Study Scheme of

Master of Business Administration (MBA)

Batch 2025

MBA 1st Semester

Sr.No.	Course Code	Course Name	Type	Credits	L	T	P	Internal	External	Total
1	25C2BAP-101	Foundations of Management	Core	4	4	0	0	40	60	100
2	25C2BAP-102	Managerial Economics	Core	4	4	0	0	40	60	100
3	25C2BAP-103	Quantitative Techniques	Core	4	4	0	0	40	60	100
4	25C2BAP-104	Accounting for Management and Reporting	Core	4	4	0	0	40	60	100
5	25C2BAP-105	Business Environment and Indian Economy	Core	4	4	0	0	40	60	100
6	25C2BAP-106	Business Ethics and CSR	Core	4	4	0	0	40	60	100
7	25C2BAP-107	Business Communication for Managerial Effectiveness	Core	4	4	0	0	40	60	100
TOTAL				28	28	0	0	280	420	700

MBA 2nd Semester

Sr.No.	Course Code	Course Name	Type	Credits	L	T	P	Internal	External	Total
1	25C2BAP-201	Business Analytics for Decision Making	Core	4	4	0	0	40	60	100
2	25C2BAP-202	Legal Environment for Business	Core	4	4	0	0	40	60	100
3	25C2BAP-203	Marketing Management	Core	4	4	0	0	40	60	100
4	25C2BAP-204	Human Resource Management	Core	4	4	0	0	40	60	100
5	25C2BAP-205	Production and Operations Management	Core	4	4	0	0	40	60	100
6	25C2BAP-206	Corporate Finance and Policy	Core	4	4	0	0	40	60	100
7	25C2BAP-207	Entrepreneurship and Project Management	Core	4	4	0	0	40	60	100
8	25C2BAP-208	Computer Applications for Business	Core	2	2	0	0	40	60	100
TOTAL				30	30	0	0	320	480	825

Note: After the second semester every student will be required to undergo summer training of six weeks duration in the corporate sector.

MBA 3rd Semester

	Course Code	Course Name	Type	Credits	L	T	P	Internal	External	Total
1	25C2BAP-301	Organizational Behaviour and Design	Core	4	4	0	0	40	60	100
2	25C2BAP-302	AI for Managers	Core	4	4	0	0	40	60	100
3	25C2BAP-311	Summer Training Report	Core	2		2		50	-	50
4	25C2BAP-312	Comprehensive Viva Voce	Core	1		-		-	50	50
5		Elective 1(Based on 1st specialization)	Elective	4	4	0	0	40	60	100
6		Elective 2 (Based on 1st specialization)		4	4	0	0	40	60	100
7		Elective 1(Based on 2nd specialization)		4	4	0	0	40	60	100
8		Elective 2(Based on 2nd specialization)		4	4	0	0	40	60	100
9	25C2BAP-303	Technical Skills for Managers	AECC	1	1	0	1	50	-	50
10	25C2BAP-305	Human Values, De-addiction & Traffic Rules	AECC	3	3	0	0	40	60	100
11	25C2BAP-313	Human Values, De-addiction & Traffic Rules Lab/Seminar	AECC	1	0	0	2	25	-	25
12	25C2BAP-304	MOOC (NCC)	Value Added Course	NCC	-	-	-	-	-	S/NS
	Total			32	30	0	3	405	470	875

*S=Satisfactory, NS=Not Satisfactory

Note: Student will have to choose 2 subjects of each specialization for following electives

.

3rd sem Specialization Subjects (Choice from electives)			Credits	L	T	P	Marks		
Specialization	Course Code	Course Name					Internal	External	Total
Marketing	25C2BAP-PE1-01	Digital Marketing	4	4	0	0	40	60	100
	25C2BAP-PE1-02	Consumer Behavior	4	4	0	0	40	60	100
	25C2BAP-PE1-03	Service Marketing	4	4	0	0	40	60	100
HR	25C2BAP-PE2-01	Talent Acquisition and Development	4	4	0	0	40	60	100
	25C2BAP-PE2-02	Human Resource Analytics	4	4	0	0	40	60	100
	25C2BAP-PE2-03	Organizational Change and Development	4	4	0	0	40	60	100
	25C2BAP-PE2-04	Employee Relations	4	4	0	0	40	60	100
Finance	25C2BAP-PE3-01	Banking and Insurance Management	4	4	0	0	40	60	100
	25C2BAP-PE3-02	Financial Modelling	4	4	0	0	40	60	100
	25C2BAP-PE3-03	Management of Financial Services	4	4	0	0	40	60	100
	25C2BAP-PE3-04	Investment Analysis and Portfolio Management	4	4	0	0	40	60	100
Business Analytics	25C2BAP-PE4-01	Marketing Analytics	4	4	0	0	40	60	100
	25C2BAP-PE4-02	Data sciences using R	4	4	0	0	40	60	100
	25C2BAP-PE4-03	Analytics with Tableau & BI	4	4	0	0	40	60	100
	25C2BAP-PE4-04	Introduction to Python	4	4	0	0	40	60	100

MBA 4th Semester

Sr.No.	Course Code	Course Name	Sub	Credits	L	T		Internal	External	Marks
1	25C2BAP-401	Corporate Strategy	Core	4	4	0	0	40	60	100
2	25C2BAP-402	Workshop on Indian Ethos	Core	2	2	0	0	40	60	100
3	25C2BAP-403	Technical Skills for Managers	AECC	1	1	0	1	50	-	50
4	25C2BAP-411	Capstone Project	Project	3		3		-	100	100
5		Elective 1(Based on 1st specialization)	Elective	4	4	0	0	40	60	100
6		Elective 2 (Based on 1st specialization)		4	4	0	0	40	60	100
7		Elective 1(Based on 2nd specialization)		4	4	0	0	40	60	100
8		Elective 2(Based on 2nd specialization)		4	4	0	0	40	60	100
9	25C2BAP-404	MOOC (NCC)	Value Added Course	NCC	-	-	-	-	--	S/NS
TOTAL				26	26	0	1	290	460	750

**S=Satisfactory, NS=Not Satisfactory*

Note: 1. Student will have to choose 2 subjects of each specialization for following electives.

2. Thus the student must study a total of 04 papers of each of the Dual specialization (in MBA in 3rd and 4th Semester)

3. For conducting Viva -voce Experts must be called as per IKG PTU norms

<table>
<tr><th colspan="3">4th Sem Specialization Subjects (Choice from Elective)</th><th rowspan="2">Credits</th><th rowspan="2">L</th><th rowspan="2">T</th><th rowspan="2">P</th><th colspan="3">Marks</th></tr>
<tr><th>Specialization</th><th>Course Code</th><th>Course Name</th><th>Internal</th><th>External</th><th>Total</th></tr>
<tr><td rowspan="4">Marketing</td><td>25C2BAP-PE1-04</td><td>Integrated Marketing Communication and Sales Management</td><td>4</td><td>4</td><td>0</td><td>0</td><td>40</td><td>60</td><td>100</td></tr>
<tr><td>25C2BAP-PE1-05</td><td>Retail Management</td><td>4</td><td>4</td><td>0</td><td>0</td><td>40</td><td>60</td><td>100</td></tr>
<tr><td>25C2BAP-PE1-06</td><td>International and Social Media Marketing</td><td>4</td><td>4</td><td>0</td><td>0</td><td>40</td><td>60</td><td>100</td></tr>
<tr><td>25C2BAP-PE1-07</td><td>Product and Brand Management</td><td>4</td><td>4</td><td>0</td><td>0</td><td>40</td><td>60</td><td>100</td></tr>
<tr><td rowspan="4">HR</td><td>25C2BAP-PE2-05</td><td>International Human Resource Management</td><td>4</td><td>4</td><td>0</td><td>0</td><td>40</td><td>60</td><td>100</td></tr>
<tr><td>25C2BAP-PE2-06</td><td>Strategic HRM</td><td>4</td><td>4</td><td>0</td><td>0</td><td>40</td><td>60</td><td>100</td></tr>
<tr><td>25C2BAP-PE2-07</td><td>Leadership and Team Dynamics</td><td>4</td><td>4</td><td>0</td><td>0</td><td>40</td><td>60</td><td>100</td></tr>
<tr><td>25C2BAP-PE2-08</td><td>Performance and Compensation Management</td><td>4</td><td>4</td><td>0</td><td>0</td><td>40</td><td>60</td><td>100</td></tr>
<tr><td rowspan="5">Finance</td><td>25C2BAP-PE3-05</td><td>Fintech</td><td>4</td><td>4</td><td>0</td><td>0</td><td>40</td><td>60</td><td>100</td></tr>
<tr><td>25C2BAP-PE3-06</td><td>Behavioral Finance</td><td>4</td><td>4</td><td>0</td><td>0</td><td>40</td><td>60</td><td>100</td></tr>
<tr><td>25C2BAP-PE3-07</td><td>Mergers, Acquisition and Corporate Restructuring</td><td>4</td><td>4</td><td>0</td><td>0</td><td>40</td><td>60</td><td>100</td></tr>
<tr><td>25C2BAP-PE3-08</td><td>International Finance and Financial Derivatives</td><td>4</td><td>4</td><td>0</td><td>0</td><td>40</td><td>60</td><td>100</td></tr>
<tr><td>25C2BAP-PE3-09</td><td>Taxation and Personal Financial Planning</td><td>4</td><td>4</td><td>0</td><td>0</td><td>40</td><td>60</td><td>100</td></tr>
<tr><td rowspan="2">Business Analytics</td><td>25C2BAP-PE4-05</td><td>Data Visualization for Managers</td><td>4</td><td>4</td><td>0</td><td>0</td><td>40</td><td>60</td><td>100</td></tr>
<tr><td>25C2BAP-PE4-06</td><td>Business Forecasting</td><td>4</td><td>4</td><td>0</td><td>0</td><td>40</td><td>60</td><td>100</td></tr>
</table>

Syllabus of

Master of Business Administration (MBA)

Batch (2025-2027)

25C2BAP-101

FOUNDATIONS OF MANAGEMENT

Objective: This course presents a thorough and systematic coverage of management theory and practice. The course aims at providing fundamental knowledge and exposure of the concepts, theories and practices in the field of management. It focuses on the basic roles, skills and functions of management, with special attention to managerial responsibility for effective and efficient achievement of goals.

Course Outcomes (COs): After completion of the course, the students shall be able to:

Course Code	Course Outcomes
CO1	develop fundamental concepts and principles of management with significance of manager's role.
CO2	demonstrate the evolution of management thought and contribution of various management thinkers.
CO3	apply various tools used in the planning and decision making skills amongst the students.
CO4	determine with the knowledge of staffing, organizing and coordination so that students can work in teams.
CO5	identify the control areas and selecting the appropriate controlling methods/techniques.

Unit I

Introduction: Definition, nature, scope, importance, Functions of management and manager, Managerial roles and skills.

Evolution of management thought and Management thinkers: Classical Approach, Neo Classical Approach, Quantitative approach, Behavioral approach, Systems approach, Contingency approach. Contributions of F. W. Taylor, Henry Fayol, Mary Parker Follet, Chester Bernard, Max Weber, Peter, F. Drucker, Gilbreths, Henry Gantt, Abraham Maslow, Herzberg and McGregor.

Unit II

Planning: Importance, types of plans, and process of planning, business forecasting, MBO: Concept, importance, process, benefits and limitations.

Strategic management: Nature, importance, purpose, types, process and major kinds of strategies, McKinsey's 7-S Approach.

Decision-Making: Importance, types, steps and approaches, Decision Making in various conditions, Decision tree.

Unit III

Organizing: Concept and process of organizing, Formal Vs Informal organization, Organizational structure: Types of Organizational structure, Bases of Departmentalization**.**

Line &Staff: concept, line-staff conflict.

Authority & Power: concept, responsibility and accountability. **Delegation**: concept, importance, factors affecting delegation, effective delegation, Span of Management, Decentralization and centralization, **Staffing**, importance and process. **Coordination:** Concept, importance, difficulties and techniques to ensure effective coordination.

Unit IV

Control: Concept, importance, characteristics, process of control, types and techniques of control.

Comparative study: Japanese Management and Z-culture of American Companies, Chinese Style Management,

Modern management techniques: an overview of various latest techniques: Business process Re-engineering, Business outsourcing, knowledge management, E-Business Management.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

- Harold Koontz, and Heinz Weihrich, *Essentials of Management: An International Perspective,* New Delhi, McGraw-Hill, 2010.
- Richard L Daft, *The New Era of Management*, New Delhi, Thomson, 2007.
- Stephen P Robbins, Mary Coulter and Neharika Vohra, *Managemnt,* New Delhi, Pearson, 2011.
- V S P Rao & V H Krishna, *Management*, Excel Books
- P.Subba Rao, *Principles of Management*, Himalaya Publishing
- Dubrin, *Management: Concepts & Cases*, Cengage Learning
- Ferrell, *Business: A Changing World*, Tata McGraw Hill
- Mukherjee, *Principles of Management and Organisational behaviour*, Tata McGraw Hill.
- Bateman, T. S., and Snell, S. A. (2008). *Management* TMH

25C2BAP-102

Managerial Economics

Objective: The objective of the paper is to acquaint the students with the economic concepts and principles and to enable them to use them to address business problems in a globalized economic environment.

Course Outcomes (COs): After completion of the course, the students shall be able to:

Course Code	Course Outcomes
CO1	examine fundamental economic principles, their intersections with various disciplines, and underscore the significance of economics in guiding managerial decision-making processes.
CO2	analyze the demand and supply conditions of firm and industry.
CO3	identify production cost structure and concept of revenue under different stages of production.
CO4	formulate and investigate different forms of market and determine their price and output.
CO5	determine the basic concepts of macroeconomics and national income.

Unit-I

Introduction to Managerial Economics: Managerial Economics: Meaning, Nature, Scope & Relationship with other disciplines, Role of managerial economics in decision Making, Opportunity Cost Principle, Production Possibility Curve, Incremental Concept, Scarcity Concept.

Demand: Demand and its Determination: Demand function; Determinants of demand; Demand elasticity – Price, Income and cross elasticity, Use of elasticity for analyzing demand, Demand estimation. **Demand forecasting,** Demand forecasting of new product. **Indifference Curve Analysis:** Meaning, Assumptions, Properties, Consumer Equilibrium, Importance of Indifference Analysis, Limitations of Indifference Theory.

Unit-II

Production Function : Production function Meaning, Concept of productivity and technology, Short Run and long run production function, Isoquants; Least cost combination of inputs, Producer's equilibrium; Returns to scale; Estimation of production function. **Theory of Cost:** Cost Concepts and Determinants of cost, short run

and long run cost theory, Modern Theory of Cost, Relationship between cost and production function. **Revenue Curve:** Concept of Revenue, Different Types of Revenues, concept and shapes of Total Revenue ,Average revenue and marginal revenue, Relationship between Total Revenue ,Average revenue and marginal revenue, Elasticity of Demand and Revenue relation.

Unit-III

Market Structure: Market Structure: Meaning, Assumptions and Equilibrium of Perfect Competition, Monopoly, Monopolistic Competition, Oligopoly: Price and output determination under collusive oligopoly, Price and output determination under non-collusive oligopoly, Price leadership model. **Supply:** Introduction to supply and supply curves. **Pricing:** Pricing practices**;** Commodity Pricing: Economics of advertisement costs; Types of pricing practices. **Factor Pricing:** Demand and supply of factors of production; Collective bargaining, Concept of rent, profit, interest- Rate of return and interest rates; Real vs. Nominal interest rates. Basic capital theory–Interest rate and return on capital, Measurement of profit.

Unit-IV

Product market: Saving and Investment function, Consumption function, Aggregate supply and Aggregate demand, Investment multiplier, Foreign trade and budget multiplier. **Money market:** Motive for holding money; Liquidity preference, Money demand, Money market equilibrium. IS-LM Analysis: Derivation of nominal IS-LM and equilibrium. **National Income:** Conceptual Framework, Measures of National Income, Methods of Measurement, Limitations of National Income. **Consumption Function:** Meaning, and Nature, Determinants and Measures to Raise Propensity to Consume. Keynes Psychological Law of Consumption - Meaning, Properties and Implications, **Inflation:** Meaning, Types, Theories, Causes, Effects and Control, Unemployment Trade off, **Trade Cycles:** Concept and Theories of trade cycles.

Note: Relevant Case Studies will be discussed in class.

Suggested Readings/ Books:

- D. M. Mithani, *Managerial Economics Theory and Applications,* Himalaya Publication

Peterson and Lewis, *Managerial Economic,* Prentice Hall of India

Gupta, *Managerial Economics,* Tata McGraw Hills

Geetika, *Managerial Economics,* Tata McGraw Hills

Froeb, *Managerial Economics*, Cengage Learning

Koutsoyiannis, A, Modern Micro Economics, Palgrave Macmillan Publishers, New Delhi. 2.

- Thomas Christopher R., and Maurice S. Charles, Managerial Economics – Concepts and Applications, 8th Edition,
- Peterson and Lewis, Managerial Economics, 4th Edition, Prentice Hall of India Pvt. Ltd., New Delhi.

Shapiro, Macro Economics, Galgotia Publications.

H. L Ahuja Advanced Economic Analysis, S. Chand & Co. Ltd, New Delhi. 7.

G.S Gupta, Managerial Economics, Tata McGraw Hill.

Goel Dean, Managerial Economics, Prentice Hall of India, Pvt. Ltd., New Delhi

K.K. Dewett, *Modern Economic Theory,* S. Chand Publication

25C2BAP-103
QUANTITATIVE TECHNIQUES

Course Objective: The objective of this paper is to acquaint the students with quantitative and operations research techniques that play an important role in managerial decision-making.

Course Outcomes (COs): After completion of the course, the students shall be able to:

Course Code	Course Outcomes
CO1	analyze the fundamental concepts of statistics in business decisions making.
CO2	measure the concepts of central tendency and variation in managerial decision making.
CO3	evaluate the correlation, regression analysis and their applications in data analysis.
CO4	examine various probability distribution methods to analyze the data.
CO5	identify the operations techniques in business problems.

Unit I

Introduction to Statistics: Meaning,Definition in singular and plural sense, Features of statistics,Importance , Functions, Scope and Limitations of Statistics.

Measures of Central Tendency: Mathematical averages including arithmetic mean, geometric mean and harmonic mean, properties and applications. Positional Averages: Mode and median (and other partition values including quartiles, deciles and percentile. Graphic presentation of measures of central tendency.

Measures of Variation: Absolute and relative measures. Range, quartile deviation, mean deviation, standard deviation and their coefficients. Properties of Standard Deviation and Variance. Moments Concept, calculation and Significance. Skewness: Meaning, Measurement using Karl Pearson and Bowley Measures. Concept of Kurtosis.

Unit II

Simple Correlation Analysis: Meaning of Correlation:Simple ,multiple and partial,linear and non linear correlation, correlation and causation ,scatter diagram,pearson's correlation coefficient,calculation and properties of coefficient,Rark Correlation.

Simple Regression Analysis: Meaning of Regression,Principle of least square and regression analysis,Calculation of regression coefficient,properties of regression coefficient,Relationship between correlation and regression coefficient.

Theory of Probability: Meaning of Probability, Approaches to the calculation of probability.Calculation of event probabilities,Addition and Multiplication Laws of Probability (Proof not required),Conditional Probability and Bayes' Theorem (Proof not required).

Unit III

Probability Distribution: Binomial Distribution, Poisson Distribution and Normal Distribution with their properties and applications.

Linear Programming; Formulation of linear programming problems. Solution by Graphic method and by using Simplex method algorithm including Big-M method. Business applications of LP. Degeneracy. Duality. Post-optimality analysis.
Game Theory: Two-person zero-sum games. Games of pure strategies and Games of mixed strategies. Rule of dominance. Graphic solution to games. Business applications.

Unit IV
Transportation: Transportation problem: Initial feasible solution using North-west Corner Rule; Least Cost Method; and Vogel's Approximation Method. Testing optimality using MODI method.
Assignment Problems: Assignment problem: Solution using Hungarian Assignment Method.
Project Scheduling: PERT/CPM: Project networks. Scheduling of projects with known activity times – Critical path and scheduling of activities.

Suggested Readings:

- Levin, Richard and David S. Rubin. "*Statistics for Management*". 7th Edition, Prentice Hall of India, New Delhi.
- Render, B. and Stair, R. M. Jr., "*Quantitative Analysis for Management*", 7th Edition, Prentice–Hall of India, New Delhi.
- Siegel, Andrew F, *Practical Business Statistics.* International Edition, 5th Edition (2001), McGraw Hill Irwin.
- Berenson, L.M., Krehbiel, T.C., Vishwanathan, P.K. and Levine, D.M., "Business Statistics: A First Course", 4th Edition (2008), Pearson Education.
- Anderson, David R., Dennis J. Sweeney and Thomas A., Williams, *An Introduction to Management Science*, South-Western.
- Taha, Hamdy A, *Operations Research – An Introduction*, Prentice-Hall of India Private Ltd., New Delhi.
- Hillier, Frederick S. and Gerald J. Lieberman, *Introduction to Operations Research*, McGraw Hill India (Pvt) Ltd.
- Vohra, N.D., *Quantitative Techniques in Management*, McGraw Hill Education Private Limited, New Delhi.
- Sharma, J. K., *Operations Research; Theory and Applications*, Macmillan Indian, New Delhi.
- Winston, Wayne L., S. Christian Albright and Mark Broadle, *Practical Management Science,* Duxbury – Thompson learning, Australia.
- Gupta C B, Gupta V, "*An Introduction to Statistical Methods*", 23rd Edition (1995), Vikas Publications.

Note: Latest edition of the readings may be used.

25C2BAP-104

ACCOUNTING FOR MANAGEMENT AND REPORTING

Objective: This course aims to familiarize the students with various accounting concepts, tools and techniques and its application in managerial decision making. It also acquaints the students with the latest accounting practices and reporting standards. Course Outcomes (COs): After completion of the course, the students shall be able to:

Course Code	Course Outcomes
CO1	**apply the basic accounting principles to solve the various business related situations using different kinds of costing.**
CO2	**analyze various decision-making tools relating to cost accounting.**
CO3	**determine the financial health using tools of financial statement analysis..**
CO4	**measure recent advancements in accounting and apply them to effectively manage different types of assets amidst evolving market conditions.**
CO5	**elaborate the international standards for maintaining the financial statements and comparing the financial results.**

Unit I

Introduction to Accounting: Accounting as an information system, Accounting Process, concepts, convention and principles of Accounting, Role of accountant in an organization. Branches of accounting: Financial, Cost and Management Accounting and their inter-relationships, Exposure to format of schedule VI of Public Limited, Banking and Insurance Companies.

Unit II

Cost Accounting: Meaning, Objectives, Scope and Classification of costs, Preparation of Cost Sheet. **Marginal Costing –**Concept of Marginal Cost; Marginal Costing Vs Absorption Costing; **Cost-Volume-Profit Analysis**; Break-Even Analysis; Assumptions and its practical applications for managerial Decision making with special reference to pricing, make or buy decisions, selection of Sales-Mix.

Standard Costing: Introduction, Variance Analysis, types of Variances- Materials and Labour Variances. **Budgetary Control-** Types of Budgets Master budget Zero base budgeting, Fixed Budget and Flexible Budgets, Zero Base Budget, Participative Budget and Performance Budget.

Unit III

Financial Statement Analysis: Concepts and objectives, **Tools of Financial Analysis**: trend analysis, common size statements, comparative statements, Ratio analysis- Liquidity, solvency, profitability, turnover ratios, Cash flow statements and funds flow statements.

Unit IV

Recent Developments in Accounting: Introduction to concept of Price Level Accounting, Human Resource Accounting, Transfer Pricing. Target Costing, Kaizen costing, Activity based costing, Life Cycle Costing.

Financial Reporting and Regulations: Meaning, objectives, principles and environment of financial reporting; Introduction to Accounting Standards issued by ICAI, US GAAPs, International Accounting Standards, IFRS, Applicability of various accounting standards, comparison and the process of harmonization.

Suggested Readings:

Ahuja, N. L. and Dawar, V. 'Financial Accounting and Analysis' Taxmann Publishers

Khan and Jain, 'Management Accounting', Tata McGraw.

J. Madegowda, 'Accounting for Managers', Himalaya Publishing.

4. Horngren, Charles T., Gary L. Sundem and William O. Stratton, "Introduction to Management Accounting", Pearson Education Asia.

Ramchandran, 'Financial Accounting for Management', Tata McGraw

Jawahar Lal, 'Accounting for Management', Himalaya Publishing

Pandey, I.M, "Essentials of Management Accounting", Vikas Publishing House.

Sehgal, A. and Sehgal, D., '*Advanced Accounting – Financial Accounting I,* Taxmann Publications

Shukla, M.C. and Grewal, T.S. *Advanced Accounts Vol. I & Vol. II,* S. Chand and Co.

Horngren, C. T., Sundem, G. L. and Stratton, W. O., *'Introduction to Management Accounting*', Pearson Education

Elliott, B. and Elliott, J., *'Financial Accounting and Reporting'*, Pearson

Gibson, C. H., '*Financial Reporting Analysis (Using Financial Accounting Information)'*, South-Western Publications

Christopher, N. and Parker, R., '*Comparative International Accounting*', Prentice Hall

Bhattachrya, S.K. and John Dearden, "Accounting for Management – Text and Cases",Vikas Publishing House.

Arora, M.N., "Cost Accounting – Principles and Practice", Vikas Publishing House.

25C2BAP-105

BUSINESS ENVIRONMENT AND INDIAN ECONOMY

Course Objective: This course aims at providing knowledge of the environment in which businesses operate, the economic, political, legal and social framework with a basic idea of the Indian Economy.

