corporate restructuring – joint ventures – sell off and spin off – divestitures – equity carve out – leveraged buyouts (LBO) – management buy outs (MBO) – master limited partnerships (MLP) – employee stock ownership plans (ESOP)- Takeover defenses – financial defensive measures – Coercive offers and defense – antitakeover amendments – poison pill defense.Corporate Restructuring in India – Private and Public Sector Enterprise – Effects of Restructuring.	

Unit – III	Contact Hours =12 Hours
Merger Process: Dynamics of M&A process- identification of targets- negotiation- closing of the deal. Five stage model- Due diligence- Types – due diligence strategy and process - due diligence challenges. Process of merger integration- Organizational and human aspects, Tips for Successful Mergers.	

Case Study: Canara Bank, Syndicate Bank merger,

Unit – IV	Contact Hours = 10 Hours
Methods of financing mergers: Cash offer, share exchange ratio – mergers as a capital budgeting decision. Business Valuation approaches- asset based, market based and income based. legal process of mergers in India.merger failures – meaning, reasons and strategies to control merger failures, methods of analysis of post-merger performance.	

Unit – V	Contact Hours = 10 Hours
Accounting Aspects of amalgamation: Accounting for amalgamation- amalgamation in the nature of merger and in the nature of purchase- Pooling of interest method- Journal entries in the books of transferor and transferee, Ledger accounts in the books of transferor and transferee. Legal aspects of Mergers/amalgamations and acquisitions/takeovers. The SEBI Substantial Acquisition of Shares and Takeover code.	

Flipped Classroom Details

Unit No.	**I**	**II**	**III**	**IV**	**V**
No. for Flipped Classroom Sessions	**2**	**2**	**2**	**2**	**2**

Books	
	Text Books:
1.	Aswath Damodaran – (2011), Corporate Finance-Theory And Practice. John Wiley & Sons
2.	Sudarsanam, S. (2010). Value Creation from Mergers & Acquisitions. Pearson
3.	Mergers and Acquisition- (2005), the ICFAI University
4.	Khan and Jain, Financial Management, TMH, New Delhi,
	Reference Books:
1.	RavindharVadapalli (2007), Mergers Acquisitions and Business Valuation- Excel Books 1st edition.
2.	Bhagaban Das, DebdasRaskhit and Sathya Swaroop Debasish(2009). Himalaya Publications.
	E-resourses (NPTEL/SWAYAM.. Any Other)- mention links
1.	https://www.edx.org/professional-certificate/mergers-acquisitions-ma

Course delivery methods		**Assessment methods**	
1.	Chalk and Talk	1.	IA tests
2.	PPT and Videos	2.	Online Quizzes (Surprise and Scheduled)
3.	Flipped Classes	3.	Open Book Tests (OBT)
4.	Online classes	4.	Course Seminar
		5.	Semester End Examination

Course Outcome (COs) At the end of the course, the student will be able to				
Learning Levels: Re - Remember; Un - Understand; Ap - Apply; An - Analysis; Ev - Evaluate; Cr - Create		**Learning Level**	**PO(s)**	**PSO(s)**
1.	Understand and apply strategic development models to Mergers and Acquisitions.	3	1, 5	1
2.	Identify and demonstrate different forms of corporate restructuring in practice	3	2	1
3.	Analyze how modern business Organizations achieve fast inorganic growth through mergers and acquisition strategies with proper evaluation	4	3	
4.	Determine and interpret the value of Target firm	5	5	
5.	Apply accounting techniques to measure the firms performance after merger	3	1	1

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Project	Case & Workshop (5+5)	Quiz	Total Marks	Final marks
Marks	25+25	10+10	10	10	10	100	100

Ø Writing two IA tests is compulsory.

Ø Minimum marks required to qualify for SEE: 50 out of 100

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration.
2.	**Minimum marks required in SEE to pass:** Score should be $\geq$ 40%, however overall score of CIE + SEE should be $\geq$ 50%.
3.	Question paper contains 3 parts - A,B & C, wherein students have to answer any 5 out of 7 questions in part A, 5 out of 10 questions choosing 1 question from each unit in part B & 1 out of 2 questions in part C.

Rubrics:Levels	**Target**
1 (Low)	**60% of the students score Less than 50 % of the total marks.**
2 (Medium)	**60% of the students score 50 – 70 % of the total marks.**
3 (High)	**60% of the students score More than 70 % of the total marks.**

CO-PO Mapping (Planned)													CO-PSO Mapping (Planned)		
CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3
1	3				1								1		
3			2	1		3									
4															1
5	1					1									
2		3												1	
Tick mark the CO, PO and PSO mapping															

Sl No	Skill & competence enhanced after undergoing the course	Applicable Industry Sectors & domains	Job roles students can take up after undergoing the course
1	Valuation techniques	FMCG	M & A analysts
2	Due diligence	Large MNC and	M & A Consultant
3	deal structuring	Banking sector	Valuation analysts

Name & Signature of Faculty members involved in designing the syllabus

Name & Signature of Faculty members verifying/approving the syllabus

Managing Banks & Financial Institutions

Course Code	22MBAFM312	Course type	PE	Credits L-T-P	4 – 0 - 0
Hours/week: L - T- P	4 – 0 – 0			Total credits	4
Total Contact Hours	L = 52 Hrs; T = 0 Hrs; P = 0 Hrs Total = 52 Hrs			CIE Marks	50
Flipped Classes content	10 Hours			SEE Marks	50

Course learning objectives	
1.	To Evaluate and analyze various Regulations of Banking Regulation Act
2.	To understand the various products of banks and to know the relation between banker and customer.
3.	To understand the negotiable Instrument and the process of cheque realization.
4.	To enable the students to analyze various components of Assets and liabilities of Banks

Pre-requisites: Students needs to be aware of changing scenario in banking sector of India

Unit – I	Contact Hours = 10 Hours
Banking system and structure in India- Evolution of Indian Banks-Types of banks, Performance of Public Sector banks, Private Sector Banks. Commercial banking: Structure, Functions - Primary & secondary function.	

Unit – II	Contact Hours = 10 Hours
Products and Services of Banks, Banker and customer – Types of relationship between banker and customer – Banker's obligations to customers – Right of lean, setoff, appropriation– Bankers legal duty of disclosure and related matters Customers accounts with banks – Opening- operation – KYC norms and operation – Types of accounts and customers – Nomination – Settlement of death claims	

Unit – III	Contact Hours = 12 Hours
The Negotiable Instruments Act 1881-Features of Negotiable Instruments-Important concepts & explanations under the Negotiable Instruments Act- The Paying Banker-Dishonor of cheques Negotiation- Endorsement. Banking Technology: digital banking, AI in Banking, NEFT, RTGS, IMPS, Wallet Payments, BHIM and Crypto-Currency	

Unit – IV	Contact Hours = 10 Hours
Asset Liability Management and Basel II and III: Asset Liability Management (ALM) in banks, Purpose and objectives Components of Liabilities and Components of Assets, Significance of Asset Liability management. **Basel II:** About Basel committee on Banking supervision, Basel 1 Accord, Basel 2 Accord-Three pillars of Basel II	

Basel III: Introduction, Objectives, Major Features of the Guidelines issued by RBI, Major changes as compared to Basel 1 & 2, Credit valuation Adjustment

Unit – V	**Contact Hours = 10 Hours**
International banking : International Banking: Exchange rates and Forex Business, Types of International Banking Correspondent banking and NRI Accounts, Letters of Credit, Facilities for Exporters and Importers, International Interbank Business, Functions of Interbank Markets	

Flipped Classroom Details

Unit No.	I	II	III	IV	V
No. for Flipped Classroom Sessions	2	2	2	2	2

Books	
	Text Books:
1.	IIBF. (2015). Principles and Practices of Banking. Chennai: Macmillan
2.	IIBF. (2008). Principles of Banking. Chennai: Macmillan.
3.	Koch, T. W., & S. Scott MacDonald. (2006). Bank Management. Cengage Learning.
	Reference Books:
1.	IBF. (2010). Risk Management. Chennai: Macmillan.
	E-resourses (NPTEL/SWAYAM.. Any Other)- mention links

Course delivery methods		Assessment methods	
1.	Chalk and Talk	1.	IA tests
2.	PPT and Videos	2.	Online Quizzes (Surprise and Scheduled)
3.	Flipped Classes	3.	Open Book Tests (OBT)
4.	Online classes	4.	Course Seminar
		5.	Semester End Examination

Course Outcome (COs)				
Learning Levels: Re - Remember; Un - Understand; Ap - Apply; An - Analysis; Ev - Evaluate; Cr - Create		**Learning Level**	**PO(s)**	**PSO(s)**
1.	Students will be able to Analyze the regulations of Banking Regulation Act	4	1,2,4,5	1
2.	Students will be able to Analyze Banker and customer Relationships	5	1,2,4,5	2
3.	Students will be able to Evaluate the rules relating to Negotiable Instruments	4	1,2,4,5	1
4.	Students will be able to Analyze importance of exchange rate transactions in the banking system.	4	1,2,4,5	1,3

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Project	Case & Workshop(5+5)	Quiz	Total Marks	Final marks
Marks	25+25	10+10	10	10	10	100	100
Ø Writing two IA tests is compulsory. Ø Minimum marks required to qualify for SEE: 50 out of 100							

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration.
2.	**Minimum marks required in SEE to pass:** Score should be ≥ 40%, however overall score of CIE + SEE should be ≥ 50%.
3.	Question paper contains 3 parts - A,B & C, wherein students have to answer any 5 out of 7 questions in part A, 5 out of 10 questions choosing 1 question from each unit in part B & 1 out of 2 questions in part C.

Rubrics: Levels	Target
1 (Low)	60% of the students score Less than 50 % of the total marks.
2 (Medium)	60% of the students score 50 – 70 % of the total marks.
3 (High)	60% of the students score More than 70 % of the total marks.

CO-PO Mapping (Planned)													CO-PSO Mapping (Planned)		
CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3
1	1												1		
2	1		2												
3	1			3	2									1	
4	1												1		1
5															
Tick mark the CO, PO and PSO mapping															

Sl No	Skill & competence enhanced after undergoing the course	Applicable Industry Sectors & domains	Job roles students can take up after undergoing the course
1	Regulatory Compliance	Banking Industry	Bank manager
2	analytical skills	Financial Sector	Operations manager
3	Financial management and wealth management	International Banks sector	Loan officer

Name & Signature of Faculty members involved in designing the syllabus

Name & Signature of Faculty members verifying/approving the syllabus

Corporate valuation

Course Code	22MBAFM313	Course type	PE	Credits L-T-P	4 – 0 - 0
Hours/week: L - T- P	4 – 0 – 0			Total credits	4
Total Contact Hours	L = 52 Hrs; T = 0 Hrs; P = 0 Hrs Total = 52 Hrs			CIE Marks	100
Flipped Classes content	10 Hours			SEE Marks	100

Course learning objectives	
1.	Understanding of the importance of various assumptions underlying the valuation models
2.	Discussion on valuation of assets and liabilities, whether tangible or intangible, apparent or contingent
3.	To develop analytical skills and communication strategies for discussing corporate valuation.
4.	To familiarize the students with the standard techniques of corporate valuation

Pre-requisites : Students are required to have knowledge about finance and accounting

Unit – I	Contact Hours =10 Hours
Corporate valuation-an Overview -Context of valuation-Approaches to Valuation: -Corporate valuation in practice Information needed for Valuation Intrinsic Value and the Stock Market Importance of Knowing Intrinsic Value.(Theory)	

Unit – II	Contact Hours = 10 Hours
Relative valuation-Steps involved in Relative valuation-Equity valuation multiples-Enterprise valuation multiples-Choice of multiple-Best practices using multiples-Assessment of relative valuation. Other Non DCF Approaches-Book Value approach-Stock and Debt approach-Strategic approach to valuation.	

Unit – III	Contact Hours = 12 Hours
Enterprise DCF Model-Analyzing historical performance-Estimating the cost of Capital-Forecasting performance-Estimating the continuing value-Calculating and interpreting the results- Other DCF models: Equity DCF Model: Dividend discount model, free cash flow to Equity (FCFE) model-Adjusted present value model- Applicability and Limitations of DCF analysis	

Unit – IV	Contact Hours = 10 Hours
Value Based Management- Methods and Key premises of Economic Value added and market value added -Stern Stewart approach-BCG approach-Lessons from the experiences of VBM adopters. (Only Theory)	

Unit – V	Contact Hours =10 Hours
Advanced issues in valuation-Valuation of companies of different kinds-valuation in different contexts-Loose ends of valuation-Valuation of intangible assets: Patents, trademarks, copyrights and licenses; Franchises; Brands.	

Flipped Classroom Details

Unit No.	I	II	III	IV	V
No. for Flipped Classroom Sessions	2	2	2	2	2

Books	
	Text Books:
1.	Prasanna Chandra, Corporate Valuation and Value Creation, Tata McGraw Hill, 2011.
2.	Aswath Damodaran , Valuation, 2/e, John Wiley and Sons, 2006
	Reference Books:
1.	Philip R Daves, Michael C. Ehrhardt, and Ron E. Shrieves, Corporate Valuation: A Guide for Managers and Investors Cengage Learning,2003
2.	Rawley Thomas, Benton E. Gup, The Valuation Handbook: Valuation Techniques from Today's Top Practitioners John Wiley & Sons, 2010.
	E-resourses (NPTEL/SWAYAM. Any Other)- mention links

Course delivery methods		Assessment methods	
1.	Chalk and Talk	1.	IA tests
2.	PPT and Videos	2.	Online Quizzes (Surprise and Scheduled)
3.	Flipped Classes	3.	Open Book Tests (OBT)
4.	Online classes	4.	Course Seminar
		5.	Semester End Examination

Course Outcome (COs)

At the end of the course, the student will be able to (Highlight the **action verb** representing the learning level.)

Learning Levels: Re - Remember; Un - Understand; Ap - Apply; An - Analysis; Ev - Evaluate; Cr - Create		**Learning Level**	**PO(s)**	**PSO(s)**
1.	Compare various methods of valuation	5	1,2	1
2.	Estimate the value of any business small or large, private or public, in a developed or an emerging market	4&5	2,4	2
3.	Analyze value of the company using Relative valuation approach	4	2,6	3
4.	Appraise the Advanced Issues in Valuation	3&4	2,1,6	2
5.	Compare Various Value Based Management Techniques	3		

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Project	Case & Workshop (5+5)	Quiz	Total Marks	Final marks
Marks	25+25	10+10	10	10	10	100	100

- Writing two IA tests is compulsory.
- **Minimum marks required to qualify for SEE: 40 out of 100**

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration. It will be reduced to 50 marks for the calculation of SGPA and CGPA.
2.	**Minimum marks required in SEE to pass: 40 marks**
3.	Question paper contains four parts. Part A contains three marks questions students have to answer five questions out of seven questions. Part B contains seven marks questions, students have to answer five questions out of seven questions. Part C contains ten marks questions, students have to answer three questions out of four questions. Part D contains twenty marks, this is compulsory to answer for all student

Rubrics:Levels	**Target**
1 (Low)	**60% of the students score Less than 50 % of the total marks.**
2 (Medium)	**60% of the students score 50 – 70 % of the total marks.**
3 (High)	**60% of the students score More than 70 % of the total marks.**

CO-PO Mapping (Planned)													**CO-PSO Mapping (Planned)**		
CO	**PO 1**	**PO 2**	**PO 3**	**PO 4**	**PO 5**	**PO 6**	**PO 7**	**PO 8**	**PO 9**	**PO 10**	**PO 11**	**PO 12**	**PSO 1**	**PSO 2**	**PSO 3**
1	3	2		1	1	3		1	3	2		1	1	3	
2		1	2		1			2		1	2		1		
3	3	2			1		2		3	2			1		2
4		2		3			2			2		3			2
5	2		2			2			2		2			2	
Tick mark the CO, PO and PSO mapping															

Sl No	Skill & competence enhanced after undergoing the course	Applicable Industry Sectors & domains	Job roles students can take up after undergoing the course
1	Understanding the valuation process of an asset	Investment Banking	Business Analyst
2	Conceptual insights into the Valuation models	IT Firms	Financial Analyst
3	Insight about the relative valuation approach	Commercial Banking	Investment Banker
4	Insight about intrinsic valuation approach	Stock markets	Commercial Banking Portfolio Associate
5	Understanding the value-based techniques of valuation	Start-ups	Senior Analyst

Name & Signature of Faculty members involved in designing the syllabus

Name & Signature of Faculty members verifying/approving the syllabus

Human Resource Specialization
Compensation Management

Course Code	22MBAHR314	Course type	PE	Credits L-T-P	4 – 0 - 0
Hours/week: L - T- P	4 – 0 – 0			Total credits	4
Total Contact Hours	L = 52 Hrs; T = 0 Hrs; P = 0 Hrs Total = 52 Hrs			CIE Marks	100
Flipped Classes content	10 Hours			SEE Marks	100

Course learning objectives	
1.	To learn basic compensation concepts and the context of compensation practice
2.	To illustrate different ways to strengthen the pay-for-performance link.
3.	To learn the concepts of Payment and employee benefits issues for contingent workers.
4.	To understand the Legally required employee benefits.

Pre-requisites: The student should have basic knowledge about human resource management and compensation.

Unit – I	Contact Hours = 10 Hours
Definition of Compensation, The Pay Model, Strategic Pay Policies, Strategic Perspectives of Pay, Strategic Pay Decisions, Best Practices vs. Best Fit Options. Basic Compensation structure.	

Unit – II	Contact Hours = 10 Hours
Definition of Internal Alignment, Internal Pay Structures, Strategic Choices In Internal Alignment Design, Which Internal Structure Fits Best? Job Analysis and Evaluation: Why Perform Job Analysis? Job Analysis Procedures, Job Analysis Data Collection Process, Job Descriptions, Definition of Job Evaluation, Major Decisions In Job Evaluation, Job Evaluation Methods.	

Unit – III	Contact Hours = 12 Hours
External Competitiveness: Definition of Competitiveness, Pay Policy Alternatives, Wage Surveys, Pay Policy Line, Pay Grades. Benefits: Benefits Determination Process, Value of Benefits, Legally Required Benefits and other employee benefits.	

Unit – IV	Contact Hours = 10 Hours
Pay For Performance (PFP): Rewarding Desired Behaviors, Does Compensation Motivate Performance? Designing Pay For Performance Plans. Compensation of Special Groups: Who are Special Groups? Compensation Strategies For Special Groups.	

Unit – V	Contact Hours = 10 Hours
Global Compensation: Recognizing Variations, components of expatriate pay, approaches to Expatriate Pay. Legal implications on compensation in India.	

Flipped Classroom Details

Unit No.	I	II	III	IV	V
No. for Flipped Classroom Sessions	02	02	02	02	02

Books	
	Text Books:
1.	G.T. Milkovich, 'Compensation Management', Irwin/Tata McGraw Hill, 6th edition.
2.	BD Singh, Compensation & Reward Management, Excel BOOKS, 2nd edition, 2012.
	Reference Books:
1.	Joseph J. Martocchio, Strategic Compensation, Pearson Education, 3rd Edition.
2.	Richard I. Anderson, Compensation Management in Knowledge-based world, Pearson Education, 10th edition.
	E-resourses (NPTEL/SWAYAM.. Any Other)- mention links
1.	https://www.coursera.org/learn/compensation-management

Course delivery methods		Assessment methods	
1.	Chalk and Talk	1.	IA tests
2.	PPT and Videos	2.	Online Quizzes (Surprise and Scheduled)
3.	Flipped Classes	3.	Open Book Tests (OBT)
4.	Online classes	4.	Course Seminar
		5.	Semester End Examination

Course Outcome (COs)

At the end of the course, the student will be able to (Highlight the **action verb** representing the learning level.)

Learning Levels: Re - Remember; Un - Understand; Ap - Apply; An - Analysis; Ev - Evaluate; Cr - Create		Learning Level	PO(s)	PSO(s)
1.	Define and explain the theories and concepts of compensation management and recognize how pay decisions help the organization achieve a competitive advantage.	3	2	3
2.	Analyze, integrate, and apply the knowledge to solve compensation-related problems in organizations.	4	3	2
3.	Demonstrate comprehension by constructing a compensation system encompassing; 1) internal consistency, 2) external competitiveness 3) employee contributions, 4) organizational benefit systems, and 5) administration issues.	3	3	2
4.	Design rational and contemporary compensation systems in modern organizations	4	2	3

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Project	Case & Workshop (5+5)	Quiz	Total Marks	Final marks
Marks	25+25	10+10	10	10	10	100	100
Ø Writing two IA tests is compulsory. Ø Minimum marks required to qualify for SEE: 50 out of 100							

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration.
2.	**Minimum marks required in SEE to pass:** Score should be ≥ 40%, however overall score of CIE + SEE should be ≥ 50%.
3.	Question paper contains 3 parts - A,B & C, wherein students have to answer any 5 out of 7 questions in part A, 5 out of 10 questions choosing 1 question from each unit in part B & 1 out of 2 questions in part C.

Rubrics:Levels	Target
1 (Low)	60% of the students score Less than 50 % of the total marks.
2 (Medium)	60% of the students score 50 – 70 % of the total marks.
3 (High)	60% of the students score More than 70 % of the total marks.

CO-PO Mapping (Planned)													CO-PSO Mapping (Planned)		
CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3
1		x													x
2			x											x	
3			x											x	
4		x													x
Tick mark the CO, PO and PSO mapping															

Sl No	Skill & competence enhanced after undergoing the course	Applicable Industry Sectors & domains	Job roles students can take up after undergoing the course
1	Design a rational pay system	All Industries	C&B Manager Compensation Manager
2	Design benefit package		
3	Analyze pay issues in the organization		

Name & Signature of Faculty members involved in designing the syllabus

Name & Signature of Faculty members verifying/approving the syllabus

Performance Management & Competency Mapping

Course Code	22MBAHR315	Course type	PE	Credits L-T-P	4 – 0 - 0
Hours/week: L - T- P	4 – 0 – 0			Total credits	4
Total Contact Hours	L = 52 Hrs; T = 0 Hrs; P = 0 Hrs Total = 52 Hrs			CIE Marks	100
Flipped Classes content	10 Hours			SEE Marks	100

Course learning objectives	
1.	To teach and appraise on role of performance management systems in the organizations.
2.	To appraise students on importance of methods of performance management systems
3.	To provide information on changing trends in performance management system
4.	To appraise students with regards to influence of organizational development on performance management systems
5.	To acquaint students with the knowledge of competency and usage in the practical scenario

Pre-requisites : Students should refresh Performance appraisal concepts studied in the second semester subject human resource management

Unit – I	Contact Hours = 10 Hours
Performance Management System (PMS): Definition, The Performance Management Contribution, Dangers of poorly implemented PM Systems, Aims and Role of PM Systems Characteristics of an Ideal PM System. Difference between Performance Management & Appraisal	

Unit – II	Contact Hours = 10 Hours
Performance Management Process: Performance Planning, Performance Execution, Performance Assessment, Performance Review, Performance Renewal and Re-contracting. Strategic Planning, Process of Linking Performance Management to the Strategic Plan Building Support.	

Unit – III	Contact Hours = 12 Hours
Performance: Defining Performance, Performance Determinants, Performance Dimensions, Approaches to Measuring Performance - measuring results and behaviors, Gathering Performance Information - Appraisal Forms, characteristics of Appraisal Forms Determining Overall Rating, Appraisal Period and Number of Meetings, Who Should Provide Performance Information, A Model of Rater Motivation, Preventing Rating Distortion, Rater Training Programs.	

Unit – IV	Contact Hours = 10 Hours
Implementing a Performance Management System: Preparation, Communication Plan, Appeals Process, Training Programs for the Acquisition of Required Skills, and Pilot Testing, Pilot Testing, Ongoing Monitoring and Evaluation. Performance Management for Expatriates	

Unit – V	**Contact Hours = 10 Hours**
Competency: Meaning, Definition, Types of Competency Characteristics, Categorizing Competencies. Managerial Competencies. Lancaster Model of Managerial Competencies Developing of Competency Model. Understanding the Competency Management Methods – Task analysis Approach, Critical Incident Interview Method, Behavior Event Interview (BARS), Expert Panel, Threshold Scales, Repertory Grid. **Competency Mapping & Assessment Centers:** Meaning, characteristics of Assessment Centre, Mapping Process Method	

Flipped Classroom Details

Unit No.	I	II	III	IV	V
No. for Flipped Classroom Sessions	2	2	2	2	2

Books	
	Text Books:
1.	Dr. Herman Aguinis- (2012).Performance Management improvement (3e) Prentice Hall
2.	Robert Bacal (2012). Performance Management 2/E, McGraw-Hill Professional
3.	Ganesh Shermon , Competency Based HRM, Tata McGraw Hill 2009
	Reference Books:
1.	Seema Sanghi, The Handbook of Competency Mapping 2nd edition Sage Publications
	E-resourses (NPTEL/SWAYAM.. Any Other)- mention links
1.	https://nptel.ac.in/course.php

Course delivery methods		**Assessment methods**	
1.	Chalk and Talk	1.	IA tests
2.	PPT and Videos	2.	Online Quizzes (Surprise and Scheduled)
3.	Flipped Classes	3.	Open Book Tests (OBT)
4.	Online classes	4.	Course Seminar
		5.	Semester End Examination

Course Outcome (COs)

At the end of the course, the student will be able to (Highlight the **action verb** representing the learning level.)

Learning Levels: Re - Remember; Un - Understand; Ap - Apply; An - Analysis; Ev - Evaluate; Cr - Create		**Learning Level**	**PO(s)**	**PSO(s)**
1.	Students would be able to outline concepts of performance management	Ap	1,4,6	1
2.	Students would be able to integrate methods of performance management in the organization	Ap	2	2
3.	Students would be able to judge between effective and ineffective performance through performance appraisals and evaluations methods	An	1,4	2
4.	Students will be able to develop Performance Management Systems at organization level.	An	5	3
5.	Apply and the concept of Competency Mapping in practical circumstances	Ap	1,6	

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Project	Case & Workshop (5+5)	Quiz	Total Marks	Final marks
Marks	25+25	10+10	10	10	10	100	100

- Writing two IA tests is compulsory.
- **Minimum marks required to qualify for SEE: 50 out of 100**

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration.
2.	**Minimum marks required in SEE to pass:** Score should be $\geq$ 40%, however overall score of CIE + SEE should be $\geq$ 50%.
3.	Question paper contains 3 parts - A,B & C, wherein students have to answer any 5 out of 7 questions in part A, 5 out of 10 questions choosing 1 question from each unit in part B & 1 out of 2 questions in part C.

Rubrics:Levels	Target
1 (Low)	60% of the students score Less than 50 % of the total marks.
2 (Medium)	60% of the students score 50 – 70 % of the total marks.
3 (High)	60% of the students score More than 70 % of the total marks.

CO-PO Mapping (Planned)													**CO-PSO Mapping (Planned)**		
CO	**PO 1**	**PO 2**	**PO 3**	**PO 4**	**PO 5**	**PO 6**	**PO 7**	**PO 8**	**PO 9**	**PO 10**	**PO 11**	**PO 12**	**PSO 1**	**PSO 2**	**PSO 3**
1	**x**			**x**		**x**							**x**		
2		**x**												**x**	
3	**x**			**x**										**x**	
4					**x**										**x**
5	**x**					**x**								**x**	
Tick mark the CO, PO and PSO mapping															

Sl No	Skill & competence enhanced after undergoing the course	Applicable Industry Sectors & domains	Job roles students can take up after undergoing the course
1	Detail understanding of Performance Management	HRM Domain	HR specialists

Name & Signature of Faculty members involved in designing the syllabus

Name & Signature of Faculty members verifying/approving the syllabus

Management of Industrial Relations

Course Code	22MBAHR316	Course type	PE	Credits L-T-P	4 – 0 - 0
Hours/week: L - T- P	4 – 0 – 0			Total credits	4
Total Contact Hours	L = 52 Hrs; T = 0 Hrs; P = 0 Hrs Total = 52 Hrs			CIE Marks	100
Flipped Classes content	10 Hours			SEE Marks	100

Course learning objectives	
1.	To introduce students to the terminology, history, and models of the Indian industrial relations system
2.	To provide tools and other resources for students who will be pursuing further instruction and research in industrial relations.
3.	To analyze the field of labor relations in an interdisciplinary manner.
4.	To appraise the labor relations through social security laws
5.	To acquaint the importance of positive labor welfare in the practical context.

Pre-requisites: Students need to be aware of the role of Industrial relations and Labor laws in Indian context.

Unit – I	Contact Hours = 10 Hours
Introduction: Industrial Relations, Indian Constitution. Fundamental Rights. Articles of the Constitution on which labour legislation has been framed. Labour legislation in India and how legislations are formed. **Grievance procedure and Discipline management:** Grievance - Meaning and forms, sources of grievance, Grievance procedure, Discipline - Causes of Indiscipline - Maintenance of discipline, Disciplinary procedures.	

Unit – II	Contact Hours = 10 Hours
Trade Union: Meaning, trade union movement in India, The role of the Trade Unions in Modern Industrial Society of India, functions of trade unions, objectives of trade unions, problems of trade unions. The Trade Union Act, 1926. **Collective Bargaining:** Definition, Meaning, functions, Nature, essential conditions for collective bargaining, collective bargaining process, prerequisites for collective bargaining, implementation and administration of agreements.	

Unit – III	Contact Hours = 12 Hours
Employment Laws: The New Labour Codes, Factories Act 1948, Industrial Disputes Act, Industrial Employment (Standing orders) Act. Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, (POSH).	

Unit – IV	Contact Hours = 10 Hours
Social Security Laws: Maternity benefit Act, 1961, Payment of Gratuity Act 1972, Employees' Provident Fund and Miscellaneous Provisions Act 1952, Employees' State Insurance (ESI) Act, 1948	

Unit – V	Contact Hours = 10 Hours
Laws of Compensation: Payment of Bonus Act, 1965. Payment of Wages Act,1936, **Positive Employee Relations & Welfare:** Employee Counselling - Nature of Counselling, Characteristics of the facilitator, Counselling in Industry, Soft Skills for Employee Relations Role of ER Manager, VUCA Model.	

Flipped Classroom Details

Unit No.	I	II	III	IV	V
No. for Flipped Classroom Sessions	02	02	02	02	02

Books	
	Text Books:
1.	B D Singh- Industrial Relations, Excel Books, 2nd Edition
2.	Singh, B. Labour Laws for Managers, Excel Books, New Delhi, 2nd ed., 2008
	Mamoria, Mamoria & Gankar, Dynamics of Industrial Relations, Himalaya Publication 15th Edition,
1.	**Reference Books:**
2.	S C Srivastava Industrial Relations & Labour Laws 6th Edition
	P. N Singh, Neeraj Kumar, Employee Relations Management, Pearson 2nd Edition 2011
	E-resourses (NPTEL/SWAYAM.. Any Other)- mention links
1.	https://onlinecourses.nptel.ac.in/noc23_mg64/preview

Course delivery methods		Assessment methods	
1.	Chalk and Talk	1.	IA tests
2.	PPT and Videos	2.	Online Quizzes (Surprise and Scheduled)
3.	Flipped Classes	3.	Open Book Tests (OBT)
4.	Online classes	4.	Course Seminar
		5.	Semester End Examination

Course Outcome (COs)

At the end of the course, the student will be able to (Highlight the **action verb** representing the learning level.)

	Learning Levels: Re - Remember; Un - Understand; Ap - Apply; An - Analysis; Ev - Evaluate; Cr - Create	Learning Level	PO(s)	PSO(s)
1.	Explain the theories and machineries of industrial relations for maintaining industrial peace and harmony in the industry.	2	1,2	2
2.	Make use of the essential concepts of industrial relations and their interrelationship at the personal, organizational and national levels	3	1,3	2
3.	Analyze the social, and equity issues within industrial relations through various labor laws	4	2,3	3

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Project	Case & Workshop (5+5)	Quiz	Total Marks	Final marks
Marks	25+25	10+10	10	10	10	100	100

- Writing two IA tests is compulsory.
- **Minimum marks required to qualify for SEE: 50 out of 100**

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration.
2.	**Minimum marks required in SEE to pass:** Score should be $\geq$ 40%, however overall score of CIE + SEE should be $\geq$ 50%.
3.	Question paper contains 3 parts - A,B & C, wherein students have to answer any 5 out of 7 questions in part A, 5 out of 10 questions choosing 1 question from each unit in part B & 1 out of 2 questions in part C.

Rubrics:Levels	Target
1 (Low)	**60% of the students score Less than 50 % of the total marks.**
2 (Medium)	**60% of the students score 50 – 70 % of the total marks.**
3 (High)	**60% of the students score More than 70 % of the total marks.**

CO-PO Mapping (Planned)													CO-PSO Mapping (Planned)		
CO	**PO 1**	**PO 2**	**PO 3**	**PO 4**	**PO 5**	**PO 6**	**PO 7**	**PO 8**	**PO 9**	**PO 10**	**PO 11**	**PO 12**	**PSO 1**	**PSO 2**	**PSO 3**
1	x	x												x	
2	x		x											x	
3		x		x											x
Tick mark the CO, PO and PSO mapping															

Sl No	Skill & competence enhanced after undergoing the course	Applicable Industry Sectors & domains	Job roles students can take up after undergoing the course
1	Analyze, interpret, and administer various labor contracts.	**Manufacturing Industries**	**ER Manager, IR Manager, Labor Relations Specialists**
2	Handling employee complaints,		
3	Managing grievance procedures and facilitating counseling		

Name & Signature of Faculty members involved in designing the syllabus

Name & Signature of Faculty members verifying/approving the syllabus

Change and Knowledge Management

Course Code	22MBAHR318	Course type	PE	Credits L-T-P	4– 0 - 0
Hours/week: L - T- P	4 – 0 – 0			Total credits	4
Total Contact Hours	L = 52 Hrs; T = 0 Hrs; P = 0 Hrs Total = 52 Hrs			CIE Marks	100
Flipped Classes content	10 Hours			SEE Marks	100

Course learning objectives	
1.	Developing an understanding of the strategic role of change in the organization and the impact of change (or failure to change) on organizational performance.
2.	Developing a basic understanding and fundamental knowledge of the models and theories of change management.
3.	Acquainting the understanding and knowledge of various strategies to facilitate change in the organizational context through leadership and shared vision
4.	Apprising the understanding of Knowledge and the concept of Knowledge management and models of knowledge management.
	Appreciate the role and use of knowledge Management in organizations and institutions, emerging trends and challenges that the New Knowledge Management aims to overcome

Pre-requisites : Student needs to be aware of basic understanding of Change and Knowledge Management

Unit – I	**Contact Hours = 10 Hours**

Understanding Change: Need for Change, Nature of change, Forces of change, Types of change, Models of change - Lewis's Force field, Systems Model, Action research model, organizational vision and strategic planning. Change Agents

Communicating Change: Need for Communicating Change, Factors Involved in Communicating Change, Methods and Techniques for Communicating Change, Role of Top Management in Communicating Change

Unit – II	**Contact Hours = 10 Hours**

Process of Change Management: Change Management Process, Phases of the Change Management Process, Change Management Process Control

Resistance to change: Concept of Resistance to Change, Forms of Resistance, Reactions to Change, systematic approach to making change- factors for effective change, skills of leaders in change management, designing the change, Overcoming the Resistance to Change, Techniques to Overcome Resistance.

Unit – III	**Contact Hours = 12 Hours**

Strategies for Implementing Change: Introduction, Types of Change Management Strategies, Factors Affecting the Choice of a Change Strategy, Formulating and Facilitating Change management, Evaluating Organizational Change, Maintaining Organization effectiveness through change. Post Pandemic employee engagement changes moonlighting. **Leading Changes:** Visionary Leadership, Leadership Framework, Creating Shared Vision, Role of Leaders in the Phases of Organizational Change

Unit – IV	**Contact Hours = 08 Hours**
Concept of Knowledge: Data, Information & Knowledge, wisdom (Meaning, Need, Importance), Basic types of knowledge. Knowledge Management & Information Management **Knowledge creation and capture:** Knowledge Creation, SECI Model, Other Theoretical Models of KM. Knowledge Maps	

Unit – V	**Contact Hours = 12 Hours**
The knowledge management cycle: Knowledge Management System Life Cycle, Major Approaches to the KM Cycle, The Zack KM Cycle, The Bukowitz and Williams KM Cycle. **Organizational knowledge management architecture:** Organizational knowledge management-need, benefits, drivers, approaches strategies, components and functions. Knowledge Management and organizational culture (Intellectual capital, KM landscape, the open enterprise) **Emerging Trends and Challenges in Knowledge Management:** Knowledge Mining, Knowledge Bots, Cloud Based Performance/ Knowledge, Ethical Issues, Emergence of Technology	

Flipped Classroom Details

Unit No.	**I**	**II**	**III**	**IV**	**V**
No. for Flipped Classroom Sessions	**2**	**2**	**2**	**2**	**2**

Books	
	Text Books:
1.	K.Harigopal, Management of Organizational Change, Sage Publications, Second Edition, 2006
2.	R L Nandeshwar, Balakrishna Jayasimha, Change & Knowledge Management, Excel Books, 2nd Edition, 2010
3.	Sudhir Warier, Knowledge Management, Vikas Publications.
4.	Stuart Barnes, Knowledge Magement Systems, Thomson Learning.
5	J.M. Firestone, M.W. Mcelroy, Key issues in the New Knowledge Management
	Reference Books:
1.	V.Nilakant, S. Ramnarayan, Managing Organization Change, Sage Publications, 2006
2.	Dr. B. Ratan Reddy, Knowledge Management (Tool for business development), Himalaya Publishing House.