Course Outcomes (COs): After completion of the course, the students shall be able to:

Course Code	**Course Outcomes**
CO1	examine the impact of a dynamic business environment on business entities.
CO2	interpret different macro business environments.
CO3	analyze the impact of dynamics of business environment on business enterprise
CO4	evaluate the way various types of economic systems, play a significant role in the success of a business.
CO5	outline the attributes of the Indian economy and assess its influence on the business environment.

UNIT I

Business Environment: Meaning, Types: Internal Environment; External Environment; Micro and Macro Environment, Components of Business Environment. **Political Environment**: Three political institutions: Legislature, Executive and Judiciary, Fundamental rights, Directive Principles, Rationale and extent of state intervention.

Economic Environment: Concept, features of various economic systems**,** New Industrial policy and industrial licensing, new economic policies, aspects of economic reforms and their effects on business and emerging economies. Effect of recession on Business and remedies for that, Economic Planning in India: Objectives, Strategies and Evaluation of current five year plan, Monetary and Fiscal Policy.

UNIT II

Legal Environment: Company Regulatory Legislations in India, FEMA, EXIM policy, Competition Law, Right to Information Act 2005.

Public Sector in India: Concepts, Philosophy and Objectives, Performance, Problems and Constraints. Disinvestment and Privatisation, Joint sector and Cooperative sector in India, Deficit Financing and its implications for the Indian Economy; Analysis of current year Annual Budget.

Consumerism: Role of Consumer Groups with Special Reference to India; Consumer Protection Act, 1986 with Latest Amendments.
Ecological Environment: Concepts of Green Management, Global Warming, Carbon Foot Printing, The Environment Protection Act 1986.

UNIT III
Technological Environment: Impact of Technology on Business, Technological Policy, Intellectual Property Rights, Import of Technology, Appropriate Technology, Problems in Technology Transfer.
International Environment: Emergence of Globalisation, Control of Foreign Direct Investment, Benefits and Problems from MNCs. WTO, its role and functions, Implications for India. Trading Blocks, Foreign Trade: SEZ (Special Economic Zones), EPZ (Export processing zone), EOU (*Export Oriented Units*), Dumping and Anti- Dumping measures.
Introduction to Indian Economy: Colonialism and Development of Indian Economy, Framework of Indian Economy, Demographic Features and Indicators of Economic Growth and Development, Rural-Urban Migration and issues related to Urbanization, Poverty debate and Inequality, Nature, Policy and Implications.
Unit IV
Unemployment-Nature, Central and State Government's policies, policy implications, Employment trends in Organized and Unorganized Sector
Development Strategies in India: Agricultural- Pricing, Marketing and Financing of Primary Sector, Changing structure of India's Foreign Trade. The Economic Policy and Infrastructure Development: Energy and Transport, Social Infrastructure- Education, Health and Gender related issues, Social Inclusion, Issues and policies in Financing Infrastructure Development.

Suggested Readings:

- Paul Justin, Business Environment, Latest Edition, McGraw Hill Education, New Delhi.
- V.K. Puri & S.K. Misra, Economic Environment of Business, Latest Edition, Himalaya Publishing House, New Delhi.
- A.C. Fernando, Business Environment, Latest Edition, Pearson Publication, New Delhi.
- V. Neelamegam, Business Environment, Latest Edition, Vrinida Publications, Delhi.
- Francis Cherunilam, Business Environment, Latest Edition, Himalaya Publishing House, New Delhi.
- K. Aswathappa, Essentials of Business Environment, Latest Edition, Himalaya Publishing House, New Delhi.
- Govt. of India, Five Years Plan Documents.

25C2BAP-106
BUSINESS ETHICS AND CORPORATE SOCIAL RESPONSIBILITY

Objective: This Paper introduces students to the relationship between business and ethics, and tries them to understand how ethical principles could influence management decisions. It also signifies the concept of CSR and its implications on business.
Course Outcomes (COs): After completion of the course, the students shall be able to:

Course Code	**Course Outcomes**
CO1	conceptualize the measuring of business ethics and contemporary ethical issues in a business context
CO2	evaluate ethical decision making, ethical reasoning, the dilemma resolution process and application of ethics contemporary business practices.
CO3	evaluate the drivers of corporate social responsibility and its models.
CO4	develop the key perspectives of corporate sustainability and its reporting framework guidelines.
CO5	determine the concept of corporate governance and measure the application of governance models in business practices.

Unit I

Business Ethics: Characteristics, Principles, Types, Importance, Factors highlighting the importance of Business Ethics, Myths about Business Ethics. Ethical Values, Theories of Ethics, Absolutism verses Relativism, Teleological approach, the Deontological approach, Kohlberg's six stages of moral development (CMD), Code of Ethics.**Business Ethics and Social Responsibilities of the firm -** relationship of the firms with customers, competitors, stockholders, dealers and suppliers. Ethics v/s Ethos, Indian v/s Western Management, Globalisation and Business Ethics. Emerging issues of Business Ethics.

Unit II

Ethical Dilemma; Characteristics, ethical decision making, ethical reasoning, the dilemma resolution process.Ethical Considerations in Marketing, Ethics in Accounting and Finance, Ethical Implications at Top Level. Ethical considerations in Human Resource Management, Environmental Ethics.Note: Relevant Case Studies regarding ethical issues in Marketing, HRM, Accounting and Finance and Environment Management should be discussed in the class.

Unit III

Corporate Social Responsibility: Concept, Definition, Need, Arguments in favour of and against CSR. Historical Phases of Corporate Social Responsibility, Perspectives of CSR. Models of CSR, Drivers of CSR, Corporate Governance, Business Ethics and CSR.
Corporate Social Responsibility and Corporate Sustainability: Meaning, Need and importance of Sustainability, Sustainability Case Studies-Triple Bottom Line (TBL).

Corporate Sustainability Reporting Frameworks- Global Reporting Initiative Guidelines, National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business.

Unit IV

Corporate Social Responsibility within the organisation, CSR and Society, Strategic Planning and CSR, Environmental Aspects of CSR, CSR under the Companies Act, 2013, CSR Practices in India, Case Studies of Major CSR Initiatives.
Corporate Governance: Introduction, Need, Models.

References:

- Fernando, A. C. (2010). *Business Ethics and corporate governance.* Pearson Education.
- Velasuez, M. G. (2011). *Business Ethics: Concepts and Cases..* PHI Learning.
- Gosh, B. N. (2009). *Business Ethics and Corporate Governance.* Tata McGraw Hill. T
- Thomas M. Garrett - *Business Ethics* - The times of India Press Bombay.
- Peter Pratley - *The essence of Business Ethics* - prentice Hall of India (P) Ltd., New Delhi.
- Chackraborty S.K. - *Ethics in Management - Vedantic Perspectives* - Oxford University Press, Delhi.
- Keith Davis *Business and Society* Mc Graw Hill.

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25C2BAP-107

BUSINESS COMMUNICATION FOR MANAGERIAL EFFECTIVENESS

Objective: This course presents communication as integral to management and as a critical component for success in the workplace. The students will develop a foundation for designing effective messages, both written and oral, from concept to delivery. They will use various communication models to identify objectives, analyze audiences, choose information, and create the most effective arrangement and channel for that message. Particularly, the course emphasizes elements of persuasive communication: how to design messages for diverse and possibly resistant audiences and how to present that information in a credible and convincing way.

Specifically, students will practice drafting and editing clear, precise, and readable written business documents as well as learn to design documents to make information easily accessible to a busy, executive-level reader. In addition, they will develop and deliver an individual presentation, using appropriate and effective visual support, in which they will present a persuasive argument that demonstrates relevance and benefits to an audience at different levels of expertise or interest and will learn and practice group communication.

Course Outcomes (COs): After completion of the course, the students shall be able to:

Course Code	**Course Outcomes**
CO1	Elaborate the core concepts of business communication
CO2	Implement the listening skills, non-verbal communication skills and business etiquettes
CO3	Recognizing the needs of social networking technologies in business communication
CO4	Apply the collaborative skills of writing effective business messages, letters and reports
CO5	Develop the presentation skills and interview skills using visual aids

UNIT - 1

Understanding the Foundations of Business Communication: Business Communication concept, Communication Models, Communication Process, Characteristics of effective business communication, Barriers in communication environment, Communication and Ethics, Cross Cultural Communication;

Guidelines for successful collaborative writing, Social networking technologies in business communication, Importance of listening, business etiquette & nonverbal Communication

UNIT - II

The Three-Step Writing Process: Importance of analyzing the situation before writing a message, Information-gathering options, Information organization, Writing Business Communication: Adapting to your audience, Crafting brief messages, Crafting messages for electronic media, Writing routine and positive messages, Writing negative messages; Planning, Writing, and Completing Reports and Proposal and Emails.

UNIT – III

Designing and Delivering Oral and Online Presentations: Developing oral and online presentations, Enhancing presentations with slides and other visual aids, Just-A-Minute Presentation, Individual/Group Presentations, Feedback and overcoming Glossophobia, Group discussion.

UNIT - IV

Writing Employment Messages and Interviewing for Jobs: Employment strategy, Planning, writing and completing your resume, Applying and Interviewing for Employment: Understanding, preparing and follow-up, Role Play and Simulation games – Employer - employee and Interviewer – interviewee relationship.

Suggested Readings:

- Penrose/Rasberry/Myers *Business Communication for Managers (5th edition)* Cengage Learning.
- Courtland/John/Roshan *Business Communication Today (13th edition)* Pearson
- Rizvi *Effective Technical Communication* Tata Mcgraw Hills
- Raymond/Marie/Kathryn/Neerja *Business Communication* Tata Mcgraw Hills

25C2BAP-201

Business Analytics for Decision Making

Course Objective: The course aims at equipping students with an understanding of the research process, tools and techniques in order to facilitate managerial decision making. Course Outcomes (COs): After completion of the course, the students shall be able to:

Course Code	Course Outcomes
CO1	develop a deeper and rigorous measuring of fundamental concepts in business decision making under subjective conditions.
CO2	equip with an ability to select, measure and apply appropriate analytical tools of quantitative data.
CO3	prepare and evaluate the model through multiple regressions and multiple correlations.
CO4	create a good quantitative purpose statement and good quantitative research questions and hypotheses.
CO5	criticize the concept and procedure of sampling, data collection, data analysis, interpretation of output and reporting.
CO6	analyze the future trajectory of sales by employing time series analysis techniques.

Unit I

Introduction to Statistics: Meaning, Importance, Applications of inferential statistics in managerial decision making. **Collection of Data:** concept of primary data and secondary data, sources of primary data and secondary data, **Classification and Tabulation of Data:** Concept and types of classification, construction of frequency distributions, tabulation of data: role of tabulation, parts of table, rules of tabulation, review of table, types of table.**Sampling:** Concept, definitions, census and sampling, probability and non probability methods of sampling, relationship between sample size and errors.

Unit II

Sampling Distributions: Concept and standard error.**Hypothesis Testing:** Formulation of hypothesis, procedure of hypothesis testing, errors in testing of hypothesis, tests of significance for large samples, tests of significance for small samples, application of t-test, Z-test, F-test and Chi-square test and Goodness of fit, ANOVA. Techniques of association of attributes.

Unit III

Business Forecasting: Introduction, Role of forecasting in business, Steps in forecasting and methods of forecasting

Correlation: Partial and Multiple correlation.

Regression Analysis: Multiple regression analysis, Testing the assumptions of regression: multicollinearity, heteroscedasticity and autocorrelation.

Unit IV

Index Number: Definition, importance of index number in managerial decision making, methods of construction, tests of consistency, base shifting, splicing and deflation, problems in construction.

Time Series Analysis: Meaning, component and, methods of time series analysis. Trend analysis: Least square method, linear and non linear equations, applications of time series in business decision making.

Suggested Readings:

Levins, Krehbiel, *Business Statistics*, Pearson Berenson
Levin & Rubin, *Statistics for Management*, Prentice Hall
S P Gupta, *Statistical Methods*, Sultan Chand
Beri, *Business Statistics*, Tata Mc Graw Hill
Croucher, *Statistics: Making Business Decisions*, Tata McGraw Hill
C.R. Reddy, *Quantitative Techniques for Management Decisions*, Himalaya Publishing
Anderson Statistics for Business & Economics, Cengage Learning
Levin, Richard and David S. Rubin. "*Statistics for Management*". 7th Edition, Prentice Hall of India, New Delhi.
Render, B. and Stair, R. M. Jr., "*Quantitative Analysis for Management*", 7th Edition, Prentice–Hall of India, New Delhi.

- Siegel, Andrew F, *Practical Business Statistics.* International Edition, 5th Edition (2001), McGraw Hill Irwin.
- Berenson, L.M., Krehbiel, T.C., Vishwanathan, P.K. and Levine, D.M., "Business Statistics: A First Course", 4th Edition (2008), Pearson Education.

25C2BAP-202
Legal Environment for Business

Course Objective: The objective of this paper is to give an exposure to students about important commercial, corporate and taxation laws, so that they are able to relate the impact of these legal enactments on business in an integrated manner.
Course Outcomes (COs): After completion of the course, the students shall be able to:

Course Code	Course Outcomes
CO1	**outline the legal and regulatory framework of the business environment and transactions.**
CO2	**determine the fundamental legal principles behind contractual agreements.**
CO3	**infer with the legal provisions of sales of goods act.**
CO4	**conceptualize rules of negotiable instruments in legal environment.**
CO5	**examine the legal rules governing admission, retirement and death of a partner and dissolution of partnership firm.**
CO6	**apply the legal framework relating to the process of incorporation of a joint stock company in real life situations.**

UNIT-I

Introduction to Business Laws:- Business Management and Jurisprudence; Structure of the Indian Legal Systems: sources of Law. **Law of Contract**: Definition, features of a valid contract, offer and Acceptance, Consideration, Capacity of parties, Free consent, Legality of Object, Performance and Discharge of Contract, breach of a contract and its remedies. Meaning and types of agents. Special Contracts-Laws of Agency; Principal-Agent Problem-Bailment, Pledge, Guarantee and Indemnity.

UNIT-II
Sales of Goods Act- Principles of Sales of Goods- Transfer of Ownership& Property– Performance of contract.

Unit III

Partnership Act: Introduction to Partnership Act, admission of partner, retirement and death of partner, dissolution of partnership firm.**Negotiable Instrument**: Bills of Exchange, Promissory Note, Cheque and Rules Regarding the Crossing of Cheques, Dishonour of cheques and liability of banker and drawer.

UNIT-IV

Company law: Definition and features of company; concept of corporate veil; distinction between company and partnership firm; type of companies, Process of formation and incorporation of Company, Memorandum of Association and Articles of Association, Definition, qualification, rights, duties and position of Directors, Constitution of Board of Directors, Chairman of Board, independent and executive directors, Introduction to meetings and resolution.

SUGGESTED READINGS:

1. Bansal, C. L. 'Business Laws' Taxmann Publishers (Edition-2011)
2. Kuchhal, M. C. and Kuchhal,Vivek-'Business Legislations for Management' Vikas Publications (4th Edition 2014).
3. Maheshwari,S.N. and Maheshwari,S.K.-A Manual of Business Laws- Himalya Publishing House Pvt. Ltd. (7th Edition-2018)
4. Singhania, V. and K.,Singhania, K. and Singhania, M. 'Direct Taxes – Law & Practice', Taxmann's Publication, Pvt. Ltd.(60th Edition 2018-19)
5. **Swain, Dr. Anil Kumar and Agrawal**, **Mr. Gopal Prasad,** GST Concepts and Applications,Himalya Publishing House Pvt. Ltd. (1stEdition-2018)
6. Tulsian,P.C. and Tulsian, Bharat, Business Laws, McGraw Hills Education, (3rdEdition-2014)

25C2BAP-203

Marketing Management

Course Objective: The course aims at making students understand concepts, philosophies, processes and techniques of managing the marketing operations of a firm in turbulent business environment. This course will provide better understanding of the complexities associated with marketing functions, strategies and provides students with the opportunity to apply the key concepts to practical business situations.

Course Outcomes (COs): After completion of the course, the students shall be able to:

Course Code	Course Outcomes
CO1	explain the key concepts of marketing management.
CO2	classify and analyze the complexities of marketing environment.
CO3	implement market segmentation, targeting and positioning strategies for effective decision making.
CO4	measure and use the concepts of product mix, product life cycle and the new product development process.
CO5	evaluate, design and develop the marketing mix strategies.
CO6	illustrate knowledge about the emerging trends in marketing.

Unit –I

Understanding Marketing and Consumers: Introduction to Marketing Management. Definition, Importance, Scope, Basic Marketing Concepts, Marketing Mix, Marketing vs Selling, Customer Value, techniques and relevance. **Marketing Environment and Competition:** Analyzing Marketing Environment-Micro, Macro, Impact of environment on marketing. **Corporate Strategic Planning:** Defining role of marketing strategies, marketing planning process. **Marketing Information System:** Concept and Components. **Consumer Behaviour:** Consumer buying process, Factors Influencing Consumer Buying Behaviour,

Unit –II

Market Segmentation & Targeting: Product differentiation, Positioning for competitive advantage, Product Decisions: Product Mix, Packaging and Labelling Decisions, Branding, Brand value & Brand Equity. **New Product Development**, Consumer Adoption Process, Product Life Cycle and marketing mix strategies. **Services Marketing** and 7Ps framework.

Unit –III

Pricing Decisions: Objectives, Factors Affecting Pricing Decisions, Pricing Methods, Price Changes, Pricing Strategies.

Promoting Product : Concept of Personal Selling Personal Selling Process, Managing the Sales Force. **Promotion Mix:** Advertising, Sales Promotion, Public Relations.

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Unit -IV

Supply Chain Decisions Nature, Types, Channel Design and Channel Management Decisions, Retailing, Wholesaling

Emerging Trends in Marketing: Green Marketing, Event Marketing, Network Marketing, Social Marketing, Buzz Marketing/ Viral Marketing, Customer Relationship Management (CRM), Global Marketing, Rural Marketing, E- Commerce, Understanding Digital Marketing, Understanding **Bottom of Pyramid Marketing**

Suggested Readings:

Kotler & Koshy, *Marketing Management*, Pearsons Education

Ramaswamy & Namakumari, *Marketing Management*, McMillian.

McMEtzel, Walker, Stanton, and Pandit, *Marketing Management*, Tata McGraw Hill

Kurtz & Boone, *Principles of Marketing*, Cengage Learning

Kotler & Armstrong, *Principles of Marketing*, Prentice Hall

Biplab S. Bose, *Marketing Management*, Himalaya Publications

Subhash c. Jain, *Marketing Management*, Cengage Learning

Rajan Saxena,, *Marketing Management*, Tata McGraw Hill.

25C2BAP-204

Human Resource Management

Course Objective: The objective of the paper is to make student aware of the various functions and importance of HR department in any organization. It is basically concerned with managing the human resources, whereby the underlying objective is to attract retain and motivate the human resources in any organization.

Course Outcomes (COs): After completion of the course, the students shall be able to:

Course Code	Course Outcomes
CO1	illustrate the fundamentals, environmental analysis and evolution of Human Resource Management
CO2	determine Human Resource Management functions as planning, job analysis, recruitment, and selection to facilitate employee hiring.
CO3	outline the significance of training, development, career planning, wage and salary administration.
CO4	examine the concerns of government towards provisions of employee health, safety and welfare and measuring the concept of industrial relations.
CO5	assess mechanisms adopted by the organizations for settlement of disputes via collective bargaining and grievance redressal procedures.

Unit I

Human Resource Management (HRM): Nature, Scope, Objectives and functions of HRM. Evolution of HRM, HR as a factor of competitive advantage. Organization of HR department, Line ad staff responsibility of HR managers, competencies of HR Manager. Personnel Policies and Principles. **Strategic HRM**: Introduction, Integrating HR strategy with Business Strategy, Difference between SHRM and HRM. HRM Environment and Environment Scanning. **Human Resource Planning**: Meaning, Process and importance, factors affecting Human Resource Planning. **Job Analysis**: Process, methods of Job Description & Job Specification.

Unit 2

Recruitment & Selection: Meaning & Concept, Process & Methods Recruitment & Selection, Induction & Placement. **Training & Development**: Meaning & Concept of Training & Development, Methods of Training & Development, Evaluating training effectiveness. HRM vs. HRD. **Career Planning & Development**: concept of career, career planning, career development, process of career planning and development, factors affecting career choices, responsibilities of Employers / managers, organization and employees in career planning and development, career counseling. **Internal Mobility**: Promotion, Transfer, Demotion, Separation, downsizing and outplacement.

Unit 3

Performance Appraisal: Meaning & Concept of Performance Appraisal, Methods & Process of Performance Appraisal, Issues in Performance Appraisal, Potential Appraisal. **Compensation Management**- Concept and elements of compensation, Job evaluation, Wage / Salary fixation, Incentives Plans & Fringe Benefits. **Quality of work life (QWL)**: Meaning, Concept, Techniques to improve QWL. Health, Safety & Employee **Welfare, Social Security. Quality Circles: Concept, Structure, Role of Management, QCs in India.**

Unit 4

Industrial Relations: Government's concerns, Union's concerns, Management concerns; Approaches of IR; Dispute Resolution Machinery. **Collective Bargaining:** Meaning, Scope, Objectives, Issues and Strategies, steps of collective bargaining, negotiation skills. Participative Management, Grievance Handling, Disciplining and Counseling of employees, HRIS, HR Audit. Ethical Issues in HRM. Human Resource Management practices in India.

Suggested Readings:

- Dessler, Gary, "Human Resource Management", New Delhi, Pearson Education Asia. 2017 15th Edition
- Aswathappa, K.. Human Resource Management, Text and Cases (7th ed.). Mc Graw Hill.
  Flippo, E. Human Resource Management (5th ed.). McGraw Hill.
  Ivancevich, J. Human Resource Management (12th ed.). Tata Mc Graw Hill.
  Gomez Mejia, L. Managing Human Resources (8th ed.). Pearson Education.
  Bratton, J. and Gold, J. Human Resource Management: Theory and Practice (6th ed.). Palgrave.
- Mirza S. Saiyadain. Human Resources Management (4th ed.). Tata McGraw Hill.
- Dale Yoder, Personal Management & Industrial Relations, Tata McGraw Hil

25C2BAP-205

Production & Operations Management

Course Objective: It is a subject where a student learns various steps of product design, development, production, plant location, storage, production planning and control. The students are motivated to apply concepts and principles of management to become more effective professionals.

Course Outcomes (COs): After completion of the course, the students shall be able to:

Course Code	Course Outcomes
CO1	illustrate the importance of production and operations management in a business environment.
CO2	measure the concept of facility layout, capacity planning, work measurement and production planning and control.
CO3	develop the knowledge of quality management through Total Quality Management, statistical quality control and acceptance.
CO4	demonstrate the concept of Just In Time and inventory management to eliminate the wastages in production.
CO5	determine the concepts of purchase management and value analysis.

Unit- I

Operations management: concept, functions, transformation process model: inputs, process and outputs; classification of operations; responsibilities of operations manager, contribution of Henryford, Deming, Crossby, Taguchi.**Facility Location** – importance, factors in location analysis, location analysis techniques. **Product Design and Development** – product design and its characteristics, product development process (technical), product development techniques. **Process selection-** project, job, batch, mass and process types of production systems. operations management in corporate profitability and competitiveness

Unit- II

Facility Layout – Objectives, Advantages, Basic Types of Layouts, Problems in facility layout. Production Planning & Control (PPC): –Concepts, Objectives, and Functions, work study – Productivity: Method study; Work measurement. Capacity Planning – Concepts, Factors affecting Capacity Planning, Capacity Planning Decisions**.**

Unit- III

Quality Management: Introduction, Meaning, Quality Characteristics of Goods and Services, Juran's Quality Trilogy, Deming's 14 principles, Tools and Techniques for Quality Improvement, Statistical Process Control Chart, Quality Assurance, Total Quality Management (TQM) Model Concept of Six Sigma and its Application. **Acceptance Sampling** – Meaning, Objectives, Single Sample, Double Sample and Multiple Sample Plans with sated risk, Control charts for variables – Averages and Ranges, Control Charts for Defectives – Fraction Defective and Numbers Defective.

Unit- I

JIT and Lean Production System: JIT Approach, Implementation requirements, Services, Kanban System. Inventory Management: Concepts, Classification, Objectives, Factors affecting Inventory Control Policy, Inventory Costs, Basic EOQ Model, Re-order level, ABC analysis. Logistics and Franchising. Purchasing Management – Objectives, Functions, Methods, Procedure.

Value Analysis: Concepts, Stock Control Systems, Virtual Factory Concept and Production Worksheets.

Note : Relevant Case Studies should be discussed in class.

Suggested Readings / Books:

- Mahadevan B, Operations Management: Theory and Practice (2nd Ed.). Pearson Education
- Krajewski & Ritzman, Operations Management (5th Ed.) Pearson Education
- Buffa & Sarin, Modern Production/Operations Management, (8th Ed.) John Wiley
- Chary, Production and Operations Management, Tata McGraw-Hill
- Johnston R et al , Cases in Operations Management, Pitman
- McGregor D, Operations Management, McGraw-Hill
- Nair, Production & Operations Management. Tata McGraw

25C2BAP-206

Corporate Finance and Policy

Course Objective: To provide an in-depth understanding of the core finance functions and decisions in the area of corporate financial management. Further provide practical and problem insight for effective financial decision-making.

Course Outcomes (COs): After completion of the course, the students shall be able to:

Course Code	Course Outcomes
CO1	illustrate the evolution, objectives and functions of corporate finance and recognize the interface of corporate finance with other functional areas.
CO2	identify the concept of time values of money and valuation of securities.
CO3	evaluate the significance of cost of capital while framing up the capital structure and appraising the various theories of capital structure for taking various decisions.
CO4	design the optimal capital budget while devastating the various capital expenditure techniques and extracting the best plan while using the concept of leverage.
CO5	Create a comprehensive understanding of working capital with developing skills in analyzing financial statements to assess the working capital position of a company.

Unit I

Introduction to Financial Management and Corporate Finance: Meaning, evolution, objectives, functions and scope of corporate finance. Interface of financial management with other functional areas, Role of financial manager.**Time Value of Money**-Introduction, types of cash flows, future value of single cash flow, multiple flows and Annuity.
Valuation of Securities: Concept of Valuation, Methods for valuation of equity, debt and hybrid securities.**Sources of Finance**–Different sources of finance; long term and Short term.

Unit II

Cost of capital: concept, significance of cost of capital, specific costs and weighted average cost of capital,**Capital Structure Decision-Capital Structure Theories:** Meaning and features of capital structure decision, Net Income Approach, Net Operating Income Approach, Traditional Approach, Modigliani-Miller Hypotheses with special reference to the process of arbitrage and Agency Cost. Determinants of Capital Structure Decision - Approach to Estimating the Target Capital Structure, EBIT / EPS Analysis and ROI / ROE Analysis

Unit III

Leverage–Business Risk and Financial Risk– Operating and financial leverage, Trading on Equity**Capital Budgeting Decision:** Nature of investment decisions; process of capital budgeting, investment evaluation criteria: Discounted and Non-Discounted Methods (Pay-Back Period, Average rate of return, Net Present Value, Benefit Cost Ratio and Internal Rate of Return). Risk analysis in capital budgeting and Capital rationing.

UNIT IV

Dividend Decision-: Issues in dividend decisions. forms of dividend, theories of relevance and irrelevance of dividends.

Management of Working Capital: Meaning, nature, objectives and Approaches of Working Capital (Conservative, Matching and Aggressive approaches), Static vs. Dynamic View of Working Capital. Factors determining the amount and composition of Working Capital .Methods for financing of working capital.

Suggested Readings:

1. Pandey, I. M. (2015). Financial Management, 11th Edition. Vikas Publishing
   Khan, MY. and Jain, PK. (2014). Financial Management, 7th Edition. Tata McGraw Hill, New Delhi.
2. Chandra, Prasanna. (2015).Financial Management: Theory and Practice, 9th Edition. Tata McGraw Hill, Delhi.
3. Van Horne. J.C. and J.M. Wachowicz. (2015). Fundamentals of Financial Management,13th Edition. Prentice Hall, Delhi.
4. Brealey, Richard A; Stewart, C. Myers and Allen, F. (2017). Principles of Corporate Finance, 11th Edition. McGraw Hill, New York.
5. Bhole, L. M. (2017). Financial Institutions and Markets, 6th Edition. McGraw Hill.
6. Srivastava, R. M and Divya, N. (2014). Management of Indian Financial Institutions, 9th Edition. Himalaya Publishing House.
7. Varshney, P. N. and Mittal, DK. (2010). Indian Financial System, 11th Edition. Sultan Chand & Sons.

25C2BAP-207

Entrepreneurship Development and Project Management

Course Objective: To provide a comprehensive understanding of the concept of an Entrepreneur and intricacies involved in managing entrepreneurial projects. The prime aim is to imbibe the necessary entrepreneurial competencies among students and motivate them to choose Entrepreneurship as a feasible and desirable career option. Course Outcomes (COs): After completion of the course, the students shall be able to:

Course Code	Course Outcomes
CO1	outline the characteristics, functions, traits and types of entrepreneurs.
CO2	develop entrepreneurial motivation and idea generation through creativity, innovation and exploring new entry opportunities.
CO3	measure the concept of intellectual property for safeguarding business ideas and develop business plans.
CO4	determine the ways of ending ventures and reasons for failure of entrepreneurial ventures.
CO5	estimate the basic concepts of project management and analyze different phases of project management.

Unit I

Introduction to Entrepreneur: Concept, Characteristics, functions of an entrepreneur, Entrepreneur Vs Manager, Types of entrepreneurs, Entrepreneurial Mind Set, Key attributes of an entrepreneur, desirable and acquirable traits and behaviours, Readiness of the entrepreneur: Right age, right time and right conditions, Myths and Realities of entrepreneurship. **Entrepreneurship and Intrapreneurship:** Similarities and variance, Developing Corporate Entrepreneurship. **Women entrepreneurs**:-Meaning, role, problems for women entrepreneurs, **Rural entrepreneurship, social entrepreneurship,** Entrepreneurship Development, Entrepreneurial support systems and role of government in Entrepreneurship Development.

Unit II

Entrepreneurial Motivation: Concept and Theories, **Entrepreneurial Strategy: Generating and Exploiting New Entry Opportunities**, Generation of new Entry Opportunity, entry Strategy, Risk reduction strategies for New Entry Exploitation **Creativity and Business Idea Generation**: Concept of creativity, ideas from trend analysis, sources of new ideas, Methods of generating new ideas, Creative problem solving, creativity and entrepreneurship. **Entrepreneurial Innovation:** Concept and types, Opportunity Recognition and opportunity assessment plan, product planning and development process.

Unit III

Protecting Ideas and Legal issues for the entrepreneur. Concept of IPR, Patents, Trademarks, Copyrights, Licensing, Product Safety, Other Legal Issues in Setting Up An Organisation. **Business Plan Creating and Starting the Venture:** Concept of Business Plan, Scope and Value, Writing the business plan, Using and implementing business plan. **Succession Planning and Strategies for Harvesting and Ending Venture:** Exit Strategy , succession of Business, Selling off, bankruptcy

Reasons of failure of business plan, Reasons for the failure of entrepreneurial ventures.

Unit IV

Project Management: Concept, facets and Key Issues of project management. **Generation and screening of project ideas**, **Project Analysis:** Market and demand analysis, Technical analysis, Financial estimates and projection, **Project Selection:** Investment criteria, Risk analysis, Social Cost Benefit analysis.

Project Financing: Financing of projects, Concept of Venture Capital in detail, Difference between Venture Capital and Private Equity. **Project Implementation**: Project planning and control, Network techniques for project management: PERT and CPM Models, **Project Review**: Post Audit and Administrative Aspects**.**

Relevant case studies related to the topics should be discussed.

Suggested readings:

- Chandra, P. (2017). *Projects:Preparation, Appraisal, Budgeting and Implementation.* New Delhi: 8th Edition,Tata Mcgraw .

- Desai, V. (2017). *Project Management and Entreprenueurship.* New Delhi: 2nd Edition, Himalaya Publishing House.

- Fyffe, D. S. (2001). *Project Feasibility Analysis.* New York: John Wiley and Sns.

- Hisrich, R. D, Peters, M.P, and Shephers, D.A.(2016). *Entrepreneurship.* New Delhi:10th Edition,Tata mc graw.

- Mohanty, Sangram Keshari (2017). *Fundamentals of Entrepreneurship*, Revised Edition, PHI Learning Pvt Ltd.

- Natrajan, K. and Gordon, E. (2017). *Entreprenuership Development.* New Delhi: 6th Edition , Himalaya Publishing House.

25C2BAP-208

Computer Applications for Business

Course Objective: The purpose of this course is to provide a through exposure to the operating and office management tools available in different packages. A student can be exposed to the working knowledge of Windows based operating systems and software packages such as Windows-95, 98, 2000-Professional, windows -XP and MS -Office.

Course Outcomes (COs): After completion of the course, the students shall be able to:

Course Code	Course Outcomes
CO1	develop measuring of computer fundamentals, functions and their classifications.
CO2	integrate computer technology with decision-making and problem solving skills.
CO3	demonstrate proficiency in microsoft word & excel.
CO4	apply formatting and editing features to enhance worksheets.
CO5	operate a variety of styles, themes, and conditional formats customize worksheets.
CO6	construct database, reports and labels, multiple tables for data management.

Unit I

Introduction to Computer: Definition of Computer, Features of Modern Computer, Classification of Computer on the Basis of Generation.

Components of Computer: Input Unit, Output unit, Central Processing Unit Various Input Devices and Output Devices, Internal and External Memory Storage, RAM, ROM, PROM, EPROM, Hard Disc, Magnetic Tapes

Unit II

Operating System: Concepts, Definition of Operating System (as Resource Manager, Processor Manager and Information Manager)**Window**: Introduction to Window (Working of Windows, Manipulation of Icon, Menus and opening different applications simultaneously), Various Versions of Windows, Basic commands of windows (Creating, Moving, Renaming, Deleting Files/Folders). **MS- Office**: Introduction, Components of Office.

Unit III

MS-Word: History, Creating, Saving, Opening, Importing, Exporting and Inserting document, Formatting pages, Alignment, Paragraphs and Sections.Indents and Outdents, creating lists and numberings Formatting Commands: Headings, Styles, Fonts and Size editing, Viewing Text, Finding and Replacing text, Headers and Footers, Inserting page breaks, Page numbers, Special Symbols and Dates Mail merge, Preview and Printings command.**MS-PowerPoint**: History, Creating, Saving, Opening, existing presentation, Creating and Saving a Presentation using Auto Content Wizard, Design Template, Blank Presentation the Slide Sorter View, Slide Show, Inserting pictures and graphics and Printing Slides.

Unit IV

MS-Excel: Introduction, Components of Excel History, Creating, Saving, Opening, Spreadsheet, Formatting numbers and Text, Graph and Chart Formatting Commands, Menu Bar, Toolbars, Producing Charges, Protecting Cell Macro and Printing Operation, Spell Checking, Cell Editing, Calculation of various Financial and Statistical Functions using Formulas.

MS Access: Introduction to Data Base and Access: Viewing and Editing Data; Sorting and Indexing Printing Reports and Labels, Managing Multiple Tables. Forms, Queries, Reports.

Suggested Readings:

- Ram, B.(2018).*Computer Fundamentals Architecture and Organization.* New Delhi: Age Publications
- Sinha, P.K. and Sinha, P. (2017).*Foundation of computing*. New Delhi: BPB Publications.

  Arora, A.(2015) *Computer fundamentals and applications*. Vikas Publishing. Rajaraman, V.(2014).*Fundamentals of Computers.* Delhi: Prentice-Hall.

  Roger,J. (2010).*MicrosoftAccess2010*.Delhi:PearsonEducation.

  Forouzan,(2009).*Basics of Computer Science.* India: Cengage Learning

  Levi, D.S., Kaminsky, P. (2007) Designing and Managing the Supply Chain. McGraw Hill
- Turban, E., Aronson JE., Liang, TP. (2005). *Decision Support Systems and Intelligent Systems* (7th Edition). Pearson Publishers

Organization Behavior and Design

Semester	Course Code	Course Name	Course Type	Cd	L	T	P	Marks		
								Internal	External	Total
3rd	25C2BA P-301	Organization Behaviour and Design	Core	4	4	0	0	40	60	100
Prerequisites of subject	Basic understanding of management principles and human resource management is essential for studying Organizational Behaviour and Design. Familiarity with basic psychology concepts, organizational structure, and workplace dynamics will help in better understanding the subject.									

COURSE OUTCOMES	
At the end of the course, student will be able to :	
CO1	Explain OB foundations, individual behaviour determinants, and apply learning theories to workplace behaviour modification.
CO2	Evaluate personality traits, attitudes, perceptual processes, and emotional intelligence to influence employee responses.
CO3	Assess motivation strategies, leadership styles, learning organisations and transactional analysis to enhance individual and group performance.
CO4	Analyze group formation processes, group properties and organizational culture for effective team management.
CO5	Analyze organizational dynamics, design factors, structure types, conflict, power and politics for adaptive strategies.

Detailed Syllabus

Unit I Organisational Behaviour: Meaning, foundations, contributing disciplines to OB, Challenges and opportunities for OB. Individual Behaviour: Foundations of individual behaviour, Determinants of individual behaviour. **Learning and Reinforcement:** Theories of learningSchedules of reinforcement, Behaviour modification. ***Relevant Case Studies*** *on Workplace Challenges, Behaviour Modification.* (08 Hours)

Unit II Personality: Determinants of personality, The Myers-Briggs Type Indicator model of personality, The Big five model of personality, traits of personality. Attitudes & Values Perception, **Emotions and Moods:** Types and sources of emotions, emotional intelligence, Digital Emotional Intelligence (EIQ) for virtual communication, managing emotions at workplace. ***Relevant Case Studies*** *on Attitude at Workplace, Digital Emotional Intelligence (DAQ) (*12 Hours)

Unit III Motivation: early and contemporary theories of motivation, application of motivation process. **Leadership:** nature and significance of leadership, theories of leadership, transactional leadership, concept of charisma leaders, Servant Leadership, Authentic Leadership, Cross-generational leadership (Gen Z, Millennials, Gen Alpha). **Learning Organizations:** Meaning of learning organisations, creating learning organisations. Transactional analysis: Ego states, life positions, Johari window model. ***Relevant Case Studies*** *on Leadership Styles, Cross-Generational Leadership* (10 Hours)

Unit IV Foundations of Group Behaviour: Nature and concept of group, Group formation, stages of group formation, theories of group formation, Types of teams, issues in team management. **Group Properties:** Roles, norms, status, size, cohesiveness and decisions making in groups. Organizational culture: meaning, concept and dimensions of organizational culture, developing organizational culture, cultural differences. ***Relevant Case Studies*** *on Developing Organizational Culture* (08 Hours)

Unit V Understanding Organisations: Meaning and importance of organisations, Organisational theory, Organizational life cycle. **Organisational Design:** Meaning, factors influencing organisational design: organizational strategy, size, technology, environment, Traditional designs and contemporary designs. **Conflict Management:** Meaning, types and sources of conflict, Process of conflict management, approaches to conflict management. Power and politics in organizations: Nature & concepts, sources and types of power, tactics and techniques of politics. ***Relevant Case Studies*** *on Conflict Management* (12 Hours)

Text Books:

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Organizational Behaviour	Stephen P Robbins, Timothy A Judge	Pearson Education	19th Edition (2023)

2	Organizational Behavior An Evidence-based Approach	Fred Luthans; Brett C. Luthans; Kyle W. Luthans	Mc Graw Hill	21th Edition (2021)

Reference Books:

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Organizational Behaviour	LM Prasad	Sultan Chand Sons	11th Edition (2024)
2	Organization Behaviour	Aswathappa, K.	Himalaya Publications	14th Edition (2024)

AI For Managers

Semester	Course Code	Course Name	Course Type	Cd	L	T	P	Marks		
								Internal	External	Total
3rd	25C2BAP-302	AI for Managers	Core	4	4	0	0	40	60	100
Prerequisites of subject	Basic understanding of Management Principles and basic knowledge of Statistics and Business Analytics.									

COURSE OUTCOMES	
At the end of the course, student will be able to :	
CO1	Explain the fundamental concepts and applications of Artificial Intelligence in business management.
CO2	Make use of AI technologies in managerial decision-making.
CO3	Investigate the issues associated with AI implementation in organizations.
CO4	Recommend AI-driven business solutions across different functional areas.
CO5	Develop AI adoption strategies that enhance innovation, operational efficiency, and competitive advantage in organizations.

Detailed Syllabus

Unit I: Introduction to Artificial Intelligence in Business: Overview and Evolution of AI; Concept and Scope of AI; Types of AI (Narrow, General, Super AI); AI vs Machine Learning vs Deep Learning; Key AI Technologies; Data as the Foundation of AI; AI in Everyday Business Applications; Opportunities and Challenges of AI in Organizations; Role of Managers in AI-Driven Organizations. ***Relevant Case Studies*** *on AI Vs Machine Learning, Foundation of AI.* (10 Hours)

Unit II: AI Technologies and Managerial Decision-Making Machine Learning Basics (Supervised, Unsupervised, Reinforcement Learning); Predictive Analytics; Natural Language Processing (NLP); Chatbots and Virtual Assistants; Computer Vision; AI in Business Intelligence;

Data-driven Decision Making; AI Tools and Platforms for Managers. **Relevant Case Studies** *on NLP.* (10 Hours)

Unit III: AI Applications Across Business Functions: AI in Marketing; AI in Finance; AI in HR; AI in Operations & Supply Chain; AI in Strategy and Innovation; Industry-Specific AI Applications. **Relevant Case Studies** *Strategic AI.* (10 Hours)

Unit IV: AI Strategy, Implementation and Governance: Developing AI Strategy aligned with Business Goals; AI Project Lifecycle; Build vs Buy Decisions; Data Infrastructure; Change Management; AI Governance Framework; Ethical Issues; Bias and Fairness; Data Privacy; Responsible AI Practices. **Relevant Case Studies** *on AI Governance.* (10 Hours)

Unit V: Future of AI and Managerial Readiness AI and Digital Transformation; Human-AI Collaboration; AI-driven Business Models; Emerging Trends (Generative AI, Autonomous Systems); Skill Requirements for Managers; Building an AI-ready Culture; Measuring ROI of AI Initiatives. ***Relevant Case Studies*** *on Generative AI.* (12 Hours)

Text Books:

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Artificial Intelligence Basics: A Non-Technical Introduction	Tom Taulli	Apress	6th Edition (2024)
2	Prediction Machines	Ajay Agrawal, Joshua Gans, Avi Goldfarb	Harvard Business Review Press	32nd Edition (2021)

Reference Books:

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Competing in the Age of AI	Marco Iansiti & Karim Lakhani	Harvard Business Review Press	3rd Edition (2020)
2	Human + Machine	Paul R. Daugherty & H. James Wilson	Harvard Business Review Press	1st Edition (2024)

Summer Training Report

Semester	Course Code	Course Name	Course Type	Cd	L	T	P	Marks		
								Internal	External	Total
3rd	25C2BAP-311	Summer Training Report	Core	2	2			50	-	50
Prerequisites of subject	The study requires basic knowledge of management concepts and research methodology, along with organizational approval and access to relevant data. It also requires analytical skills, technical proficiency, and adherence to professional ethics and timelines.									

Guidelines for Summer Training Report is attached in Annexure I

Comprehensive Viva-Voce

Semester	Course Code	Course Name	Course Type	Cd	L	T	P	Marks		
								Internal	External	Total
3rd	25C2BAP-312	Comprehensive Viva-Voce	Core	1	-			-	50	50
Prerequisites of Viva -Voce		MBA students must have a clear understanding of all core subjects studied up to the second semester and be prepared to answer both conceptual and application-based questions. They should demonstrate clarity, confidence, and the ability to relate theoretical knowledge to practical business situations.								

***For conducting Viva -voce Experts must be called as per IKG PTU norms**

Technical Skills for Managers

Semester	Course Code	Course Name	Course Type	Cd	L	T	P	Marks	
								Internal Evaluation	Total
3rd	25C2BAP-303	Technical Skills for Managers	Ability Enhancement	1	1	0	1	50	50
Prerequisites of subject		Basic computer literacy and familiarity with business data							

COURSE OUTCOMES	
At the end of the course, student will be able to :	
CO1	Explain the role of Business Intelligence and Power BI in supporting data-driven managerial decision making.
CO2	Apply Power Query tools to clean, transform, and prepare business datasets for analysis.
CO3	Analyze business data using data modelling techniques and DAX functions in Power BI.
CO4	Design interactive dashboards and visual reports to communicate managerial insights effectively.
CO5	Evaluate and share business intelligence reports using Power BI Service for collaborative decision making.

Detailed Syllabus

Unit 1: Introduction to Business Intelligence & Power BI

- Concept of Business Intelligence (BI) in modern organizations
- Role of data-driven decision making for managers
- Overview of the Power BI ecosystem (Desktop, Service, Mobile)
- Power BI interface and workflow
- Connecting to different business data sources (Excel, CSV, Web, Databases)

- Import vs Direct Query concept

Practical: Connect Power BI to a sales or operational dataset & Import and preview business data for analysis. (4 Hours)

Unit II: Data Preparation and Transformation using Power Query

- Importance of data preparation in business analytics
- Power Query Editor interface
- Data cleaning techniques: Removing duplicates, Handling missing values & Changing data types
- Splitting, merging, and appending datasets
- Creating custom columns for business calculations
- Handling inconsistent business data

Practical: Clean and transform a raw business dataset using Power Query & Prepare data for further analytical processing. (4 Hours)

Unit III: Data Modelling and Analytical Calculations using DAX

- Importance of data models in business analytics
- Creating relationships between tables
- Concept of star schema for business datasets
- Calculated columns and measures
- Introduction to key DAX functions: SUM, COUNT, CALCULATE, IF
- Basic time-based business analysis (monthly or yearly performance)

Practical: Develop sales performance measures using DAX and analyze business performance indicators. (4 Hours)

Unit IV: Data Visualization & Dashboard Development

- Importance of visual analytics in managerial reporting
- Creating visualizations: Bar charts, Column charts, Line charts, Pie charts, KPI cards & Maps.
- Using slicers and filters for interactive reports

- Drill-down and drill-through analysis
- Designing executive dashboards for management

Practical: Create an interactive managerial dashboard displaying key business metrics. (4 Hours)

Unit V: Power BI Service and Business Intelligence Reporting

- Publishing reports to Power BI Service
- Creating dashboards in Power BI Service
- Data refresh and scheduling updates
- Sharing reports for collaborative decision making
- Concept of Row-Level Security (RLS)
- Using Power BI for organizational performance monitoring

Practical: Publish a Power BI report online & Share dashboard with controlled access. (4 Hours)

Textbooks:

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Data Visualization with Microsoft Power BI	Alex Kolokolov and Maxim Zelensky	O'Reilly Media	1st Edition (2024)
2	Microsoft Power BI Data Analysis and Visualization	Alberto Ferrari & Marco Russo	Microsoft Press	4th Edition (2022)

Reference Books:

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Pro Power BI Architecture	Reza Rad	Apress	2nd Edition (2021)
2	Beginning Microsoft Power BI	Dan Clark	Apress	1st Edition (2020)

Human Values, De-addiction and Traffic Rules

Semester	Course Code	Course Name	Course Type	Cd	L	T	P	Marks		
								Internal	External	Total
3rd	25C2BAP-305	Human Values, De-addiction and Traffic Rules	Ability Enhancement Compulsory Course (AECC)	3	3	0	0	40	60	100
Prerequisites of subject	Basic awareness of human values, ethics, and social responsibility in personal and professional life.									

COURSE OUTCOMES	
At the end of the course, student will be able to :	
CO1	Explain the need and principles of human values for achieving harmony and sustainable happiness.
CO2	Apply the understanding of self (‘I’) and body to maintain harmony within the individual.
CO3	Analyze human relationships and societal interactions based on trust, respect, and mutual fulfillment.
CO4	Interpret the interdependence and coexistence in nature for maintaining ecological and social harmony.
CO5	Develop value-based approaches for ethical decision-making in personal, professional, and societal life.

Detailed Syllabus

Module 1: Course Introduction – Need, Basic Guidelines, Content and Process for Value Education

1. Understanding the need, basic guidelines, content and process for Value Education.

2. Self-Exploration–what is it? - Its content and process; 'Natural Acceptance' and Experiential Validation- as the mechanism for self-exploration.
3. Continuous Happiness and Prosperity- A look at basic Human Aspirations.
4. Right understanding, Relationship and Physical Facilities- the basic requirements for fulfilment of aspirations of every human being with their correct priority.
5. Understanding Happiness and Prosperity correctly- A critical appraisal of the current scenario
6. Method to fulfill the above human aspirations: understanding and living in harmony at various levels.

Module 2: Understanding Harmony in the Human Being - Harmony in Myself!

7. Understanding human being as a co-existence of the sentient 'I' and the material 'Body'
8. Understanding the needs of Self ('I') and 'Body' - Sukhand Suvidha
9. Understanding the Body as an instrument of 'I' (I being the doer, seer and enjoyer)
10. Understanding the characteristics and activities of 'I' and harmony in 'I'
11. Understanding the harmony of I with the Body: Sanyam and Swasthya; correct appraisal of Physical needs, meaning of Prosperity in detail
12. Programs to ensure Sanyam and Swasthya- Practice Exercises and Case Studies will be taken up in Practice Sessions.

Module 3: Understanding Harmony in the Family and Society- Harmony in Human-Human Relationship

13. Understanding harmony in the Family- the basic unit of human interaction
14. Understanding values in human-human relationship; meaning of Nyaya and program forits fulfillment to ensure Ubhay-tripti;Trust (Vishwas) and Respect (Samman) as the foundational values of relationship
15. Understanding the meaning of Vishwas; Difference between intention and competence
16. Understanding the meaning of Samman, Difference between respect and differentiation; the other salient values in relationship
17. Understanding the harmony in the society (society being an extension of family):Samadhan, Samridhi, Abhay, Sah-astitvaas comprehensive Human Goals
18. Visualizing a universal harmonious order in society- Undivided Society (Akhand Samaj),Universal Order (Sarvabhaum Vyawastha)- from family to world family!- - Practice

Exercises and Case Studies will be taken up in Practice Sessions.

Module 4: Understanding Harmony in the Nature and Existence - Whole existence as Co-existence

19. Understanding the harmony in the Nature
20. Interconnectedness and mutual fulfillment among the four orders of nature- recyclability and self-regulation in nature
21. Understanding Existence as Co-existence (Sah-astitva) of mutually interacting units in all- pervasive space
22. Holistic perception of harmony at all levels of existence- Practice Exercises and Case Studies will be taken up in Practice Sessions.