3.	Elias M Awad Hassan M Ghazir, Knowledge Management Pearson Education, Pearson education, 2008
	E-resourses (NPTEL/SWAYAM.. Any Other)- mention links
1.	https://onlinecourses.nptel.ac.in/noc17_mg07/preview

Course delivery methods		**Assessment methods**	
1.	Chalk and Talk	1.	IA tests
2.	PPT and Videos	2.	Online Quizzes (Surprise and Scheduled)
3.	Flipped Classes	3.	Open Book Tests (OBT)
4.	Online classes	4.	Course Seminar
		5.	Semester End Examination

Course Outcome (COs)

At the end of the course, the student will be able to (Highlight the **action verb** representing the learning level.)

Learning Levels: Re - Remember; Un - Understand; Ap - Apply; An - Analysis; Ev - Evaluate; Cr - Create		**Learning Level**	**PO(s)**	**PSO(s)**
1.	Illustrate the concept of culture in the organizational context	An	1,3	1
2.	Apply the theories and techniques to manage the resistance to change	Ap	2,3	2
3.	Develop Strategies to manage change	An	5,6	2
4.	Apply knowledge management in organizational development and Develop an effective organizational KM architecture.	Ap	3,4	3
	Evaluate the role and use of Knowledge Management in current scenarios through appraising the emerging trends and challenges	Ev	1,5,6	3

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Project	Case & Workshop (5+5)	Quiz	Total Marks	Final marks
Marks	25+25	10+10	10	10	10	100	100

- Ø Writing two IA tests is compulsory.
- Ø **Minimum marks required to qualify for SEE: 50 out of 100**

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration.
2.	**Minimum marks required in SEE to pass:** Score should be $\geq$ 40%, however overall score of CIE + SEE should be $\geq$ 50%.
3.	Question paper contains 3 parts - A,B & C, wherein students have to answer any 5 out of 7 questions in part A, 5 out of 10 questions choosing 1 question from each unit in part B & 1 out of 2 questions in part C.

Rubrics:Levels	**Target**
1 (Low)	**60% of the students score Less than 50 % of the total marks.**
2 (Medium)	**60% of the students score 50 – 70 % of the total marks.**
3 (High)	**60% of the students score More than 70 % of the total marks.**

CO-PO Mapping (Planned)								**CO-PSO Mapping (Planned)**		
CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PSO1**	**PSO2**	**PSO3**
1	**X**		**X**					**X**		
2		**X**	**X**						**X**	
3					**X**	**X**			**X**	
4			**X**	**X**						**X**
5	**X**				**X**	**X**				**X**
Tick mark the CO, PO and PSO mapping										

Sl No	**Skill & competence enhanced after undergoing the course**	**Applicable Industry Sectors & domains**	**Job roles students can take up after undergoing the course**
1	**Understanding and Applying Change**	**All Sectors**	**HR Specialist roles**

Name & Signature of Faculty members members involved in designing the syllabus

Name & Signature of Faculty verifying/approving the syllabus

Talent Management

Course Code	22MBAHR318	Course type	PE	Credits L-T-P	4– 0 - 0
Hours/week: L - T- P	4 – 0 – 0			Total credits	4
Total Contact Hours	L = 52 Hrs; T = 0 Hrs; P = 0 Hrs Total = 52 Hrs			CIE Marks	100
Flipped Classes content	10 Hours			SEE Marks	100

Course learning objectives	
1.	Developing an understanding of the strategic role of change in the organization and the impact of change (or failure to change) on organizational performance.
2.	Developing a basic understanding and fundamental knowledge of the models and theories of change management.
3.	Acquainting the understanding and knowledge of various strategies to facilitate change in the organizational context through leadership and shared vision
4.	Apprising the understanding of Knowledge and the concept of Knowledge management and models of knowledge management.
	Appreciate the role and use of knowledge Management in organizations and institutions, emerging trends and challenges that the New Knowledge Management aims to overcome

Pre-requisites : Student needs to be aware of basic understanding of Change and Knowledge Management

Unit – I	Contact Hours = 10 Hours
Introduction: Meaning & Objectives, Role of Talent Management in building sustainable competitive advantage to a firm, Key Processes of Talent Management, Human Resource Planning, Recruitment, Selection, performance monitoring, Retention, Retention Policies. Talent vs. knowledge Source of Talent, Consequences of Failure in Managing Talent, some suggestive tools for Managing Talent	
Unit – II	**Contact Hours = 10 Hours**
Talent acquisition management solutions: Preparing recruitment plan, E-recruitment (using various job portals), searching & downloading applicant profile by using job portals, selecting recruitment source, preparing recruitment budget, employer branding, formulating a recruitment strategy (specifically for Managerial/Executive jobs),Selection process, Use of assessment centers, selection errors & minimizing selection errors, Reliability& Validity tests, Choosing the types of interviews	
Unit – III	**Contact Hours = 12 Hours**

Talent Management: Creating Talent Management System, The element of Talent Management-The resourcing strategy-Attraction and retention policies and programs –Talent Audit –Role Development – Talent relationship management –Career management. Linkage between Talent Management process and workforce. Talent Retention in Public Sector – Strategies and Policies for talent management in public / civil services

Unit – IV	**Contact Hours = 10 Hours**
Building the talent pipeline: Employee engagement; Employee engagement strategies; Talent management to drive culture of excellence, Coaching, Training, Leadership development, Succession Planning, Global Talent Management	

Unit – V	**Contact Hours = 10Hours**
Comprehensive approach to Retaining employees, Managing Voluntary Turnover, dealing with Job Withdrawal, Strategic, Defining the Elements of Total Rewards, Designing Integrated Rewards, Sustainable Talent Management and Reward Model. Emerging Trends and Challenges to manage changing talent pool.	

Flipped Classroom Details

Unit No.	**I**	**II**	**III**	**IV**	**V**
No. for Flipped Classroom Sessions	**2**	**2**	**2**	**2**	**2**

Books	
	Text Books:
1.	Dessler Gary, A Framework for Human Resource Management, Pearson Education 2.
2.	Lance A Berger, Dorothy R Berger, Talent Management Hand Book, McGraw-Hill Professional
3.	**Talent Management,** by Joshi (Author), Vohra (Author), Cengage India Private Limited
	Reference Books:
1.	Hasan, M., Singh, A. K., Dhamija, Talent management in India: Challenges and opportunities, Atlantic Publication
	E-resourses (NPTEL/SWAYAM.. Any Other)- mention links
1.	Edx- Design Thinking /https://www.edx.org/micromasters/design-thinking
2.	Edx – Managing Change in Organizations/ https://nptel.ac.in/courses/110105120/# https://onlinecourses.nptel.ac.in/noc17_mg07/preview

Course delivery methods		**Assessment methods**	
1.	Chalk and Talk	1.	IA tests
2.	PPT and Videos	2.	Online Quizzes (Surprise and Scheduled)
3.	Flipped Classes	3.	Open Book Tests (OBT)
4.	Online classes	4.	Course Seminar
		5.	Semester End Examination

Course Outcome (COs) At the end of the course, the student will be able to (Highlight the **action verb** representing the learning level.)				
Learning Levels: Re - Remember; Un - Understand; Ap - Apply; An - Analysis; Ev - Evaluate; Cr - Create		**Learning Level**	**PO(s)**	**PSO(s)**
1.	Students would be able to outline models of talent management	An	1	1
2.	Students would be able to integrate methods of talent management in the organization	An	1,2	2
3.	Students would be able to judge between effective and ineffective talent management system	An	2,6	2
4.	Students would be able to plan and monitor effectiveness of talent management systems in the organizations	Ap	4	1
5.	Evaluate the role and use of Talent Management in current scenarios through appraising the emerging trends and challenges	Ev	1,6	2

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Project	Case & Workshop (5+5)	Quiz	Total Marks	Final marks
Marks	25+25	10+10	10	10	10	100	100

Ø Writing two IA tests is compulsory.

Ø **Minimum marks required to qualify for SEE: 50 out of 100**

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration.
2.	**Minimum marks required in SEE to pass:** Score should be $\geq$ 40%, however overall score of CIE + SEE should be $\geq$ 50%.
3.	Question paper contains 3 parts - A,B & C, wherein students have to answer any 5 out of 7 questions in part A, 5 out of 10 questions choosing 1 question from each unit in part B & 1 out of 2 questions in part C.

Rubrics:Levels	**Target**
1 (Low)	**60% of the students score Less than 50 % of the total marks.**
2 (Medium)	**60% of the students score 50 – 70 % of the total marks.**
3 (High)	**60% of the students score More than 70 % of the total marks.**

CO-PO Mapping (Planned)					CO-PSO Mapping (Planned)		
CO	**PO 1**	**PO2**	**PO4**	**PO 6**	**PSO1**	**PSO 2**	**PSO3**
1	**X**				**X**		
2	**X**	**X**				**X**	
3		**X**		**X**		**X**	
4			**X**		**X**		
5	**X**			**X**		**X**	
Tick mark the CO, PO and PSO mapping							

Sl No	Skill & competence enhanced after undergoing the course	Applicable Industry Sectors & domains	Job roles students can take up after undergoing the course
1	**Understanding and Application of Talent Management**	**HRM**	**Talent Acquisition Roles**

Name & Signature of Faculty members members involved in designing the syllabus

Name & Signature of Faculty Verifying/approving the syllabus

Entrepreneurship Development Specialization

Entrepreneurial Management

Course Code	**22MBAED319**	**Course type**	**PE**	**Credits L-T-P**	4 – 0 - 0
Hours/week: L - T- P	4 – 0 – 0			**Total credits**	4
Total Contact Hours	L = 52 Hrs; T = 0 Hrs; P = 0 Hrs Total = 52 Hrs			**CIE Marks**	100
Flipped Classes content	10 Hours			**SEE Marks**	100

Course learning objectives	
1.	**Develop Entrepreneurial Mindset**
2.	Equip students with the ability to identify, evaluate, and capitalize on business opportunities.
3.	Develop student's ability to efficiently manage resources, including financial, human, and operational assets, to ensure the sustainability and growth of entrepreneurial ventures.
4.	Develop students' leadership skills and competencies, enabling them to build and lead effective startup teams.

Pre-requisites: The student should have basic knowledge about entrepreneurship.

Unit – I	**Contact Hours = 10 Hours**
Introduction to Entrepreneurial Management: Understanding Entrepreneurship - Definition of entrepreneurship, The role of entrepreneurship in the business world, Historical perspectives on entrepreneurship. Entrepreneurial Mindset - Characteristics and traits of successful entrepreneurs, developing an entrepreneurial mindset, Identifying personal strengths and weaknesses. Types of Entrepreneurships - Small business entrepreneurship vs. high-growth entrepreneurship, social entrepreneurship and its impact, corporate entrepreneurship and innovation.	

Unit – II	Contact Hours = 10 Hours
Opportunity Identification and Evaluation: Identifying Business Opportunities - Idea generation techniques, Recognizing market trends and gaps, Problem-solving and creativity exercises. Market Research and Feasibility Analysis - Conducting market research, Analyzing competition and target audience, financial feasibility and risk assessment. Business Models and Planning - Developing a business model canvas, creating a comprehensive business plan, Pitching and presenting business ideas.	

Unit – III	Contact Hours = 12 Hours
Managing and Growing the Startup: Starting and Launching a Venture - Legal aspects of entrepreneurship, Funding options and strategies, Business registration and compliance. Operations and Resource Management - Managing resources effectively, Supply chain management, Scaling operations. Marketing and Sales Strategies - Marketing planning and execution, Sales strategies and customer acquisition, Building a brand and online presence.	

Unit – IV	Contact Hours = 10 Hours

Financial Management for Entrepreneurs: Financial Planning and Budgeting - Creating a startup budget, financial forecasting and projections, Managing cash flow. Funding Your Venture - Bootstrapping vs. seeking external funding, Venture capital, angel investors, and crowdfunding, Preparing for investor pitches. Financial Metrics and Valuation - Key financial metrics for startups, Valuation methods and techniques, Exit strategies and mergers/acquisitions

Unit – V	Contact Hours = 10 Hours
Entrepreneurial Leadership and Sustainability: Building and Leading Startup Teams - Assembling and managing effective teams, Leadership styles in entrepreneurship, managing conflicts and fostering innovation. Growth Strategies and Sustainability - Strategies for scaling and growth, international expansion and global markets, Maintaining an entrepreneurial culture. Entrepreneurial Ethics and Social Responsibility - Ethical considerations in entrepreneurship, Corporate social responsibility for startups, Impact of entrepreneurship on society.	

Flipped Classroom Details

Unit No.	I	II	III	IV	V
No. for Flipped Classroom Sessions	02	02	02	02	02

Books	
	Text Books:
1.	Donald F. Kuratko, Entrepreneurship Theory, Process, and Practice, South-Western College Pub, (9th Edition) 2013 ISBN-13: 978-1-285-05175-8, ISBN: 1-285-05175-0
2.	Poornima Charantimath, Entrepreneurship and small business development. Pearson Publications (2005)
3.	Anilkumar, S. C. Poornima, Abraham, Jayashree Entrepreneurship Development. New age international (2011)
4.	Brad Feld, Jason Mendelson, Venture Deals: Be Smarter Than Your Lawyer and Venture Capitalist, Wiley, 4th Edition, 2019
	Reference Books:
1.	Alexander Osterwalder, Yves Pigneur, Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers, Wiley, 2010
2.	Eric Ries, The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses, New York Times, 2011
	E-resourses (NPTEL/SWAYAM.. Any Other)- mention links
1.	Entrepreneurial Operations: Launching a Startup, https://www.edx.org/course/operations- for-entrepreneurs

Course delivery methods		Assessment methods	
1.	Chalk and Talk	1.	IA tests
2.	PPT and Videos	2.	Online Quizzes (Surprise and Scheduled)
3.	Flipped Classes	3.	Open Book Tests (OBT)
4.	Online classes	4.	Course Seminar
		5.	Semester End Examination

Course Outcome (COs) At the end of the course, the student will be able to (Highlight the **action verb** representing the learning level.)				
Learning Levels: Re - Remember; Un - Understand; Ap - Apply; An - Analysis; Ev - Evaluate; Cr - Create		**Learning Level**	**PO(s)**	**PSO(s)**
1.	students will be able to identify and critically assess entrepreneurial opportunities by conducting thorough market research, recognizing emerging trends, and evaluating the feasibility and potential risks associated with various business ideas.	4	1,4	3
2.	Students will develop the ability to create comprehensive business plans that encompass strategic objectives, financial projections, marketing strategies, and operational plans.	5	1,2,4,5,7	3
3.	Students will be able to budget, forecast, and make informed financial decisions crucial for entrepreneurial success.	4	1,2,4,5,7	3
4.	Students will develop leadership and team-building skills necessary for assembling and managing effective startup teams. They will understand the importance of ethical considerations in entrepreneurship, including corporate social responsibility and sustainable business practices.	3	3,5,7	3

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Project	Case & Workshop (5+5)	Quiz	Total Marks	Final marks
Marks	25+25	10+10	10	10	10	100	100

- Ø Writing two IA tests is compulsory.
- Ø **Minimum marks required to qualify for SEE: 50 out of 100**

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration.
2.	**Minimum marks required in SEE to pass:** Score should be $\geq$ 40%, however, overall score of CIE + SEE should be $\geq$ 50%.
3.	Question paper contains 3 parts - A,B & C, wherein students have to answer any 5 out of 7 questions in part A, 5 out of 10 questions choosing 1 question from each unit in part B & 1 out of 2 questions in part C.

Rubrics: Levels	Target
1 (Low)	60% of the students score Less than 50 % of the total marks.
2 (Medium)	60% of the students score 50 – 70 % of the total marks.
3 (High)	60% of the students score More than 70 % of the total marks.

CO-PO Mapping (Planned)													CO-PSO Mapping (Planned)		
CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3
1	x			x											X
2	x	x		x	x		x								X
3	x	x		x	x		x								X
4			x		x		x								x
Tick mark the CO, PO and PSO mapping															

Sl No	Skill & competence enhanced after undergoing the course	Applicable Industry Sectors & domains	Job roles students can take up after undergoing the course
1	Develop business plans	To all Sectors & domains	Establish their own business
2	Conduct business feasibility analysis	To all Sectors & domains	Establish their own business
3	Manage start-up organizations	To all Sectors & domains	Establish their own business

Name & Signature of Faculty members involved in designing the syllabus

Name & Signature of Faculty members verifying/approving the syllabus

.

Entrepreneurship, Creativity and Innovation

Course Code	22MBAED320	**Course type**	**PE**	**Credits L-T-P**	4– 0 - 0
Hours/week: L - T- P	4 – 0 – 0			**Total credits**	4
Total Contact Hours	L = 52 Hrs; T = 0 Hrs; P = 0 Hrs Total = 52 Hrs			**CIE Marks**	100
Flipped Classes content	10 Hours			**SEE Marks**	100

Course learning objectives	
1.	To Evaluate and analyze various innovation and creativity solutions in the society
2.	To develop the students to think creatively
3.	To enable the students to apply various Idea Generation Methods and Techniques
4.	To ignite the entrepreneurial qualities in the managers
5.	To nurture the culture of innovative entrepreneurship

Pre-requisites : Students need to be aware of basic of entrepreneurship and its types

Unit – I	**Contact Hours = 10 Hours**
Innovation creativity meaning and concept. Innovation, Introduction to the Principles of Creativity and Entrepreneurship the linkage. Process of creativity, creative thinking and lateral thinking, what is Personal Creativity? The Basis of Personal Creativity. Opportunity Identification and Opportunity Development	

Unit – II	**Contact Hours = 10 Hours**
Systematic entrepreneurship, purposeful innovation. Seven sources for innovative opportunities- the unexpected-in congruities-process needs-industry and market structure-demographics- changes in perception- new knowledge. Principles of innovation. Value Proposition, Concept Validation, Preparation and Production Strategic Networking; Mentorship; Sponsorship	

Unit – III	**Contact Hours = 10 Hours**
Thinking Styles, Sources of new idea- consumers- existing products and services-distribution channels- government- research and development. Market Research, Generating the need Methods of generating ideas- focus group-brain storming- problem inventory analysis. Resources Management, Documentation, Delivery Process	

Unit – IV	**Contact Hours = 12 Hours**

Creativity Tools: Brain storming, reverse Brain storming, brain writing, Gordon method, checklist method, free association, forced relationships, collective note book method, attributes listing, Big Dream approach. Parameter analysis, opportunity recognition. Product planning and development process, establishing evaluation criteria at idea stage- concept stage-product development stage-test marketing stage. After Sales – Services, Performance Analysis Blocks to creativity- fears and Disabilities- Strategies for Unblocking- Designing Creativity Enabling Environment.

Unit – V	**Contact Hours = 10Hours**
Business start-up using e-commerce, Social Media Marketing, website, tracking customer details, doing e-commerce as an entrepreneurial company. Transformation. International entrepreneurship	

Flipped Classroom Details

Unit No.	**I**	**II**	**III**	**IV**	**V**
No. for Flipped Classroom Sessions	**2**	**2**	**2**	**2**	**2**

Books	
	Text Books:
1.	Robert D. Hisrich, Michael Peters and Dean A Shepherd, Entrepreneurship, 6th edition, McGraw-Hill.
2.	Peter F. Drucker, Innovation and Entrepreneurship (1993) Harper Business
3.	MadhurimaLall, ShikhaSahai, Entrepreneurship, 2nd edition, Excel books
	Reference Books:
1.	PoornimaCharantimat (2015) Entrepreneurship and Small Business development- - Pearson
2.	Creativity, Innovation, and Entrepreneurship, H. James Harrington, CRC Press
	E-resourses (NPTEL/SWAYAM.. Any Other)- mention links
1.	https://www.coursera.org/learn/creative-thinking-techniques-and-tools-for-success#syllabus

Course delivery methods		**Assessment methods**	
1.	Chalk and Talk	1.	IA tests
2.	PPT and Videos	2.	Online Quizzes (Surprise and Scheduled)
3.	Flipped Classes	3.	Open Book Tests (OBT)
4.	Online classes	4.	Course Seminar
		5.	Semester End Examination

Course Outcome (COs) At the end of the course, the student will be able to (Highlight the **action verb** representing the learning level.)				
Learning Levels: Re - Remember; Un - Understand; Ap - Apply; An - Analysis; Ev - Evaluate; Cr - Create		**Learning Level**	**PO(s)**	**PSO(s)**
1.	Students will be able to Develop the link between creativity innovation and Entrepreneurship	An	1,4	1
2.	Students will be able to Evaluate the sources of innovation	An	1,2	2
3.	Students will be able to apply the methods of creative problem solving	Ap	2,6	2
4.	Students will be able to apply innovation in building successful ventures	Ap	5	3
5	develop innovative business models to run the business efficiently and effectively	Ev	1,6	3

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Project	Case & Workshop (5+5)	Quiz	Total Marks	Final marks
Marks	25+25	10+10	10	10	10	100	100

- Writing two IA tests is compulsory.
- **Minimum marks required to qualify for SEE: 50 out of 100**

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration.
2.	**Minimum marks required in SEE to pass:** Score should be $\geq$ 40%, however overall score of CIE + SEE should be $\geq$ 50%.
3.	Question paper contains 3 parts - A,B & C, wherein students have to answer any 5 out of 7 questions in part A, 5 out of 10 questions choosing 1 question from each unit in part B & 1 out of 2 questions in part C.

Rubrics: Levels	**Target**
1 (Low)	**60% of the students score Less than 50 % of the total marks.**
2 (Medium)	**60% of the students score 50 – 70 % of the total marks.**
3 (High)	**60% of the students score More than 70 % of the total marks.**

		CO-PO Mapping (Planned)				CO-PSO Mapping (Planned)		
CO	**PO1**	**PO2**	**PO4**	**PO5**	**PO 6**	**PSO1**	**PSO2**	**PSO3**
1	**X**		**X**			**X**		
2	**X**	**X**					**X**	
3		**X**			**X**		**X**	
4				**X**				**X**
5	**X**				**X**			**X**
		Tick mark the CO, PO and PSO mapping						

Sl No	Skill & competence enhanced after undergoing the course	Applicable Industry Sectors & domains	Job roles students can take up after undergoing the course
1	**Develop a business model with creativity**	**General Management**	**Entrepreneurial Roles**
2	**Foster innovative business ideas**		

Social Entrepreneurship

Course Code	22MBAED322	Course type	Theory	Credits L-T-P	4 – 0 - 0
Hours/week: L - T- P	4 – 0 – 0			Total credits	4
Total Contact Hours	L = 52 Hrs; T = 0 Hrs; P = 0 Hrs Total = 52 Hrs			CIE Marks	100
Flipped Classes content	10 Hours			SEE Marks	100

Course learning objectives	
1.	To provide insights into the core concepts of social entrepreneurship (SE)
2.	To apply the concepts and methods to establish a social entrepreneurship venture
3.	To analyze the operational and human resource related issues in social entrepreneurship.
4.	To evaluate the outcomes of social entrepreneurship initiatives on the beneficiaries

Pre-requisites: Students should have learnt a basic course on entrepreneurship development.

Unit – I	Contact Hours = 10 Hours
Concept of Social Entrepreneurship Concept of Social Entrepreneurship, Evolution of Social Enterprises, Economic and Social Rationale, Theoretical Perspectives on Social Enterprises, Social Enterprises in India, Key pioneers of SE	

Unit – II	Contact Hours = 10 Hours
Identifying Social issues and Establishment of Social Entrepreneurship: Identifying social and environmental issues, Conducting a needs assessment and research, selection of a focus area or cause, process of establishment of a SE, Resource mobilization, challenges and strategies; Strategy formulation combining the social agenda with business interest	

Unit – III	Contact Hours = 10 Hours
HR Issues in Social Entrepreneurship Human Resource: Leadership , nature, role and issues of governance; The workforce finding the right mix of professional competence and social concern, motivation and retention strategies, career development , training and skill development for social impact, mentoring and coaching for mission –driven organizations.	

Unit – IV	Contact Hours = 12 Hours
Operational issues in Social Entrepreneurship: Operational Issues: Building the clientele base; Relations with Government and For profit businesses, appropriation of surplus; Issues of sustainability, expansion and diversification, minimizing harmful environmental impact in the	

supply chain, leveraging technology for operational efficiency, resource planning , budgeting and allocation in social enterprises

Unit – V	**Contact Hours = 10 Hours**
The Business Plan as an Entrepreneurial Tool: The Business Plan as an Entrepreneurial Tool, Financial Projections: how to do them the right way, Debt, Venture Capital and other forms of Financing, Sources of External Support, Development Entrepreneurial Marketing: Competencies, Networks and Frameworks	

Flipped Classroom Details

Unit No.	**I**	**II**	**III**	**IV**	**V**
No. for Flipped Classroom Sessions	**1 2**	**1 2**	**1 2**	**1 2**	**1 2**

Books	
	Text Books:
1.	Shukla Madhukar, Social Entrepreneurship In India : Quarter Idealism And A Pound Of Pragmatism, 1st edition , Atlantic Publication, 2023 August
2.	Poornima Charantimath, Entrepreneurship and small business development. Pearson Publications (2005)
3.	Khanka S.S (2009) Entrepreneurial Development S.Chand, New Delhi
4..	Kumar S. Anil (2012) Entrepreneurship Development, New Age, New Delhi
5.	Morse Eric A (2007), Cases in Entrepreneurship: The Venture Creation Process, Sage South Asia, New Delhi
	Reference Books:
1.	Naidu, (2008), Management and Entrepreneurship, PHI, New Delhi
2.	Shukla, M. (2020). Social Entrepreneurship in India: Quarter Idealism and a Pound of Pragmatism. India: SAGE Publications.
3.	Bornstein David and Davis Susan :Social Entrepreneurs: What Everyone needs to know, Oxford University Press, USA, 2010
	E-resourses (NPTEL/SWAYAM.. Any Other)- mention links
1.	https://onlinecourses.nptel.ac.in/noc19_mg55/preview
2.	https://onlinecourses.swayam2.ac.in/cec20_mg19/preview

Course delivery methods		**Assessment methods**	
1.	Chalk and Talk	1.	IA tests
2.	PPT and Videos	2.	Online Quizzes (Surprise and Scheduled)
3.	Flipped Classes	3.	Open Book Tests (OBT)
4.	Online classes	4.	Course Seminar
		5.	Semester End Examination

Course Outcome (COs) At the end of the course, the student will be able to (Highlight the **action verb** representing the learning level.)				
Learning Levels: Re - Remember; Un - Understand; Ap - Apply; An - Analysis; Ev - Evaluate; Cr - Create		**Learning Level**	**PO(s)**	**PSO(s)**
1.	**Understand** the fundamental concepts, theories, principles and the relevance of social entrepreneurship	2	1,2,6	1,2,3
2.	**Apply** social entrepreneurship concepts to solve local SE issues	3	1,2,6	1,2,3
3.	**Analyze** ecosystem for establishing social entrepreneurship.	4	1,2,6	1,2,3
4.	**Analyze** the HR issues faced in pursuit of SE	4	2	2
5.	**Develop** a business canvas for a SE initiative	3	2	2

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Project	Case & Workshop (5+5)	Quiz	Total Marks	Final marks
Marks	25+25	10+10	10	10	10	100	100

- Writing two IA tests is compulsory.
- **Minimum marks required to qualify for SEE: 50 out of 100**

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration.
2.	**Minimum marks required in SEE to pass:** Score should be $\geq$ 40%, however overall score of CIE + SEE should be $\geq$ 50%.
3.	Question paper contains 3 parts - A,B & C, wherein students have to answer any 5 out of 7 questions in part A, 5 out of 10 questions choosing 1 question from each unit in part B & 1 out of 2 questions in part C.

Rubrics: Levels	**Target**
1 (Low)	**60% of the students score Less than 50 % of the total marks.**
2 (Medium)	**60% of the students score 50 – 70 % of the total marks.**
3 (High)	**60% of the students score More than 70 % of the total marks.**

CO-PO Mapping (Planned)													CO-PSO Mapping (Planned)		
CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**	**PO12**	**PSO1**	**PSO2**	**PSO3**
1		✔											✔		
2	✔		✔											✔	
3		✔		✔										✔	
4		✔		✔	✔	✔								✔	✔
Tick mark the CO, PO and PSO mapping															

Sl No	Skill & competence enhanced after undergoing the course	Applicable Industry Sectors & domains	Job roles students can take up after undergoing the course
1	Social impact assessment	Non Profit Organizations, Social Enterprises, NGOS	Impact analyst, Social impact consultant
2	Business planning and fund raising	Non Profit Organizations, Social Enterprises, Startups, crowd funding platforms	Social Entrepreneur, Program Manager, Fund raising manager
3	Stakeholder engagement	Non Profit Organizations, Social Enterprises, NGOS, Public Sector, Corporate Social Responsibility	CSR manager, Government relations specialist/ liaison officer, Community engagement manager
4	Social Innovation	Social Enterprises, Startups, Incubators/Accelerators	Innovation manager, Social innovation specialist
5	Sustainability	Sustainable businesses, Environmental organizations, Sustainability consulting	Sustainability manager, Environmental consultant, Green Business strategist

Information Technology and Business Analytics Specialization

Managing E-Business (Theory)

Course Code	**22MBAITBA322**	**Course type**	**PE**	**Credits L-T-P**	4 – 0 - 0
Hours/week: L - T- P	4 – 0 – 0			**Total credits**	4
Total Contact Hours	L = 52 Hrs; T = 0 Hrs; P = 0 Hrs Total = 52 Hrs			**CIE Marks**	100
Flipped Classes content	10 Hours			**SEE Marks**	100

Course learning objectives	
1.	To analyze the growth and impact of E-Business on industries, employing evaluative techniques to assess its evolution and significance.
2.	To evaluate different types of e-commerce models and assess their relevance in contemporary business landscapes.
3.	To examine emerging paradigms like M-Commerce, T-Commerce, and WAP in the context of electronic business, focusing on their distinctive features and applications.
4.	To assess the role of digital marketing strategies, such as email marketing, PPC, and social media marketing, in the promotion of electronic products and services.
5.	To analyze the technological and security aspects of E-Business, including payment protocols, cryptographic currencies, and privacy issues, to understand the architectural framework for secure online transactions.

Pre-requisites: A foundational understanding of business concepts, technology fundamentals, and internet usage, along with a grasp of basic marketing principles and e-commerce terminology, is required as prerequisites for this course.

Unit – I	**Contact Hours = 10 Hours**
Defining Electronic Business, Electronic Shop, B2C, B2B, E-Business and E-Commerce. Role of transactions on the electronic media. Growth of E-Business in an organization. Impact of E-Business on industries; Components of E-Business technology; Role of Websites and Internet in E-Business.	

Unit – II	**Contact Hours = 10 Hours**
e-Products and e-Services, e-Procurement, Role of EDI in e-Commerce. Different types of e-commerce. Emerging paradigms of e-commerce – M-Commerce, T-Commerce, and WAP. Knowledge management in the e-Commerce Era. Indian e-Commerce Scenario; IT Act;	

Unit – III	**Contact Hours = 10 Hours**
e-Contracting, e-Distribution, e-Payment, Electronic Payment Systems. Paying via the Net. Payment Protocols; Payment and Content Management; Evolution of Payment Service Providers (PSPs) in Modern Online Transactions and Current Security and Privacy Challenges in E-Commerce. Online, Pre-paid, and post-paid Electronic Payment Systems. Architectural Framework for E-Business. Crypto Currency, Bitcoin (BTC), Ethereum (ETH)	

Unit – IV	Contact Hours = 12 Hours
Digital Marketing, Affiliate marketing, Display Advertising, Email Marketing, Search engine marketing- Paid search ads, Paid search advertising, PPC (pay-per-click), PPC (pay-per-call) –mobile search users ads, CPC (cost-per-click), CPM (cost-per-thousand impressions), Social media Marketing, Video Advertising, Blogging, Website Analytics	

Unit – V	Contact Hours = 10 Hours
Supply-chain integration (SCM) ; Enterprise Application Integration (ERP), Customer Relationship Management (CRM). Internet Business Models; Internet Business Strategy; Implementation Strategies.	

Flipped Classroom Details

Unit No.	I	II	III	IV	V
No. for Flipped Classroom Sessions	2	2	2	2	2

Books	
	Text Books:
1.	Chaffey, D. (2020). E-Business and E-Commerce Management. Pearson Education.
2.	Chaffey, D., & Ellis-Chadwick, F. (2019). Digital Marketing: Strategy, Implementation, and Practice
3.	Electroniccommerce:Framework,technologiesandapplications(3rd.ed.)Bhaskar,B. (2009). New Delhi: Tata McGraw Hill Education.
4.	Electronic Commerce: A Simplified Approach, Munesh Chandra Trivedi, Jaico Publishing House, 2011.
5.	The new online trade: Business models, business systems and benchmarks in e-commerce, Springer, 2023
6.	E-commerce : business, technology and society [17 ed.], Pearson, 2022
	Reference Books:
1.	E-Commerce: An Indian Perspective, P. T. Joseph, Prentice Hall, 4th Edition, 2013.
2.	The E-Business revolution: Living and working in an interconnected world. Amor, D. (2000). New Jersey: Prentice Hall Inc.
	E-resourses (NPTEL/SWAYAM.. Any Other)- mention links
1.	https://nptel.ac.in/noc/individual_course.php?id=noc18-mg35
2.	https://www.edx.org/professional-certificate/digital-marketing-0

Course delivery methods		Assessment methods	
1.	Chalk and Talk	1.	IA tests
2.	PPT and Videos	2.	Online Quizzes (Surprise and Scheduled)
3.	Flipped Classes	3.	Open Book Tests (OBT)
4.	Online classes	4.	Course Seminar
		5.	Semester End Examination

Course Outcome (COs) At the end of the course, the student will be able to (Highlight the **action verb** representing the learning level.)				
Learning Levels: Re - Remember; Un - Understand; Ap - Apply; An - Analysis; Ev - Evaluate; Cr - Create		**Learning Level**	**PO(s)**	**PSO(s)**
1.	Students will be able to analyze contemporary E-Business strategies and their impact on industries.	4	2, 3	1
2.	Students will be able to evaluate diverse e-commerce models in real-world business scenarios.	4	2, 3	1
3.	Students will understand the role of emerging paradigms like M-Commerce, T-Commerce, and WAP.	2	2, 4	2
4.	Students will grasp digital marketing techniques for promoting e-products and services effectively.	3	2, 4	1
5.	Students will gain insights into secure online transactions, payment protocols, and cryptocurrency in E-Business.	4	1, 3	3

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Project	Case & Workshop (5+5)	Quiz	Total Marks	Final marks
Marks	25+25	10+10	10	10	10	100	100

- Writing two IA tests is compulsory.
- **Minimum marks required to qualify for SEE: 50 out of 100**

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration.
2.	**Minimum marks required in SEE to pass:** Score should be $\geq$ 40%, however overall score of CIE + SEE should be $\geq$ 50%.
3.	Question paper contains 3 parts - A,B & C, wherein students have to answer any 5 out of 7 questions in part A, 5 out of 10 questions choosing 1 question from each unit in part B & 1 out of 2 questions in part C.