Module 5: Implications of the above Holistic Understanding of Harmony on Professional Ethics

23. Natural acceptance of human values
24. Definitiveness of Ethical Human Conduct
25. Basis for Humanistic Education, Humanistic Constitution and Humanistic Universal Order
26. Competence in professional ethics
   a) Ability to utilize the professional competence for augmenting universal human order,
   b) Ability to identify the scope and characteristics of people-friendly and eco-friendly production systems
   c) Ability to identify and develop appropriate technologies and management patterns for above production systems.
27. Case studies of typical holistic technologies, management models and production systems
28. Strategy for transition from the present state to Universal Human Order.
   a) At the level of individual: as socially and ecologically responsible engineers, technologists and managers
   b) At the level of society: as mutually enriching institutions and organizations

Text Books:

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	A Foundation Course in Human Values and Professional Ethics	Rishabh Anand	CBS Publishers & Distributors	1st Edition (2025)

2	Human Values and Professional Ethics	Dr. Madhukar Behara, Dr. N. Sambasiva Rao & Prof. Abdul Noorbasha	Himalaya Publishing House	2nd Edition (2023)

Reference Books:

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Universal Human Values and Professional Ethics	Dr. Ritu Soryan	S.K. Kataria & Sons	1st Edition (2025)
2	Human Rights and Values	Dr. Anjali Bhakhar	Mahavir Books	1st Edition (2024)

Human Values, De-addiction and Traffic Rules (Lab/Seminar)

Semester	Course Code	Course Name	Course Type	Cd	L	T	P	Marks		
								Internal	External	Total
3rd	25C2BAP-313	Human Values, De-addiction and Traffic Rules (Lab/Seminar)	Ability Enhancement Compulsory Course (AECC)	1	0	0	2	25	-	25
Prerequisites of subject		Basic awareness of personal well-being, ethical responsibility, and responsible social behaviour in academic and professional contexts.								

COURSE OUTCOMES	
At the end of the course, student will be able to :	
CO1	Explain human aspirations and the role of self-exploration in developing human values.
CO2	Apply self-reflection techniques to identify harmony between thoughts, behavior, and actions.
CO3	Analyze real-life situations and case studies to understand value-based relationships.
CO4	Recommend personal habits and social practices in relation to ethical and sustainable living.
CO5	Elaborate value-based solutions and action plans for responsible and harmonious living.

Detailed Syllabus

Module 1: Self-Awareness, Values and Emotional Well -Being

Activities:

a) Self-Reflection Exercise

b) Mindfulness and Stress Management Activities (3 Hours)

Module 2: Ethical Decision-Making and Professional Conduct

Activity: Case Discussions on Ethical Issues in Professional Life. (3 Hours)

Module 3: De-addiction and Mental Health

Activities:

a) Interaction with psychologists/ rehabilitation experts/ NGOs

b) One compulsory expert seminar on De-addiction (4 Hours)

Module 4: Digital Responsibility and Social Behaviour

Activities:

a) Digital behaviour and Screen-time audit expert talk

b) Cyber ethics and responsible digital citizenship activities. (1.5 Hours)

Module 5: Traffic Rules, Road Safety and Responsible Citizenship

Activity: Expert talk on traffic rules and road safety norms (1.5 Hours)

MOOC

Semester	Course Code	Course Name	Course Type	Cd	L	T	P	Marks		
								Internal	External	Total
3rd	26C2BAP-313	MOOC (NCC)	VAC	NCC	0	0	0	-	-	S/NS

Course Outcomes: Defined by the online platform for the specific course chosen.

The Departmental committee shall select a MOOC available on any reputed platform. However, the selected MOOC course should not be similar to the regular courses offered as a part of the department curriculum.

The overall monitoring of the MOOC course will be under the supervision of the teacher In-charge of the department. The Departmental Academic Committee shall assess the student work based relevant course completion certificate and Viva-Voce.

Rubrics for the MOOC:

Certificate- 25 Marks

Viva-Voce- 25 Marks

Satisfactory Criteria for MOOC

1.) During the 3rd and 4th semester every student has to complete a MOOC Course of minimum 30 hours.

2.) Student has to submit the certificate of the course.

Digital Marketing

Semester	Course Code	Course Name	Course Type	Cd	L	T	P	Marks		
								Internal	External	Total
3rd	25C2BA P-PE1-01	Digital Marketing	Elective	4	4	0	0	40	60	100
Prerequisites of subject		Basic understanding of Marketing principles, consumer behaviour, and communication concepts. Working knowledge of internet usage, social media platforms, and digital tools will be advantageous for effective learning.								

COURSE OUTCOMES	
At the end of the course, student will be able to :	
CO1	Explain the strategic role of digital marketing in contemporary business environments.
CO2	Develop audience segmentation perspectives to enhance digital customer engagement and retention.
CO3	Classify digital advertising and search strategies to improve online visibility and market positioning.
CO4	Recommend social media campaign strategies for effective brand communication and performance outcomes.
CO5	Develop integrated digital marketing approaches using social media platforms for business growth.

Detailed Syllabus

Unit I: Introduction to Digital Marketing and Digital Strategy- Introduction to Digital Marketing: Concept – Components – Need and Scope – Benefits – Digital Marketing Platforms and Strategies – Comparison of Marketing and Digital Marketing – Digital Marketing Trends. Design a Digital Marketing plan. ***Relevant Case Studies*** *on Digital Marketing* (10 Hours)

Unit II: Consumer Segmentation and Marketing in the Digital Era- Marketing in the digital era: Segmentation: Importance of Audience Segmentation- How different segments use Digital Media- Organizational Characteristics- Purchasing Characteristics- Using Digital Media to Reach-

Acquisition and Retention of new customers- Digital Media for customer loyalty. ***Relevant Case Studies*** *on Segmentation, Digital Media Reach* (11 Hours)

Unit III: Search Engine Marketing and Online Advertising: SEM and Online Advertising, Online campaign management; using marketing analytic tools to segment, target and position; overview of search engine optimization (SEO). ***Relevant Case Studies*** *on Search Engine Optimization (SEO)* (10 Hours)

Unit IV: Social Media Marketing Strategy and Campaign Management: Introduction to Social Media Marketing, Introduction to social Media, Social Media Strategy, Goal setting, Strategy and implementation, Measure and Improvement. Social media Platforms for Business-Fan Engagement, Anatomy of Ad Campaign, Adverts-Types of adverts, Adverts Targeting. ***Relevant Case Studies*** *on Social Media Marketing Strategy* (11 Hours)

Unit V: Applications of Social Media Marketing Platforms- Application of Social Media Marketing Social Networking with Facebook, Linkedin, Blogging as a social medium, Google +, LinkedIn, YouTube, Instagram and Pinterest; their channel advertising and campaigns. **Suggested Software**: *Meta Business Suite*. ***Relevant Case Studies*** *on Campaigns on social media* (08 Hours)

Text Books:

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Digital Marketing	Dave Chaffey, Fiona Ellis-Chadwick with Majd Abed-Rabbo	Pearson	4th Edition (2025)
2	Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation	Damian Ryan	Kogan Page	5th Edition (2020)

Reference Books:

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Internet Marketing	Moutsy Maity	Oxford University Press India	1^{st} Edition (2017)
2	Strategic Digital Marketing	Eric Greenberg & Alexander Kates	McGraw-Hill Professional	1^{st} Edition (2013)

Consumer Behaviour

Semester	Course Code	Course Name	Course Type	Cd	L	T	P	Marks		
								Internal	External	Total
3rd	25C2BAP-PE1-02	Consumer Behaviour	Elective	4	4	0	0	40	60	100
Prerequisites of subject	Basic knowledge of Principles of Marketing, human behaviour, and business environment. Introductory understanding of psychology concepts and market segmentation will help students grasp consumer decision-making processes effectively.									

COURSE OUTCOMES	
At the end of the course, student will be able to :	
CO1	Explain the foundations and emerging dynamics of consumer behaviour in contemporary markets.
CO2	Apply behavioural perspectives to understand individual consumer responses and preferences.
CO3	Analyze social and cultural influences shaping consumer attitudes and marketplace behaviour.
CO4	Compare consumer decision processes and innovation adoption patterns in evolving markets.
CO5	Develop strategic marketing insights using consumer behaviour perspectives in digital and sustainable contexts.

Detailed Syllabus

Unit I: Introduction to Consumer Behaviour- Consumer Behaviour: Meaning, scope, importance and interdisciplinary nature. Evolution of consumer behaviour as a discipline. **Consumer Research Process**: Problem identification, research design, qualitative and quantitative research methods, data analysis and interpretation. **Market Segmentation**: Concept, need, uses and bases of segmentation (demographic, psychographic, geographic and behavioural). **Emerging trends in consumer behaviour**: Online and digital consumer behaviour, Omnichannel consumption, use of information technology and AI in consumer profiling and engagement, materialistic vs. spiritualistic and sustainable consumption, ethical consumerism. ***Relevant Case Studies*** *on Consumer Behavior and Contemporary Market* (12 Hours)

Unit II: **Individual Determinants of Consumer Behaviour- Motivation:** Nature and types of motives, motivational process, theories of motivation, types of needs. **Personality:** Personality theories, product and brand personality, self-concept and consumer identity. **Consumer Perception**: Concept and elements of perception, consumer imagery, perceived risk and sensory perception. **Consumer Learning**: Behavioural and cognitive learning theories, habit formation. **Consumer Attitude:** Nature and functions of attitude, sources of attitude development, attitude formation theories (Tri-component, Multi-attribute and Cognitive Dissonance), strategies for attitude change. ***Relevant Case Studies*** *on Consumer Attitude and Learning* (12 Hours)

Unit III: Social and Cultural Influences on Consumer Behaviour- Group Dynamics and Reference Groups: Types of consumer relevant groups and their influence. **Family:** Types of family, functions of family, family decision-making roles, family life cycle (traditional and modern). **Culture**: Values, norms, characteristics and influence on consumer behaviour. Subculture and cross-cultural consumer behaviour. **Social Class**: Categories, measurement and applications of social class. Globalization and its impact on consumer behaviour. ***Relevant Case Studies*** *on Group Dynamics and Culture* (08 Hours)

Unit IV: Consumer Decision Making and Innovation Adoption- Consumer Decision Making: Decision-making process and influencing factors. **Consumer decision-making models:** Howard Sheth Model, Nicosia Model, Engel Blackwell and Kollat Model. **Personal Influence and Opinion Leadership**: Process of opinion leadership, profile of opinion leader, opinion leadership and firm's promotional strategy. **Diffusion of innovations**: Diffusion process, adoption process, and profile of consumer innovators and early adopters. ***Relevant Case Studies*** *on Consumer and Innovation Adoption* (09 Hours)

Unit V: Strategic Applications and Emerging Issues in Consumer Behaviour- Consumer behaviour and Marketing Strategy: Segmentation, targeting and positioning decisions.

Consumer analytics and data-driven decision making. **Digital consumer behaviour:** Social media, influencer marketing and online reviews. Neuromarketing and consumer insights. Sustainable consumption and ESG perspective. Consumer behaviour in start-ups, platform-based and app-based businesses. Ethical issues, consumer privacy and data protection. **Suggested Software:** *HubSpot CRM*. ***Relevant Case Studies*** *on Neuromarketing and Sustainable Consumption* (09 Hours)

Text Books

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Consumer Behaviour	Dr. Pratibha Bhardwaj	Global Academic Publishers	1st Edition (2023)
2	Consumer Behaviour	Schiffman, L. G., Wisenblit, J. & Kumar, S. R.	Pearson Education	12th Edition (2019)

Reference Books

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Basics of Consumer Behaviour	Dr. Dharmendra Kumar	Sahitya Bhawan Publications	2nd Edition (2023)
2	Consumer Behaviour: Building Marketing Strategy	David. L Mothersbaugh, Del I Hawkins, Susan Bardi Kleiser, Amit Mookerjee	McGraw Hill	14th Edition (2022)

Services Marketing

Semester	Course Code	Course Name	Course Type	Cd	L	T	P	Marks		
								Internal	External	Total
3rd	25C2BAP-PE1-03	Services Marketing	Elective	4	4	0	0	40	60	100
Prerequisites of subject	Basic understanding of Marketing Management concepts, consumer behaviour, and service sector fundamentals. Familiarity with marketing mix (4Ps) and introductory knowledge of customer satisfaction and service quality is desirable.									

COURSE OUTCOMES	
At the end of the course, student will be able to :	
CO1	Explain the foundations of service marketing and the role of service quality in shaping customer experiences.
CO2	Apply service design perspectives to enhance customer relationships and service delivery environments.
CO3	Analyze service delivery systems and operational strategies influencing service performance and customer participation.
CO4	Interpret integrated service communication and pricing approaches in competitive service markets.
CO5	Develop innovative service marketing strategies addressing digital transformation and evolving customer expectations.

Detailed Syllabus

Unit I: Introduction to Services and Service Quality- Introduction to Services: Growth and development of service sector economy, contribution of services to the Indian and global economy, characteristics of services, classification of services, service marketing mix (7Ps). **Consumer Behavior in Services:** Customer expectations of service, customer perceptions of service, factors influencing service purchase decisions, customer journey and touchpoints. **Service Quality:** Nature and dimensions of service quality, integrated gaps model of service quality, prescriptions for closing service quality gaps. ***Relevant Case Studies*** *on Consumer Behaviour* (12 Hours)

Unit II: Service Design, Development and Physical Evidence- Managing Relationships in Services: Building customer loyalty, relationship marketing, complaint handling and service recovery strategies. **Service Development and Design:** Challenges of service design, types of new services, core and supplementary service elements, new service development process. **Service Blueprinting:** Nature, need and process of service blueprinting. **Physical Evidence and Servicescapes:** Nature, importance and types of servicescapes, role of physical evidence and its effect on consumer behavior. ***Relevant Case Studies*** *on Service Development and Design* (11 Hours)

Unit III: Service Delivery, Employees, Intermediaries and Capacity Management-Delivering and Performing Services through Employees and Customers: Service culture, role of employees in service delivery, strategies to deliver service quality, cycle of failure, mediocrity and success, self-service technologies, customer participation in service delivery. **Delivering Services through Intermediaries:** Nature and types of intermediaries, role of electronic and digital channels in service delivery, omnichannel service systems. **Managing Demand and Capacity:** Demand fluctuations, capacity management strategies, integrated waiting line and queuing strategies. ***Relevant Case Studies*** *on Capacity Management and Demand Fluctuations* (10 Hours)

Unit IV: Integrated Services Marketing Communication and Pricing- Integrated Services Marketing Communications: Nature and importance of integrated services marketing communications, services marketing triangle, internal, external and interactive marketing, role of digital and social media in service communication. **Pricing of Services:** Challenges in pricing services, pricing objectives, pricing approaches, pricing strategies, value-based and dynamic pricing in service organizations. ***Relevant Case Studies*** *on Pricing Services* (08 Hours)

Unit V: Service Marketing Applications and Emerging Trends- Service Marketing Applications: Marketing of services in financial services, healthcare services and hospitality and tourism services. **Emerging Issues in Services Marketing:** Digital transformation in service industries, role of AI and data analytics in service personalization, sustainability and ethical issues in services, customer experience management, service innovation in the contemporary business environment. ***Relevant Case Studies*** *on AI in Services Marketing.* (09 Hours)

Text Books

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Services Marketing: Integrating Customer Focus Across the Firm	Valarie A. Zeithaml, Mary Jo Bitner, Dwayne D. Gremler	McGraw Hill Education	8th Edition (2025)
2	Services Marketing: People, Technology, Strategy	Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee	Pearson Education	9th Edition (2023)

Reference Books

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Services Marketing: Concepts, Strategies & Cases	K. D. Hoffman & J. E.G. Bateson	Cengage Learning	6th Edition (2024)
2	Services Marketing	P. K. Sinha, S. C. Sahoo	Himalaya Publishing House	1st Edition (2019)

Talent Acquisition and Development

Semester	Course Code	Course Name	Course Type	Cd	L	T	P	Marks		
								Internal	External	Total
3rd	25C2BAP-PE2-01	Talent Acquisition and Development	Elective	4	4	0	0	40	60	100
Prerequisites of subject	Basic knowledge of Human Resource Management and organizational behavior is required to study Talent Acquisition and Development. Understanding of recruitment processes, training methods, and basic management principles will help in effectively learning the subject.									

COURSE OUTCOMES	
At the end of the course, student will be able to :	
CO1	Explain the concepts, scope, processes, tools, and systems of Talent Management and their role in organizational effectiveness.
CO2	Apply the linkage between business strategy and talent management processes including workforce planning and talent assessment.
CO3	Analyze the impact of organizational environment, leadership, culture, and ethics on talent planning, development, and retention.
CO4	Determine talent planning, succession planning, and innovative acquisition practices in line with industry trends.
CO5	Design sustainable compensation and total rewards strategies to enhance talent engagement, performance, and retention.

Detailed Syllabus

Unit I: Introduction to Talent Management: Overview, Concept, History, Scope of Talent Management, Need and Importance of Talent Management in organization; Key Processes of

Talent Management, Talent vs Knowledge people, Sources of Talent Management, Consequences of Failure in Managing Talent, Tools for Managing Talent, Effective Talent. **Management System**, Building Blocks of Effective Talent Management System. ***Relevant Case Studies*** *on Issues in Managing Talent* (09 Hours)

Unit II: Talent Management Process and Workforce Linkage. Importance of Talent Management Process, Important Steps to Assess Talent Mana gement Process, Stages of Talent Management, Essentials of Talent Management Process. **Talent Management Approaches**, Developing a Talent Management Strategy, Mapping Business Strategies and Talent Management Strategies, Post Recession Challenges of Talent Management. ***Relevant Case Studies*** *on Mapping Business Strategy and Talent Management* (12 Hours)

Unit III: Talent Management and Organisational Environment: understanding talent management in relation to the organisational environment. Shaping Talent Planning and Developing Values: talent planning and the development of strong organizational values that guide employee behaviour and culture. **Promoting Ethical Behaviour:** role of leadership, culture, and HR practices in promoting ethical behaviour and effectively managing and retaining talent. ***Relevant Case Studies*** *on HR Practices in Promoting Ethical Behaviour* (11 Hours)

Unit IV: Talent Planning; Objectives of Talent Planning, Steps in Strategic Talent Planning, Succession Planning Program, Innovative talent planning, Current Industry Practices for Strategic Talent Planning, Ensuring Leadership. **Talent Acquisition**, Recruiting Process, Strategic Trends in Talent Acquisition, Talent acquisition management solutions. ***Relevant Case Studies*** *on Talent Planning in MNCs* (09 Hours)

Unit V: Talent Management and compensation; Principles of Compensation Plans, Defining the Elements of Total Rewards, Integrated Rewards Philosophy, Designing Integrated Rewards. **Sustainable Talent Management and Reward Model**, Strategic Compensation plan for Talent Engagement, Finding the Path for Success. ***Relevant Case Studies*** *on Sustainable Talent Management*

(09 Hours)

Text Books:

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Resourcing and Talent Management	Stephen Taylor	CIPD / Kogan Page	9th Edition (2024)
2	The Talent Management Handbook: Making Culture a Competitive Advantage by Acquiring, Identifying, Developing, and Promoting the Best People	Lance A. Berger; Dorothy R. Berger	McGraw-Hill Education	3rd Edition (2023)

Reference Books:

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Applied Psychology in Talent Management	Wayne F. Cascio; Herman Aguinis	Sage Publications	9th Edition (2024)
2	Talent Management: A Decade of Developments	David Collings; Vlad Vaiman; Hugh Scullion	Emerald Publishing Limited	7th Edition (2022)

Human Resource Analytics

Semester	Course Code	Course Name	Course Type	Cd	L	T	P	Marks		
								Internal	External	Total
3rd	25C2BAP-PE2-02	Human Resource Analytics	Elective	4	4	0	0	40	60	100
Prerequisites of subject	Basic knowledge of Human Resource Management and fundamental statistics is required to study Human Resource Analytics. Familiarity with data analysis tools (such as Excel or basic statistical software) and analytical thinking skills will help in understanding HR data interpretation and decision-making.									

COURSE OUTCOMES	
At the end of the course, student will be able to :	
CO1	Explain the fundamentals and strategic role of HR analytics in addressing talent management challenges.
CO2	Apply HR metrics, data, and KPIs ethically to support HR decisions aligned with business strategy.
CO3	Analyze HR data using appropriate analytical techniques and HR analytics tools.
CO4	Interpret HR analytics tools for effective HR interventions.
CO5	Develop predictive and real-time HR analytics models for workforce planning and talent management.

Detailed Syllabus

Unit I: Foundations of HR Analytics: Concept, scope, and evolution of HR analytics. Roles in HR analytics. Types of HR analytics. HR analytics in decision-making. Typical HR problems ddressed through analytics. Strategic value and business impact of HR analytics. ***Relevant Case Studies*** *on HR Analytics* (08 Hours)

Unit II: HR Data, Metrics, and Business Alignment: HR data and data sources. Types of HR metrics and key performance indicators. Framing analytical and business questions. **Data quality issues**, ethics, and privacy. Aligning HR analytics with organizational strategy and business outcomes. ***Relevant Case Studies*** *on Data Privacy, Data Quality Issues* (10 Hours)

Unit III: Analytical Techniques and HR Analytics Toolkits; Techniques for establishing analytical questions. Stakeholder engagement and support. Data acquisition, integration, cleaning, and preparation. Use of supplementary data. Overview and application of HR analytics tools. **Human Resource Analytics**, Tableau, OrgVue, and related platforms. ***Relevant Case Studies*** *on Tableau* (10 Hours)

Unit IV: Data Interpretation and Analytical Challenges; Challenges in HR data analysis. Correlation versus causation. Avoiding common analytical and interpretational errors. **Making HR data operational**. Translating analytical outputs into actionable HR decisions and interventions. ***Relevant Case Studies*** *on Data Interpretational Errors* (10 Hours)

Unit V: Predictive and Real-Time HR Analytics: Predictive analytics in HR. Workforce planning and forecasting. Organization and process-led design. Talent and transition management. Impact analysis of HR initiatives. **Communication and storytelling using analytics**. Real-time HR analytics and dashboards for proactive decision-making. ***Relevant Case Studies*** *on HR Analytics in Workforce Planning and Forecasting.* (12 Hours)

Text Books:

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Predictive HR Analytics: Mastering the HR Metric	M. R. Edwards & K. Edwards	Kogan Page	3^{rd} Edition (2024)
2	People Analytics: Recalculating the Value of Talent	Ben Waber	Harvard Business Review Press	4^{th} Edition (2023)

Reference Books:

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Applied HR Analytics: Using Data to Drive Business Results	Gene Pease; John Boudreau; Wayne Cascio	Wiley	7th Edition (2022)
2	The Power of People: Learn How Successful Organizations Use Workforce Analytics to Improve Business Performance	Nigel Guenole; Jonathan Ferrar; Sheri Feinzig	Pearson	2nd Edition (2017)

Organizational Change and Development

Semester	Course Code	Course Name	Course Type	Cd	L	T	P	Marks		
								Internal	External	Total
3rd	25C2BAP-PE2-03	Organizational Change and Development	Elective	4	4	0	0	40	60	100
Prerequisites of subject	Basic knowledge of management principles and organizational behavior is required to study Organizational Change and Development. Understanding of human resource management, leadership concepts, and group dynamics will help in effectively learning the subject.									

COURSE OUTCOMES	
At the end of the course, student will be able to :	
CO1	Explain the theories, models, and foundations of planned organizational change and development.
CO2	Apply systems theory and action research approaches to diagnose and manage organizational change.
CO3	Analyze organizational issues and design OD interventions at individual, group, and organizational levels.
CO4	Estimate consultant–client relationships, ethics, and professional standards in OD practice.
CO5	Design strategies to address contemporary challenges in organizational change including digital transformation and sustainability.

Detailed Syllabus

Unit I: Introduction to Organizational Change and Development; definitions and distinguishing characteristics; dynamics of planned change; Planned vs. Emergent Change; models and theories of planned change; triggers for organizational change; strategies for implementing organizational change. **Foundations of Organizational Development**: conceptual framework of OD; historical background and evolution of OD; values, assumptions and beliefs in OD; systems theory; participation and empowerment; teams and teamwork; strategies of change; interdisciplinary nature of OD. ***Relevant Case Studies*** *on Strategies of Organizational Change* (12 Hours)

Unit II: Action Research and OD; Action research as a process and as an approach; Appreciative Inquiry as an OD Approach. **Managing the OD process**; organizational diagnosis; the Six-Box Model; Third-Wave Consulting; analysis of discrepancies; phases of OD programs. Models of managing change; creating parallel learning structures; feedback mechanisms and learning loops in change initiatives. ***Relevant Case Studies*** *on Organizational Diagnosis, Parallel Learning Structures* (09 Hours)

Unit III: OD interventions: overview and characteristics; nature of OD interventions; structural interventions; training and experiential learning interventions – T-Groups, sensitivity training, behavioral modeling and career anchors. Team interventions; intergroup interventions; third-party peace-making interventions; comprehensive OD interventions. **Power, politics and OD:** meaning and sources of power; theories of power; organizational politics in OD practice. ***Relevant Case Studies*** *on Interventions in Organizational Development* (10 Hours)

Unit IV: Issue in Consultant-Client Relations: Entry and contracting, defining the client system, trust, the nature of the consultant's expertise, diagnosis and appropriate, interventions, depth of intervention, on being absorbed by the cultural, the consultant as a model, the consultant team as a microcosm, the dependency issue and terminating the relationship. **Ethical standards in OD:** Ethical Dilemmas in Change Interventions; implications of OD for client organizations. ***Relevant Case Studies*** *on Issues in Consultant-Client Relations* (10 Hours)

Unit V: Contemporary issues in Organizational Development; OD and quality movement; OD and Total Quality Management; learning organizations; OD in service and knowledge-based organizations. **OD – now and beyond:** future directions of OD practice; role of technology in OD; managing change in virtual and digitally enabled organizations. ***Relevant Case Studies*** *on Total Quality Management* (09 Hours)

Text Books:

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Organization Development and Change	Thomas G. Cummings, Christopher G. Worley	Cengage Learning	19th Edition (2022)
2	Organization Development and Transformation	Wendell L. French, Cecil H. Bell Jr., Robert A. Zawacki	McGraw-Hill Education	21th Edition (2020)

Reference Books:

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Organization Change: Theory and Practice	W. Warner Burke	Sage Publications	11th Edition (2022)
2	Process Consultation Revisited	Edgar H. Schein	Addison-Wesley	14th Edition (2021)

Employee Relations

Semester	Course Code	Course Name	Course Type	Cd	L	T	P	Marks		
								Internal	External	Total
3rd	25C2BA P-PE2-04	Employee Relations	Elective	4	4	0	0	40	60	100
Prerequisites of subject	Basic knowledge of Human Resource Management and labour laws is required to study Employee Relations. Understanding of organizational behavior, workplace communication, and conflict management will help in effectively grasping the subject.									