Rubrics: Levels	**Target**
1 (Low)	**60% of the students score Less than 50 % of the total marks.**
2 (Medium)	**60% of the students score 50 – 70 % of the total marks.**
3 (High)	**60% of the students score More than 70 % of the total marks.**

CO-PO Mapping (Planned)													**CO-PSO Mapping (Planned)**		
CO	**PO 1**	**PO 2**	**PO 3**	**PO 4**	**PO 5**	**PO 6**	**PO 7**	**PO 8**	**PO 9**	**PO 10**	**PO 11**	**PO 12**	**PSO 1**	**PSO 2**	**PSO 3**
1			**X**										**X**		
2		**X**	**X**										**X**		
3		**X**		**X**											**X**
4		**X**		**X**									**X**		

5	**X**		**X**											**X**	
Tick mark the CO, PO and PSO mapping															

Sl No	Skill & and competence enhanced after undergoing the course	Applicable Industry Sectors & domains	Job roles students can take up after undergoing the course
1	Strategic e-business planning, market analysis, and digital marketing proficiency.	E-commerce, Retail, Marketing	E-Business Strategist, Digital Marketing Manager
2	E-commerce platform evaluation, supply chain integration, and data analytics skills.	Logistics, Technology, Supply Chain Management	E-Commerce Analyst, Supply Chain Integration Specialist
3	Mobile and emerging technology familiarity, customer-centric design thinking.	Mobile App Development, Telecommunications	Mobile Commerce Developer, UX Designer
4	Secure online transaction management, payment system expertise, and cybersecurity knowledge.	Finance, Banking, Information Security	Payment Systems Specialist, Cybersecurity Analyst
5	Knowledge of blockchain, cryptocurrency, and online payment systems.	Financial Technology, Cryptocurrency	Blockchain Consultant, Cryptocurrency Analyst

Name & Signature of Faculty members involved in designing the syllabus

Name & Signature of Faculty members verifying/approving the syllabus

Enterprise Resource Planning

Course Code	22MBAITBA323	Course type	PE	Credits L-T-P	4 – 0 - 0
Hours/week: L - T- P	4 – 0 – 0			Total credits	4
Total Contact Hours	L = 52 Hrs; T = 0 Hrs; P = 0 Hrs Total = 52 Hrs			CIE Marks	100
Flipped Classes content	10 Hours			SEE Marks	100

Course learning objectives	
1.	To analyze the significance of ERP systems in optimizing business processes and competitive advantage.
2.	To evaluate ERP modules and their integration within organizational functions.
3.	To formulate effective ERP implementation strategies considering change management and risk assessment.
4.	To demonstrate proficiency in ERP customization and configuration for streamlined operations.
5.	To assess ERP security measures and devise maintenance plans for system reliability.

Pre-requisites: A foundational understanding of business operations and management concepts, as well as familiarity with information technology fundamentals, is recommended for this ERP course.

Unit – I	Contact Hours = 10 Hours
Overview of ERP systems, Historical development of ERP, Benefits and challenges of ERP Role of ERP in modern business, Challenges of ERP, ERP in Indian Companies, Advanced ERP Systems	

Unit – II	Contact Hours = 10 Hours
Financial Management Module, Supply Chain Management Module, Human Resources Management Module, Sales and Marketing Module, Manufacturing and Production Module, ERP Architecture-Technical Aspects, Evolution of ERP Architecture, Types of ERP Architecture, ERP Package Selection, Why many ERP Package Implementations Fail, ERP Package Evaluation and Selection, ERP Packages Make or Buy, Case studies and practical examples	

Unit – III	Contact Hours = 12 Hours
Defining ERP implementation strategy, ERP Implementation Transition Strategies, Big Bang Strategy, Phased Implementation, Parallel Implementation, Process Line Transition Strategy, Hybrid Transition Strategy, ERP project selection and initiation, Organizational readiness assessment, Business process reengineering, ERP project team formation and roles, Vendor selection and evaluation, Change management planning, Risk assessment and mitigation strategies, Budgeting and resource allocation, Communication and stakeholder management, Building a comprehensive ERP implementation plan, Monitoring and controlling the implementation process	

Unit – IV	Contact Hours = 10 Hours

Customization vs. configuration, Data migration and integration, Workflow design, Reporting and analytics, Best practices for ERP system setup

Unit – V	**Contact Hours = 10 Hours**
Data security in ERP systems , User access control and authentication, Backup and recovery procedures, System updates and maintenance, Compliance and regulatory considerations	

Flipped Classroom Details

Unit No.	**I**	**II**	**III**	**IV**	**V**
No. for Flipped Classroom Sessions	**2**	**2**	**2**	**2**	**2**

Books	
	Text Books:
1.	Motiwalla, L. F., & Thompson, J. (2020). *Enterprise Systems for Management*. Pearson.
2.	Bradford, M. (2020). *Modern ERP: Select, Implement, and Use Today's Advanced Business Systems*. Pearson.
3.	Wallace, T. F., & Kremzar, M. H. (2008). *ERP: Making It Happen: The Implementers' Guide to Success with Enterprise Resource Planning*. Wiley.
4.	Garg, V. K., Agarwal, S. K., & Deshmukh, S. (2019). *Enterprise Resource Planning: Concepts and Practice*. PHI Learning Pvt. Ltd.
5.	Becoming a Dynamics 365 Finance and Supply Chain Solution Architect: Implement industry-grade finance and supply chain solutions for successful enterprise resource planning (ERP), Packt Publishing, 2023
	Reference Books:
1.	Magal, S. R., & Word, J. (2019). *Enterprise Systems Integration: A Process-Oriented Approach*. Wiley.
2.	Williams, G. C. (2016). Implementing SAP ERP Sales & Distribution. McGraw-Hill Education.
	E-resourses (NPTEL/SWAYAM.. Any Other)- mention links
1.	https://www.coursera.org/learn/understanding-the-enterprise-systems-environment

Course delivery methods		**Assessment methods**	
1.	Chalk and Talk	1.	IA tests
2.	PPT and Videos	2.	Online Quizzes (Surprise and Scheduled)
3.	Flipped Classes	3.	Open Book Tests (OBT)
4.	Online classes	4.	Course Seminar
		5.	Semester End Examination

Course Outcome (COs)

At the end of the course, the student will be able to (Highlight the **action verb** representing the learning level.)

Learning Levels: Re - Remember; Un - Understand; Ap - Apply; An - Analysis; Ev - Evaluate; Cr - Create		**Learning Level**	**PO(s)**	**PSO(s)**
1	Understand the fundamental concepts of Enterprise Resource Planning (ERP) systems.	2	2, 5, 6	1

2	Analyze and evaluate the various modules of ERP systems.	3	2, 3, 4, 5, 6	1
3	Demonstrate proficiency in ERP project management.	4	1, 2, 5	2
4	Apply customization and configuration techniques in ERP systems.	4	1, 3, 5	3
5	Develop an understanding of ERP system security and maintenance practices.	3	1, 5	1

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Project	Case & Workshop (5+5)	Quiz	Total Marks	Final marks
Marks	25+25	10+10	10	10	10	100	100

- Writing two IA tests is compulsory.
- **Minimum marks required to qualify for SEE: 50 out of 100**

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration.
2.	**Minimum marks required in SEE to pass:** Score should be $\geq$ 40%, however overall score of CIE + SEE should be $\geq$ 50%.
3.	Question paper contains 3 parts - A,B & C, wherein students have to answer any 5 out of 7 questions in part A, 5 out of 10 questions choosing 1 question from each unit in part B & 1 out of 2 questions in part C.

Rubrics:Levels	**Target**
1 (Low)	**60% of the students score Less than 50 % of the total marks.**
2 (Medium)	**60% of the students score 50 – 70 % of the total marks.**
3 (High)	**60% of the students score More than 70 % of the total marks.**

CO-PO Mapping (Planned)													**CO-PSO Mapping (Planned)**		
CO	**PO 1**	**PO 2**	**PO 3**	**PO 4**	**PO 5**	**PO 6**	**PO 7**	**PO 8**	**PO 9**	**PO 10**	**PO 11**	**PO 12**	**PSO 1**	**PSO 2**	**PSO 3**
1		**X**			**X**	**X**							**X**		
2		**X**	**X**	**X**	**X**	**X**							**X**		
3	**X**	**X**			**X**									**X**	
4	**X**		**X**		**x**										**X**
5	**X**				**X**								**X**		
Tick mark the CO, PO and PSO mapping															

Sl No	Skill & competence enhanced after undergoing the course	Applicable Industry Sectors & domains	Job roles students can take up after undergoing the course
1	Proficiency in ERP system usage and configuration	Manufacturing, Retail, Information Technology (IT)	ERP Analyst, Business Process Consultant
2	Project management skills for ERP implementation	IT, Consulting, Supply Chain	ERP Project Manager, Implementation Specialist
3	Data analysis and reporting using ERP data	Finance, Healthcare, Government	Data Analyst, ERP Reporting Specialist
4	ERP customization and module development skills	Manufacturing, Services, IT	ERP Developer, Module Customization Specialist
5	Understanding of ERP security and compliance practices	Banking, Finance, Information Security	ERP Security Analyst, Compliance Officer

Name & Signature of Faculty members involved in designing the syllabus

Name & Signature of Faculty members verifying/approving the syllabus

Data Science Using Python and R

Course Code	**22MBAITBA324**	**Course type**	**PE**	**Credits L-T-P**	3 - 0 - 2
Hours/week: L - T- P	3 - 0 - 2			**Total credits**	4
Total Contact Hours	L = 40 Hrs; T = 0 Hrs; P = 20 Hrs Total = 60 Hrs			**CIE Marks**	100
Flipped Classes content	10 Hours			**SEE Marks**	100

Course learning objectives	
1.	To understand and apply fundamental concepts in data science.
2.	To demonstrate proficiency in data manipulation and analysis using Python and R.
3.	To develop and evaluate machine learning models for various tasks
4.	To create effective data visualizations and communicate insights.
5.	To apply advanced data science techniques in real-world scenarios.

Required Knowledge of : Basic computer programming skills are required.

Unit – I	**Contact Hours = 8 Hours**
Introduction to Data Science and Its Applications, What is Data Science?, Data Science Applications and Examples, Introduction to Python and R for Data Science, Python vs. R, Setting up Python and R environments, Data Exploration and Visualization, Exploratory Data Analysis (EDA), Data Visualization with Matplotlib and ggplot2	

Unit – II	**Contact Hours = 8 Hours**
Data Visualization with Matplotlib and Seaborn (Python) and ggplot2 (R), Basic Plots and Customization, Effective Data Visualization Principles, Advanced Data Visualization, Heatmaps, Pair Plots, and Faceting, Data Visualization Case Studies Data Cleaning and Preprocessing, Handling Missing Data, Outlier Detection and Treatment, Introduction to Pandas (Python) and Data Frames (R), Working with Data Frames, Basic Data Manipulation, Data Wrangling and Transformation, Data Merging and Joining, Data Transformation Techniques	

Unit – III	**Contact Hours = 8 Hours**
Introduction to NumPy and SciPy (Python) and Data Manipulation in R, Advanced Data Manipulation, Statistical Analysis with Python and R, Statistical Analysis and Hypothesis Testing, Hypothesis Testing Concepts, Practical Examples	

Unit – IV	**Contact Hours = 8 Hours**

Introduction to Machine Learning, Supervised vs. Unsupervised Learning, Machine Learning Workflow, Regression Analysis, Linear Regression, Logistic Regression, Model Evaluation and Validation, Cross-Validation, Metrics for Model Evaluation, Feature Selection and Engineering, Feature Selection Techniques, Feature Engineering Strategies

Unit – V	**Contact Hours = 8 Hours**
Text Mining and Natural Language Processing (NLP), Text Preprocessing, NLP Techniques and Applications, Introduction to Big Data and Distributed Computing (Hadoop, Spark), Big Data Challenges, Overview of Hadoop and Spark	

Flipped Classroom Details

Unit No.	**I**	**II**	**III**	**IV**	**V**
No. for Flipped Classroom Sessions	**2**	**2**	**2**	**2**	**2**

List of Experiments

Unit No.	**No. of Experiments**	**Topic(s) related to the Experiment**
1	1	Exploring the interface of Python and R
2	2	Data Exploration and Visualization with Python and R
3	2	Data Manipulation and Analysis
4	2	Building and Evaluating Machine Learning Models
5	2	Text Preprocessing

Unit No.	**Self-Study Topics**
1	**Data Science Application videos**
2	**Videos on R**
3	**Videos on Python**
4	**Videos on Pandas**
5	**Videos on Data mining**

Books	
	Text Books:
1.	McKinney, W. (2017). Python for Data Analysis. O'Reilly Media.
2.	Wickham, H., & Grolemund, G. (2017). R for Data Science. O'Reilly Media.
3.	Müller, A. C., & Guido, S. (2016). Introduction to Machine Learning with Python. O'Reilly Media.
4.	Bruce, A., & Bruce, P. (2021). Practical Statistics for Data Scientists. O'Reilly Media.
	Reference Books:
1.	Pierson, L. (2017). Data Science for Dummies.

2.	Mayer-Schönberger, V., & Cukier, K. (2013). Big Data: A Revolution That Will Transform How We Live, Work, and Think. Eamon Dolan/Houghton Mifflin Harcourt.
	E-resourses (NPTEL/SWAYAM.. Any Other)- mention links
1.	https://www.mygreatlearning.com/academy/learn-for-free/courses/data-science-with-python
2.	https://www.mygreatlearning.com/academy/learn-for-free/courses/r-for-data-science

Course delivery methods		**Assessment methods**	
1.	Chalk and Talk	1.	IA tests
2.	PPT and Videos	2.	Open Book Assignments (OBA)/ Lab Project
3.	Flipped Classes	3.	Lab Test
4.	Practice session/Demonstrations in Labs	4.	Semester End Examination
5.	Virtual Labs (if present)		

Course Outcome (COs)

Learning Levels:

Re - Remember; Un - Understand; Ap - Apply; An - Analysis; Ev - Evaluate; Cr - Create

At the end of the course, the student will be able to		**Learning Level**	**PO(s)**	**PSO(s)**
1	Explain the fundamental concepts of Data Science and its applications.	2	1	1
2	Apply data manipulation techniques using Python and R for data analysis.	3	2, 4	2
3	Develop and evaluate machine learning models for regression and classification tasks.	4	3	2
4	Create effective data visualizations and communicate insights through data storytelling.	5	5	1
5	Apply advanced data science techniques such as dimensionality reduction, time series analysis, and text mining.	5	4	3

Scheme of Continuous Internal Evaluation (CIE):

For integrated courses, a lab test also will be conducted at the end of the semester. The lab test **(COMPULSORY)** will be part of the CIE. **No SEE for Lab**.

THEORY (60 marks)			**LAB (40 marks)**		Total
IA test 1	IA test 2	Assignment (OA/Lab Project/ Industry assignment/Course Project)	Conduction	Lab test	
25 marks	25 marks	10 marks	15 marks	25 marks	100 marks

IA Test:
1. No objective part in IA question paper
2. All questions descriptive

Conduct of Lab:
1. Conducting the experiment and journal: 5 marks
2. Calculations, results, graph, conclusion and Outcome: 5 marks
3. Viva voce: 5 marks

Lab test: (Batchwise with 15 students/batch)
1. Test will be conducted at the end of the semester
2. Timetable, Batch details and examiners will be declared by Exam section

3. Conducting the experiment and writing report: 5 marks 4. Calculations, results, graph and conclusion: 10 marks 5. Viva voce: 10 marks
Eligibility for SEE: 1. 50% and above (30 marks and above) in theory component 2. 50% and above (20 marks and above) in lab component **3. Lab test is COMPULSORY** 4. Not eligible in any one of the two components will make the student **Not Eligible** for SEE

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration.
2.	**Minimum marks required in SEE to pass:** Score should be $\geqslant$ 40% &, however overall score of CIE+SEE should be $\geqslant$ 50%.
3.	Question paper contains three parts **A,B and C**. Students have to answer 1. From Part A answer any 5 questions each Question Carries 6 Marks. 2. From Part B answer any one full question from each unit and each Question Carries 10 Marks. 3. From Part C answer any one full question and each Question Carries 20 Marks.

Rubrics:

Levels	Target
1 (Low)	**50 % of the total marks is scored by 60% of the students.**
2 (Medium)	**50% of the students score 50 – 70 % of the total marks.**
3 (High)	**50% of the students score More than 70 % of the total marks.**

CO-PO Mapping (planned)													**CO-PSO Mapping (planned)**		
CO	**PO 1**	**PO 2**	**PO 3**	**PO 4**	**PO 5**	**PO 6**	**PO 7**	**PO 8**	**PO 9**	**PO 10**	**PO 11**	**PO 12**	**PSO 1**	**PSO 2**	**PSO 3**
1	**X**												**X**		
2		**X**		**X**										**X**	
3			**X**											**X**	
4					**X**								**X**		
5				**X**											**X**
Tick mark the CO, PO and PSO mapping															

Sl No	Skill & competence enhanced after undergoing the course	Applicable Industry Sectors & domains	Job roles students can take up after undergoing the course
1	Data Analysis and Visualization Skills	Finance, Healthcare, Retail, E-commerce, Marketing	Data Analyst, Business Analyst, Financial Analyst, Data Visualization Specialist
2	Machine Learning and Predictive Modeling	Healthcare, Finance, Technology, E-commerce, Manufacturing	Machine Learning Engineer, Data Scientist, Predictive Modeler, Research Scientist
3	Data Cleaning and Preprocessing	Any industry with data-driven decision-making	Data Analyst, Data Engineer, Business Intelligence Analyst, Data Quality Analyst
4	Statistical Analysis and Hypothesis Testing	Pharmaceutical, Healthcare, Social Sciences, Finance	Statistician, Data Scientist, Research Analyst, Actuary
5	Big Data and Distributed Computing	Technology, Finance, E-commerce, Social Media	Big Data Engineer, Data Scientist, Data Engineer, Hadoop Developer, Spark Developer

Business Analytics using Excel

Course Code	**22MBAITBA326**	**Course type**	**PE**	**Credits L-T-P**	3 - 0 - 2
Hours/week: L - T- P	3 - 0 - 2			**Total credits**	4
Total Contact Hours	L = 40 Hrs; T = 0 Hrs; P = 20 Hrs Total = 60 Hrs			**CIE Marks**	100
Flipped Classes content	10 Hours			**SEE Marks**	100

Course learning objectives	
1.	To apply advanced Excel functions and data visualization techniques to effectively analyze and present business data.
2.	To build predictive models for decision-making using regression analysis and time series methods in Excel.
3.	To demonstrate proficiency in data cleaning, transformation, and analysis using Power Query and Power Pivot in Excel.
4.	To utilize advanced Excel features, including VBA macros, to automate tasks and enhance data-driven decision-making.
5.	To apply business analytics concepts to real-world scenarios, solving complex problems and presenting insights through interactive dashboards and reports.

Required Knowledge of :

Unit – I	**Contact Hours = 8 Hours**
Overview of Business Analytics, Introduction to Microsoft Excel, Excel Interface and Basic Navigation Entering and Formatting Data	

Unit – II	**Contact Hours = 8 Hours**
Data Import and Export, Sorting and Filtering Data, Removing Duplicates, Handling Missing Values, Using Formulas and Functions, Mathematical Functions (SUM, AVERAGE, etc.), Logical Functions (IF, AND, OR), Text Functions (CONCATENATE, LEFT, RIGHT), Creating Charts and Graphs, Customizing Charts, PivotTables and PivotCharts, Data Labels and Data Bars, VLOOKUP and HLOOKUP, INDEX and MATCH, IFERROR and ISERROR, Named Ranges and Data Validation,	

Unit – III	**Contact Hours = 8 Hours**
Data Tables and Data Analysis Tools (Histograms, Descriptive Statistics), Advanced Charting Techniques (Combo Charts, Sparklines), Introduction to Power Query for Data Transformation, Combining and Cleaning Data with Power Query, Introduction to Power Pivot for Data Modeling, Creating Relationships between Tables, DAX (Data Analysis Expressions) Basics for Calculated Columns and Measures, Building PivotTables and PivotCharts with Power Pivot Data	

Unit – IV	Contact Hours = 8 Hours
Advanced Data Visualization with Excel (Slicers, Timelines), Building Interactive Dashboards in Excel, Data Analysis with Excel Solver, Goal Seek and Scenario Analysis, Introduction to Regression Analysis Linear Regression in Excel, Logistic Regression and Classification, Data Mining Tools, Time Series Analysis, Moving Averages, Forecasting Methods, Advanced Data Analysis Tools (Data Analysis ToolPak), Introduction to Forecasting with Excel's Forecast Sheet, Evaluating Predictive Models (RMSE, MAE, MAPE)	

Unit – V	Contact Hours = 8 Hours
Building Interactive Dashboards and Reports, Data Preparation and ETL Process, Defining Key Performance Indicators (KPIs), Storytelling with Data	

Flipped Classroom Details

Unit No.	I	II	III	IV	V
No. for Flipped Classroom Sessions	2	2	2	2	2

List of Experiments

Unit No.	No. of Experiments	Topic(s) related to the Experiment
1	2	**Excel Basics and Data Management:** Creating and Formatting Worksheets Entering and Editing Data, Using Formulas and Functions, Cell Referencing (Relative vs. Absolute), Sorting and Filtering Data, Data Validation and Error Handling, Basic Data Visualization with Charts
2	2	**PivotTables and Data Analysis:** Introduction to PivotTables, Creating PivotTables, Modifying PivotTables (Grouping, Filtering, Sorting), PivotTable Calculations (Sum, Average, Count), PivotTable Slicers and Timelines, PivotTable Charts and Formatting
3	2	**Advanced-Data Analysis:** Using What-If Analysis Tools (Scenario Manager, Goal Seek), Data Tables for Sensitivity Analysis, Introduction to Excel Macros, Recording and Running Macros, Customizing Excel with VBA
4	2	**Data Cleaning and Transformation:** Introduction to Power Query, Importing and Transforming Data with Power Query, Combining Data from Multiple Sources, Cleaning and Shaping Data with Power Query, Introduction to Power Pivot, Creating Relationships and Data Models
5	2	**Advanced-Data Visualization:** Creating Advanced Excel Charts (Waterfall, Heatmap), Building Interactive Dashboards with Slicers, Introduction to Excel Solver, Goal Seek and Scenario Analysis, Introduction to Regression Analysis, Linear Regression in Excel

Unit No.	Self-Study Topics
1	Explore advanced Excel functions like INDEX, MATCH, OFFSET, and CHOOSE. Practice using these functions for more complex data manipulation tasks.
2	Dive deeper into Excel's charting capabilities. Learn how to create advanced charts like bubble charts, radar charts, and Pareto charts to visualize data effectively.
3	Focus on time series forecasting techniques in Excel. Study methods like ARIMA (Auto Regressive Integrated Moving Average) and Exponential Smoothing for accurate predictions.
4	Explore the integration of Power BI with Excel. Learn how to import data from Excel into Power BI, build interactive reports, and create stunning dashboards.
5	Explore advanced data analysis tools and techniques in Excel, such as Data Analysis ToolPak's regression analysis and ANOVA capabilities. Practice applying these tools to solve complex business problems

Books	
	Text Books:
1.	Provost, F., & Fawcett, T. (2013). Data science for business: What you need to know about data mining and data-analytic thinking. O'Reilly Media, Inc.
2.	Albright, S. C., Winston, W. L., & Zappe, C. J. (2020). Business Analytics: Data Analysis & Decision Making. Cengage Learning.
3.	Knaflic, C. N. (2015). Storytelling with data: A data visualization guide for business professionals. Wiley.
4.	Milhoj, A. (2019). Practical Time Series Analysis Using SAS. SAS Institute.
	Reference Books:
1.	Hyndman, R. J., & Athanasopoulos, G. (2018). Forecasting: Principles and practice. OTexts.
2.	Alexander, M., & Kusleika, R. (2018). Excel 2019 Bible. Wiley.
	E-resourses (NPTEL/SWAYAM.. Any Other)- mention links
1.	https://www.simplilearn.com/free-business-analytics-excel-course-skillup
2.	https://alison.com/course/excel-for-business-analysts

Course delivery methods		Assessment methods	
1.	Chalk and Talk	1.	IA tests
2.	PPT and Videos	2.	Open Book Assignments (OBA)/ Lab Project
3.	Flipped Classes	3.	Lab Test
4.	Practice session/Demonstrations in Labs	4.	Semester End Examination
5.	Virtual Labs (if present)		

Course Outcome (COs)

Learning Levels:

Re - Remember; Un - Understand; Ap - Apply; An - Analysis; Ev - Evaluate; Cr - Create

At the end of the course, the student will be able to	Learning Level	PO(s)	PSO(s)

1	Apply advanced Excel functions and techniques proficiently to analyze and visualize business data.	3	1, 3	2
2	Develop predictive models for business forecasting using regression analysis and time series methods in Excel.	5	2, 4	1, 3
3	Demonstrate mastery in data cleaning, transformation, and analysis through the effective use of Power Query and Power Pivot within Excel.	3	1, 3	2
4	Implement automation in data processing and decision-making by utilizing advanced Excel features, including VBA macros.	3	1, 3	2
5	Apply business analytics concepts to real-world scenarios, solving complex problems and effectively communicating insights through interactive dashboards and reports.	4	1, 2, 4	1, 3

Scheme of Continuous Internal Evaluation (CIE):

For integrated courses, a lab test also will be conducted at the end of the semester. The lab test **(COMPULSORY)** will be part of the CIE. **No SEE for Lab**.

THEORY (60 marks)			**LAB (40 marks)**		Total
IA test 1	IA test 2	Assignment (OA/Lab Project/ Industry assignment/Course Project)	Conduction	Lab test	
25 marks	25 marks	10 marks	15 marks	25 marks	100 marks

IA Test:
1. No objective part in IA question paper
2. All questions descriptive

Conduct of Lab:
1. Conducting the experiment and journal: 5 marks
2. Calculations, results, graph, conclusion and Outcome: 5 marks
3. Viva voce: 5 marks

Lab test: (Batchwise with 15 students/batch)
1. Test will be conducted at the end of the semester
2. Timetable, Batch details and examiners will be declared by Exam section
3. Conducting the experiment and writing report: 5 marks
4. Calculations, results, graph and conclusion: 10 marks
5. Viva voce: 10 marks

Eligibility for SEE:
1. 50% and above (30 marks and above) in theory component
2. 50% and above (20 marks and above) in lab component
3. Lab test is COMPULSORY
4. Not eligible in any one of the two components will make the student **Not Eligible** for SEE

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration.
2.	**Minimum marks required in SEE to pass:** Score should be $\geqslant$ 40% &, however overall score of CIE+SEE should be $\geqslant$ 50%.
3.	Question paper contains three parts **A,B and C**. Students have to answer 1. From Part A answer any 5 questions each Question Carries 6 Marks. 2. From Part B answer any one full question from each unit and each Question Carries 10 Marks. 3. From Part C answer any one full question and each Question Carries 20 Marks.

Rubrics:

Levels	Target
1 (Low)	50 % of the total marks is scored by 60% of the students.
2 (Medium)	50% of the students score 50 – 70 % of the total marks.
3 (High)	50% of the students score More than 70 % of the total marks.

CO-PO Mapping (planned)													CO-PSO Mapping (planned)		
CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3
1	X		X											X	
2		X		X									X		X
3	x		x											X	
4	X		X											X	
5	X	X		X									X		X
Tick mark the CO, PO and PSO mapping															

Sl No	Skill & competence enhanced after undergoing the course	Applicable Industry Sectors & domains	Job roles students can take up after undergoing the course
1	Proficiency in Advanced Excel Analytics and Data Visualization	Finance, Marketing, Healthcare, Retail	Business Analyst, Data Analyst, Financial Analyst, Marketing Analyst
2	Predictive Modeling and Forecasting Skills	Manufacturing, E-commerce, Supply Chain	Demand Planner, Operations Analyst, Forecasting Analyst
3	Data Cleaning and Transformation Mastery with Power Query	IT, Consulting, Energy	Data Engineer, Data Scientist, Consultant
4	Automation and VBA Scripting for Data Processing	Banking, Telecommunications, Real Estate	Operations Manager, Process Automation Specialist
5	Application of Business Analytics in Problem-Solving	Healthcare, Education, Government	Strategic Analyst, Policy Analyst, Healthcare Administrator

Name & Signature of Faculty members
members
involved in designing the syllabus

Name & Signature of Faculty

verifying/approving the syllabus

Management Information System

Course Code	**22MBAITBA326**	**Course type**	**PE**	**Credits L-T-P**	4 – 0 - 0
Hours/week: L - T- P	4 – 0 – 0			**Total credits**	4
Total Contact Hours	L = 52 Hrs; T = 0 Hrs; P = 0 Hrs Total = 52 Hrs			**CIE Marks**	100
Flipped Classes content	10 Hours			**SEE Marks**	100

Course learning objectives	
1.	To understand the fundamental roles of Information Systems (IS) in business and explore career opportunities in the field of IS.
2.	To explain the concepts of Management Information Systems (MIS) and differentiate between various types of IS, such as TPS, DSS, and EIS.
3.	To analyze the components of System Software and Application Software, and comprehend the System Development Life Cycle.
4.	To explore the concepts of E-Business, E-Commerce, and E-Communication, and their relevance in the modern business environment.
5.	To examine management issues in MIS, including Information Security, Quality Assurance, Ethical Dimensions, and Intellectual Property Rights in IT.

Pre-requisites: A foundational understanding of business operations, basic computer literacy, knowledge of organizational functions, and an awareness of information technology concepts.

Unit – I	**Contact Hours = 10 Hours**
Foundations of information systems (IS) in business: Data & Information, Information as a Resource, Information in organizational Functions, System concepts – Components of an IS – IS resources – Fundamental roles of IS, Careers in Information Systems and AI, AI-related career paths and skills, AI job roles and responsibilities, AI specialists in organizations	

Unit – II	**Contact Hours = 10 Hours**
Management Information System (MIS): Concepts, Role of the Management Information System TPS, OAS, DSS, KMS, ES, EIS or ESS, Parameters for selecting a suitable Information System.	

Unit – III	**Contact Hours = 10 Hours**
System Software and Application software, System Analysis and Design – Systems Development Life Cycle – System Building Approaches – Prototyping – Rapid Application Development Models.	

Unit – IV	**Contact Hours = 12 Hours**
E-Business Enterprise, E-business, E-commerce , E-communication, E-collaboration, Real-Time Enterprise, Functional System	

Unit – V	Contact Hours = 10 Hours
Management Issues in MIS: Information Security and Control – Quality Assurance -Ethical and Social Dimensions – Intellectual Property Rights as related to IT Services / IT Products	

Flipped Classroom Details

Unit No.	I	II	III	IV	V
No. for Flipped Classroom Sessions	2	2	2	2	2

Books	
	Text Books:
1.	Management Information Systems: Managing the Digital Firm - Loudon, Kenneth C., and Jane P. Loudon. 10/e, Prentice-Hall, 2007.
2.	Management Information Systems: Text & Cases – A Global Digital Enterprise Perspective, Jawadekar W. S, 5/e, Tata McGraw Hill, 2013
3.	Management Information Systems-James A O'Brien & George M Marakas,7/e, Tata McGraw Hill,2007
4.	Management Information Systems-EFFY OZ ,1/e,Cengage Learning ,2006
5.	Jane Price Laudon; Kenneth C. Laudon, Management information systems managing the digital firm, 2022
	Reference Books:
1.	Fundamentals of Information Technology - Alexis Leon, & Mathews Leon , 2/e, Vikas, 2009.
2.	Management Information Systems –Indrajit Chatterjee ,1/e,PHI Learning Private Limited ,2010
	E-resourses (NPTEL/SWAYAM.. Any Other)- mention links
1.	https://alison.com/course/management-information-systems
2.	https://onlinecourses.nptel.ac.in/noc20_mg60/preview

Course delivery methods		Assessment methods	
1.	Chalk and Talk	1.	IA tests
2.	PPT and Videos	2.	Online Quizzes (Surprise and Scheduled)
3.	Flipped Classes	3.	Open Book Tests (OBT)
4.	Online classes	4.	Course Seminar
		5.	Semester End Examination

Course Outcome (COs)

At the end of the course, the student will be able to (Highlight the **action verb** representing the learning level.)

Learning Levels: Re - Remember; Un - Understand; Ap - Apply; An - Analysis; Ev - Evaluate; Cr - Create		**Learning Level**	**PO(s)**	**PSO(s)**
1	Analyze the role of AI in enhancing decision-making processes within organizations.	5	1, 2	2
2	Evaluate the ethical implications and legal considerations of implementing AI in business contexts.	5	3	1

3	Design an AI-driven system to optimize a specific organizational function.	5	4	3
4	Apply AI techniques to enhance data analysis and information extraction in real-time enterprise settings.	5	5	2
5	Demonstrate proficiency in AI-enhanced software development methodologies and project management.	4	6	3

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Project	Case & Workshop (5+5)	Quiz	Total Marks	Final marks
Marks	25+25	10+10	10	10	10	100	100

- Writing two IA tests is compulsory.
- **Minimum marks required to qualify for SEE: 50 out of 100**

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration.
2.	**Minimum marks required in SEE to pass:** Score should be $\geq$ 40%, however overall score of CIE + SEE should be $\geq$ 50%.
3.	Question paper contains 3 parts - A,B & C, wherein students have to answer any 5 out of 7 questions in part A, 5 out of 10 questions choosing 1 question from each unit in part B & 1 out of 2 questions in part C.

Rubrics:Levels	**Target**
1 (Low)	**60% of the students score Less than 50 % of the total marks.**
2 (Medium)	**60% of the students score 50 – 70 % of the total marks.**
3 (High)	**60% of the students score More than 70 % of the total marks.**

CO-PO Mapping (Planned)													**CO-PSO Mapping (Planned)**		
CO	**PO 1**	**PO 2**	**PO 3**	**PO 4**	**PO 5**	**PO 6**	**PO 7**	**PO 8**	**PO 9**	**PO 10**	**PO 11**	**PO 12**	**PSO 1**	**PSO 2**	**PSO 3**
1	**X**	**X**												**X**	
2			**X**										**X**		
3				**X**											**X**
4					**X**									**X**	
5						**X**									**X**
Tick mark the CO, PO and PSO mapping															

Sl No	Skill & competence enhanced after undergoing the course	Applicable Industry Sectors & domains	Job roles students can take up after undergoing the course
1	Data analysis and reporting for decision support	Various industries including finance, healthcare, retail, and manufacturing	Data Analyst, Business Intelligence Analyst, MIS Specialist
2	Information security and compliance	Technology, healthcare, finance, and government sectors	Information Security Analyst, Compliance Officer, IT Auditor
3	System analysis and design	Information technology, software development, and consulting	Systems Analyst, IT Consultant, Solution Architect
4	Project management and SDLC expertise	IT services, project management, and software development	Project Manager, IT Manager, SDLC Specialist
5	Knowledge management and collaboration	Education, healthcare, and knowledge-intensive industries	Knowledge Manager, Collaboration Specialist, Information Officer

Name & Signature of Faculty members involved in designing the syllabus

Name & Signature of Faculty members verifying/approving the syllabus

Fourth Semester

PG Detailed Syllabus

Management Control Systems

Course Code	**22MBA401**	**Course type**	BS/ES/PC/PE/OE/HS	**Credits L-T-P**	3- 0- 0
Hours/week: L - T- P	3 – 0 – 0			**Total credits**	3
Total Contact Hours	L = 42 Hrs; T = 0 Hrs; P = 0 Hrs Total = 42 Hrs			**CIE Marks**	50
Flipped Classes content	10 hours			**SEE Marks**	50

Course learning objectives	
1.	Understanding the Concept of Cost and Management control systems
2.	Understanding Product Cost and its ascertainment
3.	Understanding the Marginal cost and its application in management.
4.	Evaluate Pricing Policies and cost using budgets.
5.	Understanding the cost control and techniques used in cost reduction.

Pre-requisites : Students should have basic knowledge about strategy, budgets

Unit – I	**Contact Hours – 8 hours**

Introduction to Management Control Systems: Basic concepts, goals, and strategic key variables in management control systems. Boundaries of Management Control.

Unit – II	**Contact Hours – 8 hours**

Unit II: The Management Control Environment

Understanding Strategies, Goals, Concept of Strategy, Corporate level Strategies, Business Unit Strategies, Types of Organization, Functions of Controller

Unit – III	**Contact Hours – 8 hours**

Responsibility Centers: Revenue and Expense Centers

Responsibility Centers, Revenue Centers, expense Centers, Administrative Centers, research and Development Centre, Marketing Centre.

Profit Centre: Business Unit as Profit Centre, Other Profit Centre, Measuring Profitability

Unit – IV	**Contact Hours – 10 hours**

Budgetary Control: Budgetary control, Meaning of Fixed, variable and semi variable budgets - preparation of flexible budget.

Activity Based Costing (ABC) – Elements and steps involved, ABC Vs Traditional costing, Uses and limitations, Simple problems on ABC analysis

Standard Costing: Definition, Significance and Applications, Various Types of Standards needed for setting standards. **Variance analysis** – material and labor and overhead variances and Variances reporting to management.

Unit – V	**Contact Hours –8 hours**
Strategic Planning: **C**haracteristics of incentives, Compensation Plans, Incentives for corporate officers, incentives for business unit managers, Agency Theory. Multinational Organizations,Cultural differences,Transfer pricing. Project Planning, Project Execution, Project Evaluation.	