COURSE OUTCOMES	
At the end of the course, student will be able to :	
CO1	Explain concepts and approaches to Industrial Relations, including trade unions and gig economy.
CO2	Apply dispute resolution mechanisms under the Industrial Disputes Act, 1947.
CO3	Analyze labour laws and workplace issues such as safety, diversity and harassment
CO4	Validate social security and wage laws affecting unorganized and gig workers
CO5	Develop labour welfare frameworks integrating labour standards and ESG practice

Detailed Syllabus

Unit I: Industrial Relations: Concept, Nature, Scope and Importance, Theories and Evolution of Industrial Relations. System Approach to Industrial Relations: Actors (Employers, Employees, Government) Context (Technological, Economic, Political) Web of Rules and Ideology. **Trade Unionism:** Concept, Growth and Development in India, Impact of Trade Unions on Wages and Working Conditions, The Trade Unions Act, 1926 (with amendments) Changing Role of Trade Unions in the Era of Gig Economy and Digital Platforms. ***Relevant Case Studies*** *on Trade Unionism.*

(11 Hours)

Unit II: Anatomy and Causes of Industrial Disputes: Dispute Settlement Machinery in India: Conciliation: Concept, Types, Procedure & Practices**,** Adjudication: Concept, Types (Labour Courts, Industrial Tribunals)**,** Arbitration: Approaches and Types. **Industrial Disputes Act, 1947;** Salient Provisions: Lay-off, Retrenchment, Termination, Closures and Voluntary Retirement Scheme (VRS), Alternative Dispute Resolution (ADR), Online Dispute Resolution (ODR) in Industrial Relations. ***Relevant Case Studies*** *on Industrial Tribunals, Dispute Resolution* (12 Hours)

Unit III: Factories Act, 1948 (with amendments): Health, Safety and Welfare Provisions, Sexual Harassment at Workplace: Concept, Causes and Prevention. Legal Framework for Prevention of Sexual Harassment, Managing Foreign Nationals in Indian Organizations: Legal and Industrial Relations Issues, Workplace Diversity, Inclusion and Compliance in Multinational Organizations. ***Relevant Case Studies*** *on POSH, Workplace Diversity* (09 Hours)

Unit IV: Social Security: Concept, Objectives and Importance, Social Assistance and Social Insurance. Payment of Wages Act, 1936, Payment of Bonus Act, 1965,Workmen's Compensation Act, 1923, Payment of Gratuity Act, 1972. Universal Social Security and Social Protection for Unorganized Workers. ***Relevant Case Studies*** *on Social Assistance for Employees* (08 Hours)

Unit V: Labour Welfare: Concept, Definition, Scope and Objectives**:** Classification of Labour Welfare Work**,** Agencies for Labour Welfare in India**,** International Labour Organization (ILO) and Social Security. Maternity Benefit Act, 1961**,** Employees' State Insurance (ESI) Act, 1948**,** Employees' Provident Fund and Miscellaneous Provisions Act, 1952**.**. Labour Codes in India: Overview and Impact on Industrial Relations and Social Security . ***Relevant Case Studies*** *on ESI & Provident Fund* (10 Hours)

Text Books:

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Employee Relations And Labour Laws	Veera Thakur & Vikrant Verma	Thakur Publication Pvt. Ltd.	1st Edition (2025)
2	Employee Relations Management	P.N. Singh & Neeraj Kumar	Pearson	1st Edition (2011)

Reference Books:

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Industrial Relations and Labour Laws (Revised with Labour Codes & Contemporary IR)	S. C. Srivastava	Vikas Publishing House.	9th Edition (2025)
2	Employee Relations and Labour Legislation	Dr. Jyothi Pawar, Dr. Dilip Aher, Ms. Rupali Mane, Dr. Archana Dixit-Patil	San International Scientific Publication	1st Edition (2024)

Banking & Insurance Management

Semester	Course Code	Course Name	Course Type	Cd	L	T	P	Marks		
								Internal	External	Total
3rd	25C2BAP-PE3-01	Banking and Insurance Management	Elective	4	4	0	0	40	60	100
Prerequisites of subject	Basic understanding of Finance and Accounting.									

COURSE OUTCOMES	
At the end of the course, student will be able to :	
CO1	Describe the structure and functioning of the Indian banking and financial system.
CO2	Apply banking concepts to analyze accounts, lending, rural banking, microfinance, and e-banking operations.
CO3	Analyze risk management principles and examine the role of insurance and bancassurance.
CO4	Validate life insurance principles and differentiate among insurance products for financial planning.
CO5	Discuss insurance, reinsurance, and electronic banking systems in a digital banking environment.

Detailed Syllabus

UNIT I: Introduction to Indian Banking System: Financial Market and its segmentation, Financial System overview, Recent developments in Indian Financial System, Role and Functions of RBI, Introduction to Equity and Debt markets, Historical aspects of Banking in India. **Commercial & Co-operative Banks:** Structure of Commercial Banks, Private Sector Banks, Public Sector Banks, Foreign Banks, Categories & Features of Co-operative Banks, Introduction to Regional Rural Banks. **Banking Sectors in India:** Types of Banking Sectors, Introduction to Retail Banking, Retail Banking Products, Introduction to Wholesale Banking & International Banking, Wholesale Banking Products, Financial Intermediaries. ***Relevant Case Studies*** *on Structure of Commercial Bank* (11 Hours)

UNIT II: Accounts: Types of Customer Accounts, Procedure for opening an account, Risks in account opening and Closure. Loans and Advances: Principles of lending, Different types of loans, Credit appraisal techniques, Credit management and credit monitoring. **Mutual Funds:** Mutual Funds and their types, Electronic Banking. **Rural Banking:** An introduction, Rural Banking System in India, Reserve Bank of India and its policy, functions of Rural Banks, Financial Inclusion and its current perspective. **Microfinance:** Trends, Issues & Challenges, Microfinance Institutions in India, Role of Self-help groups. ***Relevant Case Studies*** *on Microfinance* (10 Hours)

UNIT III: Risk Management: Concept of Risk, Perils and Hazards of Risk, types of risk, source of risk, method of handling risk. Introduction of Insurance: Concept and nature of insurance, Purpose and need of insurance, working of insurance, insurance as security tools, insurance and economic development, Role of bancassurance in Indian Scenario. **History of Insurance**: Segments of insurance – life insurance, non-life insurance, history of life insurance, history of non-life insurance, Recent trends in Insurance in India. ***Relevant Case Studies*** *on Bancassurance* (08 Hours)

UNIT-IV: Principles of Life Insurance: Utmost good faith, Principle of Insurable interest, Principle of Indemnity, Subrogation Clause, Contribution Clause, Warranties, Proximate Cause. Life Insurance Products: Introduction, Traditional insurance products - Term, Endowment, Whole life, Various Life Insurance Policies of different Insurance Companies. **ULIPs**: Linked Life Insurance Products, Types, recent trends, ULIP as a tool for financial planning. Annuity Policy: Introduction, Basis of Annuity Income, Classification of Annuities, Uses of Annuity, Limitation of Annuity. ***Relevant Case Studies*** *on Insurance* (12 Hours)

UNIT V: Insurance Products: Introduction and Classification of Products. Reinsurance: Characteristics, Types, Growth of reinsurance in India and Global Players in reinsurance. **Popular Products and Services in Electronic Banking**: Internet banking, Mobile banking and other sources, Market assessment for e-banking services, e-banking: a customer's perspective.

Electronic payment systems in Banks: Various payment systems: ECS (Debit & Credit) EFT, NEFT, RTGS, Communication Network. ***Relevant Case Studies** on E-Banking Service* (09 Hours)

Text Books:

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Banking & Insurance	Saptarshi Ray & Sayanee Nayak	Pearson	2nd Edition (2024)
2	Elements of Banking	Jyotsna Sethi and Nishwan Bhatia	Wiley	3rd Edition (2023)

Reference Books:

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Banking and Financial Institutions in India: Acts, Policies and Modern Practices	Naresh Ranga	RIGI Publication	1st Edition (2024)
2	Risk Management	Indian Institute of Banking & Finance	Macmillan Education	1st Edition (2023)

Financial Modeling

Semester	Course Code	Course Name	Course Type	Cd	L	T	P	Marks		
								Internal	External	Total
3rd	25C2BAP-PE3-02	Financial Modeling	Elective	4	4	0	0	40	60	100
Prerequisites of subject	Basic understanding of Finance and Accounting.									

COURSE OUTCOMES	
At the end of the course, student will be able to :	
CO1	Infer integrated three-statement financial models using advanced Excel techniques and automation tools.
CO2	Apply forecasting, valuation, and scenario analysis techniques incorporating AI-driven analytics and data visualization tools.
CO3	Explore corporate financial performance using modern finance practices including FinTech applications and automation frameworks.
CO4	Predict ESG (Environmental, Social, and Governance) factors into financial valuation and risk assessment models.
CO5	Design data-driven financial dashboards and automated reporting systems for strategic financial decision-making.

Detailed Syllabus

Unit I: Foundations of Financial Modeling & Excel Automation Introduction to Financial Modeling: Purpose, scope, types of financial models (Three-statement, DCF, LBO, Project Finance). Understanding financial statements – Income Statement, Balance Sheet, Cash Flow Statement and interlinkages. Advanced Excel for Financial Modeling: Logical functions, financial functions, lookup functions (VLOOKUP, HLOOKUP, XLOOKUP), Pivot Tables, Data Tables, Scenario Manager, Goal Seek, Solver, Macros basics, Power Query introduction. Automation &

Best Practices: Model structuring, assumptions sheet, avoiding circular references, documentation standards, error checks, and audit techniques. ***Relevant Case Studies*** *on Analysis of Income Statement, Cash Flow Statement* (13 Hours)

Unit II: Financial Statement Analysis & Forecasting with Data Analytics Financial Statement Analysis: Ratio analysis (liquidity, profitability, solvency, efficiency), trend analysis, common-size statements. Forecasting Techniques: Revenue drivers, cost behavior analysis, working capital forecasting, CAPEX and depreciation modeling. Data Analytics Integration: Introduction to Power BI / Tableau concepts, data visualization principles, regression basics for financial forecasting, predictive analytics concepts using AI tools. ***Relevant Case Studies*** *on Financial Statement Analysis.* (10 Hours)

Unit III: Valuation, FinTech & Modern Financial Practices Discounted Cash Flow (DCF) Valuation: Free Cash Flow computation, WACC calculation, terminal value methods. Relative Valuation: Market multiples (P/E, EV/EBITDA, P/BV), comparable company analysis. FinTech Applications: Digital payments ecosystem, blockchain basics, robo-advisory models, algorithmic trading overview. Automation in Finance: Use of Python concepts in finance (conceptual), RPA in financial reporting, API-based financial data extraction. ***Relevant Case Studies*** *on Algorithm Trading.* (10 Hours)

Unit IV: ESG, Risk Modeling & Sustainable Finance Introduction to ESG Frameworks: ESG metrics, sustainability reporting standards (GRI, SASB basics), carbon accounting overview. Integrating ESG in Valuation Models: Adjusting cash flows and discount rates based on ESG risks and governance quality. Risk Modeling: Sensitivity analysis, scenario analysis, Monte Carlo simulation (conceptual), credit risk basics, stress testing. ***Relevant Case Studies*** *on Integrating ESG in Valuation Models* (08 Hours)

Unit V: Integrated Financial Modeling Project & Strategic Decision Making Building an Integrated Financial Model: Complete three-statement projection with valuation. Dashboard & Reporting: Financial dashboards using Excel/BI tools, automated MIS reporting. AI in Financial Decision Making: Use of AI tools for anomaly detection, fraud analytics basics, machine learning applications in finance (conceptual understanding). Capstone Project: Industry-based case study incorporating valuation, ESG, automation, and analytics. ***Relevant Case Studies** on AI in Financial Decision Making* (09 Hours)

Text Books:

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Financial Modeling & Investment Banking	Sandeep Agarwal	Adhyaan Books	1st Edition (2025)
2	Investment Valuation: Tools and Techniques for Determining the Value of Any Asset	Aswath Damodaran	Wiley	4th Edition (2025)

Reference Books:

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Fin GPT for Financial Analysis	Dr. Jignasha Dalal & Dr. Santhilata K.V.	OrangeEduation Pvt. Ltd.	1st Edition (2025)
2	Python For Finance	Dmytro Zherlitsyn	BPB Publications	1st Edition (2024)

Management of Financial Services

Semester	Course Code	Course Name	Course Type	Cd	L	T	P	Marks		
								Internal	External	Total
3rd	25C2BAP-PE3-03	Management of Financial Services	Elective	4	4	0	0	40	60	100
Prerequisites of subject	Basic understanding of Finance and accounting.									

COURSE OUTCOMES	
At the end of the course, student will be able to :	
CO1	Explain the structure, role, and evolution of financial services and financial sector reforms.
CO2	Make use of investment and intermediary services in Financial Sector.
CO3	Categorize modern financial innovations .
CO4	Explain the concepts of asset-liability management and select risk management techniques.
CO5	Adapt emerging trends in financial sector.

Detailed Syllabus

Unit I: Financial Services Environment & Sector Reforms Financial Services: Meaning, types and their importance. Financial sector reforms in India, Future challenges for Indian banks, Banking and the Management of Financial Services, **Mutual Fund** and Pensions Fund**; Venture Capital:** Concepts and characteristics of venture capital, venture capital in India, guidelines for venture capital. ***Relevant Case Studies*** *on Financial Sector Reforms, Venture Capital* (07 Hours)

Unit II: Investment & Intermediary Services: Private Equity –strategic secrets of private equity, Hedge funds, Financial Inclusion, Behavioural Finance; **Depository**: Introduction, Concept, depository participants, functioning of depository systems, process of switching over to depository systems, benefits, depository system in India, Dematerialization and Re materialization. Role, objectives and functions of SEBI and its guidelines relating to depository system; ESG (Environmental, Social, Governance) Investing, Green Bonds. ***Relevant Case Studies*** *on ESG & Sustainable Investing, Financial Inclusion* (09 Hours)

Unit III: Credit & Corporate Financial Services: Credit rating: The concept and objective of credit rating, various credit rating agencies in India, Credit Rating Agencies –Importance, Issue, Difference in credit rating, Rating methodology and benchmarks, Are Indian Credit Rating Credible? International credit rating agencies –crisis of confidence; **Leasing:** Concept and development of leasing, business, difference between leasing & hire purchase, types of leasing business, advantages to lessor and lessee. Tax aspect of leasing; **Merchant Banking**: Origin and development of merchant banking in India scope, organizational aspects and importance of merchant bankers. Latest guidelines of SEBI w.r.t. Merchant bankers; Fintech Lending Platforms. ***Relevant Case Studies*** *on Leasing, Merchant Banking* (12 Hours)

Unit IV: Modern Financial Instruments & Services: Debt Securitization: Meaning, Features, Scope and process of securitization, Securitization –Indian Banking and Financial crisis, Asset Reconstruction Companies (ARCs); **Factoring:** Development of factoring types & importance, procedural aspects in factoring, financial aspects, prospects of factoring in India; **Plastic Money**: Concept and different forms of plastic money – credit and debit cards, pros and cons. Credit process followed by credit card organizations. Factors affecting utilization of plastic money in India; **Cryptocurrency,** Cybersecurity in Banking. ***Relevant Case Studies*** *on Cybersecurity in Banking, Asset Reconstruction Companies (ARCs)* (12 Hours)

Unit V: Asset Liability & Risk Management: Asset Liability Management: Significances, ALM process, Techniques – Gap, Duration, Simulation, Value at Risk value of equity and market value of equity perspective. **Risk Management in Banks**: Credit risk management, Operational risk management, Market risk management, Corporate treasury management, Liquidity risk management, Governance risk and compliance, Improving risk management systems, Asset Liability Management and Basel 3, IPR and Basel 3, Three Pillars, ALM and Interest rate swaps, Swaps as a risk management tool, ALM and Capital Adequacy, ALM Software's., Risk Analytics & Big Data.

Relevant Case Studies *on Asset Liability Management, Risk Management in Banks* (10 Hours)

Text Books:

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Financial Markets and Services	Dr. P. Sudha	Sultan Chand & Sons	1st Edition (2024)
2	Financial Services	M.Y. Khan	McGraw Hill Education	10th Edition (2019)

Reference Books:

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Indian Financial System	Dr. Mohsina Hayat, Mr. Hashim Khan, Dr. Rachana Saxena	Authors Click Publishing	1st Edition (2025)
2	Financial Institutions and Markets	L.M. Bhole & Jitendra Mahakud	McGraw Hill Education	6th Edition (2017)

Investment Analysis and Portfolio Management

Semester	Course Code	Course Name	Course Type	Cd	L	T	P	Marks		
								Internal	External	Total
3rd	25C2BA P-PE3-04	Investment Analysis and Portfolio Management	Elective	4	4	0	0	40	60	100
Prerequisites of subject	Basic understanding of Management Principles and basic knowledge of Finance and Financial Markets.									

COURSE OUTCOMES	
At the end of the course, student will be able to :	
CO1	Explain key investment concepts, various avenues, and assessing processes along with associated market risks.
CO2	Identify the functions of capital markets and financial derivatives with their expected payoffs.
CO3	Analyze the markets through fundamental analysis techniques.
CO4	Interpret the role of daily price movements and market trends using technical analysis tools and techniques.
CO5	Construct, evaluate, and optimize investment portfolios by applying modern portfolio theories.

Detailed Syllabus

Unit I: Introduction to Investments and Risk: Concepts of investment, objectives of investment, various alternatives of investments, investment process, financial investments vs. real investments, differentiate investment, speculation and gambling. Risk and Return**:** Concept, types and measurement of risk and return. ***Relevant Case Studies*** *on Asset Liability Management, Risk Management in Banks* (10 Hours)

Unit II: Financial Markets: Market: Introduction to primary market, design of primary market, its role and functions, types of offers in the primary market, SEBI guidelines on primary market. **Secondary Market:** Introduction, participants, trading and settlement Mechanism, types of orders, stop Loss, margin trading, short selling, price freeze, hair-cut, market wide circuit breakers, insider trading, bulk deals, block deals and arbitrage opportunity in the market. **Derivatives:** Introduction, features, derivative instruments, difference between forward and futures contracts, types of option contracts, computing payoffs of forward, futures and option contracts. **Crypto currency:** Meaning, features, Crypto currency exchanges. ***Relevant Case Studies*** *on Derivatives and Futures* (10 Hours)

Unit III: Fundamental Analysis: Meaning, scope and introduction to concept of intrinsic value. Process of conducting economic analysis; industry analysis and company analysis by using E-I-C and C-I-E approaches, Valuation of securities with reference to shares and bonds. ***Relevant Case Studies*** *on Valuation of Securities* (10 Hours)

Unit IV: Technical Analysis: Introduction, terminology of technical analysis, Dow theory, characteristic phases of Bull and Bear trends, critical appraisal of Dow theory, various types of charts, concept of trend, trend lines: support and resistance, Importance of trading volume, reversal patterns, continuation pattern, moving averages, other market indicators. ***Relevant Case Studies*** *on Trading, Patterns and trends* (10 Hours)

Unit V: Portfolio Management: Meaning, importance and approaches of portfolio management, portfolio analysis, portfolio evaluation and revision techniques. **Portfolio Theory:** Markowitz Model, Capital Asset Pricing Model, Single-index model, Arbitrage Pricing Theory. Market Efficiency and Behavioral Finance. **Suggested Tool:** Yahoo Finance ***Relevant Case Studies*** *on Portfolio evaluation and revision techniques* (10 Hours)

Text Books:

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Investment Analysis and Portfolio Management	Prasanna Chandra	McGraw Hill	7th Edition (2025)
2	Security Analysis and Portfolio Management	S. Kevin	PHI Learning Pvt. Ltd.	3rd Edition (2022)

Reference Books:

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Financial Markets and Institutions	Frederic S. Mishkin, Stanley G. Eakins, Tulsi Jayakumar, Hemant Manuj	Pearson	10th Edition (2024)
2	Fundamentals of Investment Management	Frank Reilly, Keith C. Brown and Sanford J. Leeds	Cengage Learning India Pvt. Ltd.	4th Edition (2022)

Marketing Analytics

Semester	Course Code	Course Name	Course Type	Cd	L	T	P	Marks		
								Internal	External	Total
3rd	25C2BAP-PE4-01	Marketing Analytics	Elective	4	4	0	0	40	60	100
Prerequisites of subject	Fundamental knowledge of computer principles. A Student should possess basic computer skill and analytics skill.									

COURSE OUTCOMES	
At the end of the course, student will be able to :	
CO1	Observe the market conditions in the era of social media and digital markets.
CO2	Identify the applications of statistical tools on marketing data metrics for competitive advantage and price analysis.
CO3	Figure out the use of analytics and big data in determining promotion strategies.
CO4	Interpret the scope of marketing analytics problem in a scientific and process-driven manner.
CO5	Discuss importance, usage and types of the analytics in the evolving electronic market.

Detailed Syllabus

Unit I: Understanding Data: Introduction to analytics, Basics of Statistics and Data Interpretation on MS EXCEL. **Market Analysis:** Sales Forecasting, Market Share Analysis; Other Market performance Indicators like Penetration, Usage, Brand Performance, and Satisfaction. **Customer Analysis:** Customer Choice Analysis, Customer Profitability Analysis, Lifetime Value; Acquisition and Retention Costs and Rates Product Analysis: Product Portfolio Analysis, New Product Sales Forecasting; Cannibalization Analysis. ***Relevant Case Studies*** *on Understanding Data Using MS Excel* (09 Hours)

Unit II: Pricing Analysis Understanding Price; Price Sensitivity; Price-Volume Equation -

Analysis, How to Price Sales and distribution analysis Sales Force Sizing, Effort (Call Planning), Territory Planning, Target Setting, Compensation Planning; Performance Appraisal. Distributor, Numbers, Margin and Profitability, Performance Appraisal and People analytics. ***Relevant Case Studies*** *on Pricing Analysis* (10 Hours)

Unit III: Advertising and sales promotion Performance of Ads, Media Planning, Setting Advertising and Sales Promotion Budget. Measuring Retail Lift and Promotional Lift Social Media Analysis, Understanding the Metrics behind Social Media Spends. ***Relevant Case Studies*** *on Social Media Analysis* (11 Hours)

Unit IV: Brief information: Descriptive Analytics, Diagnostic Analytics, Predictive Analytics, and Prescriptive Analytics. **E-Marketing:** Introduction, Objectives, Definition, History, Scope, Benefits and Problems; E- marketing Techniques and Digital Marketing; Components of E- Marketing; E-Customers Introduction & Objectives, Dealing with Customers' and Online Buying Process; Types & Applications of E-Market. ***Relevant Case Studies*** *on E-Marketing* (12 Hours)

Unit V: E-Marketing Tools: Introduction, Objectives, E-Mail Marketing, Creating a Website, Social Media Marketing, Pay-Per-Click Advertising, Search Engine Optimization or Paid Search Engine Listing Search Engine Marketing, Blogging and Classified Advertising. **E-Marketing Plan:** Introduction, Objectives, Definition of E-Marketing Plan, Situational Analysis, Setting Objectives, Marketing Mix Decision, Budget Allocation, Action Plan, Measuring Success. **Suggested Software:** *Google Analytics* ***Relevant Case Studies*** *on Situational Analysis* (10 Hours)

Text Books:

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Data Scientist: The Sexiest Job of the 21st Century	Thomas H. Davenport and D.J. Patil	Harvard Business Review	1st Edition (2022)
2	Making Advanced Analytics Work for You	Dominic Barton and David Court	Harvard Business Review	1st Edition (2012)

Reference Books:

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Customer Profitability and Lifetime Value	Elie Ofek	Harvard Business Review	4th Edition (2024)
2	Keep Up with Your Quants	Thomas H. Davenport	Harvard Business Review	1st Edition (2013)

Data Sciences using R

Semester	Course Code	Course Name	Course Type	Cd	L	T	P	Marks		
								Internal	External	Total
3rd	25C2BAP-PE4-02	Data Sciences Using R	Elective	4	4	0	0	40	60	100
Prerequisites of subject	Fundamental knowledge of computer principles. A Student should possess basic computer skill.									

COURSE OUTCOMES	
At the end of the course, student will be able to :	
CO1	Explain the fundamental concepts and business applications of Data Science.
CO2	Apply statistical methods using R software for data analysis in business contexts.
CO3	Analyze probability and regression models along with classification techniques for data science problems.
CO4	Evaluate ensemble and clustering techniques for pattern discovery in datasets.
CO5	Simulate the performance mechanism of machine learning models using validation and evaluation methods.