Flipped Classroom Details

Unit No.	**I**	**II**	**III**	**IV**	**V**
No. for Flipped Classroom Sessions	**2**	**2**	**2**	**2**	**2**

Books	
	Text Books:
1.	Robert N Anthony & Vijay Govindarajan, Management Control Systems ,McGraw Hill Companies ,12th Edition
2.	Saravanavel,P. Management Control system - 1st Ed. - New Delhi HPH 2008 - 300P.
	Reference Books:
1.	Management Control Systems Robert,N Anthony. - New Delhi THM. 2007 - 769P.
	E-resourses (NPTEL/SWAYAM.. Any Other)- mention links
1.	https://www.edx.org/course/management-accounting-for-decision-making
2.	https://swayam.gov.in/courses/3504-management-accounting-for-decision-making

Course delivery methods		**Assessment methods**	
1.	Chalk and Talk	1.	IA tests
2.	PPT and Videos	2.	Online Quizzes (Surprise and Scheduled)
3.	Flipped Classes	3.	Open Book Tests (OBT)
4.	Online classes	4.	Course Seminar
		5.	Semester End Examination

Course Outcome (COs) At the end of the course, the student will be able to (Highlight the **action verb** representing the learning level.)				
Learning Levels: Re - Remember; Un - Understand; Ap - Apply; An - Analysis; Ev - Evaluate; Cr - Create		**Learning Level**	**PO(s)**	**PSO(s)**
1.	**Applications of** Management accounting and	3	1&3	1&2

	control systems in corporate.			
2.	**Understanding goals and strategies of business units**	1	2&4	1
3.	**Apply** the responsibility centers and Profit centers.	3	1,3&5	2,3
4.	**Determine standard costing and variance analysis cost control in business decision making,**	3	4	2
	Evaluate the Project planning, execution and its evaluation	4	2,5	2,3

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Project	Case & Workshop (5+5)	Quiz	Total Marks	Final marks
Marks	25+25	10+10	10	10	10	100	100

- Writing two IA tests is compulsory.
- **Minimum marks required to qualify for SEE: 50 out of 100**

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration.
2.	**Minimum marks required in SEE to pass:** Score should be $\geq$ 40%, however overall score of CIE + SEE should be $\geq$ 50%.
3.	Question paper contains 3 parts - A,B & C, wherein students have to answer any 5 out of 7 questions in part A, 5 out of 10 questions choosing 1 question from each unit in part B & 1 out of 2 questions in part C.

Rubrics:Levels	**Target**
1 (Low)	**60% of the students score Less than 50 % of the total marks.**
2 (Medium)	**60% of the students score 50 – 70 % of the total marks.**
3 (High)	**60% of the students score More than 70 % of the total marks.**

CO-PO Mapping (Planned)													**CO-PSO Mapping (Planned)**		
CO	**PO 1**	**PO 2**	**PO 3**	**PO 4**	**PO 5**	**PO 6**	**PO 7**	**PO 8**	**PO 9**	**PO 10**	**PO 11**	**PO 12**	**PSO 1**	**PSO 2**	**PSO 3**
1	**1**		**2**										**1**	**2**	
2		**3**		**3**	**1**								**2**	**1**	**2**
3	**2**		**1**											**2**	
4															**3**
5		**2**		**1**	**3**								**2**		
Tick mark the CO, PO and PSO mapping															

Sl No	Skill & competence enhanced after undergoing the course	Applicable Industry Sectors & domains	Job roles students can take up after undergoing the course
1	Analytical skills	Automobile sector	Corporate Governance Specialist
2	Strategic Thinking	Assemble Industries	Manager role
3	Problem Solving skills	FMCG sector	Analysts role

Name & Signature of Faculty members involved in designing the syllabus

Name & Signature of Faculty members verifying/approving the syllabus

Artificial Intelligence for Managers

Course Code	**22MBA402**	**Course type**		**Credits L-T-P**	**3 – 0 - 0**
Hours/week: L - T- P	3 **– 0 – 0**			**Total credits**	**3**
Total Contact Hours	**L = 42 Hrs; T = 0 Hrs; P = 0 Hrs Total = 42 Hrs**			**CIE Marks**	**100**
Flipped Classes content	10 Hours			**SEE Marks**	**100**

Course learning objectives	
1	To introduce the students to domain of AI and acquaint them with its importance
2	To develop a strong conceptual clarity on AI and associated terminologies
3	To enable the students gain contextual understanding of AI, its history, and evolution and help them make relevant predictions for its future trajectory**.**
4	To enable the students understand the phases of AI implementation and decipher implications on managerial functions
5	To make the students aware of changing job scenario due to AI and job prospects in future
Pre-requisites:	

Unit – I Introduction & History of Artificial Intelligence (AI)	**Contact Hours = 10 Hours**
Understanding AI Meaning of AI, Definition, Need Scope of AI, History and Evolution, Historical Events, examples and innovations such as Driverless Cars and Taxis, AI v/s Machine Learning V/s Data Science	

Unit – II Key Principles , Concepts and Terminologies of AI	**Contact Hours = 10 Hours**
Big Problem, Principles, Initiating the AI journey, Influencing the AI effectiveness, Data Processing, Getting Ready for AI, Prerequisites, Fab4 model,	

Unit – III Types of AI and applications	**Contact Hours = 12 Hours**
6 Types of AI, Tuscane approach, AI laboratory, AI modeling, Phases of AI deployment, Concept of Deep learning, Other factors influencing AI, Chat GPT Meaning, Applicants, Challenges, Threats and Ramifications	

Unit – IV - Impact of AI on Managerial Functions, Challenges and Limitations	**Contact Hours = 10 Hours**
Impact of AI on HRM, Marketing Function, Logistics, Telecom, Retail, Supply Chain, Traffic Management, Challenges encountered in effective implementation and limitations associate**d**	

Unit – V – Ethical Considerations of AI and Future Job prospects	**Contact Hours = 10 Hours**

Job Opportunities shrink or expand after AI revolution, Job opportunities for AI ,Ethical consideration of AI, Influence of AI equipped professionals, Values and skills in AI era, Case Studies

Flipped Classroom Details : Future Skills for Survival

Unit No.	I	II	III	IV	V
No. for Flipped Classroom Sessions	2	2	2	2	2

Books	
	Text Books:
1.	UPADHYAY, M. A. (2020). Artificial Intelligence for managers leverage the power of AI to Transform Organizations &... reshape your career (English edition). BPB PUBLICATIONS.
2.	Dandu, R. (2020b). Artificial Intelligence for Managers For Individuals Aspiring to Get into the AI Domain (First). Notion Press.
	Reference Books:
1.	Watson, M. R. (2023). Career AI: Navigating the Job Market in the Age of Artificial Intelligence. United States: Amazon Digital Services LLC - Kdp.
2.	Understanding the impact of artificial intelligence on skills development. (2021). (n.p.): UNESCO Publishing.
	E-resourses (NPTEL/SWAYAM.. Any Other)- mention links
1. 2.	https://www.coursera.org/articles/types-of-ai https://www.youtube.com/watch?v=w5nEf-HahZM

Course delivery methods		Assessment methods	
1.	Chalk and Talk	1.	IA tests
2.	PPT and Videos	2.	Online Quizzes (Surprise and Scheduled)
3.	Flipped Classes	3.	Open Book Tests (OBT)
4.	Online classes	4.	Course Seminar
		5.	Semester End Examination

Course Outcome (COs)

At the end of the course, the student will be able to (Highlight the **action verb** representing the learning level.)

	Learning Levels: Re - Remember; Un - Understand; Ap - Apply; An - Analysis; Ev - Evaluate; Cr - Create	**Learning Level**	**PO(s)**	**PSO(s)**
1.	Students would be able to understand basic concepts of AI	L1	1,2,3,6,7	1,2,3
2.	Students would be able to differentiate between AI v/s ML V/s Data Science	L3	1,2,3,6,7	1,2,3
4.	Students will be able to analyze the impact of AI on business functions, Managerial Functions	L4	1,2,3,4,7	1,2,3
5.	Students would be able apply the concepts in overcoming the challenges in AI implementation	L5	1,2,5,6	1

6	Design & develop a strategy for effective implementation of AI	L6	1,2,3,4,6,7	1,2,3

Scheme of Continuous Internal Evaluation (CIE):

Components	**Addition of two IA tests**	**Addition of two assignments**	**Project**	**Case & Workshop (5+5)**	**Quiz**	**Total Marks**	**Final marks**
Marks	**25+25**	**10+10**	**10**	**10**	**10**	**100**	**100**

- **Writing two IA tests is compulsory.**
- **Minimum marks required to qualify for SEE: 50 out of 100**

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours' duration.
2.	**Minimum marks required in SEE to pass:** Score should be $\geq$ 40%, however overall score of CIE + SEE should be > 50%.
3.	Question paper contains 3 parts - A,B & C, wherein students have to answer any 5 out of 7 questions in part A, 5 out of 10 questions choosing 1 question from each unit in part B & 1 out of 2 questions in part C.

Rubrics:Levels	**Target**
1 (Low)	**60% of the students score Less than 50 % of the total marks.**
2 (Medium)	**60% of the students score 50 – 70 % of the total marks.**
3 (High)	**60% of the students score More than 70 % of the total marks.**

CO-PO Mapping (Planned)													**CO-PSO Mapping (Planned)**		
CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**	**PO12**	**PSO1**	**PSO2**	**PSO3**
1	**X**	**X**	**X**			**X**	**X**						**X**	**X**	**X**
2	**X**	**X**	**X**	**X**	**X**								**X**	**X**	**X**
3	**X**	**X**	**X**	**X**			**X**						**X**	**X**	**X**
4	**X**	**X**			**X**	**X**	**X**							**X**	
5	**X**	**X**	**X**	**X**		**X**	**X**						**Xz**	**X**	**X**
Tick mark the CO, PO and PSO mapping															

Sl No	Skill & competence enhanced after undergoing the course	Applicable Industry Sectors & domains	Job roles students can take up after undergoing the course
1	Analytical Skills and Technical Skills	Telecom, Retail, Banking	AI specialist
2	Effective Implementation of AI and Decision Making	All MNCs	AI expert

Name & Signature of Faculty members involved in designing the syllabus

Name & Signature of Faculty members verifying/approving the syllabus

RESEARCH ACTIVITY/ LIVE PROJECT

Course Code	22MBA403	Course type		Credits L-T-P	1 – 0- 0
Hours/week: L-T-P	2 – 0 – 0			Total credits	1
Total Contact Hours	L = 8 Hrs; T = 0 Hrs;P = 0 Hrs Total = 8 Hrs			CIE Marks	25
Flipped Classes content	8 Hours			SEE Marks	00

Course learning objectives	
1.	To understand the basics of the research process
2.	To analyze the theoretical and practical aspects of research writing
3.	To experience practical work hands on
4.	To gain critical thinking ability to resolve practical business issues

Pre-requisites : Complete knowledge of internship

Unit – I	Contact Hours = 8 Hours
Meaning, Types, process and importance of research, Purpose of research, How to identify a research area / Topic , meta analysis / literature review and gap analysis. Research writing : Steps involved in a effective writing and presentation , selection of journal or website for publishing , understanding peer review	

Unit – II	Contact Hours = 8 Hours
Types of live projects , How to get live projects online /offline . Detailed report preparation on live project	

Flipped Classroom Details

Unit No.	I	II			
No. for Flipped Classroom Sessions	blind reference , impact factor , citation ,indexing , and hierarchy of journal standards (scopus ,UGC etc) , Publication	**studying on different websites offering live projects**			

Books	
	Text Books:
1.	How to Self-publish on Amazon: by Brian Jackson
2.	Self Publishing FAQ: How To Publish by Direct Publishing and KDP Paperback Books, Kindle Edition by Bill Platt (Author)
	Reference Books:
1.	Name of the author(s), Title of the Book, Publisher, Edition/Year_____and onwards
	E-resourses (NPTEL/SWAYAM.. Any Other)- mention links
1.	https://onlinecourses.swayam2.ac.in/ugc19_ge03/preview
2.	https://in.sagepub.com/en-in/sas/how-to-get-published

Course delivery methods		Assessment methods	
1.	Chalk and Talk	1.	IA tests
2.	PPT and Videos	2.	Online Quizzes (Surprise and Scheduled)
3.	Flipped Classes	3.	Open Book Tests (OBT)
4.	Online classes	4.	Course Seminar
		5.	Semester End Examination

Course Outcome (COs)

At the end of the course, the student will be able to (Highlight the **action verb** representing the learning level.)

Learning Levels: Re - Remember; Un - Understand; Ap - Apply; An - Analysis; Ev - Evaluate; Cr - Create		**Learning Level**	**PO(s)**	**PSO(s)**
1.	To analyze the theoretical and practical aspects of research writing	L4	1	1
2.	To gain recommendations made by various research committees for grants	L5	2	2
3.	Apply analytical and critical thinking abilities for data-based decision making	L4	3	3
4.	To gain critical thinking ability to resolve practical business issues	L4	4	2

Scheme of Continuous Internal Evaluation (CIE):

Components	Submission of Live project report & company certificate (Min 1 week duration of project)		Submission of research paper publication proof & paper	Total Marks	Final marks
	25	OR	25	25	25

- Student can either opt for research publication or live project (min 1 week duration)
- **Minimum marks required to qualify :10 out of 25**
- **Faculty mentors to allocate marks**

Scheme of Semester End Examination (SEE):	
1.	NA - 1 credit course
2.	NA - 1 credit course
3.	NA - 1 credit course

Rubrics:Levels	Target
1(Low)	60% of the students score Less than 50 % of the total marks.
2(Medium)	60% of the students score 50 – 70 % of the total marks.
3(High)	60% of the students score More than 70 % of the total marks.

CO-PO Mapping (Planned)													CO-PSO Mapping(Planned)		
CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO 11	PO 12	PSO 1	PSO 2	PSO 3
1	3		1		3										
2		3													
3	1		3	2	1										
4		1		3											
5															
Tick mark the CO, PO and PSO mapping															

Sl No	Skill & competence enhanced after undergoing the course	Applicable Industry Sectors & domains	Job roles students can take up after undergoing the course
1	Data Analysis	Market research	Market research
2	Research report writing	Publishing	Project coordinator
3	Critical thinking	Project Management	Publishing coordinator

Name & Signature of Faculty members involved in designing the syllabus

Name & Signature of Faculty members verifying/approving the syllabus

Marketing Specialization

Integrated Marketing Communications

Course Code	22MBAMM404	Course type	PE	Credits L-T-P	4 – 0- 0
Hours/week: L-T-P	4 – 0 – 0			Total credits	4
Total Contact Hours	L = 52 Hrs; T = 0 Hrs;P = 0 Hrs Total = 52 Hrs			CIE Marks	100
Flipped Classes content	10 Hours			SEE Marks	100

Course learning objectives	
1.	To understand the importance of Integrated Marketing Communication (IMC) in business today.
2.	To understand the different elements of IMC, including advertising, public relations, personal selling, sales promotion, and direct marketing
3.	To learn how to develop an IMC plan for a company or brand
4.	To develop practical skills in IMC, including creating advertisements, writing press releases, and conducting market research.

Pre-requisites : The student should have basic knowledge about Marketing Management

Unit – I	Contact Hours = 10 Hours
Introduction to IMC –An Introduction to Integrated Marketing Communication (IMC): Meaning and role of IMC in Marketing process, one voice communication V/s IMC. Introduction to IMC tools – Advertising, sales promotion, publicity, public relations, and event sponsorship;	

Unit – II	Contact Hours = 12Hours
Planning for Marketing Communication (Marcom): Establishing marcom Objectives and Budgeting for Promotional Programmes-Setting communication objectives, Sales as marcom objective, DAGMAR approach for setting ad objectives. Budgeting for marcom-Factors influencing budget	

Unit – III	Contact Hours = 10 Hours
Developing the Integrated Marketing Communication Programme: Planning and development of creative marcom. Creative strategies in – Advertising, sales promotion, publicity, public relations, and event sponsorship; Implementation of communication programs. The role of advertising agencies and other marketing organizations providing marketing services and perspective on consumer behaviour	

Unit – IV	Contact Hours = 10 Hours

Creative strategy in implementation and evaluation of marcom- Types of appeals and execution styles. Media planning and selection decisions- steps involved and information needed for media planning. Measuring the effectiveness of all Promotional tools and IMC

Unit –V	**Contact Hours = 10 Hours**
Digital Media & Advertising: Digital Media, Evolution of Technology, Convergence of Digital Media, E-Commerce and Digital Media, Advertising on Digital Media, Social Media, Mobile Adverting, E-PR Advertising Laws & Ethics: Adverting & Law, Advertising & Ethics, Pester Power, Intellectual Property Rights, ASCI	

Flipped Classroom Details

Unit No.	**I**	**II**	**III**	**IV**	**V**
No. for Flipped Classroom Sessions	02	02	02	02	02.

Books	
	Text Books:
1.	Advertising and Promotion: An Integrated Marketing Communications Perspective (SIE) Author: George E Belch, Michael A Belch, KeyoorPurani Publisher: McGraw Hill Education
2.	Advertising, Promotion, and Other Aspects of Integrated Marketing Communications Author: Terence A. Shimp, J. Craig Andrews Publisher: South West Cingage Learning
3.	Advertising and Integrated Marketing Communications Author: Kruti Shah Publisher: McGraw Hill Education
4.	Advertising and Promotion: An Integrated Marketing Communications Perspective (SIE) Author: George E Belch, Michael A Belch, KeyoorPurani Publisher: McGraw Hill Education
	Reference Books:
1.	Integrated Advertising, Promotion, and Marketing Communications Author: Kenneth E. Clow, Donald Baack Publisher: Pearson
2.	Making Marketing Music: Integrated Marketing Communications at Work Author: Chintamani Rao Publisher: Bloomsbury India
	E-resourses (NPTEL/SWAYAM.. Any Other)- mention links
1.	https://onlinecourses.nptel.ac.in/noc18_hs30/preview
2.	

Course delivery methods	**Assessment methods**

1.	Chalk and Talk	1.	IA tests
2.	PPT and Videos	2.	Online Quizzes (Surprise and Scheduled)
3.	Flipped Classes	3.	Open Book Tests (OBT)
4.	Online classes	4.	Course Seminar
		5.	Semester End Examination

Course Outcome (COs)

At the end of the course, the student will be able to (Highlight the **action verb** representing the learning level.)

Learning Levels: Re - Remember; Un - Understand; Ap - Apply; An - Analysis; Ev - Evaluate; Cr - Create		**Learning Level**	**PO(s)**	**PSO(s)**
1.	Understand the importance of developing an IMC plan, and be able to explain the different elements of IMC.	2	1	1
2.	Understand how to conduct research and analyze data to inform an IMC plan	4	2	1
3.	Understand how to develop creative and effective advertisements, press releases, and other marketing materials.	4	3	2
4.	Develop practical skills in conducting market research, analyzing data, and evaluating the effectiveness of marketing campaigns.	5	4	2

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Project	Case & Workshop (5+5)	Quiz	Total Marks	Final marks
Marks	25+25	10+10	10	10	10	100	100

- Writing two IA tests is compulsory.
- **Minimum marks required to qualify for SEE: 50 out of 100**

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration.
2.	**Minimum marks required in SEE to pass:** Score should be $\geq$ 40%, however overall score of CIE + SEE should be $\geq$ 50%.
3.	Question paper contains 3 parts - A,B & C, wherein students have to answer any 5 out of 7 questions in part A, 5 out of 10 questions choosing 1 question from each unit in part B & 1 out of 2 questions in part C.

Rubrics:Levels	**Target**
1(Low)	**60% of the students score Less than 50 % of the total marks.**
2(Medium)	**60% of the students score 50 – 70 % of the total marks.**
3(High)	**60% of the students score More than 70 % of the total marks.**

CO-PO Mapping (Planned)													CO-PSO Mapping(Planned)		
CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO10	PO 11	PO 12	PSO 1	PSO 2	PSO 3
1	1							3			1				
2		1							2			1			
3			2		2			2					2		2
4				3		2			3					3	
5					3		3			3					3
Tick mark the CO, PO and PSO mapping															

Sl No	Skill & competence enhanced after undergoing the course	Applicable Industry Sectors & domains	Job roles students can take up after undergoing the course
1	Advertisement Design Basics	Marketing	Media Planner
2	Choice Of medias	Sales and Retailing	Advertisement Manager
3	Advertising Campaign in offline	Brand Management	Brand Manager

Name & Signature of Faculty members involved in designing the syllabus

Name & Signature of Faculty members verifying/approving the syllabus

STRATEGIC BRAND MANAGEMENT

Course Code	22MBAMM405	Course type	Theory	Credits L-T-P	4 – 0- 0
Hours/week: L-T-P	4 – 0 – 0			Total credits	4
Total Contact Hours	L = 52 Hrs; T = 0 Hrs;P = 0 Hrs Total = 52 Hrs			CIE Marks	100
Flipped Classes content	10 Hours			SEE Marks	100

Course learning objectives	
1.	To understand the concepts of Branding and Process
2.	To evaluate Brand Equity and understand the Positioning in the Market Place
3.	To develop familiarity and competence with the strategies and tactics involved in building, leveraging and defending strong brands in different sectors.
4.	To explore avenues in Global Branding

Pre-requisites : Knowledge of Marketing Management, Strategic Management

Unit – I	Contact Hours = 4 Hours
Introduction to Brand Management: Concepts, Evolution, Functions, Advantages of Branding. Product V/s Brand, Creation of Brands through goods, services, people, Organization, Retail stores, places, online, entertainment, ideas, Challenges to Brand builders, Strategic Brand Management Process	

Unit – II	Contact Hours = 12 Hours
Customer Based Brand Equity(CBBE) Meaning, Model of CBBE, Brand Equity: Meaning, Sources, Steps in Building Brands, David Aaker's Brand Equity Model. **Brand Identity & Positioning:** Meaning of Brand identity, Need for Identity & Positioning, Dimensions of brand identity, Brand identity prism, Brand positioning – Meaning, Point of parity & Point of difference, positioning guidelines Brand values, Brand mantras	

Unit – III	Contact Hours = 12Hours
Choosing Brand Elements to Build Brand Equity: Criteria for choosing brand elements, options & tactics for brand elements-Brand name, Naming guidelines, Naming procedure, Awareness, Brand Associations, Logos & Symbols and their benefits, Characters & Benefits, Slogans & Benefits and Packaging. **Leveraging Brand Knowledge:** Meaning and Dimensions of Brand Knowledge, Meaning of Leveraging Secondary Brand Knowledge & Conceptualizing the leverage process.	

Unit – IV	Contact Hours = 12 Hours

Measuring and Managing Brand Equity: Brand Value Chain, Qualitative and Quantitative Research Techniques, Comparative methods, Conjoint Analysis, Holistic methods , Establishing Brand Equity Management System , Brand Reinforcement, Brand Revitalization, Brand Architecture, Brand hierarchy, Brand extension and brand transfer, Brand Imitations-Meaning and types of imitations, first mover advantages, Free rider effects

Unit –V	**Contact Hours = 12 Hours**
Global Branding : Rationale for going global, Advantages and Disadvantages, Standardization V/s Customization, Luxury Brand Management	

Flipped Classroom Details

Unit No.	**I**	**II**	**III**	**IV**	**V**
No. for Flipped Classroom Sessions 10	2	2	2	2	2

Books	
	Text Books:
1.	Strategic Brand Management, Building Measuring & Managing , Kevin Lane Keller, Pearson Educational Latest Edition
2.	Brand Management -The Indian Context – Y L R Moorthi – Vikas Publication.
3	Loken, B., & Ahluwalia, R. (Eds.). (2023). Brands and brand management: Contemporary research perspectives. Psychology Press
	Reference Books:
1.	Brand Management- Harish V Verma, 2/e, Excel BOOKS.
2.	Compendium Brand Management – Chunnawalla, 1/e, HPH, 2003
3.	Creating powerful brands – Chernatony, 1/e, Elsevier Publication.
	E-resourses (NPTEL/SWAYAM.. Any Other)- mention links
1.	https://www.youtube.com/watch?v=0dX0g5XFm8g
2.	https://www.youtube.com/watch?v=uGZMLMXhric&t=11s

Course delivery methods		**Assessment methods**	
1.	Chalk and Talk	1.	IA tests
2.	PPT and Videos	2.	Online Quizzes (Surprise and Scheduled)
3.	Flipped Classes	3.	Open Book Tests (OBT)
4.	Online classes	4.	Course Seminar
		5.	Semester End Examination

Course Outcome (COs)

At the end of the course, the student will be able to (Highlight the **action verb** representing the learning level.)

Learning Levels: Re - Remember; Un - Understand; Ap - Apply; An - Analysis; Ev - Evaluate; Cr - Create		Learning Level	PO(s)	PSO(s)
1.	Understand the steps involved in the brand development process	2	1	1
2.	Analyze case studies to identify effective brand management practices.	3	2	2
3.	Compare and contrast brand management strategies used by different companies	4	4	2
4.	Assess the effectiveness of brand management strategies in achieving business objectives.	5	6	3
5	Develop Branding strategies for business growth	5	2	2

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Project	Case & Workshop (5+5)	Quiz	Total Marks	Final marks
Marks	25+25	10+10	10	10	10	100	100

- Writing two IA tests is compulsory.
- **Minimum marks required to qualify for SEE: 50 out of 100**

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration.
2.	**Minimum marks required in SEE to pass:** Score should be $\geq$ 40%, however overall score of CIE + SEE should be $\geq$ 50%.
3.	Question paper contains 3 parts - A,B & C, wherein students have to answer any 5 out of 7 questions in part A, 5 out of 10 questions choosing 1 question from each unit in part B & 1 out of 2 questions in part C.

Rubrics:Levels	Target
1(Low)	**60% of the students score Less than 50 % of the total marks.**
2(Medium)	**60% of the students score 50 – 70 % of the total marks.**
3(High)	**60% of the students score More than 70 % of the total marks.**

CO-PO Mapping (Planned)													**CO-PSO Mapping(Planned)**		
CO	**PO 1**	**PO 2**	**PO 3**	**PO 4**	**PO 5**	**PO 6**	**PO 7**	**PO 8**	**PO 9**	**PO10**	**PO 11**	**PO 12**	**PSO 1**	**PSO 2**	**PSO 3**
1		**x**											**x**		
2			**x**											**x**	
3				**x**										**x**	
4					**x**										**x**

5															
Tick mark the CO, PO and PSO mapping															

Sl No	Skill & competence enhanced after undergoing the course	Applicable Industry Sectors & domains	Job roles students can take up after undergoing the course
1	**Brand Strategy Development**	**Marketing**	**Brand Manager**
2	**Consumer Insight Generation**	**Research**	**Research Analyst**
3	**Integrated Marketing Communications**	**Marketing communications**	**Advertising Manager**

Name & Signature of Faculty members involved in designing the syllabus

Name & Signature of Faculty members verifying/approving the syllabus

INTERNATIONAL MARKETING MANAGEMENT

Course Code	**22MBAMM406**	**Course type**	**Theory**	**Credits L-T-P**	4 – 0 - 0
Hours/week: L - T- P	4– 0 – 0			**Total credits**	4
Total Contact Hours	L = 52 Hrs; T = 0 Hrs; P = 0 Hrs Total = 52 Hrs			**CIE Marks**	100
Flipped Classes content	10 Hours			**SEE Marks**	100

Course learning objectives	
1.	Students should be able to understand the theories that support the conduct of international trade.
2.	Students should be able to articulate the modes through which a company can enter the international markets and the importance of global distribution channels.
3.	Students should be able to apply the product and branding strategies in-order to successfully export a product to the targeted market.
4.	Students should be able to analyze which of the INCOTERM 2020 is favourable to the company and determine the price to be charged in the international market.
5.	Students should develop an understanding of the export procedures, documentation and the Institutional set-up that exists for export promotion and also the emerging issues in the global arena that impacts the international business.

Pre-requisites : Students are expected to have fundamental awareness regarding international marketing and prevalence of export-import trade

Unit – I	**Contact Hours = 10 Hours**
Introduction to International marketing and Theories of International Trade: Definition – scope and challenges, Differences between international marketing and domestic marketing. Process of International Marketing, EPRG Framework, WTO, Trade Blocks viz.: EU, NAFTA and ASEAN. Theories of International Trade -Theory of Mercantilism, Theory of Absolute Advantage, Theory of Comparative Advantage, Factor Endowment Theory, Theory of International PLC, Theory of Competitive Advantage, Porter Diamond Theory of National Advantage.	

Unit – II	**Contact Hours = 10 Hours**
Internationalization of firms: Market Entry Modes: Production in home country- Exports, Piggybacking and providing offshore services.	

Production in foreign country through contractual modes viz. International licensing, franchising, leasing, strategic alliance, management contracts, contract manufacturing, turnkey projects and
Production in foreign country through investment modes viz. Overseas assembly, International Joint Ventures, Wholly Owned Foreign subsidiaries (greenfield operations, mergers & acquisitions).
Strategic tradeoffs in selecting entry modes.
Factors affecting selection of entry modes (External and internal)
Decision making model for selecting international market entry modes
Overview of the International Distribution Channels.

Unit – III	**Contact Hours = 10 Hours**

Product and Brand Building Strategy for International Marketing

Standardization v/s Adaptation in International markets, Voluntary factors influencing product adaptation in international markets, Product quality decisions, packaging and labeling for International markets, Product-Promotion strategies for international markets, International trade shows, Selecting brand name for international markets, brand equity, brand identity, brand essence, brand positioning, brand revitalization, Strategy for building global brands, international branding strategy . New Product Launch for international markets (Water fall approach and Sprinkler approach)

Unit – IV	**Contact Hours = 12 Hours**

Pricing and payment decisions in International Marketing:

Pricing approaches (top-down and bottom-up)and factors influencing pricing decisions in International Markets, Terms of payment and delivery, Types of credit, Dumping meaning, types, anti-dumping, Types of Counter trade, Transfer pricing and Grey marketing , INCOTERMS 2020.

Payment: mechanism of Letter of Credit, concepts of factoring and forfaiting.

Unit – V	**Contact Hours = 10 Hours**

Institutional set-up for export promotion, Export procedures, documentation and emerging issues

Institutional set-up for export promotion in India, EOU, STP, Export / Trading / Star Trading Houses / Superstar Trading Houses. Role of ECGC

Export-Import procedure w.r.t. India.

Pre-shipment export documentation – Commercial documents (Principal and Auxiliary) and Regulatory documents.

Emerging issues in international marketing: Green marketing, Global E marketing, BREXIT, BIMSTEC and The International North–South Transport Corridor (INSTC), Impact of Russia-Ukraine war on global trade.

Flipped Classroom Details

Unit No.	I	II	III	IV	V
No. for Flipped Classroom Sessions	2	2	2	2	2

Books	
	Text Books:
1.	Rakesh Mohan Joshi, International Marketing, Oxford University Press, 2nd edition/ 2014
2.	Philip Cateora, John Graham, Mary Gilly, Bruce Money and Graham Cateora, International Marketing, McGraw Hill publications, 18th edition/ 2020
3.	Francis Cherunilam, International Marketing, Himalaya Publications, New Delhi, 14th revised edition/ 2015.
4.	San Onkvisit and John Shaw, International Marketing Strategy and Theory, Routledge Publications, 4th edition/2004
5.	Erndt Ralph, Altobeli Fantapie Claudia, Sander Matthias, International Marketing Management Springer Gabler, 1st edition, 2023
	Reference Books:
1.	Michael R. Czinkota, Ilkka A. Ronkainen, International Marketing, Cengage Learning 3rd edition/ 2013
2.	Pierre A. David, International Logistics: The Management of International Trade Operations, Cicero Books, 1st edition/ 2017
	E-resourses (NPTEL/SWAYAM.. Any Other)- mention links
1.	https://youtu.be/sE9pOIYimQo SWAYAM, International Marketing, By Prof. Dr Biswarup Ghosh | IIT Kharagpur
2.	https://youtu.be/HcT0a8ACx7c SWAYAM, International Marketing, By Dr. Meeta Nihalani | Jai Narain Vyas University, Jodhpur

Course delivery methods		Assessment methods	
1.	Chalk and Talk	1.	IA tests
2.	PPT and Videos	2.	Online Quizzes (Surprise and Scheduled)
3.	Flipped Classes	3.	Open Book Tests (OBT)
4.	Online classes	4.	Course Seminar
		5.	Semester End Examination

Course Outcome (COs) At the end of the course, the student will be able to (Highlight the **action verb** representing the learning level.)			
Learning Levels: Re - Remember; Un - Understand; Ap - Apply; An - Analysis; Ev - Evaluate; Cr - Create	**Learning Level**	**PO(s)**	**PSO(s)**

1.	**Understand** the application of concepts of International Marketing in business and will be able to take appropriate decisions for the International Marketing	L2	PO 1	PSO 1
2.	**Apply** their learning to select, research, and enter a new international market by preparing a comprehensive international marketing plan.	L3	PO 2	PSO 2
3.	Identify and **analyze** opportunities within international marketing environments by utilizing international trade theories, cases, readings and international business reports to evaluate corporate problems and opportunities in an international environment to further the organization's international business or establish their own export-import entrepreneurial venture.	L4	PO 2 , PO 7	PSO3
4.	**Analyze** the impact of the emerging global, economic, legal and ethical issues on the companies/country's international trade and business.	L4	PO 4	PSO 1
5.	**Evaluate** the different markets for export and import of goods and services and utilize personal and inter-personal skills to tap those markets as part of the International marketing team	L5	PO 5	PSO 2

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Project	Case & Workshop (5+5)	Quiz	Total Marks	Final marks
Marks	25+25	10+10	10	10	10	100	100

- Writing two IA tests is compulsory.
- **Minimum marks required to qualify for SEE: 50 out of 100**

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration.
2.	**Minimum marks required in SEE to pass:** Score should be $\geq$ 40%, however overall score of CIE + SEE should be $\geq$ 50%.
3.	Question paper contains 3 parts - A,B & C, wherein students have to answer any 5 out of 7 questions in part A, 5 out of 10 questions choosing 1 question from each unit in part B & 1 out of 2 questions in part C.

Rubrics:Levels	**Target**
1 (Low)	**60% of the students score Less than 50 % of the total marks.**
2 (Medium)	**60% of the students score 50 – 70 % of the total marks.**
3 (High)	**60% of the students score More than 70 % of the total marks.**

CO-PO Mapping (Planned)													CO-PSO Mapping (Planned)		
CO	**PO 1**	**PO 2**	**PO 3**	**PO 4**	**PO 5**	**PO 6**	**PO 7**	**PO 8**	**PO 9**	**PO 10**	**PO 11**	**PO 12**	**PSO1**	**PSO2**	**PSO3**
1	✔												✔		
2		✔												✔	
3		✔					✔								✔
4					✔									✔	
5				✔									✔		
Tick mark the CO, PO and PSO mapping															

Sl No	Skill & competence enhanced after undergoing the course	Applicable Industry Sectors & domains	Job roles students can take up after undergoing the course
1	Export-Import documentation	All sectors having export potential like Technology, Pharmaceuticals, Automotive, Tourism, Finance, Consumer Goods, Agriculture and allied sectors etc.	Manager: Exports and imports
2	Country Profiling and Market research		Global market research analyst
3	Global supply chain		Managing supply chains on an international scale
4	Cross Cultural communication and sensitivity		Handling communication and messages for diverse markets
5	Strategic planning for international markets		Global product manager managing product portfolios for international markets

Name & Signature of Faculty members involved in designing the syllabus

Name & Signature of Faculty members verifying/approving the syllabus

Digital Marketing

Course Code	22MBAMM407	Course type	PE	Credits L-T-P	3 - 0 - 2
Hours/week: L - T- P	3 - 0 - 2			Total credits	4
Total Contact Hours	L = 40 Hrs; T = 0 Hrs; P = 20 Hrs Total = 60 Hrs			CIE Marks	100
Flipped Classes content	10 Hours			SEE Marks	100

Course learning objectives	
1.	Introduce students to the digital marketing environment and develop the required ecosystem.
2.	Develop skills relating to search engine optimization
3.	Familiarize the steps involved in local, social, mobile, and content marketing
4.	Develop the skills to design search engine marketing
5.	Introduce students to the application Generative AI Tools in Digital marketing

Required Knowledge of: Students are expected to have fundamentals of internet marketing in the first-semester marketing subject

Unit – I	Contact Hours = 8 Hours
Introduction to digital marketing: The Digital Marketing Framework, Why Digital Marketing, Difference between Traditional Marketing and Digital Marketing, what is a digital marketing strategy, Digital Marketing Manager- Role and functions, ROI between Digital and traditional marketing, understanding the current business, Basics of the Internet, Types of Digital Marketing: E-mail Marketing, Social Media Marketing, Mobile Marketing, Influencer Marketing, Viral Marketing, Search Engine Marketing	

Unit – II	Contact Hours = 8 Hours
Search Engine Optimization and Content Development: Realistic Goal Setting, Keyword Search, Google Webmaster guidelines, Crawling and indexing, Page ranking, Google search console Search working: meta tags, heading elements, page copy, linking, and audience engagement via content, language, localization, and country targeting. Building local presence, Google My Business Listing, listing in local directories,	

Social Media: Facebook Pages, Facebook Business Suite, Instagram Page, Linkedin Page, Twitter profile for your business, Snapchat, WhatsApp Business, WhatsApp Business API
Content Development: Choosing appropriate Images for the website an important aspect to keep in mind for Content writing.