Detailed Syllabus

Unit I: Data Science: Understanding Different Components of Data Science & their Roles, Introduction to concepts like Big Data, data pre-processing, concepts of supervised and unsupervised learning, Data Mining, Data Analysis, Web Analytics, Machine Learning, Business Applications of Data Science Internet Search Digital Advertisements, Recommender Systems, Price Comparison Websites. ***Relevant Case Studies*** *on Data Mining, Web Analytics* (10 Hours)

Unit II: Fraud and Risk Detection, Roles & responsibilities of Data Scientists in Business Analytics. **Introduction to R Software** Installation, basic Elements, R- Data Interfaces, R- Charts & Graphs, R- Statistics. **Basic statistics through R**: Mean median, standard deviation, variance, correlation, and covariance. ***Relevant Case Studies*** *on Fraud And Risk Detection using Data Science*

(11 Hours)

Unit III: Probability Theory for Data science (Bayes Theorem), Regression- Linear, multiple and logistic regression. Decision tree along with application and Support Vector Machine (SVM) and types. ***Relevant Case Studies*** *on Decision Tree* (12 Hours)

Unit IV: Ensemble methods: bagging, random forests, boosting. **Clustering:** K-mean Clustering, K medoids, **Agglomerative,** Hierarchical clustering, X-means Clustering, Density- based spatial clustering of applications with noise (DBSCAN). ***Relevant Case Studies*** *on Agglomerative*

(10 Hours)

Unit V: Evaluation and validation: methods of estimating the performance of classifiers: cross-validation, Holdout Method and Bootstrap Method; Confusion Matrix, assessing the statistical significance of data mining results. **Selection of advanced topics such as:** scalable machine learning, big data related techniques, Data mining stream, social networks - advantage disadvantage and application. ***Relevant Case Studies*** *on Big Data Techniques* (09 Hours)

Text Books:

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Data Science for Business: What You Need to Know about Data Mining and Data Analytic Thinking	Foster Provost, Tom Fawcett	O'Reilly Media Inc	1st Edition (2021)
2	Data Mining and Analysis: Fundamental Concepts &Algorithm	Mohammed J. Zaki and Wagner Miera	Cambridge University Press	1st Edition (2014)

Reference Books:

S. No	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Machine Learning: A Probabilistic Perspective	Kevin P. Murphy	The MIT Press	1st Edition (2022)
2	Mining of Massive Datasets	Jure Leskovekz, Anand Rajaraman and Jeffrey Ullman	Cambridge University Press	2nd Edition (2014)

Analytics with Tableau & power BI

Semester	Course Code	Course Name	Course Type	Cd	L	T	P	Marks		
								Internal	External	Total
3rd	25C2BAP-PE4-03	Analytics with Tableau & Power BI	Elective	4	4	0	0	40	60	100
Prerequisites subject		Fundamental knowledge of numbers and arithmetic principles. A Student should process basic algebraic skills.								

COURSE OUTCOMES	
At the end of the course, student will be able to :	
CO1	Explain organizational reporting perspectives, standards, KPIs, balanced scorecards, dashboards, and performance measurement frameworks clearly.
CO2	Develop Tableau data preparation skills including connections, cleaning, joins, blending, and metadata management.
CO3	Analyse interactive visualizations, dashboards, forecasts, clusters, and time-series analyses
CO4	Choose Import, transform, and manage business data using Power BI.
CO5	Construct interactive reports and dashboards for managerial analysis and decision-making.

Detailed Syllabus

Unit I: Basics of Business Reporting: Reporting perspectives for organization – Functional, Internal / external, Role, Nature, Purpose, Content, Timeframe; Reporting standards and practices, Report layouts and characteristics, KPI's, Balance scorecards and Dashboards. ***Relevant Case Studies*** *on Business Reporting, Managing Dashboards* (09 Hours)

Unit II: Introduction to Tableau: Home, Overview, Environment Setup, Getting Started, Navigation, Design Flow, File Types, Data Types, Show Me, Terminology Tableau data sources: Data Sources, Custom Data View, Extracting Data, Fields Operations, Editing Metadata, Data

Joining, Data Blending. ***Relevant Case Studies*** *on Extracting Data, Editing MetaData* (10 Hours)

Unit III: Introduction to Tableau – Continuous and discrete data – Different kinds of plots and their usage (bar chart, line chart, scatter plot, histogram, dual axis) – Parameters – Functions and calculated field – Row and aggregate calculations – Time series analysis – Bin & group – Forecast & clusters – Joins and blends – Dashboard and interactive plots – Data interpretation – Connecting to real time database. ***Relevant Case Studies*** *on Time Series Analysis* (11 Hours)

Unit IV: Basics of Power BI and Data Preparation: · Introduction to Business Intelligence and Power BI, Power BI Desktop interface and features, Connecting to data sources (Excel, CSV, SQL),Data cleaning and transformation using Power Query, Basic data modeling and table relationships. ***Relevant Case Studies*** *on Data Cleaning, Data Modeling* (11 Hours)

Unit V: Power BI - Data Visualization and Dashboard Development: Creating charts, graphs, and report visuals, Using filters, slicers, and interactive tools, Basics of DAX functions and measures, Designing dashboards for business decision-making, Publishing and sharing reports in Power BI Service. ***Relevant Case Studies*** *on Data Analysis Expressions* (09 Hours)

Text Books:

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Microsoft Power BI Cookbook	Brett Powell	Packt	2nd Edition (2021)
2	Data Visualization Made Simple	Kristen Sosulski	Routledge	6th Edition (2018)

Reference Books:

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Business Analytics Using R and Tableau – A Simplified Approach	Dr. Deepak Dagar, Ms. Rashi Aggarwal, Mr. Praveen Kumar Singh	VL Media Solutions	1st Edition (2024)
2	Data Science for Business	Foster Provost & Tom Fawcett	O'Reilly Media	1st Edition (2013)

Introduction to Python

Semester	Course Code	Course Name	Course Type	Cd	L	T	P	Marks		
								Internal	External	Total
3rd	25C2BAP-PE4-04	Introduction to Python	Elective	4	4	0	0	40	60	100
Prerequisites subject	Basic knowledge of computers and fundamental understanding of mathematics and logical reasoning are recommended prerequisites for Introduction to Python									

COURSE OUTCOMES	
At the end of the course, student will be able to :	
CO1	Outline fundamental programming concepts and Python syntax for business applications.
CO2	Make use of control structures, functions and modules to solve business problems.
CO3	Examine and implement Python data structures for structured data handling.
CO4	Determine programs for file handling, exception handling and automation tasks.
CO5	Adapt Python basics for introductory data analysis and business decision-making

Detailed Syllabus

Unit I: Introduction to Programming; Features and Applications of Python; Installation of Python and IDEs; Variables and Data Types; Operators; Input and Output Functions; Python Syntax and Structure. **Introduction to Python in Cloud Environment;** Using Google Colab and Kaggle Notebooks; Basics of GitHub and Version Control; Introduction to APIs and Data Collection from Web; Prompt Engineering Basics using Python; Python for Low-Code/No-Code Automation. ***Relevant Case Studies*** *on Python in Cloud Environment* (11 Hours)

Unit II: Conditional Statements; Loops (for and while); Break, Continue and Pass Statements; Functions and Parameters; Lambda Functions; Recursion; Modules and Packages. **Writing Scalable and Reusable Code;** Introduction to Object-Oriented Programming (OOP) Concepts; Decorators and

Generators (Basics); Integration with REST APIs; Introduction to Python for Microservices; Basics of Testing using PyTest. ***Relevant Case Studies*** *on Python for Micro Services.* (10 Hours)

Unit III: Strings and String Operations; Lists, Tuples, Sets and Dictionaries; List Comprehension; Searching and Sorting; Working with JSON, CSV and Excel Files. **Handling Semi-Structured and Unstructured Data;** Working with Large Datasets; Introduction to SQL Integration with Python; Web Scraping using BeautifulSoup (Basic Concepts); Data Privacy and Secure Data Handling Practices. ***Relevant Case Studies*** *on Handling Unstructured Data* (08 Hours)

Unit IV: File Handling; Reading and Writing Text and CSV Files; Exception Handling using try, except and finally; Debugging Techniques; Introduction to Logging and Automation of Business Tasks **Automation of Business Reports;** Email and Task Automation using Python; Introduction to Robotic Process Automation (RPA) Concepts; Working with APIs for Real-Time Data; Introduction to Cybersecurity Basics in Programming; Secure Coding Practices. ***Relevant Case Studies*** *on Automation of Business Reports Using Python* (11 Hours)

Unit V: Introduction to Num Py and Pandas; Data Cleaning and Manipulation; Basic Data Visualization using Matplotlib; Introduction to Machine Learning Concepts; Mini Project based on Business Application. **Introduction to Machine Learning using Scikit-Learn;** Exploratory Data Analysis (EDA); Introduction to Generative AI and Python Integration; ChatGPT API Integration Concepts; AutoML Basics for Managers; Responsible AI and Data Ethics; Introduction to AI-driven Decision Support Systems; Overview of Big Data and PySpark Concepts. ***Relevant Case Studies*** *on AI and Managers, Python and Business Organizations* (10 Hours)

Text Books:

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Python for MBA	Vijay T. Patil	Nirali Prakashan	1st Edition (2025)
2	Python for Data Analysis	Wes McKinney	O'Reilly Media	2nd Edition (2017)

Reference Books:

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Foundational Python Data Science	Kennedy Behrman	Pearson	1st Edition (2021)
2	Think Python	Allen B. Downey	O’Reilly Media	2nd Edition (2015)

Corporate Strategy

Semester	Course Code	Course Name	Course Type	Cd	L	T	P	Marks		
								Internal	External	Total
4th	25C2B AP-401	Corporate Strategy	Core	4	4	0	0	40	60	100
Prerequisites of subject		Basic understanding of business management principles, organizational functions, and the business environment.								

COURSE OUTCOMES	
At the end of the course, student will be able to :	
CO1	Describe the strategic management process, strategic intent and external environmental analysis.
CO2	Interpret industry structure and organizational resources using strategic analysis frameworks.
CO3	Apply corporate-level strategies including diversification, integration and restructuring.
CO4	Distinguish strategy implementation mechanisms and strategic control systems in organizations.
CO5	Explain strategic responses to digital transformation, sustainability and innovation challenges.

Detailed Syllabus

Unit I: Understanding Strategy and Strategic Management: Strategic Management Process, Strategic Decision Making, Levels of Strategy, Role of strategists, Benefits of Strategic Management, Mckinsey's 7S Model. Strategic Intent: Vision, Mission, Goals and Objectives. External Environment Analysis: Concept of environment, Strategically Relevant Components of External Environment, Environmental Scanning Techniques- ETOP, PEST, SWOT, TOWS. ***Relevant Case Studies*** *on strategic management, PEST and SWOT.* (10 Hours)

Unit II: Industry analysis Porter's Five Forces Model; Strategic Group Mapping; Industry Driving Forces; Key Success Factors, External Factor Evaluation Matrix. Internal Environment Analysis – Organisational capabilities in various functional areas and Strategic Advantage Profile. Resource based view of an organization: VRIO Framework; Value Chain Analysis; Competitive Advantage and Core Competency, Identification of Critical Success Factors (CSF). Internal Evaluation Factor Matrix.

Business Level Strategies – Porter's Framework of Competitive Strategies: Cost, Leadership, Differentiation and Focused Strategies, Location and timing tactics. Concept, Importance, Building and use of Core Competence. ***Relevant Case Studies*** *on VRIO framework and Critical Success Factors (CSF).* (12 Hours)

Unit III: Corporate Level Strategies Expansion (growth)-Horizontal and Vertical Integration, Strategic outsourcing, Related and Un-related Diversification, International Entry Options, Corporate restructuring. Concept of Synergy, Mergers & Acquisitions, Stability, harvesting and Retrenchment and Combination strategies. Strategic Analysis and choice (Multi Business Strategies: Portfolio Strategies) – BCG, GE Nine cell, Product life cycle Matrix). ***Relevant Case Studies*** *on* Mergers & Acquisitions and Portfolio Strategies. (10 Hours)

Unit IV: Strategy Implementation Strategy- Structure Fit: Resource allocation, Projects and Procedural issues. Organisation structure and systems in strategy implementation. Leadership and corporate culture. Operational and derived functional plans to implement strategy. Integration of functional plans. Strategy Evaluation and Control – Nature of Strategy Evaluation; Strategic control and operational Control. Organisational systems and Techniques of strategic evaluation, Strategy Evaluation Framework; The Balanced Score Card. ***Relevant Case Studies*** *on Leadership and Balanced Score Card.* (10 Hours)

Unit V: Recent Trends in Corporate Strategy: Trends in the external environment of business, new directions in strategic thinking, digital transformation of business - A strategic perspective, Contemporary issues in Strategic Management. ***Relevant Case Studies*** *on* digital transformation in businesses and strategic management issues. (10 Hours)

Text Books:

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Strategic Management	Azhar Kazmi & Adela Kazmi	McGraw Hill Education	5th Edition (2025)
2	Strategic Management	Charles WL Hill and Gareth R Jones	Cengage Learning	15th Edition (2025)

Reference Books:

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Strategic Management	Fred R David	PHI Learning	17th Edition (2024)

2	Strategic Management: Concepts and Cases	Michael A. Hitt, R. Duane Ireland, Robert E. Hoskisson & Jeffrey S. Harrison	Cengage Learning	14th Edition (2024)

Workshop on Indian Ethos

Semester	Course Code	Course Name	Course Type	Cd	L	T	P	Marks		
								Internal	External	Total
4th	25C2BA P-402	Workshop on Indian Ethos	Core	2	2	0	0	40	60	100
Prerequisites of subject	Basic understanding of Indian philosophy, ethics, and principles of management									

COURSE OUTCOMES	
At the end of the course, student will be able to :	
CO1	Explain Indian ethos, cultural values, and their relevance in management practices.
CO2	Demonstrate value-based management principles and ethical practices in business decision-making.
CO3	Examine management principles from Indian scriptures and their application in organisations.
CO4	Determine workplace stress causes and apply Indian techniques for effective stress management.
CO5	Apply responsible management approaches based on Indian learning systems and Karma philosophy.

Detailed Syllabus

Unit I: Indian Ethos: History & Relevance, Principles Practised by Indian Companies, Role of Indian Ethos in Managerial Practices. Management Lessons- from Vedas, Mahabharata, Bible, Quran, Kautilya's Arthashastra, Indian Heritage in Business, Management-Production and Consumption. Ethics v/s Ethos, Indian v/s Western Management. ***Relevant Case Studies on*** *Indian Ethos in Corporate Governance and Ethical Leadership.* (09 Hours)

Unit II: Work Ethos: Meaning, levels, dimensions and steps. Values: Values for Indian Managers, Relevance of Value-Based Management in Global Change, Impact of Values on Stakeholders. Trans-Cultural Human Values, Secular v/s Spiritual Values, Value System in Work Culture. ***Relevant Case Studies*** *on Values for Indian Managers and Trans-Cultural Human Values.* (12 Hours)

Unit III: Stress Management: Meaning, types of stress, causes and consequences of stress. Techniques for Managing Stress: Meditation: Meaning, advantages for mental health and its importance in management. Brainstorming, brain stilling, Yoga: Meaning, Significance. Contemporary Approaches to Leadership- Joint Hindu Family Business–Leadership, Qualities of Karta. ***Relevant Case Studies*** *on Art of Living Programs in Corporate Stress Management.* (12 Hours)

Unit IV: Indian Systems of Learning: Gurukul System of Learning, Advantages- Disadvantages of Karma, importance of Karma to Managers, Nishkama Karma. Laws of Karma: Law of Creation, Law of Humility, Law of Growth, Law of Responsibility, Law of Connection. Corporate Karma: Meaning, methodologies, guidelines for good corporate karma. ***Relevant Case Studies*** *on Corporate Karma in Action.* (09 Hours)

Unit V: Introduction to IKS: Relevance of Indian philosophy in leadership and governance, Dharma-based leadership, Meaning of spiritual intelligence; Difference between IQ, EQ, and SQ, Concept of Vasudhaiva Kutumbakam, Sustainable development through Indian philosophy. ***Relevant Case Studies*** *on Leadership Model: Dharma-Based Governance and Collective Vision.* (08 Hours)

Text Books:

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Indian Ethos & Values for Management	N M Khandelwal	Himalya Publishing	3rd Edition (2023)
2	Indian Ethos in Management	Tushar Agrawal and Nidhi Chandorkar	Himalya Publishing	1st Edition (2017)

Reference Books:

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Indian Ethos for Management	Swami Jitatmananda	Ramakrishna Ashrama, Rajkot	5th Edition (2025)
2	Indian Ethos and Leadership	Bhavani M.R., Sindhu A. N., Nikitha Alur	Himalaya Publishing House	1st Edition (2021)

Technical Skills for Managers

Semester	Course Code	Course Name	Course Type	Cd	L	T	P	Marks	
								Internal Evaluation	Total
4th	25C2BAP-403	Technical Skills for Managers	AECC	1	1	0	1	50	50
Prerequisites of subject	Basic Tableau knowledge (formulas, formatting, charts)								

COURSE OUTCOMES	
At the end of the course, student will be able to :	
CO1	Explain Business Intelligence concepts and the Tableau interface for managerial analytics.
CO2	Classify business data by connecting, cleaning, and transforming datasets using Tableau tools.
CO3	Apply calculated fields and Level of Detail (LOD) expressions for effective data analysis in Tableau.
CO4	Develop interactive dashboards and visual reports to support managerial decision-making.
CO5	Design and manage the sharing of reports using Tableau Server or Tableau Public.

Detailed Syllabus

Unit I: Business Intelligence and Tableau Fundamentals

- Role of Business Intelligence (BI) in modern organizations
- Importance of data visualization in managerial decision making
- Overview of the Tableau ecosystem: Tableau Desktop, Tableau Server, Tableau Public.
- Tableau interface and workspace
- Connecting to different business data sources: Excel, CSV, Databases.
- Understanding data types, dimensions, and measures

Practical: Connect Tableau to a sales or marketing dataset, explore and understand the dataset structure for analysis. (4 Hours)

Unit II: Data Preparation and Data Management in Tableau

- Importance of data preparation in business analytics and managerial decision making
- Understanding the Tableau Data Source environment
- Managing multiple business datasets using joins and relationships
- Concept of data blending for integrating data from different business sources
- Techniques for cleaning and transforming business data: Handling missing or inconsistent values, Removing duplicates & Correcting data formats.
- Organizing data through sorting, filtering, grouping, and sets
- Creating hierarchies and categories for structured business analysis

Practical: Prepare and structure a raw operational dataset for business analysis. (4 Hours)

Unit III: Calculations and Business Performance Analysis

- Creating calculated fields for business metrics
- Basic analytical functions (SUM, AVG, IF, CASE)
- Table calculations for performance analysis
- Introduction to Level of Detail (LOD) expressions
- Identifying trends using trend lines and forecasting tools
- Developing Key Performance Indicators (KPIs) for managerial monitoring

Practical: Develop sales performance metrics and KPI indicators. (4 Hours)

Unit IV: Business Data Visualization and Decision Support Dashboards

- Principles of effective data visualization for managers
- Creating charts and visualizations: Bar charts, Line charts, Pie charts, Heat maps, Tree maps, Geographic maps
- Filters, parameters, and actions
- Designing interactive dashboards for business reporting

- Storytelling with data using Tableau Story feature
- Best practices for executive dashboards

Practical: Develop an interactive managerial dashboard showing business performance indicators. (4 Hours)

Unit V: Publishing and Business Intelligence Collaboration

- Publishing dashboards to Tableau Public or Tableau Server
- Sharing reports across teams for collaborative decision making
- Exporting dashboards and reports
- Managing data refresh and updates
- Overview of Tableau Server environment and governance
- Using dashboards for organizational performance monitoring

Practical: Publish and share a Tableau dashboard with business stakeholders. (4 Hours)

Text Books:

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Tableau Desktop Specialist Certification Guide	Mike Van Dril	Packt Publishing	1st Edition (2023)
2	Learning Tableau	Joshua N. Milligan	Packt Publishing	1st Edition (2021)

Reference Books:

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Tableau Your Data	Daniel G. Murray	Wilsey	14th Edition (2017)
2	Mastering Tableau	David Baldwin	Packt Publishing	9th Edition (2022)

Capstone Project

Semester	Course Code	Course Name	Course Type	Cd	L	T	P	Marks		
								Internal	External	Total
4th	26C2BAP-403	Project Capstone	Project	3	3			-	100	100
Prerequisites of project	The capstone project requires in-depth knowledge of the chosen specialization, research methodology, and statistical tools, along with faculty approval and access to reliable primary/secondary data. It also demands strong analytical ability, technical proficiency, and adherence to academic ethics and deadlines.									

MOOC

Semester	Course Code	Course Name	Course Type	Cd	L	T	P	Marks		
								Internal	External	Total
4th	26C2BAP-404	MOOC	VAC	NCC	0	0	0	-	-	S/NS

Course Outcomes: Defined by the online platform for the specific course chosen.

The Departmental committee shall select a MOOC available on any reputed platform. However, the selected MOOC course should not be similar to the regular courses offered as a part of the department curriculum.

The overall monitoring of the MOOC course will be under the supervision of the teacher In-charge of the department. The Departmental Academic Committee shall assess the student work based relevant course completion certificate and Viva-Voce.

Rubrics for the MOOC:

Certificate- 25 Marks

Viva-Voce- 25 Marks

Satisfactory Criteria for MOOC

1.) During the 3rd and 4th semester every student has to complete a MOOC Course of minimum 30 hours.

2.) Student has to submit the certificate of the course.

Integrated Marketing Communications and Sales Management

Semester	Course Code	Course Name	Course Type	Cd	L	T	P	Marks		
								Internal	External	Total
4th	25C2BAP-PE1-04	Integrated Marketing Communications and Sales Management	Elective	4	4	0	0	40	60	100
Prerequisites of subject	Basic knowledge of marketing management and communication fundamentals.									

COURSE OUTCOMES	
At the end of the course, student will be able to :	
CO1	Outline the role of IMC in marketing, brand building, and organizational performance.
CO2	Examine IMC tools including advertising, sales promotion, PR, direct, and digital marketing.
CO3	Apply the concepts of sales management, personal selling, and forecasting for effective sales strategies.
CO4	Determine sales operations, sales force management, and customer psychology for sales effectiveness.
CO5	Interpret recent IMC and sales management trends for informed managerial decisions.

Detailed Syllabus

Unit I: Integrated Marketing Communication & Advertising Management: Role of IMC in the marketing process, IMC planning model and components, Communication process and steps in developing an IMC programme, Effectiveness of marketing communications, Purpose, functions, and types of IMC **Advertising management-** Advertising appeals and advertising design, Advertising agencies and their role, Advertising budgeting, Media planning, media strategy, and media evaluation, Creativity in advertising, Elements of creative strategy and implementation. Recent Trend Focus: Strategic integration of traditional and digital communication. ***Relevant Case Studies*** *on Blending Traditional & Digital Media* .(08 Hours)

Unit II: Promotion Mix, Public Relations & Digital Advertising: Direct marketing: Meaning, features, advantages and disadvantages, Direct marketing strategies, Sales promotion-Meaning, importance, tools, Push & pull strategies, Publicity & Public Relations: Meaning, objectives, techniques and tools, Corporate advertising: Role, types and limitations, Monitoring, evaluation and control, Advertising measurement- Pre-testing & post-testing methods, International advertising, Global advertising environment, Internet advertising- Meaning, components, Advantages and limitations, Types of internet advertising. Recent Trend Focus: Digital media, global branding, and online promotional tools. ***Relevant Case Studies*** *on Digital-First Global Campaign Strategy.*

(09 Hours)

Unit III: Sales Management & Personal Selling: Sales management: meaning and objectives, Role of sales executive as a coordinator, Sales management and control, Sales organisation, Purpose and importance, Setting up a sales organisation, Types of sales organisation, Personal selling, Objectives and theories, Market analysis- Market potential, sales potential, Sales forecasting methods and evaluation, Sales-related marketing policies- Product policies, Distribution policies, Pricing policies Recent Trend Focus: Relationship selling and customer-centric sales strategies. ***Relevant Case Studies*** *on Rural Sales Strategy and Relationship Selling Model.* (10 Hours)

Unit IV: Sales Operations & Sales Force Management- Sales operations, Sales budgeting, Sales territories, Sales quotas, Control of sales, Sales meetings and sales contests, Organizing displays, showrooms and exhibitions, Sales manager, Qualities and functions, Sales force, Types of salesmen, Psychology of customers. Recent Trend Focus: Professional selling skills and customer experience management. ***Relevant Case Studies*** *on Sales Force Management and Territory Strategy* (11 Hours)

Unit V: Contemporary Trends in IMC & Sales Management: Digital and social media integration in IMC, Ethical issues in advertising and selling, Customer relationship management (CRM), Integrated brand communication strategies, Global sales and cross-cultural selling challenges, Emerging trends in sales force automation. ***Relevant Case Studies*** *on CRM-Driven IMC and Sales Automation Strategy.* (12 Hours)

Text Books:

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Integrated Advertising, Promotion and Marketing Communications	Clow, Kenneth E. & Baack, Donald	Pearson Education, India	9th Edition (2025)

2	Integrated Marketing Communications: A Primer	Kitchen, Philip J. & De Pelsmacker, Patrick	Routledge, London	3rd Edition (2024)

Reference Books:

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Sales and Distribution Management	Havaldar, K. K. & Cavale, V. M.	Tata McGraw-Hill Education	4th Edition (2024)
2	Sales and Distribution Management	Chunawalla, S. A.	Himalaya Publishing House	7th Revised Edition (2025)

Retail Management

Semester	Course Code	Course Name	Course Type	Cd	L	T	P	Marks		
								Internal	External	Total
4th	25C2BAP-PE1-05	Retail Management	Elective	4	4	0	0	40	60	100
Prerequisites of subject		Basic understanding of management principles, business environment, and fundamentals of marketing and retailing.								

COURSE OUTCOMES	
At the end of the course, student will be able to :	
CO1	Examine the foundations, evolution, and structure of retailing in the Indian and global environment.
CO2	Obtain retail formats, ownership patterns, and business models for strategic decision-making.
CO3	Analyse the principles of store operations and human resource management in retail organizations.
CO4	Integrate customer service systems, retail technologies, and global practices to improve retail performance.
CO5	Identity emerging trends and sustainable models to design future-ready retail strategies.