Unit – III	**Contact Hours = 8 Hours**
Website: How the website works, choosing a Hosting package, choosing a Domain Name, Content Management Systems (Word press), installation of Word Press account, Types of Blogs, Creating Blogs, Basics of HTML, Various types of programming languages used in developing websites, Feeds, Cookies Management, FTP Server, SMTP & POP3 Configuration for Email Marketing	

Unit – IV	**Contact Hours = 8 Hours**
Search Engine Marketing: Social Media: Choosing social media sites for marketing, social media goals, social media plans, advertising on social media, social media metrics. Facebook Business Ads Manager Settings for Facebook, Instagram and WhatsApp, Google Ads: Type of advertisement, Paid ads, Creation of account & advertisement, PPC, CPC, CPM, Biding Strategies, Responsive Ads, Text Ads, Ad Extensions- Callout Ads, Call Ads, location, Keyword Match Types, Campaign Level Settings & Account level settings -Auto-tagging, Call reporting. Ad Scheduling, Ads Location Mapping/Targeting. Ad creation using software's and online tools. YouTube Ads, Search Partners Marketing, Banner Ads, Photo Ads and Carousel Ads Display advertising; meaning, working, goals, search advertising v/s display advertising, target identifications, types of display advertising, organizing display advertising. Video advertising and marketing: strategic fit of video marketing, video content and budgeting, promoting videos, sharing videos, advertising on video sharing sites, Video marketing metrics. E-mail marketing: basics, crafting e-mail marketing, e-mail marketing campaigns, e-mail marketing metrics. Application of Generative AI Tools for Digital Marketing	

Unit – V	**Contact Hours = 8 Hours**
Digital Marketing Analytics: Google Search Console Analytics, Google Analytics, Facebook and Instagram Analytics, YouTube Analytics Online shopping sites: e-commerce, levels of e-commerce, handling online payments, order management, customer service in e-commerce and m-commerce.	

Flipped Classroom Details

Unit No.	I	II	III	IV	V
No. for Flipped Classroom Sessions	2	2	2	2	2

List of Experiments

Unit No.	No. of Experiments	Topic(s) related to the Experiment
2	2	Google My Business Listing Keyword Generation for a particular topic
3	1	Designing a Website using a WordPress
4	3	Designing Digital Ads Setting-up Google Ads Video Ads Social Media Marketing

Unit No.	Self-Study Topics
1	Social Media Influencer Marketing
2	Content Development for a Blog or a Website
3	Students are required to setup a WordPress website or Blog of their own
4	Students are required to setup their own Google Ads Account
5	Students will have to setup Google Analytics account for their subdomain or blog

Books	
	Text Books:
1.	Puneet singh- Fundamentals of digital marketing- 1 e – Pearson, 2017.
2.	Nishitsharan Demystifying digital transformation- 1 e Notion press – 2018.
3.	Digital marketing insight 2018, 1 e , Notion press, 2018
4.	Kotelr Philip; marketing 4.0 . 1 e Wiley, 2018.
5.	Stephanie Diamond, Digital Marketing All-In-One For Dummies [2 ed.], Dummies, 2023
	Reference Books:
1.	Damian ryan- Understanding digital marketing- 4e – Kogan Press, 2016.
2.	Ryan Deiss- Digital marketing for dummies- 1e Wiley, 2017
	E-resourses (NPTEL/SWAYAM.. Any Other)- mention links
1.	https://onlinecourses.swayam2.ac.in/ugc19_hs26/preview
2.	https://learndigital-staging.withgoogle.com/digitalgarage/course/digital-marketing

Course delivery methods		Assessment methods	
1.	Chalk and Talk	1.	IA tests
2.	PPT and Videos	2.	Open Book Assignments (OBA)/ Lab Project
3.	Flipped Classes	3.	Lab Test
4.	Practice session/Demonstrations in Labs	4.	Semester End Examination
5.	Virtual Labs (if present)		

Course Outcome (COs) **Learning Levels:** **Re - Remember; Un - Understand; Ap - Apply; An - Analysis; Ev - Evaluate; Cr - Create**				
At the end of the course, the student will be able to		**Learning Level**	**PO(s)**	**PSO(s)**
1	Develop a digital marketing ecosystem understanding, including key components and strategies.	4	1, 2	1, 3
2	Demonstrate proficiency in search engine optimization (SEO) techniques and practices.	5	3	2
3	Describe and apply the steps involved in local, social, mobile, and content marketing campaigns.	5	4	1, 2
4	Design and execute effective search engine marketing (SEM) campaigns.	6	5	3
5	Apply Generative AI Tools to enhance digital marketing strategies and campaigns.	5	2	3

Scheme of Continuous Internal Evaluation (CIE):

For integrated courses, a lab test also will be conducted at the end of the semester. The lab test **(COMPULSORY)** will be part of the CIE. **No SEE for Lab**.

THEORY (60 marks)			**LAB (40 marks)**		Total
IA test 1	IA test 2	Assignment (OA/Lab Project/ Industry assignment/Course Project)	Conduction	Lab test	
25 marks	25 marks	10 marks	15 marks	25 marks	100 marks
IA Test: 1. No objective part in IA question paper 2. All questions descriptive					
Conduct of Lab: 1. Conducting the experiment and journal: 5 marks 2. Calculations, results, graph, conclusion and Outcome: 5 marks 3. Viva voce: 5 marks					

Lab test: (Batchwise with 15 students/batch) 1. Test will be conducted at the end of the semester 2. Timetable, Batch details and examiners will be declared by Exam section 3. Conducting the experiment and writing report: 5 marks 4. Calculations, results, graph and conclusion: 10 marks 5. Viva voce: 10 marks
Eligibility for SEE: 1. 50% and above (30 marks and above) in theory component 2. 50% and above (20 marks and above) in lab component **3. Lab test is COMPULSORY** 4. Not eligible in any one of the two components will make the student **Not Eligible** for SEE

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration.
2.	**Minimum marks required in SEE to pass:** Score should be ≥ 40% &, however overall score of CIE+SEE should be ≥ 50%.
3.	Question paper contains three parts **A,B and C**. Students have to answer 1. From Part A answer any 5 questions each Question Carries 6 Marks. 2. From Part B answer any one full question from each unit and each Question Carries 10 Marks. 3. From Part C answer any one full question and each Question Carries 20 Marks.

Rubrics:

Levels	Target
1 (Low)	**50 % of the total marks is scored by 60% of the students. (% can be varied)**
2 (Medium)	
3 (High)	

CO-PO Mapping (planned)													**CO-PSO Mapping (planned)**		
CO	**PO 1**	**PO 2**	**PO 3**	**PO 4**	**PO 5**	**PO 6**	**PO 7**	**PO 8**	**PO 9**	**PO 10**	**PO 11**	**PO 12**	**PSO 1**	**PSO 2**	**PSO 3**
1	**X**	**X**											**X**		**X**
2			**X**											**X**	
3				**X**									**X**	**X**	
4					**X**										**X**
5		**X**													**X**
Tick mark the CO, PO and PSO mapping															

Sl No	Skill & competence enhanced after undergoing the course	Applicable Industry Sectors & domains	Job roles students can take up after undergoing the course
1	Digital marketing ecosystem understanding, key components, and strategies	Digital Marketing, E-commerce, Advertising	Digital Marketing Specialist, E-commerce Manager, Advertising Coordinator
2	Search engine optimization (SEO) techniques and practices	SEO Agencies, Digital Marketing Firms, Online Content Publishing	SEO Specialist, Content Strategist, Digital Marketing Analyst
3	Local, social, mobile, and content marketing strategies	Local Businesses, Social Media Marketing, Mobile App Development	Social Media Manager, Content Marketing Specialist, Mobile Marketing Analyst
4	Search engine marketing (SEM) campaign design and execution	Online Advertising, Pay-Per-Click Advertising	SEM Specialist, Online Advertising Manager, PPC Analyst
5	Application of Generative AI Tools in Digital Marketing	AI-Driven Marketing, Data Analytics, AI Development	AI Marketing Strategist, Data Analyst, AI Marketing Solutions Specialist

Name & Signature of Faculty members involved in designing the syllabus

Name & Signature of Faculty members verifying/approving the syllabus

Rural Marketing

Course Code	22MBAMM408	**Course type**	**PE**	**Credits L-T-P**	4 – 0 - 0
Hours/week: L - T- P	4 – 0 – 0			**Total credits**	4
Total Contact Hours	L = 52 Hrs; T = 0 Hrs; P = 0 Hrs Total = 52 Hrs			**CIE Marks**	100
Flipped Classes content	10 Hours			**SEE Marks**	100

Course learning objectives	
1.	To provide a conceptual understanding on the Rural Marketing with special reference to Indian context
2.	To create awareness about the applicability of the concepts, techniques and processes of marketing in rural context.
3.	To familiarize with the special problems related to sales in rural markets.

Pre-requisites : Students are expected to have fundamentals of marketing. And students are required to be aware of the latest strategies adapted by Indian companies for rural markets.

Unit – I	**Contact Hours = 10 Hours**

Introduction to Indian Rural Marketing:

Definition, scope of rural marketing, concepts, classification of rural markets, rural vs. urban markets. Rural marketing environment: Population, occupation pattern, income generation, location of rural population, expenditure pattern, literacy level, land distribution, land use pattern, irrigation, development programs, infrastructure facilities, rural credit institutions, rural retail outlets, print media in rural areas, rural areas requirement, rural demand and rural marketindex.

Unit – II	**Contact Hours = 10 Hours**

Rural Consumer behavior:

Factors affecting Consumer Behavior, Social factors, Technological Factors, Economic Factors, Political Factors, Characteristics of Rural consumer- Age and Stages of the Life cycle, Occupation and Income, Economic circumstances, Lifestyle, Personality and Brand belief, Information Search and pre-purchase Evaluation, Rise of Consumerism, Consumer Buying Process, Opinion Leadership Process, Diffusion of Innovation, Brand Loyalty.

Rural Market Research: Planning the Rural Research, Research Objectives & Research Design, Research Participatory Approaches, Data Collection Tools, Research Tools, Limitations & Challenges in Rural Marketing Research.

Rural Digitalization. Rural Word-of-Mouth Marketing.

Unit – III	**Contact Hours = 10 Hours**

Rural Marketing of FMCG's:
Indian FMCG industry, characteristics of Indian FMCG sector, Challenges in the FMCG industry, Rural Marketing of FMCG's (Select case studies)

Rural Marketing of Consumer durables:
Rural Marketing of Consumer durables, Issues related to marketing of consumer durables in the rural market, (Select case studies)

Rural marketing of financial services:
Marketing of Banking Services in Rural Markets, Challenges in marketing for banking services in rural market, opportunities for banking in rural areas.

Rural E-commerce. Rural Distribution Networks.

Unit – IV	**Contact Hours = 12 Hours**

Marketing of agricultural inputs:
Indian tractor industry: A brief overview, Challenges for Indian tractor industry, factors suggesting better future prospects for tractor industry, marketing strategies for tractor industry,

Fertilizer industry in India: Marketing of fertilizer industry, classification of fertilizer industry, Challenges for marketing of fertilizer industry.

Agriculture Marketing. Digital Marketing for Agriculture Inputs.

Unit – V	**Contact Hours = 10 Hours**

Marketing of Rural Industry Products:
Artisans & Products, Marketing Problems of Artisans, Marketing Initiatives, Role of NGOs,

Future of Rural Marketing:
Change in Rural Patterns, Emerging Segments, ICT (Information & Communication Technology) –Transformation Agent, Technology & Innovation – A Driver

Rural Artisan Clusters. Digital Marketing - Social Media Marketing.

Flipped Classroom Details

Unit No.	**I**	**II**	**III**	**IV**	**V**
No. for Flipped Classroom Sessions	**2**	**2**	**2**	**2**	**2**

Books	
	Text Books:
1.	Rural Marketing by Kashyap, Pearson Education (20 February 2023)
2.	Rural Marketing: Text and Cases, by Krishnamacharyulu, Pearson India; Second edition (1 January 2010)
3.	Rural Marketing - Gopal Swamy T. P, 3/e, Vikas Publishing House.
4.	Rural Marketing - Pradeep Kashyap& Siddhartha Raut, 2009, Biztantra.

5.	Rural Marketing – CSG Krishnamacharyulu, Llitha Ramakrishnnan, 2/e, 2011, Pearson
	Reference Books:
1.	Rural Marketing in India: Texts and Cases, by Debarun Chakrabaorty (Author), Soumya Kanti Dhara (Author), Adrinil Santra (Author), Atlantic Publishers and Distributors Pvt Ltd (5 July 2021)
2.	Rural Marketing by Dinesh Kumar (Author), Punam Gupta (Author), SAGE Publications Pvt. Ltd; First Edition (15 September 2017)
3.	Rural Marketing - Dogra &KarminderGhuman, 1/e, TMH.
4.	Rural Marketing - Sanal Kumar Velayudhan, 2/e, Response Publication, 2007.
5.	Agricultural Marketing In India – Acharya , Oxford I B H.
	E-resourses (NPTEL/SWAYAM.. Any Other)- mention links
1.	https://nptel.ac.in/course.php
2.	https://www.coursera.org/in

Course delivery methods		**Assessment methods**	
1.	Chalk and Talk	1.	IA tests
2.	PPT and Videos	2.	Online Quizzes (Surprise and Scheduled)
3.	Flipped Classes	3.	Open Book Tests (OBT)
4.	Online classes	4.	Course Seminar
		5.	Semester End Examination

Course Outcome (COs)

At the end of the course, the student will be able to (Highlight the **action verb** representing the learning level.)

Learning Levels: Re - Remember; Un - Understand; Ap - Apply; An - Analysis; Ev - Evaluate; Cr - Create		**Learning Level**	**PO(s)**	**PSO(s)**
1.	To **identify** the rural premises on which the business functions	L3	1,2,5	1,2, 3
2.	**Compare** the internal and external factors those influence crafting arural strategy	L3	2,3,5 ,6,7	1,2, 3
3.	**Distinguish** rural corporate strategies adopted by the different companies	L3	1,4,6 ,7	1,2, 3
4.	**Evaluate** the influence of business level in rural areas	L4	1, 2	1
5.	**Design & develop** strategy implementation and control	L6	2,3	1,2, 3

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Project	Case & Workshop (5+5)	Quiz	Total Marks	Final marks
Marks	25+25	10+10	10	10	10	100	100

- Writing two IA tests is compulsory.
- **Minimum marks required to qualify for SEE: 50 out of 100**

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration.
2.	**Minimum marks required in SEE to pass:** Score should be $\geq$ 40%, however overall score of CIE + SEE should be $\geq$ 50%.
3.	Question paper contains 3 parts - A,B & C, wherein students have to answer any 5 out of 7 questions in part A, 5 out of 10 questions choosing 1 question from each unit in part B & 1 out of 2 questions in part C.

Rubrics:Levels	**Target**
1 (Low)	**60% of the students score Less than 50 % of the total marks.**
2 (Medium)	**60% of the students score 50 – 70 % of the total marks.**
3 (High)	**60% of the students score More than 70 % of the total marks.**

CO-PO Mapping (Planned)													**CO-PSO Mapping (Planned)**		
CO	**PO 1**	**PO 2**	**PO 3**	**PO 4**	**PO 5**	**PO 6**	**PO 7**	**PO 8**	**PO 9**	**PO 10**	**PO 11**	**PO 12**	**PSO1**	**PSO2**	**PSO3**
1	1	-	3	2	3	-	3	-	3	2	3	-	2	-	3
2	-	2	3	-	3	3	2	2	3	-	3	3	3	3	3
3	2	2	-	-		2	2		-	-	3	2	2	3	-
4	-	2	3	3	2	-	3	2	3	3	2	-	-	2	2
5	2	3	-	2	-	3	2	3	-	2	-	3	3	-	3

Sl No	Skill & competence enhanced after undergoing the course	Applicable Industry Sectors & domains	Job roles students can take up after undergoing the course
1	Market Research Skills	All Industries	Market Research Analyst
2	Rural Marketing Strategy	All Industries	Marketing Strategy
3	Consumer Behavior Analysis	Service	Customer Service Exe
4	Product Marketing	Manufacturing & Marketing	Business Development Exe
5	Sustainability and Rural Development	Manufacturing & Service	Operations Exe

Name & Signature of Faculty members
involved in designing the syllabus

Name & Signature of
Faculty members
verifying/approving the syllabus

Finance Specialization
Corporate Taxation

Course Code	22MBAFM409	**Course type**	**PE**	**Credits L-T-P**	4 – 0 - 0
Hours/week: L - T- P	4 – 0 – 0			**Total credits**	4
Total Contact Hours	L = 52 Hrs; T = 0 Hrs; P = 0 Hrs Total = 52 Hrs			**CIE Marks**	100
Flipped Classes content	10 Hours			**SEE Marks**	100

Course learning objectives	
1.	The course helps students to develop a thorough, critical understanding of the basic concepts of income tax such as residential status, tax incidence
2.	The course helps students to develop a thorough, critical understanding of the basic concepts of income tax such as residential status, tax incidence
3.	The course helps students to develop a thorough, critical understanding of the basic concepts of income tax such as residential status, tax incidence
4.	The course helps students to develop a thorough, critical understanding of the basic concepts of income tax such as residential status, tax incidence

Pre-requisites: The course helps students to develop a thorough, critical understanding of the basic concepts of income tax such as residential status, tax incidence

Unit – I	**Contact Hours = 10 Hours**
Introduction to Basic Concepts: Assessment year, Previous Year, Person, Assesee, Charges on Income, Gross Total Income, Capital and Revenue Receipts, Residential Status, Receipt and accrual of Income, Connotation of Income, deemed to accrue or arise in India, Tax Planning, Tax Evasion, and Tax Management. Alternate Tax Regime	

Unit – II	**Contact Hours = 12 Hours**
Income from Salary: Income from Salary (Theory and Problems Old and Alternate Tax regime) different forms of salary – leave salary, Gratuity, commutation of pension, Provident fund. Income from House Property (Theory and Concepts), Income from Other sources (Theory and Concepts) – Permissible deductions under section 80C to 80U. Setoff and carry forward of losses and clubbing of Incomes.	

Unit – III	**Contact Hours = 10 Hours**
Income from Business and Profession: Computation- basis- method of accounting- scheme of business deductions/ allowance- deemed profits maintenance of books, Depreciation	

(problems on computation of income from business/profession of individual assessee) Computation of Tax liability of a firm and partners, Computation of taxable income of a firm and partners – Computation of taxable income of a company with special reference to MAT (Theory and Concepts).

Unit – IV	**Contact Hours = 10 Hours**
Income under Capital Gain: Basis of charge, Transfer of capital asset, inclusion & exclusion from capital asset, capital gain, computation of capital gain (theory & problems), deduction from capital gain. Filing of Returns.	

Unit – V	**Contact Hours = 10 Hours**
Indirect Taxation: Nature and types of Excise duty, Customs: nature of customs, types of customs duties. Introduction to GST, Implications of GST on various sectors of Business, impact of pre and post implementation of GST, norms and procedures of GST	

Flipped Classroom Details

Unit No.	**I**	**II**	**III**	**IV**	**V**
No. for Flipped Classroom Sessions	**2**	**2**	**2**	**2**	**2**

Books	
	Text Books:
1.	Student's Guide to Income tax including GST, Vinod K Singhania,Monica Singhania, 68th Edition. Taxman's Publication (P) Ltd.
2.	Taxman's Students Guide to Income Tax, Basic Personal Taxation.Taxmann Publications Private Limited; Assessment Year 2022-23 edition (24 November 2022); Taxmann Publications Private Limited, 59/32, New Rohtak Road, New Delhi
3.	Dr. Girish Ahuja, Dr. Ravi Gupta, Direct and Indirect Taxes (Income Tax and GST), (2018)
4.	Manjula Navale, S.A. Quadri, Income Tax, Renuka Prakashan, (6e), 2020
	Reference Books:
1.	Taxman's Students guide to GST and Customs Laws, axmann Publications Pvt. Ltd.; 9th Edition | August 2022 (17 August 2022); Taxmann Publications Private Limited, 59/32, New Rohtak Road, New Delhi-110005
2.	Manjula Navale, S.A. Quadri, Income Tax, Renuka Prakashan, (6e), 2020
3.	Datey, V. S, Indirect Taxes, Taxman (2015)
1.	**E-resourses (NPTEL/SWAYAM.. Any Other)** 1. Personal Finance, Part 1: Investing in Yourself, https://www.edx.org/course/personal-financepart-1-investing-wellesleyx-pfinan101x-0

Course delivery methods		Assessment methods	
1.	Chalk and Talk	1.	IA tests
2.	PPT and Videos	2.	Online Quizzes (Surprise and Scheduled)
3.	Flipped Classes	3.	Open Book Tests (OBT)
4.	Online classes	4.	Course Seminar
		5.	Semester End Examination

Course Outcome (COs) At the end of the course, the student will be able to				
Learning Levels: Re - Remember; Un - Understand; Ap - Apply; An - Analysis; Ev - Evaluate; Cr - Create		**Learning Level**	**PO(s)**	**PSO(s)**
1.	**Identify** and describe the nature and law of Income tax and the tax incidence on individuals.	3	2	1
2.	**Identify** and demonstrate the calculation of income from salary	3	1	2
3.	**Apply and Analyze** tax provisions learnt to determine the tax liability of business firms.	3,4	2	2
4.	**Evaluation** of tax liability of Partnership firms and Companies	4	2	2,3
5.	Compute and **Analyze** tax liability under Indirect taxation	5	2	2

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Project	Case & Workshop (5+5)	Quiz	Total Marks	Final marks
Marks	25+25	10+10	10	10	10	100	100

- Writing two IA tests is compulsory.
- **Minimum marks required to qualify for SEE: 50 out of 100**

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration. It will be reduced to 50 marks for the calculation of SGPA and CGPA.
2.	**Minimum marks required in SEE to pass: 40 marks**
3.	Question paper contains four parts. Part A contains three marks questions students have to answer five out of seven questions. Part B contains seven marks questions, students have to answer five questions out of seven questions. Part C contains ten marks questions, students have to answer three questions out of four questions. Part D contains twenty marks, this is compulsory to answer for all student

Rubrics:Levels	Target
1 (Low)	60% of the students score Less than 50 % of the total marks.
2 (Medium)	60% of the students score 50 – 70 % of the total marks.
3 (High)	60% of the students score More than 70 % of the total marks.

CO-PSO Mapping (Planned)										
CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PSO 1	PSO 2	PSO 3
1		x						x		
2	x		x					x		
3		x		3					x	
4		x		x					x	x
5		x		x				x		

Sl No	Skill & competence enhanced after undergoing the course	Applicable Industry Sectors & domains	Job roles students can take up after undergoing the course
1	develop a thorough, critical understanding of the basic concepts of income tax such as Gross Total Income, Taxable Income, Tax Incidence.	● Investment Banking	● Financial Advisor ● Financial Analyst
2	Understanding of income tax provisions involved in determination of income from salary, business and profession	● Mutual Fund sector	● Tax Analyst ● Tax Accountant, Auditor
3	Develop the ability to calculate taxable income of individuals, partnership and companies, and help the students in application of theoretical concepts to practical situations involving several cases.	● Commercial Banking	● Senior Analyst
4	Strong analytical and problem-solving skills	Treasury & Valuation	Tax Associate

Name & Signature of Faculty members involved in designing the syllabus

Name & Signature of Faculty members verifying/approving the syllabus

Financial Derivatives

Course Code	**22MBAFM410**	**Course type**	**PE**	**Credits L-T-P**	4 – 0 - 0
Hours/week: L - T- P	4 – 0 – 0			**Total credits**	4
Total Contact Hours	L = 52 Hrs; T = 0 Hrs; P = 0 Hrs Total = 52 Hrs			**CIE Marks**	100
Flipped Classes content	10 Hours			**SEE Marks**	100

Course learning objectives	
1.	Understanding Derivative market and instruments.
2.	Understand the strategies used for trading in derivative markets
3.	Compare and contrast various derivative instruments
4.	Expose students to the concept of credit risk and usage of derivative instrument to avoid credit Risk.

Pre-requisites : Students are required to have knowledge about finance and accounting

Unit – I	**Contact Hours = 10 Hours**
Futures and Forwards Derivatives: Meaning and types. Futures and forwards - differences- valuation of futures, valuation of long and short forward contract. Mechanics of buying & selling futures, Margins, Hedging using futures - specification of futures - Commodity futures, Index futures, interest rate futures - arbitrage opportunities	

Unit – II	**Contact Hours = 12 Hours**
Options: Types of options, option pricing, factors affecting option pricing – call and put options on dividend and non-dividend paying stocks put-call parity - mechanics of options - stock options - options on stock index - options on futures – interest rate options. Concept of exotic option, Hedging & Trading strategies involving options, valuation of option: basic model, one step binomial model, Black and Scholes Model, option Greeks. Arbitrage profits in options	

Unit – III	**Contact Hours = 10 Hours**

Financial Swaps: Features and uses of swaps - Mechanics of interest rate swaps – valuation of interest rate swaps– currency swaps – valuation of currency swaps

Unit – IV	**Contact Hours = 10 Hours**
Interest Rate Derivatives: Zero rates, Bond pricing, Determining Zero rates, Forward rules, Forward rate agreements (FRA), Treasury bond & Treasury note futures, Interest rate derivative.	

Unit – V	**Contact Hours = 10 Hours**
Credit Risk and Value at Risk: Bond prices and the probability of default, Historical default experience, reducing exposure to Credit risk, Credit default swaps, Total return swaps, and Credit spread options, Collateralized debt obligation. Value at Risk (VAR) - Measure, Historical simulation, Model building approach, linear approach, Quadratic model, Monte Carlo simulation, stress testing and back testing.	

Flipped Classroom Details

Unit No.	**I**	**II**	**III**	**IV**	**V**
No. for Flipped Classroom Sessions	**2**	**2**	**2**	**2**	**2**

Books	
	Text Books:
1.	N. D. Vohra & B.R. Bagri, Futures and Options (2003), 2nd edition, Tata MacGraw Hill Publishing
2.	John C. Hull, Options Futures and other derivatives, Pearson Education, 2nd edition (2002)
3.	Rajiv Srivastava, Derivatives and risk Management, oxford university press 2010.
	Reference Books:
1.	Bishnupriya Mishra and Sathya Swaroop Debashish Financial Derivatives,1st Ed, Excel Books
2.	Sundaram& Das Derivatives, Principles and Practice, 1st Ed, McGraw Hill
	E-resourses (NPTEL/SWAYAM. Any Other)- mention links

Course delivery methods		**Assessment methods**	
1.	Chalk and Talk	1.	IA tests
2.	PPT and Videos	2.	Online Quizzes (Surprise and Scheduled)

3.	Flipped Classes	3.	Open Book Tests (OBT)
4.	Online classes	4.	Course Seminar
		5.	Semester End Examination

Course Outcome (COs) At the end of the course, the student will be able to (Highlight the **action verb** representing the learning level.)				
Learning Levels: Re - Remember; Un - Understand; Ap - Apply; An - Analysis; Ev - Evaluate; Cr - Create		**Learning Level**	**PO(s)**	**PSO(s)**
1.	Valuation of the portfolios using futures and forwards and Apply strategies like hedging and arbitrage.	5	1,2	1
2.	Evaluate and determine option price.	4&5	2,4	2
3.	Apply option trading to manage risk of the portfolio or securities.	4	2,6	3
4.	Analyze the gain from entering into a swap agreement.	3&4	2,1,6	2
5.	Determine the bond price; find the zero rates and coupon rate on the bonds.	3		

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Project	Case & Workshop (5+5)	Quiz	Total Marks	Final marks
Marks	25+25	10+10	10	10	10	100	100

- Writing two IA tests is compulsory.
- **Minimum marks required to qualify for SEE: 50 out of 100**

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration. It will be reduced to 50 marks for the calculation of SGPA and CGPA.
2.	**Minimum marks required in SEE to pass: 40 marks**
3.	Question paper contains four parts. Part A contains three marks questions students have to answer five questions out of seven questions. Part B contains seven marks questions, students have to answer five questions out of seven questions. Part C contains ten marks questions, students have to answer three questions out of four questions. Part D contains twenty marks, this is compulsory to answer for all student

Rubrics:Levels	Target
1 (Low)	60% of the students score Less than 50 % of the total marks.
2 (Medium)	60% of the students score 50 – 70 % of the total marks.
3 (High)	60% of the students score More than 70 % of the total marks.

CO-PO Mapping (Planned)													CO-PSO Mapping (Planned)		
CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO 1	PSO 2	PSO 3
1	3	2		1	3		1	3	2		1	3		1	3
2		1	2				2		1	2				2	
3	3	2				2		3	2				2		3
4		2		3		2			2		3		2		
5	2	2	2		2			2	2	2		2			2
Tick mark the CO, PO and PSO mapping															

Sl No	Skill & competence enhanced after undergoing the course	Applicable Industry Sectors & domains	Job roles students can take up after undergoing the course
1	Understanding derivatives market and its instruments	Investment Banking	Business Analyst
2	Conceptual insights on valuation of futures	IT Firms	Financial Analyst
3	Insight on valuation of options	Commercial Banking	Investment Banker
4	Insight about valuing swaps	Stock markets	Commercial Banking Portfolio Associate
5	Understanding valuation of bonds and interest rate derivatives	Start-ups	Senior Analyst

Name & Signature of Faculty members involved in designing the syllabus

Name & Signature of Faculty members verifying/approving the syllabus

International Financial Management

Course Code	**22MBAFM411**	**Course type**		**Credits L-T-P**	4 – 0 - 0
Hours/week: L - T- P	4 – 0 – 0			**Total credits**	4
Total Contact Hours	L = 52 Hrs; T = 0 Hrs; P = 0 Hrs Total = 52 Hrs			**CIE Marks**	100
Flipped Classes content	10 Hours			**SEE Marks**	100

Course learning objectives	
1	Analyze and assess the significance of the international financial environment, risks, and rewards.
2	Evaluate and synthesize information from forex markets, applying advanced exchange rate theories.
3	Develop strategies to effectively manage various forms of foreign exchange exposure.
4	Compare and critically evaluate international capital budgeting projects, considering risk factors.
5	Design and implement advanced hedging strategies using international financial instruments for forex exposure.

Pre-requisites: Basic knowledge of finance, economics, accounting, and international business concepts required.

Unit – I	**Contact Hours = 10 Hours**
International financial Environment- The Importance, rewards & risk of international finance- Goals of MNC-International Business methods, International Monetary System: Evolution, Gold Standard, Bretton Woods system, International Flow of Funds: Balance of Payments (BOP), Fundamentals of BOP, Accounting components of BOP, Factors affecting International Trade and capital flows, Agencies that facilitate International flows. BOP, Equilibrium & Disequilibrium. Trade deficits. Capital account convertibility. (problems on BOP)	

Unit – II	**Contact Hours = 11 Hours**

Foreign Exchange Market: Function and Structure of the Forex markets, Foreign exchange market participants, Types of transactions and Settlements Dates, Exchange rate quotations, Nominal, Real and Effective exchange rates and Determination of Exchange rates in Spot markets. Exchange rates determinations in Forward markets. Exchange rate Behavior-Cross Rates- Arbitrage profit in foreign exchange markets, Swift Mechanism. Interest Rate Parity, Purchasing Power Parity & International
Fisher effects. Covered Interest Arbitrage

Unit – III	**Contact Hours = 11 Hours**
Foreign Exchange exposure: - Management of Transaction exposure- Management of Translation exposure-Management of Economic exposure- Management of political Exposure- Management of Interest rate exposure	

Unit – IV	**Contact Hours = 10 Hours**
International Capital Budgeting: Concept, Evaluation of a project, Factors affecting, Risk Evaluation, Impact on Value, Adjusted Present Value Method	

Unit – V	**Contact Hours = 10 Hours**
International Financial Markets and Instruments: - Foreign Portfolio Investment. International Bond & Equity market. GDR, ADR, Cross listing of shares Global registered shares. International Financial Instruments: Foreign Bonds & Eurobonds, Global Bonds. International Money Markets International Banking services – Forward Rate Agreements. Hedging against foreign exchange exposure – Forward Market- Futures Market- Options Market- Currency, Swaps-Interest Rate Swap (Only Theory, No Problems in this unit)	

Flipped Classroom Details

Unit No.	**I**	**II**	**III**	**IV**	**V**
No. for Flipped Classroom Sessions	**2**	**2**	**2**	**2**	**2**

Books	
	Text Books:
1.	Eun and Resnick. International Finance Management. Tata McGrawHill. 4/e
2.	Jeff Madura. International Corporate Finance. Cengage Learning. 10/e(2012)
3.	MadhuVij . (2010) International Financial Management. Excel Books
4.	Jain, Peyrard&Yadav. (2010) International Financial Management. Tata Macmillan

	Reference Books:
1.	Apte P. G. (2011) International Financial Management. 6/e, Tata McGrawHill
2.	
	E-resourses (NPTEL/SWAYAM.. Any Other)- mention links
1.	https://www.khanacademy.org/economics-finance-domain/ap-macroeconomics/ap-open-economy-international-trade-and-finance
2.	https://nptel.ac.in/courses/110105121/

Course delivery methods		Assessment methods	
1.	Chalk and Talk	1.	IA tests
2.	PPT and Videos	2.	Online Quizzes (Surprise and Scheduled)
3.	Flipped Classes	3.	Open Book Tests (OBT)
4.	Online classes	4.	Course Seminar
		5.	Semester End Examination

Course Outcome (COs) At the end of the course, the student will be able to (Highlight the **action verb** representing the learning level.)				
Learning Levels: Re - Remember; Un - Understand; Ap - Apply; An - Analysis; Ev - Evaluate; Cr - Create		**Learning Level**	**PO(s)**	**PSO(s)**
1	Analyze and assess the significance of the international financial environment, risks, and rewards.	4	2	3
2	Evaluate and synthesize information from forex markets, applying advanced exchange rate theories.	5	2	1
3	Develop strategies to effectively manage various forms of foreign exchange exposure.	3	3	2
4	Compare and critically evaluate international capital budgeting projects, considering risk factors.	4	1	3
5	Design and implement advanced hedging strategies using international financial instruments for forex exposure.	3	5	2

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Project	Case & Workshop (5+5)	Quiz	Total Marks	Final marks
Marks	25+25	10+10	10	10	10	100	100

- Writing two IA tests is compulsory.
- **Minimum marks required to qualify for SEE: 50 out of 100**

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration.
2.	**Minimum marks required in SEE to pass:** Score should be $\geq$ 40%, however overall score of CIE + SEE should be $\geq$ 50%.
3.	Question paper contains 3 parts - A,B & C, wherein students have to answer any 5 out of 7 questions in part A, 5 out of 10 questions choosing 1 question from each unit in part B & 1 out of 2 questions in part C.

Rubrics:Levels	**Target**
1 (Low)	**60% of the students score Less than 50 % of the total marks.**
2 (Medium)	**60% of the students score 50 – 70 % of the total marks.**
3 (High)	**60% of the students score More than 70 % of the total marks.**

CO-PO Mapping (Planned)													**CO-PSO Mapping (Planned)**		
CO	**PO 1**	**PO 2**	**PO 3**	**PO 4**	**PO 5**	**PO 6**	**PO 7**	**PO 8**	**PO 9**	**PO 10**	**PO 11**	**PO 12**	**PSO 1**	**PSO 2**	**PSO 3**
1		**X**													**X**
2		**X**											**X**		
3			**X**											**X**	
4	**X**														**X**
5					**X**									**X**	
Tick mark the CO, PO and PSO mapping															

Sl No	Skill & competence enhanced after undergoing the course	Applicable Industry Sectors & domains	Job roles students can take up after undergoing the course
1	International financial analysis and risk assessment	Banking, Finance, Multinational Corporations	Financial Analyst, Risk Manager
2	Advanced forex market analysis and exchange rate theories	Forex Trading, Investment Banking, Export/Import	Forex Trader, Investment Analyst
3	Effective foreign exchange exposure management	Export/Import, International Trade, Corporate Finance	Treasury Manager, Export Coordinator
4	Critical evaluation of international capital budgeting	Project Finance, Investment Banking, Consulting	Project Analyst, Investment Consultant
5	Implementation of advanced hedging strategies	Finance, International Business, Hedge Funds	Hedging Specialist, Portfolio Manager

Name & Signature of Faculty members involved in designing the syllabus

Name & Signature of Faculty members verifying/approving the syllabus

Project Appraisal and Finance (Theory)

Course Code	20MBAFM412	Course type	PE	Credits L-T-P	4 – 0 - 0
Hours/week: L - T- P	4 – 0 – 0			Total credits	4
Total Contact Hours	L = 52 Hrs; T = 0 Hrs; P = 0 Hrs Total = 52 Hrs			CIE Marks	100
Flipped Classes content	10 Hours			SEE Marks	100

Course learning objectives	
1.	To screen and assess project ideas.
2.	To plan, appraise and evaluate implementation of a project
3.	To assess financial and social risk concerned with project Implementation.
4.	To understand various aspects of project management

Pre-requisites: Students are required to have knowledge about finance and accounting

Unit – I	Contact Hours = 10 Hours
Planning and Analysis Overview- Capital budgeting concepts, objectives and Phases, levels of decision making, Resource Allocation Framework: Key criteria for allocation of resources – elementary investment strategies. Generation and screening of project ideas: Generation of ideas – monitoring the environment – regulatory framework for projects corporate appraisal – preliminary screening – project rating index (Theory).	

Unit – II	Contact Hours = 12 Hours
Market and demand analysis, Technical analysis (steps to be discussed in detail). Financial Analysis: Estimation of cost of project and means of financing – estimates of sales and production – cost of production – working capital requirement and its financing – estimates of working results – breakeven points – projected cash flow statement – projected balance sheet. Project cash flows: Appraisal criteria: Net Present Value – benefit cost ratio –internal rate of returns urgency – payback period –accounting rate of returns– investment appraisal in practice. (Theory & Problems).	

Unit – III	Contact Hours = 10 Hours

Types and measure of risk – simple estimation of risk – sensitivity analysis – scenario analysis –Monte Carlo simulation – Decision tree analysis –selection of projects under risk .	

Unit – IV	**Contact Hours = 10 Hours**
Social Cost Benefit Analysis (SCBA): Rationale for SCBA – UNIDO approach to SCBA – Little and Mirle approach to SCBA. Multiple projects and constraints: Constraints – methods of ranking – mathematical programming approach – linear programming model – Qualitative Analysis: Qualitative factors in capital budgeting – strategic aspects – strategic planning and financial analysis – informational asymmetry and capital budgeting – organizational considerations. (Theory & Problems).	

Unit – V	**Contact Hours = 10 Hours**
Forms of project organization – project planning –project control – human aspects of project management – prerequisites for successful project implementation. Introduction, network construction - rules, Fulkerson's rule for numbering the events, Critical path method to find the expected completion time of a project, floats; PERT for finding expected duration of an activity and project, determining the probability of completing a project, predicting the completion time of project.	

Flipped Classroom Details

Unit No.	**I**	**II**	**III**	**IV**	**V**
No. for Flipped Classroom Sessions	**2**	**2**	**2**	**2**	**2**

Books	
	Text Books:
1.	Prasanna Chandra, Project Planning: Analysis, Selection, Implementation and Review ,Tata McGraw Hill, 2011.
2.	Narendra Singh, Project Management and Control, 2/e, HPH, 2003. Bhavesh M. Patel Project Management, 2/e, Vikas Publication.
	Reference Books:
1.	Nicholas, John, Project Management for Business and Technology: Principles and Practice, .2/e, Pearson.
2.	Gray& Larson, Project Management: The Managerial Process TMH, 2011.
	E-resourses (NPTEL/SWAYAM.. Any Other)- mention links

Course delivery methods		Assessment methods	
1.	Chalk and Talk	1.	IA tests
2.	PPT and Videos	2.	Online Quizzes (Surprise and Scheduled)
3.	Flipped Classes	3.	Open Book Tests (OBT)
4.	Online classes	4.	Course Seminar
		5.	Semester End Examination

Course Outcome (COs)				
Learning Levels: Re - Remember; Un - Understand; Ap - Apply; An - Analysis; Ev - Evaluate; Cr - Create		**Learning Level**	**PO(s)**	**PSO(s)**
1.	Appraise the process of project planning	5	1,2,4,5	1
2.	Apply Financial and technical analysis in project planning	3	1,2,4,5	2
3.	Analyze the risk of the project	4	1,2,4,5	1
4.	Appraise the issue of social cost benefit analysis	5	1,2,4,5	1,3
5.	Evaluate the project time and apply techniques to reduce the completion time	5	1,2,4,5	2

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Project	Case & Workshop (5+5)	Quiz	Total Marks	Final marks
Marks	25+25	10+10	10	10	10	100	100

- Writing two IA tests is compulsory.
- **Minimum marks required to qualify for SEE: 50 out of 100**

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration.
2.	**Minimum marks required in SEE to pass:** Score should be $\geq$ 40%, however overall score of CIE + SEE should be $\geq$ 50%.
3.	Question paper contains 3 parts - A,B & C, wherein students have to answer any 5 out of 7 questions in part A, 5 out of 10 questions choosing 1 question from each unit in part B & 1 out of 2 questions in part C.

Rubrics:Levels	Target
1 (Low)	60% of the students score Less than 50 % of the total marks.
2 (Medium)	60% of the students score 50 – 70 % of the total marks.
3 (High)	60% of the students score More than 70 % of the total marks.

CO-PO Mapping (Planned)													CO-PSO Mapping (Planned)		
CO	**PO 1**	**PO 2**	**PO 3**	**PO 4**	**PO 5**	**PO 6**	**PO 7**	**PO 8**	**PO 9**	**PO 10**	**PO 11**	**PO 12**	**PSO 1**	**PSO 2**	**PSO 3**
1	**X**	**X**			**X**								**X**		
2	**X**	**X**		**X**	**X**	**X**								**X**	
3	**X**	**X**		**X**	**X**										**X**
4	**X**	**X**		**X**	**X**								**X**		
5														**X**	
Tick mark the CO, PO and PSO mapping															

Sl No	Skill & competence enhanced after undergoing the course	Applicable Industry Sectors & domains	Job roles students can take up after undergoing the course
1	Leadership skills,time management skills	FMCG	Project Manager
2	critical thinking	Banking	Project Coordinator
3	budgeting and financial management	Infra sector	Project experts

Name & Signature of Faculty members involved in designing the syllabus

Name & Signature of Faculty members verifying/approving the syllabus

Financial Analytics

Course Code	22MBAFM413	Course type	PE	Credits L-T-P	4 – 0 - 0
Hours/week: L - T- P	4 – 0 – 0			Total credits	4
Total Contact Hours	L = 52 Hrs; T = 0 Hrs; P = 0 Hrs Total = 52 Hrs			CIE Marks	100
Flipped Classes content	10 Hours			SEE Marks	100

Course learning objectives	
1.	Apply statistical methods to analyze financial data for informed decision-making in real-world scenarios.
2.	Master Excel and Python for financial modelling, data visualization, and portfolio optimization.
3.	Evaluate risks and returns in financial markets, employing quantitative techniques for investment strategies.
4.	Develop forecasting skills to predict market trends and assess their impact on investment portfolios.
5.	Demonstrate proficiency in using advanced financial tools and technologies to solve complex industry problems.

Pre-requisites : Basic knowledge of finance and accounting, Basic proficiency in Excel, Introductory level Python programming skills

Unit – I	Contact Hours = 10 Hours
Overview of the importance of financial analytics in decision-making, Exploring how data analytics has transformed the finance industry, Introduction to Excel functions and formulas commonly used in finance, Financial data formatting and presentation techniques, Python Essentials for Financial Analysis, Basic Python syntax and data structures, Introduction to Python libraries for data analysis (NumPy, pandas), Data Importing and Cleaning in Excel, Techniques for importing financial data into Excel, Data cleaning and validation methods, Pivot tables and data structuring for financial reporting, Advanced Excel functions for data transformation, Strategies for dealing with missing financial data, Identifying and addressing	

outliers in financial datasets, Creating financial charts (e.g., time series plots, bar charts), Effective data visualization for financial reports	
Unit – II	**Contact Hours = 10 Hours**
Definition and characteristics of time series data in finance, Time Series Data Preprocessing, Techniques for handling irregular time series data, Data transformation and resampling for consistent analysis, Moving averages, exponential smoothing, Practical application of forecasting in finance,Identifying and modeling seasonality and trends in financial data, Seasonal decomposition and trend analysis methods, Creating financial models for budgeting and forecasting, Best practices for model structure and documentation	
Unit – III	**Contact Hours = 10 Hours**
Discounted Cash Flow (DCF) and Dividend Discount Model (DDM) in finance, Application of valuation models to assess investments, Scenario Analysis and Sensitivity Testing, Developing and analyzing different financial scenarios, Sensitivity analysis to measure model robustness, Accessing financial data through APIs (e.g., Yahoo Finance, Alpha Vantage), Web scraping for financial data collection, Performing financial calculations and analysis using Python, Applying statistical functions to financial datasets,Portfolio theory and diversification, Implementing portfolio analysis and optimization algorithms in Python	
Unit – IV	**Contact Hours = 12 Hours**
Measures of central tendency and dispersion in finance, Interpretation of financial data using summary statistics, Applications of hypothesis testing in risk assessment and investment decisions, Linear and multiple regression models in finance, Predictive modelling and assessing relationships in financial data, Introduction to options and options pricing models (Black-Scholes) Implementing options pricing models in Python	
Unit – V	**Contact Hours = 10 Hours**
Principal Component Analysis (PCA) for portfolio optimization, Introduction to algorithmic trading - Designing and back-testing trading strategies Case Study 1 - Stock Portfolio Analysis - Building and evaluating a stock portfolio - Portfolio performance measurement and optimization Case Study 2 - Real Estate Investment Analysis Real estate financial modeling and investment analysis Risk assessment and decision-making in real estate investments	

Flipped Classroom Details

Unit No.	I	II	III	IV	V
No. for Flipped Classroom Sessions	2	2	2	2	2

Books	
	Text Books:
1.	McKinney, W. (2017). Python for data analysis. O'Reilly Media.
2.	Benninga, S. (2014). Financial modeling. MIT Press.
3.	Shumway, R. H., & Stoffer, D. S. (2017). Time series analysis and its applications: With R examples. Springer.
4.	Newbold, P., Carlson, W. L., & Thorne, B. (2013). Statistics for business and economics. Pearson.
	Reference Books:
1.	Bell, S. (2016). Quantitative finance for dummies. Wiley.
2.	Hull, J. C. (2017). Options, futures, and other derivatives. Pearson.
	E-resourses (NPTEL/SWAYAM.. Any Other)- mention links
1.	https://www.mygreatlearning.com/academy/learn-for-free/courses/analytics-in-finance

Course delivery methods		Assessment methods	
1.	Chalk and Talk	1.	IA tests
2.	PPT and Videos	2.	Online Quizzes (Surprise and Scheduled)
3.	Flipped Classes	3.	Open Book Tests (OBT)
4.	Online classes	4.	Course Seminar
		5.	Semester End Examination

Course Outcome (COs)

At the end of the course, the student will be able to (Highlight the **action verb** representing the learning level.)

Learning Levels: Re - Remember; Un - Understand; Ap - Apply; An - Analysis; Ev - Evaluate; Cr - Create		Learning Level	PO(s)	PSO(s)
1	Analyze financial data using statistical techniques.	4	1, 3	2
2	Apply Excel and Python for financial modeling.	3	2, 4	1
3	Evaluate investment strategies and risks in markets.	5	2, 4	1, 2
4	Develop forecasts for market trends and portfolios.	3	1, 3	2
5	Utilize advanced financial tools to solve industry problems.	5	1, 4	1, 2

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Project	Case & Workshop (5+5)	Quiz	Total Marks	Final marks
Marks	25+25	10+10	10	10	10	100	100

Ø Writing two IA tests is compulsory.

Ø **Minimum marks required to qualify for SEE: 50 out of 100**

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration.
2.	**Minimum marks required in SEE to pass:** Score should be $\geq$ 40%, however overall score of CIE + SEE should be $\geq$ 50%.
3.	Question paper contains 3 parts - A,B & C, wherein students have to answer any 5 out of 7 questions in part A, 5 out of 10 questions choosing 1 question from each unit in part B & 1 out of 2 questions in part C.

Rubrics:Levels	**Target**
1 (Low)	**60% of the students score Less than 50 % of the total marks.**
2 (Medium)	**60% of the students score 50 – 70 % of the total marks.**
3 (High)	**60% of the students score More than 70 % of the total marks.**

CO-PO Mapping (Planned)													**CO-PSO Mapping (Planned)**		
CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**	**PO12**	**PSO1**	**PSO2**	**PSO3**
1	**X**		**X**											**X**	
2		**X**		**X**									**X**		
3		**X**		**X**									**X**		
4	**X**		**X**											**X**	
5	**X**			**X**									**X**	**X**	
Tick mark the CO, PO and PSO mapping															

Sl No	Skill & competence enhanced after undergoing the course	Applicable Industry Sectors & domains	Job roles students can take up after undergoing the course
1	Financial Data Analysis	Finance, Banking, Investment	Financial Analyst, Investment Analyst
2	Excel and Python Proficiency	Finance, Data Analytics	Data Analyst, Financial Modeler
3	Investment Strategy Evaluation	Investment Management, Wealth Management	Portfolio Manager, Wealth Advisor
4	Market Trend Forecasting	Stock Market, Trading	Market Analyst, Quantitative Analyst
5	Risk Assessment and Management	Risk Management, Insurance	Risk Analyst, Risk Manager

Name & Signature of Faculty members involved in designing the syllabus

Name & Signature of Faculty members verifying/approving the syllabus

HR Specialization

International Human Resource Management

Course Code	**22MBAHR414**	**Course type**	**PE**	**Credits L-T-P**	4 – 0 - 0
Hours/week: L - T- P	4 – 0 – 0			**Total credits**	4
Total Contact Hours	L = 52 Hrs; T = 0 Hrs; P = 0 Hrs Total = 52 Hrs			**CIE Marks**	100
Flipped Classes content	10 Hours			**SEE Marks**	100

Course learning objectives	
1.	The course is designed to develop both general and HR managers to act in a highly complex and dynamic international work environment. The focus is on identifying the influence of local economic, legal, and culture on IHRM. .
2.	The central aim of this course is to develop the student's capacity to understand and analyze HR management challenges that the multi-national case organization faces with regard to managing people efficiently and effectively and to explore innovative options of how to deal with these challenges.
3.	To survey the functional aspects of IHRM
4.	To identify and discuss tools an IHR manager may use in the global marketplace.

Pre-requisites: The student should have basic knowledge about human resource management and international business.

Unit – I	**Contact Hours = 10 Hours**
IHRM and International Operations: Basic IHRM concepts - Differences between IHRM and HRM - The organizational context of IHRM. Models of IHRM.	

Unit – II	**Contact Hours = 12 Hours**
International Talent Management Cycle: Recruiting and selecting for international assignments - Staffing international operations - International training and development - Repatriation process. Repatriation process. Issues and challenges in repatriation	

Unit – III	**Contact Hours = 10 Hours**
International Compensation and Performance Management: Components of an international compensation - Approaches to international compensation. Expatriate adjustment & performance - International assignee role conception & identification Performance management	

Unit – IV	**Contact Hours = 10 Hours**

Strategic IHRM and Trends: Strategic view of IHRM – Exploiting Global integration - Becoming locally responsive - Social capital and expatriate networks in MNCs - IHRM in cross-border alliances and SMEs

Unit – V	**Contact Hours = 10 Hours**
International Labour law and HR Practices: International Labour Law, HR practices in MNC's - HR Practices and Industrial relations different countries like India, China, Japan, Europe, US, UK and Russia.	

Flipped Classroom Details

Unit No.	**I**	**II**	**III**	**IV**	**V**
No. for Flipped Classroom Sessions	**02**	**02**	**02**	**02**	**02**

Books	
	Text Books:
1.	P. Dowling, M. Festing, A.D. Engle, International Human Resource Management, Thomson South-Western, 5th ed, 2009.
2.	Monir H. Tayeb, International Human Resource Management, Oxford University Press. 2005.
	Reference Books:
1.	P. Evans, V. Pucik, and I. Bjorkman, "The Global Challenge. International Human Resource Management", McGraw-Hill, 2nd ed., 2011.
2.	Anne-wil Harzing, Joris Van Ruysseveldt, International Human Resource Management. SAGE, 2011.
	E-resourses(NPTEL/SWAYAM.. Any Other)- mention links
1.	https://www.coursera.org/learn/international-business-culture

Course delivery methods		**Assessment methods**	
1.	Chalk and Talk	1.	IA tests
2.	PPT and Videos	2.	Online Quizzes (Surprise and Scheduled)
3.	Flipped Classes	3.	Open Book Tests (OBT)
4.	Online classes	4.	Course Seminar
		5.	Semester End Examination

Course Outcome (COs) At the end of the course, the student will be able to (Highlight the **action verb** representing the learning level.)			
Learning Levels: Re - Remember; Un - Understand; Ap - Apply; An - Analysis; Ev - Evaluate; Cr - Create	**Learning Level**	**PO(s)**	**PSO(s)**

1.	Define, explain and compare perspectives and theories related to IHRM	2	2	3
2.	Make use of an in-depth understanding of research in IHRM to critically analyze theories, perspectives, and practical problems faced by firms in an international context	4	3	2
3.	Systematically illustrate, define, categorize, and analyze a broad range of issues and problems facing MNCs in their IHRM activities	4	3	3
4.	Use concepts and tools for explaining and developing theories and methods which can be integrated into practical applications of IHRM	4	2	2

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Project	Case & Workshop (5+5)	Quiz	Total Marks	Final marks
Marks	25+25	10+10	10	10	10	100	100

- Writing two IA tests is compulsory.
- **Minimum marks required to qualify for SEE: 50 out of 100**

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration.
2.	**Minimum marks required in SEE to pass:** Score should be $\geq$ 40%, however overall score of CIE + SEE should be $\geq$ 50%.
3.	Question paper contains 3 parts - A,B & C, wherein students have to answer any 5 out of 7 questions in part A, 5 out of 10 questions choosing 1 question from each unit in part B & 1 out of 2 questions in part C.

Rubrics:Levels	**Target**
1 (Low)	**60% of the students score Less than 50 % of the total marks.**
2 (Medium)	**60% of the students score 50 – 70 % of the total marks.**
3 (High)	**60% of the students score More than 70 % of the total marks.**

CO-PO Mapping (Planned)													**CO-PSO Mapping (Planned)**		
CO	**PO 1**	**PO 2**	**PO 3**	**PO 4**	**PO 5**	**PO 6**	**PO 7**	**PO 8**	**PO 9**	**PO 10**	**PO 11**	**PO 12**	**PSO 1**	**PSO 2**	**PSO 3**
1		**x**													**x**

2			**x**											**x**	
3			**x**												**x**
4		**x**												**x**	
5															
Tick mark the CO, PO and PSO mapping															

Sl No	Skill & competence enhanced after undergoing the course	Applicable Industry Sectors & domains	Job roles students can take up after undergoing the course
1	Design global HR practices	All MNCs	• Equality & Diversity Officer • Global Talent Manager • HR Manager in multinational organizations • HR Rewards, personnel, or recruitment manager • International HR Analyst • Management Consultant
2	Analyze and resolve the expatriate problems		
3	Provide cross-cultural training		

Name & Signature of Faculty members involved in designing the syllabus

Name & Signature of Faculty members verifying/approving the syllabus

Training and Development

Course Code	**20 MBAHR415**	**Course type**	**PE**	**Credits L-T-P**	**4 – 0 - 0**
Hours/week: L - T- P	**4 – 0 – 0**			**Total credits**	**4**
Total Contact Hours	**L = 52 Hrs; T = 0 Hrs; P = 0 Hrs Total = 52 Hrs**			**CIE Marks**	**100**
Flipped Classes content	**5 Hours**			**SEE Marks**	**100**

Course learning objectives	
1.	The objective of this course is to provide an in-depth understanding of various stages in a training process
2.	To understand the catalytic role of training and development in the effective functioning of an organization
3.	This will facilitate the students to learn some of the tools and techniques of the training process

Pre-requisites: The student should have basic knowledge about human resource management and training and development

Unit – I Introduction	**Contact Hours = 10 Hours**

Introduction to Employee Learning and Development: Meaning and Significance, The Forces Influencing Working and Learning, classification of learning capabilities, learning Theories, Pedagogy and Andragogy, The Learning Cycle. Training and Learning: Relationship, Work Environment, Characteristics influencing transfer of training, organizational environments encouraging transfer

Unit – II TNA	**Contact Hours = 8 Hours**

Training Needs Analysis Meaning and significance of training needs types of needs, components of needs, data collection, analysis, and interpretation. Training Design & Development: Meaning and significance of training design and development, principles of training design, design process, identifying the training objectives, determining structure, content, duration, method, and learning activities.

Unit – III Training Implementation	**Contact Hours = 10 Hours**

Training implementation: Meaning and significance of implementation, making or buying decisions, implementation process for making and buying decisions, Training Methods: Skills of the effective trainer, Presentation Methods, Hands-on Methods, Group Building Methods, Choosing Training methods. Technology-Based training methods, Outbound Training method.

Unit – IV - Training Evaluation	**Contact Hours = 12 Hours**

Training Evaluation: Meaning, Reasons for Evaluating Training, Evaluation Process, and Outcomes used in evaluation of training programs, Donald Kirkpatrick's Evaluation Model, Evaluation Designs, Data collection for training evaluation, Determining Return on investment in Training, Measuring Human Capital and Training Activity

Unit – V – Future of Training	**Contact Hours = 10 Hours**
Future of Training & Development: Use of New Technologies for Training Delivery and Instruction, Speed in Design, Focus on Content, and Use of Multiple Delivery Methods, Use of Just-In-Time Learning and Performance Support and Social Learning, Use of StakeholderFocused Learning, Training Partnerships, and Outsourcing Training, Implications of Future Trends for Trainers', Skills and Competencies	

Flipped Classroom Details

Unit No.	**I**	**II**	**III**	**IV**	**V**
No. for Flipped Classroom Sessions	**1**	**1**	**1**	**1**	**1**

Books	
	Text Books:
1.	Noe A Raymond, Employee Training & Development, McGraw Hill Publication, 2nd ed
2.	Dr. B. Janakiraman, Training & Development, Biztantra/Wiley Dreamtech, 2005.
3.	3. Dr. B. Janakiraman, Training & Development, Biztantra/Wiley Dreamtech, 2005.
	Reference Books:
1.	G Pandu Naik, Training & Development. Excel Books, 1st ed., 2009 2. Gupta B.L,
2.	Vrinda Publications, 1st ed., 2011.
3	Ratan Reddy, Effective HR Training Development Strategy, Himalaya Publishing House, 2005
	E-resourses (NPTEL/SWAYAM.. Any Other)- mention links
1.	https://www.coursera.org/learn/learning-knowledge-human-development#syllabus

Course delivery methods		**Assessment methods**	
1.	Chalk and Talk	1.	IA tests
2.	PPT and Videos	2.	Online Quizzes (Surprise and Scheduled)
3.	Flipped Classes	3.	Open Book Tests (OBT)
4.	Online classes	4.	Course Seminar
		5.	Semester End Examination

Course Outcome (COs)

At the end of the course, the student will be able to (Highlight the **action verb** representing the learning level.)

Learning Levels: Re - Remember; Un - Understand; Ap - Apply; An - Analysis; Ev - Evaluate; Cr - Create		Learning Level	PO(s)	PSO(s)
1.	Apply learning theories in designing effective training programs	3	3	2
2.	Make use of the training need analysis process to analyze the training needs of employees.	3	2	2
3.	Make use of appropriate training methods for effective delivery of training content during the training program	6	3	3
4.	Evaluate the effectiveness of training programs and calculate the RO	5	2	2
5.	Develop multiple career options by choosing appropriate training and development programs for enhancing their competencies.	6	2	3

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Project	Case & Workshop (5+5)	Quiz	Total Marks	Final marks
Marks	**25+25**	**10+10**	**10**	**10**	**10**	**100**	**100**

- ➢ **Writing two IA tests is compulsory.**
- ➢ **Minimum marks required to qualify for SEE: 50 out of 100**

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration.
2.	**Minimum marks required in SEE to pass:** Score should be $\geq$ 40%, however overall score of CIE + SEE should be $\geq$ 50%.
3.	Question paper contains 3 parts - A,B & C, wherein students have to answer any 5 out of 7 questions in part A, 5 out of 10 questions choosing 1 question from each unit in part B & 1 out of 2 questions in part C.

Rubrics:Levels	Target
1 (Low)	**60% of the students score Less than 50 % of the total marks.**
2 (Medium)	**60% of the students score 50 – 70 % of the total marks.**
3 (High)	**60% of the students score More than 70 % of the total marks.**

CO-PO Mapping (Planned)													CO-PSO Mapping (Planned)		
CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**	**PO12**	**PSO1**	**PSO2**	**PSO3**
1	**X**												**X**		
2		**X**	**X**											**X**	
3														**X**	
4		**X**												**X**	
5															**X**
Tick mark the CO, PO and PSO mapping															

Sl No	Skill & competence enhanced after undergoing the course	Applicable Industry Sectors & domains	Job roles students can take up after undergoing the course
1	Communication and Training Designing Skills	Telecom, Retail, Banking	Training and Development Specialist, Freelance Trainer
2	Organizing Skills	Education	Trainer, L & D Specialist

Name & Signature of Faculty members involved in designing the syllabus

Name & Signature of Faculty members verifying/approving the syllabus

Recruitment and Selection

Course Code	**22 MBAHR 416**	**Course type**	**PE**	**Credits L-T-P**	4 – 0 - 0
Hours/week: L - T- P	4 – 0 – 0			**Total credits**	4
Total Contact Hours	L = 52 Hrs; T = 0 Hrs; P = 0 Hrs Total = 52 Hrs			**CIE Marks**	100
Flipped Classes content	5 Hours			**SEE Marks**	100

Course learning objectives	
1.	To teach and appraise on the role of recruitment and selection in the organizations
2.	To appraise students on the importance of methods of recruitment and selection
3.	To provide information on changing trends in employee hiring
4.	To appraise students with regards to the influence of skill gap on recruitment and selection

Pre-requisites: Students should refresh recruitment and selection concepts studied in the second semester subject of human resource management

Unit – I Introduction	**Contact Hours = 10 Hours**

Strategic Human Resources Management, Human Resource Planning, Factors affecting HRP, Process of HRP. Employee Forecasting – Trend analysis, Ratio Analysis, Scatter Plot, Forecasting, Delphi Method, Manager Judgment, Supply forecasting. Barriers, requisites to successful HRP

Unit – II Job Analysis and Evaluation	**Contact Hours = 10 Hours**

Job Analysis: Introduction to Job Analysis. Competency approach to job analysis.
Job Description: Definition and Purpose of JD (Job Description). Key Components of a Job Description. Best Practices for Writing Job Descriptions. Examples of Job Descriptions. Meaning of Job Specification, and Job Enrichment, Job Enlargement.
Job Evaluation: Meaning & Importance of Job Evaluation.

Unit – III Recruitment Strategy	**Contact Hours = 12 Hours**

Recruitment Strategy: Sources of Recruitment, Internal and External Sources, Modern Techniques of Recruitment, HR Chatbots, Sources- Internet Based, Placement Agencies. Selection - Meaning, Essentials of Selection Procedure, Selection Hurdles, Selection Procedure - Application Blank; Employment Tests- Utility and Validity. Employment Interviews Principles and Techniques, Medical Tests, Reference Check, Appointment- Terms and conditions. Introduction to “de- jobbed world”.

Unit – IV Reference checking & Appointment orders	Contact Hours = 10 Hours
Reference checking & Appointment orders: Meaning, definition, and purpose. Verification of character, criminal antecedents, previous work behavior, and education qualifications. Verification of community certificates in public sector companies Meaning, definition, and purpose. Statutory requirements of appointment letter method of delivery and retrieving the acknowledgment copy. Medical Examination & acceptance of offer for joining.	

Unit – V – Induction Programme	Contact Hours = 10 Hours
Induction Programme –Steps, Contents of orientation programs. Strategic choices of orientation-formal or informal, individual or collective, serial or disjunctive Investiture or Dis-investiture, Requisites of effective program Problems of orientation. Analysis of the effectiveness of recruitment & selection system.	

Flipped Classroom Details

Unit No.	I	II	III	IV	V
No. for Flipped Classroom Sessions	2	2	2	2	2

Books	
	Text Books:
1.	Arthur Diane (2010).Recruiting, Interviewing, Selecting and Orienting New Employee, , JICO 5/e,
2.	K Ashwatappa, (2013). Human Resource Management – Text And Cases — Tata McGraw Hill 7/E
	Reference Books:
1.	Cynthia Fisher, James B. Shaw Lyle F Scheoenfeldt, (2013).Human Resource Management – Prentice India
2.	Gatewood, Field & Barrick, (2008), Human Resource Selection, India Edition, South Western, Cengage Learning
	E-resourses (NPTEL/SWAYAM.. Any Other)- mention links
1.	Edx – Essential Career Skills for Investment Banking and Finance https://www.edx.org/course/essential-career-skills-for-investment-banking-and-finance-2
2.	Edx- Introduction to Inclusive Talent Acquisition https://www.edx.org/course/introduction-inclusive-talent-acquisition-4

Course delivery methods		Assessment methods	
1.	Chalk and Talk	1.	IA tests
2.	PPT and Videos	2.	Online Quizzes (Surprise and Scheduled)
3.	Flipped Classes	3.	Open Book Tests (OBT)
4.	Online classes	4.	Course Seminar
		5.	Semester End Examination

Course Outcome (COs) At the end of the course, the student will be able to (Highlight the **action verb** representing the learning level.)				
Learning Levels: Re - Remember; Un - Understand; Ap - Apply; An - Analysis; Ev - Evaluate; Cr - Create		**Learning Level**	**PO(s)**	**PSO(s)**
1.	Students would be able to integrate models of recruitment and selection	L4	1,2,3,6,7	1,2,3
2.	Students would be able to select methods of recruitment and selection in the organization	L4	1,2,3,6,7	1,2,3
4.	Students would be able to judge between effective and ineffective methods of recruitment and selection	L4	1,2,3,4,7	1,2,3
5.	Students would be able to plan and evaluate the effectiveness of recruitment and selection in the organizations	L5	1,2,5,6	1
6	Design & develop a recruitment strategy	L6	1,2,3,4,6,7	1,2,3

Scheme of Continuous Internal Evaluation (CIE):

Components	**Addition of two IA tests**	**Addition of two assignments**	**Project**	**Case & Workshop (5+5)**	**Quiz**	**Total Marks**	**Final marks**
Marks	**25+25**	**10+10**	**10**	**10**	**10**	**100**	**100**

- **Writing two IA tests is compulsory.**
- **Minimum marks required to qualify for SEE: 50 out of 100**

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration.
2.	**Minimum marks required in SEE to pass:** Score should be $\geq$ 40%, however overall score of CIE + SEE should be $\geq$ 50%.
3.	Question paper contains 3 parts - A,B & C, wherein students have to answer any 5 out of 7 questions in part A, 5 out of 10 questions choosing 1 question from each unit in part B & 1 out of 2 questions in part C.

Rubrics:Levels	Target
1 (Low)	1 (Low) 60% of the students score Less than 50 % of the total marks.
2 (Medium)	60% of the students score 50 – 70 % of the total marks.
3 (High)	60% of the students score More than 70 % of the total marks.

CO-PO Mapping (Planned)													CO-PSO Mapping (Planned)		
CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
1	X	X	X			X	X						X	X	X
2	X	X	X	X	X								X	X	X
3	X	X	X	X			X						X	X	X
4	X	X			X	X	X							X	
5	X	X	X	X		X	X						X	X	X
Tick mark the CO, PO and PSO mapping															

Sl No	Skill & competence enhanced after undergoing the course	Applicable Industry Sectors & domains	Job roles students can take up after undergoing the course
1	Reading Skills, Testing Skills,	Telecom, Retail, Banking	Talent Management, Recruitment Specialist
2	Organizing Skills	All MNCs	Talent Acquisition Specialist

Name & Signature of Faculty members involved in designing the syllabus

Name & Signature of Faculty members verifying/approving the syllabus

Organization Development

Course Code	**22MBAHR417**	**Course type**	PE	**Credits L-T-P**	4 – 0 - 0
Hours/week: L - T- P	4 – 0 – 0			**Total credits**	4
Total Contact Hours	L = 52 Hrs; T = 0 Hrs; P = 0 Hrs Total = 52 Hrs			**CIE Marks**	100
Flipped Classes content	10 Hours			**SEE Marks**	100

Course learning objectives	
1.	To teach and appraise on role of organizational development in the organizations
2.	To understand the bases pertaining to foundations of Organizational Development
3.	To appraise students on importance of interventions of organizations development
4.	To acquaint the students with implications of Organizational Development

Pre-requisites : Students should refresh organizational behavioral concepts studied in the second semester

Unit – I	**Contact Hours = 10 Hours**
Introduction-Field of Organization Development and definitions, history of organization development. Values, assumptions and Beliefs in Organizational Development	

Unit – II	**Contact Hours = 12 Hours**
Foundations of Organization Development- Models and Theory of Planned Change, Systems Theory, Participation and Empowerment, Teams and Team work, normative re-educative Strategy, Applied Behavioral Science, Parallel Learning Structures, OD Process	

Unit – III	**Contact Hours = 10 Hours**
Interventions 1– Overview, Individual Interventions, Team and intergroup interventions and techniques, Third-Party Peacemaking Interventions, Organization Mirroring, Partnering	

Unit – IV	**Contact Hours = 10 Hours**
Intervention 2-Structural and Comprehensive Interventions and the Applicability of OD, Consultant-Client Relationships	

Unit – V	Contact Hours = 10 Hours
Implications of OD: System Ramifications, Power, Politics, and Organization Development, Research on Organization Development. The Future and Organization Development.	

Flipped Classroom Details

Unit No.	I	II	III	IV	V
No. for Flipped Classroom Sessions	2	2	2	2	2

Books	
	Text Books:
1.	Wendell L. French and Cecil H. Bell, Organization Development: Behavioral Science Interventions for Organization Improvement, 5th Edition, Pearson Publication, New Delhi
2.	Cummings, T. G. & Worley, C. G. (2009). Organization development and change (9th edition). Canada: South-Western Cengage Learning
	Reference Books:
1.	Newstrom, J. W., Organizational Behavior : Human Behavior at Work,12th Ed Mcgraw Hill Education.
2.	Nelson, P. K.Organizational Behavior, 7th Ed, South Western
	E-resourses (NPTEL/SWAYAM.. Any Other)- mention links
1.	https://nptel.ac.in/course.php
2.	

Course delivery methods		Assessment methods	
1.	Chalk and Talk	1.	IA tests
2.	PPT and Videos	2.	Online Quizzes (Surprise and Scheduled)
3.	Flipped Classes	3.	Open Book Tests (OBT)
4.	Online classes	4.	Course Seminar
		5.	Semester End Examination

Course Outcome (COs) At the end of the course, the student will be able to (Highlight the **action verb** representing the learning level.)			
Learning Levels: Re - Remember; Un - Understand; Ap - Apply; An - Analysis; Ev - Evaluate; Cr - Create	**Learning Level**	**PO(s)**	**PSO(s)**

1.	**Understand** the basics of Organizational Development and **Apply** the concepts for organization growth	Un/Ap	1	1
2.	Students would be able to **outline** models of organizational development	An	2	2
3.	Students would be able to **integrate** methods of organizational development through Interventions	An	3	2
4.	**Evaluate** strategies to enhance client consultant relationship	Ev	4,5	3
5.	**Analyze** and **Evaluate** implications of Organizational Development	An/Ev	6,7	3

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Project	Case & Workshop (5+5)	Quiz	Total Marks	Final marks
Marks	25+25	10+10	10	10	10	100	100

- Writing two IA tests is compulsory.
- **Minimum marks required to qualify for SEE: 50 out of 100**

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration.
2.	**Minimum marks required in SEE to pass:** Score should be $\geq$ 40%, however overall score of CIE + SEE should be $\geq$ 50%.
3.	Question paper contains 3 parts - A,B & C, wherein students have to answer any 5 out of 7 questions in part A, 5 out of 10 questions choosing 1 question from each unit in part B & 1 out of 2 questions in part C.