Detailed Syllabus

Unit I: Introduction to Retailing: Meaning, scope and nature of retailing, economic significance of retailing, opportunities in retailing, retail management decision process. Retailing in India: Evolution of retailing in India, structure of Indian retail sector, organized and unorganized retail, drivers of retail change, challenges to retail development in India. ***Relevant Case Studies*** *on Retail Evolution, and Indian Retail Transformation*. (10 Hours)

Unit II: Types of Retailers: Food retailers, general merchandise retailers, non-store retail formats, services retailing, types of ownership. Theories and Concepts: Retail Models and Theories of Retail Development: Evolution of retail formats, theories of retail development, concept of life cycle in retail, business models in retail, format innovation and hybrid retail formats. ***Relevant Case Studies*** *on Retail Formats, Business Models and Format Innovation*. (10 Hours)

Unit III: Managing the Store: Store management responsibilities, retail human resource planning, recruiting and selecting store employees, socializing and training new store employees, motivation techniques, performance management and evaluation, retail leadership and store culture. Store Design: Store Layout, Design and Visual Merchandising: Objectives of good store design, store layout planning, space management, merchandise presentation techniques, visual merchandising, retail atmospherics and customer experience design. ***Relevant Case Studies*** *on Store Leadership, Workforce Management and Visual Merchandising.* (10 Hours)

Unit IV: Customer Service: Strategic advantages through customer service, customer satisfaction and loyalty, customer evaluation of service quality, service quality measurement, GAPS model for improving retail service quality, relationship marketing in retail. Application of IT to Retailing: Growing role of IT in retailing, IT for competitive advantage, data mining, database marketing, business intelligence, customer relationship management systems, digital supply chain integration. International Retailing: International retail structures, global retail strategies, globalization of retailing, multichannel integration and cross-border retail management. ***Relevant Case Studies*** *on Customer Service Strategy, CRM and Global Retail Integration.* (12 Hours)

Unit V: Digital Retailing: E-retailing, mobile retailing, omnichannel retailing, platform-based retailing, direct-to-consumer models, social commerce and quick commerce. Technology in Retail: Artificial intelligence in retailing, smart stores, automated retailing, RFID and IoT applications, self-checkout systems, cashier-less stores, retail analytics and data-driven decision making. ***Relevant Case Studies on*** *Digital Retailing, AI Integration and Smart Store Innovation* (10 Hours)

Text Books:

Sr. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Principles of Retailing	Rosemary Varley & Mohammed Rafiq	Bloomsbury Academic	10th Edition (2023)
2	Retailing Management: Text and Cases	Swapna Pradhan,	McGraw Hill Education	1st Edition (2020)

Reference Books:

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Retail Management: A Strategic Approach	Barry R. Berman and Joel R. Evans	Pearson Education	13th Edition (2021)

2	Retailing in the 21st Century: Current and Future Trends	John Fernie and Leigh Sparks	Kogan Page	4th Edition (2019)

International and Social Media Marketing

Semester	Course Code	Course Name	Course Type	Cd	L	T	P	Marks		
								Internal	External	Total
4th	25C2BAP-PE1-06	International and Social Media Marketing	Elective	4	4	0	0	40	60	100
Prerequisites of subject		Basic understanding of marketing principles, international business concepts, and fundamentals of digital and social media platforms.								

COURSE OUTCOMES	
At the end of the course, student will be able to :	
CO1	Explain international marketing concepts, global marketing environment, and market entry strategies.
CO2	Analyze international trade policies and effective global marketing & distribution strategies.
CO3	Interpret social media marketing frameworks and digital consumer behavior in online markets.
CO4	Design social media marketing campaigns using digital tools and analytics.
CO5	Examine AI, data analytics, and emerging technologies in global digital marketing.

Detailed Syllabus

Unit I: International Marketing: Definition, scope and challenges of international marketing, reasons for going international, international market segmentation and positioning, international market entry strategies, screening and selection of markets, methods of entering international markets. International Marketing Environment: Political, legal, environmental, socio-cultural and technological environment, country risk analysis, international economic environment, IMF, WTO, international monetary system, international trade barriers, and tariff & non-tariff barriers. ***Relevant Case Studies*** *on global market entry strategies and international trade barriers* (09 Hours)

Unit II: International Trade and Policy Framework: EXIM policy of India, export promotion organizations, export incentives, export documentation, organization and structure of export and import houses. International Marketing Strategy: International product policies, product standardization and adaptation, international pricing policies, international pricing strategies. International Distribution and Promotion: International distribution systems, international distribution channels, types of channels, role of internet in international distribution, international communication policy, communication strategies in international marketing, international promotion mix, international marketing research. ***Relevant Case Studies*** *on international product adaptation, pricing strategies, and digital distribution channels.* (08 Hours)

Unit III: Introduction to Social Media Marketing: Evolution from traditional to modern marketing, rise of internet and e-concepts, emergence of social media marketing as a tool. Social Media Ecosystem: Social media channels, types and models, social media benefits and applications, social media marketing framework. Digital Consumer Behavior: Consumer behavior on the internet, evolution of the digital consumer, managing consumer demand in digital markets. Integrated Marketing Communication: IMC in digital and social media context. Social Media Marketing Strategy: Social media marketing strategies, defining social media marketing mix, social media marketing planning, social media marketing channels. ***Relevant Case Studies*** *on digital consumer behavior and social media marketing frameworks* (10 Hours)

Unit IV: Social Media Marketing Campaigns: Elements of marketing campaigns, implementing social media marketing campaigns, social media execution. Digital Marketing Tools: Search engine marketing (SEM), search engine optimization (SEO), content marketing, and social media execution strategies. Performance Measurement and Revenue Management: Campaign analytics and ROI, managing social media marketing revenue, social media marketing revenue sources, managing service delivery and digital payments. Content Creation and **Sharing**: Blogging, micro-blogging, streaming video, podcasts, webinars. ***Relevant Case Studies*** *on SEO, SEM, and content marketing for revenue optimization.* (11 Hours)

Unit V: Digital Global Marketing: Digital globalization, cross-border e-commerce, international digital branding, global digital consumer culture, platform-based international marketing. Advanced Social Media Marketing: Influencer marketing, community marketing, social commerce, creator economy, short-form video marketing, and live commerce. Data- Driven Marketing: Big data in marketing, AI in marketing decision making, predictive analytics, marketing automation, personalization technologies. Technology-Driven Marketing: Internet of Things in marketing, marketing through smart devices, conversational marketing, chatbots and virtual assistants. Future Trends: virtual brand experiences, ethical digital marketing, future of international and social media marketing. ***Relevant Case Studies*** *on influencer marketing, and social commerce strategies* (12 Hours)

Text Books:

S. No.	Name of the Book	Name of the Author	Publisher	Edition (Pub. Yr.)
1.	International Marketing	Philip R. Cateora, Mary C. Gilly and John L. Graham	McGraw Hill Education	18th Edition (2020)
2	Social Media Marketing	Dan Zarrella	O'Reilly Media	2nd Edition (2020)

Reference Books:

S. No	Name of the Book	Name of the Author	Publisher	Edition (Pub. Yr.)
1	International Marketing	Masaaki (Mike) Kotabe and Kristiaan Helsen	John Wiley & Sons	8th Edition (2020)
2	International Trade and Export Management	Francis Cherunilam	Himalaya Publishing House	6th Edition (2018)

Product and Brand Management

Semester	Course Code	Course Name	Course Type	Cd	L	T	P	Marks		
								Internal	External	Total
4th	25C2BAP-PE1-07	Product and Brand Management	Elective	4	4	0	0	40	60	100
Prerequisites of subject	Basic understanding of marketing principles, consumer behavior, and fundamentals of product management and branding.									

COURSE OUTCOMES	
At the end of the course, student will be able to :	
CO1	Explain product management concepts, portfolio planning, and competitive product–brand positioning in dynamic markets.
CO2	Interpret product planning, development processes, test marketing, and market entry strategies for successful new product introduction.
CO3	Inspect branding principles, brand structures, and customer-based brand equity concepts in brand development decisions..
CO4	Outline brand loyalty, brand performance, brand equity management, and brand growth strategies in domestic and global markets.
CO5	Examine emerging digital and sustainable branding trends to design future-ready product and brand strategies.

Detailed Syllabus

Unit I: Product Management: Meaning and scope of product management, importance of the product manager's role, planning and control systems for product management, product portfolio planning and analysis, mapping and understanding company products and brands, competitive brand market positioning, impact of global forces on products and product strategy. ***Relevant Case Studies*** *on product portfolio management, and global product strategy*. (10 Hours)

Unit II: Product Planning and Development: Meaning and objectives of product planning and development, strategic reasons for new product development, processes, challenges and issues in product development, forecasting demand, estimating market opportunity. Test Marketing and Market

Entry: Test marketing meaning and types, design issues in test marketing, evaluation of test marketing results, market entry decisions, launching new product programs, national launching of new products, tracking the launch process, absorbing the new product into the product mix**. *Relevant Case Studies*** *on new product development, and market entry decisions* (08 Hours)

Unit III: Brand Fundamentals: Basic understanding of brands, brand concepts and branding process, significance of a brand, brand mark and trademark, types of brands, family brand, individual brand, private brand, co-branding, brand name selection. Brand Functions and Structure: Functions of a brand, branding decisions and influencing factors, customer-based brand equity, monitoring brand performance, branding research, designing and implementing branding research, brand design and brand structures. ***Relevant Case Studies*** *on brand identity, co-branding strategies, and customer-based brand equity*. (10 Hours)

Unit IV: Brand Loyalty and Performance: Brand loyalty, loyalty programs, building strong brands, measuring brand performance, brand extensions. Brand Equity Management: Brand equity measurement, brand leverage, global branding strategies, brand audit, role of brand manager, branding challenges and opportunities. Brand Growth and Renewal: Brand rejuvenation and re- launch, brand development through acquisition, takeover and merger, re-launching the brand, need for re-launch, methods and success rate. ***Relevant Case*** *Studies on brand loyalty, performance measurement, and extension strategies.* (12 Hours)

Unit V: Digital Transformation in Product and Brand Management: Digital products and platforms, data-driven product decisions, digital branding strategies. Emerging Trends: Sustainable and ethical branding, technology-driven branding practices, future directions of product and brand management. ***Relevant Case Studies*** *on digital branding transformation, and data-driven product decisions.* (10 Hours)

Textbooks:

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Strategic Brand Management: Building, Measuring and Managing Brand Equity	Kevin Lane Keller	Pearson Education	6th Edition (2025)
2	Product and Brand Management	Subroto Sengupta	Tata McGraw-Hill Publishing Company	2nd Edition (2022)

Reference Books:

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	The New Strategic Brand Management	Jean-Noël Kapferer	Kogan Page	7th Edition (2024)
2	Brand Leadership: Building Assets In an Information Economy	David A. Aaker and Erich Joachimsthaler	Pearson Education – Free Press	Classic Edition (2023)

International Human Resource Management

Semester	Course Code	Course Name	Course Type	Cd	L	T	P	Marks		
								Internal	External	Total
4th	25C2BAP-PE2-05	International Human Resource Management	Elective	4	4	0	0	40	60	100
Prerequisites of subject	Basic knowledge of Human Resource Management principles, organizational behavior, and business management fundamentals.									

COURSE OUTCOMES	
At the end of the course, student will be able to :	
CO1	Explain the concept, scope, and contextual differences between domestic and international HRM.
CO2	Examine international staffing, recruitment, and selection practices including diversity issues.
CO3	Demonstrate training, development, and repatriation practices for managing expatriates and multicultural teams.
CO4	Interpret performance management, international compensation systems, and knowledge transfer in multinational corporations.
CO5	Discuss international industrial relations, comparative HRM practices, and emerging IHRM trends.

Detailed Syllabus

Unit I: Introduction to International Human Resource Management: International Human Resource Management: Concept and scope of IHRM; differences between domestic HRM and international HRM; variables moderating differences between domestic and international HRM. Sustaining International Business Operations: Approaches to staffing; transferring staff for international business activities; role of expatriates and non-expatriates; role of corporate HR function in multinational corporations. ***Relevant Case Studies*** *on Approaches of staffing and Role of expatriates.* (10 Hours)

Unit II: International Staffing, Recruitment and Selection: Recruitment and Selection for International Assignments: Concept and importance; issues in international staff selection; factors moderating expatriate performance; selection criteria. Diversity Issues in International Staffing: Dual-career couples; role of women in international management. ***Relevant Case Studies*** *on Diversity Issue and Dual-career couples.* (08 Hours)

Unit III: Training, Development and Repatriation: Training and Development: Concept; role of expatriate training; expatriates versus local managers; components of effective pre-departure training programs; effectiveness of pre-departure training; developing employees through international assignments. Re-entry and Career Issues: Concept of repatriation; repatriation process; individual reactions to re-entry; multinational responses; designing effective repatriation programs. Staffing and Training for Global Operations: Global staffing choices; dynamics of cross-cultural leadership; managing and motivating multicultural teams. ***Relevant Case Studies*** *on Pre-departure training and Cross-cultural leadership.* (10 Hours)

Unit IV Performance Management, Compensation and Knowledge Transfer: Performance Management: Concept; multinational performance management; performance management of international employees; performance appraisal of expatriates. International Compensation: Concept and objectives; key components of international compensation programs; approaches to international compensation. Knowledge Transfer in Multinational Corporations: Organizational knowledge and its significance; sources of knowledge; tacit and explicit knowledge; HRM and organizational knowledge; transfer of knowledge within MNCs and across national borders; transfer of managerial know-how and HRM practices. ***Relevant Case Studies*** *on Knowledge Transfer in MNCs and Performance appraisal of expatriates* (12 Hours)

Unit V: International Industrial Relations, National HRM Contexts and Latest Trends: International Industrial Relations: Key issues in international industrial relations; trade unions and MNCs; responses of trade unions to multinationals; regional integration with special reference to the European Union; issue of social dumping; impact of the digital economy. National Context of HRM, Comparative HRM practices in Japan, United Kingdom, United States, India, and China. Latest Trends in IHRM: Global Talent Management, Digital HR and e-HRM, Artificial Intelligence in HRM, HR Analytics in Global Organizations, Managing Virtual and Remote Global Teams, Sustainable and Green HRM, Employer Branding in International Markets, Strategic International HRM. ***Relevant Case Studies*** *on Issues in International Industrial Relations and Global Talent Management.*

(10 Hours)

Textbooks:

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	International Human Resource Management	Dowling, Festing & Engle	Cengage Learning	8^{th} Edition (2025)

2	International Human Resource Management	K. Aswathappa & Sadhna Dash	McGraw Hill Education	4th Edition (2024)

Reference Books:

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	International Human Resource Management	Anne-Wil Harzing & Ashly Pinnington	SAGE Publications	6th Edition (2022)
2	International Human Resource Management – A Multinational Company Perspective	Monir H. Tayeb	Oxford University Press	1st Edition (2020)

Strategic HRM

Semester	Course Code	Course Name	Course Type	Cd	L	T	P	Marks		
								Internal	External	Total
4th	25C2BAP-PE2-06	Strategic HRM	Elective	4	4	0	0	40	60	100
Prerequisites of subject	Basic knowledge of Human Resource Management principles, organizational behavior, and business management fundamentals.									

COURSE OUTCOMES	
At the end of the course, student will be able to :	
CO1	Explain the relevance of Strategic Human Resource Management towards business and corporate strategy Management.
CO2	Demonstrate strategic HR practices that align workforce plans with business objectives.
CO3	Examine behavioral factors influencing strategy implementation, leadership, culture, and talent management.
CO4	Analyse global HRM practices and staffing approaches for managing multinational workforce.
CO5	Formulate innovative HR strategies using digital technologies, analytics, and artificial intelligence.

Detailed Syllabus

Unit I: Strategic HRM: Introduction to business and corporate strategies; Integrating HR strategies with business strategies, Analyzing HR Practices followed by different firms. Human Resource System, HR as a Strategic Partner. Strategic HRM: Scope and process of strategic HRM, traditional vs strategic HR, typology of HR activities, best fit approach vs best practice approach, the role of national context, sectoral context and organizational context in HR strategy and practices, external and internal analysis for strategic HR management. ***Relevant Case Studies*** *on Strategic HRM and HR strategy* (12 Hours)

Unit II: Strategic role of HR systems: Strategic staffing, strategic appraisal, strategic executive appraisal, strategic design of reward system, performance management strategies, integrating HR strategy and business strategy, HR strategies and practices in Indian industries and service sector, HR as distinctive competitive advantage, reward and compensation strategies, retrenchment strategies, downsizing strategies. Human Resource Environment Technology, structure; Workforce diversity; Demographic changes, Temporary & contract labour; Recruitment & Retention strategies, training & development strategies. ***Relevant Case Studies*** *on Compensation Strategies and Retrenchment Strategies*. (12 Hours)

Unit III: Human aspects of strategy implementation: behavioural issues in strategic implementation matching culture with strategy, leadership factor in strategy and implementing strategic change, HR strategy evaluation and control, IT and future directions in HR strategy, HR strategy in workforce diversity, employee engagement strategies, talent management and retention strategies. ***Relevant Case Studies*** *on Behavioural issues in strategic implementation and employee engagement strategies.* (10 Hours)

Unit IV Global HRM: Environment Trends and Human Resource Challenges: Business environment: Globalization and increased competition, Mergers and Acquisitions and Downsizing; Changing nature of work: Industry and Occupational Fits, Technology, Outsourcing and Flexible work arrangements; Demographic, Societal and Workforce Trends: Workforce Diversity; Changing nature of Employment Relationship. ***Relevant Case Studies*** *on global HRM and Mergers and Acquisitions*.

(10 Hours)

Unit V: Recent Trends in Strategic Human Resource Management: Digital HR and Technology in HRM: HR analytics, artificial intelligence (AI) in recruitment and performance management, digital HR platforms, HR information systems (HRIS), virtual onboarding. ***Relevant Case Studies*** *on Digital HR and Technology in HRM.* (10 Hours)

Textbooks:

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Strategic Human Resource Management	Jeffrey A. Mello	Cengage Learnin	6th Edition (2025)
2	Armstrong's Handbook of Strategic Human Resource Management	Michael Armstrong	Kogan Page	8th Edition (2024)

Reference Books:

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Armstrong's Handbook	Michael Armstrong	Kogan Page	8th Edition (2023)

	of Strategic Human Resource Management	& Stephen Taylor		
2	Strategic Human Resource Management: A General Managerial Approach	Greer, C.R	Pearson Education Asia.	43rd Edition (2021)

Leadership and Team Dynamics

Semester	Course Code	Course Name	Course Type	Cd	L	T	P	Marks		
								Internal	External	Total
4th	25C2BAP-PE2-07	Leadership and Team Dynamics	Elective	4	4	0	0	40	60	100
Prerequisites of subject	Basic understanding of management principles, organizational behavior, and interpersonal communication skills.									

COURSE OUTCOMES	
At the end of the course, student will be able to :	
CO1	Interpret the concepts, roles, skills, traits, and ethical foundations of effective leadership.
CO2	Categorise appropriate leadership theories, styles, and development approaches for building high-performance organizations.
CO3	Analyze the role of strategic and ethical leadership in shaping vision, culture, change, and learning organizations.
CO4	Develop team dynamics, performance, conflict, communication, and collaborative behaviors for effective team leadership.
CO5	Create leadership and team strategies aligned with emerging trends, digital transformation, diversity, and virtual work environments.

Detailed Syllabus

Unit I: Leadership: Meaning, definitions, Skills and Roles of a leader, analysis of leadership theory; Leadership traits and ethics: Personality traits and leadership, Leadership attitudes, ethical leadership, Leadership behavior and motivation, contingency leadership. Understanding the inspiration, dilemmas and issues in becoming a leader. ***Relevant Case Studies*** *on Leadership traits, Leadership behavior and motivation.* (10 Hours)

Unit II: Leadership theories and styles: charismatic and transformational leadership, team leadership, organizational Leadership, strategic leadership, Leadership for Creating high performance culture, Leadership development through self-awareness and self discipline, Development through education, experience and mentoring, Succession, Evaluation of leadership development efforts, leadership communication. ***Relevant Case Studies*** *on team leadership, organizational Leadership and strategic leadership.* (08 Hours)

Unit III: Strategic leadership: Strategic Leadership and Ethical leadership, the leader as social architect-creating vision and strategic direction, shaping culture and values, designing and leading a learning organisation, leading change, spiritual foundations of personal effectiveness, the habits of highly effective people. ***Relevant Case Studies on*** *Strategic leadership and ethical leadership.*

(10 Hours)

Unit IV Team composition, formation, and development- Introduction to Teams: Meaning and nature of teams, types of work teams, significance of work teams, External and internal factors affecting team, Individual Vs Group Vs Team; Group Development Stages, Understanding Team, Differentiating Groups and Teams, Building Effective Teams, Consensus Building, Collaboration, categories of teams. Team Performance and Motivation Team Conflict and Leadership Team Decision Making, ***Relevant Case Studies on*** *Leadership Team Decision Making and strategies for team building.* (12 Hours)

Unit V Recent Trends in Leadership and Team Dynamics: Emerging trends in leadership; Digital and e-leadership; Agile, adaptive, and shared leadership; Inclusive and cross-cultural leadership; Emotional intelligence and ethical leadership; Technology-driven leadership; Remote and virtual team leadership; Managing diverse and multigenerational teams; Building trust, collaboration, and high-performance teams in contemporary organizations. ***Relevant Case Studies on*** *Emotional intelligence and ethical leadership.* (10 Hours)

Textbooks:

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Leadership - Theory and Practice,	Northouse, P.G	Sage Publications.	6th Edition (2025)
2	Team Dynamics at Work	Dr. R. Chandra Moorthy, Ms. Sukanya RC	IP Iterative International Publishers	1st Edition (2024)

Reference Books:

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Leadership and Organization: A Behavioral Science	Tannenbaum, R., Weschler, I.R. and Hansen, J.	McGraw- Hill.	4th Ediiton (2025)

	Approach			
2	Team Building and Leadership	Ms. Neelam S. Bhargava, Mr. Gaurav Bhargava	Himalaya Publishing House	1st Edition (2017)

Performance and Compensation Management

Semester	Course Code	Course Name	Course Type	Cd	L	T	P	Marks		
								Internal	External	Total
4th	25C2BAP-PE2-08	Performance and Compensation Management	Elective	4	4	0	0	40	60	100
Prerequisites of subject	Basic knowledge of Human Resource Management principles, organizational behavior, and business management fundamentals.									

COURSE OUTCOMES	
At the end of the course, student will be able to :	
CO1	Explain the concepts of performance management systems used in organizations.
CO2	Analyze strategic performance management models, review mechanisms, and ethical issues in performance evaluation for building high-performance cultures.
CO3	Categorise compensation and reward management principles to design performance-linked pay systems.
CO4	Interpret compensation management administration practices in the Indian organizational context.
CO5	Elaborate contemporary performance and compensation strategies by integrating emerging trends and industry practices.

Detailed Syllabus

Unit I: Introduction to Performance Management: Performance Management: Concept and objectives; performance management system; performance planning; performance monitoring; performance implementation; performance counseling; performance appraisal; potential appraisal. Problems and errors in performance appraisal; ethics in performance management; role of HR professionals in performance management; performance management through training and development. ***Relevant Case Studies*** *on Performance Planning and ethics in performance management.* (10 Hours)

Unit II: Performance Review and Strategic Performance Management: Reviewing and Managing Performance: Performance management and strategic planning. Alternative models for assessing performance: Balanced Scorecard; EFQM Model. Outcome Metrics: Economic Value Added (EVA) and other economic measures. Building a High-Performance Culture: Performance management and employee development; performance management and rewards. ***Relevant Case Studies*** *on High-Performance Culture and performance management and rewards.* (12 Hours)

Unit III: Foundations of Compensation and Reward Management: Compensation and Benefits Management: Concept and objectives. Job evaluation approaches to compensation management. Pay for Performance: Bonuses – concept and methods of calculation; competency-based pay; equity-based rewards; team-based rewards. Reward strategy and psychological contract; laws relating to compensation. ***Relevant Case Studies*** *on* Job evaluation approaches and Reward strategy.(10 Hours)

Unit IV Wage, Salary and Benefits Administration: Executive Compensation: Concept and components; executive pay structure in India; linking salary with potential and performance. Rewards and Incentives: Types of rewards; wage incentive schemes in India; wage incentive plans. Employee Benefits and Services: Fringe benefits – concept, types, and special features; benefit programmes for management and other employees; administration of benefits and services. Employee welfare and working conditions – statutory and voluntary measures. ***Relevant Case Studies*** *on Fringe benefits and Employees welfare.* (12 Hours)

Unit V Contemporary Issues and Latest Trends in Performance and Compensation Management: Recent trends in wages and salaries in Indian industries and service sector. Latest Trends in Performance and Compensation Management: Strategic performance management; continuous and agile performance management systems; performance-linked pay; total rewards approach; competency-based and skill-based pay; executive and variable pay; compensation for contingent and gig workers; pay equity and transparency; digital and analytics-driven compensation management. ***Relevant Case studies on*** *Strategic pay performance management and Pay equity.*

(10 Hours)

Textbooks:

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Performance Appraisal and Compensation Management: A Modern Approach	Dewakar Goel	PHI Learning Pvt. Ltd.	3rd Edition (2023)
2	Compensation Handbook: A	M.L. Rock & L.A. Berger	Mc Graw-Hill	7th Ediiton (2020)

	State-of-the-Art Guide			

Reference Books:

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Performance Management: Strategies, Interventions, Drivers	S.R. Kandula	PHI Learning	10^{th} Edition (2020)
2	Performance Management Education5th Edition (2023)	Herman Aguinis Pearson	Pearson Education	5^{th} Edition (2023)

Fintech

Semester	Course Code	Course Name	Course Type	Cd	L	T	P	Marks		
								Internal	External	Total
4th	25C2BAP-PE3-05	Fintech	Elective	4	4	0	0	40	60	100
Prerequisites of subject	Basic understanding of banking, financial markets, financial services and digital business models.									

COURSE OUTCOMES	
At the end of the course, student will be able to :	
CO1	Explain the evolution, concept and impact of FinTech on the financial industry.
CO2	Categorise the role of the major stakeholders in the FinTech ecosystem.
CO3	Elaborate FinTech infrastructure and illustrate the application of blockchain, AI, cloud, and payment systems.
CO4	Contrast FinTech regulatory frameworks in global and Indian regulatory practices.
CO5	Analyze emerging FinTech trends such as robo-advisory, algorithmic trading, digital wealth management, and future innovations.

Detailed Syllabus

Unit I: Introduction to FinTech: The history of FinTech and its evolution over time- Changing Payment Landscape- Defining FinTech and its impact on the financial industry- FinTech products and services- FinTech and its key characteristics-The role of technology and innovation in FinTech. ***Relevant Case Studies** on fintech products and industry.* (10 Hours)

Unit II: The FinTech Ecosystem: Various players in the FinTech ecosystem- roles and responsibilities of each player in the FinTech ecosystem. The importance of collaboration and partnerships in the FinTech ecosystem- Types of FinTech products and services. ***Relevant Case Studies** on collaboration and partnerships in the FinTech ecosystem.* (12 Hours)

Unit III: FinTech Infrastructure: Blockchain- cryptocurrencies and digital identity-Artificial Intelligence (AI)- How AI is used in FinTech, including in fraud detection and risk management- Cloud Computing in FinTech- Data in FinTech- Data in FinTech-Payment Systems- various players involved in payment systems. ***Relevant Case Studies*** *on blockchain, cryptocurrency and data in fintech payment.* (10 Hours)

Unit IV FinTech Regulatory System: The role of regulators in overseeing the FinTech industry- The various regulatory frameworks- Regulations regarding banking, securities, and consumer protection- Role of Central Banks- Securities Regulation in FinTech- Global Regulatory Trends in FinTech. ***Relevant Case Studies*** *on regulatory frameworks of fintech..* (12 Hours)

Unit V Recent Trends in FinTech: Personal Finance with Fintech - retirement planning, and real estate financing - Wealth Management & Fin Tech – Discount Broking - Algorithmic Trading - robo-advisory - Financial Issues in Fintech - start-ups and FinTech - Future of Fintech. ***Relevant Case Studies*** *on retirement planning, Algorithmic Trading and Future of Fintech.* (10 Hours)

Textbooks:

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	FinTech and the Remaking of Financial Institutions	John Hill	Elsevier	2nd Edition (2026)
2	Global FinTech: Financial Innovation in the Connected World	David L. Shrier, Alex Pentland (Eds.)	MIT Press	1st Edition (2022)

Reference Books:

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	FinTech, Business, and Development	Chandan Kumar Jha, Chandan Sharma (Eds.)	MDPI Books	1st Edition (2025)
2	Generative AI in FinTech: Revolutionizing Finance Through Intelligent Algorithms	Soumi Dutta et al. (Eds.)	Springer	1st Edition (2025)

Behavioral Finance

Semester	Course Code	Course Name	Course Type	Cd	L	T	P	Marks		
								Internal	External	Total
4th	25C2BAP-PE3-06	Behavioral Finance	Elective	4	4	0	0	40	60	100
Prerequisites of subject	Basic understanding of Investment Analysis, and Capital Market concepts, Familiarity with classical finance theories such as Efficient Market Hypothesis.									

COURSE OUTCOMES	
At the end of the course, student will be able to :	
CO1	Interpret the fundamental concepts, scope, and theories of behavioural finance using appropriate frameworks.
CO2	Analyze behavioural biases, heuristics, and emotional factors influencing investment decisions.
CO3	Discuss investor behaviour patterns and market anomalies arising from psychological and social factors.
CO4	Determine investor sentiment models, market efficiency, and behavioural corporate finance perspectives.
CO5	Propose insights on recent trends in behavioural finance and their implications for modern financial markets.

Detailed Syllabus

Unit I: Introduction to Behavioral Finance: Meaning, features, and scope of **behavioral** finance. Rational Expectations Paradigm and **behavioral** challenge. Theories of **behavioral** finance including Agency theory, Prospect theory, reasoned emotions, overreaction and optimism, Rationality to psychology, Neo-classical finance and Efficient Market Hypothesis. ***Relevant case studies*** *on behavioral finance and Neo-classical finance.* (10 Hours)

Unit II: Behavioral aspects of Investing: Heuristics and biases, self- deception, Emotional Factors and Social Forces and Neuro-scientific and Biological Perspective, Small / Medium / Large firm effect, Momentum Vs Reversal, Noise trader risk in financial market, Attitude to risk, Expected utility, Mental accounting, Over confidence, Emotion and reasoning, Excessive risk taking, behavioral explanation for anomalies, Excessive volatility, Loss aversion, Gamblers' fallacy. ***Relevant case studies*** *on Excessive risk taking and behavioral explanation for anomalies.* (12 Hours)

Unit III: Investor behavior: Types of investors – on the basis of risk appetite and investment exposure, Conformity, Contrarian investing, Social forces selfishness or altruism, Group psychology on Board, Resistance to recognizing failure, Conflict of interest. Value investing and growth investing. Stock market bubbles. ***Relevant case studies on*** *Group psychology on Board, Resistance to recognizing failure.* (10 Hours)

Unit IV Model of Investor Sentiment, Market Efficiency and Biases in Brokerage Recommendations, Evidence on the Characteristics of Cross-sectional Variation in Stock Returns behavioral Corporate Finance and Wisdom from Other Sources. ***Relevant case studies*** *on Cross- sectional Variation in Stock Returns behavioral Corporate Finance.* (10 Hours)

Unit V Recent Trends in behavioral Finance: Recent developments such as behavioral fintech, nudging in financial decision-making, ESG investing behavior, impact of artificial intelligence on investor psychology, digital trading behavior, behavioral risk management, and implications for global financial markets. Behavioral Finance and Cryptocurrency Markets: Study the influence of behavioral biases in cryptocurrency markets, Neuro Finance: Neural processes during financial decision making, Future of Neurofinance, Adaptive Market. ***Relevant case studies on*** *Recent Trends in behavioral Finance* (12 Hours)

Textbooks:

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Behavioural Finance	Sulphey, M.M.	PHI Learning	2nd Edition (2024)
2	Behavioural Finance	Prasanna Chandra	Mc Graw Hill	2nd Edition (2020)

Reference Books:

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Value Investing and Behavioural Finance	Parag Parikh	Mc Graw Hill	1st Edition (2024)
2	Understanding Behavioural Finance	Ackert, L.F. & Deaves, R.	Cengage Learning	2nd Edition (2025)

Mergers, Acquisitions and Corporate Restructuring

Semester	Course Code	Course Name	Course Type	Cd	L	T	P	Marks		
								Internal	External	Total
4th	25C2BAP-PE3-07	Mergers, Acquisitions and Corporate Restructuring	Elective	4	4	0	0	40	60	100
Prerequisites of subject	Basic understanding of valuation concepts and capital market fundamentals of mergers, acquisitions, and corporate restructuring.									

COURSE OUTCOMES	
At the end of the course, student will be able to :	
CO1	Summarize the basic concepts, forms and strategic relevance of M&A and restructuring
CO2	Identify reasons for success or failure of M&A in addition to its value and takeover issues
CO3	Apply the concept of restructuring strategies and valuation concepts in M&A.
CO4	Explain financing, accounting and wealth effects of M&A decisions.
CO5	Interpret the role of regulatory, international and emerging trends in M&A and corporate restructuring.

Detailed Syllabus

Unit I: Foundations of Mergers, Acquisitions and Corporate Restructuring: Introduction to Mergers, Acquisitions and Corporate Restructuring: Evolution, Need and Reasons/Motives for Mergers and Acquisitions. Forms of Corporate Restructuring. Mergers and Acquisitions as Strategic Choice. ***Relevant case studies*** *on Mergers & acquisitions and corporate restructuring.* (10 Hours)

Unit II: Value Creation, Failures and Strategic Issues in M&A: Value creation in mergers and acquisitions. Takeover strategies and takeover defence mechanisms. Reasons for failures of mergers and acquisitions. ***Relevant case studies*** *on value creation and on takeover strategies.* (12 Hours)

Unit III Corporate Restructuring, LBOs, Strategic Alliances and M&A Valuation: Demerger, Reverse Merger and Buyback of Shares. Strategic Alliances: Types, Structure and Problems in Strategic Alliances. **LBO (Leveraged Buy Out):** Characteristics, Categories, Financing. Types of LBO Sponsor. Restructuring of Sick Companies. Deal Valuation in Mergers and Acquisitions: Factors affecting valuation, Valuation Basics. Valuation of Intangibles. ***Relevant case studies*** *on Strategic Alliances and Deal Valuation.* (10 Hours)

Unit IV Financing, Accounting and Shareholder Value in Mergers and Acquisitions: Methods of Payment and Financing Options in Mergers and Acquisitions. Impact on EPS (Earning Per Share). Determinants of Mergers and Acquisitions Financing Decisions. Accounting Aspects of Mergers and Acquisitions. Impact of Mergers and Acquisitions on Shareholder Wealth. ***Relevant case studies*** *on Accounting aspects and impact on shareholders wealth.* (12 Hours)

Unit V Global M&A Strategy, Compliance, Due Diligence and Modern Trends: Tax Implications of Mergers and Acquisitions. The Process of Integration in Mergers and Acquisitions. International Mergers and Acquisitions: Motivations, Strategies and its Execution. Due Diligence in Mergers and Acquisitions. **Regulatory Aspects of Mergers and Acquisitions:** Tax Laws, The Companies Act, 2013, The Competition Act, 2002, SEBI Regulations and any other laws and regulations affecting M&A. Recent Trends in M&A and Corporate Restructuring: Digital and technology-driven acquisitions (AI, fintech, platform businesses); Use of data analytics and automation in due diligence. ***Relevant case studies*** *on International Mergers and Acquisitions and Due Diligence.* (10 Hours)

Textbooks:

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Mergers and Acquisitions	Aurora, Rajinder S., Shetty, Kavita and Kale, Sharad	Oxford Higher Education.	1st Edition (2024)
2	Mergers, Acquisitions and Corporate Restructuring	Kar, Rabi Narayan	International Book House	4th Edition (2026)

Reference Books:

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Mergers and Acquisitions	Krishnamurti, Chandrashekar and Vishwanath, S R	SAGE	5th Editon (2023)
2	Mergers and Acquisitions	Kapil, Sheeba & Kapil, Kanwal N	Wiley Publications	2nd Edition (2024)

International Finance and Financial Derivatives

Semester	Course Code	Course Name	Course Type	Cd	L	T	P	Marks		
								Internal	External	Total
4th	25C2BAP-PE3-08	International Finance and Financial Derivatives	Elective	4	4	0	0	40	60	100
Prerequisites of subject	Fundamental understanding of financial management, basic economics (including exchange rates and interest rates), and introductory knowledge of capital markets and derivatives concepts.									

COURSE OUTCOMES	
At the end of the course, student will be able to :	
CO1	Explain the foundations and evolution of international finance and monetary systems.
CO2	Apply parity conditions in international financing mechanisms.
CO3	Analyze derivatives, futures, and options for financial decision-making.
CO4	Evaluate advanced derivatives and risk management strategies.
CO5	Examine strategies using recent trends in international finance and derivatives.

Detailed Syllabus

Unit I: Foundations of International Finance and Monetary Systems: International Finance: An overview, importance, nature and scope, recent changes and challenges in IFM. International flow of funds: Balance of Payments (BoP), Fundamentals of BOP, Accounting components of BOP, Factors affecting international trade flows, Agencies that facilitate International flows. International Monetary System: Evolution, Gold Standard, Bretton Woods system, the flexible exchange rate regime, the current exchange rate arrangements, the Economic and Monetary Union (EMU). Foreign Exchange Market: Function and Structure of the Forex markets, Major participants, Types of transactions and settlements dates, Foreign exchange quotations, Factors influencing foreign exchange rates. ***Relevant Case studies*** *on Balance of Payments Crisis in various economies* (10 Hours)

Unit II: Parity Conditions, Forecasting & International Financing: Parity Conditions in International Finance and Currency Forecasting: PPP, the Fisher effect, The International Fisher

Effect, Interest Rate parity Theory, The relationship between forward and future spot rate. International Sources of Finance: Long Term- International Capital Markets (ADR's, GDR's), Foreign Bond Market, Foreign Banks, Euro Markets, World Bank and IMF. Short Term: Banker's Acceptance, Discounting, Factoring, Forfaiting, EXIM Bank of India. ***Relevant Case studies*** *on Interest Rate Parity and Sources of International Finance.* (12 Hours)

Unit III: Derivatives: Forwards, Futures, and Options: Derivatives: Meaning, Types, Importance, Principles and regulatory framework in India Forward and Futures Contracts: Meaning, Difference between forward and futures contracts, pricing of futures contracts, determinants of value of futures contracts, Mark-to-Market, Payoffs of futures contracts. Speculation, Hedging and Arbitrage by using futures contracts. Options Contracts: Meaning, type, importance, Black-Scholes Model for pricing options contracts, factors determining option prices, Payoffs of Call Option and Put Option contracts, Put-Call Parity. Option Trading Strategies: Covered call writing, protective puts, Straddles, Strangles, Strips, Straps, Spreads including butterfly spreads, calendar spreads etc. ***Relevant Case studies*** *on Hedging and Arbitrage by using future contracts.* (10 Hours)

Unit IV Advanced Derivatives and Risk Management: Swaps and Swaptions: Meaning, types, importance and pricing of swaps and Swaptions. Factors determining price of swaps and Swaptions. Credit Derivatives: Meaning, Importance, pricing models and strategies to hedge by using credit derivatives. Foreign Exchange Risk Management: Measuring and managing Transaction exposure, Measuring and Managing Economic exposure, and Measuring and Managing translation exposure, Country Risk Analysis, Foreign Exchange and Derivative Markets: Currency Futures and option Markets, Swap and Interest rate derivatives. ***Relevant Case studies*** *on Risk Management.* (12 Hours)

Unit V Recent Trends and Integrative Strategies: Recent Trends in International Finance: Digital currencies, fintech in forex, ESG investing, geopolitical impacts on forex. Innovations in Derivatives: Cryptocurrency derivatives, algorithmic trading, AI in risk modeling. Regulatory Updates: SEBI guidelines, global regulatory shifts, compliance in derivatives trading. Integrative Case Studies on multinational financial strategy. Future Outlook: Sustainable finance, green bonds, climate risk derivatives. ***Relevant Case studies*** *on Cryptocurrency derivatives, algorithmic trading.* (10 Hours)

Textbooks:

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	International Financial Management	P. G. Apte	Tata McGraw-Hill	9th Edition (2024)
2	Multinational Financial Management	Alan C. Shapiro	Wiley	12th Edition (2024)

Reference Books:

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Options, Futures and Other Derivatives	John C. Hull	Pearson Education	12th Edition (2025)
2	Financial Derivatives	S.S.S. Kumar	PHI Learning	5th Edition (2025)

Taxation and Personal Financial Planning

Semester	Course Code	Course Name	Course Type	Cd	L	T	P	Marks		
								Internal	External	Total
4th	25C2BAP-PE3-09	Taxation and Personal Financial Planning	Elective	4	4	0	0	40	60	100
Prerequisites of subject	Basic understanding of fundamental accounting and basic concepts of income, savings, and investments.									

COURSE OUTCOMES	
At the end of the course, student will be able to :	
CO1	Interpret the concept, scope, and methods of tax management.
CO2	Apply tax planning techniques for income heads, deductions, exemptions, and loss adjustments.
CO3	Outline the importance of time value of money and financial statement analysis in personal planning.
CO4	Examine personal risk, insurance, and investment planning aligned with financial goals.
CO5	Implement investment instruments and recent taxation trends including digital filing and estate planning.

Detailed Syllabus

Unit I: Introduction to Tax Management: Introduction to tax management, features and scope of tax management. Differentiate between tax planning, tax avoidance and tax evasion. Tax Planning: Meaning, need, scope, objectives and methods of tax planning. ***Relevant Case Studies*** *on tax management, tax planning, tax avoidance and tax evasion.* (10 Hours)

Unit II: Tax planning for Five Heads of Income: Income from salary, house property, profits and gains from business or profession, capital gains and income from other sources. Tax Planning with reference to Residential status, exempted incomes, permissible deductions, clubbing of income and setting off & carry forward of losses. ***Relevant Case Studies*** *on capital gain, residential status and deductions.* (12 Hours)

Unit III Personal Financial Planning: Introduction, features, objectives and scope of personal financial planning. Environmental Analysis: Screening and analysis of environmental factors affecting personal financial planning. Time Value of Money and Personal Financial Statements: Meaning and calculation of present value and future value of money. Factors affecting the time value of money and its impact on the personal financial statements. ***Relevant Case Studies*** *on time value of money, personal financial planning* (10 Hours)

Unit IV Personal Risk Management: Meaning of risk, measurement of risk and its identification (Risk taker, moderate risk taker, risk averter), introduction to life insurance and general insurance, differentiate between life insurance and investment. Insurance planning for the individual as well as family. Investment Planning: Meaning and process of investment planning. Investment Planning objectives – Retirement planning, tax saving, capital growth, liquidity and safety. ***Relevant Case Studies*** *on life insurance, general insurance and retirement planning.* (12 Hours)

Unit V Investment Instruments for Personal Financial Management and Recent Trends: Tax saving instruments (all investments covered u/s 80C like, Provident fund, PPF, ELSS, NPS etc.), Mutual fund schemes, Fixed income securities, Capital market instruments, Money market instruments and Real Assets. Recent Trends in Taxation and Personal Financial Planning: Focus on digital taxation, e-filing of ITR, Estate Planning: Need for estate plan, Objective of estate planning process. ***Relevant Case Studies*** *on mutual fund schemes, money market instruments and ITR.* (10 Hours)

Textbooks:

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Taxmann's Financial Literacy	Amit Kumar Singh	Taxmann Publications	3rd Edition (2025)
2	Personal Financial Planning with MindTap	Randy Billingsley, Lawrence Gitman & Michael Joehnk	Cengage Learning	15th Edition (2022)

Reference Books:

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Personal Financial Planning (Wealth Management)	K.R. Subbakrishna & S. Murali	Himalaya Publishing House	1st Edition (2025)
2	Personal Income Tax	G. Sekar	Commercial Law Publishers	19th Edition (2024)

Data Visualization for Managers

Semester	Course Code	Course Name	Course Type	Cd	L	T	P	Marks		
								Internal	External	Total
4th	25C2BAP-PE4-05	Data Visualization for Managers	Elective	4	4	0	0	40	60	100
Prerequisites of subject	Basic understanding of business data, descriptive statistics, spreadsheets (MS Excel), and fundamental concepts of business analytics and managerial									

COURSE OUTCOMES	
At the end of the course, student will be able to :	
CO1	Explain the role of data visualization and visual perception principles in managerial decision making.
CO2	Implement the application of visualization techniques and tools to transform business data into meaningful visuals.
CO3	Simulate the design of effective dashboards and KPI-driven visual reports using sound design principles.
CO4	Examine methods of communicating business insights through data storytelling and audience-focused visual narratives.
CO5	Evaluate and use ethical, interactive, and contemporary visualization practices for managerial reporting.

Detailed Syllabus

Unit I: Foundations of Data Visualization: Introduction to data visualization and its role in managerial decision making, evolution and importance of visualization in business analytics, purpose of data visualization, types of data, common visualization idioms including bar line pie area scatter and histograms, use of color size and layout, avoiding misleading visuals and chart junk, exploratory versus explanatory visualization. ***Relevant Case Studies*** *on Managerial Decision-Making through Data Visualization and Avoiding Misleading Visuals.* (10 Hours)

Unit II: Data Preparation and Visualization Tools: Data preparation for visualization, data cleaning and transformation, decision models using pivot grids and charts, introduction to Tableau interface, data connections and data sources, creating worksheets dashboards and stories, interactive visualization features, filters parameters and actions, conceptual exposure to Power BI and Excel dashboards for managerial reporting. ***Relevant Case Studies*** *on Data Preparation, Dashboard Development, and Managerial Reporting using Tableau and Power BI.* (12 Hours)

Unit III Design Principles and KPI-Driven Visualization: Design fundamentals and principles, Shaffer's 4 Cs of data visualization, color theory and visual hierarchy, creating effective datasets for analysis, data modeling fundamentals for analytics, selecting and defining KPIs, dashboard design best practices, KPI-driven dashboards, heatmaps and comparative visualizations, geospatial and map-based visualizations. ***Relevant Case Studies*** *on KPI-Driven Dashboard Design, Heatmaps, and Geospatial Visualizations.* (10 Hours)

Unit IV Storytelling and Managerial Communication: Storytelling with data and business narratives, importance of context and audience, narrative structures for data-driven insights, design thinking in visualization, dashboards versus storyboards versus infographics, executive and board- level reporting dashboards, communicating insights to non-technical stakeholders, visualization for strategic and operational decision making, case-based visualization projects. ***Relevant Case Studies*** *on Data Storytelling, Executive Dashboard Reporting, and Communicating Insights to Non-Technical Stakeholders.* (12 Hours)

Unit V Advanced Applications and Contemporary Trends: Integration of visualization with business analytics outcomes, visualization of forecasts and performance metrics, ethical and responsible visualization practices, visualization in digital business environments, emerging trends in data visualization, mini projects and applied case studies. **Suggested Software:** QlikView and D3. ***Relevant Case Studies*** on *Forecast Visualization, Performance Analytics, and Ethical Practices in Digital Business Environments.* (10 Hours)

Textbooks:

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Storytelling with Data: A Data Visualization Guide for Business Professionals Wiley India	Cole Nussbaumer Knaflic	Wiley India	10th Edition (2025)
2	Data Visualization: A Handbook for Data Driven Design	Andy Kirk	SAGE Publications	3rd Edition (2024)

Reference Books:

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Visualization Analysis and Design	Tamara Munzner,	CRC Press	2nd Edition (2024)
2	Data Visualization with Microsoft Power BI	Alex Kolokolov & Maxim Zelensky	O'Reilly Media	4th Ediion (2024)

Business Forecasting

Semester	**Course Code**	**Course Name**	**Course Type**	**Cd**	**L**	**T**	**P**	**Marks**		
								Internal	**External**	**Total**
4th	25C2BAP-PE4-06	Business Forecasting	Elective	4	4	0	0	40	60	100
Prerequisites of subject	Basic knowledge of business statistics, economics, and data analysis with MS Excel.									

COURSE OUTCOMES	
At the end of the course, student will be able to :	
CO1	Outline the importance of forecasting and demand analysis in managerial decision making.
CO2	Explain the techniques of qualitative and quantitative forecasting for business data.
CO3	Evaluate time series and regression-based models for business forecasting.
CO4	Interpret forecasting accuracy and results for managerial applications.
CO5	Integrate forecasting tools and ethical practices to support business planning and decision making.

Detailed Syllabus

Unit I: Introduction to Forecasting and Demand Analysis: Concept and importance of business forecasting, role of forecasting in managerial decision making, forecasting process and steps, demand analysis and determinants of demand, elasticity of demand, types of forecasts and users, qualitative versus quantitative forecasting methods, ethical issues and bias in forecasting, electing a forecasting technique. ***Relevant Case Studies*** *on Demand Analysis, Forecasting Technique Selection, and Managerial Decision Making* (10 Hours)

Unit II Forecasting Using Market and Regression Models: Marketing research techniques for forecasting, consumer surveys focus groups and market experiments, data collection methods and variable identification, time series and cross-sectional data, regression analysis for forecasting, interpretation of regression results, unconditional and conditional forecasting, business applications of regression-based forecasting. ***Relevant Case Studies*** *on Marketing Research Techniques and Regression-Based Forecasting Applications.* (12 Hours)

Unit III Time Series Forecasting Models: Time series components, smoothing techniques including moving averages and exponential smoothing, Holt and Winters models, AR MA ARMA and ARIMA models, Box-Jenkins methodology, SARIMA models, forecasting accuracy measures including MAE MSE RMSE and MAPE. ***Relevant Case Studies*** *on Time Series Forecasting Models, ARIMA Applications, and Forecast Accuracy Evaluation.* (10 Hours)

Unit IV Advanced Forecasting Models: Forecasting error and its measurement; properties of forecasts; causality and exogeneity in forecasting models; impulse response function and variance decomposition; modeling and forecasting of volatility; Autoregressive Conditional Heteroskedasticity (ARCH) process and Generalized Autoregressive Conditional Heteroskedasticity (GARCH) process. ***Relevant Case Studies*** *on Forecast Error Analysis, Volatility Modeling, and ARCH–GARCH Applications.* (12 Hours)

Unit V Qualitative Forecasting and Applications: Qualitative forecasting techniques; opinion polling and expert judgement methods; barometric techniques; leading, lagging and coincident indicators; diffusion and composite indexes; scenario analysis and what-if forecasting; short-term and long-term forecasting; business forecasting applications in sales, finance operations and supply chain management. **Suggested Software:** IBM SPSS Forecasting. ***Relevant Case Studies*** *on Qualitative Forecasting Techniques, Scenario Analysis, and Business Forecasting Applications.* (10 Hours)

Textbooks:

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Demand Forecasting for Executives and Professionals	Stephan Kolassa, Bahman Rostami-Tabar, Enno Siemsen	Chapman & Hall	1st Edition (2024)
2	Business Forecasting	John E. Hanke and Dean W. Wichern	Pearson Education	10th Edition (2021)

Reference Books:

S. No.	Name of the Books	Author	Publisher	Edition (Pub. Yr.)
1	Business Analytics for managers: leveraging data for strategic insights	Parampal Singh and Manjeet	Chyren Publication	7th Edition (2024)
2	Realistic Business Forecasting	Adam Simmons	Gaile Griffin Peers	4th Edition (2020)