Rubrics:Levels	**Target**
1 (Low)	**60% of the students score Less than 50 % of the total marks.**
2 (Medium)	**60% of the students score 50 – 70 % of the total marks.**
3 (High)	**60% of the students score More than 70 % of the total marks.**

CO-PO Mapping (Planned)													**CO-PSO Mapping (Planned)**		
CO	**PO 1**	**PO 2**	**PO 3**	**PO 4**	**PO 5**	**PO 6**	**PO 7**	**PO 8**	**PO 9**	**PO 10**	**PO 11**	**PO 12**	**PSO1**	**PSO2**	**PSO3**
1			**x**	**x**	**x**		**x**						**x**		
2	**x**	**x**												**x**	
3	**x**		**x**			**x**								**x**	
4				**x**	**x**		**x**								**x**

5			**x**			**x**	**x**								**x**
Tick mark the CO, PO and PSO mapping															

Sl No	Skill & competence enhanced after undergoing the course	Applicable Industry Sectors & domains	Job roles students can take up after undergoing the course
1	**Change Management**	**All Sectors**	**HR specialists**
2	**Interventions of Organizational Development**	**All Sectors**	**OD Consultant, Learning & development Roles**

Name & Signature of Faculty members involved in designing the syllabus

Name & Signature of Faculty members verifying/approving the syllabus

HR Analytics

Course Code	**22MBAHR418**	**Course type**		**Credits L-T-P**	**4 – 0 - 0**
Hours/week: L - T- P	4 **– 0 – 0**			**Total credits**	**4**
Total Contact Hours	**L = 52 Hrs; T = 0 Hrs; P = 0 Hrs Total = 52 Hrs**			**CIE Marks**	**100**
Flipped Classes content	10 Hours			**SEE Marks**	**100**

Course learning objectives	
1.	To introduce the students to the world of HR analytics
2.	To enable the students start the journey of the HR functions and the need for HR Analytics in today's scenario
3.	To teach the statistical functions and applications for HR decision making
4.	To provide hands on experience of HR data analysis and understand the challenges involved
5	To assist the students in preparing dashboards, Pivot charts
Pre-requisites:	

Unit – I	**Contact Hours = 10 Hours**
HR decision making and HR analytics Introduction to HR Analytics: Evolution of HR Analytics, Tools of HR analytics, Importance and significance of HR analytics, Advantages and Challenges of HR Analytics,Importance of HR Analytics,Careers in analytics. Changing role of HR managers	

Unit – II	**Contact Hours = 10 Hours**
Data sources in HR Accounting in HR, HR decision-making and HR analytics, predictive HR analytics,HR Costs- (Historical, Opportunity & Replacement costs), HR Investments, Determining HR Value- (Lev and Schwartz Model, Flamholtz's 2.4. Stochastic Rewards Valuation Model)	

Unit – III	**Contact Hours = 12 Hours**
Introduction, Scales in Statistics- (Nominal, Ordinal, Interval and Ratio scales) Descriptive Statistics in HR Analytics- (Mean, Median, Mode, Variance and Standard Deviation, Frequency Distribution, Normal Distribution, Skewness and Kurtosis) (c) Inferential Statistics in HR Analytics: t-test- (one sample and independent samples), ANOVA- (One-Way and Two-Way), MANOVA- (One Way and Two-Way).	

Unit – IV -	**Contact Hours = 10 Hours**
Predictive analytics in HR , Introduction, Correlation, Regression- (Simple and Multiple Regression), Discriminant analysis, Factor analysis, Case Studies , Hands on exercises using real time data	

Unit – V	Contact Hours = 10 Hours
Data Visualization & Text Analysis , Introduction to charts, Dashboards, Power BI Text mining Case Studies in HR analytics, Preparing Pivot Charts and dashboards	

Flipped Classroom Details : Future Skills for Survival

Unit No.	I	II	III	IV	V
No. for Flipped Classroom Sessions	2	2	2	2	2

Books	
	Text Books:
1.	Shrivasta, A. (2020). *Human Resource Analytics*. Sybgen.
2.	Dipak Kumar Bhattacharyya, HR Analytics, Understanding Theories and Applications, Sage Publications, NewDelhi
	Reference Books:
1.	Human Capital Analytics- How to harness the potential of your organization's greatest asset. Wiley. Gene Pease, Boyce Byerly, Jac Fitz enz. 3. Robert Bacal (2012). Performance Management 2/E, McGraw-Hill Professio
2.	Human Capital Analytics- How to harness the potential of your organization's greatest asset. Wiley. Gene Pease, Boyce Byerly, Jac Fitz enz. 3. Robert Bacal (2012). Performance Management 2/E, McGraw-Hill Professio
	E-resourses (NPTEL/SWAYAM.. Any Other)- mention links
1. 2.	https://vcnow.in/IIML-hr-analytics-program-online/?utm_source=Google&utm_medium=search&utm_campaign=IIML+EPHRA+B0-4&utm_content=Respad-02-HRA-adg&utm_term=hr%20analytics%20course&utm_source=google&utm_medium=cpc&utm_campaign=&hsa_acc=6095289091&hsa_cam=13527446800&hsa_grp=123651984677&hsa_ad=654610766603&hsa_src=g&hsa_tgt=kwd-303740669745&hsa_kw=hr%20analytics%20course&hsa_mt=p&hsa_net=adwords&hsa_ver=3&gad=1&gclid=CjwKCAjwpJWoBhA8EiwAHZFzfu6VaI978wfkrsv-8BtT0VMtmc3obZ593dPlHL7MzauBUrwF3CD8uBoCxz8QAvD_BwE

Course delivery methods		Assessment methods	
1.	Chalk and Talk	1.	IA tests
2.	PPT and Videos	2.	Online Quizzes (Surprise and Scheduled)
3.	Flipped Classes	3.	Open Book Tests (OBT)
4.	Online classes	4.	Course Seminar
		5.	Semester End Examination

Course Outcome (COs)

At the end of the course, the student will be able to (Highlight the **action verb** representing the learning level.)

Learning Levels: Re - Remember; Un - Understand; Ap - Apply; An - Analysis; Ev - Evaluate; Cr - Create		Learning Level	PO(s)	PSO(s)
1.	Students would be able to outline models of HR Analytics	L1	1,2,3,6,7	1,2,3
2.	Students would be able to integrating methods of HR Analytics in the organization	L3	1,2,3,6,7	1,2,3
4.	Students would be able to judging between effective and ineffective HR Analytics	L4	1,2,3,4,7	1,2,3
5.	Students would be able to plan	L5	1,2,5,6	1
6	Design & develop dashboards for various HR functions and p	L6	1,2,3,4,6,7	1,2,3

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Project	Case & Workshop (5+5)	Quiz	Total Marks	Final marks
Marks	**25+25**	**10+10**	**10**	**10**	**10**	**100**	**100**

- **Writing two IA tests is compulsory.**
- **Minimum marks required to qualify for SEE: 50 out of 100**

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours' duration.
2.	**Minimum marks required in SEE to pass:** Score should be $\geq$ 40%, however overall score of CIE + SEE should be $\geq$ 50%.
3.	Question paper contains 3 parts - A,B & C, wherein students have to answer any 5 out of 7 questions in part A, 5 out of 10 questions choosing 1 question from each unit in part B & 1 out of 2 questions in part C.

Rubrics:Levels	Target
1 (Low)	**60% of the students score Less than 50 % of the total marks.**
2 (Medium)	**60% of the students score 50 – 70 % of the total marks.**
3 (High)	**60% of the students score More than 70 % of the total marks.**

CO-PO Mapping (Planned)													CO-PSO Mapping (Planned)		
CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**	**PO12**	**PSO1**	**PSO2**	**PSO3**
1	**X**	**X**	**X**			**X**	**X**						**X**	**X**	**X**
2	**X**	**X**	**X**	**X**	**X**								**X**	**X**	**X**
3	**X**	**X**	**X**	**X**			**X**						**X**	**X**	**X**
4	**X**	**X**			**X**	**X**	**X**							**X**	
5	**X**	**X**	**X**	**X**		**X**	**X**						**Xz**	**X**	**X**
Tick mark the CO, PO and PSO mapping															

Skill & competence enhanced after undergoing the course	**Applicable Industry Sectors & domains**	**Job roles students can take up after undergoing the course**
Analytical Skills	Telecom, e - Retail, Automotive	HR Analyst
Technical Skills	IT	Performance Analyst

Name & Signature of Faculty members involved in designing the syllabus

Name & Signature of Faculty members verifying/approving the syllabus

ED Specialization

Family Business and Entrepreneurship (Theory)

Course Code	20MBAED419	**Course type**	**PE**	**Credits L-T-P**	4 – 0 - 0
Hours/week: L - T- P	4 – 0 – 0			**Total credits**	4
Total Contact Hours	L = 52 Hrs; T = 0 Hrs; P = 0 Hrs Total = 52 Hrs			**CIE Marks**	100
Flipped Classes content	10 Hours			**SEE Marks**	100

Course learning objectives	
1.	To empower students with the understanding of Corporate Governance and Corporate Sustainability
2.	To sensitize students to the issues at various life cycle stages of the family business.
3.	To empower students to understand and handle family business issues.
4.	To assist family-owned businesses in understanding the changing dynamics of competition brought about by liberalization, privatization and globalization.

Pre-requisites : Students should have basic knowledge about entrepreneurship and management

Unit – I	**Contact Hours = 10 Hours**
Introduction to Family Business: Definition, What constitutes a family business? Succession and Continuity, Economic impact, What Makes it Unique - The Nature, Importance, and Uniqueness of Family Business - Special strengths - family business culture and values, Dilemmas and challenges for family businesses- Business challenges, Emotional issues, Leadership. The system theory perspective, Blurred System Boundaries, The Alternative to Blurred system boundaries: joint optimization, The agency theory perspective, The strategic perspective: competitive challenges faced by family businesses, Competitive advantage: the resource based view, The stewardship perspective. Dynamics of Family Business Governance, Corporate Governance and Social Responsibility.	

Unit – II	**Contact Hours = 10 Hours**
Family business dynamics: People, system and growing complexity: Family culture, organizational culture, and cultural blur in family firms, generational conflict and culture change, Family business people – Founders, Women in family businesses, Husband and wife teams, In-laws, Multifamily ownership, Non-family employees, Managing conflicts in family firms. Family business systems, ownership dimensions. Family business life cycles stages, Ownership transitions. The family's relationship with business: developing a strategic vision and building teamwork: Articulating values and shared vision, Family emotional intelligence,	

Family Communication: Family Meetings, The family employment policy, Ownership and family policy making, Guidelines for policy making,. Unifying plans, processes and structures - Designing family governance.

Unit – III	**Contact Hours = 10 Hours**
Professionalizing the boardroom: The role of balanced board of directors: Ownership of an Enterprise Built to Last, Shareholder priorities, Responsibilities of shareholders to the company, Effective governance of the shareholder-firm relationship, Information, communication, and education of shareholders, Family Business Governance - Advisory Boards and Boards of Directors, Recruitment and selection, Compensation and motivation, The rubber stamp board, Making the transition, Establishing a well-balanced board, Board composition, Organizing the board. Effective working boards -Relationship with the family. Two-tier boards. The impact of Sarbanes-Oxley on the family business and its board.	

Unit – IV	**Contact Hours = 12 Hours**
Cousin companies: Cousin companies: family governance in multigenerational family firms: Introduction, Evolution of family business ownership, Culture shock. Complexity in cousin companies - Family complexity, Ownership complexity. Responding to growing complexity - Ownership policies, Business policies, Family policies. Setting up a family governance process - Recording decisions- the family constitution. Structuring family governance - Family council, Boundaries between the board and the family council, The family assembly, The annual shareholders meeting, The family office, The top management team. Other governance entities, Roles and membership. Getting the structure working. Mergers and Acquisitions, Sickness and Turnaround Strategies. Innovation in Family Governance. Conflict Resolution and Mediation in Family Businesses	

Unit – V	**Contact Hours = 10 Hours**
Managing succession: The succession paradox, Resistance to succession planning - The founder, The family, Employee and environmental factors. Leading the transition. Succession planning process in family business. Transfer of Power and Building financial security and relinquishing control. Building financial security. Change and Adaptation. Entrepreneurship: Intergenerational growth in entrepreneurial families, Global opportunities, Positive-Sum dynamics through family and enterprise leadership, Family firm recourses for the future. Crisis Management.	

Flipped Classroom Details

Unit No.	**I**	**II**	**III**	**IV**	**V**
No. for Flipped Classroom Sessions	**2**	**2**	**2**	**2**	**2**

Books

	Text Books:
1.	The Ultimate Family Business Survival Guide by Priyanka Gupta Zielinski, Pan; 1st edition (26 April 2021)
2.	Family Business Management by Rajiv G Agarwal, SAGE Publications Pvt. Ltd; 1st edition (25 January 2022)
3.	Anilkumar, S. C. Poornima, Abraham, Jayashree (2010) Entrepreneurship Development- Newage international.
4.	Family business: The essentials by Peter Leach, Profile books Ltd. Family Business by Ernesto J. Poza
5.	Robert Hisrich and Michael Peters: Entrepreneurship, Tata McGraw Hill, 2002 Jack Kaplan: Patterns of Entrepreneurship, Wiley, 2004
	Reference Books:
1.	Perpetuating the Family Business: 50 Lessons Learned From Long Lasting, Successful Families in Business by J. Ward, Palgrave Macmillan; 1st ed. 2004
2.	Building a Successful Family Business Board: A Guide for Leaders, Directors, and Families by J. Pendergast, J. Ward, Stephanie Brun de Pontet, Palgrave Macmillan; 2011
3.	Entrepreneurs: Talent, Temperament, Technique 2nd Edition. By – Bolton, Bill and John, Thompson. Butterworth-Heinemann, MA. 2004. ISBN: 978-81-312- 1366-7
4.	Unleashing your Entrepreneurial Potential. By – Raghu Nanadan. Response Business Book from Sage, New Delhi.2009. ISBN: 978-81-7829-908-2 Peter Drucker: Innovation and Entrepreneurship – Practice and Principles, Affiliated East West Press, 1986
	E-resourses (NPTEL/SWAYAM.. Any Other)- mention links
1.	https://nptel.ac.in/course.php
2.	https://www.coursera.org/in

Course delivery methods		**Assessment methods**	
1.	Chalk and Talk	1.	IA tests
2.	PPT and Videos	2.	Online Quizzes (Surprise and Scheduled)
3.	Flipped Classes	3.	Open Book Tests (OBT)
4.	Online classes	4.	Course Seminar
		5.	Semester End Examination

Course Outcome (COs)

At the end of the course, the student will be able to (Highlight the **action verb** representing the learning level.)

Learning Levels: Re - Remember; Un - Understand; Ap - Apply; An - Analysis; Ev - Evaluate; Cr - Create		Learning Level	PO(s)	PSO(s)
1.	**Understand** operate as effective family business owner-manager.	2,4	1,2	1
2.	**Understand & Develop** themselves as successful Entrepreneurs	4	2	1
3.	**Understand** and use conceptual frameworks and best management practices	2,4	3	2
4.	**Evaluate** and emerge as socially responsible business persons.	4,5	4	2
5.	**Analyze, evaluate** and develop effective succession plans.	3,4,5	5,6	3

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Project	Case & Workshop (5+5)	Quiz	Total Marks	Final marks
Marks	25+25	10+10	10	10	10	100	100

- Writing two IA tests is compulsory.
- **Minimum marks required to qualify for SEE: 50 out of 100**

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration.
2.	**Minimum marks required in SEE to pass:** Score should be $\geq$ 40%, however overall score of CIE + SEE should be $\geq$ 50%.
3.	Question paper contains 3 parts - A,B & C, wherein students have to answer any 5 out of 7 questions in part A, 5 out of 10 questions choosing 1 question from each unit in part B & 1 out of 2 questions in part C.

Rubrics:Levels	**Target**
1 (Low)	**60% of the students score Less than 50 % of the total marks.**
2 (Medium)	**60% of the students score 50 – 70 % of the total marks.**
3 (High)	**60% of the students score More than 70 % of the total marks.**

CO-PO Mapping (Planned)													CO-PSO Mapping (Planned)		
CO	**PO 1**	**PO 2**	**PO 3**	**PO 4**	**PO 5**	**PO 6**	**PO 7**	**PO 8**	**PO 9**	**PO 10**	**PO 11**	**PO 12**	**PSO1**	**PSO2**	**PSO3**
1	2	-	3	2	3	-	3	-	3	2	3	-	2	-	3
2	-	2	3	-	3	3	2	2	3	-	3	3	3	3	3
3	3	2	-	-	3	2	2	2	-	-	3	2	2	3	-
4	-	2	3	3	2	-	3	2	3	3	2	-	-	2	2
5	2	3	-	2	-	3	2	3	-	2	-	3	3	-	3
Tick mark the CO, PO and PSO mapping															

Sl No	Skill & competence enhanced after undergoing the course	Applicable Industry Sectors & domains	Job roles students can take up after undergoing the course
1	Family Business Dynamics	All Industries	Business Development Exe
2	Succession Planning	All Industries	Management Trainee
3	Emotional Intelligence	IT & Service	Human Resource Exe
4	Leadership Skills	Service	Customer Service Exe
5	System Thinking	Manufacturing	Operations Exe

Name & Signature of Faculty members involved in designing the syllabus

Name & Signature of Faculty members verifying/approving the syllabus

Financing the Entrepreneurial Business

Course Code	22MB ED420	**Course type**	**PE**	**Credits L-T-P**	4 – 0 - 0
Hours/week: L - T- P	4 – 0 – 0			**Total credits**	4
Total Contact Hours	L = 52 Hrs; T = 0 Hrs; P = 0 Hrs Total = 52 Hrs			**CIE Marks**	100
Flipped Classes content	10 Hours			**SEE Marks**	100

Course learning objectives	
1.	To develop a thorough understanding of the concepts of Entrepreneurship.
2.	This course helps to identify the various sources of finance for Entrepreneurship development.
3.	This course presents various financial aspects involved in a start up venture
4.	The course presents various project appraisal techniques

Pre-requisites: The student should have basic knowledge about fundamentals of Financing options and the concepts of Entrepreneurship

Unit – I	**Contact Hours = 10 Hours**
Entrepreneurship: Introduction to entrepreneurship, evolution of the concept of entrepreneurship, entrepreneurship today. Types of entrepreneurs, Intrapreneurs entrepreneurial competencies	

Unit – II	**Contact Hours = 12 Hours**
Sources of Finance: Long term Financing, Debt and equity financing, internal and external fund, personal funds, family and friends, Commercial Banks, Types of bank loan, Bank lending decision and Government grants and Subsidies. Primary Market and Secondary Market.	

Unit – III	**Contact Hours = 10 Hours**
Venture Capital: The concept of Venture Capital, Nature of Venture capital, overview of venture capital industry, venture capital process. Locating the venture capitalists and approaching the venture capitalist.	

Unit – IV	**Contact Hours = 10 Hours**

Project Financing: The concept of Project Financing, Project evaluation and selection techniques: Payback period, Accounting rate of return, Net Present Value, Internal rate of return, benefit cost ratio and discounted payback period.

Unit – V	**Contact Hours = 10 Hours**
Project Cash flows: Elements of cash flow stream, Basic Principles of cash flow estimation, cash flow illustration and cash flow of replacement projects.	

Flipped Classroom Details

Unit No.	I	II	III	IV	V
No. for Flipped Classroom Sessions	2	2	2	2	2

Books	
	Text Books:
1.	Poornima Charantimath, Entrepreneurship and small business development. Pearson Publications (2005).
2.	Robert D. Hisrich, Michael Peters and Dean, A Shepherd Entrepreneurship, 6th edition, McGrawHill Publications (2010)
3.	Anilkumar, S. C. Poornima, Abraham, Jayashree Entrepreneurship Development. New age international (2011)
4.	Mahendra Ramasinghani, The business of venture capital, Wiley (2012)
	Reference Books:
1.	Raghu Nanadan, Unleashing your Entrepreneurial Potential, Sage, New Delhi (2009)
2.	Peter Drucker, Innovation and Entrepreneurship – Practice and Principles, East West Press (2010)
1.	**E-resourses (NPTEL/SWAYAM.. Any Other)** 1. Personal Finance, Part 1: Investing in Yourself, https://www.edx.org/course/personal-financepart-1-investing-wellesleyx-pfinan101x-0

Course delivery methods		Assessment methods	
1.	Chalk and Talk	1.	IA tests
2.	PPT and Videos	2.	Online Quizzes (Surprise and Scheduled)
3.	Flipped Classes	3.	Open Book Tests (OBT)
4.	Online classes	4.	Course Seminar
		5.	Semester End Examination

Course Outcome (COs) At the end of the course, the student will be able to				
Learning Levels: Re - Remember; Un - Understand; Ap - Apply; An - Analysis; Ev - Evaluate; Cr - Create		**Learning Level**	**PO(s)**	**PSO(s)**
1.	Identify the importance of entrepreneurship	3	2,5	1
2.	Analyze various sources of finance	4	1,3,6	2
3.	Analyze the mechanism and functions of venture capital firm	4	2,4	2
4.	Evaluate various projects for profitability	5	2,4	3,2
5.	Estimate the cash flows of the firm	5	2,4,6	2

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Project	Case & Workshop (5+5)	Quiz	Total Marks	Final marks
Marks	25+25	10+10	10	10	10	100	100

- Writing two IA tests is compulsory.
- **Minimum marks required to qualify for SEE: 50 out of 100**

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration. It will be reduced to 50 marks for the calculation of SGPA and CGPA.
2.	**Minimum marks required in SEE to pass: 40 marks**
3.	Question paper contains four parts. Part A contains three marks questions students have to answer five out of seven questions. Part B contains seven marks questions, students have to answer five questions out of seven questions. Part C contains ten marks questions, students have to answer three questions out of four questions. Part D contains twenty marks, this is compulsory to answer for all student

1 (Low)	**60% of the students score Less than 50 % of the total marks.**
2 (Medium)	**60% of the students score 50 – 70 % of the total marks.**
3 (High)	**60% of the students score More than 70 % of the total marks.**
Rubrics:Levels	**Target**

CO-PSO Mapping (Planned)										
CO	**PO 1**	**PO 2**	**PO 3**	**PO 4**	**PO 5**	**PO 6**	**PO 7**	**PSO 1**	**PSO 2**	**PSO 3**
1		**3**						**3**		
2	**2**		**2**					**3**		
3		**3**		**3**					**3**	
4		**1**		**1**					**2**	**2**
5		**2**		**1**				**3**		

Sl No	Skill & competence enhanced after undergoing the course	Applicable Industry Sectors & domains	Job roles students can take up after undergoing the course
1	Preparing a Business Model	All Industries	Managing Director, Entrepreneur
2	Preparing Financial Statements	All Industries	CFO, Entrepreneur
3	Business Analysis	All Industries	Entrepreneur, Business Analyst
4	Analyzing Venture Capital	All Industries	Venture Capatalist

Name & Signature of Faculty members involved in designing the syllabus

Name & Signature of Faculty members verifying/approving the syllabus

Startup Management

Course Code	**22MBAED421**	**Course type**	PE	**Credits L-T-P**	4 – 0 - 0
Hours/week: L - T- P	4– 0 – 0			**Total credits**	4
Total Contact Hours	L = 52 Hrs; T = 0 Hrs; P = 0 Hrs Total = 52 Hrs			**CIE Marks**	100
Flipped Classes content	10 Hours			**SEE Marks**	100

Course learning objectives	
1.	To understand the fundamental concepts and principles of start-up management.
2.	To develop knowledge and skills necessary for successful start-up creation, growth, and sustainability.
3.	To analyze the challenges and opportunities associated with start-up ventures.
4.	To foster an entrepreneurial mindset and cultivate an innovation-driven culture.
5	To enhance critical thinking, problem-solving, and decision-making abilities in the context of start-up management.

Pre-requisites : Students should have basic knowledge about entrepreneurship and management

Unit – I	**Contact Hours =4 Hours**
Introduction to Entrepreneurship and Startups: Entrepreneurship meaning, Characteristics of successful entrepreneurs, Types of startups and their goals, The startup ecosystem	

Unit – II	**Contact Hours = 12 Hours**
Ideation and Opportunity Assessment: Generating business ideas, identifying market opportunities, conducting market research, Assessing the feasibility of a startup idea **Business Planning and Strategy:** Developing a business plan, setting clear business objectives and goals, creating a mission and vision statement, crafting a unique value proposition	

Unit – III	**Contact Hours = 12 Hours**
Legal and Regulatory Consideration: Choosing the right legal structure (e.g., LLC, Corporation) Intellectual property and patents, Contracts and agreements, Compliance and permits **Funding Your Startup:** Bootstrapping vs. external funding, Angel investors and venture capital, Crowdfunding and alternative financing options, Pitching to investors	

Unit – IV	Contact Hours = 12 Hours
Operations and Resource Management: Setting up operational processes, Supply chain management, hiring and building a team, managing finances and cash flow **Growth strategies** Scaling your startup, international expansion, strategic partnerships and alliances, innovation and adaptation	

Unit – V	Contact Hours = 12 Hours
Exit Strategies and Succession Planning: Exit options (e.g., acquisition, IPO, liquidation), Preparing for an exit, Succession planning for long-term sustainability	

Flipped Classroom Details

Unit No.	I	II	III	IV	V
No. for Flipped Classroom Sessions	2	2	2	2	2

Books	
	Text Books:
1	Vasant Desai, The Dynamics of Entrepreneurial Development & Management.
2	Himalaya Publishing House, Delhi (2005)
3	Longenecker, Moore, Petty and Palich, Managing Small Business, Cengage Learning,
4	Poornima Charantimath, Entrepreneurship Development: Small Business Enterprises, Pearson Publication (2012)
	Reference books
1	K Ramchandran, Entrepreneurship –Indian Cases on Change Agents, McGraw-Hill
2	Satish Taneja, S.L.Gupta, Entrepreneurship Development New Venture Creation – Galgotia Publishing (2011)
3	Easterby-Smith, M., Jaspersen, L. J., Thorpe, R., & Valizade, D. (2021). Management and business research. Sage.
	E-resourses (NPTEL/SWAYAM.. Any Other)- mention links
1	https://www.youtube.com/watch?v=9BXq3gcLSMs&list=PLLy_2iUCG87CUSdZ0z0ihunS1QSrNqXFN
2	https://www.youtube.com/watch?v=NlHSxtRUyJ0

Course delivery methods		Assessment methods	
1.	Chalk and Talk	1.	IA tests
2.	PPT and Videos	2.	Online Quizzes (Surprise and Scheduled)
3.	Flipped Classes	3.	Open Book Tests (OBT)
4.	Online classes	4.	Course Seminar
		5.	Semester End Examination

Course Outcome (COs) At the end of the course, the student will be able to (Highlight the **action verb** representing the learning level.)				
Learning Levels: Re - Remember; Un - Understand; Ap - Apply; An - Analysis; Ev - Evaluate; Cr - Create		**Learning Level**	**PO(s)**	**PSO(s)**
1.	Identify the Business Trends: Cultivating a business in diverse, global environment	3	1,2,3, 5	1,2,3
2.	Able to evaluate and create Business Ownership: Starting a Business	5	1,2,3, 4,6,	1,2,3
3.	Create a growth plan for a business applying relevant business strategies that are competitive in the global marketplace	5	1,2,3, 4,5,6,	1,2,3
4.	Evaluate the role of growth to long term business success	5	1	1
5.	Identify proper processes to control and manage growth	3	2,3,4, 5,6	1,2,3

Scheme of Continuous Internal Evaluation (CIE):

Components	**Addition of two IA tests**	**Addition of two assignments**	**Project**	**Case & Workshop (5+5)**	**Quiz**	**Total Marks**	**Final marks**
Marks	**25+25**	**10+10**	**10**	**10**	**10**	**100**	**100**

- **Writing two IA tests is compulsory.**
- **Minimum marks required to qualify for SEE: 50 out of 100**

Scheme of Semester End Examination (SEE):	
1	It will be conducted for 100 marks of 3 hours duration.
2.	**Minimum marks required in SEE to pass:** Score should be $\geq$ 40%, however overall score of CIE + SEE should be $\geq$ 50%.
3.	Question paper contains 3 parts - A,B & C, wherein students have to answer any 5 out of 7 questions in part A, 5 out of 10 questions choosing 1 question from each unit in part B & 1 out of 2 questions in part C.

Rubrics:Levels	Target
1 (Low)	60% of the students score Less than 50 % of the total marks.
2 (Medium)	60% of the students score 50 – 70 % of the total marks.
3 (High)	60% of the students score More than 70 % of the total marks.

CO-PO Mapping (Planned)													CO-PSO Mapping (Planned)		
CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PSO1	PSO2	PSO3
1	x	x		x							x		x	x	x
2	x	-	x	-	x	x	x						x	x	x
3			x	-	x	x	x						x	x	-
4	-	x	x	x	x	-	x						-	x	x
5	x	x	-	x	x	x	x						x	x	x
Tick mark the CO, PO and PSO mapping															

Sl No	Skill & competence enhanced after undergoing the course	Applicable Industry Sectors & domains	Job roles students can take up after undergoing the course
1	Business Planning	Applicable to all industries	Business Head
2	Entrepreneurial Mindset	Applicable to all industries	Managing director, entrepreneur
3	Market Analysis	Applicable to all industries	Marketing head, Chief operating officer
4	Legal and Regulatory Knowledge	Applicable to all industries	Consultants for start ups
5	Customer-Centric Approach	Applicable to all industries	Customer service executives

Name & Signature of Faculty members involved in designing the syllabus

Name & Signature of Faculty members verifying/approving the syllabus

Database Management System

Course Code	22MBAITBA422	Course type	PE	Credits L-T-P	3 - 0 - 1
Hours/week: L - T- P	3 - 0 - 2			Total credits	4
Total Contact Hours	L = 40 Hrs; T = 0 Hrs; P = 20 Hrs Total = 60 Hrs			CIE Marks	100
Flipped Classes content	10 Hours			SEE Marks	100

Course learning objectives	
1.	Apply DBMS concepts to design and optimize relational databases for practical business solutions.
2.	Demonstrate expertise in SQL, data modeling, and security measures to manage database systems effectively.
3.	Analyze and address database performance challenges through query optimization and indexing strategies.
4.	Evaluate and implement contemporary trends in database management, such as NoSQL and cloud-based solutions.
5.	Design secure, scalable, and efficient database systems, adhering to regulatory compliance and best practices.

Required Knowledge of : Proficiency in basic computer science principles, including data structures, programming, and introductory database concepts

Unit – I	Contact Hours = 8 Hours

Introduction; Database-Meaning an example; Characteristics of Database approach; Actors on the

screen; Workers behind the scenes; Advantages of using DBMS approach; when not to use a DBMS Manual vs. Software Database Management

Unit – II	Contact Hours = 8 Hours

Data models, schemas, and instances; Three-schema architecture and data independence; Database languages and interfaces; The database system environment; Centralized and client-server architectures;

Classification of Database Management systems.

Unit – III	Contact Hours = 8 Hours
Using High-Level Conceptual Data Models for Database Design; An Example Database Application; Entity Types, Entity Sets, Attributes and Keys; Relationship types, Weak Entity Types; ER Diagrams, Naming Conventions and Design Issues.	
Unit – IV	**Contact Hours = 8 Hours**
Unary Relational Operations: SELECT and PROJECT; Relational Algebra Operations from Set Theory; Binary Relational Operations: JOIN and DIVISION; SQL Data Definition and Data Types; Specifying basic constraints in SQL; Basic queries in SQL-Insert, Delete and Update statements in SQL	
Unit – V	**Contact Hours = 8 Hours**
Database Security, User management, Role-based access control, SQL injection and security best practices, Discretionary Access Control (DAC), Mandatory Access Control (MAC), Role-Based Access Control (RBAC), Data encryption techniques (e.g., transparent data encryption), Data masking and tokenization for privacy	

Flipped Classroom Details

Unit No.	I	II	III	IV	V
No. for Flipped Classroom Sessions	**2**	**2**	**2**	**2**	**2**

List of Experiments

Unit No.	No. of Experiments	Topic(s) related to Experiment
1	**2**	Install and set up a popular DBMS software (e.g., MySQL, PostgreSQL). Create a simple database and perform basic CRUD (Create, Read, Update, Delete) operations.
2	**2**	Design a database schema for a specific scenario or application (e.g., a library system or e-commerce website). Create entity-relationship diagrams (ERDs) for the designed schemas using software like Lucidchart or draw.io.

3	**3**	Write SQL queries to perform SELECT, PROJECT, JOIN, and other relational algebra operations on sample datasets. Practice writing SQL queries to insert, delete, and update data in the database.
4	**2**	Set up a client-server database system with a central database server and multiple client applications. Demonstrate data access and communication between clients and the central server.
5	**3**	Configure user accounts and roles in the DBMS. Implement access control by granting and revoking permissions for different users. Perform SQL injection attacks on a test system and learn how to prevent them.

Unit No.	**Self-Study Topics**
1	Advanced SQL Queries
2	Database Design Patterns
3	Database Performance Tuning
4	Distributed Databases
5	Database Security

Books	
	Text Books:
1.	Elmasri and Navathe: Fundamentals of Database Systems, 5th Edition, Pearson Education
2.	Raghu Ramakrishnan and Johannes Gehrke: Database Management Systems, 3rd Edition, McGraw-Hill
3.	C.J. Date, A. Kannan, S. Swamynatham: A Introduction to Database Systems, 8th Edition, Pearson education
4.	Silberschatz, Korth and Sudharshan: Data base System Concepts, 5th Edition, Mc-GrawHill
	Reference Books:
1.	Comeau, A. (2015). MySQL Explained: Your Step-by-Step Guide. Addison-Wesley
2.	Schwartz, B., Zaitsev, P., & Tkachenko, V. (2012). High Performance MySQL: Optimization, Backups, and Replication. O'Reilly Media.
	E-resourses (NPTEL/SWAYAM.. Any Other)- mention links

Course delivery methods		Assessment methods	
1.	Chalk and Talk	1.	IA tests
2.	PPT and Videos	2.	Open Book Assignments (OBA)/ Lab Project
3.	Flipped Classes	3.	Lab Test
4.	Practice session/Demonstrations in Labs	4.	Semester End Examination
5.	Virtual Labs (if present)		

Course Outcome (COs)

Learning Levels:

Re - Remember; Un - Understand; Ap - Apply; An - Analysis; Ev - Evaluate; Cr - Create

At the end of the course, the student will be able to		Learning Level	PO(s)	PSO(s)
1.	Students will demonstrate a strong command of database management, including design, implementation, and query execution.	3	1,2	2
2.	Learners will develop skills to ensure database security, including user management, access control, and vulnerability prevention.	3	3,4	1
3.	Students will proficiently design data models, construct ER diagrams, and translate them into functional database schemas.	5	1,2	3
4.	Students will be capable of optimizing database queries, implementing indexing strategies, and addressing performance bottlenecks.	4	3,4	2
5.	Graduates will be well-versed in emerging trends like NoSQL, distributed databases, and database-as-a-service solutions.	2	1,2	2

Scheme of Continuous Internal Evaluation (CIE):

For integrated courses, a lab test also will be conducted at the end of the semester. The lab test **(COMPULSORY)** will be part of the CIE. **No SEE for Lab**.

THEORY (60 marks)			**LAB (40 marks)**		Total
IA test 1	IA test 2	Assignment (OA/Lab Project/ Industry assignment/Course Project)	Conduction	Lab test	
25 marks	25 marks	10 marks	15 marks	25 marks	100 marks

IA Test:

1. No objective part in IA question paper
2. All questions descriptive

Conduct of Lab:

1. Conducting the experiment and journal: 5 marks
2. Calculations, results, graph, conclusion and Outcome: 5 marks
3. Viva voce: 5 marks

Lab test: (Batchwise with 15 students/batch)

1. Test will be conducted at the end of the semester
2. Timetable, Batch details and examiners will be declared by Exam section
3. Conducting the experiment and writing report: 5 marks
4. Calculations, results, graph and conclusion: 10 marks
5. Viva voce: 10 marks

Eligibility for SEE:

1. 50% and above (30 marks and above) in theory component
2. 50% and above (20 marks and above) in lab component
3. **Lab test is COMPULSORY**
4. Not eligible in any one of the two components will make the student **Not Eligible** for SEE

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration.
2.	**Minimum marks required in SEE to pass:** Score should be ≥ 40% &, however overall score of CIE+SEE should be ≥ 50%.
3.	Question paper contains three parts **A,B and C**. Students have to answer 1. From Part A answer any 5 questions each Question Carries 6 Marks. 2. From Part B answer any one full question from each unit and each Question Carries 10 Marks. 3. From Part C answer any one full question and each Question Carries 20 Marks.

Rubrics:

Levels	Target
1 (Low)	**50 % of the total marks is scored by 60% of the students.**
2 (Medium)	**50% of the students score 50 – 70 % of the total marks.**
3 (High)	**50% of the students score More than 70 % of the total marks.**

CO-PO Mapping (planned)													CO-PSO Mapping (planned)		
CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**	**PO12**	**PSO1**	**PSO2**	**PSO3**
1	**X**	**X**												**X**	
2			**X**	**X**									**X**		
3	**X**	**X**													**X**
4			**X**	**X**										**X**	
5	**X**	**X**												**X**	
Tick mark the CO, PO and PSO mapping															

Sl No	Skill & competence enhanced after undergoing the course	Applicable Industry Sectors & domains	Job roles students can take up after undergoing the course
1	Database Design and Implementation	IT, Software Development, Finance, Healthcare	Database Administrator, Data Analyst, Software Developer

2	Database Security and Access Control	Finance, Healthcare, Government, E-commerce	Security Analyst, Database Administrator, Compliance Officer
3	Data Modeling and ER Diagrams	IT, E-commerce, Education	Data Modeler, Database Designer, Business Analyst
4	Query Optimization and Performance Tuning	IT, E-commerce, Data-Intensive Industries	Performance Tuning Specialist, Database Developer, Data Engineer
5	Exploration of Contemporary Database Technologies	IT, Cloud Computing, Data Science	Database Engineer, Cloud Database Specialist, Data Scientist

Name & Signature of Faculty members involved in designing the syllabus

Name & Signature of Faculty members verifying/approving the syllabus

Social Media Web and Text Analysis

Course Code	22MBAITBA423	Course type	PE	Credits L-T-P	3 - 0 - 1
Hours/week: L - T- P	3 - 0 - 2			Total credits	4
Total Contact Hours	L = 40 Hrs; T = 0 Hrs; P = 20 Hrs Total = 60 Hrs			CIE Marks	100
Flipped Classes content	10 Hours			SEE Marks	100

Course learning objectives	
1.	Apply text mining, classification, and clustering techniques effectively in practical scenarios.
2.	Utilize social media analytics tools for marketing and business decision-making.
3.	Conduct sentiment analysis and influencer analytics to inform marketing strategies.
4.	Develop strategic approaches to enhance brand engagement and viral marketing on social media.
5.	Optimize business decisions by extracting actionable insights from social media data.

Required Knowledge of: Basic understanding of data analysis and familiarity with social media platforms and their usage. Proficiency in Python is advantageous.

Unit – I	Contact Hours = 8 Hours
Introduction to Social Media: What is social media? History of social media marketing, Importance of social media marketing, SMO strategy for business, SMO concepts, Business, profile creation, brand awareness, social engagement, viral marketing	

Unit – II	Contact Hours = 8 Hours
Social Media Analytics: Tools for social media analytics, Productivity measures, traffic and volume measures, Audience analysis, performance metrics, competitive analytics, paid customer media analytics, Influencer analytics, sentimental analysis, mobile analytics	

Unit – III	Contact Hours = 8 Hours
Data Collection Methods for Text Analysis, Ethical Considerations in Data Collection, Handling Noisy Data and Missing Values, Hands-on Data Collection, Hands-on Data Preprocessing, Text Mining and Its Applications, Exploratory Data Analysis for Text Data, Text Classification Algorithms, Text Clustering Methods, Sentiment Analysis with Python, Text Classification and Clustering in Practice, Introduction to APIs for Social Media Data, Accessing Twitter Data through API, Gathering YouTube Data and Other Platforms, Text Summarization Techniques-Keyword Extraction Methods, Customer Sentiment Analysis	

Unit – IV	Contact Hours = 8 Hours
Facebook Marketing analytics: How to create a fan page, Facebook profiles, Facebook Pages, Facebook groups, Facebook communities, Adverts, creating campaigns, Facebook Apps, likes, page views, reach, posts, people, virality, and check-ins, Twitter Marketing Analytics: Create Twitter account for business, Hashtag, increase Twitter followers, Sponsored tweets, Twitter account promotion, Twitter API, Twitter automation tools, impressions, engagement, LinkedIn Marketing Analytics: History of LinkedIn, Premium account, ad campaign on LinkedIn, updates, reach, engagements, types of followers, follower demographics, follower trends, page views, career page clicks, unique visitors Video Marketing Analytics: Ranking factors of Video, Increasing video views, Promoting your videos, YouTube creator academy, YouTube analytics, Reach, Audience, Revenue, and video engagement	
Unit – V	**Contact Hours = 8 Hours**
Text Analysis for Market Research, Political Discourse Analysis, Predictive Modeling in Politics, Recommender Systems and Content-Based Filtering	

Flipped Classroom Details

Unit No.	I	II	III	IV	V
No. for Flipped Classroom Sessions	**2**	**2**	**2**	**2**	**2**

List of Experiments

Unit No.	No. of Experiments	Topic(s) related to the Experiment
1	**3**	Experiment 1: Creating and Managing Social Media Profiles (e.g., Facebook, Twitter, LinkedIn) Experiment 2: Analyzing Viral Marketing Campaigns Experiment 3: Exploring Social Engagement Metrics
2	**3**	Experiment 4: Data Collection Using Social Media Analytics Tools Experiment 5: Audience Analysis and Segmentation Experiment 6: Sentiment Analysis of Social Media Posts

3	**3**	Experiment 7: Web Scraping for Social Media Data & Handling Noisy Data and Missing Values Experiment 8: Text Data Preprocessing and Cleaning Experiment 9: Text Classification and Clustering
4	**4**	Experiment 10: Facebook Marketing Analytics and Campaign Analysis Experiment 11: Twitter Analytics and Influencer Identification Experiment 12: LinkedIn Analytics and B2B Marketing Insights Experiment 13: YouTube Video Analytics and Optimization
5	**2**	Experiment 14: Text Summarization and Keyword Extraction Experiment 15: Political Discourse Analysis and Prediction

Unit No.	**Self-Study Topics**
1	**Social Media Listening Tools**
2	**Text Analysis APIs**
3	**Advanced Text Analysis Techniques**
4	**Web Scraping with Python**
5	**Social Media Data Privacy and Ethics**

Books

	Text Books:
1.	Sponder, M. (2011). Social Media Analytics: Effective Tools for Building, Interpreting, and Using Metrics. United Kingdom: McGraw-Hill Education.
2.	Gonçalves, A. (2017). Social Media Analytics Strategy: Using Data to Optimize Business Performance. United States: Apress.
3.	Ganis, M., Kohirkar, A. (2015). Social Media Analytics: Techniques and Insights for Extracting Business Value Out of Social Media. United Kingdom: Pearson Education.
4.	Krishnan, K., Rogers, S. P. (2014). Social Data Analytics: Collaboration for the Enterprise. Netherlands: Elsevier Science.
5.	Big Data and Social Media Analytics: Trending Applications. (2021). Springer International Publishing.
	Reference Books:
1.	Boykin, P. O., Chalkiopoulos, A., Polatkan, G., Szabo, G. (2018). Social Media Data Mining and Analytics. United States: Wiley.

	E-resourses (NPTEL/SWAYAM.. Any Other)- mention links
1.	Social Networks- https://onlinecourses.nptel.ac.in/noc20_cs78/preview
2.	Marketing Analytics: https://nptel.ac.in/courses/110/105/110105142/

course delivery methods		Assessment methods	
1.	Chalk and Talk	1.	IA tests
2.	PPT and Videos	2.	Open Book Assignments (OBA)/ Lab Project
3.	Flipped Classes	3.	Lab Test
4.	Practice session/Demonstrations in Labs	4.	Semester End Examination
5.	Virtual Labs (if present)		

Course Outcome (COs)

Learning Levels:

Re - Remember; Un - Understand; Ap - Apply; An - Analysis; Ev - Evaluate; Cr - Create

At the end of the course, the student will be able to		Learning Level	PO(s)	PSO(s)
1.	Apply tools and metrics to extract valuable insights from social media datasets.	3	1,2	1
2.	Utilize NLP techniques for sentiment analysis, text classification, and clustering in practical scenarios.	3	3,4	1
3.	Adhere to ethical guidelines when collecting and using social media data for analysis.	3	5,6	3
4.	Create marketing strategies tailored to Facebook, Twitter, LinkedIn, and video platforms' analytics.	4	2,3	2
5.	Use text analysis skills to make data-driven decisions in market research, politics, and recommendations.	4	2,6	2

Scheme of Continuous Internal Evaluation (CIE):

For integrated courses, a lab test also will be conducted at the end of the semester. The lab test **(COMPULSORY)** will be part of the CIE. **No SEE for Lab**.

THEORY (60 marks)			LAB (40 marks)		Total
IA test 1	IA test 2	Assignment (OA/Lab Project/ Industry assignment/Course Project)	Conduction	Lab test	
25 marks	25 marks	10 marks	15 marks	25 marks	100 marks

IA Test:

1. No objective part in IA question paper

2. All questions descriptive

Conduct of Lab:

1. Conducting the experiment and journal: 5 marks

2. Calculations, results, graph, conclusion and Outcome: 5 marks

3. Viva voce: 5 marks

Lab test: (Batchwise with 15 students/batch)

1. Test will be conducted at the end of the semester

2. Timetable, Batch details and examiners will be declared by Exam section

3. Conducting the experiment and writing a report: 5 marks

4. Calculations, results, graph and conclusion: 10 marks

5. Viva voce: 10 marks

Eligibility for SEE:

1. 50% and above (30 marks and above) in theory component

2. 50% and above (20 marks and above) in lab component

3. Lab test is COMPULSORY

4. Not eligible in any one of the two components will make the student **Not Eligible** for SEE

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration.
2.	**Minimum marks required in SEE to pass:** Score should be ≥ 40% &, however overall score of CIE+SEE should be ≥ 50%.
3.	Question paper contains three parts **A,B and C**. Students have to answer 1. From Part A answer any 5 questions each Question Carries 6 Marks. 2. From Part B answer any one full question from each unit and each Question Carries 10 Marks. 3. From Part C answer any one full question and each Question Carries 20 Marks.

Rubrics:

Levels	Target
1 (Low)	**50 % of the total marks is scored by 60% of the students. (% can be varied)**
2 (Medium)	50% of the students score 50 – 70 % of the total marks.
3 (High)	50% of the students score More than 70 % of the total marks.

CO-PO Mapping (planned)													**CO-PSO Mapping (planned)**		
CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**	**PO12**	**PSO1**	**PSO2**	**PSO3**
1	**X**	**X**											**X**		
2			**X**	**X**									**X**		
3					**X**	**X**									**X**
4		**X**	**X**											**X**	
5		**X**				**X**								**X**	
Tick mark the CO, PO, and PSO mapping															

Sl No	**Skill & competence enhanced after undergoing the course**	**Applicable Industry Sectors & domains**	**Job roles students can take up after undergoing the course**
1	Social Media Data Analysis	Marketing, Advertising, E-commerce	Social Media Analyst, Digital Marketing Specialist
2	Text Mining and NLP	Data Analytics, Market Research	Data Analyst, Market Researcher
3	Ethics in Data Collection	Data Governance, Compliance	Data Compliance Officer, Data Ethicist
4	Social Media Marketing	Digital Marketing, Brand Management	Social Media Manager, Brand Strategist
5	Advanced Text Analysis	Business Intelligence, Politics	Business Analyst, Political Analyst

Name & Signature of Faculty members involved in designing the syllabus

Name & Signature of Faculty members verifying/approving the syllabus

Block Chain Management

Course Code	22MBAITBA424	Course type	PE	Credits L-T-P	4 – 0 - 0
Hours/week: L - T- P	4 – 0 – 0			Total credits	4
Total Contact Hours	L = 52 Hrs; T = 0 Hrs; P = 0 Hrs Total = 52 Hrs			CIE Marks	100
Flipped Classes content	10 Hours			SEE Marks	100

Course learning objectives	
1.	Understand blockchain fundamentals, including decentralization, cryptography, and consensus mechanisms.
2.	Develop and deploy smart contracts on blockchain platforms.
3.	Analyze real-world blockchain applications in various industries.
4.	Manage and optimize blockchain networks for efficiency and security.
5.	Evaluate legal, ethical, and regulatory aspects of blockchain technology.

Pre-requisites: Basic understanding of computer science, programming concepts, and familiarity with cryptographic principles and data structures.

Unit – I	**Contact Hours = 10 Hours**

Introduction and Overview, History and Evolution of Blockchain, Blockchain Basics: Blocks, Chains, and Decentralization, Cryptography in Blockchain, Consensus Mechanisms, Public vs. Private Blockchains, Smart Contracts and DApps, Blockchain Use Cases in Finance, Blockchain Use Cases in Supply Chain, Blockchain Use Cases in Healthcare

Unit – II	**Contact Hours = 10 Hours**

Ethereum and Smart Contracts, Hyperledger Fabric, Corda and R3, Other Blockchain Platforms, Setting Up a Development Environment, Developing Smart Contracts, Blockchain Development Tools, Testing and Deployment, Interoperability and Integration, Security in Blockchain Development

Unit – III	**Contact Hours = 10 Hours**

Blockchain Network Management, Node Types and Roles, Consensus Algorithm Configuration, Performance Optimization, Scaling Blockchain Networks, Governance Models, Data Privacy and Compliance, Handling Forks and Upgrades, Disaster Recovery and Backup, Monitoring and Analytics

Unit – IV	Contact Hours = 12 Hours
Blockchain in Supply Chain Management, Blockchain in Healthcare, Blockchain in Real Estate, Blockchain in Energy and Utilities, Blockchain in Government and Public Services, Tokenization and Asset Management, Decentralized Finance (DeFi), Blockchain in Voting Systems, Blockchain in Identity Management, Future Trends and Emerging Applications	
Unit – V	**Contact Hours = 10 Hours**
Legal Frameworks and Regulations, Intellectual Property and Blockchain, Data Privacy and GDPR, Security and Compliance, Ethical Dilemmas in Blockchain, Social Impact of Blockchain, Case Studies of Blockchain Failures, Blockchain Adoption Strategies, Final Project Preparation, Final Project Presentations and Discussion	

Flipped Classroom Details

Unit No.	I	II	III	IV	V
No. for Flipped Classroom Sessions	2	2	2	2	2

Books	
	Text Books:
1.	Bashir, I. (2017). Mastering Blockchain. Packt Publishing.
2.	Narayanan, A., Bonneau, J., Felten, E., Miller, A., & Goldfeder, S. (2016). Bitcoin and Cryptocurrency Technologies: A Comprehensive Introduction. Princeton University Press.
3.	Tapscott, D., & Tapscott, A. (2016). Blockchain Revolution: How the Technology Behind Bitcoin is Changing Money, Business, and the World. Penguin.
4.	Mougayar, W. (2016). The Business Blockchain: Promise, Practice, and Application of the Next Internet Technology. Wiley.
	Reference Books:
1.	Antonopoulos, A. M. (2014). Mastering Bitcoin: Unlocking Digital Cryptocurrencies. O'Reilly Media.
	E-resourses (NPTEL/SWAYAM.. Any Other)- mention links
1.	https://www.udemy.com/course/blockchain-101-beginners-free-course-bootcamp-cryptocurrency/
2.	https://academy.binance.com/en/glossary/blockchain

Course delivery methods		Assessment methods	
1.	Chalk and Talk	1.	IA tests
2.	PPT and Videos	2.	Online Quizzes (Surprise and Scheduled)
3.	Flipped Classes	3.	Open Book Tests (OBT)
4.	Online classes	4.	Course Seminar
		5.	Semester End Examination

Course Outcome (COs)

At the end of the course, the student will be able to (Highlight the **action verb** representing the learning level.)

	Learning Levels: Re - Remember; Un - Understand; Ap - Apply; An - Analysis; Ev - Evaluate; Cr - Create	**Learning Level**	**PO(s)**	**PSO(s)**
1.	Ability to design and implement blockchain solutions for real-world problems.	4	1, 2	1
2.	In-depth knowledge of blockchain platforms and their applications across industries.	3	2,4	2
3.	Proficiency in managing, securing, and optimizing blockchain networks.	4	2,5	1,3
4.	Awareness of legal, ethical, and regulatory considerations in blockchain technology.	2	3	3
5.	Critical thinking skills to evaluate emerging trends and challenges in the blockchain ecosystem.	4	3,6	2

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Project	Case & Workshop (5+5)	Quiz	Total Marks	Final marks
Marks	25+25	10+10	10	10	10	100	100

Ø Writing two IA tests is compulsory.

Ø **Minimum marks required to qualify for SEE: 50 out of 100**

eme of Semester End Examination (SEE):	
1.	ill be conducted for 100 marks of 3 hours duration.
2.	**imum marks required in SEE to pass:** Score should be ≥ 40%, however overall score of + SEE should be ≥ 50%.
3.	stion paper contains 3 parts - A,B & C, wherein students have to answer any 5 out of 7 stions in part A, 5 out of 10 questions choosing 1 question from each unit in part B & 1 of 2 questions in part C.

Rubrics:Levels	Target
1 (Low)	60% of the students score Less than 50 % of the total marks.
2 (Medium)	60% of the students score 50 – 70 % of the total marks.
3 (High)	60% of the students score More than 70 % of the total marks.

CO-PO Mapping (Planned)													CO-PSO Mapping (Planned)		
CO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PSO1	PSO2	PSO3
1	X	X											X		
2		X		X										X	
3		X			X								X		X
4			X												X
5			X			X								X	
Tick mark the CO, PO and PSO mapping															

Sl No	Skill & competence enhanced after undergoing the course	Applicable Industry Sectors & domains	Job roles students can take up after undergoing the course
1	Blockchain Development and Deployment	Finance, Supply Chain, Healthcare, Government	Blockchain Developer, Smart Contract Engineer, DApp Developer
2	Blockchain Network Management and Optimization	Technology, Finance, Supply Chain	Blockchain Network Administrator, Blockchain Security Analyst, Blockchain Consultant
3	Blockchain Use Case Analysis	Real Estate, Energy, Government	Blockchain Business Analyst, Blockchain Solution Architect, Use Case Consultant

4	Compliance and Regulatory Knowledge in Blockchain	Finance, Healthcare, Legal	Blockchain Compliance Officer, Blockchain Regulatory Analyst, Legal Consultant
5	Critical Thinking and Trend Analysis	Technology, Finance, Startups	Blockchain Strategist, Blockchain Researcher, Technology Trend Analyst

Name & Signature of Faculty members involved in designing the syllabus

Name & Signature of Faculty members verifying/approving the syllabus

Data Analysis and Visualization

Course Code	22MBAITBA425	Course type	PE	Credits L-T-P	3 - 0 - 1
Hours/week: L - T- P	3 - 0 - 2			Total credits	4
Total Contact Hours	L = 40 Hrs; T = 0 Hrs; P = 20 Hrs Total = 60 Hrs			CIE Marks	100
Flipped Classes content	10 Hours			SEE Marks	100

Course learning objectives	
1.	Discriminate and categorize data types for informed selection in visualizations
2.	Design and Create Complex Visualizations
3.	Integrate advanced interactive elements to facilitate data exploration and user engagement
4.	Assess ethical dilemmas and formulate responsible data visualization strategies
5.	Synthesize complex data into coherent narratives for diverse audiences

Required Knowledge of :

Unit – I	Contact Hours = 8 Hours
Introduction to Data Visualization, Importance of Data Visualization, Types of Data and Data Preprocessing, Fundamentals of Data Visualization, Visual Perception and Cognition, Design Principles for Effective Visualizations, Choosing the Right Visualization Technique, Data Visualization Tools and Software, Hands-on Lab: Introduction to a Visualization Tool, Data Visualization Ethics and Best Practices	

Unit – II	Contact Hours = 8 Hours
Creating Basic Charts (Bar, Line, Scatter), Advanced Chart Types (Pie, Heatmap, Treemaps), Data Labeling and Annotations, Color Theory and Usage, Effective Data Storytelling, Infographics and Dashboard Design, Hands-on Lab: Creating Static Visualizations	

Unit – III	Contact Hours = 8 Hours
Introduction to Interactive Visualizations, JavaScript and D3.js Basics, Building Interactive Dashboards, Interactivity with Tooltips and Filters, Geospatial Data Visualization, Hands-on Lab: Creating Interactive Visualizations with D3.js	

Unit – IV	Contact Hours = 8 Hours
Exploratory Data Analysis (EDA), Scatter Plot Matrices and Parallel Coordinates, Time Series Visualization, Clustering and Dimensionality Reduction, Visualizing Big Data, Hands-on Lab: EDA and Advanced Exploration Techniques	

Unit – V	Contact Hours = 8 Hours
Data Visualization in Business and Communication, Dashboard Interactivity and User Experience, Data Visualization Critique and Feedback, Demonstrating the Use of Software like Tablu, MiniTab, PowerBi etc	

Flipped Classroom Details

Unit No.	I	II	III	IV	V
No. for Flipped Classroom Sessions	2	2	2	2	2

List of Experiments

Unit No.	No. of Experiments	Topic(s) related to the Experiment
1	**1**	Exploring Basic Visualization Tools
2	**3**	Creating Advanced Charts, Color Palette Selection, Data Labeling and Annotation
3	**3**	Introduction to D3.js, Interactive Dashboard Development, Geospatial Visualization Experiment
4	**2**	Time Series Analysis, Dimensionality Reduction Experiment
5	**2**	Dashboard Interactivity Testing, Data Visualization Critique

Unit No.	Self-Study Topics
1	Data Types and Preprocessing
2	Advanced Chart Types
3	JavaScript and D3.js
4	Time Series Visualization
5	Data Visualization Ethics

Books

	Text Books:
1.	Yau, N. (2013). Data points: Visualization that means something. Wiley.
2.	Tufte, E. R. (1983). The visual display of quantitative information. Graphics Press.
3.	Few, S. (2013). Information dashboard design: Displaying data for at-a-glance monitoring. O'Reilly Media.
4.	Murray, S. (2017). Interactive data visualization for the web: An introduction to designing with D3. O'Reilly Media.
	Reference Books:

1.	Chambers, B., & Sievert, C. (2020). Python Plotly: Interactive, Web-Based, and Enterprise-Ready Charts. O'Reilly Media.
2.	Knaflic, C. N. (2015). Storytelling with data: A data visualization guide for business professionals. Wiley.
	E-resources (NPTEL/SWAYAM.. Any Other)- mention links
1.	https://pll.harvard.edu/subject/data-visualization/free
2.	https://www.mygreatlearning.com/data-visualization/free-courses

Course delivery methods		**Assessment methods**	
1.	Chalk and Talk	1.	IA tests
2.	PPT and Videos	2.	Open Book Assignments (OBA)/ Lab Project
3.	Flipped Classes	3.	Lab Test
4.	Practice session/Demonstrations in Labs	4.	Semester End Examination
5.	Virtual Labs (if present)		

Course Outcome (COs)

Learning Levels:

Re - Remember; Un - Understand; Ap - Apply; An - Analysis; Ev - Evaluate; Cr - Create

At the end of the course, the student will be able to		**Learning Level**	**PO(s)**	**PSO(s)**
1.	Upon completing the course, students will be able to proficiently categorize and manage various data types for visualization.	3	2,3	1,3
2.	Students will develop the ability to design and create intricate data visualizations that effectively communicate complex information.	4	1,5	1
3.	Students will gain expertise in implementing advanced interactive features, and enhancing data exploration and engagement.	5	4	2
4.	Graduates will be able to critically evaluate and apply ethical principles in the context of data visualization.	5	1,3	3
5.	Upon course completion, students will be skilled at synthesizing and communicating data-driven insights to diverse audiences through compelling visual narratives.	4	2,4	3

Scheme of Continuous Internal Evaluation (CIE):

For integrated courses, a lab test also will be conducted at the end of the semester. The lab test **(COMPULSORY)** will be part of the CIE. **No SEE for Lab**.

THEORY (60 marks)			**LAB (40 marks)**		Total
IA test 1	IA test 2	Assignment (OA/Lab Project/ Industry assignment/Course Project)	Conduction	Lab test	
25 marks	25 marks	10 marks	15 marks	25 marks	100 marks

IA Test:

1. No objective part in IA question paper

2. All questions descriptive

Conduct of Lab:

1. Conducting the experiment and journal: 5 marks

2. Calculations, results, graph, conclusion and Outcome: 5 marks

3. Viva voce: 5 marks

Lab test: (Batchwise with 15 students/batch)

1. Test will be conducted at the end of the semester

2. Timetable, Batch details and examiners will be declared by Exam section

3. Conducting the experiment and writing report: 5 marks

4. Calculations, results, graph and conclusion: 10 marks

5. Viva voce: 10 marks

Eligibility for SEE:

1. 50% and above (30 marks and above) in theory component

2. 50% and above (20 marks and above) in lab component

3. Lab test is COMPULSORY

4. Not eligible in any one of the two components will make the student **Not Eligible** for SEE

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration.
2.	**Minimum marks required in SEE to pass:** Score should be ≥ 40% &, however overall score of CIE+SEE should be ≥ 50%.
3.	The question paper contains three parts **A, B and C**. Students have to answer 1. From Part A answer any 5 questions each Question Carries 6 Marks. 2. From Part B answer any one full question from each unit and each Question Carries 10 Marks. 3. From Part C answer any one full question and each Question Carries 20 Marks.

Rubrics:

Levels	**Target**
1 (Low)	50 % of the total marks is scored by 60% of the students.
2 (Medium)	50% of the students score 50 – 70 % of the total marks.
3 (High)	50% of the students score More than 70 % of the total marks.

CO-PO Mapping (planned)													**CO-PSO Mapping (planned)**		
CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**	**PO12**	**PSO1**	**PSO2**	**PSO3**
1		**X**	**X**										**X**		**X**
2	**X**				**X**								**X**		
3				**X**										**X**	
4	**X**		**X**												**X**
5		**X**		**X**											**X**
Tick mark the CO, PO and PSO mapping															

Sl No	Skill & competence enhanced after undergoing the course	Applicable Industry Sectors & domains	Job roles students can take up after undergoing the course
1	Proficiency in Data Visualization Techniques and Tools	Business Analytics, Market Research, Healthcare, Finance	Data Analyst, Business Intelligence Analyst, Market Research Analyst, Healthcare Data Visualizer, Financial Analyst
2	Ethical Data Practices and Responsible Visualization	Data Privacy and Security, Government and Policy, Healthcare Compliance, Environmental Science	Data Privacy Officer, Policy Analyst, Compliance Specialist, Environmental Data Visualizer
3	Interactive Data Visualization Development	E-commerce, Marketing, Gaming and Entertainment, Education Technology	UX/UI Designer, Interactive Visualization Developer, Game Data Analyst, EdTech Content Developer
4	Data Storytelling and Communication	Journalism and Media, Marketing and Advertising, Education, Non-profit Organizations	Data Journalist, Marketing Campaign Analyst, Data Educator, Non-profit Data Analyst
5	Advanced Data Analysis and Decision Support	Manufacturing, Supply Chain Management, Energy and Utilities, Retail	Operations Analyst, Supply Chain Data Analyst, Energy Efficiency Analyst, Retail Market Analyst

Name & Signature of Faculty members involved in designing the syllabus

Name & Signature of Faculty members verifying/approving the syllabus

Data Warehousing and Data Mining

Course Code	22MBAITBA426	Course type	PE	Credits L-T-P	3 - 0 - 1
Hours/week: L - T- P	3 - 0 - 2			Total credits	4
Total Contact Hours	L = 40 Hrs; T = 0 Hrs; P = 20 Hrs Total = 60 Hrs			CIE Marks	100
Flipped Classes content	10 Hours			SEE Marks	100

Course learning objectives	
1.	Comprehend data warehousing concepts, architecture, and ETL processes.
2.	Proficiently apply classification, clustering, and association rule mining methods.
3.	Learn to integrate real-time data, analytics, and business intelligence for decision-making.
4.	Implement dimensionality reduction, deep learning, and recommender systems in data analysis.
5.	Develop the skills to apply data warehousing and data mining to real-world applications.

Required Knowledge of :

Unit – I	Contact Hours = 8 Hours

Introduction to Data Warehousing, Course Overview and Introduction to Data Warehousing, Data Warehouse Design, Data Modeling for Data Warehousing (Star Schema, Snowflake Schema), Dimension and Fact Tables, ETL (Extract, Transform, Load) Processes, Data Warehousing Tools and Technologies, Introduction to Data Warehousing Tools (e.g., ETL Tools, Data Warehouse Platforms), Data Warehouse Implementation, Steps Involved in Implementing a Data Warehouse, Data Warehouse Administration and Maintenance, Data Warehouse Security and Access Control, Performance Tuning and Optimization, Backup and Recovery Strategies.

Unit – II	Contact Hours = 8 Hours

Data Mining Fundamentals, Introduction to Data Mining, Data Preprocessing for Data Mining, Data Cleaning, Transformation, and Reduction, Handling Missing Data and Outliers, Data Mining Algorithms (Part 1), Overview of Classification and Regression Algorithms, Decision Trees and Random Forests, Data Mining Algorithms (Part 2), Introduction to Clustering and Association Rule Mining, k-Means Clustering and Apriori Algorithm, Model Evaluation and Validation, Metrics for Evaluating Classification and Clustering Models, Cross-Validation Techniques, Hands-on Data Mining with a Tool (e.g., Weka, Python Libraries), Practical Session on Using Data Mining Tools, Data Mining Project Setup, Data Mining Case Study, Analyzing a Real-World Dataset Using Data Mining Techniques, Interpretation of Results

Unit – III	**Contact Hours = 8 Hours**
Advanced Data Mining Techniques, Basics of Text Mining, Text Preprocessing and Sentiment Analysis, Recommender Systems, Introduction to Recommender Systems, Collaborative Filtering and Content-Based Recommendation, Advanced Data Mining Algorithms, Support Vector Machines (SVM) and Their Applications, Neural Networks and Deep Learning for Data Mining	

Unit – IV	**Contact Hours = 8 Hours**
Data Warehousing and Data Mining Integration, Introduction to Data Integration, Combining Data Warehousing and Data Mining, Data Integration Techniques, Online Analytical Processing (OLAP), Introduction to OLAP, Building OLAP Cubes for Analysis, Real-time Data Warehousing, Real-Time Data Streaming and Processing	

Unit – V	**Contact Hours = 8 Hours**
Data Warehousing and Data Mining Applications, Healthcare Analytics, Retail Analytics, Financial Analytics, Social Media Analytics,	

Flipped Classroom Details

Unit No.	**I**	**II**	**III**	**IV**	**V**
No. for Flipped Classroom Sessions	**2**	**2**	**2**	**2**	**2**

List of Experiments

Unit No.	**No. of Experiments**	**Topic(s) related to Experiment**

1	**5**	Installing and Configuring a Data Warehousing Tool (e.g., MySQL, PostgreSQL). Designing a Simple Data Warehouse Schema (Star Schema). Creating Dimension and Fact Tables in a Data Warehouse. Performing ETL (Extract, Transform, Load) Operations on Sample Data. Implementing Data Warehouse Security Measures (User Access Control). Querying and Retrieving Data from a Data Warehouse.
2	**5**	Implementing Decision Trees for Classification. Building Random Forest Models for Predictive Analysis. Conducting Clustering Using k-Means Algorithm. Generating Association Rules with the Apriori Algorithm. Evaluating Classification Models and Measuring Performance Metrics. Hands-on with Data Mining Tools (e.g., Weka, scikit-learn). Performing Sentiment Analysis on Text Data.
4	**1**	Real-time Data Integration and Processing
5	**3**	Retail Analytics and Market Basket Analysis. Financial Analytics for Fraud Detection. Social Media Analytics and Sentiment Analysis.

Unit No.	**Self-Study Topics**
1	Research different data warehousing architectures, such as snowflake and galaxy schema, and understand their use cases.
2	Explore additional classification algorithms such as Naive Bayes, Support Vector Machines, and k-Nearest Neighbors.
3	Dive deeper into clustering algorithms like hierarchical clustering and DBSCAN.
4	Delve into deep learning for data mining with topics like convolutional neural networks (CNNs) for image analysis.
5	Explore real-time data warehousing solutions and technologies for real-time data processing.

Books	
	Text Books:
1.	Han, J., Kamber, M., & Pei, J. (2012). Data mining: Concepts and techniques (3rd ed.). Morgan Kaufmann.
2.	Kimball, R., Ross, M., Thornthwaite, W., Mundy, J., & Becker, B. (2013). The data warehouse toolkit: The definitive guide to dimensional modeling (3rd ed.). Wiley.
3.	Inmon, W. H., & Terdeman, R. (2013). Building the data warehouse (4th ed.). Wiley.
4.	Witten, I. H., Frank, E., Hall, M. A., & Pal, C. J. (2016). Data mining: Practical machine learning tools and techniques (4th ed.). Morgan Kaufmann.
	Reference Books:
1.	Han, J., Pei, J., & Kamber, M. (2011). Data mining: Concepts and techniques (2nd ed.). Morgan Kaufmann.
2.	
	E-resourses (NPTEL/SWAYAM.. Any Other)- mention links
1.	https://www.mygreatlearning.com/academy/learn-for-free/courses/data-mining1
2.	https://www.classcentral.com/subject/data-warehousing

Course delivery methods		Assessment methods	
1.	Chalk and Talk	1.	IA tests
2.	PPT and Videos	2.	Open Book Assignments (OBA)/ Lab Project
3.	Flipped Classes	3.	Lab Test
4.	Practice session/Demonstrations in Labs	4.	Semester End Examination
5.	Virtual Labs (if present)		

Course Outcome (COs)

Learning Levels:

Re - Remember; Un - Understand; Ap - Apply; An - Analysis; Ev - Evaluate; Cr - Create

At the end of the course, the student will be able to		Learning Level	PO(s)	PSO(s)
1.	**Apply data warehousing principles to design and develop efficient data storage and retrieval systems.**	3	2	1

2.	**Utilize data mining techniques to extract valuable insights and patterns from complex datasets.**	3	1,3	2
3.	**Integrate data warehousing and data mining technologies for informed decision-making in diverse domains.**	4	2,4	3
4.	**Analyze and evaluate data mining models, identifying their strengths and limitations.**	4	1,5	3
5.	**Demonstrate practical skills by solving real-world problems using data warehousing and data mining methodologies.**	4	3,6	3

Scheme of Continuous Internal Evaluation (CIE):

For integrated courses, a lab test also will be conducted at the end of the semester. The lab test **(COMPULSORY)** will be part of the CIE. **No SEE for Lab**.

THEORY (60 marks)			**LAB (40 marks)**		Total
IA test 1	IA test 2	Assignment (OA/Lab Project/ Industry assignment/Course Project)	Conduction	Lab test	
25 marks	25 marks	10 marks	15 marks	25 marks	100 marks

IA Test:

1. No objective part in IA question paper

2. All questions descriptive

Conduct of Lab:

1. Conducting the experiment and journal: 5 marks

2. Calculations, results, graph, conclusion and Outcome: 5 marks

3. Viva voce: 5 marks

Lab test: (Batchwise with 15 students/batch)

1. Test will be conducted at the end of the semester

2. Timetable, Batch details and examiners will be declared by Exam section

3. Conducting the experiment and writing report: 5 marks

4. Calculations, results, graph and conclusion: 10 marks

5. Viva voce: 10 marks

Eligibility for SEE:

1. 50% and above (30 marks and above) in theory component

2. 50% and above (20 marks and above) in lab component

3. Lab test is COMPULSORY

4. Not eligible in any one of the two components will make the student **Not Eligible** for SEE

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration.
2.	**Minimum marks required in SEE to pass:** Score should be ≥ 40% &, however overall score of CIE+SEE should be ≥ 50%.
3.	Question paper contains three parts **A,B and C**. Students have to answer 1. From Part A answer any 5 questions each Question Carries 6 Marks. 2. From Part B answer any one full question from each unit and each Question Carries 10 Marks. 3. From Part C answer any one full question and each Question Carries 20 Marks.

Rubrics:

Levels	**Target**
1 (Low)	50 % of the total marks is scored by 60% of the students.
2 (Medium)	50% of the students score 50 – 70 % of the total marks.
3 (High)	50% of the students score More than 70 % of the total marks.

CO-PO Mapping (planned)													**CO-PSO Mapping (planned)**		
CO	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**	**PO12**	**PSO1**	**PSO2**	**PSO3**
1		X											X		
2	X		X											X	
3		X		X											X
4	X				X										X
5			X			X									X
Tick mark the CO, PO and PSO mapping															

Sl No	Skill & competence enhanced after undergoing the course	Applicable Industry Sectors & domains	Job roles students can take up after undergoing the course
1	Data Warehousing Design and Implementation	Finance, Healthcare, Retail, Manufacturing	Data Analyst, Data Warehouse Developer, Business Intelligence Analyst
2	ETL (Extract, Transform, Load) Processes	Finance, Healthcare, Retail, E-commerce	Data Engineer, Database Administrator
3	Data Mining and Pattern Recognition	Finance, Marketing, Telecommunications, E-commerce	Data Scientist, Business Analyst, Market Research Analyst
4	Data Integration and Business Intelligence	Healthcare, Government, Telecommunications	Machine Learning Engineer, Data Engineer
5	Advanced Analytics and Machine Learning	Finance, Healthcare, Retail, Manufacturing	Healthcare Data Analyst, Data Scientist

Name & Signature of Faculty members involved in designing the syllabus

Name & Signature of Faculty members verifying/approving the syllabus